



CUMBERLAND  
CITY COUNCIL

Operational Plan 2024-2025

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## Performance and Progress Report

July 2024 – December 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.

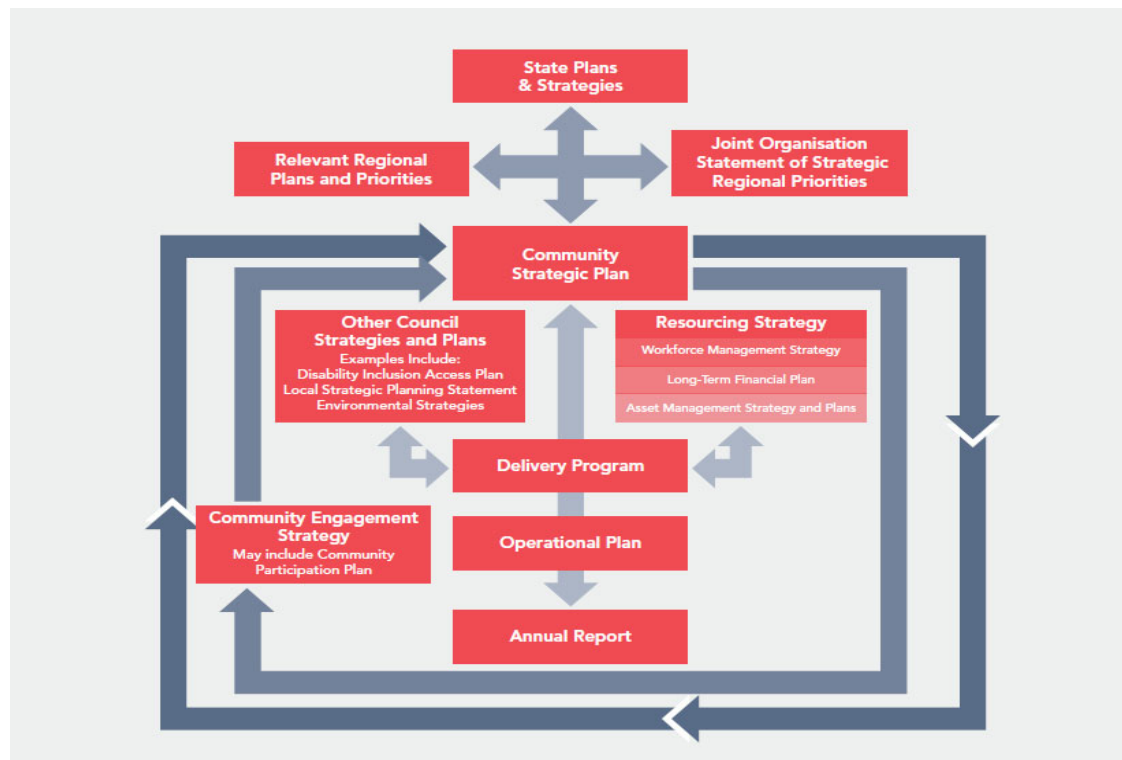
The IP&R Framework provides Council and the community, a clear and transparent picture of:

- 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 July 2024 – December 2024. This report evaluates and reports on Council's performance relative to the commitments and principal deliverables detailed in the Delivery Program 2022-2026 and Operational Plan 2024-2025.

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.











## Reading the Report

The Operational Plan 2024-2025 commenced on 1 July 2024 and includes 38 frontline and internal services. Performance and progress is reported against five directorates:

- Community and Culture
- City Services
- Environment and Planning
- Corporate Performance
- Governance and Risk.

Each section of the Performance and Progress Report provides:

- Service updates – summary of overall progress, including key achievements, challenges and any issues or setbacks affecting service delivery
- Progress updates - provided against the principal deliverables and actions within each sub service
- Performance indicators - methods of assessment used to review how Council is progressing towards achieving output targets.

Icon	Status	Status Description
	<b>Completed/Target Met</b>	The principal deliverable has delivered on its actions and performance indicator measures have achieved their targets
	<b>On Track</b>	The principal deliverable is progressing towards delivering on its actions and performance indicators are trending towards meeting their targets
	<b>Needs Attention</b>	The principal deliverable is experiencing issues impacting timeframes and delivery. Performance indicator results are below their target, indicating they require action
	<b>Critical/Target Not Met</b>	Significant delays, issues or setbacks are affecting the principal deliverable actions and performance indicators, demanding urgent attention
	<b>On Hold</b>	The principal deliverable commitments and performance indicators have been temporarily postponed or deferred
	<b>Discontinued</b>	The principal deliverable commitments and performance indicators have been either cancelled or will not be proceeding



## Executive Summary

The six monthly Performance and Progress Report outlines progress against 339 actions for the 138 principal deliverables detailed in the Operational Plan 2024-2025.

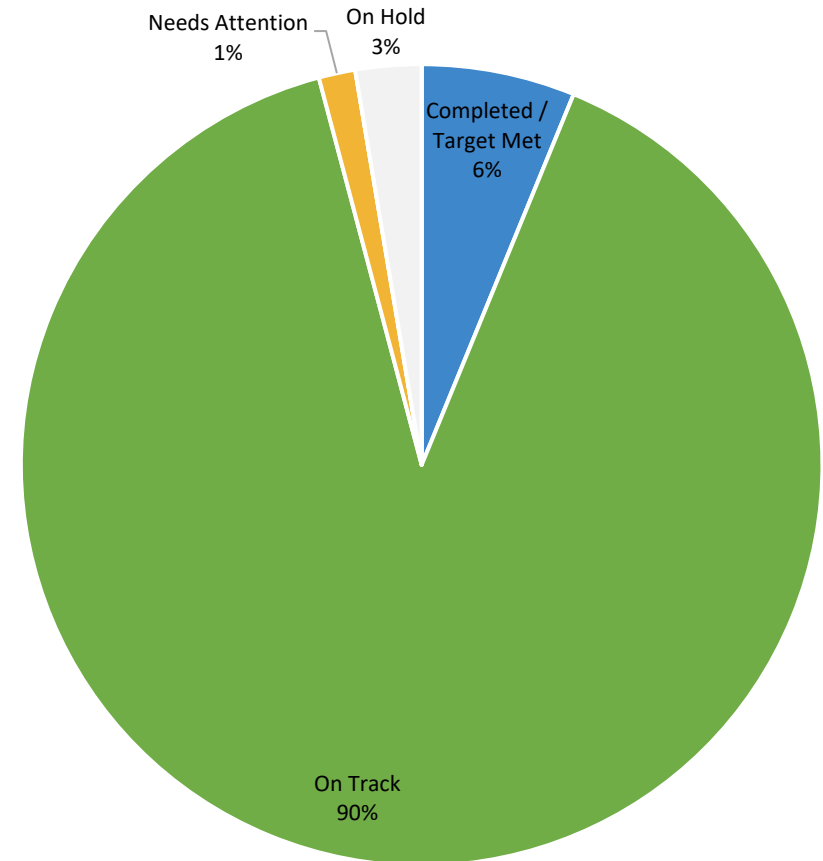
As of 31 December 2024:

- 90% of actions are 'On Track'
- 6% of actions are 'Completed/Target Met'
- 1% of actions 'Needs Attention'
- 3% of actions are 'On Hold'.

Actions Status	Total
Completed/Target Met	21
On Track	304
Needs Attention	5
Critical/Target Not Met	0
On Hold	9
Discontinued	0

## Operational Plan Action Status

**July 2024 - December 2024**



■ Completed / Target Met ■ On Track ■ Needs Attention  
■ Critical / Target Not Met ■ On Hold ■ Discontinued



## Performance and Progress Report July 2024 – December 2024

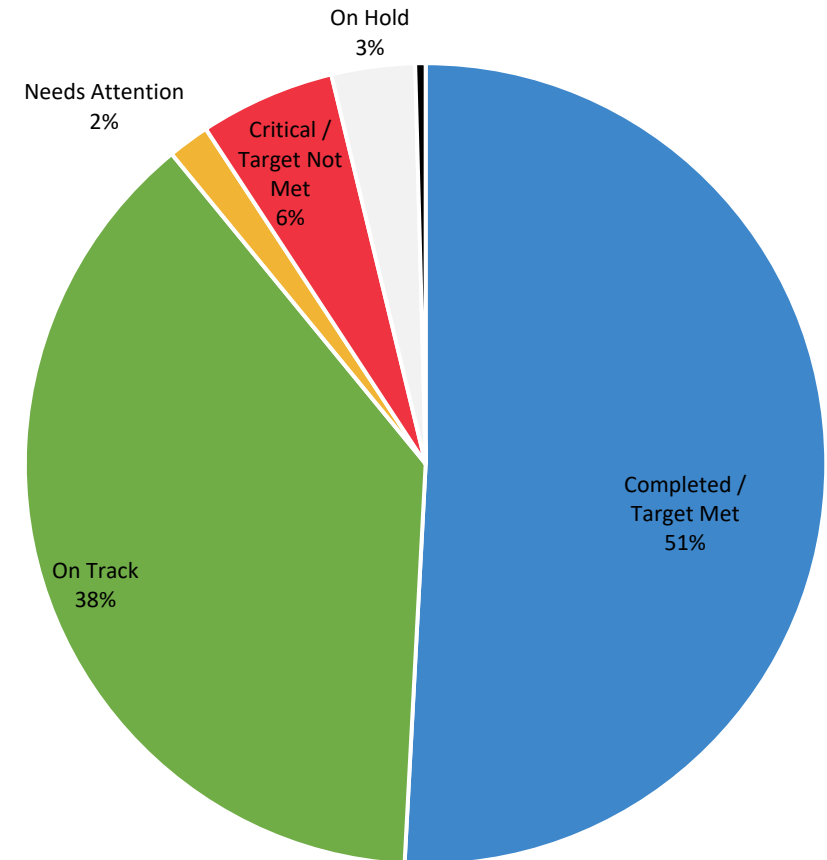
The six monthly Performance and Progress Report outlines progress against 238 performance indicators for the 138 principal deliverables detailed in the Operational Plan 2024-2025.

