



Operational Plan 2023-2024
Performance and Progress Report
January – June 2024

Performance and Progress Report January – June 2024

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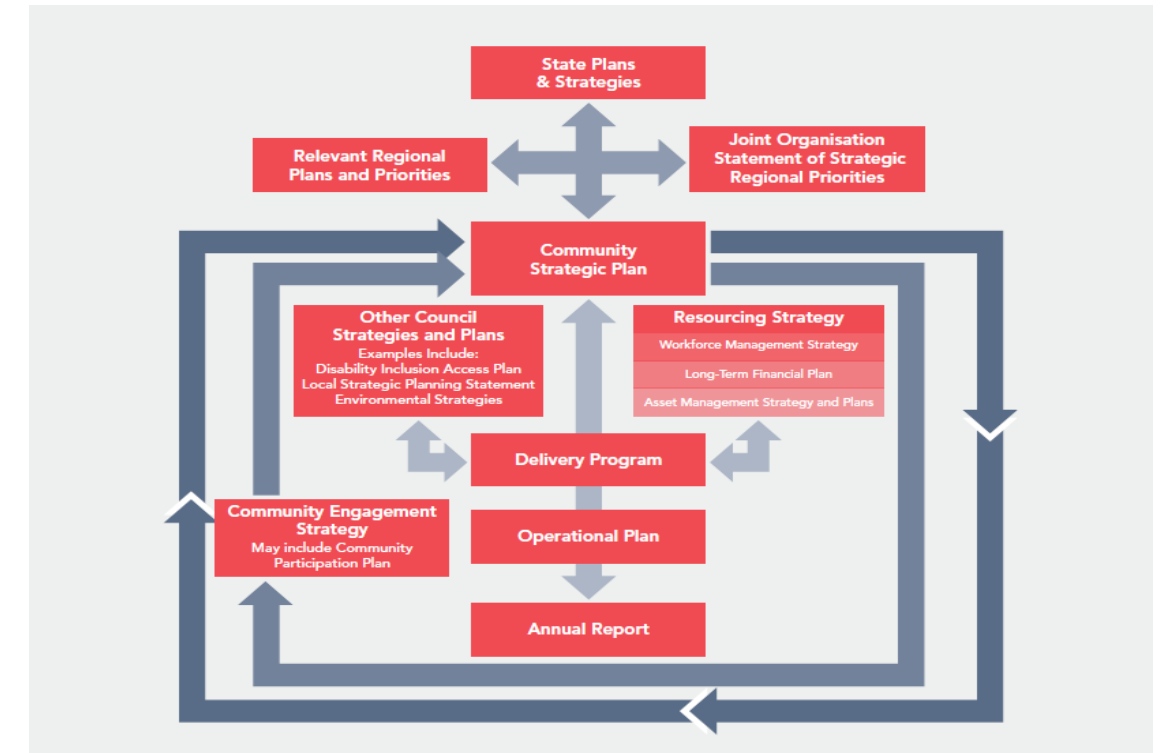
Integrated Planning and Reporting Framework

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

Councils undertake long term planning that is based on community engagement and the framework is designed to help councils plan sustainably for the future.

The IP&R Framework provides Council and the community, a clear and transparent picture of:

- Where are we now?
- Where do we want to be in 10 years? The Community Strategic Plan sets the community objectives and strategic direction.
- How we plan to get there? The Resourcing Strategy, Delivery Program and Operational Plan provide the strategies and actions.
- How will we know when we have arrived? Six monthly, Annual and State of our City reporting provides updates on Council's progress.



Introduction

Welcome to the Cumberland City Council's Performance and Progress report. This report evaluates and reports on Council's performance relative to the commitments and objectives detailed in the Delivery Program 2022-2026 and Operational Plan 2023-2024.






The Operational Plan represents Council's annual action plan, established in response to the community's priorities identified in the Cumberland Community Strategic Plan 2017-2027 (CSP) and developed through extensive community engagement. The Operational Plan also informs the community about Council's service areas, sub services and the performance measures used to assess how Council is tracking towards achieving the Community's vision for its future.

The Operational Plan 2023-2024 commenced on 1 July 2023 with 38 frontline and internal services and 95 sub services. Council implemented changes to the organisational structure in 2023, impacting the number of services Council delivers and the responsible officers. For the six-month period to June 2024, Council has reported against 39 frontline and internal services and 95 sub services. Service updates for the General Manager's Internal Service will not be reported.

Reading the Report

The report is structured into service areas.

- Service updates provide a snapshot of the overall progress for each service area, including achievements and highlights, along with any issues or setbacks that are affecting delivery.
- Sub Services are given a status of on-track/completed, needs attention, critical, on-hold or discontinued and includes an update to keep the community informed of progress.
- Progress updates are provided for actions identified within each sub service.
- The performance indicators are methods of assessment used to review how Council is progressing towards achieving output targets.

Code	Status	Definition
	Completed	<ul style="list-style-type: none"> The sub service has delivered on its actions and performance indicator measures have achieved their targets.
	On-Track	<ul style="list-style-type: none"> The sub service is progressing towards delivering on its commitments and performance indicators are trending towards meeting their targets.
	Needs Attention	<ul style="list-style-type: none"> The sub service is experiencing delays due to issues impacting timeframe and delivering on its commitments. Performance indicator results are below their target, indicating they require action to address issues performance.
	Critical	<ul style="list-style-type: none"> Significant delays, issues or setbacks are affecting both the sub service's actions and performance indicators, demanding urgent attention.
	On-Hold	<ul style="list-style-type: none"> The sub service commitments and performance indicators have been postponed temporarily or deferred.
	Discontinued	<ul style="list-style-type: none"> The sub service commitments and performance indicator measure have been either cancelled or will not proceeding for completion.

Executive Summary

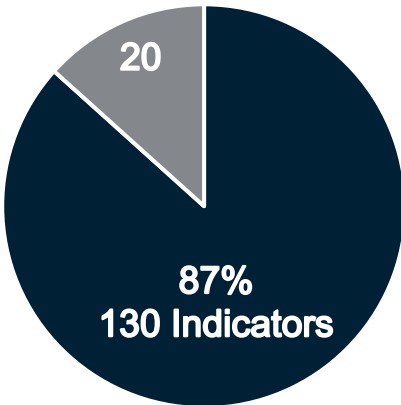
Council is on track to deliver on its commitments in the Operational Plan 2023-2024 with 100% of service actions completed or on track for delivery in 2023-2024. 87% of key performance indicators are on track as at the end of June 2024.

Action Areas



■ On Track/Completed
■ Needs Attention

Performance Indicators



■ On Track/Completed
■ Needs Attention

Highlights during the January – June 2024 reporting period:

Community and Culture

- Cumberland’s Cultural Events Program was a finalist in the NSW Local Government Excellence Awards in the Community Development category.
- Council was nominated for a Zest Award 2024 in the category of Outstanding Project – Community Arts and Culture for the Armchair Travel Program.
- Council was a Finalist in the LGNSW Excellence Awards in the category of Community Development – Over 150,000 for the Creative Cultural Cooking Program.

City Services

- Wentworthville Community Garden received positive feedback after attending and winning multiple awards at the Royal Easter Show for Produce from our Garden.
- Council Swim Centres demonstrated excellence with winning two awards:
 - Certificate of Commendation Award (2024 Royal Life Saving Society Australia Ceremony)
 - Water Safety Program (2024 Local Government Excellence Awards)
- The following Major projects were completed:
 - Civic Park and Wetland Upgrade
 - Rosnay Golf Course Irrigation Upgrade
- Council hosted the NSW Fire Safety Summit on 29th May 2024, in collaboration with 30 councils across NSW. This summit provided opportunities to discuss the importance of fire safety and overcoming challenges to improving service standards.

Environment and Planning

- 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.
- Collaborated with Sydney Water to install 10 smart meters at key Council facilities resulting in water saving and leak detection.
- Completed investigations for road safety issues and 154 reports were presented to the Cumberland Local Traffic Committee (CTC).

Corporate Performance



- The Continuous Service Improvement Program was a finalist for the Special Project Initiative award at the 2024 Local Government Excellence Awards.
- Council has placed 35 work experience students across various departments within Council, in addition to promoting job opportunities amongst the local community at events such as the Family Fun Day held April 2024 at the Auburn Centre for Community.
- 9News and the Daily Telegraph featured the reopening of Civic Park and the Daily Telegraph featured the proposed designs of the Pippita Rail Trail.
- Council received positive media coverage of Wentworthville Community Garden on Channel 7’s Better Homes and Gardens, while the redevelopment and design of the Eric Tweedale Stadium was featured on Channel 31.

Governance and Risk






- Council 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.
- Council successfully delivered nine citizenship ceremonies with over 1,400 conferees receiving citizenship.




COMMUNITY AND CULTURE









Children and Youth Development - Senior Coordinator, Children and Youth Development



Service Update			Issues and Setbacks
<p>The Child Abuse Prevention Service (CAPS) visited Council to gain insights and learnings on steps taken in culture change and embedding child protection across the organisation to ensure Council is a child safe organisation. CAPS highlighted signage as an outstanding effort in Council's public stance on child protection as part of the key messaging.</p> <p>Council resourced over 60 local education and care services, schools, playgroups and child and family not-for-profit services with nature play books, which recognises the many benefits of exploring and playing in the natural environment for children and their families.</p>			
Sub Service	Actions	Status	Progress Update
Children's Development	<ul style="list-style-type: none"> Implement actions from the Cumberland Children and Families Strategy 2019 - 2023 and develop a new Cumberland Children and Families Strategy Facilitate programming and events that meet the needs of the community 		<p>The term of Council's Children and Families Strategy 2019 – 2023 has been completed. An evaluation of the Strategy and development of a new Cumberland Children and Families Strategy has commenced, involving consultation with 421 children, 426 parents/carers and 54 sector professionals.</p> <p>A Family Health Expo at Greystanes Community Centre was delivered in partnership with the Western Sydney Local Health District. The event saw 14 services in attendance from Council, Western Sydney Local Health District and not-for-profit organisations providing health and wellbeing services to children and families. 25 families attended with children aged from seven months to 10 years.</p> <p>Approximately 900 Cumberland City babies and toddlers registered for Dolly Parton's Imagination Library. The program is a partnership between Council, United Way Australia (UWA) and NSW Health and delivers free quality books to local families encouraging early literacy.</p> <p>Council saw over 750 attendees take part in health and wellbeing focused school holiday programs.</p>
Youth Development	<ul style="list-style-type: none"> Implement actions from the Cumberland City Youth Strategy 2022 – 2026 Facilitate programming and events that meet the needs of the community Provide an update to the community on the Youth Advisory Committee meetings 		<p>Progress has been made in achieving allocated actions in the Cumberland City Youth Strategy 2022–2026.</p> <p>Year 1 actions delivered and on track include:</p> <ul style="list-style-type: none"> Facilitate youth sector networking activities and collaboration by coordinating the Cumberland Youth Interagency Network. The Cumberland Youth Interagency continues to be an established and mature network of local youth service providers. The Cumberland Youth Interagency met three times with an average of 44 service representatives from the youth sector attending each meeting. The online youth email network exchanged 133 emails promoting programs and services and seeking collaboration. Coordinate a youth engagement program to increase youth participation in Council's key projects and convene Council's Youth Advisory Committee. The Youth for Youth (Y4Y) youth-led engagement group met six times and co-designed a community Youth Week event in April 2024. Eight new young people expressed interest in joining Youth for Youth and registered with Council's volunteer program. The Youth Advisory Committee (YAC) continues to meet once a quarter, with two meetings taking place. August and November meetings saw six young people representatives attend each meeting. Commence a coordinated program focusing on employment and volunteering opportunities for local young people within Council. Five youth market stalls were held at the Council Easter event on 9 March 2024. Young people in the Youth Entrepreneurs Program were given the opportunity to run a market stall to enhance their small business development.


			<ul style="list-style-type: none"> 12 young people completed a small business course run in collaboration with MTC Australia. The sessions covered insights into small business ownership, understanding the challenges entrepreneurs face, navigating financial landscape, branding and marketing and digital strategies. <p>The Year 2 actions delivered and on track include:</p> <ul style="list-style-type: none"> Embed youth inclusion methods across Council to create youth-friendly and inclusive opportunities at Council events, activities, and programs. Youth welcoming and inclusive spaces were provided at Council’s Easter Event, Family Health Expo and Back to Guildford Street Festival. Youth inclusion methods will continue to be implemented. Partner with local services to provide Youth Hubs that create spaces for young people to engage in dialogue on important and sensitive topics. Council successfully launched the Youth Hub pilot program at Merrylands Library. The one-stop-shop for young people assisted 21 young people with accessing information, support and referrals. Facilitate a collective sector support response to the identified evidence regarding mental health service gaps and barriers for young people in Cumberland City Targeted federal and state government as well as not-for-profit partners were invited to collaborate with Council on actions to consult and address youth mental health concerns. High Street Youth Health Service and Headspace collaborated with Council to deliver the Youth Mental Health Consultation event where 60 young people attended. Two suicide alertness workshops were delivered to 43 local professionals who support young people to help equip them in identifying and responding to signs of mental health risks. Work with experts in the field to deliver e-safety awareness initiatives. An online safeguarding workshop was delivered to 15 young people in collaboration with ID Support NSW. The attendees received information on proof of identity credentials, avoiding oversharing on social media, recognising, and avoiding scams and general online safety and security. A gambling and gaming awareness workshop was delivered to six parents of young people and 28 local youth service providers. <p>Facilitate active lifestyle and health initiatives to improve health and wellbeing outcomes for young people in the community as identified through consultation.</p> <ul style="list-style-type: none"> Council saw 495 attendees take part in youth school holiday programs. These activities are health and wellbeing focused and are an activation opportunity for many Council venues and facilities. Trinity Catholic College celebrated International Women’s Day with Council. 220 junior female students took part in sporting rotations, arrow tag, youth consultation workshops, origami, team building and an engaging presentation by the Butterfly Foundation about the importance of healthy body image. <p>Work in partnership with service providers to develop and deliver life skills sessions for young people to gain independence including financial literacy.</p> <ul style="list-style-type: none"> 25 young people participated in a financial management course. The session covered strategies for saving money, insights into the effectiveness of budgeting and aimed at enhancing participants money-saving skills. Council and Youth Safe hosted an online education session to guide young people on acquiring their drivers licence including information on eligibility for financial assistance to cover expenses related to the driver's knowledge test. 23 young people attended. <p>Council’s ‘Express. Empower. Get Loud! Back to the 80’s’ Youth Week event was held on Tuesday, 16 April 2024 at the Granville Centre. 60 young people attended the retro-themed event and enjoyed the DJ, arcade games, air brush tattoos, photo booth and food. Young people aged 12-25 years could also meet with local services to find out more about support available to them, including Vinnies, GambleAware, mental health support, Anglicare, Service NSW and Youth Action. Additionally, 25 young people took part 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.</p> <p>Over 60 young people attended an engaging Youth Mental Health Consultation event at Eric Tweeddale Stadium. Council collaborated with High Street Youth Health Service and Headspace, inviting young people aged 15–25 years who live, study, work or visit Cumberland City. Young people in attendance were asked to share their experiences, insights and ideas relating to the following priority areas:</p> <ul style="list-style-type: none"> Stigma around mental health
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			<ul style="list-style-type: none"> Social media impacts on mental health Unhealthy coping Service access and availability Council saw 495 attendees take part in youth school holiday programs. These activities are health and wellbeing focused and are an activation opportunity for many Council venues and facilities. <p>The Youth Advisory Committee (YAC) continues to schedule meetings once a quarter. An average of six young people representatives attend.</p>		
Child Safe Organisations	<ul style="list-style-type: none"> Provide an update to the community on the Child Protection Framework Review Provide an update to the community on the Cumberland Child Protection Interagency 		<p>Council developed a Child Safe Risk Assessment, for internal use. The document serves as a supporting document for staff when planning activities that may involve interaction with children under 18 years.</p> <p>Child protection refresher training modules were launched for all Council staff to complete. This helps equip staff to know what to do when and if a child at risk concern was identified.</p> <p>23 Council staff members in community facing roles, including the Child Protection team members, were given the opportunity to extend on their knowledge and skills in working with children and young people. They received specialised face to face child protection training delivered by Community Early Learning Australia (CELA). The sessions were offered across Council to anyone who would otherwise not receive formal child protection training however would benefit from a deeper understanding of legislation and responses.</p> <p>Watchful Eyes Supervise: Keep Children Safe community education campaign commenced. This is an initiative aiming to inform Cumberland City's diverse community of the expectations around child supervision in a variety of Council settings.</p> <p>One information session was delivered internally to educate staff on the expectations around child protection within Council. Introductory child protection information continues to be delivered at all Council Corporate Induction sessions.</p> <p>Council's Child Protection Team held two meetings. Council continues to support the Cumberland Child Protection Interagency with Health and the Department of Communities and Justice involved in coordinating the group including assisting with an annual Child Protection Week event.</p>		
Performance Indicators - Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Number of Children and Families programs run in the community		8 Annually	42	36	 Improved result is attributed to the feedback received from engaging in community consultation to gather evidence to develop a new Children and Families Strategy.
Number of Council programs that involve children and youth participation in their planning		4 Annually	8	6	 Improved result is attributed to the feedback received from consultation and programs as part of the implementation of strategy actions.
Number of youth programs run in the community		8 Annually	35	34	 Improved result is attributed to the feedback received during youth consultations.
Number of community Child Safe initiatives delivered		4 Annually	5	2	 Two initiatives delivered including the launch of a child supervision education campaign and community workshops on topics such as online safety and child/youth mental health.


