



CUMBERLAND
CITY COUNCIL

A Year in Review

Cumberland City Council
is proud to present the
2023-2024 Annual Report

[CLICK TO START >](#)



Acknowledgement of Traditional Custodians

Cumberland Council acknowledges the Darug Nation and People as Traditional Custodians of the land on which the Cumberland Local Government Area (LGA) is situated and pays respect to Aboriginal Elders past, present and future.

We acknowledge Aboriginal and Torres Strait Islander Peoples as the First Peoples of Australia.

Cumberland Council also acknowledges other Aboriginal and Torres Strait Islander Peoples living in the Cumberland Local Government Area and reaffirms that we will work closely with all Aboriginal and Torres Strait Islander communities to advance reconciliation within the area.



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Message from the Mayor



As Mayor of Cumberland City Council, I am proud to present the 2023-2024 Annual Report.

It is an honour to be elected and serve our community as the new Mayor of Cumberland City Council. I am especially proud to be the first female Muslim Mayor in Cumberland's history, a milestone that reflects the diversity of our community. Our Council is a vibrant tapestry of cultures, and this diversity is a strength we should celebrate.

This report details Council's achievements over the last financial year and shows how investment into infrastructure, open spaces, services, and town centres is key to support the Cumberland community into the future.

Council has prioritised major infrastructure projects such as the Civic Park and Pendle Hill Wetland Improvement Project, the Merrylands CBD Drainage Project as well as the Guildford Swim Centre Modernisation Project with a full demolition of the site now complete. These projects display our commitment to improving our local parks, roads and recreational facilities to ensure Cumberland is a destination where people aspire to live.

It fills me with immense pride to see such a colourful and vibrant multicultural Council such as Cumberland continue to rally together and celebrate our diverse community. Throughout the year it's been a privilege to witness so many of our great events return and continue to thrive, highlighting the diverse nature of Cumberland. Our annual Sydney Cherry Blossom Festival welcomed over 87,000 people through the

gates of the Auburn Botanic Gardens, to see the spectacular trees in full bloom. In addition, Back to Guildford Festival made its return to Guildford Road following upgrades to the Guildford Laneway as part of the Safer Cities: Her Way Program.

Council has led the way this year winning the Excellence in Risk Management Awards for Council's Water Safety Program and the Les Emerson Claims Mitigation Award for the Sydney Cherry Blossom Festival. In addition, Council was recognised at the Aquatic and Recreation Institute's 2023 Awards of Excellence for the Water Safety Program and the Child Safeguarding Award. These five awards have been a team effort from Swimming Pools, Audit, Safety and Risk, Children and Youth Development, Events and Culture and Strategic Communications teams.

I would like to acknowledge and thank my fellow Councillors who have worked tirelessly alongside me to deliver on key partnerships, projects and programs that are enhancing and improving the lives of the people of Cumberland. We as a team at Council are measured not by the places we build, but by the satisfaction and improvement for the lives of those that live here.

Thank you to the dedicated staff who continue to make Cumberland a wonderful place to live. I am proud to be your new Mayor and I look forward to working together over the next 12 months.

Clr Ola Hamed
Mayor



Message from the General Manager



Welcome to the Cumberland City Annual Report – A Year in Review 2023-2024

I am pleased to present the 2023-2024 Annual Report, which presents the financial and operational achievements of the year that was, and highlights the works and programs successfully delivered for our diverse and growing community.

Over the past 12 months, Council completed works on the Civic Park and Pendle Hill Wetland Improvement Project, providing the community with ample recreational space and improved connections to the Pendle Hill Town Centre. Council has also consolidated the drainage infrastructure in the Merrylands CBD to enable the most cost-efficient method of controlling floodwaters in this area. Without this important infrastructure upgrade, the delivery of the Merrylands Civic Square would not have occurred.

A major focus in the past year has been to continue educating the community on water safety following a reported loss of water safety skills during the pandemic. Council's Swim Safe Program was initiated in late 2022 and has had no reported drownings or near drownings since. The program has demonstrated continued excellence and achieved awards in the following categories:

- Child Safeguarding Award (2023 ARI NSW Awards of Excellence)
- Community Marketing Campaign of the Year Award (2023 ARI NSW Awards of Excellence)
- Water Safety Program (CivicRisk Mutual Risk Excellence Award)
- Water Safety Program (Highly Commended and Finalist, 2024 NSW Local Government Excellence Awards).

We continue to work with our partners to do great work and have implemented the Domestic and Family Violence (DFV) Action Plan 2023-2025, with the opening of the first DFV Hub in Cumberland.

In addition, Council held nine DFV Safety sessions and facilitated the DFV Forum which was attended by 70 representatives from Cumberland DFV support services.

The adoption of the Smart Places Strategy saw the introduction of new technology and smart furniture in our open spaces, further enhancing Cumberland's place making initiatives.

Our Community Centre program offerings were expanded in response to the diverse needs of children, families and seniors within our community, with the successful launch of 92 new programs that focused on community engagement in education, recreation and sports. In addition, the inaugural Berala Spring Fair drew an impressive crowd of over 1,000 attendees.

Council successfully implemented a Contract Management System that provides opportunities to visually represent data and effectively manage contracts, and completed the first Service Review under its new Internal Service Review Program, Continuous Service Improvement (CSI). This

evidence-based process has assisted Council with identifying several areas of improvement in a thorough and valuable review, embedding a culture of continuous improvement across the organisation.

We have undertaken many park and playspace improvements over the year which have included the completion of Jack and Jill Reserve in Berala, Norman Park in Auburn, Dudley Reserve in Lidcombe, Darmania Avenue Park in Greystanes and Bathurst Street Park in Greystanes.

Cumberland's Cultural Events Program had a significant increase in attendance, specifically the Sydney Cherry Blossom Festival and Diwali Celebrations. The Events and Culture team demonstrated excellence in risk management, winning the Les Emerson Claims Mitigation Award for the Sydney Cherry Blossom Festival in 2023. We continued to bring our community together and celebrate our diversity with an array of annual major events, including the iconic Sydney Cherry Blossom Festival, Ramadan Street Festival, Diwali celebrations, Lunar New Year and Australia Day, while showcasing our unique identity.

We welcomed over 3,000 new citizens into our community who now call Cumberland home, with 19 citizenship ceremonies held throughout the year.

This reported financial year saw many budgetary pressures on expenditure due to the current environment, with inflation and high cost of living pressures affecting our community's ability to pay for services. Council's unwavering commitment to fiscal management saw the development of efficiency strategies and realistic forecasting, whilst balancing community needs with Council targets to meet the approved budgeted results for 2023-2024. Following the external audit of Council's financial statements, Council remains in a strong financial position maintaining a budget surplus.

I couldn't be prouder of the organisation that I have the privilege to lead and look forward to the many more achievements in the year ahead.

Peter J. Fitzgerald
General Manager



Welcome to a Year in Review

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Welcome to the Annual Report - A Year in Review 2023-2024

Welcome to the Annual Report 2023-2024. This report details Cumberland City Council's progress in implementing its Operational Plan 2023-2024.

In presenting this information, the Annual Report shows how Council is supporting the Cumberland community to achieve its vision for the future as outlined in the Cumberland Community Strategic Plan 2017-2027.

The Annual Report provides accountability and transparency between Council and the community and consists of:

- Integrated Planning and Reporting (IP&R) requirements, key demographics and statistics about the Cumberland community, our shared vision and values and a celebration of the achievements, highlights and projects delivered to the community
- Service delivery performance in implementing the actions identified in the Operational Plan 2023-2024, performance indicators to assess how Council is working towards community priorities, service reviews and their implementation
- Statutory reporting information required under the *NSW Local Government Act 1993*
- The State of our City Report as an addendum
- Council's audited financial statements published as a separate document.

The Annual Report has been prepared in accordance with the NSW Integrated Planning and Reporting (IP&R) Framework. Statutory information is based on the requirements of Section 428 of the *NSW Local Government Act 1993* and the audited financial statements of Council from 1 July 2023 to 30 June 2024.



Mitch Tambo at Australia Day Event



The Integrated Planning and Reporting (IP&R) Framework

Under the *NSW Local Government Act 1993*, councils are mandated to adopt a robust approach to planning and decision-making through the Integrated Planning and Reporting (IP&R) Framework. The IP&R framework is central to all council plans, guiding how councils provide leadership, plan for the future and make decisions about services and resources. The framework emphasises that IP&R should be at the core of all council plans, activities, resourcing decisions and improvement strategies.

All councils in NSW use the IP&R framework to guide their planning and reporting activities. The framework provides a clear picture of the council's direction and how it plans to achieve its goals, through various plans and strategies. These include the:

- Community Strategic Plan
- Resourcing Strategy
 - » Asset Management Strategy and Plans
 - » Workforce Management Strategy
 - » Long Term Financial Plan
 - » Digital Strategy (whilst not a requirement under the *Local Government Act* and Regulations, the development and adoption of a Digital Strategy is an invaluable part of Councils' resource planning and is considered best practice)
- Delivery Program
- Operational Plan.

This framework of documents is designed to ensure that NSW councils are undertaking long term planning for the future of their communities, and that planning is based on thorough community engagement. The framework is a cascading set of plans, strategies and reports designed to translate high level community hopes and aspirations into actionable activities for Council. Plans within the IP&R Framework ensure that Council's activities are aligned with community priorities, are sustainably resourced and all progress is measured and reported.

The community is at the heart of the IP&R Framework and engagement with the community is critical in understanding the community's priorities and vision for the future. Involving the community in each stage of the IP&R process ensures decision making is evidence based and is representative of the views of the community, rather than specific interests or assumptions. Council's role in engagement is to:

- Inform
- Consult
- Involve
- Collaborate
- Empower.



Nowruz event display



Reporting Obligations

Councils are accountable for ensuring progress is measured.

Cumberland reports performance and progress through:

- Six-monthly Performance and Progress Reports
- Annual Reports
- State of our City Report.





Social Justice Principles

Council's planning is based on social justice principles.



Access

Ensure all people have access to goods and services regardless of age, gender and ethnicity



Equity

To ensure fair distribution of available resources across society



Participation

Enable people to participate in decisions which affect their lives

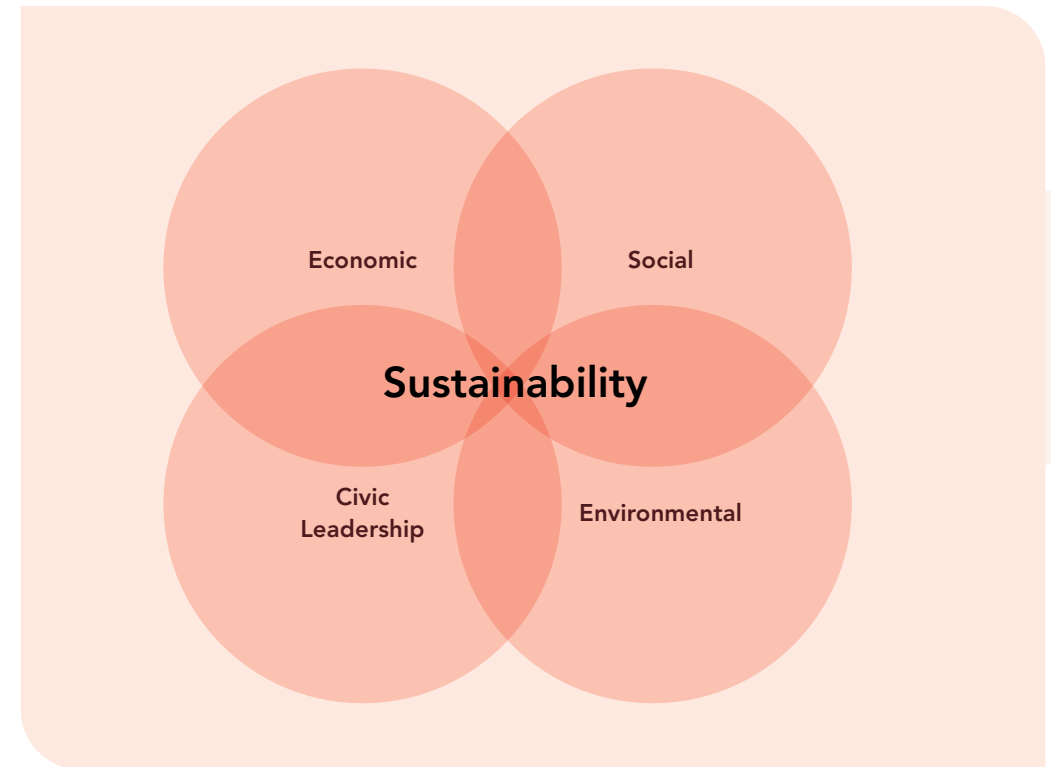


Rights

To protect individual liberties to information about circumstances and decisions affecting people and to provide appeal mechanisms for decision which they feel are unfair

Quadruple Bottom Line

Council is required to plan based on the Quadruple Bottom Line (QBL) in an integrated way. This helps to ensure that Cumberland City operates sustainably, balancing all the community needs to be an established and sustainable city. The Strategic Goals within the Cumberland Community Strategic Plan are aligned with the four quadrants of the QBL, with reporting against these goals also representing reporting against the QBL.

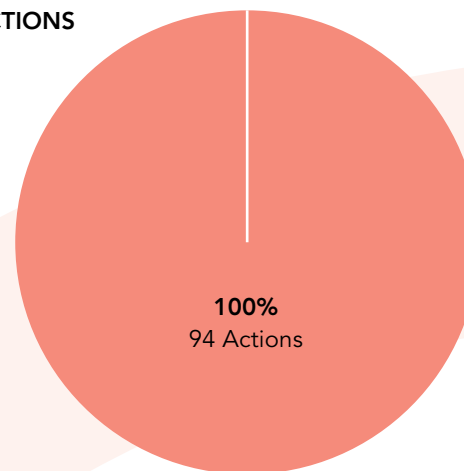




Overview of 2023-2024

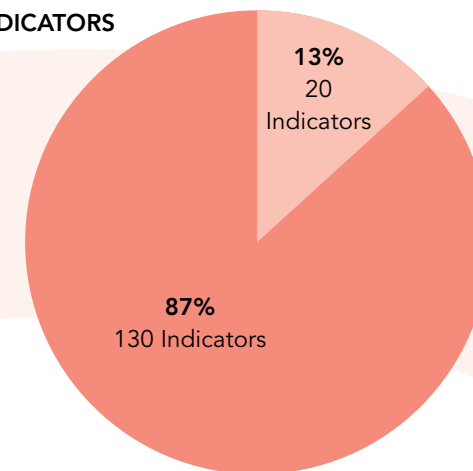
Council has delivered on all of its planned service delivery commitments in the Operational Plan 2023-2024 with 100% of service actions delivered or are multi-year projects running on track. Of the 150 indicators measuring Councils performance, 87% have been met.

ACTIONS



- On Track / Completed
- Needs Attention

INDICATORS



- On Track / Completed
- Needs Attention



Back to Guildford Festival



Back to Guildford Festival



Highlights and Challenges

Community and Culture

Community and Culture

City Services

Environment and Planning

Corporate Performance

Governance and Risk



168 programs delivered to children, youth and families building capacity in our community in a range of areas from health and wellbeing, safety, education, culture and empowerment.



Delivered a range of community development programs across the topics of newly arrived people, women's financial freedom, community grants, domestic family violence prevention, personal safety, homelessness and aboriginal education.



Delivered 10 major cultural events with over 130,000 attendees.



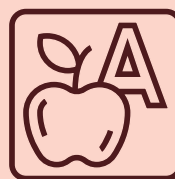
Hosted three major Art Gallery exhibitions with over 4,000 participants.



Over 650,000 people attended our 8 libraries.



Provided 34,628 meals to seniors.



100% utilisation of Council's School Holiday Programs.

CHALLENGES:

- Attendance at the Granville Centre Art Gallery fell short of expectations as the venue is still establishing itself as a cultural destination. Programs like Granville Nights 'Up Late' helped boost engagement. Council is reviewing future programs and marketing strategies to improve attendance.



City Services

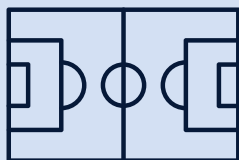
Community and Culture

City Services

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Several sports field renovations have been carried out, including hybrid turf being installed in high wear areas, topdressing and fertilising to encourage new growth.



Wentworthville Community Garden received positive feedback after attending and winning multiple awards at the Royal Easter Show for Produce from the Garden.



Cleaned 500 instances of graffiti.



Council hosted the NSW Fire Safety Summit on 29th May 2024, in collaboration with over 100 staff representing 30 councils across NSW providing regional leadership on the issue of Fire Safety.



Renewed 17km of road and 10km of footpath in addition to building 4.7km of new footpaths.



Provided vital Learn to Swim lessons to over 30,000 attendees.



Swept 95,965km of streets, conducted over 1,000 litter patrols, repaired 3,539 potholes.

CHALLENGES:

- Rising costs for materials, utilities and services, supplier delays and bad weather impacted Council's maintenance budgets, increased project costs and caused delays.
- Industrial action in electrical service providers and major utility infrastructure installations impeded progress on projects.
- Increased vandalism of public amenities is putting pressure on resources.
- Inclement weather caused safety issues at sports grounds, impacting the winter season. It also disrupted pothole servicing, causing delays due to safety concerns and changes in material requirements.
- The Guildford indoor pool closure, due to structural issues, has significantly impacted the Swim School Program.



Environment and Planning

Community and Culture

City Services

Environment and Planning

Corporate Performance

Governance and Risk



Council successfully delivered the Cumberland Local Heritage Awards and Cumberland Local Heritage Rebate Program.



Construction is underway for the Canal Road Park Project as part of the Prospect Pipeline Strategic Masterplan.

Determined over 1,000 development applications with a median processing time of 79 days (ahead of 86-day target).



Processed 6,423 Planning Certificates.



Council has delivered six major Economic Development programs, including:

Acceler8 Cumberland Small Business Month



Two Try a Trade Discovery Days



Try a Trade Connecting Women to Trade



Achieving Gender Balance



Diversity is good for business, as part of 'Trade Up to a Better Future Program'

CHALLENGES:

- Experienced delays in subdivision certifications due to incomplete information provided at lodgement. A new checklist has been introduced to help to improve processing times.



Corporate Performance

Community and Culture

City Services

Environment and Planning

Corporate Performance

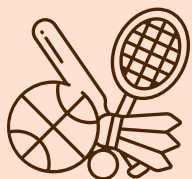
Governance and Risk



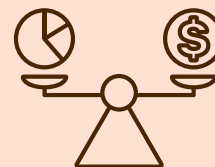
Council has placed 81 work experience students across various departments within Council, while also promoting job opportunities within the local community at events.



Served over 181,000 customers over the phone, at our counters and via webchat services.



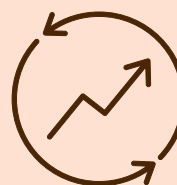
Council successfully launched 92 new programs focusing on community engagement in education, recreation and sports. The inaugural Spring Fair drew an impressive crowd of over 1,000 attendees.



Council closed 2023-2024 in a sound financial position by efficiently managing budgetary pressures symptomatic of higher costs of doing business for Council and cost of living pressures experienced by our community.



Launched three internal programs and initiatives aimed at capacity building of emerging and current leaders including mentoring, leadership and management training and certification.



Reviewed two key Council services and several processes and found improvements in efficiency and effectiveness.

CHALLENGES:

- Digital services were disrupted by unforeseen network issues during Wi-Fi infrastructure upgrades, resulting in brief outages.
- Economic conditions are affecting the collection of rates. Council offers payment plans for those facing financial difficulties.
- Negative media coverage related to a library book ban caused reputational damage.



Governance and Risk

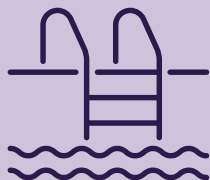
Community and Culture

City Services

Environment and Planning

Corporate Performance

Governance and Risk



Council's Water Safety Program was a whole of Council initiative that received a Highly Commended at the NSW Local Government Excellence Awards in the Risk Management category.



Delivered 29 Civic Events and 19 citizenship ceremonies.



Oversaw a 9.4% increase in property service revenue compared to previous year.



Implemented a range of crucial safety procedures and improvements.



Processed 1,615 Informal Access to Information Requests and 25 Formal Government Information Public Access (GIPA) applications.



20 Council meetings and 77 Committee meetings held.



Outlook to the Future

Looking forward to 2024-2025, Council is focused on protecting our natural environment, enhancing recreational facilities, while creating vibrant local centres to foster connected communities. To support the needs of our growing community, Council is committing to delivering Major projects including:



Guildford Swim Centre Modernisation Project

This project will deliver a new state of the art aquatic centre that will support current and future demand for aquatic provision within the local community. The redevelopment will provide a range of new facilities including an outdoor pool, indoor program pool and associated improvements. These new facilities will provide for a range of age groups and participation levels including gentle exercise, rehabilitation and learn to swim. This project is jointly funded by Council and NSW State Government's Western Sydney Infrastructure Grants Program (formerly WestInvest).



Auburn Basketball Centre of Excellence Expansion Project

The Auburn Basketball Centre of Excellence Expansion project will increase the existing three court facility to cater for the full spectrum of participation and athlete pathway development. This includes additional basketball courts and a high-performance centre that will become the training and development home for professional basketball including women's basketball (Sydney Flames) that provides a local and regional pathway for participation.



Lidcombe Town Centre

The Lidcombe Town Centre High Street Activation project aims to transform the Joseph Street Precinct into a vibrant 'Eat Street' supported by outdoor dining areas, upgraded footpaths and pedestrian crossing points, new street tree planting and greenery to provide colour and shade with opportunities for the integration of public art.



With design works now complete on several upgrades, construction can commence. Upgrades to be undertaken include:

- Lidcombe Remembrance Park Upgrade
- Lytton Street Park Upgrade
- Girraween Park Upgrade
- Public amenity upgrades
- Canal Road Park Upgrade
- Playground upgrades
- Duck River Playground Upgrade.

Upgrades are vital for our local area and our community both now and for generations to come.

Council will implement the Reconciliation Action Plan (RAP), continue the work of the Cumberland Domestic and Family Violence (DFV) Action Plan and focus on a new Litter Strategy.

Details on Council's objectives for the future are available in the [Operational Plan 2024-2025](#).



Lidcombe Remembrance Park



Social, Economic and Environmental Impacts on Operations

Social Factors

Population Growth and Diversity:

Cumberland City is known for its diverse and growing population. Council is bringing people together by building local community and cultural networks, education and social groups that encourage connection and trust.

Community Health and Wellbeing:

The COVID-19 pandemic has continued to influence public health measures in public spaces and programs. Ensuring community safety and wellbeing has been a priority for Cumberland.

Affordable Housing:

With rising housing costs in Sydney, there has been increasing demand for affordable housing solutions. Council has developed strategies to deliver affordable housing suitable for the needs of all people at various stages of their lives as well as broader programs addressing social issues such as homelessness.

Public Engagement:

Engaging with the community through consultations, public forums and digital platforms is essential for understanding and addressing local needs and concerns. Council provides the Cumberland community opportunities to provide feedback to ensure decision making is evidence based and is representative of the views of the community.

Economic Factors

Budget Constraints:

Council faced many budgetary pressures on expenditure due to the current inflationary environment as well as pressures on income resulting from the current high cost of living, affecting users' ability to pay for services. Council has managed these pressures through efficiency strategies and realistic forecasting, whilst balancing community needs with Council targets.

Employment and Business Support:

The local economy, including small businesses, have faced challenges due to economic factors. To support Cumberland businesses, Council has delivered support measures to promote economic health through its Economic Development programs. Our plans and policies will support the integration of land use activities throughout the area, with a continued emphasis on growing retail, commercial and entertainment opportunities in our business zones, supporting small businesses that offer convenience services in our local centres, and promoting innovation and technology-based industries in our employment zones.

Infrastructure Investment:

Infrastructure requires a great deal of funding to deliver projects and maintain assets. Securing funding for infrastructure projects, such as road maintenance, public spaces and facilities has been critical for economic development and improving local amenities.



Environmental Factors

Climate Change, Sustainability and Waste Management:

Addressing climate change is a priority for all levels of government. Cumberland continues to implement sustainability initiatives, such as reducing carbon emissions, promoting renewable energy and enhancing green spaces, in addition to having effective waste management and recycling programs to meet environmental standards and reduce landfill use. Cumberland will be an ecologically sustainable area that enhances biodiversity and is achieving a progressive reduction in local energy and water consumption, and urban heat island effects. Council has already installed smart water meters at many of its facilities helping reduce usage and identify leaks.

Natural Disasters and Resilience:

Responding quickly to natural disasters and events can be difficult. Council has several resilience and business continuity plans in place and is an active member of the Resilient Sydney Program. Council has a proactive risk management approach that seeks to plan for and mitigate risks from natural disasters on the business and the community.

Urban Development:

Managing urban development and ensuring it aligns with community priorities, environmental sustainability goals and regional planning objectives is challenging as demand for housing increases. Cumberland will offer opportunities for housing growth in planned centres and corridors, whilst protecting the existing character and amenity of the surrounding established residential areas, with a focus on delivering diversity and affordability in the local housing market to meet the needs of our community.



National Tree Day



Our Community, Our Council

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Our Community

Cumberland City is one of the most culturally diverse, vibrant, and populated local government areas in NSW. Approximately 245,323 people currently call Cumberland City home and this is expected to grow to around 300,000 people by 2036. Our international food, cultural events, high-quality community programs, extensive networks of green spaces and our place in the geographical heart of Sydney makes us unique. Cumberland is the place to be!

The Cumberland community is diverse with many young families who are professionals, speak multiple languages and have come from a range of backgrounds and experiences that contribute to Cumberland's unique flavour. With just over half of all residents born overseas and almost a quarter having arrived in Australia in the last five years, Cumberland City is for many, their first introduction to life in Australia.

Our community has an array of facilities available, including access to five swimming pools, eight libraries, high quality community venues, childcare facilities and a network of town centres supporting diverse and dynamic small businesses. The Merrylands Civic Square is a great meeting spot to come together as are many of our town centres which have a range of services and facilities to support future growth and are a focus for community life, retailing and entertainment, providing a highly valued 'cultural' atmosphere. With opportunities for markets, festivals and other community events, our town centres are an important part of the social fabric of Cumberland and a meeting place for the community.



Performers at Moon Festival



Who We Are

Council area¹:
7,277 ha
(72.77 km²)

Total Population¹:
245,323



FOR EVERY 100 RESIDENTS:

OUR POPULATION¹

14 
are Children 0 - 9 years

11 
are Young People 10 - 19 years


63 
are Adults 20 - 64 years

12 
are Seniors 65+ years


OUR WORKFORCE¹ (Employment)

92 People are Labour Force Employed

WHERE WE WORK¹ (Top 3 Industries)

15 Health Care and Social Assistance 

10 Retail Trade 

8 Professional, Scientific and Technical Services 



OUR ETHNIC DIVERSITY¹

53 Born overseas

65 Who speak a language other than English at home

<1 Aboriginal or Torres Strait Islander



COUNTRY OF BIRTH¹

9 India

7 China

5 Lebanon

4 Nepal

3 Afghanistan



LANGUAGES SPOKEN¹

14 Arabic

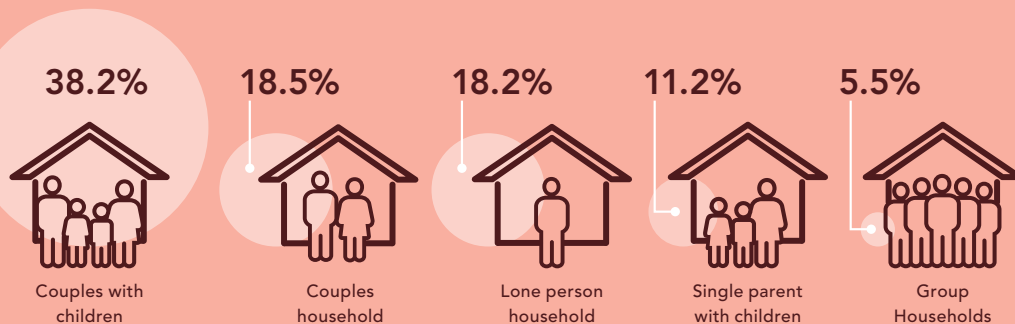
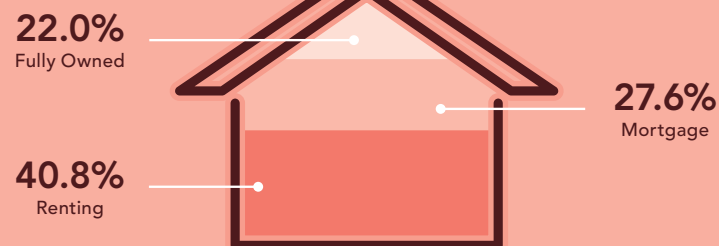
7 Mandarin

4 Nepali

4 Cantonese

3 Tamil

¹ Source: <https://profile.id.com.au/cumberland>

OUR HOUSEHOLDS²OUR HOUSING TENURE²

Number of
Suburbs²:

28

COUNCIL SPECIFIC



21

Community Centres³



12

Education and Care
Centre-Based Services⁵



8

Libraries⁴



1

Family Day
Care Service⁵



47

Sportsgrounds with
185 bookable spaces
available⁵



5

Swimming Pools⁶

² Source: <https://profile.id.com.au/cumberland>

³ Source: <https://cumberland.bookable.net.au/#/>

⁴ Source: <https://www.cumberland.nsw.gov.au/locations-and-hours>

⁵ Source: <https://www.cumberland.nsw.gov.au/education-and-care-services>

⁶ Source: <https://www.cumberland.nsw.gov.au/swimming-pools>





Our Heritage

The past, the present, the future

Aboriginal Heritage and Cultural Sites

Cumberland City has a rich heritage with many areas of historical and spiritual significance which contributes to our 'sense of place' and cultural identity. Pre 1788, the land that is now part of Cumberland was part of the Darug lands which covered much of modern Western Sydney and is home to Australia's first peoples. Within the Darug lands lived several distinct tribes or clans and these clans included the Toongagal, Warmuli (Weymali), Burramattagal, Wategora and Wangal peoples. Within Cumberland, there are many areas and specific locations which are steeped with historical and cultural significance.