As of 31 December 2024:

- 51% of performance indicators measures are 'Completed/Target Met'
- 38% of performance indicators measures are 'On Track'
- 2% of performance indicators 'Needs Attention'
- 3% of performance indicators are 'On Hold'
- 6% of performance indicators measures are 'Critical/Target Not Met'.

Performance Indicator Measures Status	Total
Completed/Target Met	121
On Track	91
Needs Attention	4
Critical/Target Not Met	13
On Hold	8
Discontinued	1

### Operational Plan Performance Indicator Status July 2024 - December 2024



■ Completed / Target Met ■ On Track ■ Needs Attention  
■ Critical / Target Not Met ■ On Hold ■ Discontinued

## Highlights

Community and Culture	City Services	Environment and Planning	Corporate Performance	Governance and Risk
Partnered with NSW Police for the Safety Expo and held a forum with religious leaders on domestic violence, strengthening community relationships.	Completed the following park upgrades: Norman Park, Phillip Park, Mona Park, Kulgun Reserve and Canal Road Park.	Council determined 126 development applications in less than 40 days.	Council's Create Cumberland campaign gathered 1,200+ community responses, helping shape the future for the next decade.	Successful 'Safe Work Month' campaign encouraged staff to prioritise health check-ups and mental wellbeing.
Engaged over 1,000 participants in National Child Protection Week activities, promoting child safety and trauma informed support.	Council's swim centres were nominated as finalists for the Aquatic and Recreation Institute (ARI) NSW 2024 Awards for Excellence in two categories: <ul style="list-style-type: none"> <li>Adam Lloyd Memorial Spirit Award</li> <li>Duty Manager of the Year Award.</li> </ul>	Secured over \$4.3 million in State and Federal grant funding for: <ul style="list-style-type: none"> <li>Pippita Rail Trail</li> <li>Raised Pedestrian Crossing on Gilba Road, Girraween</li> <li>Toongabbie Bridge – Local Road Network Enhancements</li> <li>Review and update of Haslams Creek overland flow study</li> <li>Update Cumberland overland flood studies</li> <li>Road Safety and Blackspot Program initiatives.</li> </ul>	Council achieved strong media visibility through major communication efforts, with coverage in: <ul style="list-style-type: none"> <li>9News, The Guardian, The Daily Telegraph, ABC Gardening Australia, SBS, Parra News and Auburn Review</li> <li>The Sydney Cherry Blossom Festival, Diwali Festival and National Tree Day received widespread recognition across national and local media.</li> </ul>	Hosted three information sessions for tenants of Senior Independent Living properties, following approval to transition operations and management to an external provider.
3,939 babies and toddlers enrolled in Dolly Parton's Imagination Library, fostering early childhood literacy.	Launched the Pemulwuy Beautification Project aimed at enhancing garden beds across the suburb.	Council was successful in receiving the following State Government Grants: <ul style="list-style-type: none"> <li>Permit Plug Play Pilot Program</li> <li>reVITALise Program.</li> </ul>	Council continues to meet its budget and performance targets, ensuring financial sustainability to fund essential services and infrastructure.	Council successfully delivered four citizenship ceremonies with 615 conferees receiving citizenship.
Nominated for Sydney Cherry Blossom Festival 2023 at the '2024 Local Government Week Awards' and received a Volunteer of the Year nomination for our community volunteers.	The Verge and Pensioner Mowing Program is now managed entirely inhouse, providing improved and consistent levels of service.	Successfully awarded over \$500,000 in environmental program grants to deliver the actions within the current environmental strategies.	Council has placed 19 work experience students across various departments, in addition to promoting job opportunities amongst the local community at events.	In September, Council held the first community awareness workshop, providing the public with essential knowledge on what an Automated External Defibrillators (AED) is, how it works and when to use it in an emergency.
Council successfully received grant funding from the Department of Communities for its 'Connecting Seniors Program', aimed at building social connections and reducing isolation for older people.	Council successfully hosted the PGA Pro Am at Woodville Golf Course, receiving positive feedback from participants, sponsors, professional golfers and the Australian PGA.	Council secured \$8.1 million in federal and state grants for public space projects.	Launched 40 new community programs across Council's Community Centres focused on education, recreation and sports, making it easier for residents to access activities and reserve spaces.	Council commenced the use of standard NSW Government construction contracts for construction tenders as it improves efficiency, consistency, transparency and risk management in the procurement process.

Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

## Community and Culture

### Community Development – Manager, Community Development

#### Strategic Goal 1: Supporting Community Health, Safety and Wellbeing

Service Update	Issues and Setbacks
<p>The Safety Expo saw Council partner with NSW Police to build connections and trust among community and the Police Area Commands.</p> <p>Council held an information forum for religious and spiritual leaders in relation to domestic and family violence, providing a much-needed connection between support services and the religious sector.</p> <p>Council has experienced high levels of engagement with the community sector. The Cumberland Community Exchange Network combined with three other community interagencies, hosted a combined event in November 2024, 65 participants attended.</p>	

Sub Service	Principal Deliverable	Actions	Status	Progress Update
Aboriginal Engagement <i>Objective 1.1 A strong community and culture</i>	Connect the Cumberland community with Aboriginal histories and culture <i>Strategy 1.1.3 Build an inclusive community by encouraging participation in youth, children and indigenous services and support for seniors and disability services</i>	Finalise and implement Council's Reconciliation Action Plan (RAP) 2024-2026		Council has been liaising with Reconciliation Australia to develop the Reconciliation Action Plan (RAP). The timeline has been extended to accommodate further discussions.
		Facilitate Aboriginal education and engagement programs, activities and events in the community		Council facilitated three Aboriginal education and engagement activities: <ul style="list-style-type: none"> <li>Two NAIDOC information sessions</li> <li>One NAIDOC community event</li> </ul> Council engaged in two Western Sydney Interagency meetings focused on First Nations initiatives and held two consultation sessions on local Aboriginal Histories.
		Convene the Aboriginal and Torres Strait Islander Consultative Committee (ATSICC) Meetings		Council convened one ATSICC meeting, completing the term of this current committee. Remaining Committee meetings are on hold as Council transitions into its new term.
Capacity Building Programs <i>Objective 1.2 A safe, healthy and active community</i>	Collaborate with the community sector to build a resilient Cumberland <i>Strategy 1.2.2 Build capacity within our community to live happier and healthier lives</i>	Facilitate partnerships and collaborations with community sector		Council held the following events in collaboration with the community sector: <ul style="list-style-type: none"> <li>Family Financial Wellbeing Day</li> <li>The Employment Expo for New Migrants</li> </ul>
		Facilitate capacity building programs for the community sector and residents		Council facilitated three Cumberland Community Exchange Networking meetings and two "Newly Arrived" seminars, in collaboration with Centrelink.
		Convene the Culturally and Linguistically Diverse (CALD) Committee Meetings		Council convened one CALD Committee meeting, completing the term of this current committee. Remaining Committee meetings are on hold as Council transitions into its new term.