Community Development – Manager, Community Development			
Service Update			Issues and Setbacks
<p>General Council information has been provided at all Community Cultural events, including safety information, grants, funding information and functions of Council.</p> <p>Council is working with local community groups to build their capacity to serve the Cumberland community. Mental Health First Aid and Grant Writing workshops have been facilitated for the community sector of Cumberland.</p> <p>Council has commenced engagement on the first Gender Equity Strategy, conducting research into the state of gender equity across Cumberland.</p>			
Sub Service	Actions	Status	Progress Update
Community Development Programs	<ul style="list-style-type: none"> Facilitate partnerships and collaborations with local community organisations Facilitate events, programs, information and education sessions for local organisations and the wider diverse Cumberland community Provide an update to the community on the Culturally and Linguistically Diverse (CALD) Committee meetings. 		<p>Council facilitated three Cumberland Community Exchange Network meetings. The networking session covered topics such as legal aid and working with Culturally and Linguistically Diverse (CALD) communities.</p> <p>Council facilitated five community capacity building sessions, including a settlement expo during Refugee Week, two interactive activities during Harmony Week and two financial literacy information sessions.</p> <p>Council partnered with Centrelink to facilitate two Newly Arrived Seminars in community languages, providing Council information to Cumberland's newest residents.</p> <p>Council provided five opportunities for the community sector of Cumberland to develop professional skills through workshops and in-service sessions.</p> <p>Council convened one formal and one informal CALD Committee Meeting, focusing on promoting key health messages within the CALD community.</p>
Community Grants	<ul style="list-style-type: none"> Facilitate and deliver Council's Community Grants Program Support the delivery of the Cumberland ClubGRANTS Program 		<p>Round 2 of Council's Community Grants Program allocated \$174,318 to successful applicants, supporting programs for Cumberland residents. 11 one on one advisory sessions were provided to potential applicants and a group information session was attended by 40 people.</p> <p>Round 3 of Council's Community Grants allocated \$103,179 to successful applicants. Council facilitated two grant writing training sessions, 21 one on one advisory desks and one online information session were facilitated.</p> <p>Council actively promoted the Clubs Grants Scheme with double the number of applications submitted for the 2023-2024 Category 1 grant round.</p>
Domestic and Family Violence (DFV) Initiatives	<ul style="list-style-type: none"> Develop, deliver and implement the Domestic and Family Violence Hub Implement the Cumberland Domestic and Family Violence Plan actions 		<p>Council continues to support outreach services to operate out of the Domestic and Family Violence Hub. Seven DFV support services utilise the Hub for community outreach.</p> <p>Council partnered with the Parramatta Cumberland Domestic Violence Committee to plan a Candlelight Vigil, acknowledging and raising awareness for all the lives lost to domestic and family violence in 2024.</p> <p>Council completed the following Year 1 actions from the Domestic and Family Violence Action Plan 2023-2025:</p> <p>Priority 1: Primary Prevention</p> <ul style="list-style-type: none"> Awareness Building Council attended four community events to raise awareness on key personal safety messaging. <p>Priority 2: Early Intervention</p> <ul style="list-style-type: none"> Behaviour change sessions run at local high schools. Made connection with Primary School community liaison officers. <p>Priority 3: Sector Development & Support</p> <ul style="list-style-type: none"> Undertook two capacity building sessions for the DFV sector.

			Facilitated two Cumberland Community of Practice networking meetings attended by organisations in the DFV sector		
Aboriginal Engagement	<ul style="list-style-type: none"> Facilitate events, programs, information and education sessions for Aboriginal engagement Provide an update to the community on the Aboriginal Torres Strait Islander Consultative Committee (ATSIC) meetings Develop and implement Council's Reconciliation Action Plan (RAP) 		<p>Council facilitated the annual Reconciliation Schools Event on Prospect Hill with 270 local students attending.</p> <p>Council conducted one professional development session for the education sector with approximately 40 teachers attending.</p> <p>Council convened two ATSIC Committee Meetings, notifying the Committee of key Council projects and gaining feedback on the draft Reconciliation Action Plan.</p> <p>The final draft of the Reconciliation Action Plan is complete, and Council is collaborating with Reconciliation Australia to implement best practice recommendations.</p>		
Crime Prevention and Community Safety Programs	<ul style="list-style-type: none"> Coordinate review and placement of CCTV in partnership with NSW Police Provide an update to the community on the Community Safety and Crime Prevention Committee meetings Develop the Community Safety and Crime Prevention Plan 		<p>Council is working with NSW Police to update partnership agreements to ensure the continued safety of Cumberland residents. Council is also working with NSW Police on identifying areas of need for community education campaigns.</p> <p>Council has convened two Community Safety and Crime Prevention Committee Meetings, providing updates from the Police Area Command Precinct meetings on crime trends and localised statistics.</p> <p>Council has engaged an external consultant to commence the formal review of the former Community Safety and Crime Prevention Plan. Consultations with NSW Police have been carried out, with preparations being made for community focus groups.</p>		
Homelessness	<ul style="list-style-type: none"> Implement actions in area of responsibility to the Homelessness Action Plan Provide an update to the community on the Homelessness Committee meetings Liaise with local stakeholders on emerging homelessness issues in the area 		<p>Council has convened one formal and one informal Homelessness Advisory Committee Meeting, discussing housing affordability and support services available for those at risk of homelessness.</p> <p>Council has completed the Homelessness Action Plan 2024-2027 and is working towards implementing action items identified in Year 1.</p> <p>The Department of Communities and Justice conducted a Homelessness Street count for the Cumberland LGA in February 2024.</p> <p>Council is working with organisations such as the St Vincent de Paul Society and the Department of Communities and Justice to better support Cumberland's rough sleepers.</p>		
Performance Indicators - Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Collaborate with community organisations to build their capacity		10 annually	20	73	<p>Council held five sector development sessions:</p> <ul style="list-style-type: none"> Money Minded Training Dowry Abuse Training Mental Health First Aid Successful Grant Writing Workshop Asset based Community Development Training <p>The number reflects the organisations attending these trainings.</p> 
Partner with community organisations to provide programs		5 annually	4	4	<p>Finding Freedom (Refugee Week) – multiple organisations involved</p>  <p>Two Newly Arrived Seminars – partnership with Centrelink</p> <p>International Women's Day Financial Freedom Workshop – multiple organisations involved.</p>
Number of attendees at networking groups		200 annually	145	172	
Number of networking groups facilitated		10 annually	6	5	
Number of attendees at wider community development events, programs, information and education sessions		300 annually	319	251	 <p>International Women's Day Financial Freedom Workshop – 80</p> <p>Finding Freedom (Refugee Week) – 95</p> <p>Two Harmony Week Workshops – 51</p> <p>Two Newly Arrived Seminars - 25</p>

Number of events, programs, information and education sessions for Aboriginal engagement	4 annually	10	2	 <div>Council conducted the following Aboriginal education and engagement sessions:<ul style="list-style-type: none">Reconciliation Schools EventOne Professional Development Session with teachers.</div>
Number of attendees at events, programs, information and education sessions for Aboriginal engagement	100 annually	750	310	 <div>Reconciliation Schools Event attended by 270 students. Professional Development Session attended by 40 teachers.</div>

Events and Culture - Senior Coordinator, Events and Culture				
Service Update			Issues and Setbacks	
<p>Cumberland’s Cultural Events Program was a finalist in the NSW Local Government Excellence Awards in the Community Development category.</p> <p>Granville Centre Art Gallery presented the final programs in the Granville Nights series in January, February and April 2024 including a partnership with Riverside Theatres’ National Theatre of Parramatta at Granville Town Hall. Council was successful in securing funding of \$185,147 from Create NSW for the presentation of this free, fun, local programs for our community and visitors to enjoy. The program supported the employment of over 70 artists including over 30 artists from Western Sydney.</p> <p>Council delivered a new public artwork for the Parramatta Road Urban Amenity Improvement Program (PRUAIP) 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.</p>				
Sub Service	Actions	Status	Progress Update	
Major Events	<ul style="list-style-type: none">Facilitate events that meet the needs of the community via engagement, planning sessions and Council directionProvide an update to the community on the Events Committee meetingsDevelop the Cumberland Events Strategy		<p>Council delivered a program of five major community and cultural events to 26,000 residents and visitors, including:</p> <ul style="list-style-type: none">Australia Day held on Friday, 26 January 2024, at Holroyd Gardens. This community event featured a diverse range of community organisations, activities and entertainment, including a headline performance by First Nations Australian singer-songwriter Mitch Tambo.Lunar New Year presented three free events across Auburn, Berala and Lidcombe from Friday, 9 February to Sunday, 11 February 2024.Easter event held on Saturday, 9 March 2024, at Central Gardens, Merrylands. Activities included Easter egg hunts, Easter-themed crafts, Easter hat and egg decorating, and a special visit from the Easter Bunny.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. The event was well attended by the local community enjoying traditional food, culture and festive celebrations of Nowruz which marks the beginning of the Persian New Year. <p>Lunar New Year, Ramadan and Nowruz programs were proudly funded by the NSW Government.</p> <p>Council administered the Cumberland Events Committee which supports the planning of all cultural events and the development of a program for committee members to volunteer at events as community ambassadors. Council consulted with the Events Committee regarding the delivery of recent and upcoming event programs.</p> <p>Cumberland Events Strategy is on hold pending outcomes of a Service Review currently being undertaken in Events and Culture. Continuation of Events Strategy post completion of the Service Review will ensure the most sustainable and efficient application of Council's resources.</p>	





Gallery Programs	<ul style="list-style-type: none">Develop and deliver the Gallery Artistic Program, curated exhibitions and public programsDevelop and deliver the Gallery Artist in Residence ProgramProvide an update to the community on the Arts Committee meetings		<p>Granville Centre Art Gallery Artist Program included the presentation of the Gallery’s first commissioned solo exhibition ‘The Microdot’ by Cumberland artist Dacchi Dang. Supported by the NSW Government through the Create NSW Visual Arts Commissioning Program, the exhibition was developed over a period of two years utilising Council’s Artist in Residence Program. The exhibition ran from March 7 to June 15 and included an Artist and Curator talk held on Saturday, 1 June 2024 with Dacchi Dang and hosted by Pedro de Almeida, Senior Curator for C3West from the Museum of Contemporary Art Australia.</p> <p>The Gallery Artist in Residence program continued with artists in residence at two locations including:</p> <ul style="list-style-type: none">Cumberland resident, photographer Garry Trinh in residence at Granville Centre Art Gallery and engaged in community art initiatives in Toongabbie Town Centre.Cumberland resident Dacchi Dang, artist in residence at Peacock Artist Studios at Auburn Botanic Gardens, developing a new exhibition to be presented as part of Sydney Cherry Blossom Festival 2024. <p>Council administered the Cumberland Arts Advisory Committee, supporting Council in facilitating engagement with the community and the wider cultural sector and supporting evaluation and review of the Cumberland Cultural Plan.</p>		
Performance Indicators - Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Number of major community events held annually		8 annually	5	5	 Additional events include continuation of new pilot events Moon Festival and Nowruz being delivered in the 2023/2024 events calendar.
Attendance rate at events (attendance/capacity)		75%	75%	85%	 26,000 attendees at major community events including well established events such as Ramadan Street Food Festival contributing to higher than target attendance for all events in the period.
Number of participants annually at major events		95,000	107,000	26,000	 Stronger than anticipated response to newer events such as Nowruz celebrations in Merrylands Town Centre.
Number of participants engaged in gallery programs		5,000 annually	2,000	2,000	 <p>Weekly exhibition attendance did not reach projected attendance levels, with Granville Centre Art Gallery still becoming established as a destination for locals and visitors to attend for art exhibitions. Attendance was positively impacted by the Granville Nights ‘Up Late’ program which offered free additional workshops, food and entertainment after hours.</p> <p>Council is reviewing 2024 and 2025 Granville Art Gallery Program, community engagement and marketing activity in seeking to establish the Gallery as a destination for locals and visitors.</p>
Present major exhibitions at The Granville Centre Art Gallery		3 annually	2	1	 <p>Public exhibitions at Granville Centre Art Gallery:</p> <ul style="list-style-type: none">‘The Microdot’ by Cumberland artist Dacchi Dang.





Libraries - Senior Coordinator, Library Services			
Service Update			Issues and Setbacks
<p>Council launched the 1,000 Books Before Kindergarten Program at Granville Library with 38 families in attendance.</p> <p>The presentation of the Cumberland Young Writer's Awards took place in January with 45 attendees celebrating the winners and runners up.</p> <p>The Cumberland Library App was recommissioned in March.</p> <p>The Library Strategy 2024-2027 was adopted by Council in May.</p>			
Sub Service	Actions	Status	Progress Update
Library Operations	<ul style="list-style-type: none">• Create flexible and inviting spaces that encourage social, recreational and study spaces in all Library branches• Provide updates to the community on the Library Committee meetings• Identify, create, and implement diverse and inclusive library programs, activities, events and information sessions based on feedback and community needs• Provide opportunities to work in partnership with community groups and government agencies• Investigate and implement diverse and responsive library collections that meets the needs of the community• Review Public Computer Centres for current layout, and plan spaces and computers for current and future needs	<div></div>	<p>iPads with stands were installed at Auburn, Granville, Merrylands, Regents Park and Wentworthville Libraries for International Mother Language Day. Customers can access language apps on these free devices.</p> <p>Guildford Library was the most recent recipient of a Storytime Pad. The device mounted to a table in the children's area allows the community listen to stories.</p> <p>Agenda items raised in the Library Committee that have been addressed:</p> <ul style="list-style-type: none">• Cumberland Library App was non-operational due to issues with the Library Management System. This has now been rectified and the App is now working.• Vending Machine at Berala Community Centre, discussion on the location of the machine and the collections that would be available within the machine.• Review of location borrowing data for users and collections to stock the vending machine• Discussion on censorship. <p>Library has introduced the following programs following community feedback:</p> <ul style="list-style-type: none">• Adult Reading Assistance• Family History Group• Adult Board Games Clubs• Youth Board Games Clubs• Movie Club <p>Council delivers programs, including:</p> <ul style="list-style-type: none">• School Holiday Activities which included:<ul style="list-style-type: none">○ Tahir Bilgic's Best Worst Magician Show○ Get Wild Reptile Shows○ Mike and Millie’s Sustainability Show• Seniors’ Festival programs• National Simultaneous Storytime• Pilar Lopez Author Talk for International Women’s Day• Bilingual Storytime in Korean• Chinese Calligraphy Workshops for Adult and Youth• Cumberland Young Writer’s Award Competition for 2024• Celebrating ANZAC Day Author Talk by Ron Inglis.