Auburn Area

This region was used by Aboriginal people as a marketplace for the exchange of goods and a 'Law Place' for ceremonies. Close to Auburn, visitors can see evidence of Aboriginal settlement in Millennium Park where four scar trees are preserved.

Prospect Hill

On 3 May 1805, a group of Aboriginal women and a young free settler, John Kennedy, arranged a reconciliation meeting on Prospect Hill. This involved Darug Aboriginal leaders and European settlers headed by Reverend John Marsden. It was the first recorded act of reconciliation between Aboriginal people and Europeans in Australia and it ended the ongoing conflict in Parramatta and Prospect.

Duck River

Following the arrival of Captain Arthur Phillip at Homebush Bay, Parramatta River and a tributary (offshoot) upstream of it was partly explored. At the start of the tributary, they landed on the shore near Clyde. Ducks appeared to be rising out of a swamp and the waterway was named Duck River. These were not ducks, however, but Eastern Swamp Hens.



Aboriginal decorated tools and spears



Prospect Creek

Prospect Creek was a traditional travel route connecting the Darug and D'harawal people. The creek now forms the border between Cumberland and Fairfield City Council.

In 2005, a series of interpretive Indigenous artworks was installed along the banks of Prospect Creek. The project consisted of four sets of artworks and path markers, showing the flora and fauna of Prospect Creek, as seen by the Darug people.

Four stories along the creek tell of:

- Yandel'ora – the Ravens and the Crows, created by Jean and Jon South
- Mananga The Eagle Warrior, created by Clive and Jason Groves
- Dahl'wah – The Casuarinas, created by Clive and Jason Groves
- The Sisters Boo'kerrikin - The Story of the Local Wattles, created by Joe Hurst

Pemulwuy

The Pemulwuy suburb was created in 2004 on the historic Prospect Hill. It is named in honour of the Bidjigal clan leader who fought against the European colonists for his people's right to live on their land. The suburb name was nominated by the Aboriginal and Torres Strait Islander Consultative Committee of the former Holroyd City Council.

Granville and Merrylands Areas

Two important Aboriginal sites can be found in Union Street, Granville, and Carhullen Street Merrylands. Evidence at these sites identifies the areas as 'Paiendra', meaning members of the inland culture who specialised in hunting possum. The evidence suggests that these Darug members had links with the Dharawal and Gundungurra tribes of the south and south-west.

European Settlement in Cumberland

On 5 February 1788 Captain John Hunter sailed up Parramatta River to (now) Homebush Bay, soon after Captain Arthur Phillip's landing at Sydney Cove. 10 days later the Governor sailed three kilometres inland from Homebush Bay west along Parramatta River and up Duck River until it was too shallow.

On 26 June 1789 Watkin Tench, a young First Fleet Marine officer, explored further. His party of five were the first Europeans to walk from Rosehill wharf (now Parramatta) to Marrong (now Prospect Hill).

Places of Cultural and Historical Importance

Our Heritage Committee recognises the significance of Granville as one of Sydney's oldest suburbs and continues to explore ways of preserving and incorporating heritage elements in the built form and streetscape, not only within Granville but also throughout the Cumberland area.

Council celebrates many suburbs with deep historical roots.



Aboriginal face painting on youth at Australia Day event



Council Celebrates Many Suburbs with Deep Historical Roots



Greystanes

Greystanes' name originates from the old Greystanes estate on Prospect Hill, which means 'grey stones' in Scottish, referencing the basalt outcrops on Prospect Hill. The area is home to the heritage listed Boothtown/Greystanes Aqueduct (*pictured*), built in the 1880s for the Sydney water supply project.

Wentworthville

Wentworthville, once part of the vast Wentworth estate, witnessed significant growth post-World War I, marked by the establishment of key institutions like the Wentworthville Leagues Club and Wentworthville Memorial Swimming Centre (*pictured*).



Auburn

Auburn was named after an English village featured in the 1770 poem "The Deserted Village" by Oliver Goldsmith. Auburn's rich cultural tapestry reflects the rich cultural heritage with Turkish immigration in the 1970s and iconic landmarks like the Auburn Gallipoli Mosque (*pictured*) and Australia's first Hindu Temple, the Sri Mandir Temple.

Rookwood

Rookwood is a suburb dedicated to Sydney's largest heritage-listed cemetery and largest necropolis (*pictured*) in the Southern Hemisphere. The suburb was named after the 1834 novel by William Harrison Ainsworth.



Cumberland City is recognising its Aboriginal past by using Darug and D'harawal names for streets and parks. Many streets in Pemulwuy are named in Darug, including Butu Wargun Drive meaning Black Crow: Clan Leader, Pemulwuy's Totem. Other streets are named after early Europeans, including Watkin Tench Parade which is one of the first Europeans to climb Prospect Hill.

Cumberland has several historic buildings and sites listed on the New South Wales Heritage Inventory and you can learn more about them [here](#).

- Auburn Railway Signal Box
- Blouza Hall
- Electricity Substation No. 167
- Essington
- Granville Town Hall (*pictured*)
- Lidcombe Hospital Precinct
- Linnwood House
- Lower Prospect Canal Reserve
- Pipehead
- Prospect Hill.



Our Place

Cumberland City covers more than 72 square kilometres and is strategically located in the geographic heart of Sydney, less than five kilometres south of the Parramatta CBD and approximately 20 kilometres west of the Sydney CBD.

Cumberland is made up of five wards, each with a distinct built form character and land use mix, presenting unique opportunities for future growth and development.

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

Cumberland Council was proclaimed on 12 May 2016, resulting from the merger of parts of the southern portion of Auburn City Council, the Woodville Ward of Parramatta City Council, Granville (south of the Western Railway Line) and Holroyd.

Holroyd was the first of the former local government areas to be established as the Municipal District of Prospect and Sherwood on 9 July 1872 with a name change on 11 January 1927 renaming it to Holroyd Municipal Council, in honour of the Council's first Mayor, Arthur Todd Holroyd. The Council was later granted a city status on 1 January 1991.

The Woodville Ward was originally part of Granville Borough Council, proclaimed on 20 January 1885, with John Nobbs elected as the Council's first Mayor. When the *NSW Municipalities Act* took effect in 1907 it became Granville Municipal Council until the end of 1948. From 1 January 1949, Granville integrated into Parramatta Council. Auburn Borough Council was proclaimed on 19 February 1892 with George Wright as the first Mayor.

In 1906, the Silverwater area was added to Auburn Council as a fourth Ward called Newington and then in 1907 the Council became a Municipality as a result of the *NSW Municipalities Act*. From 1 January 1949, the neighbouring Lidcombe Council was absorbed into Auburn Municipality resulting from Statewide council mergers. Under the terms of the *Local Government Act 1993*, Auburn Municipality was reclassified as Auburn Council on 1 July 1993 and became a City Council on 24 June 2009.

Lidcombe Municipality was proclaimed on 10 December 1891 as Rookwood Borough Council. Alderman Richard (Dick) Slee became Rookwood's first Mayor. As early as 1898, the Council sought to change its name to disassociate the Rookwood Township from the adjacent Rookwood Necropolis. The Council changed its name to Lidcombe, after Mayors Frederick Lidbury and Henry Larcombe, on 22 October 1913 and remained as Lidcombe Municipality until 31 December 1948.

Following amalgamation in 2016, the first Council elections of the former councils were held in September 2017 with Cumberland residents electing 15 Councillors, with three Councillors representing each of five Wards within Cumberland. In 2020, Cumberland Council amended its trading name to include 'city'.

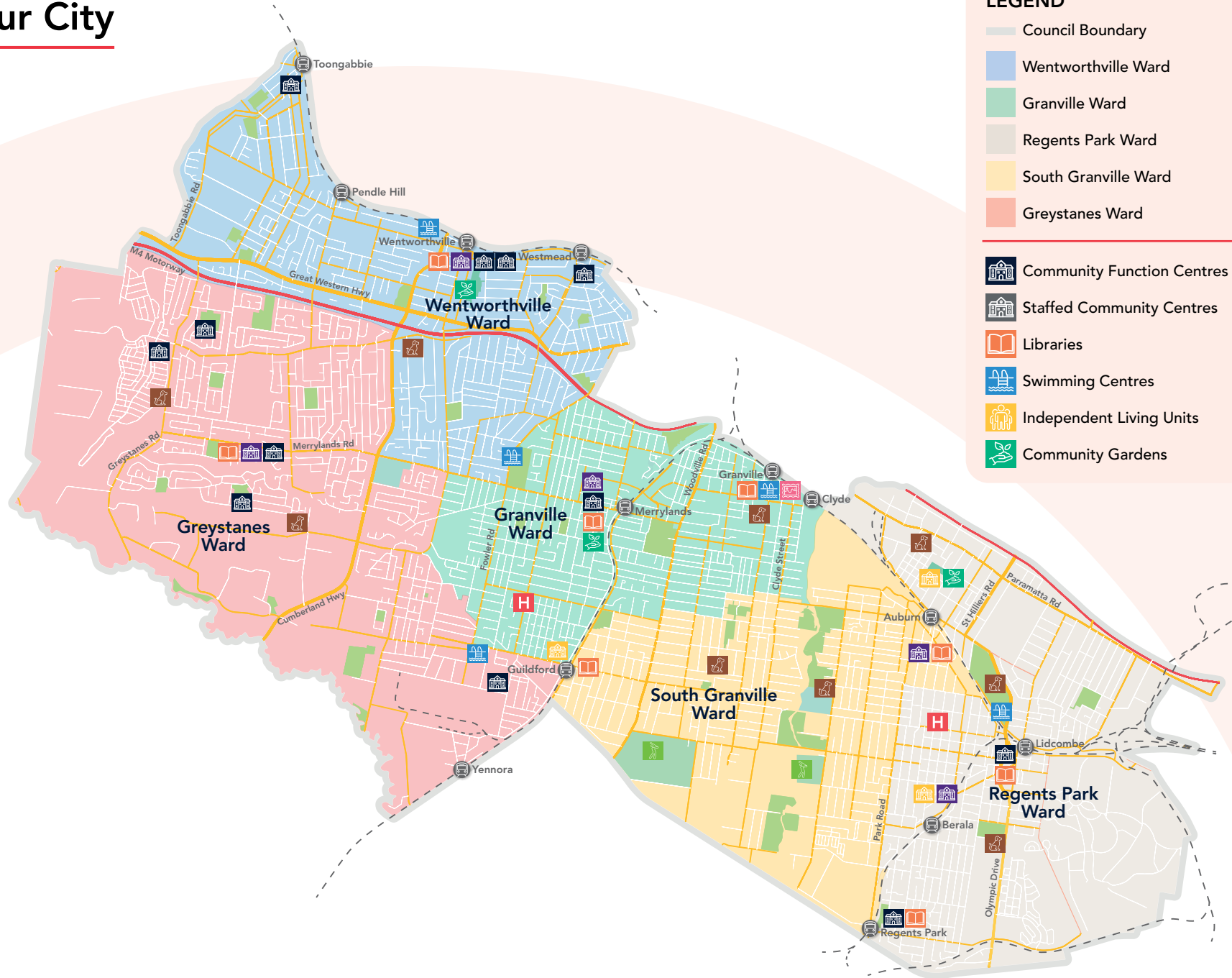
There has been momentous change in last 150 years and we will continue to work with our elected officials and the community to deliver the best possible outcomes into the future.



Merrylands Civic Square



Our City



LEGEND

Council Boundary	Railway Station
Wentworthville Ward	Railway Line
Granville Ward	M4 Motorway
Regents Park Ward	Local Road
South Granville Ward	Regional Road
Greystanes Ward	
Community Function Centres	Art Facilities
Staffed Community Centres	Off Leash Dog Parks
Libraries	Golf Clubs
Swimming Centres	Hospital
Independent Living Units	Railway Station
Community Gardens	



Our Shared Vision and Values

OUR VISION

Welcome
Belong
Succeed

OUR STRATEGIC GOALS

Our shared vision statement sets out what the residents of Cumberland City want for the area now and into the future.

The vision captures what the community values most about Cumberland City from the Community Engagement Program, as part of the Cumberland Community Strategic Plan 2017-2027, resulting in four strategic goals.



*Supporting Community Health,
Safety and Wellbeing*



*Enhancing the Natural and
Built Environment*



*Delivering Sustainable
Infrastructure and Services*



Providing Local Leadership

OUR ORGANISATION'S VALUES



We are **determined**
to succeed



We are **inclusive**
in our approach



We are **progressive**
in our outlook



Our Organisation

Cumberland City Council's organisation structure consists of five directorates and General Manager's Unit which are responsible for providing services across Cumberland.

INTERACTIVE
Click to jump to
service information



Community and Culture

Community Development
Community Wellbeing
Education and Care

City Services

Assets, Capital and Facilities
City Operations
Environmental Health and Development Services

Environment and Planning

City Planning and Development
Engineering and Building
Environment and Planning Systems
Place and Engagement

Corporate Performance

Customer Experience and Technology
Finance
Human Resources
Strategic Communications
Strategy and Improvement

Governance and Risk

Audit, Safety and Risk
Governance
Property Transactions

General Manager's Unit

General Counsel
Internal Ombudsman
Special Projects



Our Elected Representatives

Cumberland City Council was served by 15 elected representatives across five Wards during the Term of Council. Councillors have the responsibility of representing their community to identify priorities, services and standards.

Councillor Lisa Lake served as Mayor for the full reporting period July 2023 to June 2024.

Please note, the following Councillors served as Deputy Mayor during the 2023-2024 period:

Councillor Suman Saha - 28 September 2022 to 27 September 2023

Councillor Ola Hamed - 27 September 2023 to 13 September 2024.

Granville Ward



Councillor
Steve Christou



Councillor Ola Hamed
Deputy Mayor



Councillor
Joseph Rahme

Greystanes Ward



Councillor
Dr Diane Colman



Councillor
Greg Cummings



Councillor
Eddy Sarkis

Regents Park Ward



Councillor
Kun Huang



Councillor
Sabrin Farooqui



Councillor
Helen Hughes

South Granville Ward



Councillor
Glenn Elmore



Councillor
Paul Garrard



Councillor
Mohamad Hussein

Wentworthville Ward



Councillor
Suman Saha



Councillor Lisa Lake
Mayor



Councillor
Michael Zaiter



Our Achievements

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Major Projects Delivered



Merrylands CBD Drainage

The Merrylands CBD Drainage Project has consolidated the drainage infrastructure to enable the most cost-efficient method of controlling floodwaters in the Merrylands CBD. The project includes upgrades to the stormwater drainage systems at the following locations:

- Coronation development, between Merrylands Road, Treves Street and McFarlane Street.
- The extension of Dressler Court, between Neil Street and Holroyd Gardens.
- Along Merrylands Road, between Addlestone Road and Cambridge Road.
- Merrylands Civic Square.
- Main Lane Merrylands.

This project will enable development within the Merrylands CBD to be less encumbered by stormwater infrastructure. Without this important infrastructure upgrade the Merrylands Civic Square project could not occur.

Works on the downstream side of the culvert have been completed including:

- Drainage works on the Landmark site and along Neil Street
- Drainage works along Main Lane and on Treves Street.



Parramatta Road Urban Amenity Improvement Program (PRUAIP)

The Parramatta Road Urban Amenity Improvement Program aims to improve pedestrian accessibility and safety and deliver an aesthetically pleasing streetscape to encourage investment and redevelopment of existing commercial, retail and residential properties.

The Program is nearing completion with three out of four projects already completed along Stubbs Street, Macquarie Road and Melton Street, including the public primary school frontage along Adderley Street.

Works completed include:

- Street tree planting and new concrete footpaths
- Artwork installed on Macquarie Road and Melton Street
- Overhead telecommunication and power lines relocated underground
- New multifunction poles installed with energy efficient LED streetlighting along Stubbs Street and Melton Street.



Civic Park and Pendle Hill Wetland Improvement Project

Civic Park, Pendle Hill is now complete and open to the community. New inclusive and accessible nature play space, play equipment, outdoor fitness zone, table tennis, a half-court basketball court, picnic areas, and new amenities are just some of the new features of Civic Park. In addition, the project also included the Pendle Hill wetlands upgrade providing new pedestrian bridges and improved connections through the carpark to the Pendle Hill Town Centre, new gabion walls, island planting and litter collection rack.



In addition to delivering major projects to the community of Cumberland, Council has delivered other projects including:

Daniel Street Park, Greystanes Park Upgrades

Council has completed the renewal project at Daniel Street, Greystanes. Works include the installation of a new timber and rail bollard perimeter fencing.



Jack & Jill Reserve, Regents Park Playground Upgrade

Council has completed the renewal of Jack and Jill Reserve, Berala. Works include new modern playground and equipment, BBQ area and shelter, landscaping and park furniture.



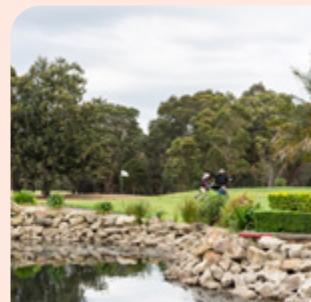
Woodville Golf Course Improvements

Woodville Golf Course landscaping improvements included an upgrade to the fifth hole, a new tee area on the fourth hole and bunkers.



Rosnay Golf Course Irrigation Upgrade

Council has completed irrigation upgrades at Rosnay Golf Course at Auburn providing better playing surfaces on the Fairways and Greens.



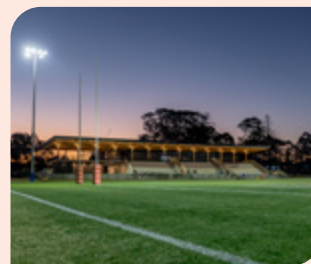
Ridge Street and Alderney Street, Merrylands New Roundabout

Council constructed a new roundabout at the intersection of Ridge Street and Alderney Street, Merrylands.



Eric Tweedale Stadium, Granville Stadium Upgrades

Council has completed upgrades at Eric Tweedale Stadium. Works include the installation of four new coaching/media pods, spectator fencing around the perimeter of the playing field, new pathways and other minor enhancements.



Woodville Golf Course

**Nottingham Road and
Georges Avenue,
Lidcombe New
Roundabout**

Construction of a peanut shaped roundabout at the intersection of Nottingham Road and Georges Avenue includes a concrete centre island, blister islands, reconstruction of kerb ramps and footpath, associated utility adjustments, line marking and signage.

**Alpha Road Park,
Greystanes Perimeter
Fence Renewal**

Council has completed the renewal project at Alpha Road Park, Greystanes. Works include the installation of a new perimeter fencing, new ball screen fence and new concrete footpath to provide greater access around the Park.

**Redgum Centre,
Wentworthville
Building Upgrades**

Council completed building upgrades to the Redgum Centre in Wentworthville. The works include new carpeting throughout, installation of new blinds and curtains, painting and other minor works.

**Ray Marshall Reserve,
South Granville Sports
field Lighting Upgrade**

Council has completed the sports field lighting upgrade at Ray Marshall Reserve, South Granville. This upgrade has improved the overall quality of lighting increasing participation in sports and keeping communities healthy and actively connected.

**Darmania Avenue Park,
Greystanes Playground
Upgrade**

Council has recently completed the installation of a new, modern playground at Darmania Avenue Park, Greystanes. Works include the renewal of all play equipment, softfall rubber and the rejuvenated landscaping around the playground.

**Grandin Park, Lidcombe
Playground Upgrade**

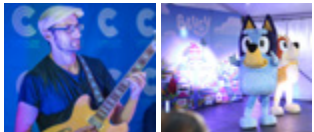
Council has completed upgrades to the playground at Grandin Park with the installation of new play equipment, soft fall mulch, new pathways, park furniture and perimeter fencing.



Grandin Park

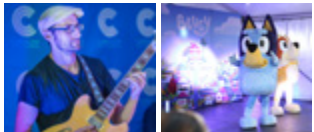


Events Delivered



MONTH	DATE	EVENT
August 2023	4 August	Eat, Drink and Be MERRYlands (Civic Square Opening)
	17 August	Domestic and Family Violence (DFV) Sector Forum
	19-27 August	Sydney Cherry Blossom Festival
September 2023	21 September	Let's Dance in Merrylands - Merrylands Civic Square
	26 September	Golf Pro-Am Tournament at Woodville Golf Course
	28 September	Berala Community Centre Spring Fair
	30 September	Moon Festival
October 2023	16 October	Family Financial Wellbeing Day
	28 October	Pemulwuy Garden Opening
	29 October	Celebration of the Centenary of the Foundation of Modern Türkiye
November 2023	3, 10, 17 and 24 November	Feast Up Fridays at Westmead
	11 November	Remembrance Day
	17 November	School Extravaganza - Merrylands Civic Square
	18 November	Diwali Festival
	28, 30 November	Seniors Christmas Concert Lunches
	29 November	16 Days of Activism - Western Sydney Women's March
	30 November	Granville Nights (Culture Up Late)
December 2023	1 December	Family Festive Fair
	1, 7 and 8 December	Seniors Christmas Concert Lunches
	7 December	Granville Nights (Culture Up Late)
	8 December	Mayoral Christmas Party
	9 December	Christmas in the Gardens
	15 December	Merrylands Christmas Night Markets

MONTH	DATE	EVENT
January 2024	6-7, 13-14, 20-21, 27-28 January	Beat the Heat - Splash Parks
	18 January	Granville Train Disaster Memorial Service
	19 January	Granville Nights (Culture Up Late)
	26 January	Australia Day
	26 January	Local Citizen of the Year Awards
February 2024	2 February	Granville Nights (Culture Up Late)
	9-11 February	Lunar New Year
	23 February	Cumberland Live and Local
March 2024	5 March	International Women's Day - Financial Freedom Expo
	9 March	Easter
	13 March	2023 Kings Birthday and 2024 Australia Day Honours Awards Reception
	16 March	Ramadan Street Food Festival
	21 March	Garden Renovation at Auburn Centre for Community
	23 March	Nowruz
April 2024	18, 24 April	Granville Nights (Culture Up Late)
	18 April	Family Fun Day
	27 April	Workplace Tragedy Memorial Service
May 2024	3 May	Reconciliation Day Schools Event
	5 May	Ramadan Iftar Dinner
	23 May	Civic Park Re-opening
	25 May	Back to Guildford Festival
June 2024	13 June	Cumberland Local Heritage Awards
	17 June	Refugee Week - Finding Freedom Expo





Notable Achievements



Inclusive in our approach

Citizenship Ceremonies

Cumberland City Council delivered 19 Citizenship ceremonies, with over 3,000 conferees receiving citizenship. Based on statistics from the Department of Home Affairs reported as at 30 June 2024, 91% of citizenship applicants within the Cumberland Local Government Area were invited to attend a citizenship ceremony within three months of approval, and this is one of the best results in the state.



Inclusive in our approach

Granville Centre Art Gallery

The Granville Centre Art Gallery displayed three exhibitions 'The Great Granville Garden Show', a collection of artworks by 10 local, national and international artists in a range of artforms, all celebrating the importance of gardens to individuals, cultures and communities. 'The Good' was a major new solo exhibition by West Australian artist Anna Louise Richardson, as part of a national tour by Wagga Wagga Art Gallery, The Condensery and Museums and Galleries of NSW. Closing the period, 'The Microdot' by Cumberland artist Dacchi Dang was developed over a period of two years including a period by the artist as 'Artist in Residence' at Council's Peacock Gallery, Auburn Botanic Gardens.



Inclusive in our approach

Public Art Program at Parramatta Road

The Parramatta Road Urban Amenity Improvement Program (PRUAIP) featured the delivery of a new artwork titled Future Message. This piece was created by Western Sydney artists Gillian Kayrooz and Kalanjay Dhir, in collaboration with Writer and Poet Sara Mansour and Artist and Digital Illustrator Emma Pham. This initiative also involved engagement with students from Auburn Girls High School.

**Inclusive in our approach****Safer Cities: Her Way Program**

As part of the Safer Cities: Her Way Program, Council has progressed and completed public domain upgrades, public art and place making improvements in Guildford Laneway, Guildford Community Centre at O'Neill Street, Auburn Central Plaza and Oakes Centre on Hawkesbury Road, Westmead.

**Progressive in our Outlook****Youth**

The Youth Entrepreneurs Program sought to empower young people with the skills to create revenue from a hobby or craft. This program involved a workshop to learn these skills, followed by on the ground participation at Council events. Youth market stalls were featured at the Christmas in the Garden and Easter events, where they were given the opportunity to run a market stall to enhance their small business development.

Council also held a Youth Mental Health Consultation (pictured) event on 19 March 2024, at the Holroyd Centre with over 60 young people aged 15–25 years who live, study, work or visit Cumberland City to share their experiences, insights and ideas relating to stigma around mental health, social media impacts on mental health, unhealthy coping and service access and availability.

**Progressive in our Outlook****NSW Fire Safety Summit**

Council hosted the NSW Fire Safety Summit on 29 May 2024, in collaboration with over 100 staff representing 30 councils across NSW. This summit provided opportunities to discuss the importance of fire safety and overcoming challenges to improving service standards in the community.

**Progressive in our Outlook****National Safe Work Month –
Every Mind Matters**

Council's commitment to building a safe and healthy workplace was facilitated through several Safety events. This year's theme of 'Every Mind Matters' placed particular focus on mental health and featured special guests Dan Hunt, CEO of the Mental Health Movement, and Australian Cricket Legend Merv Hughes, who spoke on personal journeys with mental health, and the importance for staff to conduct their own self-assessment. Greg Page, Julie Hughes, and Joanne Struck from 'Heart of the Nation' also shared the importance of CPR and defibrillators in saving lives.

**Determined to Succeed****Continuous Service Improvement**

Council developed and commenced an internal service review program, called Continuous Service Improvement (CSI). This program is designed to improve the efficiency and effectiveness of Council's service delivery and ensure its services and facilities are delivered in line with community needs and expectations. The program uses a transparent and industry recognised methodology to review services and is delivered by staff in line with Council's values of being 'Determined, Inclusive, Progressive'.

**Determined to Succeed****Working Together**

Council continued its award nominated and highly successful Improving Performance and Culture (IPC) Program. IPC brings together Council's extended leadership group for regular networking, problem solving workshops and professional development. The program has seen significantly improved cross-organisational working relationships, innovative approaches to solving business problems and exposure to valuable upskilling opportunities.