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

Sub Service	Principal Deliverable	Actions	Status	Progress Update
Community Grants <i>Objective 1.2 A safe, healthy and active community</i>	Support the community sector through grants facilitation and delivery <i>Strategy 1.2.2 Build capacity within our community to live happier and healthier lives</i>	Facilitate and deliver Council's Community Grants programs		Council facilitated Round One of the Community Grants scheme with 18 applicants receiving funding. Round Two closed in December 2024 with 16 applicants receiving funding.
		Deliver information sessions for potential applicants to create successful grant recipients		Council facilitated 25 one on one grant advisory sessions with potential applicants. An online general information session was also held, attended by 36 community members. To further build capacity, a grant writing workshop was provided with 40 participants in attendance.
		Support the delivery of ClubGrants		Council supported the ClubGrants process by facilitating meetings with the Clubs as well as the assessment panel. Council assisted with the planning and facilitation of the presentation ceremony.
Crime Prevention and Community Safety Programs <i>Objective 1.2 A safe, healthy and active community</i>	Develop and implement crime prevention and community safety initiatives, programs and activities in Cumberland <i>Strategy 1.2.1 Provide access to services that improve health and wellbeing</i>	Develop and implement the Community Safety and Crime Prevention Plan 2024-2027		Council's Community Safety and Crime Prevention Plan is behind in its implementation phase; however, the preliminary report was received from the consultant evaluating the former Strategy. Council carried out five consultation sessions across the LGA, with information gathered used to inform aims and action items in the new strategy.
		Maintain partnership with NSW Police in relation to coordination and provision of CCTV		Council continued to raise community safety concerns with the Police Area Commands as well as providing CCTV footage upon request and in alignment with Council Policy and Guidelines.
		Convene the Community Safety and Crime Prevention Committee Meetings		Council convened one Community Safety and Crime Prevention Committee meeting, completing the term of this current committee. Remaining Committee meetings are on hold as Council transitions into its new term.
Domestic and Family Violence (DFV) Initiatives <i>Objective 1.2 A safe, healthy and active community</i>	Deliver the Cumberland Domestic and Family Violence Action Plan <i>Strategy 1.2.1 Provide access to services that improve health and wellbeing</i>	Implement Year Two of the Cumberland Domestic and Family Violence Action Plan 2023-2025		<b>Priority Area 1: Primary Prevention:</b> <ul style="list-style-type: none"> <li>Completed awareness raising programs such as the 16 Days of Activism March and the annual DFV Forum</li> <li>Hosted mothers' groups at the DFV Hub to connect women to the service and providers.</li> </ul> <b>Priority Area 2: Early Intervention:</b> <ul style="list-style-type: none"> <li>Facilitated behaviour change presentations at local high schools.</li> </ul> <b>Priority Area 3: Sector Development and Support:</b> <ul style="list-style-type: none"> <li>DFV support services supported to apply for community grants.</li> </ul>
		Support the delivery of the Domestic and Family Violence Hub		Two additional services now conduct outreach at the DFV Hub, in addition to the six services previously utilising the Hub. A community legal service as well as Centrelink also regularly visit the Hub to support the clients of the support services.
		Convene the Cumberland DFV Community of Practice Meeting		Council convened two DFV Community of Practice Meetings, supporting the sector to work on larger projects and forums.
Homelessness <i>Objective 1.2 A safe, healthy and active community</i>	Deliver the Cumberland Homelessness Action Plan <i>Strategy 1.2.1 Provide access to services that improve health and wellbeing</i>	Implement the Cumberland Homelessness Action Plan 2024-2027		<b>Priority Area 1: Respond to Local Issues:</b> <ul style="list-style-type: none"> <li>Facilitated coordinated outreach for rough sleepers</li> <li>Council meeting with vulnerable community and offering support pathways.</li> </ul> <b>Priority Area 2: Changing the Narrative:</b> <ul style="list-style-type: none"> <li>Resource designed for community outlining ways to support homeless people</li> <li>Information and contact cards distributed to local businesses across Cumberland.</li> </ul> <b>Priority Area 3 Barriers to Housing:</b> <ul style="list-style-type: none"> <li>Community activities promoting financial literacy and employment, including the employment expo.</li> </ul> <b>Priority Area 4: Advocacy:</b> <ul style="list-style-type: none"> <li>Council assets continue to be monitored for potential housing options</li> <li>Council continues to support building compliance around affordable housing.</li> </ul>

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

Sub Service	Principal Deliverable	Actions	Status	Progress Update
		Build relationships and support the local Homelessness sector		Referral pathways have remained open with Council highlighting areas of need to the Mobile Housing Outreach team.
		Convene the Homelessness Advisory Committee Meetings		Council convened one Homelessness Committee meeting, completing the term of this current committee. Remaining Committee meetings are on hold as Council transitions into its new term.

Principal Deliverable	Performance Indicator	Target	Result		Status	Comments
			Jul - Dec 24	Jan - Jun 25		
Connect the Cumberland community with Aboriginal histories and culture	Number of internal awareness raising initiatives annually	2	1			
	Number of community education initiatives annually	8	3			
	Number of ATSICC Meetings held annually	4	1			Advisory Committee meetings are on hold as Council transitions into its new term.
Collaborate with the community sector to build a resilient Cumberland	Number of networking opportunities provided to the sector annually	4	3			
	Number of capacity building programs offered to the community annually	4	2			
	Number of CALD Committee Meetings convened annually	4	1			Advisory Committee meetings are on hold as Council transitions into its new term.
Support the community sector through grants facilitation and delivery	Number of group information sessions held annually	3	1			
	Number of one-on-one advisory desk sessions held annually	12	25			Due to increased promotion on Council's social media platforms, a large number of potential applicants engaged in the advisory desk sessions.
	Percentage of available funds allocated	≥90%	90.5%			
Develop and implement crime prevention and community safety initiatives, programs and activities in Cumberland	Number of community awareness raising campaigns annually	4	6			Inclusive of five information/consultation sessions for the Community Safety and Crime Prevention Plan 2024-2027 and the Safety Expo.
	Number of Community Safety and Crime Prevention Committee Meetings held annually	4	1			Advisory Committee meetings are on hold as Council transitions into its new term.
Deliver the Cumberland Domestic and Family Violence Action Plan	Number of DFV information sessions held annually	10	5			
	Number of DFV awareness raising initiatives annually	2	2			
	Number of Community of Practice Meetings held annually	6	2			DFV 16 Days of Activism March was held in November 2024, which was a Community of Practice initiative.

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention





Critical/Target Not Met



On Hold



Discontinued

Principal Deliverable	Performance Indicator	Target	Result		Status	Comments
			Jul - Dec 24	Jan - Jun 25		
Deliver the Cumberland Homelessness Action Plan	Number of annual Homelessness awareness raising campaigns	4	3			
	Number of Committee Meetings held annually	4	1			Advisory Committee meetings are on hold as Council transitions into its new term.

## Children and Youth Development – Senior Coordinator, Children and Youth Development

### Strategic Goal 1: Supporting Community Health, Safety and Wellbeing

Service Update	Issues and Setbacks
<p>Council coordinated key initiatives for 2024 National Child Protection Week in August and September 2024:</p> <ul style="list-style-type: none"> <li>103 Council employees attended an in-person or online session, led by the Australian Childhood Foundation, to learn about the neurological and lifelong impacts of childhood trauma</li> <li>The 2024 Local Government Child Protection Forum took place on 29 August 2024. 148 participants from over 50 councils attended, sharing their insights and approaches to child protection. The event was delivered in consultation with Local Government New South Wales and the Local Government Child Safe Working Reference Group</li> <li>In partnership with NSW Health's Integrated Violence Responses and Prevention Service (IVPRS), Council hosted an event engaging over 200 participants. Preschoolers and families participated in specialised activities on body safety and emotional literacy, with eight community organisations running information stalls</li> <li>The Cumberland Child Protection Interagency Schools Breakfast invited over 600 students and their families from Guildford Public School to participate in a breakfast event featuring an art competition and protective behaviour education sessions</li> <li>A Child Safe Photography Webinar, hosted in collaboration with the Office of the Children's Guardian, observed 215 participants from NSW councils. It addressed best practices and processes for child-safe photography.</li> </ul> <p>3,939 babies and toddlers have registered for Dolly Parton's Imagination Library, an early literacy program delivered in partnership with United Way Australia and NSW Health.</p> <p>Council also launched the Cumberland Schools Hub, an online resource designed to improve communication with 58 local schools by providing a centralised platform for information on Council programs and services.</p>	

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

Sub Service	Principal Deliverable	Actions	Status	Progress Update
Children's Development <i>Objective 1.1 A strong community and culture</i>	Improve the lives of children and their families ensuring that Cumberland is a place where children are safe and have a voice to participate in community life  <i>1.1.3 Build an inclusive community by encouraging participation in youth, children and indigenous services and support for seniors and disability services</i>	Develop, launch and implement the Children and Families Strategy		Consultation for the Children and Families Strategy is complete. The feedback from community, internal and external stakeholders will be used to set priorities and actions for the 2026-2030 strategy.
		Facilitate children and families' events and programs		School holiday programs attracted 756 attendees focusing on health and wellbeing programs. Five nature play sessions, learning about and experiencing nature, were delivered at Bush School with 125 participants.  NAIDOC Week Activities included an Ochre Dabri Workshop where 17 children and their family's created artwork inspired by nature.  Cumberland's Biggest Bush School was held at Auburn Botanic Gardens on 24 October 2024. Over 100 children and family members took part in nature play, environmental sustainability workshops and Paint Cumberland ReAD story time.  Council held the 2024 Family Christmas Fair event on 6 December 2024 at Central Gardens Nature Reserve. Families attended the evening with festive entertainment, carols, craft and food trucks. Attendees enjoyed a picnic atmosphere and free Santa photo opportunities, which received overwhelmingly positive feedback.
	Maintain Council as a Child Safe Organisation and ensure compliance with the NSW Child Safe Standards and all relevant child protection legislation  <i>1.1.3 Build an inclusive community by encouraging participation in youth, children and indigenous services and support for seniors and disability services</i>	Implement a comprehensive child protection framework including policy, guidelines, processes and training		Watchful Eyes Supervise: Keep Children Safe signage was launched to reinforce parental supervision at Council programs and events. Signage is available in multiple languages to support the Culturally and Linguistically Diverse (CALD) community.  The Child at Risk Guideline was reviewed, updated and endorsed. The Guideline outlines processes that must be undertaken if a child at risk concern is identified in a Council context or setting.  A review of signage and procedure for age restrictions for a child to enter the opposite gender change room and bathroom with a parent/carer at all swim centres has been completed.
		Coordinate and provide ongoing education to internal stakeholders on child protection		Four child protection corporate induction sessions were delivered to new Council employees. A recorded induction video was developed for Education and Care casual employees and Volunteer Program participants, outlining expectations for child protection.