			<p>Council has worked with the following organisations to deliver a variety of programs:</p> <ul style="list-style-type: none">• The Benevolent Society - Parental and Carer Information Sessions• NSW Police - Police Storytime with Police Dogs and Highway Patrol Motorcycle• NSW Ambulance - Paramedics to the Rescue storytimes• Services Australia – Drop in information desks and pamphlets• Multicultural Legal Services – Drop in legal desks• Telstra / Tech Savvy Seniors - Tech Savvy Seniors in Mandarin and English• Hearing Australia – hearing tests• University of Wollongong / Face Dementia – Dementia talks• Westwords - Writing Group competition for children’s and adult sessions• LV Chair Yoga Australia - Chair Yoga sessions• National Disability Insurance Scheme (NDIS) – Drop in desks and pamphlets• Speech Pathology Australia – Parental and Carer Information Sessions.
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Performance Indicators - Measures	Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Number of new library members	4,000 annually	5,360	6,549	✔ Since January 2024, the launch of 1,000 Books Before Kindergarten has resulted in an increase in new library memberships across eight branches.
Number of library loans, all formats	400,000 annually	238,974	257,433	✔ The library has been actively promoting its digital resources and services, which has led to an increase in both physical and digital loans.
Number of library programs delivered face-to-face or online	650 annually	1,540	1,434	✔ The number of people attending library programs in person has increased due to the introduction of new programs and events, as well as an increase in additional information sessions, Tech Savvy classes, One-on-One Technology Help, and library tours.
Number of attendees at library programs, face-to-face and online	20,000 annually	14,303	12,380	✔ There has been a noticeable increase in attendance statistics for events from the launch of 1,000 Books Before Kindergarten, the Cumberland Young Writers Award Presentation celebration, International Mother Language Day, Author Talks, Police Storytime, Tahir Bilgic's Worst Magician Show, and school holiday programs.
Attendance at libraries	500,000 visitations annually	330,666	327,895	✔ Visitation at libraries has increased with customers enjoying the programming, use of the Public Computer Centre, library spaces with Wi-Fi services.
Provide individual children's programs and activities	550 annually	625	836	✔ The library's programs for young children aim to prepare them for school, a service that has seen an increase in participation.
Provide literacy and life-long learning programs and activities	100 annually	30	1,045	✔ Most of the increase in this category came from increased number of Early Childhood programs which supported Toy Library Grant funding. Other contributing programs were increased number of Author Talks, Adult Reading Assistance, HSC Workshops, Creative Writing Workshops to support Cumberland Young Writers and educational children's programs such as Mike's Nutrition Mission.
Provide diverse and special needs programs and activities	100 annually	198	176	✔ As seen by increasing numbers, well-known programs like JP Services, Reading Buddies, One-on-one Reading support for adults, and English Conversation Classes continue to be in high demand in the community
Provide programs and activities in partnerships for the community	100 annually	689	632	✔ There is an increasing demand for new programs like Westwords, Chair Yoga, and Speech Pathology as well as an increased level of collaboration with the local community
Public library computer usage	50,000 sessions annually	28,413	27,070	✔ Additional sessions for Coding Clubs, Digital Dabblers, and One-on-One Technology Help, has led to an increase in computer usage.
Wi-Fi own device usage	90,000 sessions annually	60,474	54,673	✔ The community's increased use of public spaces for work, study, and leisure on personal devices has led to an increase in Wi-Fi usage.






Seniors and Disability - Senior Coordinator, Seniors and Disability Services

Service Update			Issues and Setbacks
<p>Council was nominated for a Zest Award 2024 in the category of Outstanding Project – Community Arts and Culture for the Armchair Travel Program.</p> <p>Council was a Finalist in the LGNSW Excellence Awards in the category of Community Development – Over 150,000 for the Creative Cultural Cooking Program.</p> <p>Council has received renewed contracts from the Department of Health and Aged Care to continue providing services and programs to seniors under the Commonwealth Home Support Programme. This includes health & wellbeing programs, bus trips, shopping services, home visits and home delivered meals.</p> <p>Council underwent an onsite audit conducted by the Aged Care Quality Commission. The audit was to determine Council's compliance with the Aged Care Quality Standards when delivering services such as shopping, home visits, home delivered meals, centre-based meals, social outings and seniors wellness & health programs to senior residents. Council received outstanding feedback, successfully passing the audit with no corrective actions or recommendations for improvements received.</p>			
Sub Service	Actions	Status	Progress Update
Social Inclusion Programs	<ul style="list-style-type: none"> Facilitate programming and events that meet the needs of the community, based on feedback through surveys and planning sessions Implement reforms and deliver a variety of programs and services for seniors to keep connected and healthy under the Commonwealth Home Support Programme (CHSP) 		<p>35 seniors and people with disability attended a planning day to provide feedback and suggestion for activities and outings offered in future Social Inclusion Programs.</p> <p>170 people participated in the Annual Customer Survey to provide suggestions and feedback for the development of the programs and services.</p> <p>Council has provided 96 wellness programs, 21 social outings and one short holiday program as part of the Social Inclusion Program provided under the Commonwealth Home Support Programme (CHSP). 105 senior residents have participated in this programs and services.</p> <p>10 Over 55's Health programs have been provided with each program running for 10 weeks. 206 senior residents participated.</p>
Transport Services	<ul style="list-style-type: none"> Review transport options with local providers and promote to the community 		Council promotes the availability of an accessible bus for hire to community groups, organisations and private users. This service has been utilised on 61 occasions by community organisations and groups within Cumberland.
Nutrition Services	<ul style="list-style-type: none"> Facilitate a home delivered and centre-based meals service model that meets the needs of the community based on feedback Implement a home delivered breakfast meals service 		<p>94 senior residents accessed home delivered meals and centre-based meals under the Commonwealth Home Support Programme.</p> <p>35 seniors and people with disability attended a planning day to provide feedback and suggestions for the menu developed for centre-based meals programs.</p> <p>A gourmet soup option was introduced to the home delivered meals menu for the winter period.</p>
Seniors and Disability Events	<ul style="list-style-type: none"> Plan and facilitate events, programs, information and education for seniors, people with disability and their carers 		<p>Six events were held for 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. Events were supported by funding received through the Department of Communities and Justice.</p> <p>Five special events were delivered to raise awareness of Elder Abuse and prevention of social isolation. These included self-defence class for seniors, theatre show with a morning tea, dementia friendly exercise program and two coach trips.</p> <p>Nine information sessions were delivered, covering the following topics:</p> <ul style="list-style-type: none"> Carer Gateway and available support services

			<ul style="list-style-type: none"> • Dementia support services for newly diagnosed • My Rights Matter understanding the rights of NDIS participants accessing the scheme • Accessing My Aged Care • Council support services for seniors and people with disability. <p>One Stepping On Program was delivered in Granville. This eight-week program educates seniors on fall prevention and improving balance. 20 senior residents participated in the program.</p>
National Disability Insurance Scheme (NDIS) Programs	<ul style="list-style-type: none"> • Plan, facilitate and deliver a range of programs and services under the National Disability Insurance Scheme 		244 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. A total of 50 customers accessed these programs and services delivering 170 meals, 5,738 hours of group programs and 69 hours of shopping services.
Disability Inclusion Action Plan (DIAP)	<ul style="list-style-type: none"> • Implement actions from the Disability Inclusion Action Plan (DIAP) • Provide an update to the community on the Access Committee meetings 		<p>Council continues to implement actions from the Disability Inclusion Action Plan 2022–2026 (DIAP). Key highlights include:</p> <ul style="list-style-type: none"> • 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. <p>Two Access Committee meetings were held to provide updates on Council's progress implementing the Disability Inclusion Action Plan (DIAP) and to address and resolve community access concerns raised by the Committee.</p>
Volunteer Program	<ul style="list-style-type: none"> • Provide opportunities for the community to assist Council in volunteering roles 		Council launched a video promoting the Volunteer Program and celebrated the contribution of our volunteers and promoted opportunities to volunteer during Volunteer Week, from 20 - 26 May. Events included a morning tea with the Mayor, acknowledging long servicing volunteers and two bus trips showcasing the local government area of Cumberland.
Seniors Units	<ul style="list-style-type: none"> • Facilitate and manage applications, priority assistance and waitlist for Senior Living Units 		All Seniors Units Applications received have been processed and applicants notified of the outcome. There are currently no outstanding applications.

Performance Indicators - Measures	Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Number of hours of social inclusion service provided to individual and group seniors under the Commonwealth Home Support Programme (CHSP)	29,927 hours annually	16,873	16,619	✓
Number of trips provided to seniors under the Commonwealth Home Support Programme (CHSP)	6,318 trips annually	3,597	2,682	✓
Number of meals provided to seniors under the Commonwealth Home Support Programme (CHSP)	37,961 meals annually	17,237	17,391	✓
Number of customers accessing Seniors and Disability Services under the Commonwealth Home Support Programme (CHSP) and National Disability Insurance Scheme (NDIS)	337 annually	379	379	✓ Council has 379 customers in total which is a higher result due to increase in need and demand for support services.
Number of senior residents, people with disability and carers accessing events, programs and information and education sessions	1,000 attendees in total annually	841	462	✓ Council has been able to provide additional special events and bus trips due to an increase in staff resources.
Number of residents participating in Council’s Volunteer Program	150 volunteers in total annually	196	204	✓ Council has 204 volunteers in total which is a higher result due to increase in need and demand for support services.

Education and Care – Manager, Education and Care			
Service Update			Issues and Setbacks
In June 2024, Pemulwuy Children’s Centre undertook a full Assessment and Rating visit. Results will be determined in the next reporting period.			
Sub Service	Actions	Status	Progress Update
Long Day Care (LDC)	<ul style="list-style-type: none"> Provide seven high quality long day care services for up to 344 children per day, aged 0-5 years of age operating 50 weeks a year from 7:00am to 6:00pm Deliver an inclusive learning program for all children in line with the outcomes of the Early Years Learning Framework 		<p>Council provided:</p> <ul style="list-style-type: none"> Seven Long Day Care (LDC) services each provided 119 sessions. In total, 9,163 hours of care was provided over 833 sessions across all LDC services. <p>Council’s Educational Pedagogy and Meaningful Practice Commitment (replacing the Educational Program, Planning and Practice GP) which outlines Council’s approach to developing programs for children in accordance with the outcomes, principles and practices of the Early Years Learning Framework (EYLF) and My Time, Our Place (MTOP) is being finalised. It is due for completion in September 2024.</p> <p>All LDC services implemented educational programs, including:</p> <ul style="list-style-type: none"> Beyond the Beanstalk Gulyangarri Aboriginal Cultural Program Little Champions Arlo’s Treasure
Out of School Hours Care (OSHC)	<ul style="list-style-type: none"> Provide five Before School Care Programs, five After School Care Programs and three School Holiday Programs 		<p>Council provided:</p> <ul style="list-style-type: none"> 465 sessions of Before School Care and After School Care across five sites 44 sessions of the School Holiday Program ran across two sites (Sherwood Grange and Ringrose). <p>Ringrose OOSH implemented a variety of educational programs, including:</p> <ul style="list-style-type: none"> 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. <p>Parramatta West OOSH and Sherwood OOSH enhanced their educational resources for children by adding electronic devices such as iPads, Smart Boards, robotics and TV’s.</p>
Family Day Care (FDC)	<ul style="list-style-type: none"> Provide program and compliance support for up to 30 registered Family Day Care educators 		<p>All educators have successfully participated in Early Year Learning Framework (EYLF) 2.0 training. This training ensures that educators are up to date with the latest educational frameworks and can provide the highest quality of care and learning experiences to children.</p> <p>The Centre Director is actively engaging with Australian Children's Education and Care Quality Authority (ACECQA) to participate in the Quality Support Program. This initiative aims to enhance the quality of our services through structured support and continuous improvement processes.</p> <p>20 Family Day Care educators were monitored for compliance by Council staff.</p>

Education and Care Support	<ul style="list-style-type: none">• Provide compliance and back-end support to 13 Education and Care Services• Deliver and administer a central enrolment and intake of all children into all of Council's Education and Care Services		511 support visits were conducted across 13 Education and Care services. Demand for Long Day Care has been down compared to this time last year. However, it is on track to meet occupancy target for the next reporting period.		
Performance Indicators - Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Occupancy rates of Long Day Care services		>90%	90%	85%	 Each week, Council provides 1,705 long day places across seven long day services. A slower uptake of positions has resulted in approximately 250 vacancies a week.
Occupancy rates of Before and After School services		>70%	BSC: 56% ASC: 79%	BSC: 50% ASC: 79%	 Demand for care at Parramatta West OOSH continues to be very strong. The local market has changed recently with a new provider opening up in July 2024, and another provider increasing their approved numbers.
Occupancy rates of School Holiday Program		>90%	100%	100%	 Demand for the School Holiday continues to be strong. Across Sherwood Grange OOSH and Ringrose OOSH, there were 1,605 bookings in January and 1,163 bookings in April.
Percentage of services rated Meeting or Exceeding National Quality Standard		100%	92%	100%	 Eight services went through Assessment and Rating against the National Quality Standard and all have met the National Quality Standard.



On Track /
Completed



Needs Attention



Critical





On Hold








Discontinued




CITY SERVICES



Asset Management and Asset System Support - Manager, City Assets and Construction					
Service Update			Issues and Setbacks		
Council has completed the preparation of the Asset Renewals programs for 2024-2025 and the CSIRO Dam Risk Report.			Increased material costs are having an impact on all of Council's asset classes which is reflected in increased cost of renewals.		
Sub Service	Actions	Status	Progress Update		
Asset Management Planning and Control	<ul style="list-style-type: none">Prepare the annual Renewals Program for transport, buildings, and open spaceAssess street lighting requests, and manage installation of new lightsUndertake Condition Audit of buildings		103 Requests for streetlighting have been investigated and addressed. All street lighting assessments are progressing as planned. Building and Open Spaces Condition Assessment and Revaluation are complete. The 10-year programs for Buildings and Open Space are being developed. This is an ongoing process. The development of the Asset Management Strategy 2025-2029 has commenced and is in progress for public exhibition and adoption in 2025.		
Performance Indicators - Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
A revaluation of assets is carried out each year in accordance with the agreed audit schedule		Annually	N/A	100%	Building Revaluation has been completed. Open Space Revaluation has been completed










Capital Works and Assets Renewal - Manager, City Assets and Construction					
Service Update			Issues and Setbacks		
<p>Council continues to deliver new projects and renewal programs that improve the quality of Cumberland City Council assets network.</p> <p>The following Major projects were completed:</p> <ul style="list-style-type: none"> Civic Park and Wetland Upgrade Rosnay Golf Course Irrigation Upgrade <p>Other Major Projects nearing completion are:</p> <ul style="list-style-type: none"> 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. <p>Council completed its Road Renewal Program, Footpaths Renewal Program and New Footpaths Program.</p> <p>Significant building upgrade/renewals completed, or nearing completion are:</p> <ul style="list-style-type: none"> 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. Purdie Lane, Pendle Hill Public Amenity building. 			<p>Price escalation has been experienced due to extraordinary CPI increases from supplier and contractors. This has resulted in increase of project budgets or reduction in scope of works.</p> <p>67 wet days (totaling 500mm of rainfall) has resulted in the delay in the delivering of some projects.</p> <p>Industrial action in electrical service providers and major utility infrastructure installation had negatively impacted on the progress and completion of projects.</p>		
Sub Service	Actions		Status	Progress Update	
Capital Works and Asset Renewal Programs	<ul style="list-style-type: none"> Deliver annual Renewals Program for Buildings Deliver annual Renewals Program for Open Space Deliver annual Renewals Program for Roads Deliver annual Renewals Program for Footpaths Deliver annual Renewals Program for Stormwater Undertake new construction works as per approved design, to budget, quality and within agreed timeframes. 			<p>1 Bridge Renewal Project Completed</p> <p>10 Buildings Renewal Projects Completed</p> <p>1 Streetlight Project Completed</p> <p>12 Footpath New Projects Completed</p> <p>41 Footpath Renewals Projects Completed</p> <p>1 Major Project Completed</p> <p>21 Parks Renewal Projects Completed</p> <p>35 Roads Renewal Projects Completed</p> <p>13 Stormwater Projects Completed</p> <p>13 Traffic Projects Completed</p> <p>Total 148 Projects Completed in Quarter 3 and 4.</p>	
Performance Indicators - Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Percentage of approved Capital Works Program completed by June 2024		90%	50%	91%	 Of the 293 capital works new and renewal projects, 268 have been completed.