Awards and Recognitions

2024 NSW Local Government Excellence Awards

Finance Dux

WINNER

Excellence in Risk Management Awards

CivicRisk Mutual Risk Excellence Award for 2023 Water Safety Program

A collaboration between Swimming Pools, Audit, Safety and Risk, Children and Youth Development and Strategic Communications

WINNER

Excellence in Risk Management Awards

Les Emerson Claims Mitigation Award for the Sydney Cherry Blossom Festival Events and Culture

WINNER

Aquatic and Recreation Institute's 2023 Awards of Excellence

Community Marketing Campaign of the Year Award - Sponsored by Australasian Leisure Management for the 2023 Water Safety Program

Swimming Pools, Children and Youth Development and Strategic Communications

WINNER

Aquatic and Recreation Institute's 2023 Awards of Excellence

Child Safeguarding Award - Sponsored by Child Safeguard

Audit, Safety and Risk

WINNER

2024 Royal Life Saving Society Australia Ceremony

Certificate of Commendation in recognition of an outstanding attempt at saving a human life by the application of life saving skills

Swimming Pools

COMMENDATION AWARD



Aquatic and Recreation Institute's 2023 Awards of Excellence Community Marketing Campaign of the Year Award recipients



Aquatic and Recreation Institute's 2023 Awards of Excellence Child Safeguarding Award recipients



Nominations, Citations, and Finalists

Highly Commended and Finalist for 2024 NSW Local Government Excellence Awards

Audit, Safety and Risk for the Swim Safe Program –

Council's coordinated effort to reduce risk of drownings

Finalist for 2024 NSW Local Government Excellence Awards

Seniors and Disability for the Creative Cultural Cooking Program

Finalist for 2024 NSW Local Government Excellence Awards

Events and Culture for the Cultural Events Program, in partnership with Multicultural NSW

Finalist for 2024 NSW Local Government Excellence Awards

Bookings and Community Centres for the Empowering Communities through Partnership Initiatives

Finalist for 2024 NSW Local Government Excellence Awards

Customer Experience for the Elevating Community Engagement through Innovative Customer Service

Finalist for 2024 NSW Local Government Excellence Awards

Improvement and Implementation for the Continuous Service Improvement (CSI) Program

Finalist for 2024 NSW Local Government Excellence Awards

Innovative Leadership for the 'Fitzy and Melsy' Podcast

Finalist for Aquatic and Recreation Institute's 2023 Awards of Excellence

Swimming Pools for the Adam Lloyd Memorial Spirit Award -

Sponsored by Aquatic and Recreation Institute NSW

Finalist for Aquatic and Recreation Institute's 2023 Awards of Excellence

Swimming Pools for the Duty Manager of the Year Award

Finalist for the Keep Australia Beautiful NSW 2023 Sustainable Cities Awards

Cumberland Council for the Overall Sustainable Cities Award

Highly Commended and Finalist for the Keep Australia Beautiful NSW 2023 Sustainable Cities Awards

Place and Engagement and Environment Programs for the Lidcombe@Night event at Wyatt Park

Highly Commended and Finalist for the Keep Australia Beautiful NSW 2023 Sustainable Cities Awards

Place and Engagement and Environment Programs for the Renewable Power Purchase Agreement project

Finalist for the Keep Australia Beautiful NSW 2023 Sustainable Cities Awards

Environment Programs for the Kitchen Gardens

'Outstanding Project' Nomination for Zest Award 2024

Seniors and Disability for the NDIS Creative Cultural Cooking Program

'Outstanding Project' Nomination for Zest Award 2024

Seniors and Disability for the Armchair Travel Program

Nomination for National Disability Award 2023

Seniors and Disability for the Creative Cultural Cooking Program

Royal Easter Show

Open Spaces for the 'Produce from our Garden' at Wentworthville Community Garden

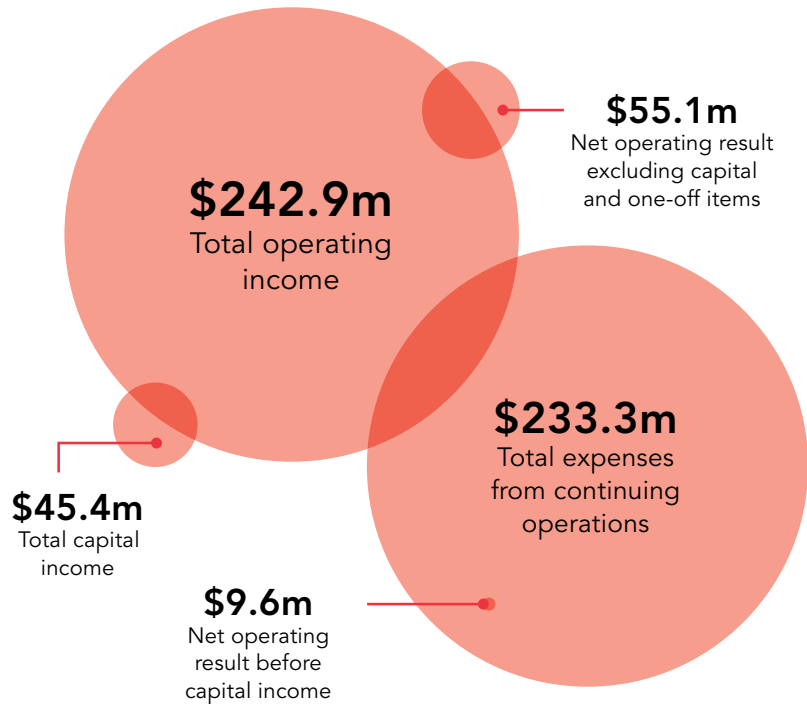
Nomination and Honourable Mention for CAPS Child Protection Award

Children and Youth Development for the Where We Start Matters Program in partnership with the Integrated Violence Prevention and Response Service (IVPRS)

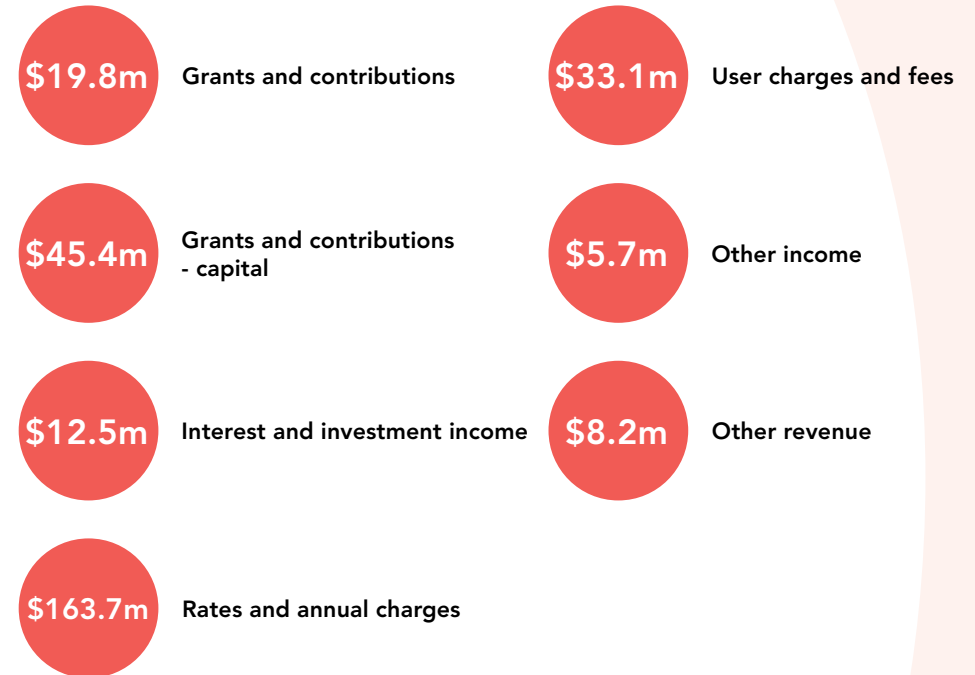


Financial Summary

Profit and Loss Highlight



Sourcing our Revenue



Capital Works Programs Highlights

- \$75.3 million spent on total capital expenditure
- \$42.3 million spent on renewal of assets
- \$33.0 million spent on new assets

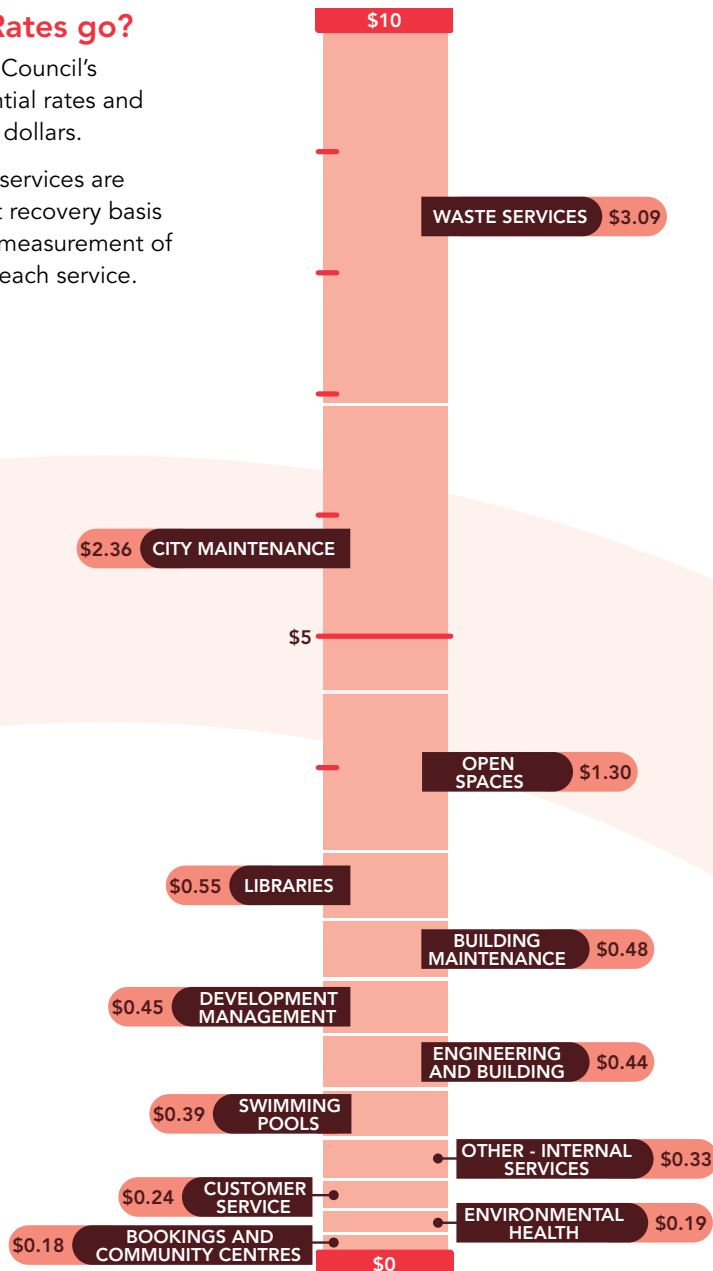


Rates at Work

Where do the Rates go?

This table represents Council's breakdown of residential rates and charges for every ten dollars.

Note that all internal services are charged on a full cost recovery basis to allow for accurate measurement of subsidy provided for each service.





Our Service Delivery: Performance and Progress

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Our Service Delivery: Performance and Progress

The Operational Plan 2023-2024 commenced on 1 July 2023 establishing Council's annual plan for the delivery of its activities through 38 frontline and internal services in 2023-2024.

Six-monthly Performance and Progress Reports are produced throughout the year and the Annual Report is a summary of these results. This report demonstrates the effectiveness of Council in the delivery of services to meet the strategic goals, objectives and strategies as outlined in the Community Strategic Plan (CSP) 2017-2027.

The following section sets out the service delivery - performance and progress outcomes for Cumberland City Council on:

- Community Strategic Plan 2017-2027 alignment
- Service Delivery achievements and highlights
- Progress on Service Reviews.



Performer at Back to Guildford Festival



Strategic Alignment

Strategic Goal 1



Supporting Community
Health, Safety and Wellbeing

Strategic Goal 2



Enhancing the Natural
and Built Environment

Strategic Goal 3



Delivering Sustainable
Infrastructure and Services

Strategic Goal 4



Providing Local Leadership

Quadruple Bottom line

Social

Objective 1.1

A strong community and culture

Strategies

- 1.1.1 Build a rich local culture through access to cultural activities and events
- 1.1.2 Enhance our sense of community through valued community spaces and places
- 1.1.3 Build an inclusive community by encouraging participation in youth, children and indigenous services and support for seniors and disability services

Objective 1.2

A safe, healthy and active community

Strategies

- 1.2.1 Provide access to services that improve health and wellbeing
- 1.2.2 Build capacity within our community to live happier and healthier lives

Environmental

Objective 2.1

Celebrate our diverse built and natural environments

Strategies

- 2.1.1 Prepare land use plans and controls that value our heritage, encourage economic development, facilitate local infrastructure improvements and create vibrant precincts
- 2.1.2 Protect and improve our natural environment and ensure development has a positive impact on our City

Objective 2.2

Places and spaces that are vibrant and connect us

Strategies

- 2.2.1 Activate and support our centres, local areas and local businesses to be vibrant places that connect people

Environmental

Objective 3.1

We have public spaces that are welcoming, inclusive and promote pride in the area

Strategies

- 3.1.1 Our physical infrastructure is sustainably planned and managed to meet our changing needs
- 3.1.2 Our community pride is reflected in the cleanliness and upkeep of our valued public spaces and streetscapes

Objective 3.2

We have recreational assets that enhance the liveability of our community

Strategies

- 3.2.1 Our valued natural recreational spaces and facilities are fit for purpose and encourage active lifestyles
- 3.2.2 Our assets provide a range of opportunities for participation in active and entertaining activities

Objective 3.3

A clean and safe place to live

Strategies

- 3.3.1 Enforce local laws and regulations for the benefit of all people in Cumberland
- 3.3.2 Monitor and regulate to make Cumberland a safe place to live
- 3.3.3 Provide access to sustainable waste services that keep our community clean and tidy

Economic & Civic Leadership

Objective 4.1

The community is proud to be served by a sustainable and transparent Council organisation

Strategies

- 4.1.1 Provide a governance framework that is transparent and builds public trust in local leadership
- 4.1.2 Council operates in a safe and sustainable way to deliver great services and facilities that offer value for money
- 4.1.3 Council places the customer at the heart of everything it does

Objective 4.2

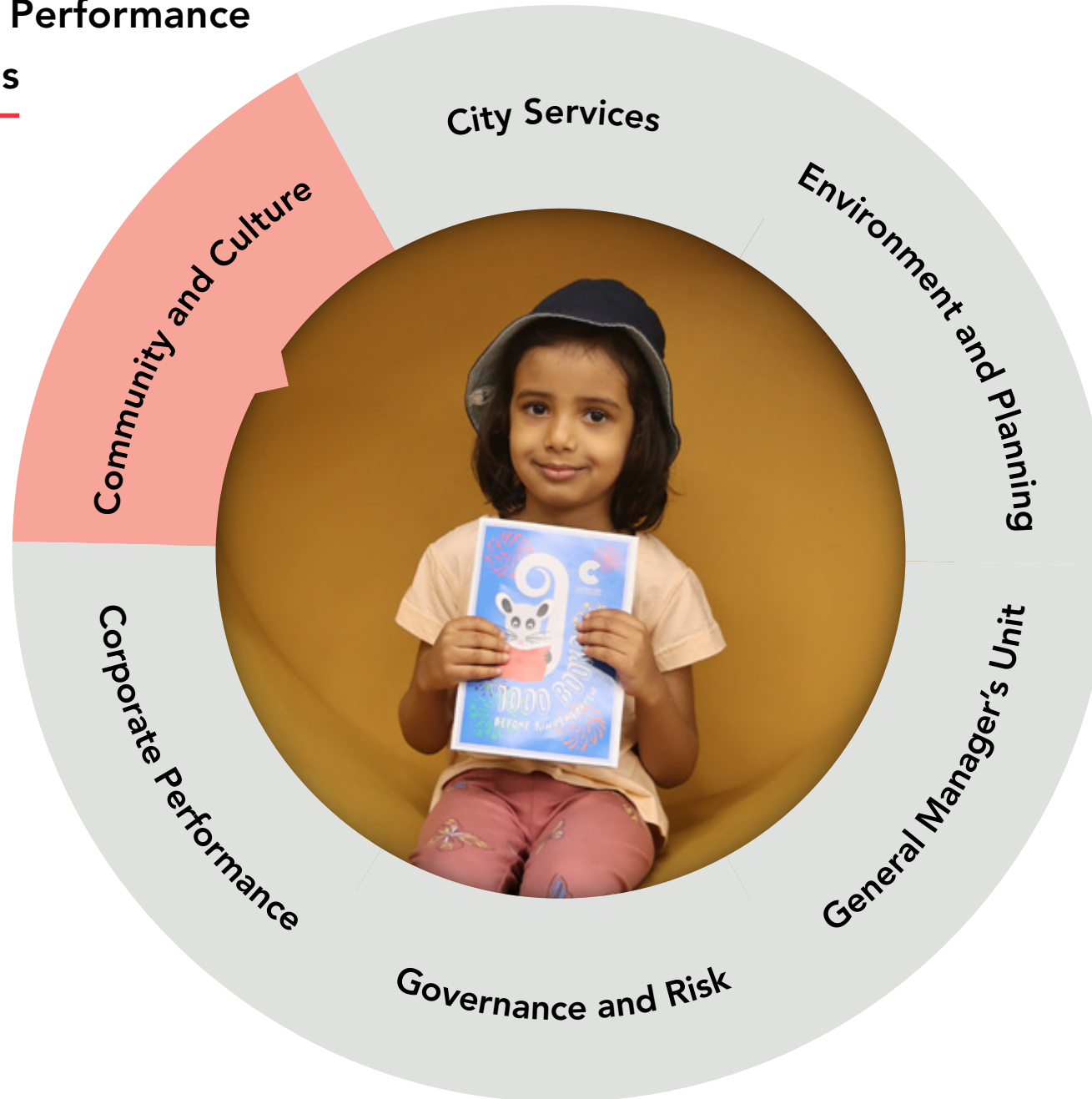
An informed community included in decision making and long-term planning

Strategies

- 4.2.1 Council regularly engages with and informs the community
- 4.2.2 Council conducts long-term planning based on community engagement



Service Performance Updates



Directorate Services

Community and Culture

Community Development

Children and Youth Development

Events and Culture

Libraries

Seniors and Disability

Education and Care



Community Development

Manager, Community Development

CSP Strategic Goals, Objectives and Strategies



- Strategic Goal 1:** Supporting Community Health, Safety and Wellbeing
- Objective 1.2:** A safe, healthy and active community
- Strategy 1.2.2:** Build capacity within our community to live happier and healthier lives

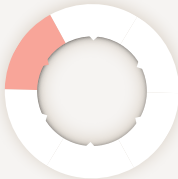
Service Description	Service Expectations
This service is responsible for the development and implementation of Community Development initiatives and projects across Cumberland City.	<p>To improve the capacity of community organisations in Cumberland City to support residents, visitors and the wider community’s wellbeing.</p> <p>Achieved through the delivery of educational programs, community grants, and referral services while complying with the relevant guidelines and legislative requirements, engaging with the community and following Council direction and policy.</p>

Sub Services

- Aboriginal Engagement
- Community Development Programs
- Community Grants
- Crime Prevention and Community Safety Programs
- Domestic and Family Violence (DFV) Initiatives
- Homelessness

Key Indicators Results

93	11	317	8
Organisations engaged to build their capacity	Networking groups facilitated	Attendees at 11 networking groups	Programs delivered in partnership with community organisations



Community
and Culture

Community
Development

- Children and Youth Development
- Events and Culture
- Libraries
- Seniors and Disability
- Education and Care

City
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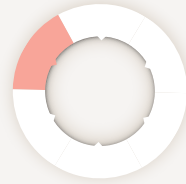
Environment
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Performance

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and Risk

**Key Achievements**

- Multiple organisations involved in Finding Freedom (Refugee Week) with 95 attendees.
- Two Newly Arrived Seminars held in partnership with Centrelink with 25 attendees.
- Delivered International Women's Day Financial Freedom Workshop – multiple organisations involved with 80 attendees.
- The Community Development Insight Forum saw community organisations come together to workshop sector and community needs.
- Council's Community Grants Program was delivered with three rounds of allocations to applicants, supporting programs for Cumberland residents, including one-on-one advisory and group information sessions.
- Partnered with the Parramatta Cumberland Domestic Violence Committee to plan a Candlelight Vigil.
- Acknowledged Homelessness Week with two pop-up support hubs located at Westmead and Auburn.
- Nine DFV Safety sessions held.
- Facilitated the DFV Forum, attended by approximately 70 representatives from Cumberland DFV support services.
- Acknowledged the 16 Days of Activism Against Gender Based Violence with the Western Sydney Women's March.
- Attended four community events to raise awareness on key personal safety messaging.
- Undertook two capacity building sessions for the DFV sector.
- Facilitated eight Aboriginal education sessions at schools, sharing Aboriginal histories and connections to Country.
- Completed two professional development sessions for the education sector on Aboriginal perspectives in education.
- Facilitated and acknowledged NAIDOC Week with a school holiday event, attended by approximately 50 children and their families.
- Facilitated the annual Reconciliation Schools Event on Prospect Hill with 270 local students attending.
- Completed the final draft of the Reconciliation Action Plan, and now collaborating with Reconciliation Australia to implement best practice recommendations.

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Children and Youth Development

Senior Coordinator, Children and Youth Development

CSP Strategic Goals, Objectives and Strategies



Strategic Goal 1: Supporting Community Health, Safety and Wellbeing

Objective 1.1: A strong community and culture

Strategy 1.1.3: Build an inclusive community by encouraging participation in youth, children and indigenous services and support for seniors and disability services

Service Description

This service is responsible for the development and implementation of the Cumberland Children and Families Strategy (pregnancy – 12 years) and the Cumberland City Youth Strategy (13 – 24 years) which inform Council's direction in relation to community programming for children, youth and their families.

Children and Youth Development oversees the internal and external child protection functions of Council as a Child Safe Organisation.

Service Expectations

To develop community focused partnerships, initiatives and programs aiming to improve outcomes and opportunities for children, young people and their families while also ensuring Council is meeting legislative obligations with respect to child protection.

Sub Services

- Child Safe Organisations
- Youth Development
- Children's Development

Key Indicators Results

78

Children and Families programs delivered

69

Youth programs delivered

14

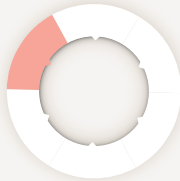
Programs that involved children and youth participation

7

Child Safe initiatives delivered



Stand at Easter Event



Community and Culture

Community Development

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**Key Achievements**

- Held the first ever Family Festive Fair with over 700 children and their family members.
- Over 3,500 Cumberland babies and toddlers registered for Dolly Parton's Imagination Library, conducted in partnership with United Way Australia (UWA) and NSW Health.
- Delivered Cumberland's Biggest Playgroup with over 250 participants attending.
- Over 750 attendees in children health and wellbeing focused school holiday programs.
- 495 attendees in youth health and wellbeing focused school holiday programs.
- Invited 26 young people to a series of five Mosaic and Mindfulness art workshops, exploring the connection to culture and identity through mosaic work and the wellbeing benefits of engaging with artmaking.
- Provided Youth welcoming and inclusive spaces at Council's Easter Event, Family Health Expo and Back to Guildford Street Festival.
- Launched the Youth Hub Pilot Program at Merrylands Library, a one-stop-shop for young people that assisted 21 young people with accessing information, support and referrals.
- Delivered a gambling and gaming awareness workshop to six parents of young people and 28 local youth service providers.
- Engaged 25 young people in a financial management course, covering strategies for saving money, insights into the effectiveness of budgeting and aimed at enhancing participants money-saving skills.
- Held Council's 'Express. Empower. Get Loud! Back to the 80's' Youth Week event in April 2024 at the Granville Centre, where 60 young people attended the retro-themed event. 25 young people participated in an RnB inspired Paint and Snack art workshop and 10 young people participated in a futsal clinic which ran in collaboration with the main event.
- Where We Start Matters event saw 41 children participate with an aim to enhance protective measures against sexual harm.
- Hosted the annual Child Safe Standards: A Local Government Perspective forum during National Child Protection Week in September, where over 90 representatives from councils across the country took part.
- Commenced Watchful Eyes Supervise: Keep Children Safe community education campaign to inform Cumberland City's diverse community of the expectations around child supervision in a variety of Council settings.



Family Festive Fair



Watchful Eyes Supervise campaign

**Community
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Development**Children and Youth
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Events and Culture

Senior Coordinator, Events and Culture

CSP Strategic Goals, Objectives and Strategies



Strategic Goal 1: Supporting Community Health, Safety and Wellbeing

Objective 1.1: A strong community and culture

Strategy 1.1.3: Build a rich local culture through access to cultural activities and events

Service Description

This service is responsible for the development and delivery of Council's Major Cultural Events Program designed to increase social cohesion in the community.

Events and Culture provide access to arts and culture programs and initiatives for the Cumberland community.

Service Expectations

To provide community, arts and cultural events, projects, programs and initiatives reflective of Cumberland City's communities, cultures and places.

Delivering events and arts programs with a focus on contemporary programming, community engagement, and high satisfaction levels while growing and fostering access to arts, cultural activities and events for those who live, work, play and study in Cumberland City.

Sub Services

- Gallery Programs
- Major Events

Key Indicators Results

10

Major community events delivered

4,000

Participants engaged in gallery programs

133,000

Attendees at major community events

3

Major exhibitions at the Granville Centre Art Gallery



Performers at Easter Event



Community and Culture

Community Development

Children and Youth Development

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**Key Achievements**

- Received the Les Emerson Claims Mitigation Award for the Sydney Cherry Blossom Festival.
- Created Badu Bayumi public artwork in collaboration with First Nations artists Dennis Golding and Chris Tobin. This was selected as a best practice public art case study by Create NSW and the NSW Government's agency for arts.
- Events held include:
 - » Sydney Cherry Blossom Festival was held from 19 to 27 August 2023 welcoming over 87,000 visitors to Auburn Botanic Gardens across the nine-day festival.
 - » Moon Festival was held on Saturday, 30 September 2023 at Wyatt Park, Lidcombe.
 - » Celebration of the Centenary of the Foundation of Modern Türkiye was held on Sunday, 29 October 2023 at Wyatt Park, Lidcombe.
 - » Diwali Festival was celebrated on the evening of Saturday, 18 November 2023 on Station Street in Wentworthville Town Centre.
 - » Christmas in the Gardens was held on Saturday, 9 December 2023 at Auburn Botanic Gardens.
 - » Australia Day featured a diverse range of community organisations, activities and entertainment, including a headline performance by First Nations Australian singer-songwriter Mitch Tambo at Holroyd Gardens on Friday, 26 January 2024.
 - » Lunar New Year presented three free events across Auburn, Berala and Lidcombe from Friday, 9 February to Sunday, 11 February 2024.
- » Easter event included Easter egg hunts, Easter-themed crafts, Easter hat and egg decorating, and a special visit from the Easter Bunny at Central Gardens, Merrylands on Saturday, 9 March 2024.
- » Ramadan Street Food Festival was held on Saturday, 16 April 2024 in Auburn Town Centre, presenting an authentic outdoor Ramadan experience.
- » Nowruz celebrations returned in 2024 after Council's inaugural program at The Granville Centre in 2023. The event took place in Merrylands Town Centre, including Merrylands Civic Square on Saturday, 23 March 2024 with traditional food, culture and festive celebrations of marking the beginning of the Persian New Year.
- Presented community viewing live sites for the FIFA Women's World Cup Australia and New Zealand 2023 at Granville Park and Merrylands Civic Square.
- Featured artists in residence at two locations as part of The Gallery Artist in Residence Program, including:
 - » Cumberland resident, photographer Garry Trinh in residence at Granville Centre Art Gallery making new artwork for The Great Granville Garden Show.
 - » Cumberland resident Dacchi Dang, artist in residence at Peacock Artist Studios at Auburn Botanic Gardens, making new artwork for a new solo exhibition to be presented at the Granville Centre Art Gallery from March 2024.



Mitch Tambo at Australia Day Event



Ramadan Street Food Festival



Performers at Diwali Festival

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Libraries

Senior Coordinator, Library Services

CSP Strategic Goals, Objectives and Strategies



Strategic Goal 1: Supporting Community Health, Safety and Wellbeing

Objective 1.1: A strong community and culture

Strategy 1.1.2: Enhance our sense of community through valued community spaces and places

Service Description

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

Libraries provide residents and visitors across Cumberland City with face-to-face and online resources, events, programs and access to technology.

Service Expectations

To maintain a high level of community satisfaction via delivery of quality library services and programs delivered to meet community needs through the provision of modern and flexible library spaces, digital resources, technology and diverse library collections.

Sub Services

- Library Operations

Key Indicators Results

11,909

New library members

658,561

Attendees at libraries

496,407

Library loans (all formats)

2,974

Library programs delivered face-to-face or online

26,683

Attendees at library programs

1,461

Children’s programs and activities

1,075

Literacy and life-long learning programs and activities

374

Diverse and special needs programs and activities

1,321

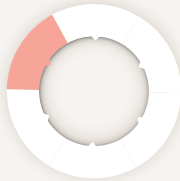
Programs and activities in partnerships for the community

55,483

Uses of public library computers

115,147

Wi-Fi use on own devices



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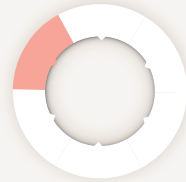
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**Key Achievements**

- Received recognition from the Australian Taxation Office for running the Tax Help Program from July to October 2023.
- Received an appreciation letter for supporting the 2023 September Library Health Month initiative from Western Sydney Local Health District (WSLHD).
- Participated in the Cooling Cumberland Program, offering visitors a summer refuge by opening all libraries on Sunday afternoons.
- Delivered diverse library programs and sessions including:
 - » NAIDOC week
 - » Library Information Week
 - » September Library Health Month
 - » Drop-in IT session
 - » Cumberland Young Writers' Competition and workshop hosted by Ashley Barton
 - » HSC Mental Health Sessions
 - » Swim-Safe Storytimes
 - » National Recycling Week Workshop
 - » Diwali Storytime
 - » Santa Storytimes
 - » Christmas Card Making for adults
 - » Adult Reading Assistance
 - » Family History Group
 - » Movie Club
 - » Seniors' Festival programs
 - » National Simultaneous Storytime
 - » Pilar Lopez Author Talk for International Women's Day
 - » Cumberland Young Writer's Award Competition for 2024
 - » Celebrating ANZAC Day Author Talk by Ron Inglis.
- School Holiday Activities:
 - » Police Storytimes (Highway Patrol Vehicle)
 - » Fizzics for Science Week
 - » Tahir Bilgic's Best Worst Magician Show
 - » Get Wild Reptile Shows
 - » Mike and Millie's Sustainability Show.
- Worked with State Library of NSW in a partnership using the program - Amplify, which aimed to assist the community to access our local oral history collections.
- Community Assistance Programs and Services that were held include:
 - » Parental and Carer Information Sessions with The Benevolent Society
 - » Police Storytime
 - » Paramedics to the Rescue Storytime
 - » Drop in legal desks with Multicultural Legal Services
 - » Tech Savvy Seniors with State Library of NSW and Telstra
 - » Hearing tests with Hearing Australia
 - » Dementia talks with University of Wollongong / Face Dementia
 - » Writing Group competition for children's and adult sessions
 - » Chair Yoga sessions with LV Chair Yoga Australia
 - » Drop in desks and pamphlets for National Disability Insurance Scheme (NDIS)
 - » Parental and Carer Information Sessions with Speech Pathology Australia.
- The launch of 1,000 Books Before Kindergarten has resulted in an increase in new library memberships across the eight branches.