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention






Critical/Target Not Met



On Hold



Discontinued

Sub Service	Principal Deliverable	Actions	Status	Progress Update
Youth Development <i>Objective 1.1 A strong community and culture</i>	Supporting better outcomes for young people making Cumberland a vibrant place of opportunity where all young people are supported to learn, be safe, belong, work and connect <i>1.1.3 Build an inclusive community by encouraging participation in youth, children and indigenous services and support for seniors and disability services</i>	Implement actions from the Cumberland Youth Strategy 2022-2026		Progress has been made in delivering Year 3 actions in the Cumberland City Youth Strategy: <ul style="list-style-type: none"> <li>The Youth Directory has been redesigned and updated, with an Expression of Interest sent to local services supporting young people</li> <li>A Youth Mental Health contact information card developed and designed with information for young people, in five different languages</li> <li>Targeted workshops have been held on identified needs of young people these include gambling and gaming, effective presentation skills, suicide alertness, grief, vaping and youth mental health.</li> </ul>
		Facilitate youth events and programs		<p>Council continues to facilitate and provide diverse programs supporting young people's development, skills and wellbeing.</p> <p>Engaging Youth: Motivational Interviewing Skills training was held for members of the Cumberland Youth Interagency. The workshop had 23 attendees with the program providing tools to effectively engage and support young people in making positive changes in their lives.</p> <p>341 attendees participated in youth school holiday programs. These activities are health and wellbeing focused and are an activation opportunity for many council venues and facilities.</p> <p>The Youth Hub pilot was completed and an evaluation is underway. The one-stop-shop for young people provided access to information, support and referrals. The Hub was run in partnership with specialist services supporting youth.</p> <p>The online Youth Service Directory was updated and redesigned through an expression of interest with local services that support young people. The webpage aims to improve young people's access to service information for when they may need to seek support. Services cover a variety of vulnerabilities including mental health, case management, housing, employment and more.</p> <p>Council continues to coordinate the youth participation and engagement group the Youth for Youth (Y4Y).</p>
		Convene the Youth Committee Meetings		The Youth Advisory Committee, which advises on youth engagement, wider cultural sector and supporting the Youth Strategy, completed its term in August 2024. Further Committee meetings are on hold as Council transitions into its new term.

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

Principal Deliverable	Performance Indicator	Target	Result		Status	Comments
			Jul - Dec 24	Jan - Jun 25		
Improve the lives of children and their families ensuring that Cumberland is a place where children are safe and have a voice to participate in community life	Number of children and families' events and programs annually	32	33			Events and programs include school holiday programs, Bush School, health and wellbeing programs for children, Biggest Bush School, Family Christmas Fair, the Pursuit of Excellence and Paint Cumberland ReAD.
Maintain Council as a Child Safe Organisation and ensure compliance with the NSW Child Safe Standards and all relevant child protection legislation	Number of child protection actions completed annually	12	12			Child protection actions completed include reviewing guidelines, delivering information sessions, developing resources and National Child Protection Week programs and events.
	Number of child protection team meetings held annually	6	3			Two meetings were scheduled and occurred. A third meeting was replaced with the Local Government Child Protection Forum.
Supporting better outcomes for young people making Cumberland a vibrant place of opportunity where all young people are supported to learn, be safe, belong, work and connect	Number of youth events and programs annually	32	30			Events and programs include school holiday programs, life skills workshops, employment workshops, youth mental health training, the Youth Hub and the Youth for Youth group.
	Number of Youth Committee Meetings held annually	4	1			Final meeting of the previous term of Youth Committee was in August before Committees ceased prior to 2024 Local Government elections. Further Committee meetings are on hold as Council transitions into its new term.

## Events and Culture – Senior Coordinator, Events and Culture

### Strategic Goal 1: Supporting Community Health, Safety and Wellbeing

Service Update	Issues and Setbacks
<p>The installation has been completed of an artwork by First Nations artist Danny Eastwood at Allan J Ezzy Community Centre at Pemulwuy.</p> <p>Civic and Cultural History interpretation displays in Merrylands Service Centre have been installed. These displays provide visitors with information on the histories of Cumberland City Council, histories of the legacy Council areas that came to be Cumberland City, information on Council crests and displays of Mayoral Chains and Mayoral Robes.</p> <p>Council was nominated for Sydney Cherry Blossom Festival 2023 at Local Government Week Awards Dinner 2024 under the 'RH Dougherty Events and Communications Awards' category.</p>	<p>Granville Centre Art Gallery was unavailable for use due to private hire during July to October 2024 requiring suspension of regular Gallery programs in this space during this period.</p> <p>2024 Christmas in the Gardens annual celebrations to be held in December was cancelled due to adverse weather conditions and damage to site.</p>

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

Sub Service	Principal Deliverable	Actions	Status	Progress Update
<b>Arts Programs</b> <i>Objective 1.1 A strong community and culture</i>	<b>Deliver Major Arts Programs</b> <i>Strategy 1.1.1 Build a rich local culture through access to cultural activities and events</i>	Facilitate, promote and evaluate annual arts programs and activities at Council's arts and cultural facilities		Council delivered five major arts programs across five Cumberland suburbs, engaging over 1,200 participants and 15 practicing artists. Programs formally evaluated, resulted in an average of 94% of participants Satisfied or Very Satisfied with Council's Arts Programs.
	<b>Deliver Artist in Residence Program</b> <i>Strategy 1.1.1 Build a rich local culture through access to cultural activities and events</i>	Deliver expressions of interest for applications and engage successful applicants for the Artist in Residence Program		In December 2024, Council opened Expressions of Interest (EOIs) for the 2025 Arts and Culture Program, including the Artist in Residence Program at the Granville Centre Art Gallery and Peacock Gallery.
		Develop, promote, deliver and evaluate Artist in Residence Program		Council supported a local artist, as part of the Artist in Residence Program, in 2024: <ul style="list-style-type: none"> <li>Dacchi Dang (Peacock Gallery, Auburn) – Developed and presented a photography exhibition for the Cherry Blossom Festival 2024 and led a community photography workshop.</li> </ul>
		Develop communications to engage artist and non-artist communities to connect with the Artist in Residence Program		The 2024 Artist in Residence exhibitions and workshops were promoted via Council's website and social media, attracting strong community participation.
		Convene the Arts Committee Meetings		The final Arts Committee meeting of the recent community membership of the Arts Committee was held in July in line with the Council term that ended prior to the 2024 NSW Local Government elections.
<b>Major Events</b> <i>Objective 1.1 A strong community and culture</i>	<b>Deliver annual Major Events Program</b> <i>Strategy 1.1.1 Build a rich local culture through access to cultural activities and events</i>	Facilitate, promote and evaluate annually Council's Major Events Program		Council delivered four major community events to just over 120,000 residents and visitors, including: <ul style="list-style-type: none"> <li>Sydney Cherry Blossom Festival from 17-25 August 2024 at Auburn Botanic Gardens</li> <li>Moon Festival on Saturday, 21 September 2024 at Joseph Street, Lidcombe</li> <li>Petfest on Sunday, 20 October 2024 at Holroyd Gardens, Merrylands</li> <li>Diwali Festival on Saturday, 9 November 2024 at Station Street, Wentworthville.</li> </ul> Moon Festival was proudly funded by Transport for NSW. Diwali Festival proudly funded by NSW Government - Multicultural NSW 'Stronger Together Grant'.
	<b>Review and promote Council's Major Cultural Events Program calendar</b> <i>Strategy 1.1.1 Build a rich local culture through access to cultural activities and events</i>	Coordinate, facilitate and run community consultation for Cultural Major Events		Community consultations were held for Moon Festival 2024 and Diwali Festival 2024, ensuring community voices were incorporated into event planning.
		Convene the Events Committee Meetings		The final meeting of the of the Events Committee was held in August in line with the Council term that ended prior to the 2024 NSW Local Government elections. Further Committee meetings are on hold as Council transitions into its new term.

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

Principal Deliverable	Performance Indicator	Target	Result		Status	Comments
			Jul - Dec 24	Jan - Jun 25		
Deliver Major Arts Programs	Number of Major Events delivered annually	8	5			The Granville Centre Art Gallery was utilised by an external user from July to October. The Arts Programs were delivered in other locations and venues during the reporting period, before returning for the final presentation of 2024 at Granville Centre Art Gallery in November 2024. 1. Regents Park Art Workshop Series of four workshops across 3 and 10 August 2024. 2. Dacchi Dang Photography Exhibition Peacock Gallery August 2024 and September photography workshop. 3. Local Arts Projects Moon Festival 2024. 4. FlamencoBITS dance presentation Granville Centre Art Gallery November 2024. 5. Community Weaving Project Diwali Rupa Parthasarathy, Wentworthville November 2024.
Deliver Artist in Residence Program	Number of professional artist residencies supported per year	3	1			The Artist in Residence Program supported a local artist – Dacchi Dang in residence at Peacock Gallery and Auburn Arts Studio. This residency concludes in March 2025 and will be succeeded by new Artists in Residence emerging from the EOI process of December 2024/January 2025.
	Number of participants engaged in gallery programs annually	≥5,000	1,262			The Granville Centre Art Gallery was booked by the Australian Electoral Commission from July to October 2024, suspending regular Gallery programs. In response, Arts Programs were diversified and delivered through workshops and other activities across five major projects in five locations.
	Number of Arts Committee Meetings held annually	4	1			Final meeting of the Arts Committee was held in August before Committees ceased prior to 2024 Local Government Elections. Further Committee meetings are on hold as Council transitions into its new term.
Deliver annual Major Events Program	Number of Major Events delivered annually	8	4			
Review and promote Council's Major Cultural Events Program calendar	Number of event attendees annually	100,000	120,000			Annual target exceeded. Council's Sydney Cherry Blossom Festival continues to grow due to several key factors, attracting local, regional and international travellers.
	Number of Events Committee Meetings held annually	4	1			Final meeting of the Events Committee was held in August before Committees ceased prior to 2024 Local Government Elections. Further Committee meetings are on hold as Council transitions into its new term.