Venues - Manager, Holroyd Centre					
Service Update			Issues and Setbacks		
The Granville Centre continues to be a vibrant hub of activity. An upgrade to the recording and rehearsal studio has increased its usage.					
Sub Service	Actions	Status	Progress Update		
Venues and Stadiums	<ul style="list-style-type: none"> Provide premium bookable spaces and facilities 		<p>Council has maintained focus on maintenance, cleanliness and upgrading of venue equipment to ensure that the venues meet community expectations.</p> <p>The Holroyd Centre continues to focus on catering smaller events during weekdays.</p> <p>The Eric Tweeddale Stadium (ETS) function room is heavily utilised by both the sporting bodies using the park facilities and private hirers looking for a smart venue to host social events.</p>		
Performance Indicators - Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Increase utilisation and bookings of premium venues		Increase by >10%	52.65%	52.70%	 Overall, premium venues have recorded a total of 4,349 bookings. Overall bookings across premium venues are 2,176.

Swimming Pools - Swim Centre Operations Manager					
Service Update			Issues and Setbacks		
Council Swim Centres demonstrated excellence with winning two awards: <ul style="list-style-type: none"> Certificate of Commendation Award (2024 Royal Life Saving Society Australia Ceremony) Water Safety Program (2024 Local Government Excellence Awards) 			<p>The Guildford indoor pool remained closed from July due to roof and structural issues, which severely impacted operations and the Swim School Program across the venue.</p> <p>The Guildford Swim Centre will close from Sunday 30th June 2024 for demolition and renovation, reopening in 2026</p>		
Sub Service	Actions	Status	Progress Update		
Swim Centres	<ul style="list-style-type: none"> Deliver a Learn to Swim Program to increase water safety to our community Deliver aquatic programs to promote health and fitness Provide facilities to enable schools to deliver events and aquatic services 		<p>The Learn to Swim Program delivered 23,000 attendances with a monthly average of 1,200 enrolments utilising the program across this period.</p> <p>The Aqua Aerobics Program delivered 120 classes (on average five classes per week) across Granville & Wentworthville Swim Centres for a total of 650 attendees across this period.</p> <p>Swim Centres hosted 16 school swimming programs and 40 swimming carnivals across this period.</p>		
Performance Indicators - Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Swim centres comply with Royal Life Saving Society and other statutory guidelines		Monthly audits	100%	100%	 Six individual monthly audits completed across each Swim Centre.
Swim School enrolments as percentage of capacity		>80%	75%	75%	 The Guildford indoor pool closure continued to impact our overall program enrolments and capacity percentages, with the Swim School program ceasing operations out of Guildford at the end of May, in line with the commencement of the Guildford Swim Centre Modernisation Project.

Buildings Maintenance – Manager, Buildings and Depot					
Service Update			Issues and Setbacks		
Council continues to undertake works in accordance with community needs to ensure the safety of community members.			Vandalism of public amenity buildings has increased during the reporting period, resulting in six NSW Police Event Numbers raised, impacting budget and internal resources.		
Sub Service	Actions	Status	Progress Update		
Building Maintenance	<ul style="list-style-type: none">Undertake rolling scheduled preventative maintenance to ensure compliant, safe and functional buildings, properties, and facilitiesUndertake reactive works in a timely manner to ensure compliant, safe and functional buildings, properties, and facilities		Ongoing scheduled and reactive maintenance have been undertaken to provide safe, clean, compliant, and functional facilities to the community. Renewal of maintenance contracts is ongoing, some delays in procurement, due to staff vacancies.		
Performance Indicators - Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Building maintenance undertaken in accordance with fit for purpose with established service levels, based on risk, usage, consideration of priority and within budget allocation to ensure the safety of the hirer and community members.		100%	100%	100%	 Building maintenance completed to ensure safety and within budget allocation.
Reduce number of complaints against Council’s buildings		10% reduction annually.	75%	50%	 A reduction of 50% in complaints has been achieved.

Depots – Manager, Buildings and Depot					
Service Update			Issues and Setbacks		
Scheduled fleet maintenance has continued in conjunction with the Renewal Program to increase efficiency and reducing the down time of assets.			Continued delays with delivery of new plant and lease back vehicles from suppliers and increased fuel costs impacting budget.		
Sub Service	Actions	Status	Progress Update		
Depot Operations	<ul style="list-style-type: none">Undertake rolling scheduled preventative maintenance to ensure compliant, safe, and functional DepotsUndertake reactive works in a timely manner to ensure compliant, safe, and functional Depot Operations		Scheduled and reactive maintenance have been completed to provide safe and functional Depots to support the capacity of Council to service the areas of waste collection, road cleanliness, city presentation and parks maintenance. The Renewal Program has continued with the commissioning of 20 new fleet items, including 7 replacement ride-on mowers.		
Performance Indicators - Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Percentage of non compliance/safety issues rectified within recommended timeframes		95%	100%	100%	





City Maintenance - Manager, City Maintenance					
Service Update			Issues and Setbacks		
<p>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.</p> <p>The Streetscape teams commenced a streetscapes beautification program, focusing on rejuvenating garden beds throughout the Cumberland City Council.</p>			<p>Inclement weather has interrupted the servicing of potholes intermittingly.</p> <p>Increased number of potholes requiring servicing, resulting in delays in responsiveness due to change in the mix required and ability to safely conduct works.</p>		
Sub Service	Actions	Status	Progress Update		
Cleansing	<ul style="list-style-type: none">Undertake ongoing cleansing programs across the public domain areas including litter patrols, graffiti removal, gross pollutant trap cleaning and maintenance, creek cleaning and mechanical street sweeping of town centres, residential and industrial areas		<p>Cleansing schedules have been maintained:</p> <ul style="list-style-type: none">51,360km road swept.700 stormwater pits cleaned647 litter patrols undertaken357 instances of graffiti removed2,265 potholes were repaired.		
Public Infrastructure	<ul style="list-style-type: none">Deliver the Footpath Maintenance ProgramUndertake maintenance program for footpath and roadwaysUndertake roadway surface condition audits through Council's Road Service Contract, and using data collected to create maintenance schedules		<p>Council's Footpath and Road Maintenance programs were completed during the reporting period.</p>		
Streetscapes	<ul style="list-style-type: none">Deliver the Streetscapes Maintenance Program and Verge Mowing ProgramDeliver Council's Public Street Trees Program including inspection, assessment, and maintenance.		<p>The Verge Mowing Program was completed on schedule with minor adjustments to accommodate weather interruptions.</p> <p>Council's Public Street Tree Program was completed during the reporting period, with:</p> <ul style="list-style-type: none">1,387 requests received.1,404 trees inspected.52 new trees planted		
Performance Indicators - Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Number of kilometres of streets swept		Average 700km per month	7,434.17	8,560.00	 Result continued to track above target due to improvements in plant reliability and more efficient scheduling of routes.
Number of stormwater pits cleaned		Average 80 pits per month	180	117	 Result continued to track above target due to improvements in scheduling procedures.
Roadway surface condition audit undertaken		1 per year	1	0	 Completed in first half of the reporting year.
Number of times verge mowing scheduled cycle is completed		10 cycles completed per year	50%	50%	 Five cycles completed this period, 10 for year as per target
Pothole response time		Within 3 days	2.48	5.43	 2,265 potholes repaired, an increase from 1,274 from July – December 2023.
Night cleansing of town centres		7 times per week	98.76%	116.99%	 2,355 locations completed as part of Night Cleaning Program.

Open Spaces - Manager, City Open Spaces				
Service Update			Issues and Setbacks	
<p>Council has continued to maintain our open space sites to a standard throughout the second half of the year.</p> <p>The improvements across sites, including our golf courses, community gardens and nature reserves have resulted in increased usage.</p> <p>Sports field renovations including aeration, weed treatment and improved nutrition standards continue to be conducted as weather allows.</p> <p>Wentworthville Community Garden received positive reception after attending and winning multiple awards at the Royal Easter how for Produce from our Garden.</p>			<p>Inclement weather resulted in a number of ground closures across the whole sports sector with an average 35% of days effected and five weekends effected by wet weather. In addition, this created some setbacks in being able to provide additional sports field renovation and improvement works.</p>	
Sub Service	Actions	Status	Progress Update	
Open Space Maintenance	<ul style="list-style-type: none">Undertake scheduled works to ensure compliant, safe and functional open spaces including bushland, parks and sports fieldsUndertake reactive works to ensure compliant, safe and functional open spaces including bushland, parks and sports fieldsCarry out routine inspections and maintenance repairs to playgrounds		<p>A high level of both scheduled and reactive maintenance works were carried out in Council's open space areas throughout this period, focusing on mowing, sports field renovation, maintenance and line marking, bushland regeneration and playground compliance.</p> <p>Several new playgrounds were installed in open space areas, replacing the dated, end of life structures.</p> <p>Toward the later part of this period, the focus turned to garden and tree maintenance, including mulching and weed suppression.</p>	
Recreation and Sport	<ul style="list-style-type: none">Engage, coordinate and support sporting clubs to adequately utilise Council's assetsIncrease volunteers and administer Bushland ProgramIncrease membership and administer community garden programs at Merrylands and Wentworthville		<p>Allocations were finalised for winter hire which provided high interest in Council's sporting venues. Council met with several hirers to assist with additional hire arrangements, as sports field hire neared capacity.</p> <p>Summer allocations have also opened during this period, with similar high interest expected.</p> <p>The Bushland Program was impacted by weather, and a further decline in volunteers was experienced. Council is currently looking at options to redesign the program to encourage participation.</p> <p>The Merrylands Community Garden membership remains at 100%, with a waitlist having to be created for other interested parties. The atmosphere is thriving across all community gardens including those at Wentworthville, Pemulwuy and Merrylands.</p>	
Premium Facilities	<ul style="list-style-type: none">Undertake scheduled works to ensure compliant, safe and functional premium facilitiesUndertake reactive works to ensure compliant, safe and functional premium facilitiesEnhance quality and usability of nature reserves and gardens		<p>Scheduled maintenance works have been carried out across all premium facilities ensuring compliance, safety and functionality which included new plantings, general mowing, hedging, mulching and weed management.</p> <p>Capital works were complete in relation to the extension of the Auburn Botanic Gardens rainforest boardwalk.</p> <p>Preparations have begun for the Cherry Blossom Festival at Auburn Botanic Gardens and Pet Fest at Holroyd Gardens.</p>	
Golf Courses	<ul style="list-style-type: none">Undertake scheduled works to ensure compliant, safe and functional golf coursesUndertake reactive works to ensure compliant, safe and functional golf coursesImprove golf course condition		<p>Maintenance works have been completed at a high standard across both courses including tees, greens, fairways, and roughs.</p> <p>Capital works projects have also been completed across both courses including: the irrigation system installation at Auburn and the re-design and construction of the 5th hole at Woodville. These works have improved the overall standards with positive feedback from both casual golfers and course professionals.</p>	




Performance Indicators - Measures	Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Undertake scheduled maintenance works to ensure compliant, safe and functional open spaces including bushland, parks and sports fields	>90% completion	98.17%	92.5%	✓
Maintain high level of utilisation rate of Council's sporting venues during key seasonal periods	>90% utilisation	90.78%	92.56%	✓ Ground utilisation (allocation) rate is based off the bookings system and reflects the ground booking percentage. Actual playing/on field time may be affected by weather and other factors and therefore may be less than the allocation rate.
Undertake scheduled works for golf courses to ensure compliant, safe and functional open spaces including bushland, parks and sports fields	>90% completion	93.67%	91.25%	✓
Number of attendees at Council's golf courses	60,000 annually	34,189	32,269	✓






Ranger Services - Manager, Waste and Ranger Services


Service Update			Issues and Setbacks
Council continues to provide regulatory compliance services across Cumberland to ensure a safe and clean environment.			<p>Due to amendments to the <i>Heavy Vehicle National Law (NSW)</i> to stop heavy vehicles legislation, Council's enforcement officers' authorisation to carry out compliance functions relating to heavy vehicles was revoked, impacting the number of patrols on load limited roads.</p> <p>Council has re-applied to NSW Transport and Officer Authorisation and Identification Cards were re-issued in late June.</p>
Sub Service	Actions	Status	Progress Update
Ranger Services	<ul style="list-style-type: none"> Conduct patrols across the Cumberland area for stray and escaped animals Process the removal of abandoned vehicles from roadways Monitor local load limited roads to ensure road safety and the protection of Council assets Investigate illegal dumping of rubbish Investigate private property on land that is overgrown with vegetation and take action to return it to a safe/healthy condition Monitor building sites for out of hours operations and ensure erosion and sediment controls are in place Patrol parks and open spaces to manage their proper use 	✓	<p>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.</p> <p>93.5% of the received 2,465 companion animals' registrations received were completed within one week of receipt.</p> <p>Council investigated 2,293 instances of abandoned vehicles of which 95 were impounded.</p> <p>Seven patrols of load limited roads were undertaken resulting in five penalty notices being issued.</p> <p>83 instances of illegal dumping of waste were investigated.</p> <p>605 inspections of overgrown vegetation were conducted.</p> <p>95 locations were inspected as part of Council's Sediment and Erosion Control Program.</p>
Parking Patrol	<ul style="list-style-type: none"> Enforce parking zone restrictions to ensure compliance with Road Rules 2014 maintaining access to safe parking for road users throughout Cumberland City Expansion of license plate recognition technology (LPR) for parking enforcement across 5 town centres. 	✓	<p>During school terms, Council provided daily patrols in school zones throughout the Council area to ensure the safety of school children.</p> <p>Enforcement of 1,674 heavy vehicles overstaying time restrictions in residential streets was undertaken.</p> <p>Parking Patrol License Plate Recognition technology (LPR) continues to be utilised to monitor on-street parking in the Auburn, Merrylands, Lidcombe, Guildford, and Granville town centres.</p>




Performance Indicators - Measures	Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Percentage of regulatory actions completed within the specified service standard timeframe	>80%	94%	77.3%	 6,238 regulatory actions and inspections were received. 6,362 regulatory actions were completed, with 4,920 completed within specified timeframe. The decrease in result is attributed to the changes to the <i>Public Spaces (Unattended Property) Act</i> for regulatory actions.
Percentage of parking related complaints attended to within 7 days	>90%	99%	84.48%	 4,583 parking related complaints received with 3,872 completed within service standard timeframes.
Local load limited road enforcement	24 patrols per quarter	44 per quarter	4 per quarter	
Abandoned vehicle requests to be completed	Resolved within 28 days	92%	96%	