Paramedics to the Rescue Storytime

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Seniors and Disability

Senior Coordinator, Seniors and Disability Services

CSP Strategic Goals, Objectives and Strategies



Strategic Goal 1: Supporting Community Health, Safety and Wellbeing

Objective 1.1: A strong community and culture

Strategy 1.1.3: Build an inclusive community by encouraging participation in youth, children and indigenous services and support for seniors and disability services

Service Description

This service aims to improve the lives of seniors, people with disability and carers in our community through the provision of services including transportation, meals and social programs, events and implementation of Council’s Disability Inclusion Action Plan.

Service Expectations

To provide valued services and programs to enhance the quality of life to residents who are senior, people with disability and carers ensuring that compliance with relevant service standards, guidelines and legislative requirements are met.

Sub Services

- Disability Inclusion Action Plan (DIAP)
 - National Disability Insurance Scheme (NDIS) Programs
 - Nutrition Services
 - Seniors and Disability Events
- Seniors Units
 - Social Inclusion Programs
 - Transport Services
 - Volunteer Program

Key Indicators Results

33,492

Hours of social support provided

6,279

Trips provided to seniors

34,628

Meals provided to seniors

204

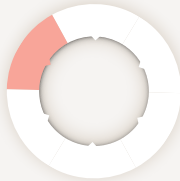
Residents participating in Council’s Volunteer program

1,303

Senior residents, people with disability and carers accessing events, programs and sessions

379

Customers accessing Seniors and Disability Services under the CHSP and NDIS



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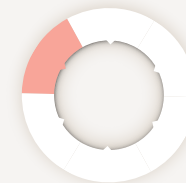
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**Key Achievements**

- Nominated for a National Disability Award 2023 in the category of Outstanding Disability Support Work for the Creative Cultural Cooking Program.
- Nominated for a Zest Award 2024 in the category of Outstanding Project – Community Arts and Culture for the Armchair Travel Program.
- Finalist in the LGNSW Excellence Awards in the category of Community Development – Over 150,000 for the Creative Cultural Cooking Program.
- Provided 198 Wellness programs, 45 social outings and two short holiday programs as part of the Social Inclusion Program under the Commonwealth Home Support Programme (CHSP).
- 20 health programs were provided for Over 55's, with 414 senior residents participating in activities.
- 199 senior residents accessed home delivered meals and centre-based meals under the CHSP.
- Delivered the Seniors Festival as part of the Keeping Connected in Cumberland Project which included High Tea Concert, two Coach Trips, Cultural Cook Off, Seniors Golf Day and Picnic in the Park.
- Delivered five events to raise awareness of Elder Abuse and prevention of social isolation, including self-defence class for seniors, theatre show with a morning tea, dementia friendly exercise program and two coach trips.
- Special events were delivered in celebration of NAIDOC Week, Dementia Awareness Month, Active Ageing Week, Carers Week, Social Inclusion Week, International Day of People with Disability, and Seniors Christmas. Activities included Christmas Concerts, Bus Trips, Picnic in the Park, Barn Dance, Outdoor Tai Chi, Cooking programs, Yoga in the Park and First Nations Bingo.
- Nine information sessions were delivered, covering topics including:
 - » Carer Gateway and available support services
 - » Cost Saving
 - » Dementia support services
 - » My Rights Matter. Understanding the rights of NDIS participants accessing the NDIS scheme
 - » Accessing My Aged Care
 - » Council support services for seniors and people with disability.
- One Stepping On Program was delivered, educating seniors in falls prevention and improving balance.
- 494 programs and services were provided to participants of the National Disability Insurance Scheme (NDIS). This included health & wellness programs, meals, social outings, leisure programs and shopping.
- Key highlights of the actions implemented within the Disability Inclusion Action Plan (DIAP) 2022-2026 include:
 - » NDIS Early Childhood Support information desks established across all of Council's eight library branches from October to December 2023.
- » Participants of Council's Disability Program spent several months learning and practicing a performance which they showcased at the Mayoral Christmas Party.
- » The Granville Centre Art Gallery hosted We Are Studio, in October 2023, an inclusive creative studio that breaks down barriers by creating space to thrive, established by people with disability, for people with disability.
- » Facilitation of Active Inclusion Sports Day for adults by Disability Sports Australia with 72 participants.
- » Facilitated a My Rights Matter Workshop in partnership with Council for Intellectual Disability.
- » 28,694 local businesses were provided access to a Physical Accessibility Training event through Council's membership with Zero Barriers. 240 businesses were engaged to discuss accessibility
- » Celebrated and raised awareness of World Down Syndrome Day on March 21, 2024.
- Promoted volunteering opportunities to the community at the Berala Community Centre Spring Fair in September 2023 and Cumberland's Biggest Playgroup event in October 2023.



NAIDOC bus trip to the Blue Mountains

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Education and Care

Manager, Education and Care

CSP Strategic Goals, Objectives and Strategies



Strategic Goal 1: Supporting Community Health, Safety and Wellbeing

Objective 1.1: A strong community and culture

Strategy 1.1.3: Build an inclusive community by encouraging participation in youth, children and indigenous services and support for seniors and disability services

Service Description

This service provides high quality and inclusive programs for children aged 0 to 12 years. The programs offer a range of flexible and inclusive service options for families including Long Day Care, Out of School Hours Care, school holiday programs and Family Day Care.

Service Expectations

To provide quality education and care services, that are meeting and/or exceeding the National Quality Standards and that adhere to legislative requirements.

Sub Services

- Education and Care Support
- Family Day Care (FDC)
- Long Day Care (LDC)
- Out of School Hours Care (OSHC)

Key Indicators Results

88%

Long Day Care Centre utilisation

53%

Before School Care Centre utilisation

79%

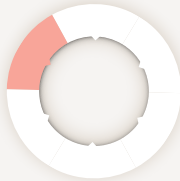
After School Care Centre utilisation

100%

School Holiday Program participation



Bush School



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**Key Achievements**

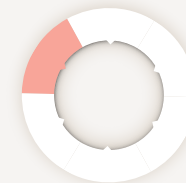
- 1,673 sessions of Long Day Care, 970 sessions of Out of School Hours Care and 90 School Holiday Program sessions were provided.
- An additional four sessions were provided at Sherwood Grange OOSH for the School Holiday Programs.
- Wenty Children's Centre, Guildford West Children's Centre, Francis Fisk Children's Centre, Widemere OOSH, Parramatta West OOSH, Ringrose OOSH and Sherwood Grange OOSH achieved a rating of 'Meeting' National Quality Standard following their Assessment and Rating against the seven quality areas.
- All Long Day Care services implemented educational programs, including:
 - » Beyond the Beanstalk
 - » Gulyangarri Aboriginal Cultural Program
 - » Little Champions
 - » Arlo's Treasure.
- All OOSH services have commenced transitioning to the My Time, Our Place (MTOP) Learning Framework Version 2.0.
- All 20 Family Day Care educators have successfully participated in Early Year Learning Framework (EYLF) 2.0 training.
- A variety of educational programs were implemented at Ringrose OOSH, including:
 - » Beyond the Beanstalk
 - » Little Champions/Zumba
 - » Motivate sports Program
 - » No Limited Sports Program
 - » Indigenous programs
 - » Slime Program
 - » Kung Fu Program
 - » Brick Works
 - » Stars and Sounds
 - » Big Joke Show.
- Parramatta West OOSH and Sherwood Grange OOSH enhanced their educational resources for children by adding electronic devices such as iPads, Smart Boards, robotics and TV's.
- Active engagement with the Australian Children's Education and Care Quality Authority (ACECQA) to participate in the Quality Support Program aims to enhance the quality of our services through structured support and continuous improvement processes.



Francis Fisk Children's Centre



Wenty Children's Centre

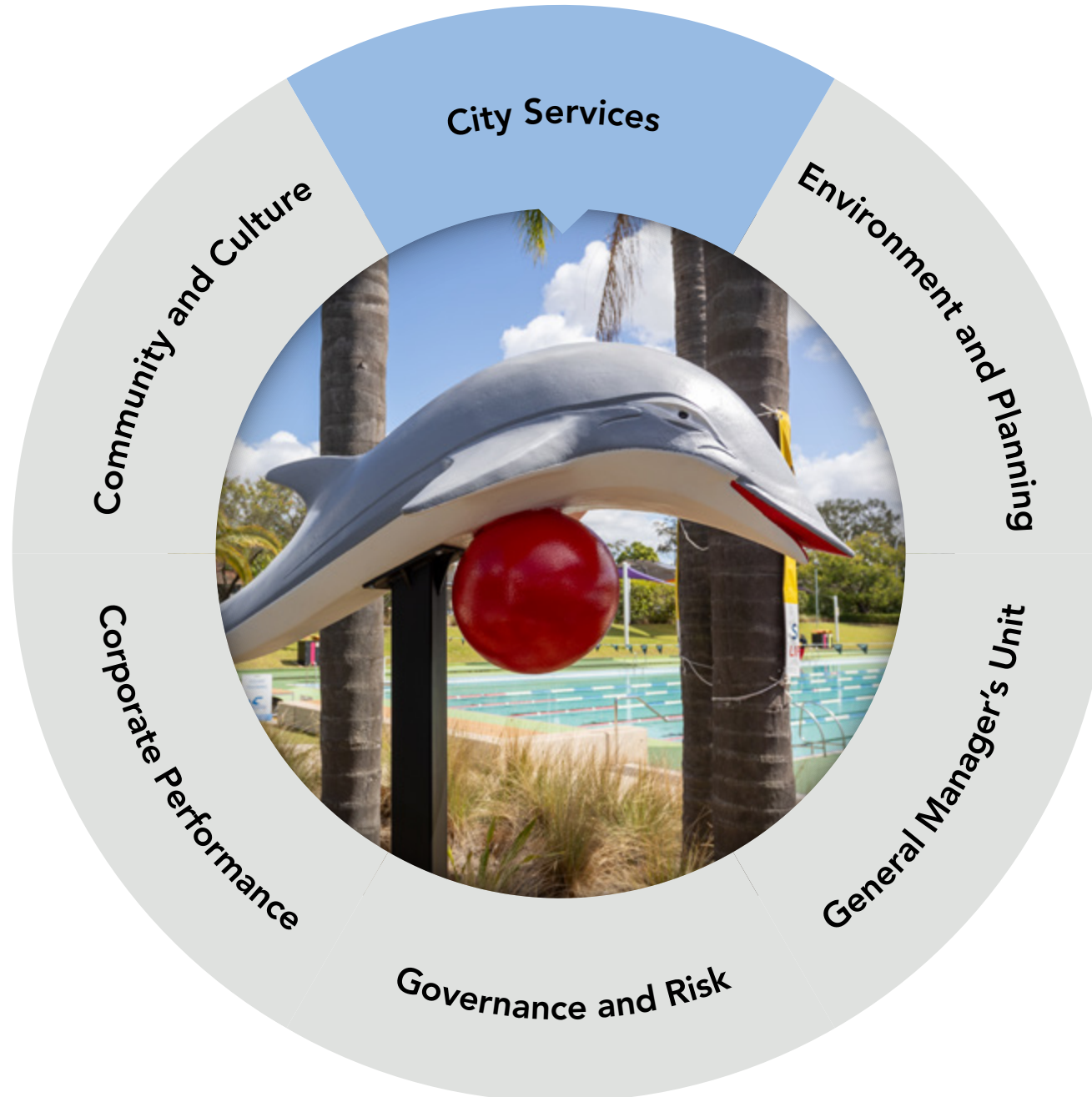
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Directorate Services

City Services

- Asset Management and Asset System Support
- Building Maintenance
- Capital Works and Assets Renewal
- Depots
- Swimming Pools
- Venues
- City Maintenance
- Open Spaces
- Ranger Services
- Waste Services
- Development Programs
- Environmental Health



Asset Management and Asset System Support

Manager, City Assets and Construction

CSP Strategic Goals, Objectives and Strategies



Strategic Goal 3: Delivering Sustainable Infrastructure and Services

Objective 3.1: We have public spaces that are welcoming, inclusive and promote pride in the area

Strategy 1.1.3: Our physical infrastructure is sustainably planned and managed to meet our changing needs

Service Description

This service undertakes long-term Asset Management Planning to strategically manage Council's infrastructure assets along with maintaining the asset data and valuations to meet the expectations of the community.

Asset Management and Asset System Support is responsible for creating annual Asset Renewal Programs in alignment with Council's asset objectives, project management governance and processes for Capital Works delivery. The service facilitates projects which need to be undertaken based on utility approvals, as well as capturing and assessing street lighting requests from the community.

Service Expectations

To develop and deliver Council's Asset Management Strategies and update Asset Management Plans once a year or after every major condition audit. This assists in the sustainable management of Council's infrastructure assets and to reduce the lifecycle costs of the assets.

To maintain an asset register and its Geographic Information System (GIS) representation which are updated for all completed capital projects and develop an Asset Renewal Works Program in line with the required timeframes, budgets, and engineering standards and ensures accurate project control through a project lifecycle management system.

Sub Services

- Asset Management Planning and Control

Key Indicators Results

100%

Building revaluation completed

100%

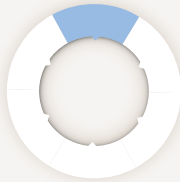
Open space revaluation completed

172

Street lighting requests investigated

Key Achievements

- Merrylands CBD Street Lighting Audit has been completed.
- Preparation of the Asset Renewals Programs 2024-2025 and the CSIRO Dam Risk Report is complete.
- Building and Open Spaces Condition Assessment and Revaluation are complete.
- Development of the Asset Management Strategy has commenced.
- The 10-year programs for Buildings and Open Space are in development following the completion of the Condition Assessment and Revaluation.
- 10-year Asset Management Program has been completed for the following:
 - » Roads
 - » Footpaths New
 - » Footpaths Renewal
 - » Stormwater
 - » Bridges.



Community
and Culture

City
Services

Asset Management
and Asset System
Support

Buildings
Maintenance

Capital Works
and Assets Renewal

Depots

Swimming Pools

Venues

City Maintenance

Open Spaces

Ranger Services

Waste Services

Development
Programs

Environmental Health

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Building Maintenance

Manager, Buildings and Depot

CSP Strategic Goals, Objectives and Strategies



Strategic Goal 3: Delivering Sustainable Infrastructure and Services

Objective 3.2: We have recreational assets that enhance the livability of our community

Strategy 3.2.3: Our valued natural recreational spaces and facilities are fit for purpose and encourage active lifestyles

Service Description

This service provides maintenance, safety, security, compliance and cleanliness to Council's buildings and properties; including the aquatic centres, community facilities, administration buildings, childcare centres, libraries, parks and gardens.

Buildings Maintenance is responsible for cleaning, fire safety, electrical, plumbing, sanitary and security.

Service Expectations

To ensure Council's buildings and community facilities adhere to the required building codes, fire safety standards and relevant government legislations.

To ensure Council's building assets are regularly cleaned and kept to a high level of cleanliness while not interfering with the community and user groups and are secure for the community, user groups and staff.

Sub Services

- Buildings Maintenance and Compliance

Key Indicators Results

2,763

Works Orders completed

100%

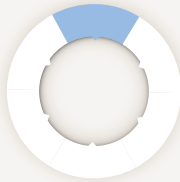
compliance achieved for
all scheduled services maintenance

Key Achievements

- Scheduled and reactive maintenance works have been undertaken to ensure the safe, clean, compliant and functional facilities to the community.
- Upgrade to Council building access systems were completed, allowing for greater security and capacity.
- A 50% reduction in complaints has been achieved.



Eric Tweedale Stadium



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Capital Works and Assets Renewal

Manager, City Assets and Construction

CSP Strategic Goals, Objectives and Strategies



Strategic Goal 3: Delivering Sustainable Infrastructure and Services

Objective 3.1: We have public spaces that are welcoming, inclusive and promote pride in the area

Strategy 3.1.1: Our physical infrastructure is sustainably planned and managed to meet our changing needs

Service Description

This service manages the construction of new infrastructure assets and the renewal of Council's existing assets, including roads, buildings, open space and stormwater.

Construction works are undertaken in accordance with the annual Renewal Program and the construction of any new asset is undertaken as per the needs of the community and to agreed scope and specifications within the constraints of the relevant procurement protocols. This service follows best practice Project Management and governance processes.

Sub Services

- Capital Works and Asset Renewal Programs

Key Indicators Results

69

Road renewal projects completed
(17.3km of road)

25

New footpath projects completed
(4.7km of footpath)

92

Footpath renewal projects (9.9km of
footpath)

37

Open Space Renewal projects
completed

22

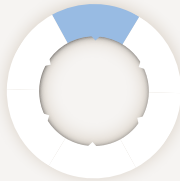
Building renewal projects completed

15

Stormwater renewal projects
completed

91%

completion of Capital Works



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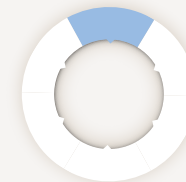


Key Achievements

- Major projects completed include:
 - » Civic Park and Pendle Hill Wetland Improvement Project
 - » Rosnay Golf Course Irrigation Upgrade.
- Major Projects nearing completion include:
 - » Merrylands Road CBD Drainage works in Addlestone Road 90% complete.
 - » Parramatta Road Urban Amenity Improvement Program project 95% complete.
 - » Phillips Park Playground and loop path work 95% complete.
 - » Mona Park playground upgrade 95% complete.
 - » Sherwood Rd/Kenyon's Rd Intersection - installation of Traffic Signals 95% complete.
- Significant building upgrade/renewals completed or nearing completion include:
 - » Susan St, Auburn multistorey carpark - structural works for safety.
 - » Provision of gym facility at Granville Swim Centre.
 - » Lidcombe Multistorey carpark – modifications to entrance, installation of lift.
 - » Auburn SES Headquarter, Auburn Building upgrade.
- Completion of:
 - » Road renewal program (17.3km)
 - » Footpath renewal program (9.9km)
 - » New Footpath program (4.7km).



Civic Park and Pendle Hill Wetland Improvement Project



Community
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Depots

Manager, Buildings and Depot

CSP Strategic Goals, Objectives and Strategies



Strategic Goal 3: Delivering Sustainable Infrastructure and Services

Objective 3.1: We have recreational assets that enhance the livability of our community

Strategy 3.1.1: Our valued natural recreational spaces and facilities are fit for purpose and encourage active lifestyles

Service Description

This service is responsible for managing and providing maintenance for Council’s main two Depot sites. This is an internal service supporting the delivery of frontline services by Council staff to Council staff.

Depots covers; Fleet Management Services, Mechanical Workshop, Stores and the Sign Shop.

Service Expectations

To ensure Depots and associated operations meet the required safety standards and compliance standards.

Sub Services

- Depot Operations

Key Indicators Results

100%

Safety issues rectified in time

Key Achievements

- Disposal of former fleet items and delivery of new fleet items, including three electric passenger vehicles, improves Council’s capacity to service the community.
- The Renewal Program has continued with the commissioning of 20 new fleet items, including seven replacement ride-on mowers.
- Scheduled compliance maintenance and reactive maintenance has been completed providing safe and functional Depots.
- Scheduled fleet maintenance is ongoing, continuing to improve the capacity of Council to service the areas of waste collection, road cleanliness, city presentation and parks maintenance.



Ride-on mower



Swimming Pools

Manager, Aquatics and Leisure

CSP Strategic Goals, Objectives and Strategies



Strategic Goal 3: Delivering Sustainable Infrastructure and Services

Objective 3.2: We have recreational assets that enhance the livability of our community

Strategy 3.2.2: Our assets provide a range of opportunities for participation in active and entertaining activities

Service Description

Swimming Pools provides premium aquatic centres and fitness facilities for the community. These include Granville Swimming Centre and Gym, Merrylands Swimming Centre, Guildford Swimming Centre, Auburn Ruth Everuss Aquatic Centre (Operated by Belgravia) and Wentworthville Memorial Swimming Centre.

Service Expectations

To provide recreational services and health and wellbeing programs, in addition to complying with facilities maintenance requirements. This service ensures a clean, safe and friendly environment for residents to follow their recreational and aquatic pursuits.

Sub Services

- Swim Centres

Key Indicators Results

265,639

Swim Centre attendances

32,800

Learn to Swim Attendees

122

Aqua Aerobics Program

26

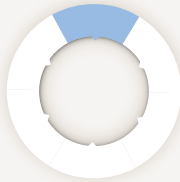
School swimming programs

72

School swimming carnivals

Key Achievements

- Swim Centres demonstrated excellence with winning five awards:
 - Certificate of Commendation Award (2024 Royal Life Saving Society Australia Ceremony)
 - Water Safety Program (2024 Local Government Excellence Awards)
 - Child Safeguarding Award (2023 ARI NSW Awards of Excellence)
- Community Marketing Campaign of the year Award (2023 ARI NSW Awards of Excellence)
- Water Safety Program (CivicRisk Mutual Risk Excellence Award).
- Staff and team were nominated as finalists for two awards:
 - Adam Lloyd Memorial Spirit Award (2023 ARI NSW Awards of Excellence)
- Duty Supervisor of the Year (2023 ARI NSW Awards of Excellence).
- The Aqua Aerobics Program delivered sessions at Granville and Wentworthville Swim Centres with 683 participants.
- 12 audits completed across each Swim centre with an overall score of Acceptable across our swim centres.



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Venues

Manager, Holroyd Centre

CSP Strategic Goals, Objectives and Strategies



Strategic Goal 3: Delivering Sustainable Infrastructure and Services

Objective 3.2: We have recreational assets that enhance the livability of our community

Strategy 3.2.2: Our assets provide a range of opportunities for participation in active and entertaining activities

Service Description

Venues provides premium spaces for the community to hire, including The Holroyd Centre, The Holroyd Gardens Wedding Rotunda, The Eric Tweedale Stadium and The Granville Centre.

Service Expectations

To provide recreational venues that are safe, compliant, modern and in good condition for the community to use.

To compliment these spaces with event planning, coordination and catering.

Sub Services

- Venues and Stadiums

Key Indicators Results

4,349

Bookings of premium venues

5.38%

Increase in utilisation and bookings of premium venues

'A'

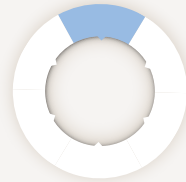
Food safety rating

Key Achievements

- The Eric Tweedale Stadium (ETS) function room is being utilised by both the sporting bodies using the park facilities and private hirers looking for a smart venue to host social events.
- An upgrade to the recording and rehearsal studio in the Granville Centre has increased its usage.
- The Granville Centre continues to be a popular state of the art venue with increased bookings being experienced, largely in part due to increased engagement with Council's Art Gallery programs and workshops.
- Regular maintenance, cleanliness and upgrading of venue equipment is undertaken to ensure that venues meet community expectations.



Exhibition at the Granville Centre



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City Maintenance

Manager, City Maintenance

CSP Strategic Goals, Objectives and Strategies



Strategic Goal 3: Delivering Sustainable Infrastructure and Services

Objective 3.1: We have public spaces that are welcoming, inclusive and promote pride in the area

Strategy 3.1.2: Our community pride is reflected in the cleanliness and upkeep of our valued public spaces and streetscapes

Service Description

The service is responsible for the maintenance and presentation of Cumberland City’s public domain areas.

City Maintenance focuses on providing a clean and safe public area for the enjoyment of the community by providing maintenance and cleaning services across Cumberland City including the verge, footpaths, stormwater, and road networks.

Service Expectations

To provide a clean, well maintained and safe public domain area, including town centres, streetscapes, drainage and road networks.

Sub Services

- Cleansing
- Public Infrastructure
- Streetscapes

Key Indicators Results

95,965

Kilometres of streets swept

1,780

Stormwater pits cleaned

1,359

tonnes waste removed from street sweeping

369

Residential property verges on the Council’s verge mowing program

3,539

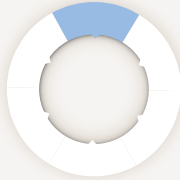
Potholes repaired

502

Instances of graffiti cleaned

2,745

Trees inspected



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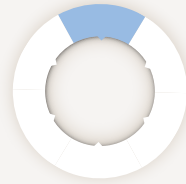


Key Achievements

- Following a review of Council's Verge Mowing (Nature Strip) Assistance Program, a dedicated verge mowing team has been established to manage the program along with new system integration to ensure a higher quality of service delivered to our residents.
- The Verge Mowing Program was completed on schedule with minor adjustments to accommodate weather interruptions.
- Council's Public Street Tree Program was completed, involving the inspection and servicing of 2,745 trees.
- The Streetscape Beautification Program commenced, focusing on rejuvenating garden beds throughout Cumberland City.
- A Road Surface Condition Audit has been completed and the findings are being used to plan Council's future Road Maintenance Program.



Verge maintenance



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Open Spaces

Manager, City Open Spaces

CSP Strategic Goals, Objectives and Strategies

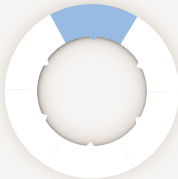


- Strategic Goal 3:** Delivering Sustainable Infrastructure and Services
- Objective 3.2:** We have recreational assets that enhance the liveability of our community
- Strategy 3.2.1:** Our valued natural recreational spaces and facilities are fit for purpose and encourage active lifestyles

Service Description	Service Expectations
<p>This service provides maintenance for Council's extensive network of parks, sportsgrounds, playgrounds, bushland, habitat corridors and recreation areas.</p> <p>Open Spaces manages and operates approximately 327 passive parks, 46 sportsgrounds, 37 tennis courts, 226 playgrounds, two golf courses, 200 hectares of bushland, extensive walkways and bicycle paths, BBQs, picnic shelters and park furniture.</p>	<p>To provide and maintain open spaces and recreational services for the community's benefit that align with Council's required service level agreements and industry best practices.</p>
Sub Services	
<ul style="list-style-type: none">Golf CoursesOpen Space Maintenance	<ul style="list-style-type: none">Premium FacilitiesRecreation and Sport

Key Indicators Results

95%	91%	66,458	92%
Scheduled maintenance services completed	Rate of utilisation of Council's sporting venues during key seasonal periods	Golf courses attendees	Scheduled works for golf courses



Community
and Culture

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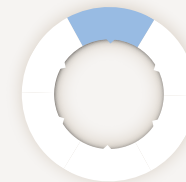


Key Achievements

- Wentworthville Community Garden received positive reception after attending and winning multiple awards at the Royal Easter Show for Produce from our Garden.
- Merrylands Community Garden continues to be well attended, with community members collaborating to provide a welcoming atmosphere.
- An increase in liaison meetings and community garden events was observed, which included the opening of the Pemulwuy Community Garden.
- Several new playgrounds were installed in open space areas, replacing the dated, end of life structures.
- Sports field renovations including aeration, weed treatment and improved nutrition standards continue to be conducted as weather allows.
- Sporting clubs have now been provided with the sports portal, a centralised location of information related to sportsgrounds, ensuring sports clubs are engaged and supported.
- An extension to the rainforest boardwalk in the Auburn Botanic Gardens was completed.
- The quality and standards of golf courses have been enhanced with the following works:
 - » drainage installation on holes 11, 16 and 17 at Woodville Golf Course
 - » upgrade to the fifth hole at Woodville Golf Course
 - » irrigation system installation at Auburn Golf Course.
- A successful Pro Am was held at Woodville Golf Course, attracting positive feedback.



Event at Wentworthville Community Garden



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Ranger Services

Manager, Waste and Ranger Services

CSP Strategic Goals, Objectives and Strategies

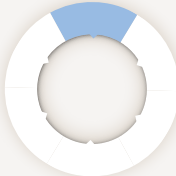


- Strategic Goal 3:** Delivering Sustainable Infrastructure and Services
- Objective 3.3:** A clean and safe place to live
- Strategy 3.3.1:** Enforce local laws and regulations for the benefit of all people in Cumberland

Service Description	Service Expectations
This service regulates environmental and safety standards across Cumberland City by providing a range of community focused regulatory services, including companion animals’ management and parking enforcement.	To ensure Cumberland City is maintained in a safe and healthy manner which enhances the amenity of the area for the community.

Sub Services
<ul style="list-style-type: none">• Parking Patrol• Ranger Services

Key Indicators Results			
4,230	94	4,066	10,764
Companion animal registrations completed	Patrols of load limited roads	Customer requests regarding abandoned vehicles investigated and 172 vehicles impounded	Regulatory actions and inspections completed
7,762	2,749		
Parking related complaints addressed	Heavy vehicle complaints actioned		



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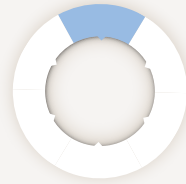


Key Achievements

- Registration of companion animals into the NSW Companion Animal Database has continued ensuring lost animals are returned to their owners in a timely manner and reducing the holding period at Council's animal impound facility.
- During school terms, Parking Patrol officers provided daily patrols in school zones throughout the Council area to ensure the safety of school children.
- 198 instances of illegal dumping of waste were investigated.
- 910 inspections of overgrown vegetation were conducted.
- 229 locations were inspected as part of Council's Sediment and Erosion Control Program.



Safety signage



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Waste Services

Manager, Waste and Ranger Services

CSP Strategic Goals, Objectives and Strategies



Strategic Goal 3: Delivering Sustainable Infrastructure and Services

Objective 3.3: A clean and safe place to live

Strategy 3.3.3: Provide access to sustainable waste services that keep our community clean and tidy

Service Description

This service provides best value residential, commercial, town centre and public park waste collection services, regular clean-up services and removal of illegally dumped rubbish across Cumberland City.

Service Expectations

To ensure all waste services are provided across Cumberland City within required timeframes and agreed service levels.