## Libraries – Senior Coordinator, Library Services

### Strategic Goal 1: Supporting Community Health, Safety and Wellbeing

Service Update	Issues and Setbacks
Santa Christmas Storytime hosted at Auburn, Granville, Merrylands and Wentworthville Libraries, more than 182 children and families participated.	

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention






Critical/Target Not Met



On Hold



Discontinued

Sub Service	Principal Deliverable	Actions	Status	Progress Update
Library Operations <i>Objective 1.1 A strong community and culture</i>	Empower the community through recreation, education and social connectedness <i>Strategy 1.1.2 Enhance our sense of community through valued community spaces and places</i>	Implementing Year One actions of the Library Strategy (2024-2027)		<b>Priority 1 – Programs</b> Council introduced of a range of programs including: <ul style="list-style-type: none"> <li>Chinese Book Club: Promotes literacy, community building and cultural exchange between locals who speak Chinese and others who are interested in the language and literature. There were 11 participants for the first session</li> <li>Canva Club for Youth: Develops creativity and digital literacy while giving young people creative abilities that will help them in school and in their future employment, held during the spring school term with 42 students participating</li> <li>Speech Therapy Talks: Encourage early intervention and enhanced quality of life by offering families and individuals with speech and communication difficulties helpful information and support. There were 242 parent and child participants.</li> </ul> <b>Priority 2 – Building and Facilities</b> The Library Vending Machine was installed and launched at Berala Community Centre in October 2024. Regents Park Library reorganised the HSC, Junior School Collection, Young Adult Fiction and Junior Fiction sections to optimise space and improve accessibility. Wentworthville Library relocated the Biography collection, Magazines, Learning English materials and Graphic Novel DVDs to enhance visibility and accessibility. <b>Priority 3 – Service Delivery</b> Sunday opening hours have been standardised across all library locations. This change improves community convenience, staff scheduling, service delivery, equity and communication, while reducing confusion and increasing engagement with library services. <b>Priority 4 – Collections</b> The library has increased purchases for the Junior Fiction collection to meet the growing demand, as reflected in rising usage statistics. Additionally, Council allocated more resources to Young Adult Fiction to support ongoing efforts in refreshing and promoting the collection. This includes weeding outdated and underutilised items while acquiring new titles to enhance reader engagement. <b>Priority 5 – Technology</b> Two new databases added to the library's eResources. Comics Plus and Era Books Online provide diverse digital reading materials, supporting literacy, education and lifelong learning. They offer remote access, multilingual support and cater to evolving reading habits, modernising library services and making them more accessible.
		Investigate library spaces based on customer feedback		Guildford Library has added new display boards based on feedback from the community.
		Library Customer Satisfaction Survey to be conducted bi-annually for the purposes of fine-tuning practices and understanding customer perceptions and issues		A Library Customer Satisfaction survey was conducted on Council's Have Your Say web page from 1 October to 15 November 2024.

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention












Critical/Target Not Met



On Hold



Discontinued

Sub Service	Principal Deliverable	Actions	Status	Progress Update
	Provide accessible resources and assist the community with library systems <i>Strategy 1.1.2 Enhance our sense of community through valued community spaces and places</i>	Development and maintenance of library collections		Collection stocktake has been carried out at Greystanes, Guildford, Lidcombe and Regents Park Libraries.
		Support the community using computers and online resources		Members who need assistance using computers, Wi-Fi, eResources, printing or copying can receive ongoing support from across the eight libraries.
		Develop the Library Collection Development Statement 2024-2026		The Library Collection Development processes have been reviewed and implemented.
		Develop the Library Technology Plan 2024-2026		Council has increased the public network bandwidth in response to feedback to better meet usage demands across eight libraries.
		Convene the Library Committee Meetings		The final meeting of the current term of the Library Committee was held in August. Further Committee meetings are on hold as Council transitions into its new term.
	Implement and promote inclusive programs, events and activities for the community <i>Strategy 1.1.2 Enhance our sense of community through valued community spaces and places</i>	Provide opportunities to work in partnership with community groups, government agencies and internal stakeholders		Libraries worked with the following external stakeholders to deliver a variety of programs: <ul style="list-style-type: none"> <li>The Benevolent Society - Parental and Carer Information Sessions</li> <li>Services Australia – Drop in Information Desks and pamphlets.</li> <li>Multicultural Legal Services – Drop in Legal Desks</li> <li>Telstra/Tech Savvy Seniors - Tech Savvy Seniors in Mandarin and English</li> <li>University of Wollongong/Face Dementia – Dementia Talks</li> <li>National Disability Insurance Scheme (NDIS) – Drop in Desks and pamphlets.</li> <li>Speech Pathology Australia – Parental and Carer Information Sessions</li> <li>Youthsafe Driver's Licence workshop</li> <li>NSW Government Education: Job readiness workshops</li> <li>Australian Taxation Office: Tax Help sessions</li> <li>Western Sydney Local Health District – September Health Month workshop</li> <li>Bunnings – Canvas Painting workshop.</li> </ul>
		Provide programs and resources to help customers develop digital literacy skills		Provided ongoing programs to assist the community to develop their computer skills, including: <ul style="list-style-type: none"> <li>Tech Savvy Seniors: English/Mandarin Languages</li> <li>One-on-One Electronic Devices Training</li> <li>Digital Dabblers</li> <li>Coding Club.</li> </ul>
		Support the library to serve as a community hub, hosting events and activities that bring people together and support local initiatives		Programs that foster community engagement include <ul style="list-style-type: none"> <li>Creative Writers Group</li> <li>Knitting Club</li> <li>Board Game Club</li> <li>English, Chinese and Turkish book clubs</li> <li>English Conversation Class.</li> </ul>
		Provide spaces for children and youth, including educational activities and reading initiatives		Range of ongoing educational programs for children to support their development across various age groups, including: <ul style="list-style-type: none"> <li>Reading Buddies</li> <li>Baby Rhyme Time</li> <li>Toddler Time</li> <li>Storytime</li> </ul>

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

Sub Service	Principal Deliverable	Actions	Status	Progress Update
				<ul style="list-style-type: none"> <li>Book Week Storytime</li> <li>Christmas Storytime</li> <li>School Holiday Activities.</li> </ul>
		Create and implement new, diverse and inclusive library programming		<p>Based on community feedback, introduction of new programs, including:</p> <ul style="list-style-type: none"> <li>Chinese Book Club commenced in November 2024, held at Granville Library every third Friday of the month</li> <li>Canva Comic Creation workshops at Granville Library during Term 4, held every Wednesday from October to November 2024</li> <li>Speech Therapy Talks - Parental and Carer information sessions, held at Granville and Wentworthville Libraries.</li> </ul>

Principal Deliverable	Performance Indicator	Target	Result		Status	Comments
			Jul - Dec 24	Jan - Jun 25		
Empower the community through recreation, education and social connectedness	Number of library visitations annually	600,000	353,212			
	Number of loans annually	550,000	248,344			While visitation has increased across the libraries, the number of loans remains stagnant. Council will investigate engagement methods to incentivise borrowing.
	Number of new library memberships annually	10,000	5,215			
Provide accessible resources and assist the community with library systems	Utilisation of the Public library computers annually	60,000	28,153			Public Computer usage has decreased due to the high usage of Wi-Fi and own devices.
	Utilisation of public Wi-Fi own devices annually	110,000	62,609			
	Number of Library Committee Meetings held annually	4	1			Final meeting of the previous term of Library Committee was in August before Committees ceased prior to 2024 Local Government Elections.
Implement and promote inclusive programs, events and activities for the community	Number of programs run in collaboration with community stakeholders annually	1,000	683			
	Number of children and youth programs and activities held annually	1,100	590			
	Number of programs delivering inclusivity and cohesion annually	300	179			
	Number of digital literacy programs provided annually	100	127			Increasing number of participants, the community still has a high demand for popular programs, one-on-one device training, Tech Savvy Seniors in English and Mandarin, Canva Comic Creation workshops and Coding Club.

### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

## Seniors and Disability – Senior Coordinator, Seniors and Disability Services

### Strategic Goal 1: Supporting Community Health, Safety and Wellbeing

Service Update	Issues and Setbacks
<p>Cumberland City Council received a nomination in the 2024 NSW Volunteer of the Year Awards in the category of Volunteer Team.</p> <p>Council has been successful in a funding application from the Department of Communities and Justice for the Connecting Seniors Grant Program.</p>	

Sub Service	Principal Deliverable	Actions	Status	Progress Update
National Disability Insurance Scheme (NDIS) Programs <i>Objective 1.2 A safe, healthy and active community</i>	Offer quality services and programs to enhance the quality of life of people with disability and provide opportunities to connect with their community and remain independent <i>Strategy 1.2.1 Provide access to services that improve health and wellbeing</i>	Plan, facilitate and deliver a range of programs and services under the National Disability Insurance Scheme (NDIS)		218 programs and services were provided including wellness programs, community outings, leisure programs, meals and shopping. 46 customers accessed these programs and services, but not all individuals used every service. In total, 185 meals were provided, along with 5,007 hours of group programs and 54 hours of shopping services.
Nutrition Services <i>Objective 1.2 A safe, healthy and active community</i>	Provide access and deliver a variety of nutritious, well-balanced meals to seniors, people with disability and carers <i>Strategy 1.2.1 Provide access to services that improve health and wellbeing</i>	Provide and deliver meals under the Commonwealth Home Support Programme (CHSP)		109 senior residents accessed home delivered meals and centre-based meals under the Commonwealth Home Support Programme (CHSP). Soups have now been added as an option on the menu for delivery to eligible seniors and people with disability.
Seniors and Disability Initiatives <i>Objective 1.1 A strong community and culture</i>	Enhance the health and wellbeing of seniors, people with disability and their carers through celebration of events and education sessions to improve quality of life <i>1.1.3 Build an inclusive community by encouraging participation in youth,</i>	Plan and deliver events, information and education sessions for seniors, people with disability and their carers		<p>13 special events, were delivered in celebration of NAIDOC Week, Dementia Action Week, Active Ageing Week, Carers Week, Social Inclusion Week, International Day of People with Disability. Special events delivered included Christmas Concerts, Bus Trip to Panorama House, Arabian drumming and dinner, Tribal Warrior Cruise, Basket Weaving and Damper Making.</p> <p>Six Information Sessions were delivered covering topics of Dementia Awareness, Services for people with spinal cord injuries, starting your own business for people with disability and Council's Seniors and Disability Services.</p> <p>Attended Granville TAFE Community and Government Expo and Hello Doctor at Granville TAFE to hold an information booth on Council's Seniors and Disability Services.</p>

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention







Critical/Target Not Met



On Hold



Discontinued

Sub Service	Principal Deliverable	Actions	Status	Progress Update
	<i>children and indigenous services and support for seniors and disability services</i>	Maintain electronic and postal distribution lists for seniors, people with disability and their carers to ensure residents are kept informed and up to date with relevant information		Council maintains a postal and electronic mailing list for seniors and people with disability and carers in the community to receive information on upcoming events and information sessions.
		Promote available services and process onboarding for eligible residents to access Commonwealth Home Support Programme (CHSP) and National Disability Insurance Scheme (NDIS) programs and services		906 referrals for Commonwealth Home Support Programme (CHSP) and National Disability Insurance Scheme (NDIS) services provided by Seniors and Disability Services.  34 new customers commenced accessing services.
	Implement the actions and strategies outlined in Council's Disability Inclusion Action Plan (DIAP) 2022- 2026 to ensure people with disability have full and equal access to the facilities, programs, services and information <i>1.1.3 Build an inclusive community by encouraging participation in youth, children and indigenous services and support for seniors and disability services</i>	Implement actions from the Disability Inclusion Action Plan 2022-2026 (DIAP)		Council's Disability Inclusion Action Plan 2022–2026 (DIAP) annual report was successfully submitted in November 2024.  Year 2 has completed 11 actions in the plan and 32 actions are on track. Key highlights include: <ul style="list-style-type: none"> <li>Council became a member of the Hidden Disabilities Sunflower campaign in September 2024</li> <li>Council's Customer Service Centres at Auburn and Merrylands now have a telephone available for residents to contact Translating and Interpretation Service (TIS). Business cards for the TIS service are also available at all Service Centres</li> <li>Council's libraries partnered with Early Education and Benevolent Society to run sessions for caregivers of children with a disability or learning delay. The workshops had 282 community members participate</li> <li>'Shared Spaces, Shared Responsibility: Creating Accessible Environments Together' marketing campaign was rolled out in August 2024 and will continue over the next 12 months. The campaign included the creation of educational materials including posters, flyers and corflutes for residents to consider how all actions can impact on accessibility for people with disability. Posters have been displayed in 24 locations across Cumberland including at bus shelters, phone booths and light toppers. The campaign also appeared on Council's Administration buildings foyer screens, Council's Facebook Banner, social media stories and a web update</li> <li>Council is committed to improving access and inclusion across our playspace network by applying the principles of the NSW Government's Everyone Can Play Guidelines. Council utilises these principles in upgrades and design briefs for new playspace across Cumberland. While each project and location are unique, small steps can make a big difference to how people can access, stay and play at our playgrounds. Council received funding for several playspace upgrades through the NSW Government 'Everyone Can Play Program'</li> <li>Council has signed on to work with Australian Disability Network to become a Disability Confident Recruiter. Council is currently working through the process and a checklist with the Australian Disability Network. Once this is complete, identified staff from across the organisation will attend a training session with the Australian Disability Network to become disability confident hiring managers.</li> </ul>
		Convene Council's Access Committee and Council's Staff Disability Inclusion Action Plan (DIAP) Steering Committee		Final meeting of the current term of the Access Committee was held in August before Committees ceased prior to the 2024 Local Government Elections. Two Disability Inclusion Action Plan (DIAP) Steering Committee meetings were held with Council staff members.

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

Sub Service	Principal Deliverable	Actions	Status	Progress Update
Seniors Units <i>Objective 1.2 A safe, healthy and active community</i>	Offer an accessible and transparent application process for potential residents of Council's Seniors Units <i>Strategy 1.2.1 Provide access to services that improve health and wellbeing</i>	Facilitate and manage applications, priority assistance and waitlist for Seniors Living Units		All Seniors Units Applications received have been processed and applicants notified of the outcome. There are currently no outstanding applications. Seniors Units will be moved to a third party to administer.
Social Inclusion Programs <i>Objective 1.2 A safe, healthy and active community</i>	Empower and educate seniors and carers about health and wellbeing while providing opportunities to connect with their community and remain independent <i>Strategy 1.2.1 Provide access to services that improve health and wellbeing</i>	Plan and deliver ongoing wellbeing programs and individualised services under the Commonwealth Home Support Programme (CHSP)		Provided 100 Wellness Programs, 25 Social Outings and one short holiday program as part of the Social Inclusion Program provided under the Commonwealth Home Support Programme (CHSP). The activities and locations of trips offered were designed using the feedback from a customer planning day and the annual customer survey.  100 Over 55's Health programs have been provided with 206 senior residents participating. Attendance varied across programs based on community interest and availability.
		Provide opportunities for seniors and carers to give feedback and input to the services offered and future directions		Council commenced surveying customers that receive home-delivered meals in November 2024 to gather input for the next menu. 22 responses have been received, with additional responses expected. Once all feedback is collected, it will be used to develop the upcoming home-delivered meals menu.  One customer planning day was held to gather suggestions for new programs and feedback on previous programs. This information has been used to devise the upcoming Lifestyle and Leisure Links program, a program that encourages development through fun social, physical and inspirational experiences for NDIS participants aged 18-64 years.
	Improve access and availability of accessible transport to the community and its residents <i>Strategy 1.2.1 Provide access to services that improve health and wellbeing</i>	Offer accessible and safe transport options to access services and programs		Council continues to provide accessible transport to wellness programs, social outings and leisure programs for seniors and people with disability.  Council provides information referrals to providers of community transport for seniors and people with disability.
		Provide and promote accessible bus hire options to the community		Council continues to offer and promote the availability of an accessible bus for hire to community groups, community organisations and private uses in the Cumberland community. The accessible bus has been utilised on 94 occasions.

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

Sub Service	Principal Deliverable	Actions	Status	Progress Update
Volunteer Program <i>Objective 1.2 A safe, healthy and active community</i>	Provide residents the opportunity to give back to their community or enhance their pathways to employment through Council's Volunteer Program <i>Strategy 1.2.2 Build capacity within our community to live happier and healthier lives</i>	Manage Council's volunteers including recruitment, retention, training, policies and procedures and hold information sessions on opportunities		<p>Council undertook a Volunteer Program Planning survey with current volunteers to prepare for the year ahead, 73 responses were received. Volunteers participated in Child Protection Training and Food Safety Training.</p> <p>Council celebrated International Volunteers Day by hosting a Gift of Time event which included morning tea, entertainment and an appreciation gift, 70 volunteers attended.</p> <p>Council partnered with Employment Consultant Scope to support young people with a disability, delivering an industry tour on 15 October 2024 at the Auburn Botanic Gardens to introduce career pathways in the parks and gardens industry. An information session was facilitated on volunteer roles available with Council.</p> <p>Volunteer opportunities were promoted at five Youth Hubs. Two volunteer meetings were held, engaging 34 volunteers.</p>

Principal Deliverable	Performance Indicator	Target	Result		Status	Comments
			Jul - Dec 24	Jan - Jun 25		
Offer quality services and programs to enhance the quality of life of people with disability and provide opportunities to connect with their community and remain independent	Number of programs and services provided annually	280	218			
Provide access and deliver a variety of nutritious, well-balanced meals to seniors, people with disability and carers	Number of meals provided annually	37,961	16,339			
Enhance the health and wellbeing of seniors, people with disability and their carers through celebration of events and education sessions to improve quality of life	Number of attendees at events and education sessions annually	1,000	836			
	Number of people registered to the distribution list annually	200	770			
	Number of customers accessing CHSP and NDIS Programs and Services annually	370	355			

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

Principal Deliverable	Performance Indicator	Target	Result		Status	Comments
			Jul - Dec 24	Jan - Jun 25		
Implement the actions and strategies outlined in Council's Disability Inclusion Action Plan (DIAP) 2022-2026 to ensure people with disability have full and equal access to the facilities, programs, services and information	Percentage of action items completed annually	25%	20%			There are 55 actions allocated to different departments across Council. 11 Year 2 actions have been completed with an additional 32 actions on track. Six actions have not yet commenced and another six have been identified for implementation in Year 3 of the DIAP.
	Number of meetings held annually	8	4			
Offer an accessible and transparent application process for potential residents of Council's Seniors Units	Percentage of applications processed within 10 working days	≥95%	100%			
Empower and educate seniors and carers about health and wellbeing while providing opportunities to connect with their community and remain independent	Number of hours for social support groups annually	24,206	16,008			
	Number of hours for social support individuals annually	5,721	4,093			
	Number of wellness and social programs annually	240	126			
	Number of Over 55's health programs annually	150	100			
Improve access and availability of accessible transport to the community and its residents	Number of trips annually	6,318	3,681			
	Number of community hire occurrences annually	52	94			Number of hirers has increased due to growing interest from community organisations.
Provide residents the opportunity to give back to their community or enhance their pathways to employment through Council's Volunteer Program	Number of volunteers registered within Council annually	150	221			This was the peak number of volunteers, driven by growing community interest.

### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

## Education and Care – Coordinators, Education and Care

### Strategic Goal 1: Supporting Community Health, Safety and Wellbeing







Service Update	Issues and Setbacks
<p>The focus between July 2024 and December 2024 has been on 2025 enrolments, enabling Council to commence 2025 at approximately 85% occupancy.</p> <p>The Hon. Jason Clare MP visited Auburn Long Day Care Child Centre on 24 October 2024.</p>	<p>The OOSH landscape continues to change with more external services providers opening in the area which has seen a number of enrolments exit in this period.</p>




Sub Service	Principal Deliverable	Actions	Status	Progress Update
Education and Care Support <i>Objective 1.1 A strong community and culture</i>	Sustainable services which have high occupancy levels and are compliant with Family Assistance Law <i>Strategy 1.1.3 Build an inclusive community by encouraging participation in youth, children and indigenous services and support for seniors and disability services</i>	Centralised business and administrative support to 12 centre-based education and care services and Family Day Care		Administrative and enrolment support continues to be provided across all education and care services. This team is the first point of contact for the community to Council's 13 education and care services.
		Processing of bulk Child Care Subsidy (CCS) payments to educators		Council distributed \$241,661 in CCS payments to FDC educators.
Family Day Care (FDC) <i>Objective 1.1 A strong community and culture</i>	Provide a scheme for Family Day Care educators to be registered with <i>Strategy 1.1.3 Build an inclusive community by encouraging participation in youth, children and indigenous services and support for seniors and disability services</i>	Assess suitability for new educators seeking registration with the scheme		One new educator registered within the scheme. Applications remain open to ensure continuous accessibility for prospective educators.
		Provide ongoing compliance and administrative support to registered Family Day Care educators		Council provided regular compliance monitoring and administrative support to registered Family Day Care educators to ensure high-quality care standards are met.
Long Day Care (LDC) <i>Objective 1.1 A strong community and culture</i>	Provides services which ensure all children have access to high quality programs which enable	Provide seven high quality long day care services for up to 344 children per day, aged 0 to 5 years of age, operating 50 weeks a year from 7:00am to 6:00pm		Council continues to maintain high-quality educational programs and delivery of high-quality care.






## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons

	Completed/Target Met		On Track		Needs Attention
	Critical/Target Not Met		On Hold		Discontinued

Sub Service	Principal Deliverable	Actions	Status	Progress Update
	a foundation for lifelong learning and growth <i>Strategy 1.1.3 Build an inclusive community by encouraging participation in youth, children and indigenous services and support for seniors and disability services</i>	Provide all children with the opportunity to participate in quality education and care programs		Council received an Exceeding The National Quality Standards rating for Pemulwuy Children's Centre after their Assessment and Rating visit.  Auburn Long Day Care's cultural and digital Early Learning Languages Assistance Program attracted a visit from Australian Minister for Education, Jason Clare and India's Minister for Education, Shri Dharmendra Pradhan.  Gumnut Grove and Frances Fisk Children's Centres facilitated visits from local aged care services to share in intergenerational relationship building between children and elderly community residents.
		Support children's transition to school		145 children graduated, each receiving a Transition to School Statement to support their next steps. Wentworthville Children's Centre and Ringrose OOSH launched a collaborative program where primary school-aged children visited preschoolers, easing their transition into school.
Out of School Hours Care (OSHC) <i>Objective 1.1 A strong community and culture</i>	Provide services which ensure all children have access to high quality programs which enable a foundation for lifelong learning and growth <i>Strategy 1.1.3 Build an inclusive community by encouraging participation in youth, children and indigenous services and support for seniors and disability services</i>	Provide five Before School Care programs, five After School Care programs and two School Holiday programs		Widemere OOSH and Sherwood Grange OOSH organised food drives, encouraged children and families to donate food items for families in need at Christmas.  Wentworthville Children's Centre and Ringrose OOSH collaborated on a new project involving primary school aged children visiting the preschool children. This has seen many benefits including our OOSH children planning and preparing experience for younger children including Aboriginal workshops, Beyond the Beanstalk and Stem programs.  Over 20 different daily programs were delivered across School Holiday Care venues, ensuring a diverse and engaging experience for children.  Guildford West OOSH received a Meeting National Quality Standards rating, achieving high performance under the Department of Education's new self-assessment requirements.

Principal Deliverable	Performance Indicator	Target	Result		Status	Comments
			Jul - Dec 24	Jan - Jun 25		
Sustainable services which have high occupancy levels and are compliant with Family Assistance Law	Occupancy Rates: Long Day Care services	≥85%	88%			Occupancy of all services is based on approved numbers as per service approval except for Pemulwuy Children's Centre which is capped at 92 children per day.
	Occupancy Rates: Before School Care	≥60%	74%			Despite the cancellation of all St Margaret Mary's enrolments at Sherwood Grange OOSH due to the school opening its own service, strong enrolments at Council's other OOSH services ensured overall stability.
	Occupancy Rates: After School Care	≥85%	89%			
	Occupancy Rates: School Holiday Program	≥80%	80%			
	Number of bulk payments processed to Family Day Care (FDC) educators annually	24	21			

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

Principal Deliverable	Performance Indicator	Target	Result		Status	Comments
			Jul - Dec 24	Jan - Jun 25		
Provide a scheme for Family Day Care educators to be registered with	Services rated "meeting" or "exceeding" National Quality Standard	100%	0%			Cumberland City Family Day Care achieved a rating of Working Towards National Quality Standard in Assessment and Rating. The service has implemented a number of key improvements in the lead up to their re-assessment due to take place in February 2025.
	Number of registered Family Day Care educators actively providing care annually	≤75	17			Service approval is capped at a maximum of 75 educators. A grant funded branding project and targeted recruitment campaign will be implemented in the next reporting period to support growth and attract new educators.
	Number of compliance and support visits conducted (face to face and remote) annually	480	353			Fewer visits conducted in December due to closure period.
Provides services which ensure all children have access to high quality programs which enable a foundation for lifelong learning and growth	Services rated "meeting" or "exceeding" National Quality Standard	100%	100%			Pemulwuy Children's Centre achieved an Exceeding NQS rating.
	Sessions of long day care provided annually	1,820	868			Council's seven long day care services operate from Monday to Friday except Public Holidays from 7am to 6pm each day.
	Number of children attending with additional needs annually	25	50			With the support of KU Children's Services, our educators design and implement Strategic Inclusion Plans to ensure our environments and support strategies are inclusive of all children's needs.
	Number of individual education plans implemented for children with additional needs annually	25	50			Each child's individual education plan is designed in consultation with educators and families and is based on individual needs, strengths and interests of the child. This plan is reviewed regularly by educators as the children reaches milestones and achieves goals.
Provide services which ensure all children have access to high quality programs which enable a foundation for lifelong learning and growth	Services rated "meeting" or "exceeding" National Quality Standard	100%	100%			Guildford West OOSH achieved a Meeting National Quality Standards rating.
	Number of Before School Care program sessions provided annually	985	510			Sherwood Grange OOSH and Ringrose OOSH has seen gradual withdrawal of enrolments due to an increase in external service provision in the market.
	Number of After School Care program sessions provided annually	985	510			
	Number of School Holiday program sessions delivered annually	94	40			Lower than budgeted numbers for October school holiday programs.

**Performance and Progress Icons**



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

## City Services

### Asset Management and Asset System Support – Manager, City Assets and Construction

#### Strategic Goal 3: Delivering Sustainable Infrastructure and Services

Service Update	Issues and Setbacks
Council has commenced a comprehensive Roads Condition Audit, that will assist with Council's long term Asset Management plans ensuring roads are safe, compliant and meeting standards for public use.	

Sub Service	Principal Deliverable	Actions	Status	Progress Update
Asset Management Planning and Project Control <i>3.1 We have public spaces that are welcoming, inclusive and promote pride in the area</i>	Deliver Asset Management and Street Lighting programs <i>3.1.1 Our physical infrastructure is sustainably planned and managed to meet our changing needs</i>	Develop long term renewal plans for all assets		Council has commenced the development of long-term renewal plans for all infrastructure asset classes.
		Undertake whole of asset condition audits		Council has commenced the Roads Condition Audit.
		Undertake bridge inspections		All bridges rated Condition 4 (poor condition, requiring significant renewal or substantial maintenance) have been inspected.
		Update Asset Management plans		Council is in the process of updating its Asset Management Plans for all infrastructure assets.
		Undertake Dam Safety Audits: - The CSIRO Retarding Basin (NSW Government declared Dam) is managed safely. All risk assessment and Safety Management Systems are repared and reported to the Dam Safety NSW.		The Annual Safety Report is in progress and due for completion in March 2025.
		Undertake night safety audits in relation to street lighting level for high profile CBD areas		Council undertakes night safety audits in response to any issues with non-working lights identified. There have been nil issues noticed/identified in relation to street lighting.
		Assess and resolve new street lighting requests		60 requests for streetlighting have been investigated and addressed.
		Maintain an asset register and its Geographic Information System (GIS) representation		Council has been updating its asset registers to include major Open Space projects from 2023-2024, with ongoing updates to other asset works conducted on a monthly basis.
		Capital Works Ward Reports		Monthly Ward reports on Capital Works projects are regularly produced and submitted on time.