Waste Services – Manager, Waste and Ranger Services

Service Update			Issues and Setbacks
<p>Council continues to deliver services for the daily collection of parks and street litter bins, the removal of illegally dumped rubbish from public spaces, removal of bulky household waste from multi-unit dwellings and have provided commercial waste services to 134 businesses within Cumberland City.</p> <p>Council has undertaken a review of reported missed services in partnership with the waste collection contractor to significantly reduce the number of missed domestic waste services to 0.095% of total collections. Reporting and collection processes have been updated to improve scheduled bin collection service levels.</p>			
Sub Service	Actions	Status	Progress Update
Domestic Waste Services	<ul style="list-style-type: none"> Manage Council's contract for collection of domestic waste, recyclables, and garden organics services Manage Council's contract for the provision of kerbside clean-up services Collect bulk clean-up services in specified multi-unit dwellings Collect illegally dumped rubbish Implement Council's Illegally Dumped Rubbish Management Program 		<p>Council has continued to deliver uninterrupted garbage, recycling, garden organic and household clean-up services. These services have resulted in a monthly average of:</p> <ul style="list-style-type: none"> 5,982 tonnes of general waste 765 tonnes of recyclables 632 tonnes of organic waste 658 tonnes of household clean-up waste. <p>Ongoing management of the Domestic Waste Collection contract includes:</p> <ul style="list-style-type: none"> Monthly contract management meetings conducted with Council's contractor to monitor contract performance. Daily inspections of collection areas. Weekly safety meetings with contracted staff.
Commercial Waste Services	<ul style="list-style-type: none"> Undertake efficient collection services of commercial waste to increase customer base 		Council provided a commercial waste service to 134 business.
Street and Park Waste Services	<ul style="list-style-type: none"> Service street and park waste bins across Cumberland City based on the agreed service levels 		<p>5,464 reports of illegally dumped rubbish have been collected with an average of 94 tonnes of dumped waste collected per month.</p> <p>83 of these illegal dumping reports were referred and investigated by Council's Rangers.</p> <p>Council provided waste collection for 1,063 street and parks litter bins, ensuring bins are emptied on schedule to ensure availability for litter disposal.</p>



Performance Indicators - Measures	Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Percentage of missed domestic waste service collections	Below 0.1%	0.168%	0.095%	<div>  Collections undertaken: <ul style="list-style-type: none"> • 2,243,332 general waste (red lid) bins • 1,089,642 recycling (yellow lid) bins • 426,272 organic (green lid) bins • 25,776 household clean-ups • 3,588 services missed. </div>
Percentage of kerbside clean-up services completed on the day of booking	98%	98.59%	98.49%	<div>  Kerbside clean-up service collected an average of 208 collections per scheduled service day. </div>
New bins provided within 5 days of request	97%	98.81%	97.93%	<div>  Delays were experienced acquiring and delivering specific 660L & 1,100L bin orders for several new large multi-unit residential buildings. Bin orders for seven new multi-unit dwelling properties were delayed by greater than five days due to the number of general waste & recycling bins that needed to be ordered for each property. </div>
Number of complaints for missed street litter bin collections	< 5 per six months	4	20	<div>  Average of three to four reports of full street & park litter bins per month due to residential waste being placed in bins. 20 complaints were received for overflowing street / park litter bins for the period Jan-Jun 2024 - bins were full due to residential rubbish being placed in the bins. </div>
Number of resident reported incidents of illegally dumped rubbish	A decrease in the number (percentage) of resident reported incidents compared to the previous year	11.06%	3.05%	<div>  64.22% of all reports of illegal dumping were submitted by residents, down from 67.27% for the same period in 2022-2023. </div>





Development Programs – Manager, Environmental Health and Development Programs				
Service Update			Issues and Setbacks	
Council hosted the NSW Fire Safety Summit on 29th May 2024, in collaboration with 30 councils across NSW. This summit provided opportunities to discuss the importance of fire safety and overcoming challenges to improving service standards.				
Sub Service	Actions	Status	Progress Update	
Development Programs	<ul style="list-style-type: none"> • Undertake inspections and regulatory enforcement actions in accordance with Council's adopted Compliance and Enforcement Policy and Operational Guidelines • Undertake the Fire Safety Program to ensure fire safety across buildings in Cumberland • Collaborating with NSW Department of Customer Services to work through the Project Remediate Program ensuring all buildings with combustible cladding adhere to appropriate regulations • Inspect privately owned swimming pools for compliance with legislation 	<div>  </div>	1,480 regulatory action initial investigations commenced and 267 Orders and Notices issued. Council continues its Fire Safety Program, assessing 1,416 Fire Safety Statements. 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. All swimming pool safety related enquiries received were investigated. Council working with NSW Department of Customer Services to work through the Project Remediate Program for 3 separate high rise building and monitoring the work progress closely	



Performance Indicators - Measures	Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Increase in number of Annual Fire Safety Statements received	Increase previous year by 20%	33%	52%	 1,416 Annual Fire Safety Statements received, an increase of 485 received compared to the same period in 2022-2023. This increase is attributed to Council's proactive review efforts to ensure timely delivery of Fire Safety Statements.
Commence regulatory action initial investigations	Within 30 working days	100%	100%	 1,480 regulatory action initial investigations commenced.
Commence swimming pool compliance initial investigation	Within 7 working days	100%	100%	 98 swimming pool compliance initial investigations commenced.

Environmental Health – Manager, Environmental Health and Development Programs					
Service Update			Issues and Setbacks		
Council delivered a high level of customer service and completed all our skin penetration inspection program, ensuring the safety and health of the Cumberland community.					
Sub Service	Actions	Status	Progress Update		
Environmental Health Programs	<ul style="list-style-type: none">Undertake inspections to ensure food safety and public health surveillance including the Food Safety Surveillance Program, the Skin Penetration Program, and the Legionella Surveillance Program		Council has undertaken: <ul style="list-style-type: none">636 Food Shop Inspections and 19 Re-Inspections77 Cooling Tower Inspections72 Skin Penetration Inspections and three Re-Inspections. In addition, Council investigated and resolved 905 customer enquiries. Skin penetration is now completed.		
Performance Indicators - Measures	Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks	
Number of food safety surveillance inspections completed	1,048 annually	40%	60%		636 food inspections completed.
Number of skin penetration premises inspections completed	71 annually	0%	100%		72 shops were inspected and 5 shops closed. Due to the nature of the program, all skin penetration premises are inspected during the second half of the financial year.
Number of water-cooling systems premises inspections completed	131 annually	25%	96.57%		77 inspections of premises with regulated systems were undertaken. 18 Individual cooling towers that cannot be inspected due to height restrictions and access, have documented compliance with Public Health Standards, which are received in lieu of physical inspections. Two individual sites that have been decommissioned.

ENVIRONMENT AND PLANNING








Place and Engagement – Coordinators Community Engagement and Communications, Economic Development, Place Liaison and Activation and Principal Smart Places Officer			
Service Update			Issues and Setbacks
<p>There has been a large focus on place making and activation specifically targeting public domain upgrades to address safety in the community.</p> <p>The implementation of the Smart Places Strategy has been progressing with interest in technology and place making as a tool to deliver smart places and communities.</p> <p>Economic Development has been a thriving project, with a big focus on women in trade. A number of activities have been delivered and has been met with great interest from community members as well as training organisations.</p>			
Sub Service	Actions	Status	Progress Update
Community Engagement	<ul style="list-style-type: none"> Implement actions from the Community Engagement Strategy Increase engagement visibility through community pop up stalls at Council or community events, as well as regular project engagement updates through Council's Have Your Say webpage 		<p>Council has continued to progress with actions from the Community Engagement Strategy, specifically:</p> <ul style="list-style-type: none"> Objective 4: Continuous Improvement: Council is exploring new and innovative ways to engage with the community, this includes the development of a virtual engagement room and trial of portable real time translation/interpretation devices. <p>Council's Have Your Say platform has reached a total of 2,878 registered users accompanied by 206,870 total unique visitors.</p> <p>Council has continued to facilitate engagement sessions. This includes:</p> <ul style="list-style-type: none"> 39 projects exhibited on consultation. 13 pop-up consultations and drop-in sessions. <p>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.</p>
Place Making and Activation	<ul style="list-style-type: none"> Investigate and plan for a range of place activations in each ward to support new and existing business, encourage use of local centres and increase town centre vibrancy 		<p>As part of Council's Beat the Heat Program, Council implemented free waterslide activations every Saturday and Sunday in January 2024 across the following locations:</p> <ul style="list-style-type: none"> Wyatt Park, Lidcombe Lytton Street Park, Wentworthville Greystanes Sportsground, Greystanes Campbell Hill Pioneer Reserve, Guildford Granville Park, Merrylands. <p>As part of the Safer Cities: Her Way Program, Council has progressed and completed the public domain upgrades, public art and place making improvements in:</p> <ul style="list-style-type: none"> Guildford Laneway Guildford Community Centre, O'Neill Street Auburn Central Plaza Hawkesbury Road, Westmead – Oakes Centre.

			<p>Council conducted two place activations, which has seen significant attendance, these include:</p> <ul style="list-style-type: none"> • Live and Local – February 2024 • Back to Guildford – May 2024. 		
Economic Development	<ul style="list-style-type: none"> • Promote and enable growth of local employment and attract businesses to Cumberland through events, workshops and partnerships with the Local Chamber of Commerce and other agencies/stakeholders • Undertake face-to-face business audits in local shops and centres • Develop and strengthen effective partnerships with universities, TAFEs, schools, and key locally based organisations to nurture local skill development, promote local job pathways and grow businesses 		<p>To promote and enable growth of local employment, Council facilitated the following events:</p> <ul style="list-style-type: none"> • Achieving Gender Balance on Wednesday, 28 February 2024. • Diversity is good for business, as part of ‘Trade Up to a Better Future Program’ on Tuesday, 26 March 2024. • Try a Trade Discovery Day on Wednesday, March 27, 2024. <p>Council undertook one Business Town Centre audit, in Merrylands. A report has been created and is part of the ongoing Town Centre Audit Program.</p> <p>Ongoing meetings and partnerships have been established with universities, TAFEs, schools, and key locally based organisations to nurture local skill development, promote local job pathways and grow businesses. These partnerships have assisted in sourcing of grant funding, joint projects as well as partnerships in Council’s business and economic development programs.</p>		
Smart Places	<ul style="list-style-type: none"> • Deliver the Granville Smart City actions • Commence delivery of the Cumberland Smart Places Strategy and Action Plan 		<p>Smart Places Strategy items are on track, with the following items progressed:</p> <ul style="list-style-type: none"> • Installation of smart technology at Guildford Laneway, as part of the Safer Cities: Her Way Program • Tried the use of a people counting tool to better understand the impact on visitation numbers • Progressing the development of an open data platform for access by the community • 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) • Partnered with CSIRO to deliver the Educate to Innovate breakfast • Worked with CSIRO on the Generation STEM Program. 		
Performance Indicators - Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Progress place making, activations and economic development activities in accordance with approved program		100%	100%	100%	<p>Council has delivered three major Economic Development Projects, including:</p> <ul style="list-style-type: none"> • Achieving Gender Balance on Wednesday, 28 February 2024 • Diversity is good for business, as part of ‘Trade Up to a Better Future Program’ on Tuesday, 26 March 2024 • Try a Trade Discovery Day on Wednesday, March 27, 2024. <p>Council also facilitated and supporting:</p> <ul style="list-style-type: none"> • 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. <p>Council has conducted a Town Centre economic analysis audit in Merrylands.</p>
Number of community engagement activities		12 annually	16	14	 Council has continued to deliver significant number of community engagement activities.
Increase engagement subscriptions and views on Council’s engagement portal from previous year		5% increase	11%	6.5%	 Council’s Electronic Direct Mail (EDM) continues to drive growth in subscription and views and an optimal engagement channel for projects that are currently on consultation.


Strategic Planning – Coordinator, Urban Strategy and Planning			
Service Update			Issues and Setbacks
<p>Four public exhibitions were conducted, supporting the advancement of the Burnett Street Neighbourhood Centre Planning Proposal, 25 South Parade Planning Proposal, Cumberland Local Heritage Awards and Cumberland Local Heritage Rebate Program.</p> <p>Council successfully delivered the Cumberland Local Heritage Awards and Cumberland Local Heritage Rebate Program.</p>			
Sub Service	Actions	Status	Progress Update
Strategic Planning	<ul style="list-style-type: none"> Progress the Woodville Road Corridor Strategy and Planning Proposal Progress the Westmead Master Plan and Planning Proposal Finalise and implement the finding of the Local Shops Study Progress the Local Environment Plan (LEP) and Cumberland Development Control Plan (DCP) housekeeping review Respond to NSW Government and other agencies through submissions, advocacy and cross council/agency working groups Collaborate with the Greater Cities Commission and relevant councils on the new Regional and District Plans Actively engage and create partnerships to advocate Council's position on affordable housing and the needs for Cumberland City Engage in partnerships and undertake further work on how to increase the supply of affordable housing with stakeholders such as Southern Sydney Regional Organisation of Councils (SSROC), Western Sydney Regional Organisation of Councils (WSROC), Resilient Sydney, other councils and other relevant agencies Implement actions in the Affordable Housing Policy and Strategy Finalise the Walking and Cycling Strategy 		<p>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.</p> <p>The draft Westmead Master Plan Strategy and Planning Proposal was supported by Cumberland Local Planning Panel on 27 March 2024. The draft plan and Planning Proposal was reported back to Council and endorsed on 5 June 2024.</p> <p>Council conducted a flood study for Burnett Street Neighbourhood Centre Planning Proposal, reflecting the Gateway determination conditions. Public exhibition was held between 23 April and 22 May 2024. Submissions are being considered prior to a further report to Council.</p> <p>25 South Parade Auburn Planning Proposal proceeded with public exhibition held between 26 March and 1 May 2024.</p> <p>Cumberland Local Shops Study and Walking and Cycling Strategy were endorsed by Council on 1 May 2024.</p> <p>Council continues to collaborate with the Department of Planning, Housing and Infrastructure on the status and timing of regional and district plans. However, due to the recent restructure within the Department of Planning, Housing and Infrastructure and the dissolution of the Greater Cities Commission, the regional and district plans are yet to be published by the State Government for comments.</p>
Heritage	<ul style="list-style-type: none"> Deliver the Heritage Grants and Awards Program Progress the Heritage Planning Proposal 		<p>The Heritage Planning Proposal has been finalised and is at the final stage of gazettal.</p> <p>The Cumberland Local Heritage Awards Ceremony 2024 was held at the Holroyd Centre on 13 June 2024. Nine prizes from three Categories were presented at the night.</p> <p>The three categories are:</p> <ul style="list-style-type: none"> Best Maintained Heritage Property Researching Our Local History Keeper of the Sone Children's Colouring Competition <p>This year's Cumberland Local Heritage Rebate applications have been endorsed by Council.</p>

Performance Indicators – Measures	Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Progress strategic planning activities in accordance with approved program	100%	50%	100%	✓
Compliance with meeting schedule for Heritage Committee meetings	4 held annually	2	2	✓









Development Management – Coordinators, Major Development Assessment, Building Assessment, Fast Track Development Assessment, Development and Building Systems					
Service Update			Issues and Setbacks		
Council determined 109 development applications in less than 40 days.					
Sub Service	Actions	Status	Progress Update		
Development Assessment	<ul style="list-style-type: none"> Undertake assessment and determination of development applications, private tree applications and subdivision certificates Respond to NSW Government initiatives 	✓	Council has determined: <ul style="list-style-type: none"> 481 development applications 185 tree applications 117 subdivision certifications Cumberland City Council continues to respond to NSW Government initiatives and any legislative changes introduced including: <ul style="list-style-type: none"> 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. 		
Planning Panels	<ul style="list-style-type: none"> Coordinate Planning Panel meetings 	✓	The Cumberland Local Planning Panel (CLPP) has been operating in accordance with the schedule set by the Department. The CLPP met five times and has determined 18 applications.		
Performance Indicators - Measures	Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks	
Development Application median processing times	86 days	77	81 days	✓	
Development Application percentage determined <=90 days	50%	59%	50.1%	✓	
Tree Application processing times	30 working days	100%	100%	✓	
Subdivision Certificate Application processing times	60 working days	37%	42%	! 117 applications determined with 49 applications completed on time. The delays in subdivision certificate assessment can be attributed to incomplete information submitted at lodgment. This has been rectified by introducing a subdivision certificate checklist, which is improving the process.	
Compliance with meeting schedule for Cumberland Local Planning Panel meetings	11 held annually	4	5	! No meetings in December and January, due to Christmas and New Year shutdown. Meetings are determined by volume of applications required to be referred to the panel.	