Sub Services

- Commercial Waste Services
- Domestic Waste Services
- Street and Park Waste Services

Key Indicators Results

50,623

Kerbside clean-up services provided

66,756

Tonnes of garbage collected

9,558

Tonnes of recycling collected

7,296

Tonnes of garden organic material collected

134

Businesses with commercial waste services

198

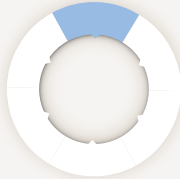
Reported incidents of illegally dumped rubbish were investigated

98%

New bin requests completed on time

24

Complaints for missed street litter bin collections



Community
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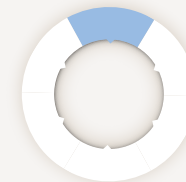


Key Achievements

- Transferred to an in-house waste service for the collection of illegally dumped rubbish and bulky household waste from multi-unit dwellings
- Council has delivered:
 - » Daily collection of 2,083 parks and street litter bins
 - » Removal of illegally dumped rubbish from public spaces, resulting in 1,260 tonnes of waste collected from 9,077 reports
 - » Weekly removal of bulky household waste from multi-unit dwellings.
 - » Commercial waste services to businesses, Council's facilities, sporting and festival events.
- Domestic waste collection services provided include:
 - » 4,476,726 general waste (red lid bin) services
 - » 2,174,170 recycling waste (yellow lid bin) services
 - » 850,410 organic waste (green lid bins) services
 - » 50,623 booked bulky household waste clean-up services
 - » 2,867 problem waste services.



Waste Services



Community and Culture

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Development Programs

Manager, Environmental Health and Development Programs

CSP Strategic Goals, Objectives and Strategies



- Strategic Goal 3:** Delivering Sustainable Infrastructure and Services
- Objective 3.3:** A clean and safe place to live
- Strategy 3.3.1:** Enforce local laws and regulations for the benefit of all people in Cumberland

Service Description

This service investigates and regulates unauthorised and illegal works in Cumberland City, such as, illegal building works and unauthorised land use. Development Programs are designed to protect and ensure the safety of the community.

Service Expectations

To provide and enforce measures that promote better community outcomes, in terms of safer built environments.

Sub Services

- Development Programs

Key Indicators Results

2,876

Fire Safety Statements received

2,946

Regulatory action investigations

169

Swimming pool compliance investigations

Key Achievements

- Council hosted the NSW Fire Safety Summit on 29 May 2024, in collaboration with over 100 staff representing 30 councils across NSW. This summit provided opportunities to discuss the importance of fire safety and overcoming challenges to improving service standards.
- Council is actively inspecting buildings to ensure compliance with relevant fire safety requirements, communicating with NSW Department of Customer Service with regards to any fire safety related complaints.
- Council monitoring of large construction sites and enhanced procedures for addressing customer enquiries related to unauthorised developments has resulted in improvements to acknowledgment and response times for customers.
- Council is working with NSW Department of Customer Services as part of the Project Remediate Program.



Environmental Health

Manager, Environmental Health and Development Programs

CSP Strategic Goals, Objectives and Strategies



Strategic Goal 3: Delivering Sustainable Infrastructure and Services

Objective 3.3: A clean and safe place to live

Strategy 3.3.2: Monitor and regulate to make Cumberland a safe place to live

Service Description

This service regulates and encourages the improvement of environmental/public health and safety standards across Cumberland City, including the regulation of food premises, skin penetration businesses, cooling water systems, the investigation and regulation of unlawful activities that have the potential to impact the environment/public health and safety.

Technical advice is also provided to key stakeholders to ensure environmental health best practice is considered during the development application process. The service provides regular support and reporting to connected state agencies such as the Western Sydney Local Health District (WSLHD), NSW Food Authority and NSW Environment Protection Authority (EPA).

Sub Services

- Environmental Health Programs

Key Indicators Results

1,052

Food inspections as part of the Food Safety and Surveillance Program

111

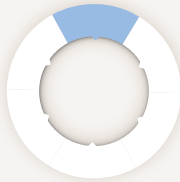
Regulated water-cooling system inspection as part of Council's Legionella Program

72

Premises inspections as part of Council's Skin Penetration Program

Key Achievements

- All inspection programs have been conducted ensuring the safety and health of the Cumberland community.
- 1,561 customer service requests were received and resolved.



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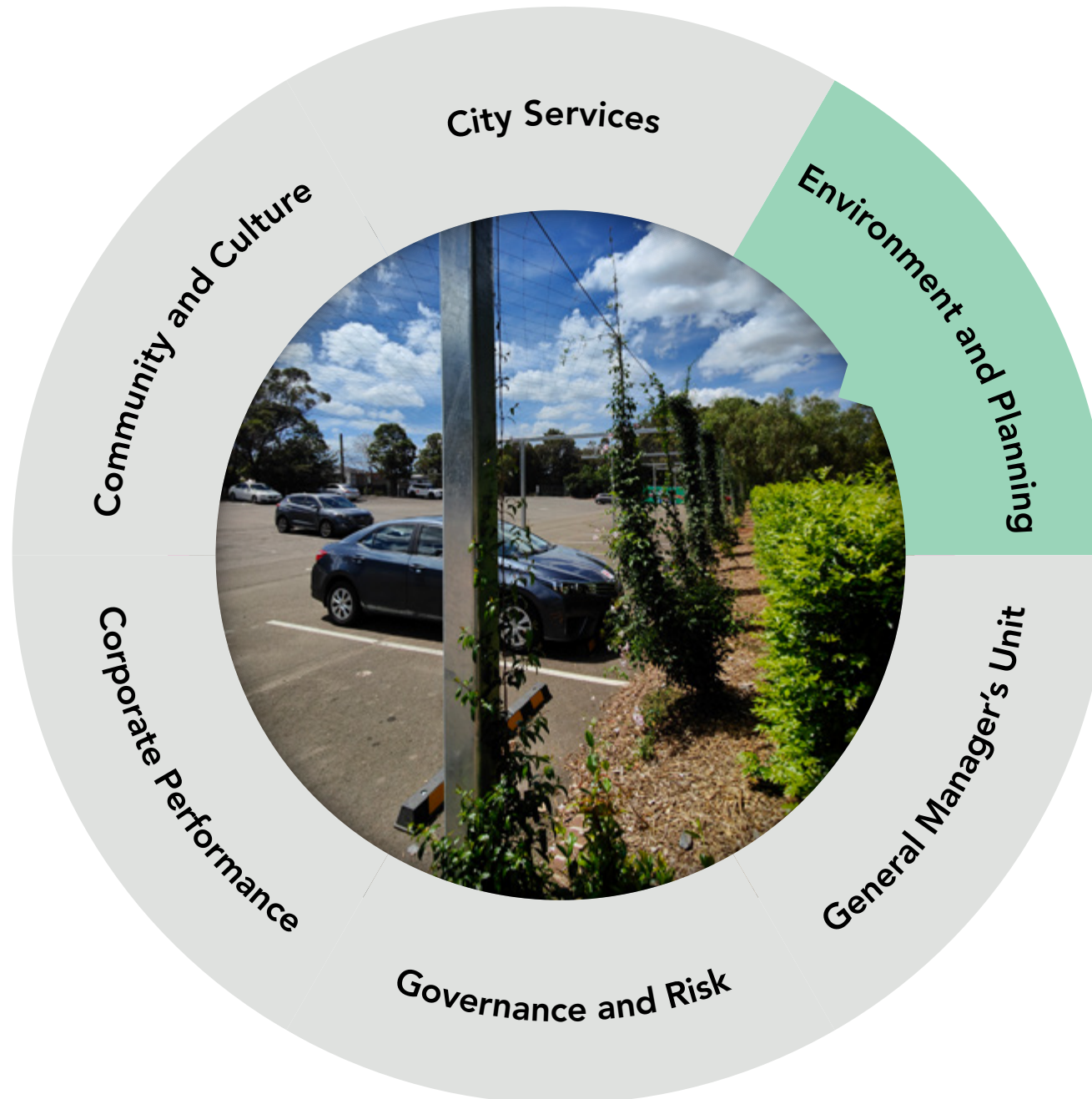
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Directorate Services

Environment and Planning

- Development Management
- Strategic Planning
- Engineering and Building
- Environment Programs
- Planning Systems
- Public Spaces Planning and Design
- Place and Engagement



Development Management

Coordinators, Major Development Assessment, Fast Track Development Assessment and Planning Operations

CSP Strategic Goals, Objectives and Strategies



Strategic Goal 2: Enhancing the Natural and Built Environment

Objective 2.1: Celebrate our diverse built and natural environments

Strategy 2.1.2: Protect and improve our natural environment and ensure development has a positive impact on our City

Service Description

This service undertakes development and building activities, including development assessment, building assessment, private tree assessment, development engineering assessment and planning panels.

Service Expectations

To respond to NSW Government initiatives affecting Council with the completion of reports, submissions and contributions to district planning.

Development management responds to Council initiatives within timeframes and in accordance with legislative requirements.

Sub Services

- Building Assessment
- Development Assessment
- Planning Panels

Key Indicators Results

1,083

Development applications determined

79

Day Median processing time achieved for Development Applications (ahead of 86-day target)

209

Subdivision Certificate applications determined

9

Cumberland Local Planning Panel (CLPP) meetings held

30

CLPP applications reported and determined

100%

365 Tree Applications determined within 30 days



Community
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Engineering and
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Key Achievements

- 251 development applications were determined within 40 days or less.
- Responded to changes introduced to NSW Government initiatives and legislation introduced including:
 - » Planning changes under the Transport Oriented Development (TOD) Program to encourage sustainable and mixed-use development around Lidcombe Train Station.
 - » Trial of Artificial Intelligence in NSW Planning to support improvements in the development assessment process.
- Development of a subdivision certificate checklist to ensure applicants submit complete information at lodgement has improved the assessment processing times.



Lidcombe Train Station



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Strategic Planning

Coordinator, Urban Strategy and Planning

CSP Strategic Goals, Objectives and Strategies



Strategic Goal 2: Enhancing the Natural and Built Environment

Objective 2.1: Celebrate our diverse built and natural environments

Strategy 2.1.1: Prepare land use plans and controls that value our heritage, encourage economic development, facilitate local infrastructure improvements and create vibrant precincts

Service Description

This service is responsible for Cumberland City’s strategic land use planning to enable vibrant and liveable neighbourhoods that can sustainably accommodate our housing and job needs. Strategic planning is to be well planned and coordinated with transport and green infrastructure to benefit residents, businesses and stakeholders.

Strategic planning includes district, regional and local planning policies, planning for key centres and strategic corridors across Cumberland City, and advocating for key issues, such as affordable housing, infrastructure delivery and responding to NSW State Government initiatives.

Service Expectations

To provide land use planning and advocacy that will create opportunities to meet the housing, employment and recreation needs of the community, supported by infrastructure while planning for well designed, resilient and vibrant local neighbourhoods.

Sub Services

- Heritage
- Strategic Planning

Key Indicators Results

10

Public exhibitions conducted

4

Heritage Committee meetings held



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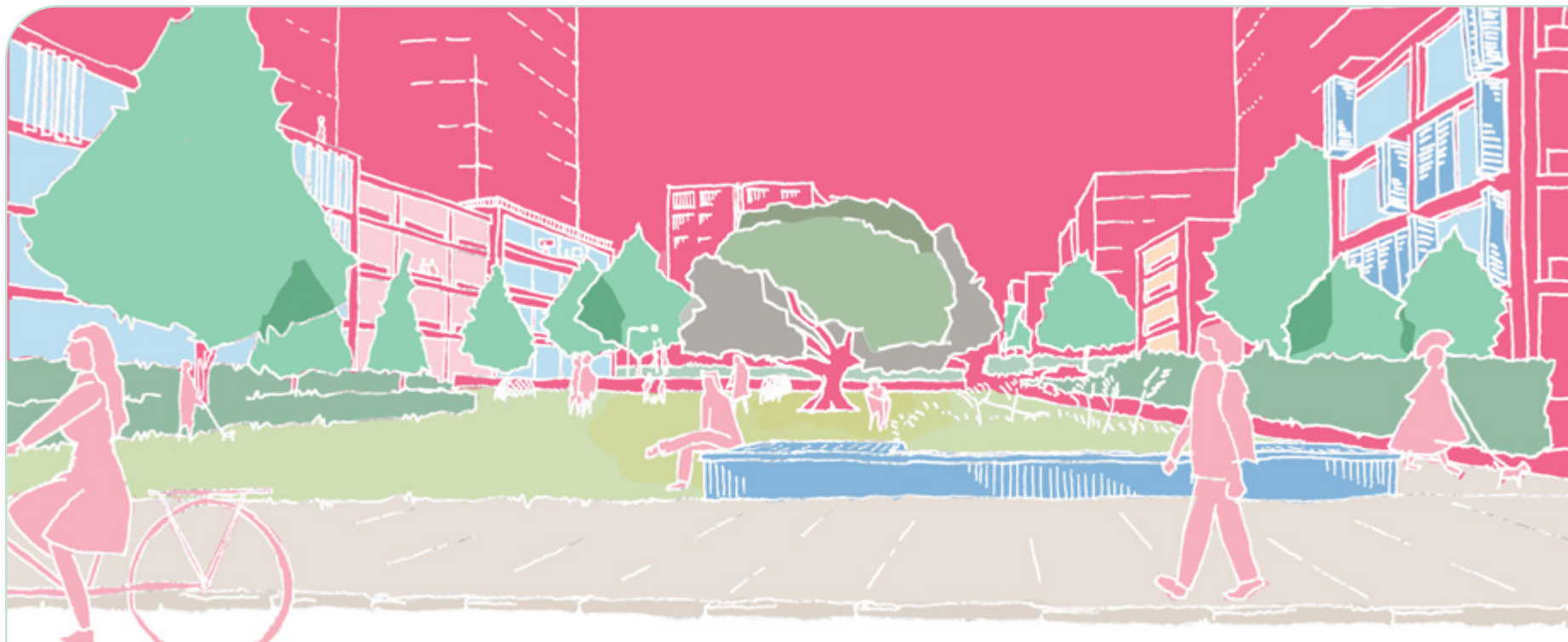
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**Key Achievements**

- Council endorsed the Draft Woodville Road Corridor Strategy and Planning Proposal on 20 March 2024. The Planning Proposal was forwarded to the NSW Department of Planning, Housing and Infrastructure (DPHI) for a Gateway Determination.
- The Draft Westmead South Master Plan Strategy and Planning Proposal was:
 - » publicly exhibited throughout late 2023 with 10 face-to-face engagement sessions.
 - » supported by Cumberland Local Planning Panel on 27 March 2024.
 - » endorsed by Council on 5 June 2024 to forward to the NSW Department of Planning, Housing and Infrastructure (DPHI) for a Gateway Determination.
- Burnett Street Neighbourhood Centre Planning Proposal endorsed by Council, with public exhibition held between 23 April to 22 May 2024.
- Cumberland Local Shops Study and Walking and Cycling Strategy were endorsed by Council on 1 May 2024.
- Council continued to collaborate with the Department of Planning, Housing and Infrastructure on regional and district planning initiatives.
- The Heritage Planning Proposal was endorsed for finalisation by Council in December 2023 and is at the final stage of gazettal.
- The Cumberland Local Heritage Awards Ceremony 2024 was held at the Holroyd Centre in June 2024. Nine prizes from three Categories were presented at the night:
 - » Best Maintained Heritage Property
 - » Researching Our Local History
 - » Keeper of the Stone Children's Colouring Competition.
- Cumberland Local Heritage Rebate applications have been endorsed by Council.



Artwork from the Westmead South Master Plan

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Engineering and Building

Coordinator Building Assessment, Executive Engineers Stormwater and Infrastructure Design and Traffic and Transport

CSP Strategic Goals, Objectives and Strategies



Strategic Goal 2: Enhancing the Natural and Built Environment

Objective 2.1: Celebrate our diverse built and natural environments

Strategy 2.1.1: Prepare land use plans and controls that value our heritage, encourage economic development, facilitate local infrastructure improvements and create vibrant precincts

Service Description

This service provides technical advice and design support for a range of physical infrastructure in Cumberland City, including stormwater and drainage, flood management and traffic and transport.

Engineering design and traffic services provides investigation for traffic and transport issues that are reported to the Cumberland Local Traffic Committee.

Service Expectations

To provide Cumberland City with safe infrastructure that supports current and future needs

Sub Services

- Infrastructure Design
- Stormwater
- Traffic and Transport

Key Indicators Results

11

Construction Certificates assessed and determined

134

Works within Road Reserve Applications determined

251

Road safety issues reported to CTC

79

Building Information Certificates assessed and determined

26

Applications for rock anchors and street drainage determined

23

Occupation Certificates assessed and determined

370

Road Occupancy Applications processed

2

Complying Development Certificates assessed and determined

6

Cumberland Local Traffic Committee (CTC) meetings convened



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**Key Achievements**

- Progressed a range of design proposals and various planning and/or design studies, including:
 - » Wentworthville Town Centre Public Domain Design
 - » Pippita Rail Trail
 - » Duck River Flood Study
 - » Black Spots Program initiatives.
- Received funding by the Get NSW Active Program through Transport for NSW (TfNSW) for projects including:
 - » Pippita Rail Trail Project. Community engagement is complete, receiving positive feedback from the community. Council has also received additional funding from TfNSW to continue progressing the planning and design of this project.
 - » Construction of a raised pedestrian crossing on Gilba Road, Girraween. The design and construction will be completed in the 2024-2025 financial year.
- Duck River Flood Study commenced during the financial year and Council resolved in April 2024 to undertake early consultation on the study. Preparations are underway on the early engagement.
- Council is continuing to review current flood information to ensure reliable data is provided for Cumberland City.
- Completed investigations for road safety issues for consideration by the Cumberland Local Traffic Committee (CTC).
- Continued to liaise with TfNSW on a range of State projects.



Pippita Rail Trail artist impression



Pippita Rail Trail artist impression

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Environment Programs

Senior Coordinator, Environment and Resource Recovery

CSP Strategic Goals, Objectives and Strategies



Strategic Goal 2: Enhancing the Natural and Built Environment

Objective 2.1: Celebrate our diverse built and natural environments

Strategy 2.1.2: Protect and improve our natural environment and ensure development has a positive impact on our City

Service Description

This service provides a range of environmental, planning and waste related programs and services across Cumberland City, which ensures public spaces are clean and well maintained.

Service Expectations

To respond to NSW Government initiatives affecting Council with the completion of reports, submissions and contributions to district planning.

Environment programs responds to Council initiatives within timeframe or in accordance with legislative requirements.

Sub Services

- Environmental Strategy and Programs

Key Indicators Results

4

Litter Prevention events held

2,867

Mobile problem waste collection bookings

14,394

Inspections as part of the Bin Inspection Program

72.4

Tonnes of problem waste collected

3.32

Tonnes of asbestos collected through Asbestos Collection Program

97%

Development Referrals for waste management assessed within 14 days



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Key Achievements

- Key highlights of the actions implemented within the Waste and Resource Recovery Strategy:
 - » Conducted 35 workshops to the community and local schools on waste and resource recovery engagement attended by 1,642 people.
 - » Household chemicals clean out held with 500 cars attending with 18.2 tonnes diverted from landfill.
 - » Two Kitchen 2 Gardens compost bag giveaways undertaken. 1,200 houses signed up with 2,100 bags given away.
 - » Stage 1 Trial for Food Organics Garden Organics (FOGO) undertaken.
- Key highlights of the actions implemented within the Biodiversity Strategy:
 - » The launch of Council's Native Bird Program and first bird walk conducted.
 - » Continuation of Council's Native Bee Program.
 - » Wategora Reserve Restoration Project completed. Conducted bush regeneration works in Wategora Reserve as part of grant funding received from Local Land Services.
 - » Continued monitoring of Ibis populations as part of the Ibis Management Plan.
 - » Completion of Woody Meadows Project, planting over 2,500 plants in Kibo Reserve, Berala.
 - » 15 informative tree plaques installed at significant trees.
- Key highlights of the actions implemented within the Sustainability Action Plan:
 - » Development of Council Heat Smart Plan.
 - » Initiating the Energy Savings Scheme by NSW Government with the installation and replacement of old hot water systems with seven new, efficient heat pumps at Council facilities.
- » Water meter audit across Council facilities.
- » Hosting Annual Schools Sustainability Expo in October 2023, where 600 students attended over two days.
- » Installation of 10 smart meters at key Council facilities resulting in water and cost savings.
- » Adoption of Council's first Electric Vehicle (EV) policy and guideline to encourage increase in EV charging stations across Cumberland.
- Key highlights of the actions implemented within the Urban Tree Strategy:
 - » 500 plants given to residents as part of the Free Plant giveaway.
 - » National Tree Day event held at two sites with 210 volunteers.
 - » Final 335 street trees planted as part of the Greening our City grant.
 - » Development of Geographic Information System (GIS) mapping of street tree planting locations across Westmead and South Wentworthville. 3,855 potential planting locations identified.
 - » Seeds Collection Project ongoing with seeds collected, propagated and ready to be planted along Duck River.
 - » Cool Canopies Project is ongoing with mapping of planting sites completed and community consultation ongoing regarding plantings.
- Key highlights of the actions implemented within the Asbestos Management Framework:
 - » Embedding asbestos assessments into WHS risk assessments.
 - » Promotion of asbestos awareness through National Asbestos Awareness month and ongoing social media posts.
 - » Development of Environmental Management Plans for identified significantly contaminated sites.
- » Incorporating asbestos soil testing into tree planting day risk assessments.
- Council collaborated with Endeavour Energy and Ausgrid to undertake a LED streetlighting upgrade. Endeavour Energy replaced LED streetlights at 600 identified locations, while Ausgrid replaced 1,500 units.
- Council has developed its first Litter Prevention Strategy and Action Plan and has received grant funding from the NSW Government towards implementation.



Annual Schools Sustainability Expo

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Planning Systems

Coordinator, Planning Systems

CSP Strategic Goals, Objectives and Strategies



Strategic Goal 2: Enhancing the Natural and Built Environment

Objective 2.1: Celebrate our diverse built and natural environments

Strategy 2.1.1: Prepare land use plans and controls that value our heritage, encourage economic development, facilitate local infrastructure improvements and create vibrant precincts

Service Description

This service delivers a range of services including the preparation and assessment of developer-initiated planning proposals, as well as negotiation and preparation of voluntary planning agreements associated with planning proposals.

Planning systems prepares and administers local infrastructure contributions plans, prepares and issues planning certificates. In addition, the service monitors and reports on legislative and policy changes and advocates for the needs of Cumberland City.

Service Expectations

To ensure orderly and appropriate development that responds to changing needs and circumstances and is consistent with the broader strategic planning framework and policy context, including Council and the community's long-term strategic vision for Cumberland.

Provide timely delivery of key infrastructure to support growth in housing, employment and other opportunities across Cumberland City. Deliver well-connected and high-quality local environments that respond to the needs of the diverse community.

Sub Services

- Contribution Plan Administration
- Planning Certificates
- Planning Proposals
- Voluntary Planning Agreements

Key Indicators Results

2

Proponent-initiated site-specific Planning Proposals reported to Council

2

Voluntary Planning Agreements executed

6,423

Planning Certificates processed

514

Flood advice letters processed

1

Complex Planning Proposal assessed



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Key Achievements

- Two proponent-initiated site-specific Planning Proposals reported to the Cumberland Local Planning Panel and Council:
 - » 25 South Parade, Auburn
 - » 4-4A Terminal Place and 5 & 7 McLeod Road, Merrylands.
- Two proponent-initiated site-specific Planning Proposals have been finalised and notified:
 - » 2-10 Victoria Street East, Lidcombe
 - » 245-247 Great Western Highway, South Wentworthville.
- Two Voluntary Planning Agreement variations associated with a finalised Planning Proposals have been executed:
 - » 1A & 1B Queen Street, Auburn
 - » 245-247 Great Western Highway, South Wentworthville.
- One Voluntary Planning Agreement has been reported to Council and publicly exhibited:
 - » 15 Neil Street, Merrylands.
- One Works in Kind Agreement associated with Planning Proposals has been executed:
 - » 220-224 Pitt Street, Merrylands.



Train



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Public Spaces Planning and Design

Coordinator, Public Spaces Planning and Design

CSP Strategic Goals, Objectives and Strategies



Strategic Goal 2: Enhancing the Natural and Built Environment

Objective 2.1: Celebrate our diverse built and natural environments

Strategy 2.1.1: Prepare land use plans and controls that value our heritage, encourage economic development, facilitate local infrastructure improvements and create vibrant precincts

Service Description

This service provides a range of planning and design services aimed at improving quality and amenity of Council's open space and public domain areas.

Service Expectations

To ensure open space and public domain areas are planned and designed for the current and future needs of the Cumberland community.

Sub Services

- Local Spaces and Places
- Open Space and Recreation Strategy
- Plans of Management
- Recreation and Community Facilities
- Strategic Corridors

Key Indicators Results

3

Plans of Management updated

18

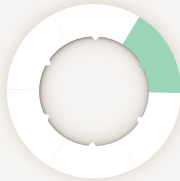
Planning and design projects delivered

2

Successful grant applications

Key Achievements

- Key highlights of the actions progressed within the Open Space and Recreation Strategy:
 - » Consultation on Town Centre Public Domain Plans for Guildford, Merrylands, Regents Park and Toongabbie.
 - » Town Centre Public Domain Plans adopted for Guildford and Regents Park.
- Development Application approval was received for two Council-led projects signifying a major milestone in progress of:
 - » Duck River Regional Playground
 - » Girraween Park Amenities Building.
- Development Application lodged for Auburn Basketball Centre of Excellence – Stage 2.
- Plans of Management have been completed and adopted, including:
 - » General Community Use
 - » Granville Park
 - » Marrong Reserve.
- Council is progressing the implementation of the Prospect Pipeline Corridor and Duck River Parklands Strategic Masterplans as part of the Strategic Corridors Program.
- Construction is underway for the Canal Road Park Project as part of the Prospect Pipeline Strategic Masterplan.



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Place and Engagement

Coordinators Community Engagement and Communications, Economic Development, Place Liaison and Activation and Principal Smart Places Officer

CSP Strategic Goals, Objectives and Strategies



- Strategic Goal 2:** Enhancing the Natural and Built Environment
- Objective 2.2:** Places and spaces that are vibrant and connect us
- Strategy 2.2.1:** Activate and support our centres, local areas and local businesses to be vibrant places that connect people

Service Description	Service Expectations
<p>This service actively creates opportunities for the community to be engaged in Council's activities to ensure that community feedback and insights inform decision making and promotes economic development. Local businesses are supported through programs and strong partnerships with the Local Chamber of Commerce and NSW Government.</p> <p>Place and Engagement promotes, advocates and showcases Cumberland City to attract large business and industry, undertaking place making, activations and smart places initiatives to support the vibrancy and success of town centres, enhance the local areas and provide smart services.</p>	<p>To provide engaging, inclusive and timely engagement opportunities relative to the scale of project to obtain community input and ensure transparency in decision making.</p> <p>To promote the economic growth of Cumberland City and develop strong partnerships with business, industry and stakeholders to nurture a thriving local economy and ensure local places are activated and neglected spaces renewed. Smart places initiatives are utilised to improve the community's experiences in Cumberland City and enable safe, easy and efficient use of services.</p>
Sub Services	
<ul style="list-style-type: none">Community EngagementEconomic Development	<ul style="list-style-type: none">Place Making and ActivationSmart Places

Key Indicators Results			
30 Community Engagement activities delivered	93 Projects exhibited on consultation	39 Pop-up consultations and drop-in sessions	7 Place activations
2,878 Registered users on Have Your Say platform	6 Events delivered to facilitate promotion and growth of local employment		



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- Development Management
- Strategic Planning
- Engineering and Building
- Environment Programs
- Planning Systems
- Public Spaces Planning and Design
- Place and Engagement**

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Key Achievements

- Implemented free waterslide activations as part of Beat the Heat Program in January 2024 at five sites in Lidcombe, Wentworthville, Greystanes, Guildford and Merrylands.
 - Progressed and completed public domain upgrades, public art and place making improvements as part of the Safer Cities: Her Way Program in:
 - » Guildford Laneway
 - » Guildford Community Centre, O'Neill Street
 - » Auburn Central Plaza
 - » Hawkesbury Road, Westmead – Oakes Centre.
 - Conducted place activations, including:
 - » Merrylands Civic Square Opening – August 2023
 - » Let's Dance Activation – September 2023
 - » Pemulwuy Community Garden Opening - October 2023
 - » Schools Spectacular – November 2023
 - » Christmas Night Market – December 2023
 - » Live and Local – February 2024
 - » Back to Guildford – May 2024.
 - Delivered the Feast Up Fridays activation every Friday in November 2023 to support the community consultation for the Westmead South Masterplan.
 - Smart Places Strategy Actions include:
 - » Introduction of Internet of Things (IoT) technology, smart furniture as well as exploration of community programs
 - » Providing additional access to digital Council services by trialling portable earpiece translation
 - » Trialling the use of virtual engagement rooms to support consultation approaches
 - » Using smart technology in Safer Cities: Her Way Program
 - » Preparation of a Smart City Study for Westmead South and the inclusion of a
- Smart Places section in the Westmead South Draft Development Control Plan (DCP)
 - » Partnering with the CSIRO to deliver the Educate to Innovate breakfast
 - » Worked with CSIRO on the Generation STEM Program.
 - Facilitated the following events to promote and enable growth of local employment:
 - » Implementation of three Try a Trade events across the financial year
 - » One Small Business Month event in October 2023
 - » Achieving Gender Balance in February 2024
 - » Diversity is good for business, as part of 'Trade Up to a Better Future Program' in March 2024.
 - Monthly podcast has featured a number of high-profile guests, including former Australian cricketer Merv Hughes, former Yellow Wiggle and founder of Heart of the Nation Greg Page, Professor Sebastian Pfautsch and ABC's Carol Ferrone from Back in Time for Dinner.
 - Council also facilitated and supported:
 - » Service NSW Business Connect provision of advisory services to local businesses
 - » Two Local Employment facilitation programs with Workforce Australia
 - » Women in Aviation Careers Program
 - » Service NSW business health checks
 - » Six workshops on empowering and eligibility return to work process for Flight Deck Group
 - » Western Sydney University on Cumberland Town Centre Analysis Project
 - » Greater Cumberland Chamber of Commerce on business and economic development programs.