Engineering and Building – Coordinator Building Assessment, Executive Engineers Stormwater and Infrastructure Design and Traffic and Transport					
Service Update			Issues and Setbacks		
Council progressed a range of design proposals and various planning and/or design studies, including: <ul style="list-style-type: none">Wentworthville Public Domain DesignPippita Rail TrailDuck River Flood StudyBlackspots Program initiatives.					
Sub Service	Actions	Status	Progress Update		
Stormwater	<ul style="list-style-type: none">Progress the preparation of the Duck River Flood StudyMonitor flood patterns in Cumberland and undertake refinements to existing flood studies and mapping as required		Duck River Flood Study is progressing well, with preliminary modeling undertaken. 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.		
Traffic and Transport	<ul style="list-style-type: none">Liaise with transport agencies on strategic traffic and transport mattersDevelop projects for the Black Spot ProgramUndertake plans and studies to support alternate sustainable forms of transport throughout CumberlandUndertake assessment of traffic issues and report to Cumberland Local Traffic Committee (CTC)		Council continues to liaise with TfNSW on State projects including: <ul style="list-style-type: none">Sydney Metro worksWestmead. The following projects have been funded by the Get NSW Active Program through Transport for NSW (TfNSW): <ul style="list-style-type: none">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 this projectConstruction of a raised pedestrian crossing on Gilba Road, Girraween. The design and construction will be completed in the 2024-2025 financial year. Completed investigations for road safety issues and 154 reports were presented to the Cumberland Local Traffic Committee (CTC).		
Infrastructure Design	<ul style="list-style-type: none">Undertake design work for public domain and town centresUndertake design work for traffic, transport, stormwater and flood managementComplete timely design works for approval and construction for Capital Works and Black Spot Program		Design work has now been completed for 2024-2025 traffic and potential grant funded projects related to the Blackspot and Get Active NSW Program. Wentworthville Town Centre public domain concept plans have been finalised following community engagement activities, with detailed design work in progress.		
Building Assessment	<ul style="list-style-type: none">Undertake assessment and determination of building assessment certificates including Construction Certificates, Building Information Certificates, Occupation Certificates and Complying Development Certificates		Council assessed and determined the following certificates: <ul style="list-style-type: none">Six Construction Certificates28 Building Information CertificatesEight Occupation CertificatesOne Complying Development Certificate		
Performance Indicators - Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Work within Road Reserve Application processing times		15 working days	77%	92%	 131 applications received with 120 applications completed within 15 working days.
Rock Anchors and Street Drainage Application processing times		15 working days	75%	100%	 17 applications received with 17 applications completed within 15 working days.
Road Occupancy Application processing times		15 working days	100%	100%	 166 applications received and 166 completed within 15 working days.





Driveway Application processing times	15 working days	88%	95%	✓ 557 applications received with 531 applications completed within 15 working days.
Compliance with meeting schedule for Cumberland Local Traffic Committee Meetings	5 held annually	3	3	✓
Occupation Certificate processing times	20 days	29%	63%	! 8 applications received with 5 applications completed within 20 days.
Complying Development Certificate processing times	20 days	0%	0%	! One application received with nil completed within 20 days.
Building Information Certificate processing times	90 days	40%	32%	! 28 applications received with nine applications completed within 90 days. Longer processing times due to delays in receiving information from applicants.
Construction Certificate processing time	20 days	25%	17%	! Six applications received with one application completed within 20 days. Longer processing times due to delays in receiving information from applicants.






Environment Programs – Senior Coordinator, Environment and Resource Recovery				
Service Update			Issues and Setbacks	
<p>Council has developed its first Litter Prevention Strategy and Action Plan and has received \$420,000 in grant funding to implement the Litter Prevention Strategy and Action Plan.</p> <p>Collaboration with Sydney Water to install 10 smart meters at key Council facilities resulting in water saving and leak detection.</p>				
Sub Service	Actions	Status	Progress Update	
Environmental Strategy and Programs	<ul style="list-style-type: none"> Implement relevant year actions in the Waste and Resource Recovery Strategy, Biodiversity Strategy, the Sustainability Action Plan and the Urban Tree Strategy Review and update Waste and Resource Recovery Strategy Implement relevant year actions in the Asbestos Management Framework LED Lighting Upgrade Project 	<div>  </div>	<p>Implemented actions within the Waste and Resource Recovery Strategy, including:</p> <ul style="list-style-type: none"> 25 workshops delivered to the community and local schools on waste and resource recovery. Engagement attended by 1,259 people Household chemicals clean out with 280 cars attending with 12.2 tonnes diverted from landfill Kitchen 2 Gardens compost bag giveaway held in June 2024 with 400 houses signed up and 800 bags given away Development of Councils first Litter Prevention Strategy and Action Plan. <p>Implemented actions within the Biodiversity Strategy, including:</p> <ul style="list-style-type: none"> Completion of Woody Meadows Project, planting over 2,500 plants in Kibo Reserve, Berala Ongoing bush regeneration work as part of Wategora Reserve Grant project Ongoing Native Bird Program with 16 attendees at Wategora Reserve 15 informative tree plaques installed at significant trees to inform and engage with residents on the importance of trees to the environment. <p>Implemented actions within the Sustainability Action Plan, including:</p> <ul style="list-style-type: none"> 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. <p>Implemented actions within the Urban Tree Strategy, including:</p> <ul style="list-style-type: none"> Seeds Collection Project ongoing with seeds collected and 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. 	

			Implemented actions within the Asbestos Management Framework, including: <ul style="list-style-type: none">Incorporating asbestos soil testing into tree planting day risk assessmentsOngoing improvements to integrate data into Councils systems to help identify asbestos sites.		
Performance Indicators - Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Number of inspections completed as part of the Bin Inspection Program to better implement the Contamination Management Plan		10,000 bins annually	8,222	6,172	✓
Number of development referrals assessed for waste management within the 14-day timeframe		100% compliance	97%	97%	✓
Tonnes collected from bookings for the Asbestos Collection Program		6 tonnes annually	0.86	2.46 tonnes	! Utilisation remains lower than usual.
Number of mobile problem waste collection bookings		3,200 bookings annually	1,379	1,296	✓
Tonnes of problem waste collected		80 tonnes annually	35.1	37.3	✓
Number of litter prevention events held		2 litter prevention events annually	1	3	✓







Planning Systems – Coordinator, Planning Systems					
Service Update			Issues and Setbacks		
Progressed Planning Proposals and Planning Agreements to support development in Cumberland.					
Sub Service	Actions	Status	Progress Update		
Planning Proposals	<ul style="list-style-type: none"> Deliver assessment of site specific and proponent-initiated Planning Proposals 		One proponent-initiated site-specific Planning Proposal was reported to the Cumberland Local Planning Panel and Council: <ul style="list-style-type: none"> 4-4A Terminal Place and 5 & 7 McLeod Road, Merrylands Two proponent-initiated site-specific Planning Proposals have been finalised and notified: <ul style="list-style-type: none"> 2-10 Victoria Street East, Lidcombe 245-247 Great Western Highway, South Wentworthville 		
Voluntary Planning Agreements (VPA)	<ul style="list-style-type: none"> Negotiate and implement Voluntary Planning Agreements (VPA) associated with Planning Proposals Negotiate and implement Works in Kind Agreements (WIKAs) associated with Planning Proposals 		One Voluntary Planning Agreement variation associated with a finalised Planning Proposals has been executed: <ul style="list-style-type: none"> 1A & 1B Queen Street, Auburn One Voluntary Planning Agreements variation associated with a finalised Planning Proposals has been executed: <ul style="list-style-type: none"> 245-247 Great Western Highway, South Wentworthville One Voluntary Planning Agreement has been reported to Council and publicly exhibited: <ul style="list-style-type: none"> 15 Neil Street, Merrylands 		
Contribution Plan Administration	<ul style="list-style-type: none"> Deliver ongoing administration and financial management of the Local Infrastructure Contribution Plans Audit and acquit Voluntary Planning Agreements, Works in Kind Agreements (WIKAs) and bonds 		All actions related to the administration of Council's Contribution Plans have been managed in accordance with legislative requirements. Nil Voluntary Planning Agreements (VPA's) or Works in Kind Agreements (WIKAs) have been acquitted.		
Planning Certificates	<ul style="list-style-type: none"> Prepare and issue planning certificates Prepare and issue flood advice letters Update planning certificates in response to changes to regulation and policies 		3,278 Planning Certificates have been received and processed. 274 flood advice letters have been received and processed. Planning certificates template and its supporting data, such as Geographic Information System mapping and land affectations for land parcels have been updated to align with changes in regulations, policies and environmental planning instruments.		
Performance Indicators - Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Progress planning system activities in accordance with approved program		100%	100%	100%	 Progressed one planning proposal for 4-4A Terminal Place and 5 & 7 McLeod Road, Merrylands.
Planning Proposal processing times as per State guideline		100%	100%	100%	 Assessment of one complex planning proposal within 120 days.
Planning Certificate processing times		5 working days	100%	100%	 3,278 Planning Certificates received and completed within 5 working days.
Flood Advice Letter processing times		10 working days	100%	100%	 274 Flood Advice Letters received and completed within 10 working days.




Public Spaces Planning and Design – Executive Manager, Environment and Planning Systems

Service Update			Issues and Setbacks
<p>Planning and design of five improvement projects has been completed including:</p> <ul style="list-style-type: none"> • Kibo Reserve Upgrade • New Glasgow Park Half Basketball Court • Dirrabari Reserve Fitness Station • Whyman Reserve Upgrade • Canal Road Park New Shared Path. <p>Development Application approval was received for two council-led projects signifying a major milestone in the progress of these projects:</p> <ul style="list-style-type: none"> • Duck River Regional Playground • Girraween Park Amenities Building. <p>Town Centre Public Domain Plans were adopted by Council for:</p> <ul style="list-style-type: none"> • Guildford • Regents Park. 			
Sub Service	Actions	Status	Progress Update
Open Space and Recreation Strategy	<ul style="list-style-type: none"> • Undertake priority actions identified in the Cumberland Open Space and Recreation Strategy 		<p>Council progressed actions from the Open Space and Recreation Strategy, including:</p> <p>Town Centre Public Domain Plans adopted for Guildford and Regents Park</p> <ul style="list-style-type: none"> • Consultation on the Toongabbie Town Centre Public Domain Plan.
Recreation and Community Facilities	<ul style="list-style-type: none"> • Undertake priority actions identified in the Community Facilities Strategy • Progress WestInvest projects in accordance with grant requirements 		<p>Council has received development approval for the Girraween Park Amenities Building which includes a community space. Detailed design is now underway based on the approved Development Application.</p> <p>Development Application lodged for Auburn Basketball Centre of Excellence – Stage 2.</p>
Plans of Management	<ul style="list-style-type: none"> • Ensure all relevant plans of management are up to date and implemented • Undertake priority actions identified in the Plans of Management Program 		<p>Initial work underway to progress harmonised Plans of Management for Cumberland.</p>
Local Spaces and Places Program	<ul style="list-style-type: none"> • Undertake all relevant planning and design actions within the Local Spaces and Places Program • Progress WestInvest projects in accordance with grant requirements 		<p>Seven construction projects have been completed including:</p> <ul style="list-style-type: none"> • Civic Park, Pendle Hill Upgrade • Ray Marshall Field 3 Lighting • Jack and Jill Reserve Playground • Dudley Street Reserve Playground • Darmania Avenue Park Playground • Central Park, Lidcombe Playground • Lawson Square Tennis Courts. <p>Six construction project are underway including:</p> <ul style="list-style-type: none"> • Alderson Park Upgrade







			<ul style="list-style-type: none">• Purdie Lane Amenities• Norman Park Upgrade• Kulgun Reserve Playground• Colquhoun Park Playground• Canal Road Park Upgrade. <p>Four Masterplan projects are currently in progress including:</p> <ul style="list-style-type: none">• Phillips Park (implementation)• Lytton Street Park (implementation)• Coleman Park• Chadwick Reserve. <p>Planning and design is underway for:</p> <ul style="list-style-type: none">• Joseph Street Precinct Upgrade• New Glasgow Park Half Basketball Court• Prospect Hill Path to Lookout• Nemesia Street Park Upgrades• Duck River Regional Playground• Dirrabari Reserve New Amenities• Lidcombe Remembrance Park Upgrade• Joyce Street Park• Yulunga Reserve. <p>Three Local Playspace projects are in design phase</p> <ul style="list-style-type: none">• Munro St Reserve Playspace Upgrade• M J Bennett Reserve Playspace Upgrade.• Roberta Street Park Playground and Fitness Area.		
Strategic Corridors	<ul style="list-style-type: none">• Undertake all relevant planning and design actions within the Strategic Corridors Program• Continue with the implementation of the Prospect Pipeline Corridor and Duck River Parklands Strategic Masterplans		Council is progressing 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. For Duck River Parklands, the planning and design of two parklets as well as the proposed Active Transport Link at Mona Street is now complete. The Development Application for the Duck River Regional Playground was approved in June 2024.		
Performance Indicators - Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Number of strategic actions delivered from the Open Space and Recreation Strategy		3 annually	0	0	 Annual target not met, however, progress is ongoing. Council anticipates more strategic actions being delivered in the next financial year.
Number of plans of management completed/updated		2 annually	3	0	
Number of planning and design projects delivered		10 annually	13	5	
Number of successful grant applications		2 annually	1	1	










CORPORATE PERFORMANCE







Bookings and Community Centres – Coordinator, Bookings and Community Centres					
Service Update			Issues and Setbacks		
Council has continued to strengthen partnerships with providers, effectively promoting our community centres and bookable venues. Utilisation of these spaces has increased, with improved accessibility ensuring they better serve the community. These efforts have led to enhanced engagement and more efficient use of our facilities, showcasing our commitment to fostering community connections and improving service delivery.					
Sub Service	Actions		Status	Progress Update	
Community Centre Operations	<ul style="list-style-type: none">Implement Community Facilities Satellite Model including investigating opportunities to staff a Community Centre based at Allan G Ezzy Community Centre in PemulwuyImplement the Community Facilities Strategy including building relationships with providers, increasing promotion of Council’s network of facilities, and increasing the number and range of programs and activities.			<p>The investigation into opportunities to staff a community centre at Allan G. Ezzy Community Centre in Pemulwuy is ongoing and pending the receipt of data to confirm the feasibility or otherwise of such a service offering.</p> <p>Council has strengthened relationships with existing providers and introduced two new fitness programs with Reclink and two additional pathway programs with TAFE NSW, expanding services across Cumberland City.</p> <p>Council’s community centres have collaborated with internal stakeholders to promote our venues through various events and social media platforms.</p> <p>Council delivered 92 community centre programs fostering a collaborative spirit amongst the community. These programs targeted education, recreation, arts and music.</p>	
Bookings Administration	<ul style="list-style-type: none">Tennis Courts Booking System MigrationManage booking requests, process booking application, and assess and approve filming and event applications on request			<p>The pilot program with the Tennis Court Booking System in its current state is not fit for the purpose of tennis court bookings. Other avenues are being investigated.</p> <p>Council continues to manage booking requests, process booking applications, and assess and approve filming and event applications.</p> <p>During the period, Council received:</p> <ul style="list-style-type: none">11,864 booking applications6,215 booking enquiries21 Filming applications33 Event applications	
Performance Indicators - Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Confirmation of bookings applications processed		Within 10 days	99.43%	95.70%	 11,360 booking applications were processed within 10 days
Respond to all bookings enquiries within timeframe		Within 48 hours	99.96%	98.6%	 6,127 booking enquires were responded to within 48 hours
Assess and approve filming applications within timeframe		Within 10 days	100%	91%	 19 filming applications were assessed and approved within 10 days.
Assess and approve events applications within timeframe		Within 20 days	93.54%	96%	 32 event applications were assessed and approved within 20 days.

Customer Service – Coordinators, Customer Service, Records Management and Complaints and Feedback			
Service Update			Issues and Setbacks
<p>The application creation process for certificates has now been automated with certificates lodged via the planning portal.</p> <p>This automation covers the following application types:</p> <ul style="list-style-type: none"> • CDC – Private Complying Development Certificate • CC – Private Construction Certificate • OC – Private Occupation Certificate • SC – Private Subdivision Certificate • SWC – Private Subdivision Works Certificate • OTH – Private Other Certificate • Mod CDC – Modification Application Complying Development Certificate <p>Council continues to strive for excellence and continuous improvement in service delivery. Through close collaboration with other departments, Council has streamlined processes, fostering efficiency and synergy across the organisation.</p>			
Sub Service	Actions	Status	Progress Update
Records Management	<ul style="list-style-type: none"> • Manage Council records including digitisation 		The Digitisation of Council Records Project has been delayed by five weeks. The completion date is expected to be 30 July 2024.
Customer Experience	<ul style="list-style-type: none"> • Undertake annual Customer Satisfaction Survey and produce and publish the Voice of the Customer Report • Develop Channel Management Strategy • Develop Customer Experience Strategy 		<p>The implementation of the Customer Experience Strategy and Channel Management Strategy have been deferred to the 2024-2025 financial year.</p> <p>This has enabled Council to develop the Cybersecurity, which is focused on enhancing operational resilience and digital capabilities. Aligning with these priorities, now positions Council to deliver improved services and experiences in the future.</p>
Complaints and Feedback	<ul style="list-style-type: none"> • Ensure outcomes and resolutions are provided for Tier 1 customer complaints and feedback and provide training for all department upon request 		<p>Quarterly complaint analysis and improvement recommendations reporting has been completed, addressing the core issues for complaints and providing corrective actions to enhance change within Council.</p> <p>Resolving customer complaints promptly and effectively remains a priority. Valuable feedback is shared with business units to promote continuous improvement and drive positive change.</p>


Performance Indicators - Measures	Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Correspondence registered within timeframe	Within 8 business hours	100%	81%	✔ 34,485 tasked correspondences registered due to staff movements.
Internal records requests requiring offsite retrieval	Within 48 hours	100%	100%	✔ 330 offsite internal records requested.
Percentage of customer calls answered in 60 seconds on average	≥ 80%	90%	86%	✔ 74,127 calls answered.
Percentage of customer service counter service enquiries attended to within 3 minutes	≥ 80%	88.5%	86%	✔ 13,600 customers served at customer contact centre counters.
Customer contact average wait time	≤ 30 seconds	22s	28s	✔
Percentage of abandoned calls	≤ 4%	2%	2%	✔
Webchats answered within 30 seconds of being received	≥80%	94%	98%	✔ 2,600 webchats responses provided
Customer wait time at counter	≤ 3 minutes	2m 17s	2mins	✔
Percentage of Tier 1 complaints acknowledged in accordance with Council's Compliments and Complaints Management Policy within three days	100%	100%	100%	✔
Percentage of Tier 1 complaints resolved in accordance with Council's Compliments and Complaints Management Policy within 15 days	100%	98%	96.4%	✔ 535 complaints received, with 516 resolved within 15 business days






Information Technology – Senior Coordinators, Technology Services and Information Systems					
Service Update			Issues and Setbacks		
<p>Council continually ensures secure and reliable access to information, providing the technological infrastructure necessary for ongoing operations.</p> <p>In addition, Council remains focused on projects and works that enhance operational efficiency, support decision-making, and improve service delivery.</p>					
Sub Service	Actions	Status	Progress Update		
Technology Services	<ul style="list-style-type: none"> Enhance IT Service Management and Technology Roadmap Develop enhanced key performance indicators and security management guidelines for cybersecurity 		<p>Ongoing work on Cyber Security Strategy projects including enhancing the risk register, managing assets, achieving Essential Eight maturity, and implementing a phishing prevention training platform. Council has increased adoption of Authenticator for multi-factor authentication (MFA), decommissioned Citrix, and completed a third-party review of Essential Eight maturity.</p> <p>The use of Authenticator for MFA among staff and elected representatives has increased from 26% to 69%. Efforts are continuing to reach 100% compliance. Additionally, a formal process for managing all technology changes, including the introduction of a Change Advisory Board (CAB), has been established.</p> <p>By implementing advanced cybersecurity measures, managing business systems, and leveraging data analytics, Council is meeting the needs of its internal and external customers.</p> <p>As part of the Integrated Planning and Reporting (IP&R) Resourcing Strategy requirements, Council is now developing its Digital Strategy for 2025-2029.</p>		
Information Systems and Data	<ul style="list-style-type: none"> Develop and implement a Data Quality Management Plan as part of the Data Governance Framework Build and maintain GIS infrastructure to implement Smart City and Digital Strategy projects including investigating a mobility solution and interactive self-service maps and themes. 		<p>Metadata has been created for summarising basic information about spatial data, making it much easier to find and work with spatial data.</p> <p>A roadmap has been built for delivering a mobility solution and interactive self-service maps and themes via the Council website.</p> <p>Council has been reviewing digital mapping in the NSW Planning Proposal Viewer. Once the review is complete, Council will deliver Local Planning Control maps digitally via the NSW Planning Portal.</p>		
Performance Indicators - Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Digital services and online availability 24/7		Nil outages	23	2	 <p>There were two short outages during this period (each less than two hours):</p> <ul style="list-style-type: none"> TechnologyOne experienced one emergency outage IntraMaps experienced one Spatial outage.
Notification or upgrades\outages for business systems or GIS upgrades or outages		10 working days prior	100%	2 outages	 <p>A 10-business-day notification period did not occur for the TechnologyOne and IntraMaps outages as both were to resolve unplanned issues, each lasting less than two hours.</p>
Service desk requests resolved within 2 working days		95%	100%	100%	 <p>2,475 Technology Services Service Desk requests were processed.</p>
Business system requests including GIS mapping requests completed within 3 working days		95%	100%	100%	 <p>2,632 Business System and GIS Mapping requests were processed.</p>





Accounting – Manager, Finance						
Service Update			Issues and Setbacks			
<p>Cumberland City has closed off the 2023-2024 financial year in a sound financial position. The audit of the financial statements will commence in September 2024.</p> <p>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, however, has managed these pressures by efficiency strategies and realistic forecasting, whilst balancing community needs with Council targets.</p>						
Sub Service	Actions		Status	Progress Update		
Financial Accounting	<ul style="list-style-type: none">Complete monthly and annual reporting, including end of financial year statements.Maintain a sustainable and prudent investment strategy.			Council has 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.		
Financial Analysis	<ul style="list-style-type: none">Deliver financial stability through effective analysis of financial data aligned to Council's Long-Term Financial Plan.Prepare fees and charges, annual budget and undertake quarterly budget reviews.			Council finished off the 2023-2024 financial year in a sound financial position. Final 2023-2024 annual accounts are currently being prepared, due for lodgement in October 2024. The 2024-2025 budget was finalised, coupled with an updated 10-year Long Term Financial Plan.		
Performance Indicators - Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks	
Annual Financial Statements are submitted to the Office of Local Government by 31 October		100%	100%	N/A		Annual financial statements are currently being prepared for audit. Due for lodgement October 2024.
Council investments are reported to Council monthly in accordance with statutory timeframes		100%	100%	100%		
2024/25 Budget and Fees and Charges are adopted by Council Quarterly Budget Review Statement is adopted by Council 2 months after the end of the quarter (Sept, December and March only)		100%	N/A	100%		The 2024-2025 budget and fees and charges were adopted by Council in June 2024.
Suppliers are paid in accordance with nominated payment terms		100%	100%	100%		
Rates – Manager, Finance						
Service Update			Issues and Setbacks			
Recovery of overdue charges is an issue for Council given the current economic conditions and cost of living pressures faced by ratepayers, however, Council has seen a reduction of outstanding rates from 8% to 6% in six months.			Current economic conditions continue to impact the collection of Rates. While Council is obliged to levy and collect rates, payment plans are offered for those who are having financial difficulty.			
Sub Service	Actions		Status	Progress Update		
Rates	<ul style="list-style-type: none">Ensure rates are levied and collected on time, and in accordance with legislation			All Rates notices have been issued as per s.562 of the Local Government Act 1993, six weeks before their due date.		
Performance Indicators - Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks	
Annual and quarterly rates notices are issued one month before payment due		100%	100%	100%		
Outstanding rates and charges are less than 5% of the total collectable at 30 June 2024 as per the Office Local of Government Financial Indicators		Less than 5%	8%	6%		Outstanding rates remains outside the benchmark of 5%. Council is taking proactive steps to work with ratepayers, making arrangements with long outstanding account holders, whilst balancing cost of living pressures being experienced by our residents.







Human Resources – Manager, Human Resources					
Service Update			Issues and Setbacks		
<p>Council’s job advertisements have been reviewed and streamlined following feedback gained from young people and people with disability across the community.</p> <p>Council has placed 35 work experience students across various departments within Council, in addition to promoting job opportunities amongst the local community at events such as the Family Fun Day held in April 2024 at the Auburn Centre for Community.</p>					
Sub Service	Actions	Status	Progress Update		
Human Resources Support	<ul style="list-style-type: none">Deliver recruitment support services and identify new recruitment channels and implementing new attraction strategiesDeliver industrial support including writing and implementing organisational HR policies and procedures and support and training for staffProvide onboarding/offboarding and induction of new staff, and process a range of other staff requests		<p>Council has reviewed and streamlined its job advertisements, making information easier for applicants to understand, and has also developed a subscription job alert service. This allows candidates to receive notifications via email when a new job has been advertised.</p> <p>Council has also focused on developing and improving reporting of HR metrics data to better inform decision making across the organisation.</p> <p>Council has delivered four training sessions across the organisation including:</p> <ul style="list-style-type: none">Performance ManagementBullying and HarassmentRecruitmentNon work-related injuries. <p>Three corporate induction sessions were also held and attended by 64 new employees.</p>		
Learning and Organisational Development	<ul style="list-style-type: none">Implement formal Learning and Organisational Development programs to increase the capacity of the organisation to deliver business objectives		<p>Council has launched three organisation development programs and initiatives which all focus on building the capacity and skills of both our current and emerging leaders across the organisation. These programs include:</p> <ul style="list-style-type: none">Council’s award-winning Mentoring and Development Program, now in its third year – 12 mentees and 12 mentors participatingCertificate IV in Leadership and Management – 20 staff participatingLeading in Local Government course through University of Technology Sydney (UTS) - 20 staff participating <p>Compliance with staff qualifications, accreditations, tickets and licences remains a focus of the organisation, with ongoing monitoring and training schedule maintenance continuing to be implemented to ensure that all tickets and licences remain valid.</p>		
Performance Indicators - Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Percentage of probation reviews completed on time		100%	68%	73%	 Council has reviewed and streamlined the process for completing probation reviews. Communication has been provided to all Supervisors and Managers to further reiterate the importance of completing these reviews on time.
Average time to fill a vacant position, from date of advertisement to date of offer		6 weeks	8.9 weeks	7.83 weeks	 A small proportion (10%) of positions did not meet this target due to a variety of reasons including workload of hiring managers, repeated advertising of roles and market conditions.
Mandatory training completed by staff within allocated timeframe		100%	100%	Nil	 No mandatory training was required to be completed.
Number of Organisational Development events/programs delivered		1 per quarter	5	9	 Events delivered include: <ul style="list-style-type: none">International Women’s Day (IWD) – March 2024Harmony Day – March 2024

				<ul style="list-style-type: none"> • Health and Wellbeing Initiative – Fresh fruit deliveries – March / June 2024 • Flu shot clinics held in May 2024 • Lunch yoga sessions – April 2024 • Lunch and learn sessions <ul style="list-style-type: none"> ○ Cultural Awareness – March 2024 ○ Diversity and Inclusion – June 2024 <p>Programs initiated include:</p> <ul style="list-style-type: none"> • Mentoring and Development Program launch – April 2024 • Certificate IV Leadership and Management launch – March 2024 • Leadership Program – April 2024
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Strategic Communications – Manager, Strategic Communications				
Service Update			Issues and Setbacks	
<p>Council received positive media coverage of Wentworthville Community Garden on Channel 7’s Better Homes and Gardens, while the redevelopment and design of the Eric Tweedale Stadium was featured on Channel 31.</p> <p>9News and the Daily Telegraph featured the reopening of Civic Park and the Daily Telegraph featured the proposed designs of the Pippita Rail Trail.</p>			<p>Council received negative media coverage resulting in significant reputational damage as a result of the issue surrounding the library book banning.</p>	
Sub Service	Actions	Status	Progress Update	
Communications and Media	<ul style="list-style-type: none"> • Produce and distribute official statements and media releases to provide information to the media for public release • Deliver regular information to Council’s social media platforms to keep residents informed of programs, services, and events in real time • Manage Council’s website including maintaining content, improving functionality for user experience and publishing community events via the community submission page 		<p>Council efficiently responded to media enquiries, averaging five media enquiries a week, managed crisis communications during the same-sex parent book ban and drag Storytime ban, sent out 17 media releases and monitored and reported on Council related media activity.</p> <p>Council’s social media following has increased:</p> <ul style="list-style-type: none"> • Number of new Facebook followers - 882 • Number of new Instagram followers - 658 • Number of new LinkedIn followers - 467. <p>Best performing Instagram posts:</p> <ul style="list-style-type: none"> • Ramadan Street Festival – Video – 54,975 reach • Easter – Video – 8,619 reach • Nowruz – Video – 4,440 reach. <p>Best performing Facebook posts:</p> <ul style="list-style-type: none"> • Ramadan Street Festival – video – 77,934 reach • Wentworthville Community Garden Easter show – 15,055 reach • Ramadan Street Festival – photos on the night – 13,000 reach. <p>Best performing LinkedIn posts from January to June:</p> <ul style="list-style-type: none"> • LG Excellence Awards night – 3,136 impressions • LG Excellence Awards nominations – 2,513 impressions • Pippita Rail Trail Masterplan – 2,049 impressions. <p>Council added a total of 34 Community submitted events to Council's website.</p>	





Marketing and Advertising	<ul style="list-style-type: none">Publish news, services and events in newspapers available to residents free of chargeDisplay street flag banners in town centres to celebrate national and cultural holidays		<p>The promotion of Council run programs, events and services available to residents have been advertised weekly in two local publications, with a total of 25 editions of weekly advertisements.</p> <p>Council's Street Flag Banner Program completed eight rotations, featuring major national and cultural events celebrated in Cumberland City which included:</p> <ul style="list-style-type: none">PongalAustralia DayLunar New YearNowruzEaster & EidANZAC DayReconciliation WeekNAIDOC Week.		
Performance Indicators - Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Increase in Social Media followers		10% increase annually	6.10%	4.9%	 <ul style="list-style-type: none">Instagram followers increased by 14% from 4,681 to 5,339 followers.LinkedIn followers increased by 7.7% from 6,035 to 6,502 followers.Facebook followers increased by 2.9% from 29,681 to 30,563 followers.
Communication plans developed and in place three months prior to all key Council programs, events and projects		100%	83%	100%	 <p>Council delivered 52 communication plans developed to update the community on services, programs and events, averaging four communications plans per week.</p>
Number of media releases that translate into news articles		≥ 50%	100%	100%	 <p>17 media releases were delivered, and 59 articles were published across a range of publications including the Auburn Review, The Daily Telegraph, The Sun Herald, The Guardian, 9News and SBS World News.</p>
Ratio of positive to negative media coverage of Council		80:20	93.71% positive	63% negative 37% positive	 <p>375 stories were published about Council across various channels and publications including Auburn Review, Parra News, ABC, SBS World News, Channel 10, Channel 9, and Channel 7.</p> <p>There were nine positive front-page stories published in the Auburn Review.</p> <p>The negative media coverage experienced by the same sex parent book ban significantly impacted the positive to negative ratio of media coverage. Council achieved 37:63 positive to negative media coverage during this period. Noting that 89% of the negative media coverage was directly linked to the same sex parent book ban.</p>