Beat the Heat Program in Greystanes



Guildford Laneway public art



Christmas Night Market at Merrylands Civic Square

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Directorate Services

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Bookings and Community Centres

Coordinator, Bookings and Community Centres

CSP Strategic Goals, Objectives and Strategies



- Strategic Goal 1:** Supporting Community Health, Safety and Wellbeing
- Objective 1.1:** A strong community and culture
- Strategy 1.1.2:** Enhance our sense of community through valued community spaces and places

Service Description	Service Expectations
<p>This service operates Council’s three staffed community centres located in Auburn, Berala and Guildford providing residents and visitors a welcoming place to meet for a range of activities.</p> <p>Bookings and Community Centres is also responsible for the day-to-day management of bookings for non-staffed community halls, passive parks, sports fields and tennis courts in addition to managing the event and filming application process.</p>	<p>To promote and build the profile of Council’s staffed community facilities and bookable spaces, driving utilisation, visitation, accessibility and efficiency.</p> <p>To ensure current and future community facilities are designed and operated in a way that meets the unique needs and aspirations of the local community that they serve whilst supporting Council’s strategic direction.</p>

Sub Services

- Bookings Administration
- Community Centre Operations

Key Indicators Results

21,484	12,473	36	64
Booking applications received	Booking enquiries received	Filming applications assessed	Community event applications assessed



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Key Achievements

- Council expanded its program offerings, responding to the diverse needs of children, families, adults and seniors.
- Council successfully launched 92 new programs focusing on community engagement in education, recreation, arts, music and sports.
- Inaugural Spring Fair drew an impressive crowd of over 1,000 attendees.
- Increased utilisation of spaces, with improved accessibility ensuring they better serve the community.
- Berala Community Centre remains a one-stop-shop, offering a variety of Council services in a convenient location.
- Auburn Centre for Community and Guildford Community Centre continue to provide essential services and versatile spaces for gatherings and events.
- Introduced two new fitness programs with Reclink and two additional pathway programs with TAFE NSW.
- High demand for end-of-year function venue hires prompted promotion by Council on social media, encouraging timely bookings due to quickly filling spaces.



Images for the Spring Fair



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Customer Service

Coordinators, Customer Service, Records Management and Complaints and Feedback

CSP Strategic Goals, Objectives and Strategies



- Strategic Goal 4:** Providing Local Leadership
- Objective 4.1:** The community is proud to be served by a sustainable and transparent Council organisation
- Strategy 4.1.3:** Council places the customer at the heart of everything it does

Service Description

This service is responsible for managing and operating Council’s customer service centres, contact centres, webchat, after hours service and other Council contact channels including records management.

Customer Service also provides a mechanism to report compliments and complaints.

Service Expectations

To deliver efficient customer service and records management via Council’s various communication channels whilst ensuring that enquiries, requests and complaints are resolved within the accepted timeframes.

Sub Services

- Complaints and Feedback
- Customer Experience
- Records Management

Key Indicators Results

148,501

Customer Service calls answered

65,576

Correspondence registered

88%

Calls answered within 60 seconds

97%

Complaints resolved within 15 business days

28,716

Customers served in counter visits

4,288

Webchats responses provided



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Key Achievements

- The application creation process for certificates has now been automated with certificates lodged via the planning portal.
- Introduced a new cloud-based Customer Service Contact Centre Software that has streamlined processes leading to substantial improvements.
- Cyber Security is focused on enhancing operational resilience and digital capabilities.
- Completed the annual Customer Satisfaction Survey and published the Voice of the Customer (Customer Experience) Report.
- Coordinated timely and effective resolution of customer complaints, sharing valuable feedback with internal business units to foster continuous improvement.
- Continued the digitisation of Council records.
- Customer Satisfaction and Benchmarking exercises have consistently indicated a rise in customer satisfaction levels, particularly in customer contact within both customer service and records administration.



Customer Service at Merrylands



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Information Technology

Senior Coordinators, Technology Services and Information Systems

CSP Strategic Goals, Objectives and Strategies



Strategic Goal 4: Providing Local Leadership

Objective 4.1: The community is proud to be served by a sustainable and transparent Council organisation

Strategy 4.1.2: Council operates in a safe and sustainable way to deliver great services and facilities that offer value for money

Service Description

This service provides sustainable, resilient, scalable network infrastructure and desktop hardware in addition to providing service desk help and disaster recovery and management of TPG private cloud infrastructure.

Information Technology is responsible for managing all corporate information systems across all data sets throughout Council. Other functions include Geographical Information Systems (GIS) and support for corporate system implementations.

Service Expectations

To maintain internal and external systems to ensure information is available and easily accessible and responsive to the needs of the community.

Ensure Council's IT infrastructure and network is secure, with the appropriate governance control measures in place and ensure ongoing provision of Council's software and systems as well as refresh of end-of-life infrastructure.

Sub Services

- Information Systems and Data
- Technology Services

Key Indicators Results

4,975

Technology Service Desk requests processed

5,372

Business System and GIS Mapping requests processed

100%

Notification of outages to customers



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Key Achievements

- Commissioned new Wi-Fi infrastructure for improved connectivity.
- Wi-Fi connectivity featured in Eric Tweedale Stadium Change Rooms providing a more connected environment.
- Installed PA systems in all Swim Centres enhancing communication capabilities.
- Developed a three-year Cyber Security Strategy, reinforcing our commitment to safeguarding digital assets.
- Commenced work on Cyber Security Strategy projects including:
 - » Enhancing the risk register
 - » Managing assets
 - » Achieving Essential Eight maturity
 - » Implementing a phishing prevention training platform
 - » Increased adoption of Authenticator for multi-factor authentication (MFA)
 - » Decommissioned Citrix.
- Mandated the use of Multi-Factor Authentication (MFA) for all users for strengthened security.
- Implemented a new Service Management application, offering superior incident management and reporting capabilities.
- Developed the Data Quality Management Plan.
- Completed the initial review of Digital Gazettal Data to deliver Local Planning Control maps digitally via the NSW Planning Portal.
- Integrated Smart City Project datasets into the NSW Digital Twin Platform to display real-time monitoring of Granville Parking and implemented Cumberland Heat Data Loggers.
- A roadmap has been built for delivering a mobility solution and interactive self-service maps and themes via the Council website.



Public wireless charging port



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Accounting

Manager, Finance

CSP Strategic Goals, Objectives and Strategies



Strategic Goal 4: Providing Local Leadership

Objective 4.1: The community is proud to be served by a sustainable and transparent Council organisation

Strategy 4.1.2: Council operates in a safe and sustainable way to deliver great services and facilities that offer value for money

Service Description

This service has multiple responsibilities including, payroll, accounts payable, treasury and financial accounting.

Additionally, Finance Business Analysts provide relevant financial information, tools, analysis and insight to support budget owners to make informed decisions while driving business strategy. The Business Analyst process is pivotal in keeping Council financially stable.

Service Expectations

To provide transactional accuracy, reporting and tax compliance and completion of monthly and annual reporting, in line with accounting standards.

Sub Services

- Financial Accounting
- Financial Analysis

Key Indicators Results

100%

End of month processes completed on time

100%

Suppliers are paid in accordance with nominated payment terms

100%

External financial reporting requirements compliant

Key Achievements

- 2023-2024 financial year closed in a sound financial position.
- Budgetary pressures on expenditure and income resulting from the current high cost of living has been managed by efficiency strategies and realistic forecasting, whilst balancing community needs with Council targets.
- Complied with all financial reporting requirements during the 2023-2024 financial year.
- All Council investments have been placed in line with policy and returns have exceeded the endorsed budget.
- The 2024-2025 Budget and Fees and Charges were on public exhibition and adopted by Council in line with statutory obligations prior to 30 June 2024.



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Rates

Manager, Finance

CSP Strategic Goals, Objectives and Strategies



Strategic Goal 4: Providing Local Leadership

Objective 4.1: The community is proud to be served by a sustainable and transparent Council organisation

Strategy 4.1.2: Council operates in a safe and sustainable way to deliver great services and facilities that offer value for money

Service Description

This service generates Council's main source of income which is used to provide essential infrastructure, services, facilities, programs, activities and capital works for the community.

Service Expectations

To ensure rates are levied and collected on time in accordance with legislation and to provide the community transparency and awareness of rates through the Statement of Revenue Policy.

Sub Services

- Rates

Key Indicators Results

100%

Rates notices issued one month before payment due

6%

Current outstanding rates balance

100%

External financial reporting requirements compliant

Key Achievements

- Issued all Rates notices as per Section 562 of the *Local Government Act 1993*, six weeks before their due date.
- Reduction of outstanding rates from 8% to 6% in six months.
- Taken proactive steps to work with ratepayers, making arrangements with long outstanding account holders, whilst balancing cost of living pressures experienced by residents.



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Human Resources

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CSP Strategic Goals, Objectives and Strategies



Strategic Goal 4: Providing Local Leadership

Objective 4.1: The community is proud to be served by a sustainable and transparent Council organisation

Strategy 4.1.2: Council operates in a safe and sustainable way to deliver great services and facilities that offer value for money

Service Description

This service is an internal service provider delivering a range of services relating to the full employment lifecycle of staff including recruitment, onboarding, learning and development, health and wellbeing, performance management and offboarding.

Human Resources is responsible for understanding organisational culture and developing strategies to address identified areas of improvement.

Service Expectations

Overall management of staff, implementing programs and providing opportunities to increase capabilities and improve career development opportunities while driving improvements to organisational culture.

In addition, all staff queries in relation to employment are to be dealt with in a timely manner and in accordance with legislative requirements.

Sub Services

- Human Resources Support
- Learning and Organisational Development

Key Indicators Results

100%

Mandatory Training completed on time

14

Organisational Development events/
programs delivered



Mentoring and Development Program



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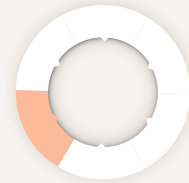


Key Achievements

- Placed 81 work experience students across various departments, in addition to promoting job opportunities at the Berala Community Centre Spring Fair, Family Fun Day at the Auburn Centre for Community and career expos.
- An external audit was undertaken on Council's recruitment and retention of staff. Overall, the findings indicate good practices are in place with minor improvement opportunities identified.
- Reviewed Council's policies and procedures to ensure compliance with the new Local Government State Award.
- Developed a subscription job alert service, allowing candidates to receive notifications via email when a new job has been advertised.
- Delivered four training sessions across the organisation for:
 - » Performance Management
 - » Bullying and Harassment
 - » Recruitment
 - » Non work-related injuries.
- Conducted six corporate induction sessions, attended by 138 new employees.
- Monitored and maintained the training schedule to ensure that staff are compliant with qualifications, accreditations, tickets and licences.
- Launched three organisation programs and initiatives focused on capacity building of emerging and current leaders:
 - » Council's award-winning Mentoring and Development Program, now in its third year with 11 mentees and 11 mentors participating.
 - » Certificate IV in Leadership and Management with 20 staff participating.
 - » Leading in Local Government course through University of Technology Sydney (UTS) with 20 staff participating.



Connect Celebrate Cumberland event organised by Human Resources



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Strategic Communications

Manager, Strategic Communications

CSP Strategic Goals, Objectives and Strategies



- Strategic Goal 4:** Providing Local Leadership
- Objective 4.2:** An informed community included in decision making and long-term planning
- Strategy 4.2.1:** Council regularly engages with and informs the community

Service Description

This service plans and delivers communications and media initiatives across Council with a high degree of professionalism and initiative while executing priority projects and campaigns in a fast-paced environment.

Service Expectations

To ensure the community is informed of Council policies, programs, services, and initiatives, in addition to providing support to all service areas within Council ensuring a high level of internal and external satisfaction is delivered.

Sub Services

- Communications and Media
- Marketing and Advertising

Key Indicators Results

38	56%	13	1,429
Media releases	Positive media coverage of Council	Rotations of Council’s Street Flag Banner Program	New Instagram followers
2,091	808		
New Facebook followers	New LinkedIn followers		



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Key Achievements

- Developed 110 communication plans to update the community on services, programs and events.
- 110 articles and 561 stories published across a range of channels publications, including the Auburn Review, Parra News, The Daily Telegraph, The Sun Herald, The Guardian, ABC, Channel 9, Channel 7, Channel 10 and SBS World News.
- Received positive media coverage of:
 - » Wentworthville Community Garden on Channel 7's Better Homes and Gardens.
 - » The redevelopment and design of the Eric Tweeddale Stadium on Channel 31.
 - » Grand opening of the Merrylands Civic Square on Channel 9.
 - » Sydney Cherry Blossom Festival on Channel 10, Channel 9, Channel 7 and SBS Arabic.
 - » 9News and the Daily Telegraph featured the reopening of Civic Park.
 - » Daily Telegraph featured the proposed designs of the Pippita Rail Trail.
- Reviewed and updated the Webchat useability and functionality.
- Added a total of 34 Community submitted events to Council's website.
- Promoted Council run programs, events and services available to residents in 50 editions of weekly advertisements.
- Council's Street Flag Banner Program completed 13 rotations, featuring major national and cultural events celebrated in Cumberland City.



Christmas Tree at Merrylands Civic Square



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Corporate Strategy and Performance

Coordinator, Corporate Planning and Performance

CSP Strategic Goals, Objectives and Strategies



- Strategic Goal 4:** Providing Local Leadership
- Objective 4.2:** An informed community included in decision making and long-term planning
- Strategy 4.2.2:** Council conducts long term planning based on community engagement

Service Description

This service delivers Council's Integrated Planning and Reporting (IP&R) requirements, internal performance reporting and a range of business planning and support to the wider organisation.

The focus of this service is to provide partnership and support to meet IP&R requirements and building capacity within the organisation to achieve best practice business planning and performance measurement.

Service Expectations

To ensure Council meets all legislative obligations under the IP&R legislation and has a sophisticated and effective performance measurement and reporting framework and a mature performance data management system.

This service supports the organisation to develop and implement its Corporate Mission, Goals and Strategy, while providing the organisation with business support, training and tools to complete financial, corporate planning and performance reporting tasks to a best practice standard.

Sub Services

- Corporate Planning and Performance
- Integrated Planning and Reporting

Key Indicators Results

100%

Compliance with Integrated Planning and Reporting legislative requirements

3

Improving Performance and Culture workshops held



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Key Achievements

- Delivered a digitally interactive and vibrant Annual Report 2022-2023 celebrating the highlights, achievements, performance and progress of Council.
- Undertook extensive community engagement through the Wellbeing Survey, receiving 1,965 community responses through various channels including social media, face-to-face events and printed materials.
- Re-established the Quarterly Performance Review (QPR) Internal Performance Management Program, promoting positive change to the performance of all business units and developing a culture of success.
- Facilitated three Executive Performance Review meetings which provided performance oversight for the organisation, identifying areas of improvement and celebrating success.
- Council adopted the Operational Plan 2024-2025, following public exhibition.
- Completed Service Planning for 2024-2025 and developed a Corporate Plan Master Register
- Established Service Planning Guidelines to facilitate the service planning process.
- Finalised the Corporate Planning and Reporting Strategy and Performance Indicators and Reporting Strategy to ensure Council incorporates strong governance principles through the implementation of its strategic plans through the IP&R Framework.
- Held three Improving Performance and Culture (IPC) workshop, providing opportunity for leaders from across the organisation to discuss corporate performance results and analyse and problem solve pain points affecting performance and culture.



Bush School



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Improvement and Implementation

Coordinator, Improvement and Implementation

CSP Strategic Goals, Objectives and Strategies



Strategic Goal 4: Providing Local Leadership

Objective 4.1: The community is proud to be served by a sustainable and transparent Council organisation

Strategy 4.1.2: Council operates in a safe and sustainable way to deliver great services and facilities that offer value for money

Service Description

This service works to enhance the continuous improvement culture of the organisation by reviewing services, implementing innovative technology solutions and improving the efficiency and effectiveness of Council’s business processes.

Improvement and Implementation also provides technology project management services that allows the organisation to quickly and efficiently implement technology solutions that improve our customer experience. Supporting this work is a comprehensive Business Process Mapping (BPM) Program of accurately capturing Council’s key business processes.

Service Expectations

To deliver an internal Service Review Program conducted with staff that builds capacity for continuous improvement and provides detailed support and reporting on Service Review implementations to Executive Team and Audit Risk and Improvement Committee.

New system implementations are rolled out in line with Council’s Project Management Framework to improve the corporate knowledge and usage of key corporate systems to maximise the return on investment in those systems for all users.

Sub Services

- Business Process Mapping
- Projects
- Service Reviews

Key Indicators Results

2

Service Reviews undertaken

12

Business Processes mapped

100%

Projects delivered against roadmap



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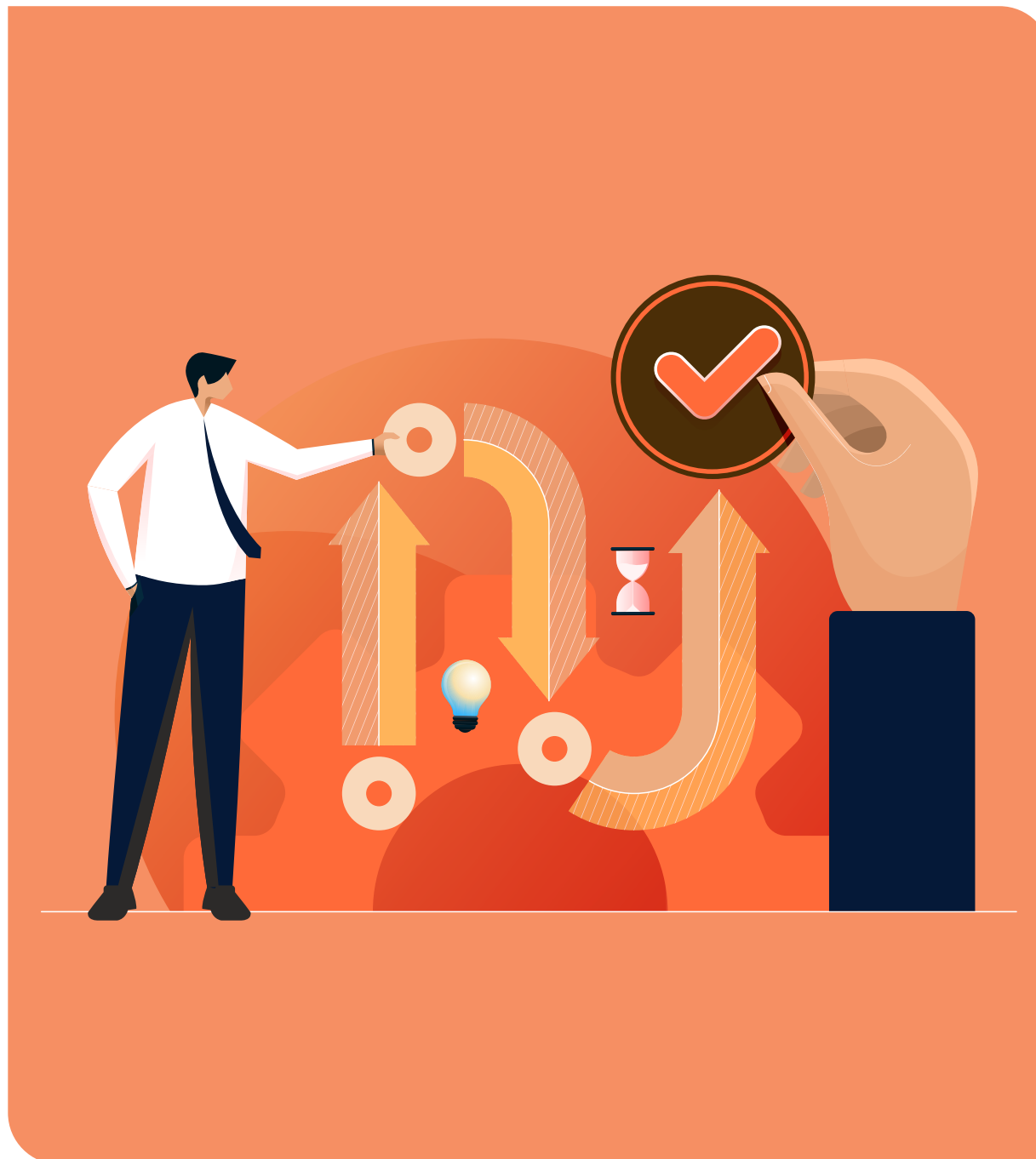
Improvement and
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Key Achievements

- The Continuous Service Improvement Program was a finalist for the Special Project Initiative award at the 2024 Local Government Excellence Awards.
- Completed the first Service Review under the new Internal Service Review Program, Continuous Service Improvement (CSI), further embedding a culture of continuous improvement.
- Implemented a new corporate Business Process Mapping (BPM) software, allowing for improved process management and improvement.
- Commenced a Business Process Mapping Program, increasing the ability of Council to understand the current state of key business processes, and to analyse them for potential improvements in efficiency and effectiveness.
- Delivered Corporate system training in line with business requirements and developed several new instructional videos.
- Built a library of processes through the BPM Program for four services.
- Completed a process improvement review of the Annual Fire Safety Statement process.
- Implemented the Internal Satisfaction Survey Program, completing three of the four surveys commenced.



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Directorate Services

Governance and Risk

Audit, Safety and Risk

Governance and Executive Support

Procurement

Property Services



Audit, Safety and Risk

Manager, Audit, Safety and Risk

CSP Strategic Goals, Objectives and Strategies



Strategic Goal 4: Providing Local Leadership

Objective 4.1: The community is proud to be served by a sustainable and transparent Council organisation

Strategy 4.1.1: Provide a governance Framework that is transparent and builds public trust in local leadership

Service Description

This service is responsible for monitoring, reviewing, implementing, and delivering internal controls in relation to Council's Internal Audit Program, insurance portfolio, Work Health and Safety Management System and Enterprise Risk Management Framework in accordance with legislative requirements and best practice.

Service Expectations

To ensure successful delivery of the Strategic Internal Audit Program, Risk Management Framework and facilitation of training and implementation of a best practice Work Health and Safety Framework across Council.

Sub Services

- Internal Audit, Risk Management and Business Continuity
- WHS

Key Indicators Results

12

Audits completed as part of Annual Program of Internal Audits

94%

Audit actions completed on time

12

Scheduled operational risk reviews undertaken

Key Achievements

- Received a Highly Commended at the NSW Local Government Excellence Awards in the Risk Management category.
- Council's Water Safety Program was a whole of Council initiative, developed to increase community water safety awareness during a period where there was a significant decline in water skills post the COVID-19 pandemic.
- Held two significant events as part of Safe Work Month in October, themed Every Mind Matters, underscoring the significance of mental health:
 - » Breakfast with the Mental Health Movement
 - » Safety Day.
- Council's safety procedures are now 96% compliant with International Standard ISO45001.
- Qualified for the StateCover Mutuals Safety and Well-being Incentive Payment, which has been used to bolster a safe and healthy work environment.
- The 2025-2026 Strategic Internal Audit Plan has been adopted by the Audit Risk and Improvement Committee (ARIC).
- Implemented crucial safety procedures as part of the Work, Health and Safety (WHS) Management System.
- A key focus has been psychosocial hazards in the workplace. Several face-to-face sessions were held to discuss the importance of recognising and reducing impacts and providing assistance.



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Governance and Executive Support

Manager, Governance

CSP Strategic Goals, Objectives and Strategies



- Strategic Goal 4:** Providing Local Leadership
- Objective 4.1:** The community is proud to be served by a sustainable and transparent Council organisation
- Strategy 4.1.1:** Provide a governance Framework that is transparent and builds public trust in local leadership

Service Description

This service oversees the operations of Council to ensure that decision-making is transparent, accountable and underpinned by good ethics, and organisational activities are free from fraud and corruption with a focus on providing effective leadership and administration.

Governance and Executive Support is responsible for planning and hosting civic ceremonies and functions and providing a high level of executive support and administration services with respect to the elected Mayor and Councillors.

Service Expectations

To provide executive Support to Councillors to enable them to undertake civic duties effectively and be responsive to requests, approachable and available.

To ensure Council services are transparent and accountable and are underpinned by good governance and ensure the delivery of civic events, including citizenship ceremonies as per the Department of Home Affairs requirements.

To provide access to Council records through open access release or via incoming request applications in accordance with the *GIPA Act 2009*.

Sub Services

- Civic Events
- Committee Support and Civic Governance
- Corporate Governance
- Executive Support

Key Indicators Results

29	100%	100%	1,615
Civic Events conducted	Delivery of Citizenship events within Citizenship Code timeframes	Business papers and meeting minutes published on time in accordance with the adopted Code of Meeting Practice	Informal Access to Information Requests determined
96%	100%		
24 Formal Government Information Public Access (GIPA) applications completed on time	Council meetings live streamed		



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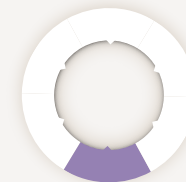


Key Achievements

- Civic events delivered:
 - » Pemulwuy Community Garden opening
 - » Remembrance Day service with Merrylands RSL
 - » Mayoral Christmas Party
 - » Local Citizen of the Year
 - » Australia Day 2024
 - » Kings Birthday 2023 Honours Reception
 - » Workplace Tragedy Memorial
 - » Ramadan Iftar
 - » ANZAC Day
 - » Civic Park Re-opening.
- Held 19 citizenship ceremonies with over 3,000 conferees receiving citizenship.
- 224 Council resolutions were actioned and updated.
- Code of conduct training had been delivered.
- 25 Formal Government Information Public Access (GIPA) applications received.



Australia Day Citizenship Ceremony



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Procurement

Senior Coordinator, Procurement and Contracts

CSP Strategic Goals, Objectives and Strategies



Strategic Goal 4: Providing Local Leadership

Objective 4.1: The community is proud to be served by a sustainable and transparent Council organisation

Strategy 4.1.1: Provide a governance Framework that is transparent and builds public trust in local leadership

Service Description

This service is responsible for the oversight and delivery of Council's Procurement activities in accordance with endorsed procedures and requirements under the *Local Government Act 1993* and *Local Government (General) Regulation 2021*.

Service Expectations

To ensure Council seeks value for money outcomes in its purchasing and enters, manages and reviews contracts for a range of goods, services and works on behalf of Council, underpinned by robust governance and probity.

Sub Services

- Procurement, Contract Management and Reporting

Key Indicators Results

100%

Procurement activities are following the *Local Government (General) Regulation 2021* with no probity issues recorded

4

Quarterly reports provided to Council's Audit, Risk and Improvement Committee

Key Achievements

- Implemented a Contract Management System providing opportunities to visually represent data and effectively manage contracts.
- All quotation/tender processes over \$20,000 have been centrally led for the organisation strictly following *Local Government Regulations* and Council's Procurement and Contract Management procedures.
- Implemented a purchase order dashboard providing live online data for all purchase order activities allowing users to track spend efficiently.



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Property Services

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CSP Strategic Goals, Objectives and Strategies



- Strategic Goal 4:** Providing Local Leadership
- Objective 4.1:** The community is proud to be served by a sustainable and transparent Council organisation
- Strategy 4.1.2:** Council operates in a safe and sustainable way to deliver great services and facilities that offer value for money

Service Description

This service is responsible for maximising revenue generated on Council's leased assets and commercial assets through an ongoing review of Council's assets portfolio.

The Property Services focus is to maximise utilisation of Council's leased and licensed assets and also, play a part in activation of Cumberland City and local businesses through the approval of footpath licenses.

Property Services is required to ensure Council is undertaking property transactions in a legal manner, with the appropriate compensation paid for any burdens created over Council land such as easements.

Service Expectations

To ensure Council's commercial assets maximise revenue generating opportunities whilst complying with relative legislative provisions.

Sub Services

- Property Development
- Property Leasing and Transactions

Key Indicators Results

5	74%	9.4%
Cumberland Property Committee meetings	Agreements are within a current lease or licence agreement period	Increase in property service revenue for the same period in 2022-2023

Key Achievements

- Cumberland Property Committee continues to drive the strategic focus for Council's property portfolio and related transaction.
- Integration of Council's Property Lease Register into Council's online systems has enhanced operational efficiency, optimised data management and supported improved reporting.
- A report was provided to the Property Committee during the period in relation to the property acquisition and disposal strategy for the Duck River area, Auburn.
- Council's property portfolio is regularly reviewed to maximise property transactions. All key property projects have been reported to Cumberland Property Committee seeking endorsement, including 5 tenders for leasing opportunities.



Continuous Improvement and Implementation

Service Reviews

Service Reviews encourage continuous improvement across Council operations, ensuring services and facilities meet community needs now and into the future. As part of the internally led Continuous Service Improvement (CSI) Program, Council completed one service review, commenced another service review and initiated one process improvement review during 2023-2024.

The CSI Program uses an evidence-based, data driven methodology to continually review its services and assess how they can better meet the changing priorities of the community. CSI's methodology consists of the following stages of review:

1. Project setup
2. Data gathering and observation
3. Analysis
4. Service redesign
5. Approvals and governance.

The CSI Program has the following program objectives:

- Deliver services more effectively and efficiently
- Identify and implement the right systems and technology and maximise the return on investment
- Build the capacity of staff to continuously improve processes, teamwork and service delivery
- Identify and review service standards
- Progressively improve services to match the changing needs of the community.

In line with this methodology and objectives, the following continuous improvement activities were undertaken throughout 2023-2024.

Service Review of Development Enquiries - Completed

The Development Enquiries function was identified as a priority for review due to suspected inefficiencies with internal processes and quality of service. The review followed CSI's improvement methodology to identify core issues, test and trial options for improvement and make final findings and recommendations.

The summarised recommendation categories were as follows:

- Adopt a new service model clearly defining scope of service
- Establish clear priorities and align published processes

- Activate an online bookings system to increase customer experience levels
- Approve and fund a new team structure
- Adopt clear lines of service and defined service levels that meet current demand.

Service Review of Events and Culture – In progress

The Events and Culture service was prioritised for review due to a suspected duplication in some areas and some service gaps in others. The review found instances of internal process inefficiency, areas for improvement in relation to project planning, prioritisation and management and opportunities for improved stakeholder communication. Recommendations were presented to Executive Leadership in July 2024.

Process Improvement Review of Annual Fire Safety Statements

Annual Fire Safety Statements (AFSS) was selected for an improvement review at the request of the process owner due to known inefficiencies with system use and business processes impacting both building compliance rates and return of revenue in line with services provided by Council.

The review made 38 separate key findings and recommendations. A summary of the recommendations is below:

- Cleanse customer contact data while improving data management processes
- Cleanse application data and record keeping of Occupational Certificates (OCs) and Fire Safety Schedules
- Implement business rules and data governance mechanisms
- Make administrative process improvements, including appropriately resourcing the process and management of AFSS
- Improve customer communication and education
- Implement legal recourse processes and enhance use of available delegated powers to minimise and eliminate risk
- Embrace the use of current technology, automation and AI to improve the efficiency of manual administrative tasks.



Customer Satisfaction Survey

The 2023-2024 Customer Satisfaction Survey reflects a strong community satisfaction rate of 95% for service centre locations and an overall satisfaction rate of 87%, up from 83% in 2021. The survey assessed community interactions with Council across various channels, revealing a growing preference for in-person interactions, particularly at community centres, increasing from 17% in 2021 to 30% in 2023.

To facilitate further face-to-face engagement, Council provided pop-up customer service stalls at community centre events to increase visibility and provide direct engagement opportunities with residents.

Improvement in Technology

The adoption of cloud-based contact centre software has streamlined operations, reduced IT infrastructure needs, and positioned Council for future growth, enhancing service agility and responsiveness.

Commitment to Cybersecurity

Council has developed its Cybersecurity Strategy. This strategy identifies Council's current state and establishes a four-year roadmap to achieve Council's desired digital future. The actions stipulated in the strategy are a combination of the Essential 8 Maturity model, Local Government Cybersecurity Guidelines and consultation with subject matter experts.



Digital board in Merrylands Civic Square



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Support for People with Disabilities

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).

The Cumberland City Disability Inclusion Action Plan 2022 – 2026 was developed by listening to and engaging with residents, external stakeholders and staff. More than 3,337 people from across Cumberland provided feedback by filling in a survey, completing a telephone survey, attending a forum or focus group to provide input into the development of the Plan.

Key highlights in 2023-2024 from the implementation of year two of the Plan included:

- Facilitation of Active Inclusion Sports Day for adults by Disability Sports Australia with 72 participants. The event aimed to motivate and enable participants to discover local active opportunities and experience a variety of sport and recreation actions.
- Two Disability Inclusion Action Plan (DIAP) staff Steering Committee meetings were held.
- Council developed and implemented an online reporting system for action items improving accountability and quality of reporting to the department and the community.
- Facilitated a My Rights Matter Workshop in partnership with Council for Intellectual Disability.
- 28,694 local businesses were provided access to a Physical Accessibility Training event through Council's membership with Zero Barriers. 240 businesses were engaged to discuss accessibility and provided information to improve this for individual businesses.
- Celebrated and raised awareness of World Down Syndrome Day on March 21, 2024.
- Reviewed and updated Council's Recruitment and Selection Policy to improve access to employment for people with disability.
- 771 staff and volunteers completed Disability Awareness Training.
- Council Staff attended a Community Open Day for people with spinal cord injuries to provide information on the support and services that can be provided to the community.

Support for Carers

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

Council has implemented various policies to support staff who have caring responsibilities. Some of these policies include:

- Flexible Work Arrangements Policy
- Leave Policy
- Family and Domestic Violence Policy

Council acknowledges the essential role that carers play in society and aims to create a supportive environment for staff who are caregivers. The above Council policies are designed to recognise, acknowledge and support staff who provide care and support to others in need with health-related conditions, disabilities or other vulnerabilities.

Council held 13 information sessions to support and assist carers. 139 residents participated in these sessions, which covered topics such as Dementia Awareness, Carer Gateway, Support Services, My Rights, Accessing My Aged Care, Cost Saving and Council Support Services.



Financial Assistance to Community Organisations

To comply with Local Government (General) Regulation 2021 Clause 217 (1)(a5), Cumberland City Council is required to provide the total amount contributed or otherwise granted under Section 356 of the *Local Government Act 1993*.

Council has been supporting the community with 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 2023-2024, a total of \$409,890.50 was allocated to local organisations and individuals for a range of purposes including scholarships, assistance grants and other initiatives under Section 356.



Upgraded playground at Fraser Park



Applicant	Amount \$	Funding Program
Arabian Music	1,000.00	2023-2024 - Community Grants - Round 1
Asylum Seekers Centre	15,000.00	2023-2024 - Community Grants - Round 1
Auspak Women Association	6,000.00	2023-2024 - Community Grants - Round 1
Australian Islamic Cultural Centre	5,000.00	2023-2024 - Community Grants - Round 1
Cass Care	4,000.00	2023-2024 - Community Grants - Round 1
Early Education (EarlyEd) Inc	11,980.00	2023-2024 - Community Grants - Round 1
Epilepsy Action Australia	15,000.00	2023-2024 - Community Grants - Round 1
Harman Foundation Limited	5,000.00	2023-2024 - Community Grants - Round 1
MatruChhaya Indian Women's Refuge for Domestic Violence Victims Incorporated	5,000.00	2023-2024 - Community Grants - Round 1
Multicultural Seniors Association Inc	15,000.00	2023-2024 - Community Grants - Round 1
Parramatta City Swim Club Inc.	4,500.00	2023-2024 - Community Grants - Round 1
Refugee Advice & Casework Service	15,000.00	2023-2024 - Community Grants - Round 1
Rizwan Basha	1,979.00	2023-2024 - Community Grants - Round 1
Royal Life Saving Society Australia (NSW)	14,982.50	2023-2024 - Community Grants - Round 1
Uniting ACT.NSW	2,000.00	2023-2024 - Community Grants - Round 1
Usman Khawaja Foundation	9,000.00	2023-2024 - Community Grants - Round 1
Young Muslims Network Australia	1,962.00	2023-2024 - Community Grants - Round 1
Cumberland Multicultural Community Service	3,538.00	2023-2024 - Community Grants - Round 2
Gallipoli Turkish Cultural Foundation LTD	14,962.00	2023-2024 - Community Grants - Round 2
Greater Cumberland Chamber of Commerce	14,000.00	2023-2024 - Community Grants - Round 2
Hilltop Road P&C Association	4,500.00	2023-2024 - Community Grants - Round 2
Hindu Council of Australia	15,000.00	2023-2024 - Community Grants - Round 2
Jaffna Hindu Old Boys Association of Australia	10,000.00	2023-2024 - Community Grants - Round 2
Mentoring Men	14,778.00	2023-2024 - Community Grants - Round 2
Parramatta Women's Shelter Inc.	7,500.00	2023-2024 - Community Grants - Round 2

Applicant	Amount \$	Funding Program
Parramatta Young Christian Workers	3,000.00	2023-2024 - Community Grants - Round 2
Rotary Club of Granville	4,630.00	2023-2024 - Community Grants - Round 2
Saints Care Ltd	15,000.00	2023-2024 - Community Grants - Round 2
St Patrick's Senior Citizens Club Guildford	2,000.00	2023-2024 - Community Grants - Round 2
Stride Mental Health Ltd	11,710.00	2023-2024 - Community Grants - Round 2
Sydney Kachin Community Inc	7,190.00	2023-2024 - Community Grants - Round 2
Toongabbie Legal Centre	14,500.00	2023-2024 - Community Grants - Round 2
Turbans 4 Australia INC	15,000.00	2023-2024 - Community Grants - Round 2
Wombats Guildford	2,000.00	2023-2024 - Community Grants - Round 2
Zen Tea Lounge Foundation	15,000.00	2023-2024 - Community Grants - Round 2
Ability Beyond Boundaries	6,500.00	2023-2024 - Community Grants - Round 3
Alzahra Support Association	11,793.00	2023-2024 - Community Grants - Round 3
Arabian Music	5,000.00	2023-2024 - Community Grants - Round 3
Avaani Cricket Club Incorporated	8,000.00	2023-2024 - Community Grants - Round 3
Blind Sports & Recreation NSW/ACT	8,000.00	2023-2024 - Community Grants - Round 3
Flourish Australia/headspace Parramatta	4,620.00	2023-2024 - Community Grants - Round 3
Guildford-Greystanes Physical Culture Club Inc.	2,000.00	2023-2024 - Community Grants - Round 3
Karabi Community & Development Services	2,000.00	2023-2024 - Community Grants - Round 3
LEAD Connect Ltd	13,500.00	2023-2024 - Community Grants - Round 3
Mark Croan	2,000.00	2023-2024 - Community Grants - Round 3
Somali Welfare & Cultural Centre	7,500.00	2023-2024 - Community Grants - Round 3
Story Factory	10,813.00	2023-2024 - Community Grants - Round 3
Sydney Seniors Learning Society Incorporated	7,000.00	2023-2024 - Community Grants - Round 3
Tamil Arts and Culture Association Inc	5,000.00	2023-2024 - Community Grants - Round 3
The Shepherd Centre - For Deaf Children	4,453.00	2023-2024 - Community Grants - Round 3
Wentworthville Indian Business Association	5,000.00	2023-2024 - Community Grants - Round 3



Environmental Upgrade Agreements

Under Section 54P(1) of the *Local Government Act 1993*, Council did not enter into significant Environmental Upgrade Agreements during 2023-2024.

Voluntary Planning Agreements

To comply with the *Environmental Planning and Assessment Act 1979* Section 7.5(5), Council is required to report particulars of compliance with, and the effect of Voluntary Planning Agreements (VPA) entered during the year. Council’s Voluntary Planning Agreements entered during the financial period 2023-2024 are shown in the table below:

Reference Number	Address	Names of Parties to the Agreement	Description of Development / Related Application	Date Executed	Description of Agreement
VPA2024/0001	245-247 Great Western Highway, South Wentworthville	NRB Property Group Pty Ltd	The VPA relates to a planning proposal which facilitates amendments to the existing Height of Buildings and Floor Space Ratio controls via APU (Additional Permitted Uses) clause and introduces a restaurant or café use to the existing wattles building and hotel or motel accommodation use for the western part of the land.	22/04/2024	Monetary contribution to Council of \$700,000 towards open space and public domain upgrades within South Wentworthville and Westmead areas.



Australia Day event



Swimming Pool Inspections

As per the Swimming Pools Regulation 2018 Clause 23, for the purpose of Section 22F (2) of the *Swimming Pools Act 1992* (SP 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:

Project	Total
Number of inspections conducted on pools within tourist or visitor accommodation	N/A
Number of inspections carried out on pools within a premise containing more than two dwellings	1
Number of Compliance Certificates issued under Section 22d of the <i>Swimming Pool Act 1992</i>	61
Number of Non-Compliance Certificates issued under Clause 21 of the Swimming Pool Regulation 2018	17

Stormwater Management Services

Council is responsible for the management of Stormwater Services within its Local Government Area. During the 2023-2024 period, Council carried out the following works:

- Drainage surveys
- Safety inspections
- Urgent renewal works.

The table below provides a summary of the projects undertaken during the 2023-2024 period with Stormwater Management Services.

Project	Amount Spent
Merrylands CBD Drainage	36,840.94
Overland Flood Study for Duck River	66,978.45
Drainage Upgrade Walters Street Auburn	45,148.62
Railway Terrace Guildford Drainage Works	76,630.04
Other management costs	37,707.26
Total	263,305.31

Overall, the Stormwater Levy helps Council cover the cost for upgrades, new or additional Stormwater Management Services. In 2023-2024 Council received \$1,822,770.85 from the Stormwater Levy charge and expenditure was \$263,305.31. Funds not spent are held in the Stormwater Levy Reserve at the end of each year for expenditure in future years. 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.



Works on Private Lands

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

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

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

In 2023-2024, Council made no resolutions to subsidise work carried out on private land. Further, Council did not invoice works on private property.



Ramadan Street Food Festival



Companion Animals Act and Regulation Activities

Cumberland City Council provides the following statement on activities relating to enforcing and ensuring compliance with the *Companion Animals Act 1998* (CA Act) and the Companion Animal Regulation 2018.

Cumberland City Council is committed to its residents and encourages safe and responsible pet ownership, as part of the Local Government (General) Regulation 2021 Clause 217 (1)(f).

Requirements of Council	Response
Lodgement of pound data collection returns with the Office of Local Government (OLG) (Survey of Council seizures of cats and dogs)	Animal holding facility data is sent to the Office of Local Government annually as required by regulations, 16.2(a) Guidelines.
Lodgement of data about dog attacks with the OLG	All data relating to known 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 the 2023-2024 financial year a total of \$283,985 was spent on companion animal management and activities including, contract pound facility fees, a companion animal officer and Council's short-term holding facility.
Community education programs carried out and strategies the Council has in place to promote and assist the desexing of dogs and cats	Council promoted the desexing of dogs and cats through a Companion Animal Policy and via website information.
Strategies in place for complying with the requirements under s64 of the <i>Companion Animals Act 1988</i> (CA Act) to seek alternatives to euthanasia for unclaimed animals	Council works closely with the Hawkesbury Animal Shelter, local rescue agencies, as well as managing our own short-term holding facility. These facilitate a euthanasia reduction to rehome dogs and cats wherever possible.

Cumberland City Council has ten off leash dog parks within the Council area:

1. Hampden Road Reserve: 8 Hampden Road, South Wentworthville. Includes fencing, a drinking fountain and bowl for dogs, dog bags and bins, dog exercise equipment and shade trees.
2. Dirrabari Reserve: Edward Drive, Pemulwuy. Access from the south-eastern corner of Edward Drive, Pemulwuy, includes fencing, dog bags and bins, dog exercise equipment and shade trees.
3. Gardenia Parade Park: 157 Gardenia Parade, Greystanes. Access from the northern end of Percival Road, open fenced area with dog bags and bins.
4. Wyatt Park: Church Street, Lidcombe. Includes fencing, seating, shade trees, water, dog bags and bins.
5. Webbs Avenue Auburn: Includes fencing, seating, water, dog exercise equipment, dog bags and bins.
6. Coleman Park: Nottingham Road, Berala. Includes fencing, seating, water, dog exercise equipment, shade trees, dog bags and bins.
7. Little Duck Creek Reserve: 53 Wolseley Street, Guildford. Includes fencing, dog bags and dog bag bins.
8. Scout Memorial Park: 9 Glen Street, Granville. Includes fencing with dog bags and bins.
9. Wentworthville Dog Park: Ringrose Oval Great Western Highway and Cumberland Highway, Wentworthville. Fully fenced, Seating, Shade trees, Water, Dog bags and bins.
10. Kurung Reserve Dog Off Leash Area: 5 Fox Street, Holroyd. Includes fencing with dog bags and bins.



Equal Employment Opportunity Plan

Council provides the following information in line with Local Government (General) Regulation 2021 Clause 217 (1) (a9) on Equal Employment Opportunity (EEO) initiatives.

Council has implemented an Equal Employment Opportunity (EEO) Management Plan 2024-2027 that sets out Council’s commitment to fostering a workplace that is free from discrimination and harassment and provides equal employment opportunities to current and prospective employees.

The EEO Management Plan ensures that our workforce is truly representative of the community in which we operate and that all Council staff are provided with an environment where they feel welcome, that they belong, and are provided with the resources to succeed in what they hope to achieve.

The following actions have been delivered by Council this year:

- A staff Diversity, Equity and Inclusion Committee was established.
- Lunch and learn sessions have been held with staff raising awareness about diversity and inclusion.
- Council continues to collect EEO data through Council’s onboarding process including information relating to age, gender, nationality, and disability.
- Relevant agencies were partnered with to promote Council jobs including Disability Employment Providers, Aboriginal Employment Agencies, TAFE and University, to name a few.
- All hiring managers have attended training raising awareness of EEO principles during the recruitment and selection process.

Annual Reporting of Labour Statistics

As per the Local Government (General) Regulation 2021 Clause 217 (d), the number of persons directly employed by the Council on **Wednesday, 14 February 2024** were as follows:

Nature of Employment	Number of Persons
Employed by Council on a permanent full-time, permanent part-time or casual basis or under a fixed-term contract	1,014
Employed by Council as senior staff members	7
Engaged by Council, under a contract or other arrangement with the person’s employer, wholly or principally for the labour of the person	10
Supplied to Council, under a contract or other arrangement with the person’s employer, as an apprentice or trainee	10



Audit, Risk and Improvement Statement

The Cumberland City Council Audit, Risk and Improvement Committee (ARIC) is an advisory committee currently consisting of two Councillors and three independent external members charged with providing assurance, oversight and advice to Council and the General Manager in relation to:

1. Compliance
2. Risk Management
3. Fraud Control
4. Financial Management
5. Governance
6. Implementation of the Community Strategic Plan, Delivery Program and strategies
7. Service Reviews
8. Collections of performance measurement data by Council
9. Internal Audit

The ARIC met four times in 2023-2024.

In alignment with the Guidelines for Risk Management and Internal Audit for Local Government in NSW, the following documents were reported to the May 2024 Audit Risk and Improvement Committee (ARIC):

1. Draft ARIC Charter – Terms of Reference
2. Draft Internal Audit Charter, and
3. Draft Risk Management Policy.

The Audit, Risk and Improvement Committee Terms of Reference and the Draft Internal Audit Charter were formally adopted during the 19 June 2024 Council Meeting.

Amendments to the Local Government (General) Regulation 2021 mandated all councils and joint organisations establish a Risk Management Framework and an Internal Audit Function. These amendments specify membership requirements for Audit, Risk, and Improvement Committees. Compliance with these requirements is mandatory from 1 July 2024, with Councils required to confirm their adherence in the 2024-2025 Annual Report.

Public Access to Information

In accordance with Section 125(1) of the *Government Information (Public Access) Act 2009* (GIPA) and Regulation 2018 Clause 8, 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 including the Operational Plan 2023-2024 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 Agendas, Minutes of Council and Committee Meetings, Policies, Plans and Development Applications.

A summary of applications received under GIPA legislation in 2023-2024 is as follows:

- Received a total of 25 valid GIPA applications under Formal Release.
- Nil applications were withdrawn.
- 48% of the applications were granted access in full.
- 8% of the applications no information was held.
- 40% of the applications were granted partial access.
- 4% of the applications were deemed refused.
- 96% of these applications were responded to within legislative timeframes.



Public Interest Disclosures

To comply with the *Public Interest Disclosure Act 1994* and Regulation, Section 31 and Clause 4, the following statement is provided for the period 1 July 2023 to 30 June 2024:

- One Public Official made a public interest disclosure to Cumberland City Council.
- Nil Public Interest Disclosures were finalised by Cumberland City Council.

Cumberland City Council has a Public Interest Disclosures Policy in place and the General Manager has ensured actions have been undertaken that a Policy is in place and relevant officers have been trained in accordance with the *Public Interest Disclosures Act 2022*.

Internal Ombudsman Shared Service

The Internal Ombudsman Shared Service (IOSS), shared between Cumberland City, City of Parramatta and Inner West Councils, is an 'independent ear' for the community, Councillors, Council staff and Council stakeholders. The IOSS undertakes the investigation of complaints and assists Councils with prevention and education activities.

The IOSS assists 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 complaints
- Work to improve their complaint handling systems
- Strive for a corruption-free organisation.

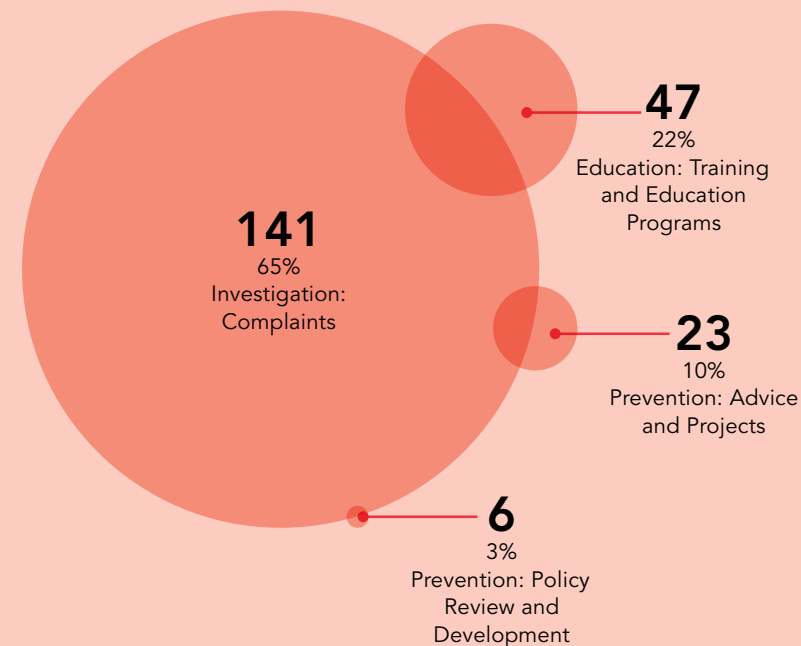
IOSS operations are underpinned by the principles of procedural fairness, accountability and transparency.

Over the last 12 months, Cumberland City Council's utilisation of the service has remained steady, with a slight decrease in activities undertaken by the IOSS compared to the previous year. While the volume of complaints received for Cumberland City Council decreased, the development and delivery of education and training significantly increased. This is due to the IOSS delivering Code of Conduct training to all staff. Prevention activities undertaken have remained steady.

In the year ahead, the IOSS will be continuing to deliver quarterly Public Interest Disclosures officer training to ensure Council is meeting its statutory training requirements under the *Public Interest Disclosure Act 2022* which came into effect from October 2023. The IOSS will continue to deliver a high standard of service to all member communities.

Activities of the Internal Ombudsman Shared Service for Cumberland City Council from 1 July 2023 to 30 June 2024:

Total Activities: 217





Council's Controlling Interest

To comply with the Local Government (General) Regulation 2021 Clause 217 (1) (a7), a statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies (whether or not incorporated) in which the Council (whether alone or in conjunction with other councils) held a controlling interest during that year. Cumberland City Council provides the following statement:

In 2023-2024, Cumberland City Council held no/or had no controlling interest in any corporations, partnerships, trusts, joint ventures, syndicates or other bodies.

Council's Participation

To comply with the Local Government (General) Regulation 2021 Clause 217 (1) (a8), a statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies (whether or not incorporated) in which the council participated during that year. Cumberland City Council provides the following statement:

In 2023-2024, Council did not participate in any corporations, partnerships, trusts, joint ventures, syndicates or other bodies (whether or not incorporated).

Functions Delegated to External Bodies

To comply with the Local Government (General) Regulation 2021 Clause 217 (1) (a6) a statement of all external bodies that during that year exercised functions delegated by the council. Cumberland City Council provides the following statement:

During the period 2023-2024, Cumberland City Council did delegate key functions to the following external organisations:

- CivicRisk Mutual, an insurance pooling group of Western Sydney Councils established under a joint agreement.
- Cumberland Local Planning Panel (CLPP), the creation of the CLPP is in accordance with Section 2.17(2) of the *Environmental Planning and Assessment Act 1979*. The CLPP assumes the functions of Council as a consent authority for applications it determines under Part 4 of the *Environmental Planning and Assessment Act 1979*.
- Internal Ombudsman Shared Service – Managing Code of Conduct complaints and Public Interest Disclosures on behalf of Council.
- Wentworthville Community Garden s355 Committee – Managing the day-to-day operations of the Wentworthville Community Garden.



Ongoing Professional Development

During 2023-2024, and in accordance with the Councillor Expenses and Facilities Policy, Cumberland City Council provided ongoing professional development opportunities for our elected Council. The following table provides a summary of the programs offered by Council to Councillors, those who attended and the month of completion.

Ongoing Professional Development Program and / or Seminars	Mayor and / or Councillors	Completion
UNSW Adaptive Leader Masterclass	Clr Glenn Elmore	July 2023
ICAC - Local Government Councillor Training Briefing – Council Chambers	Clr Lisa Lake Clr Steve Christou Clr Dr Diane Colman Clr Greg Cummings Clr Glenn Elmore Clr Paul Garrard Clr Ola Hamed Clr Kun Huang Clr Helen Hughes Clr Mohamad Hussein Clr Suman Saha Clr Eddy Sarkis	August 2023
LivingWorks Applied Suicide Intervention Skills Training (ASIST)	Clr Helen Hughes	August 2023
LGNSW Annual Conference - Rosehill Racecourse, Rosehill	Clr Lisa Lake Clr Steve Christou Clr Dr Diane Colman Clr Greg Cummings Clr Sabrin Farooqui Clr Paul Garrard Clr Ola Hamed Clr Helen Hughes Clr Mohamad Hussein Clr Suman Saha	November 2023
ALGWA Membership	Clr Ola Hamed	December 2023
CPA Membership	Clr Joseph Rahme	December 2023
NSW ALGWA Conference 2024 - MGSM Executive Hotel, Macquarie Park	Clr Lisa Lake Clr Dr Diane Colman Clr Helen Hughes	March 2024
Media Training	Clr Steve Christou Clr Paul Garrard Clr Helen Hughes	May 2024
AICD Company Directors Course	Clr Suman Saha	June 2024
AICD Membership	Clr Mohamad Hussein Clr Joseph Rahme Clr Suman Saha Clr Steve Christou	October 2023 January 2024 April 2024 May 2024
Total Individual Councillor Professional Development Opportunities		37



Expenses and Facilities for Councillors

To comply with Local Government (General) Regulation 2021 Clause 217(1)(a1) to Clause 217(1)(a1) (viii), Council is required to provide total costs during the 2023-2024 year of the payment of expenses, and the provision of facilities to Councillors in relation to their civic functions.

The total cost for the 2023-2024 year is \$685,544.51.

As per the Councillor Expense and Facilities Policy, the following is a table of the Councillors' expenses for 2023-2024:

Related Legislation	Allowance	2023-2024 \$
217 (a1) (i)	The provision during the year of dedicated office equipment allocated to councillors on a personal basis, such as laptop computers, mobile telephones and landline telephones and facsimile machines installed in councillors' homes (including equipment and line rental costs and internet access costs but not including call costs)	9,493.55
217 (a1) (ii)	Telephone calls made by councillors, including calls made from mobile telephones provided by the council and from landline telephones and facsimile services installed in councillors' homes	7,175.75
217 (a1) (iii)	The attendance of councillors at conferences and seminars	17,268.73
217 (a1) (iiia)	The provision of induction training for councillors, supplementary induction training for mayors and professional development programs for mayors and other councillors	12,527.00
217 (a1) (iv)	Other training of mayors and councillors and the provision of skill development for mayors and councillors	9,900.00
217 (a1) (v)	Interstate visits undertaken during the year by councillors while representing the council, including the cost of transport, the cost of accommodation and other out-of-pocket travelling expenses	-
217 (a1) (vi)	Overseas visits undertaken during the year by councillors while representing the council, including the cost of transport, the cost of accommodation and other out-of-pocket travelling expenses	-
217 (a1) (vii)	The expenses of any spouse, partner or other person who accompanied a councillor in the performance of his or her civic functions, being expenses payable in accordance with the Guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors for Local Councils in NSW prepared by the Secretary from time to time	702.00
217 (a1) (viii)	Expenses involved in the provision of care for a child of, or an immediate family member of, a councillor, to allow the councillor to undertake his or her civic functions,	-
	Councillors - Mayoral Allowance	94,950.00
	Councillors - Fees & Allowances	488,851.20
	Councillors Superannuation	44,676.28
		685,544.51



Details of Overseas Visits

To comply with the Local Government (General) Regulation 2021 Clause 217 (1)(a), Council is required to provide details of overseas visits by Councillors, Council staff or other persons representing Council.

In 2023-2024, there were no overseas visits conducted by Councillors, the General Manager or any other representatives of Council.

Additionally, in 2023-2024, there was no interstate travel undertaken by Councillors, the General Manager or any other representatives of Council.

Remuneration of the General Manager and Senior Staff

Council provides the following information to comply with Local Government (General) Regulation 2021 Clause 217 (1)(b) and (1)(c) in relation to the remuneration paid to its senior staff.

During the 2023-2024, Council's management structure comprised of seven senior staff positions, as defined under the provisions of the *Local Government Act 1993*. The remuneration of these positions was as follows:

Senior Position	Remuneration \$
General Manager	472,607.96
Senior Staff	2,093,783.94
Total	2,566,391.90

Modern Slavery Statement

Cumberland City Council is committed to ensuring all procurement activities and supply chains are free from the risks of modern slavery practices. We expect all our contractors, suppliers and other business partners to adopt the same high standard as we do to prevent modern slavery, by ensuring all employees and workers are treated with dignity and respect in a fair and ethical environment.