Corporate Strategy and Performance – Coordinator, Corporate Planning and Performance					
Service Update			Issues and Setbacks		
<p>Extensive community engagement was undertaken for the Wellbeing Survey, using various channels including social media, face-to-face events and printed materials. The engagement was successful with 1,965 community responses received.</p> <p>Council has continued its internal Quarterly Performance Review (QPR) Program with two facilitated Executive Performance Review meetings in February and May. These meetings have provided performance oversight for the organisation, identifying areas of improvement and celebrating success.</p>					
Sub Service	Actions	Status	Progress Update		
Integrated Planning and Reporting	<ul style="list-style-type: none"> Oversee the management, review and development of Council's IP&R planning documents Deliver key performance updates to Council and the community under the IP&R legislation including six monthly, Annual and State of our City Reporting Undertake Community Engagement as required under the IP&R legislation 		<p>Council adopted the Operational Plan 2024-2025, following public exhibition, and is now available on the Council's website. This plan details Council's annual action plan for delivery during 2024-2025.</p> <p>Development of the full suite of Integrated Planning and Reporting (IP&R) documents has commenced with preparation of the Resourcing Strategy.</p> <p>Development of the Annual Report 2023-2024 and State of our City Report 2021-2024 has commenced, due for completion in November 2024.</p> <p>Council undertook a Community Wellbeing Survey from Monday, 4 March 2024 to Sunday, 7 April 2024. Feedback will be reviewed to identify community priorities for future service planning.</p>		
Corporate Planning and Performance	<ul style="list-style-type: none"> Provide business and support to Directorates Undertake annual service planning Develop and implement Council's Corporate Strategy Prepare and facilitate the Improving Performance and Culture (IPC) workshops and produce internal performance reporting for the Executive Team Maintain Council's performance indicator framework and administration of reporting systems 		<p>Business support has been provided to business units for IP&R requirements, quarterly performance and performance analysis. This support continues to foster a culture of continuous improvement.</p> <p>Following the completion of the service planning process for 2024-2025 a Corporate Plan Master Register has been developed and disseminated to key stakeholders.</p> <p>Service Planning Guidelines have been established to facilitate the service planning process. These guidelines will be presented at the next meeting of the Audit, Risk and Improvement Committee.</p> <p>Council has finalised the Corporate Planning and Reporting Strategy, due to be presented at the next meeting of the Audit, Risk and Improvement Committee. The Corporate Planning and Reporting Strategy aims to ensure Council incorporates strong governance principles through the implementation of its strategic plans through the IP&R Framework. This strategy outlines the adequacy and effectiveness of the IP&R process and informs the reporting and monitoring mechanisms to track performance and progress and Council's ability to achieve its IP&R objectives and strategies.</p> <p>Two Improving Performance and Culture (IPC) workshops were held in March and May 2024, providing opportunity for leaders from across the organisation to discuss corporate performance results. These workshops have also generated valuable discussion to problem solve pain points affecting performance and culture.</p> <p>Council has finalised the Performance Indicators and Reporting Strategy, due to be presented at the next meeting of the Audit, Risk and Improvement Committee. The Performance Indicator and Reporting Strategy aims to ensure Council incorporates strong governance principles through robust performance measurement and reporting. This strategy outlines Council's approach to developing internal and external key performance indicators.</p>		
Performance Indicators - Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Percentage of compliance with Integrated Planning and Reporting legislative requirements		100%	100%	100%	
Number of Improving Performance and Culture workshops held annually		2 annually	1	2	 IPC workshops are being held once a quarter.




Improvement and Implementation – Coordinator, Improvement and Implementation					
Service Update			Issues and Setbacks		
The Continuous Service Improvement Program was a finalist for the Special Project Initiative award at the 2024 Local Government Excellence Awards.					
Sub Service	Actions	Status	Progress Update		
Service Reviews	<ul style="list-style-type: none">Implement the Continuous Service Improvement (CSI) Service Delivery Review ProgramImplement the Internal Satisfaction Survey ProgramProduce a quarterly report to the Executive Team and the Audit Risk and Improvement Committee and develop an Annual Business Improvement ReportAssist in the implementation of improvements identified via Improving Performance and Culture (IPC)		Following the successful completion of the Continuous Service Improvement (CSI) programs pilot Service Review, Council has commenced a review of the Events and Culture Service. This project is progressing well and results will be finalised in July 2024. The Internal Satisfaction Survey Program has been fully implemented with three surveys completed and one collecting responses currently.		
Projects	<ul style="list-style-type: none">Manage Council’s Project Management Framework and associated documents and processes, including digitisation and change managementImplement the Digital Projects and Innovation Program including new system implementations, decommissioning systems, system upgrades and upliftsImplement Change Management on Service Reviews and Projects and manage, update, and improve Council’s Change Management ToolkitProvide corporate business system training and support		Virtual Mailing software investigation concluded with implementation to be undertaken by the end of 2024. Suitability of suggested projects have been analysed for validity prior to presenting business cases to the Executive Team. Corporate system training was delivered in line with business requirements. Suitability of improvement projects for Council’s system training processes are currently being investigated.		
Business Process Mapping	<ul style="list-style-type: none">Implement the Business Process Mapping (BPM) Program and provide ongoing training and support to improve Council’s business process mapping culture		Within the Business Process Management Program, four services have had a library of processes built with several process mapping exercises completed in addition. These increase transparency along with Council’s ability to better understand the current state of key business processes. A process improvement review of the Annual Fire Safety Statement process was completed resulting in 38 recommendations for improvement with implementation to commence in 2024-2025.		
Performance Indicators - Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Number of service reviews undertaken		2 annually	1	1	
Number of processes mapped		12 annually	5	7	
Number of projects delivered against roadmap		100%	100%	100%	





GOVERNANCE AND RISK

Audit, Safety and Risk – Manager, Audit, Safety and Risk				
Service Update			Issues and Setbacks	
<p>Council received a Highly Commended at the NSW Local Government Excellence Awards in the Risk Management category.</p> <p>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.</p> <p>The Program involved Council undertaking a range of initiatives including detailed audits of all swim centres, external specialised training of pool staff and management, creation of multilingual audio/visual signage in all swim centres, execution of a detailed community awareness communications plan, issuing of water safety packs including a picture book about water safety to all children attending Council’s Education and Care centres, and elected Councillor support through a Mayoral Minute passed at a Council meeting. Council also ran various social media campaigns including one Councillor’s participation in the Learn to Swim program to help encourage the community.</p> <p>The Program commenced in 2023 and continues to thrive and expand into 2024.</p>				
Sub Service	Actions	Status	Progress Update	
Internal Audit, Risk Management and Business Continuity	<ul style="list-style-type: none">Improve Council’s Operational Risk Register tool embedded inCouncil’s corporate systemEnsure the review of Council’s Operational Risk Registers every six monthsComplete all Internal Audits identified on Council’s Strategic Internal Audit ProgramReview Council’s Risk Management Policy and Procedures		<p>The review of the Council’s Essential Services Operational Risk Register has been a priority during this period. To evaluate the Council’s response to a business continuity event, a scenario-based exercise is scheduled for the second half of 2024.</p> <p>Regular reviews were scheduled and completed on time to ensure all operational risks are current and accurately documented.</p> <p>Council has successfully completed and reported the following audits to the Audit, Risk, and Improvement Committee:</p> <ul style="list-style-type: none">ProcurementTfNSW Drives System Access & SecurityPayrollOther Asset ManagementProject ManagementFuel Card UsageBookings ProcessesPersonal Rewards and Credit Card Usage. <p>Amendments to the Local Government (General) Regulation 2021 prescribed new Office of Local Government Guidelines and requirements which Council must comply with from 1 July 2024.</p> <p>To adhere to these requirements, the following documents were reported to the May 2024 Audit, Risk and Improvement Committee (ARIC) meeting:</p> <ol style="list-style-type: none">Draft ARIC Charter – Terms of ReferenceDraft Internal Audit Charter, andDraft Risk Management Policy.	

			<p>The Audit, Risk and Improvement Committee Terms of Reference and the Internal Audit Charter were formally adopted at the 19 June 2024 Council Meeting.</p> <p>The Draft Risk Management Policy was resolved at the 19 June 2024 Council meeting to be placed on public consultation. The consultation period for this Policy runs from Thursday, 4 July 2024 to Thursday, 1 August 2024.</p> <p>The 2025-2026 Strategic Internal Audit Plan has been adopted by the ARIC. A four-year Strategic Audit Program and an annual Operational Plan will be developed in the coming period.</p> <p>Employing a strategic risk-based approach, the Plan represents a comprehensive framework designed to assess and mitigate risks while enhancing organisational effectiveness and governance.</p>		
WHS	<ul style="list-style-type: none">Develop and adopt safety procedures for Council’s overall WHS Management System in conjunction with Council’s WHS Committee, ensuring Council’s work practices and activities comply with the Work, Health & Safety Act 2011Provide WHS Management System training and online risk management training for staffDeliver a robust return to work program with further programs in place to reduce the number of injuries in the workplace		<p>Council’s safety procedures are now 96% compliant with International Standard ISO45001. From January – June 2024, ten procedures have been adopted in consultation with the WHS Committee. In alignment with the 2024 Safety Strategic Plan, a comprehensive review has been conducted of all high-risk work performed by Council workers, including an analysis of injury and near miss trends.</p> <p>The WHS Management System and Return to Work Program are continually reviewed and updated to align with current best practices, regulatory requirements, aiming to reduce the number of workplace injuries. The focus has been health monitoring, reviewing chemicals, PPE and equipment and conducting 48 health surveillance risk assessments across the Council.</p> <p>To prevent injuries, Council has conducted ergonomic assessments and educated workers on the importance of stretching and job rotation. Additionally, training on the online risk management has been provided.</p> <p>The strategic focus for the remainder of 2024 places a heightened emphasis on injury prevention, particular concerning high-risk work and associated risks. This prioritisation aligns with Council’s commitment to fostering a safer and more secure work environment for all stakeholders.</p>		
Performance Indicators - Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Percentage of Annual Program of Internal Audits completed		90%	83%	100%	 Council has exceeded target, with seven audits being completed and reported to the ARIC. This included two additional audits that were added to the program during the period by management to address key areas.
Percentage of audit actions completed on time across Council		80%	88%	94%	 Council has exceeded target, attributed to the support of management across the organisation in conjunction with the oversight of the Audit, Risk and Improvement Committee.
Percentage of operational risk register reviews completed across Council		80%	100%	100%	 Council undertook all 12 scheduled operational risk reviews. This included an additional two risk register reviews that were included to address key risks.

Governance and Executive Support – Manager, Governance					
Service Update			Issues and Setbacks		
Council successfully delivered nine citizenship ceremonies with over 1,400 conferees receiving citizenship.					
Sub Service	Actions	Status	Progress Update		
Corporate Governance	<ul style="list-style-type: none">Ensure all Council resolutions are actioned and updated with reporting provided to the Executive TeamFacilitate access to Council records through open access release or via incoming request applications in accordance with the GIPA Act 2009Ensure staff are regularly trained on the Code of Conduct and other key governance topics, driving a strong governance culture throughout Council's operations		95 Council resolutions have been actioned and updated. 10 formal and 791 informal GIPA applications have been determined.		
Committee Support and Civic Governance	<ul style="list-style-type: none">Deliver high-level Council and Committee secretariat support to key Council CommitteesEnsure that all Council Advisory Committees operate with good governance practices.		High level secretariat support has been provided to Council committees, ensuring appropriate meeting administration and good governance practices are applied. The minutes of Council's Advisory Committees have been reported to Council for adoption.		
Executive Support	<ul style="list-style-type: none">Provide a high standard of Executive Support to the Mayor and Councillors.		Councillor support has been provided as defined under the Councillor Expenses and Facilities Policy.		
Civic Events	<ul style="list-style-type: none">Deliver high quality civic events, including citizenship ceremonies and support other important civic engagements throughout the year		Council delivered 16 civic events: <ul style="list-style-type: none">Nine citizenship ceremoniesLocal Citizen of the YearAustralia Day 2024Kings Birthday 2023 Honours ReceptionWorkplace Tragedy MemorialRamadan IftarANZAC DayCivic Park Re-opening		
Performance Indicators - Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Percentage of access to information applications (GIPA Act) completed within timeframe		>90%	100%	90%	 9 out of 10 formal GIPA applications were received and completed on time.
Percentage of business papers and meeting minutes published on time in accordance with the adopted Code of Meeting Practice		100%	100%	100%	
Percentage of conferees receiving citizenship within three months of being approved to receive it by the Department of Home Affairs		>80%	100%	100%	
Percentage of Council Meetings livestreamed to the public		100%	100%	100%	

Procurement – Senior Coordinator, Procurement and Contracts					
Service Update			Issues and Setbacks		
Council has implemented a purchase order dashboard providing live online data for all purchase order activities allowing users to track spend efficiently.					
Sub Service	Actions	Status	Progress Update		
Procurement, Contract Management and Reporting	<ul style="list-style-type: none"> Ensure all tenders and quotation processes over \$20,000 are centrally led by Procurement Deliver robust tender processes with all matters reported to Council which exceed the financial delegation of the General Manager 		<p>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.</p> <p>Procurement activities are following the Local Government (General) Regulation 2021 with no probity issues recorded.</p> <p>Five matters exceeding the financial delegation of the General Manager were reported to Council.</p>		
Performance Indicators – Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Provide a report to Council's Audit, Risk and Improvement Committee detailing the performance of procurement and any non-compliances across Council		1 per quarter	1	2	 Quarterly reports were provided to Council's Audit, Risk and Improvement Committee in August 2023, November 2023, February 2024 and May 2024.
Ensure that all expenditure of public funds is undertaken with good probity and in accordance with the <i>Local Government Act 1993</i> and Local Government (General) Regulation 2021		100% complete	100%	100%	

Property Services – Manager, Property Transactions					
Service Update			Issues and Setbacks		
The Cumberland Property Committee met three times during the reporting period and continue to drive the strategic focus for Council's property portfolio and related transactions.					
Sub Service	Actions	Status	Progress Update		
Property Leasing and Transactions	<ul style="list-style-type: none"> Integrate the Property Leasing Register with the TechnologyOne Platform 		The Property Lease Register is kept current through regular monitoring and maintenance, which enhances operational efficiency, optimises data management, and supports improved reporting.		
Property Development	<ul style="list-style-type: none"> Progress and maximise property transactions to provide optimum outcomes for Council Review and implement Council's Property Strategy Ensure that the Property Committee is duly informed and provides oversight to key property projects undertaken 		<p>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.</p> <p>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. Development of the Property Strategy is in progress. Council is currently reviewing its assets in accordance with Council adopted strategies and plans which will form part of the Property Strategy.</p>		
Performance Indicators - Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Ensure that existing Council leases and licenses are renewed and not on holdover provisions		80%	79%	74%	 71% of agreements are within a current lease or licence agreement period, with a further 21% of agreements currently within an active negotiation process. 9 additional lease agreements have entered into a holdover provision during this period. Council is currently reviewing the proposed use ensuring maximum utilisation that meets community needs.
Ensure increased revenue outcomes year on year are achieved for Council		>10%	30%	9.4%	 Property Services revenue decreased by 10.3% compared to the same period in 2022-2023, largely due to a timing difference of a leasing fee received for advertising signage. Overall, the total Property Services revenue has increased by 9.4% for the year in comparison to 2022-2023; however, including one-off property transactions such as sales and easements, the total revenue has increased by 48.9%.