Cumberland City Council has recognised the seriousness of modern slavery and has taken the following steps to ensure compliance with the *Modern Slavery Act 2018 (NSW)*, *Local Government Act 1993*, Act 428(4)(c)(d) and Act 438ZE:

1. The Procurement Operational Procedure has a clause advising of modern slavery, stating Council will not engage any vendors associated with modern slavery.
2. A clause has been added in the condition of RFX (Request for Quote, Expression of Interest and Request for Tender) requiring the respondents to acknowledge and declare they abide by the Act.
3. The tender online form has a pass/fail around modern slavery, current or historic, and whether the external respondents have plans in place to manage the risk of modern slavery in their operations.
4. The "New Supplier Form" requires new suppliers to acknowledge and declare they abide by the Act.
5. Clauses have been added in all the contracts as recommended in the NSW Anti-slavery Commissioner's Guidance.



Major Contracts

To comply with the Local Government (General) Regulation 2021 Clause 217 (1) (a2)(i)(ii), Cumberland City Council provides the following report on major contracts entered into.

Details of contracts awarded by Council during the year ending 30 June 2024 in excess of \$150,000 (and excluding employment contracts) are detailed in the table below:

#	Description of the Project or Goods or Services or Real Property	Effective Date	Contractors Business Name and Address	Est. Amount Payable Amount \$
1	TPG Telecom\VAAPT Fibre Network and Private Cloud	1/07/2023	TPG Network Pty Ltd Level 13, 177 Pacific Highway, North Sydney NSW 2001	250,000.00
2	2023-2024 Library materials purchase	1/07/2023	Keith Ainsworth Pty Ltd Unit 23, 34-36 Abeil Street, Jamisontown NSW 2750	190,000.00
3	Strategic Asset Management Software	1/07/2023	Brightly Software Australia Pty Ltd Level 9, 257 Colins Street, Melbourne VIC 3001	169,607.95
4	TechnologyOne – Application Managed Services (AMS)	1/07/2023	Technology One Limited Ground Floor, 67 High Street, Toowong QLD 4066	153,610.00
5	2023-2024 Library materials purchase	1/07/2023	James Bennett Pty Ltd Locked Bag 537, Frenchs Forest NSW 2086	150,000.00
6	Auburn Basketball Centre Expansion Project	3/07/2023	Facility Design Group Pty Ltd 19 The Terrace, Cambewarra NSW 2540	179,993.00
7	Kurung Reserve - Dog Off Leash Facility	19/07/2023	The Trustee for HMG Unit Trust Suite 1, 4 Charles Street, Parramatta NSW 2150	390,000.00
8	Lidcombe Traffic & Transport Study	1/08/2023	SCT Consulting Pty Ltd Suite 4.03, Level 4, 157 Walker Street, North Sydney NSW 2060	175,923.00
9	Legal Services - McCabes Lawyers	1/09/2023	McCabes Lawyers Pty Ltd Level 38, 25 Martin Place, Sydney NSW 2000	249,999.00
10	Gym Facility & Granville Pool	12/09/2023	Sarjan Homes Pty Ltd Unit 16/45 Powers Road, Seven Hills NSW 2147	188,899.70
11	Design Consultant - Joseph Street Precinct	13/09/2023	Spackman Mossop Michaels Pty Ltd Level 5M, 15 Foster Street, Surry Hills NSW 2010	288,384.80

#	Description of the Project or Goods or Services or Real Property	Effective Date	Contractors Business Name and Address	Est. Amount Payable Amount \$
12	Telstra Pits	1/10/2023	Telstra Limited Level 41, 242 Exhibition Street, Melbourne VIC 3000	249,999.00
13	Various Licencing and Support	1/10/2023	Data#3 Limited 67 High Street, Toowong QLD 4066	200,000.00
14	Apple Store	1/10/2023	Apple Pty Limited PO Box A2629, Sydney South NSW 1235	200,000.00
15	Monitoring and Evaluation WestInvest Projects	1/10/2023	Western Sydney University Locked Bag 1797, Penrith NSW 2751	154,000.00
16	Duck Creek and Duck River Overland Flow Study	10/10/2023	Haskoning Australia Pty Ltd Level 15, 99 Mount Street, North Sydney NSW 2060	196,295.00
17	Major Events - Infrastructure and Equipment	23/10/2023	Coates Hire Service Limited T/A Festival Hire PO Box 675, Sydney Markets NSW 2129	305,000.00
18	Major Events - Security and Crowd Management	23/10/2023	Aces Security 79-81 Regent Street, Redfern NSW 2016 Allied Security Management Pty Ltd 19/55-61 Pine Road, Yennora NSW 2161 Egroup Pty Ltd 4/4 Charles Street, Petersham NSW 2049 Wrightway Security Services Pty Ltd Unit 1B, 64 Talavera Road, Macquarie Park NSW 2113	150,000.00
19	Phillips Park Playground Upgrade	26/10/2023	Growth Civil Landscapes Pty Ltd 60 Oak Road, Kirrawee NSW 2232	1,254,050.59
20	Open Space Condition Audit	1/11/2023	Rapid Map Services Pty Ltd Suite 22, 2 Enterprise Drive, Bundoora VIC 3083	320,562.00



#	Description of the Project or Goods or Services or Real Property	Effective Date	Contractors Business Name and Address	Est. Amount Payable Amount \$
21	Buildings Condition Audit	16/11/2023	Cushman & Wakefield Project Services Aust Pty Ltd Level 9, 385 Bourke Street, Melbourne VIC 3000	388,539.36
22	Jack and Jill Reserve	17/11/2023	Asplundh Tree Expert (Aust) Pty Ltd 1/197 Power Street, Glendenning NSW 2761	335,443.30
23	Eric Tweedale Stadium New Picket Fence	28/11/2023	Bluedog Fences Australia 6 Wirraway Street, Tamworth NSW 2340	224,954.40
24	Mona Park, Harold Moon Playground Upgrade	30/11/2023	Asplundh Tree Expert (Aust) Pty Ltd 1/197 Power Street, Glendenning NSW 2761	337,514.80
25	Purdie Lane Toilet Block	1/12/2023	Sullivans Constructions Pty Ltd 8 Layden Avenue, Engadine NSW 2233	492,650.37
26	Lidcombe Carpark Elevator	2/12/2023	Schindler Lifts Australia Pty Ltd Po Box 7153, Alexandria NSW 2015	249,480.00
27	Guildford Laneway Public Domain Upgrade	4/12/2023	Plantabox Pty Ltd 1/80 Cremorne Road, Cremorne Point NSW 2090	449,994.60
28	Guildford Pool Modernisation Project Management	4/12/2023	Savills Project Management Pty. Ltd. Level 25, Governor Philip Tower, 1 Farrer Place, Sydney NSW 2000	203,500.00
29	Granville Park Floodlighting Lux Lighting Upgrade	7/12/2023	Rees Electrical Pty Limited Unit 3, 26 Leighton Place, Hornsby NSW 2077	217,758.20
30	Water Slides - Cooling Cumberland - Beat the Heat Campaign	8/12/2023	Planet Entertainment Operations Pty Ltd 4/119 Wicks Road, North Ryde NSW 2113	231,316.40
31	Lidcombe Remembrance Park Upgrade - Design Consultant	11/12/2023	Phillips Marler Suite 203, 27-39 Abercrombie Street, Chippendale NSW 2008	204,869.50
32	Ray Marshall Reserve Sports Field Lighting Upgrade	14/12/2023	Rees Electrical Pty Limited Unit 3, 26 Leighton Place, Hornsby NSW 2077	323,686.00
33	Darmania Avenue Park, Greystanes Playspace Upgrade	18/12/2023	Civilscape Pty Ltd 10/18 Third Avenue, Blacktown NSW 2148	248,050.73
34	Colquhoun Park Playspace Upgrade Project	16/01/2024	Civilscape Pty Ltd 10/18 Third Avenue, Blacktown NSW 2148	380,850.80

#	Description of the Project or Goods or Services or Real Property	Effective Date	Contractors Business Name and Address	Est. Amount Payable Amount \$
35	Alderson Park Upgrade Works	19/01/2024	Perfection Landscape Services 12/7 Tucks Road, Seven Hills NSW 2147	1,039,568.68
36	Central Park, Lidcombe - Playspace Upgrade Project	19/01/2024	Austek Constructions Pty Ltd Unit 19/9-12 Lambridge Place, Penrith NSW 2750	300,994.42
37	Dudley Reserve, Berala Playspace Upgrade Project	29/01/2024	Austek Constructions Pty Ltd Unit 19/9-12 Lambridge Place, Penrith NSW 2750	279,221.03
38	Kulgun Park Playspace Upgrade	2/02/2024	Austek Constructions Pty Ltd Unit 19/9-12 Lambridge Place, Penrith NSW 2750	252,539.22
39	New Gym Granville	7/02/2024	Life Fitness Australia Pty. Ltd. 50 Dunlop Road, Mulgrave VIC 3170 Gym Services Australia Pty Ltd 7 Botton Street, Horningsea Park NSW 2171 Alphafit Equipment Pty Ltd 34 Industrial Avenue, Molendinar QLD 4214	229,473.46
40	Auburn Chambers Revitalisation - Audio Visual	19/02/2024	East Coast Audio Visual 12/6 Campbell Street, Artarmon NSW 2064	239,705.59
41	Lawson Square Court Resurfacing	20/02/2024	The Trustee for HMG Unit Trust Suite 1, 4 Charles Street, Parramatta NSW 2150	363,427.90
42	Gateway Signs	26/02/2024	Church Communities Australia Ltd 4188 Gwydir Highway, Elsmore NSW 2360	443,484.80
43	Norman Park, Auburn Playspace Upgrade Project	27/02/2024	Civilscape Pty Ltd 10/18 Third Avenue, Blacktown NSW 2148	549,701.90
44	Merrylands Library Cladding replacement	27/02/2024	Elliam as trustee for the Dreis Family Trust 169 Bellevue Parade, Carlton NSW 2218	466,565.00
45	Rosnay (Auburn) Golf Course	29/02/2024	Neverstop Irrigation Pty Ltd 10/32 Campbell Avenue, Cromer NSW 2099	667,558.41
46	Legal Services - McCabes Lawyers	1/03/2024	McCabes Lawyers Pty Ltd Level 38, 25 Martin Place, Sydney NSW 2000	249,999.00



#	Description of the Project or Goods or Services or Real Property	Effective Date	Contractors Business Name and Address	Est. Amount Payable Amount \$
47	Town Centre Lighting Upgrade	19/03/2024	Elec Comm Group Pty Ltd 112c/797 Botany Road, Rosebery NSW 2018	164,604.00
48	Merrylands Youth Centre	20/03/2024	Brighter Living Projects Pty Ltd 72a Glassop Street, Yagoona NSW 2199	223,685.40
49	Architectural Consultant Guilford Pool Modernisation	21/03/2024	Mode Design Corp. Pty Ltd Level 5 111-117 Devonshire Street, Surry Hills NSW 2010	973,940.00
50	Heavy Patching - Hawkesbury Road Westmead	22/03/2024	D & M Excavations & Asphaltting Pty Ltd PO Box 133, South Hurstville NSW 2221	248,270.00
51	Trenton Road Pedestrian Bridge	8/04/2024	2020 Projects Pty Ltd Level 5, 4 Columbia Court, Baulkham Hills NSW 2153	230,895.50
52	Provisions of Out Front Deck Mowers - FY23-24	15/04/2024	Hutcheon & Pearce Operations Pty Ltd 81 Camden Street, Penrith NSW 2750	421,718.30
53	Open Spaces - Premium Active Parks Mowing Equipment	15/04/2024	Semco Pty. Limited 55-63 Kurrajong Road, North St Marys NSW 2760	324,424.00
54	Auburn Ruth Everuss Swim Centre - Heat Pumps	18/04/2024	Image Air Conditioning 75 Braddocks Road, Orangeville NSW 2570	742,256.90
55	Bathurst St Park Tennis court Amenities Renewal	18/04/2024	Landmark Products Ltd 4/27 Lear Jet Drive, Caboolture QLD 4510	275,484.00
56	Lytton Street Park Playground Project	24/04/2024	McGregor Coxall Australia Pty Ltd Suite 101, 39 East Esplanade, Manly NSW 2095	175,250.90
57	Project Management Design - Auburn Basketball Centre	24/04/2024	Savills Project Management Pty. Ltd. Level 25, Governor Philip Tower, 1 Farrer Place, Sydney NSW 2000	170,746.40
58	Inclusive Facility Equitable Access and Use Policy	3/05/2024	Otium Planning Group Pty Ltd 304/91 Murphy Street, Richmond VIC 3121	203,269.00
59	Bathurst Street Park LED Floodlighting Units	4/06/2024	Apex Lighting Pty Ltd Unit 10 12A Loyalty Road, North Rocks NSW 2151	176,220.00

#	Description of the Project or Goods or Services or Real Property	Effective Date	Contractors Business Name and Address	Est. Amount Payable Amount \$
60	Playgrounds Contract	14/06/2024	Synthetic Grass & Rubber Surfaces 3 Tepko Road, Terrey Hills NSW 2084 Perfection Landscape Services 12/7 Tucks Road, Seven Hills NSW 2147 Star Structures Pty Ltd 4 Boynton Street, Blaxland NSW 2774	150,000.00
61	Auburn Depot Amenities Upgrade	26/06/2024	Build Australia Pty Ltd Unit 47, 70 Holbeche Road, Arndell Park NSW 2148	886,196.30
62	Covering Cumberland in Cool Canopies	26/06/2024	Asplundh Tree Expert (Aust) Pty Ltd 1/197 Power Street, Glendenning NSW 2761	342,587.66



Legal Proceedings

In accordance with the Local Government (General) Regulation 2021 Clause 217 (1) (a3), Cumberland City Council is required to provide a summary of the amounts incurred during the 2023-2024 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 a summary of the state of progress of each legal proceeding and (if it has been finalised) the resulting legal costs.

Court	Type of Appeal	Address	Outcome	\$ Amount Incurred
Supreme Court of NSW	Appeal seeking specific performance to sell land	13 John Street, Lidcombe	Appeal dismissed	212,547.00
Court of Appeal	Appeal against decision to refuse orders compelling the sale of land	13 John Street, Lidcombe	Judgement reserved	209,628.00
NSW Civil and Administrative Tribunal	Administrative review of a decision under the Privacy and Personal Information Protection Act 1998	N/A	Appeal dismissed	7,188.00
NSW Civil and Administrative Tribunal (Appeal Panel)	Review of Tribunal decision under the Privacy and Personal Information Protection Act 1998	N/A	Appeal by Council upheld	9,788.00
Land and Environment Court of NSW	Development application	1 Crescent Street, Holroyd	Appeal discontinued	52,802.00



16 Days of Activism March



Projects for Which Contributions or Levies Have Been Used

In accordance with Environment Planning and Assessment Regulation 2021 (EPA Reg) Clause 218A(2), Council is required to provide details for projects for which contributions or levies have been used

Contributions Project Number	Description	Public Amenity or Service	Spend 2023-2024	% Of Cost Funded By Contribution Or Levy	Contributions Plan	Project Status
OISW06	Alderson Park Whole Park	Local Park Open Space	304,468.27	100	Holroyd Plan	In Progress
AUB05	Auburn Park Extension	Public Domain	31,414.91	100	Auburn Plan	In Progress
AUB41	Central Park Pg Upgrade, Lidcombe	7.12 Levies	275,868.51	100	Auburn Plan	Completed
OIPH02	Civic Park Masterplan Upgrade Staged Imp	Local Park Open Space	7,286,178.07	50	Holroyd Plan	Completed
AUB04	Coleman Park Masterplan	Public Domain	27,100.64	100	Auburn Plan	In Progress
100CCFW02	Development Of Wentworthville Community	Community Facilities	239,530.00	100	Holroyd Plan	In Progress
PEMULWUY	Dirrabari Reserve Fitness Equipment	Open Space	4,880.88	100	Pemulwuy	In progress
TM12.2	Duck River Open Space Corridor	Transport	118,742.76	100	Auburn Plan	In progress
AUB24	Dudley Street Reserve Upgrade, Lidcombe	Public Domain	242,490.83	100	Auburn Plan	Completed
OITG01	Girraween Park Amenities	Local Park Open Space	28,060.88	100	Holroyd Plan	In progress
PDMH02	Hawkesbury Road Public Domain	Public Domain	16,800.00	100	Holroyd Plan	In progress
PEMULWUY	Hyland Road Sporting Complex	Open Space	42,910.00	100	Pemulwuy	In progress
AUB30	Kibo Reserve Playground		48,719.13	100	Auburn Plan	In progress
AUB31	Kulgun Park Playground Upgrade	Public Domain	20,305.58	100	Auburn Plan	In progress
OIML05	Kurung Reserve Dog Leash Area	Local Park Open Space	326,154.20	100	Holroyd Plan	Completed
OSF102	Lawson Square Tennis Court, Merrylands	Sporting	310,919.95	100	Holroyd Plan	In progress
OIML17	Leawarra Reserve Playground	Local Park Open Space	3,938.60	100	Holroyd Plan	In progress
	Library Books 2023-2024	Community Facilities	254,882.87	100	Auburn Plan	Ongoing
	Library Books 2023-2024	Community Facilities	254,882.87	100	Holroyd Plan	Ongoing
AUBCF05	Library Vending Machine	Community Facilities	3,232.00	100	Auburn Plan	In Progress
TC02	Lidcombe Town Centre - Concept Design	Public Domain	6,485.68	100	Auburn Plan	In Progress
OIWW01	Lytton Street Park - incl Irwin Pl Park	Local Park Open Space	112,002.76	100	Holroyd Plan	In progress
OIWM01	M J Bennett Playspace	Local Park Open Space	35,624.23	100	Holroyd Plan	In progress
OIMW04	Maunder Reserve Playground	Local Park Open Space	654,229.70	100	Holroyd Plan	Completed
PARRAMATTA PLAN	Melita Stadium Masterplan	7.12 Levies	50,379.00	100	Parramatta Plan (Woodville)	Completed
PDML02	Merrylands Civic Square Revitalisation	Public Domain	588,630.70	100	Holroyd Plan	Completed
AUB06	Mona Park Playground Upgrade	7.12 Levies	195,429.69	100	Auburn Plan	Completed
OIGS04	Munro St Reserve	Local Park Open Space	5,194.52	100	Holroyd Plan	In progress



Contributions Project Number	Description	Public Amenity or Service	Spend 2023-2024	% Of Cost Funded By Contribution Or Levy	Contributions Plan	Project Status
OSFA03	Nemesia Street Park Netball Court Upgrade	Local Park Open Space	95,870.64	100	Holroyd Plan	In progress
AUB34	Norman Park Upgrade, Auburn	Public Domain	261,504.18	100	Auburn Plan	In progress
PEMULWUY	Pemulwuy Community Garden Stage 1	Community Facilities	162,789.95	100	Pemulwuy	Completed
PDPH01	Pendle Hill Town Centre - Concept Design	Public Domain	1,228.00	100	Holroyd Plan	In progress
AUB07	Phillips Park Playground	Public Domain	974,271.59	100	Auburn Plan	Completed
OIML11	Pitt Park Whole Park	Local Park Open Space	17,881.50	100	Holroyd Plan	In progress
OICW01	Prospect Hill - Integrated Plan	Local Park Open Space	29,723.01	100	Holroyd Plan	In progress
PARRAMATTA PLAN	Ray Marshall Upgrade of sports field light	7.12 Levies	271,563.50	100	Parramatta Plan (Woodville)	Completed
TC04	Regents Park Town Centre - Concept Design	Public Domain	388.00	100	Auburn Plan	In progress
OIMW04	Ruth St Park Upgrade	Local Park Open Space	314,758.09	100	Holroyd Plan	Completed
AUB	Sports Surface	7.12 Levies	119,632.76	100	Auburn Plan	Completed
PTDG01	Toongabbie Town Centre - Concept Design	Public Domain	4,735.88	100	Holroyd Plan	In Progress
PDWV01	Wentworthville TC - Concept Design	Public Domain	249,880.50	100	Holroyd Plan	In Progress
OIWW04	Whyman Reserve Park	Local Park Open Space	8,616.16	100	Holroyd Plan	In Progress
OIPH03	Yulunga Reserve Playground	Local Park Open Space	32,993.24	100	Holroyd Plan	In Progress
14,035,294.23						
	Administration Expenses	Administration	80,949.50	100	Auburn Plan	Ongoing
	Administration Expenses	Administration	80,949.50	100	Holroyd Plan	Ongoing
	Administration Expenses	Administration	80,949.50	100	Cumberland Plan	Ongoing
14,278,142.73						

For all projects for which contributions or levies have been used, there was no temporary borrowing from money to be expended for other purposes or contributions plans.

For this reporting period, the value of the land and material public benefit other than money or land is valued at \$0.

In accordance with Environment Planning and Assessment Regulation 2021 (EPA Reg) Clause 218A(3)(a)(b), Council is required to report the total value of all contributions and levies received and expended during the year. Council received a total of \$25,826,311.09 and expended a total of \$14,278,142.73. A total \$5,842,060 of interest was allocated.

In accordance with Environment Planning and Assessment Regulation 2021 (EPA Reg) Clause 218A(1), Council is required to disclose how development contributions and developments have been used or expended under each Contributions Plan.

Contributions Plan	Spend 2023-2024 \$
Auburn Plan	2,661,418.63
Holroyd Plan	80,949.50
Pemulwuy	11,003,251.27
Parramatta Plan (Woodville)	321,942.50
Cumberland Plan	210,580.83
Total	14,278,142.73



Special Rate Variation

To comply with the *Local Government Act 1993*, Council provides the following update on former Holroyd City Council capital Special Rate Variation (SRV) expenditure. This expenditure goes towards capital renewal works in the former Holroyd portion of the Local Government Area. SRV expenditure broken up into asset categories for 2023-2024 is shown below:

Asset Group	Actuals (2023-2024) \$	Total (2014-2024) \$	Remaining SRV to Spend
Buildings	1,675,779	17,614,861	2,658,814
Parks	1,138,600	7,843,000	1,028,501
Roads	1,525,407	20,075,212	-
Footpaths	1,776,637	8,471,927	-
Stormwater	462,893	3,085,000	167,011
Total	6,579,316	57,090,000	3,854,325

Amount of Rates and Charges Written Off During the Year

In accordance with the statutory requirements outlined in the Local Government (General) Regulation 2021 Clause 132, Council is required to provide the amounts of rates and charges written off during the 2023-2024 financial year.

The table below is a summary of rates and charges written off during 2023-2024:

Rates and Charges Written Off	Amount \$
Bad and Doubtful Debts	465,846.17
Statutory Pensioner Rebate	2,440,215.02
Voluntary Pensioner Rebate	585,827.69
Other Rates Written Off	Amount \$
Postponed Rates	22,020.40
Small Balances	92.65



Capital Works

In accordance with the OLG Capital Expenditure Guidelines, Council is required to report on all capital works projects.

Asset Group	2023-2024 Expenditure (\$'000)
Capital Funding	
Rates, Depreciation and General Working Capital	38,326
External Restrictions	
s7.11	14,035
Other – External	10,886
Internal Reserves	12,096
Total Capital Funding	75,343

Capital Expenditure	
Buildings	7,904
Land Purchases	280
Footpaths	5,405
Office Equipment	493
Library Books	513
Open Space	26,970
Swimming Pools	515
Plant and Equipment	1,820
Roads and Traffic	25,607
Stormwater	4,720
Other	1,116
Total Capital Expenditure	75,343

Capital Funding

In 2023-2024, Council funded its Capital Works Program from three main sources:

- \$13.2 million – Grants received from Commonwealth and State Government
- \$14.0 million – Section 7.11 are contributions paid to Council for application fees associated with DA's
- \$6.6 million – Special Rate Variation (SRV).

Capital Expenditure

Capital expenditure is money spent by Council to buy, construct, renovate or acquire an asset. The largest areas for capital expenditure in 2023-2024 were:

- Roads and Traffic
- Open Space
- Buildings
- Stormwater.



The capital expenditure for new and renewal assets are shown below:

Asset Group	Capital Renewals (\$'000)	New Assets (\$'000)
Buildings	4,253	3,651
Land Purchases	3,865	1,540
Footpaths	-	280
Office Equipment	-	513
Library Books	-	494
Open Space	5,582	21,387
Swimming Pools	1,820	-
Plant and Equipment	514	-
Roads and Traffic	21,587	4,021
Stormwater	4,720	-
Other	-	1,116
Total Capital Expenditure	42,341	33,002

Major Capital Works Projects

Council’s notable major capital works projects during the 2023-2024 period were:

- \$3.4 million for Parramatta Road Urban Amenity Improvement project
- \$3.5 million for Merrylands CBD Drainage project
- \$14.8 million for Civic Park Upgrade works.

Financial Performance

This section provides an overview of Cumberland City Council’s financial performance for the 2023-2024 financial year.

The Statements have been prepared in accordance with:

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

The Statements were independently audited by the NSW Audit Office and lodged with the NSW Office of Local Government. For more details, refer to the full Financial Statements attached to the Annual Report, also available from Council’s website.

Income and Expenditure Financial Snapshot

Council was in a sound financial position as at 30 June 2024 with an operating surplus of \$52.8 million, compared to a surplus of \$64.9 million in the 2022-2023 financial year.

Income Statement

The Income Statement shows Council’s income and expenditure during the 2023-2024 financial year.

Council achieved a net operating surplus (total operating result from continuing operations) of \$55.1 million in 2023-2024. The surplus net operating result for the year before grants and contributions provided for capital purposes was \$9.6 million (including a non-cash, non-recurring write-back of asset revaluation decrements previously expensed), compared to a surplus of \$24.6 million in the 2022-2023 period.

Council generated \$288.3 million in revenue, with Rates and Annual charges totalling \$163.7 million being the largest income source.

Total expenses from continuing operations increased by \$12.9 million, totalling \$233.3 million for the 2023-2024 financial year. Council’s main expenses included materials and services followed by salaries and wages. The major categories of materials and services expenses include contractor and consultancy costs, waste disposal tipping fees and facility and infrastructure management costs.



Council’s reportable net operating result before capital grants and contributions is summarised below:

Revenue	Amount \$'000	Percentage (%)
Rates and Annual Charges	163,679	56.8%
User Charges and Fees	33,122	11.5%
Interest and Investment Income	12,453	4.3%
Other Revenues	8,185	2.8%
Grants and Contributions Provided for Operating Purposes	19,807	6.9%
Grants and Contributions Provided for Capital Purposes	45,441	15.8%
Other Income	5,662	1.9%
Total	288,349	100%

Included in the above result are several one-off, non-recurring and non-cash items. These items are listed below. The resulting surplus of \$7.9 million is Council’s underlying/ recurring surplus.

One Off/Non-Recurring Items	\$'000
Profit on sale of assets	1,323
Fair value adjustments on Investments (non-cash)	330
Share of CivicRisk	937
Fair value decrement on Investment Properties (non-cash)	974
2024-2025 Federal Assistance grant paid in advance	7,887
2023-2024 Federal Assistance grant paid in prior year	-9,383
Total One Off/Non-Recurring Amounts	2,068
Reportable net operating result before grants and contributions provided for capital purposes	9,623
Net Result Excluding One Off/Non-Recurring Items	7,555

Statement of Financial Position

The Statement of Financial Position reports on Council’s assets, liabilities and net wealth, as at 30 June 2024.

Assets	\$'000
Total Current Assets	180,424
Total Non-Current Assets	3,256,822
Total Assets	3,437,246
Liabilities	
Total Current Liabilities	92,260
Total Non-Current Liabilities	20,254
Total Liabilities	112,514
Net Assets	3,324,732

Assets

As at 30 June 2024, net assets totalled \$3.3 billion. Infrastructure, property, plant and equipment totalling over \$3.1 billion, or 91.1% of total assets.

Infrastructure assets mainly consist of roads, stormwater drainage, buildings, open spaces and recreational assets. These assets typically have an estimated useful life ranging from 15 to 100 years. Council’s land assets include operational and community lands.

Liabilities

Council’s total liabilities, as at 30 June 2024 were \$112.5 million which is a decrease of \$3.7 million from the 2022-2023 financial year.

These liabilities include borrowings, amounts owed to suppliers, employee leave entitlements and leasing obligations.



Statement of Cash Flow

The Statement of Cash Flow shows Council's cash flow as at 30 June 2024. It indicates incoming cash (shown without brackets) and outgoing cash (shown in brackets). Council's cash flow is split into operating, investing and financing activities.

As at 30 June 2024, Council's total cash, cash equivalents and investments were \$239.6 million, in comparison to \$221.8 million for the 2022-2023 period.

This was due to several factors:

1. Council's net cash for operating activities was impacted by ('000):
 - Rates and Annual Charges \$162,740
 - User Charges and Fees \$34,358
 - Grants and Contributions \$61,873
 - Employee Benefits and On-costs (\$88,545)
 - Materials and Services (\$105,799).
2. Council's net cash for investing activities was impacted by ('000):
 - Increase in Investment Securities (\$12,000)
 - Purchase of Infrastructure, Property, Plant and Equipment (\$76,038).

Further information can be obtained from Council's Annual Financial Statements 2023-2024.



Performer at Diwali Festival



CUMBERLAND
CITY COUNCIL

Annual Report 2023-2024

Cumberland City Council

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