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

Principal Deliverable	Performance Indicator	Target	Result		Status	Comments
			Jul - Dec 24	Jan - Jun 25		
Deliver Asset Management and Street Lighting programs	Complete the annual renewals program for stormwater, transport, buildings and open space asset classes by 30 June 2025	100%	75%			
	Percentage of street lighting requests assessed and referred to electricity agency within 14 working days	≥95%	100%			60 requests for streetlighting have been investigated and addressed.
	Complete condition audit for transport asset class by 30 June 2025	100%	60%			Roads Condition Audit is in progress for completion.

## Buildings Maintenance – Manager, Buildings and Depot

### Strategic Goal 3: Delivering Sustainable Infrastructure and Services

Service Update	Issues and Setbacks
Council has commenced a security services audit, including a review of existing systems reaching end of functional life, for greater security, safety and capacity.	<p>Ongoing vandalism issues to public amenities and hireable spaces during the reporting period has continued to impact budget and internal resources.</p> <p>Internal vacancies have resulted in some delays to procurement and maintenance works.</p> <p>Increased utility costs have impacted available budget.</p>

Sub Service	Principal Deliverable	Actions	Status	Progress Update
Buildings Maintenance and Compliance <i>3.2 We have recreational assets that enhance the liveability of our community</i>	Undertake rolling scheduled preventative maintenance to ensure the safety of the hirer and community members <i>3.2.1 Our valued natural recreational spaces and facilities are fit for purpose and encourage active lifestyles</i>	Scheduled preventive maintenance undertaken in accordance with established service levels, based on risk, usage, consideration of priority		<p>Ongoing scheduled maintenance have been undertaken to provide safe, clean, compliant and functional facilities to the community.</p> <p>Renewal of maintenance contracts are in the process of being finalised.</p>
	Undertake reactive works <i>3.2.1 Our valued natural recreational spaces and facilities are fit for purpose and encourage active lifestyles</i>	Undertake reactive maintenance within request timeframe		Ongoing reactive maintenance is up to date have been undertaken within request timeframes to ensure safe, clean, compliant and functional facilities to the community.

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

Principal Deliverable	Performance Indicator	Target	Result		Status	Comments
			Jul - Dec 24	Jan - Jun 25		
Undertake rolling scheduled preventative maintenance to ensure the safety of the hirer and community members	Percentage of complaints reduced against Council's buildings from the previous year	≥10%	50%			A reduction of 50% in complaints has been achieved compared to the previous year.
Undertake reactive works	Percentage of reactive requests completed within 10 working days	≥90%	91%			

## Capital Works and Assets Renewal – Manager, City Assets and Construction

### Strategic Goal 3: Delivering Sustainable Infrastructure and Services

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 park upgrades have been completed:</p> <ul style="list-style-type: none"> <li>Norman Park upgrade</li> <li>Phillip Park upgrade</li> <li>Mona Park upgrade</li> <li>Kulgun Reserve upgrade</li> <li>Canal Road Park upgrade</li> <li>Dirrabari Reserve Fitness Equipment upgrade.</li> </ul> <p>Council has also completed:</p> <ul style="list-style-type: none"> <li>Upgrades to the Auburn Depot amenity block</li> <li>75 out of 89 (81%) road and footpath projects completed</li> <li>100% Traffic projects handed over for construction completed</li> </ul>	

Sub Service	Principal Deliverable	Actions	Status	Progress Update
Capital Works and Asset Renewal Programs <i>3.1 We have public spaces that are welcoming, inclusive and promote pride in the area</i>	Capital renewals in accordance with the Renewal Program <i>3.1.1 Our physical infrastructure is sustainably planned and managed to meet our changing needs</i>	Deliver annual Renewal Programs: <ul style="list-style-type: none"> <li>- Buildings</li> <li>- Open Space</li> <li>- Transport Infrastructure</li> <li>- Stormwater.</li> </ul>		<p>Council has commenced Auburn Park Extension works but have since been delayed due to asbestos contamination.</p> <p>Council has also commenced Alderson Park upgrades.</p> <p>Heritage works at Granville Town Hall are currently in the tender stage.</p> <p>Contracts have been exchanged for the Kibo Park upgrade.</p>

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

Sub Service	Principal Deliverable	Actions	Status	Progress Update
	<p>New construction works in accordance with approved Capital Works Program</p> <p><i>3.1.1 Our physical infrastructure is sustainably planned and managed to meet our changing needs</i></p>	Undertake new construction works outlined in Council's approved design		<p>Industrial action at Endeavour Energy has caused delays in the following projects:</p> <ul style="list-style-type: none"> <li>Merrylands CBD Drainage works at Addlestone Road</li> <li>Works related to the public toilets at Purdie Lane, Pendle Hill.</li> </ul> <p>Works related to the public toilets at Merrylands Station, Merrylands Park, Lytton St Park and Dirrabari Reserve are in the design stage.</p>

Principal Deliverable	Performance Indicator	Target	Result		Status	Comments
			Jul - Dec 24	Jan - Jun 25		
Capital renewals in accordance with the Renewal Program	Percentage of Renewal Program completed	≥90%	66%			
New construction works in accordance with approved Capital Works Program	Percentage of Capital Works Program completed	≥90%	56%			

## Depots – Manager, Buildings and Depot

### Strategic Goal 3: Delivering Sustainable Infrastructure and Services

Service Update	Issues and Setbacks
Council has implemented changes to its fuel card monitoring following an internal audit. This has included streamlining fuel card suppliers to improve efficiency of service delivery.	

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

Sub Service	Principal Deliverable	Actions	Status	Progress Update
Depot Operations <i>3.2 We have recreational assets that enhance the liveability of our community</i>	Maintenance, procurement, leasing and disposal of vehicles, plant, equipment and staff Personal Protection Equipment (PPE) for the internal operation of frontline services <i>3.2.1 Our valued natural recreational spaces and facilities are fit for purpose and encourage active lifestyles</i>	To ensure frontline services and associated operations meet the required safety standards and compliance standards, including plant and vehicle registration and inspections		Council has reviewed its plant and equipment purchasing model moving from Capital purchasing to leasing to improve the capacity of several Council service areas, including waste collection, road cleanliness, city presentation and parks maintenance.
		To ensure frontline services and associated operations meet the required safety standards for PPE and material storage		The effective provision of Personal Protective Equipment (PPE) and essential materials storage is ongoing to meet required safety standards.
	Manufacture, maintain and advise frontline services regarding safety and compliance signs <i>3.2.1 Our valued natural recreational spaces and facilities are fit for purpose and encourage active lifestyles</i>	To ensure frontline services and associated operations meet the required safety standards and compliance standards for road safety and awareness		Council provided support to ensure that compliance and safety standards for road safety awareness were met through the ongoing provision of essential materials and PPE.
		Provide signage for Council events		Council's signshop continues to provide quality service, providing signage for Council operations and events.

Principal Deliverable	Performance Indicator	Target	Result		Status	Comments
			Jul - Dec 24	Jan - Jun 25		
Maintenance, procurement, leasing and disposal of vehicles, plant, equipment and staff Personal Protection Equipment (PPE) for the internal operation of frontline services	Percentage of pre-start checks of vehicles and plant, prior to starting operations actioned on time	≥90%	100%			
	Percentage of reactive works orders completed within 10 working days	≥90%	86%			
Manufacture, maintain and advise frontline services regarding safety and compliance signs	Percentage of signage requests completed within 15 working days	≥90%	100%			

### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

## Swimming Pools – Aquatic Centre Manager

### Strategic Goal 3: Delivering Sustainable Infrastructure and Services

#### Service Update

Council's swim centres demonstrated excellence with nominations as finalists for the following Aquatic and Recreation Institute (ARI) NSW 2024 Awards for Excellence:

- Adam Lloyd Memorial Spirit Award
- Duty Manager of the Year Award

#### Issues and Setbacks







The Guildford Swim Centre was closed from Sunday 30 June 2024 for demolition and renovation, in line with the Guildford Swim Centre Modernisation Project. The site's closure has had a significant impact on the 'Learn to Swim' programs.


Sub Service	Principal Deliverable	Actions	Status	Progress Update
Swim Centres <i>3.2 We have recreational assets that enhance the liveability of our community</i>	Deliver a Learn to Swim Program to increase water safety to our community <i>3.2.2 Our assets provide a range of opportunities for participation in active and entertaining activities</i>	Deliver Learn to Swim programs		The Council managed 'Learn to Swim' Program hosted 19,650 attendances with a monthly average of 1,045 enrolments utilising the program across this period.
	Deliver programs and facilities that promote and assist in the health and wellbeing of the community <i>3.2.2 Our assets provide a range of opportunities for participation in active and entertaining activities</i>	Provide and deliver the activities and programs to the community: - Recreational swimming - Lap swimming - Training courses - School Carnivals and bookings - Aqua aerobics programs		Council managed swim centres: <ul style="list-style-type: none"> <li>• Hosted 110,396 recreational and lap swimming attendees</li> <li>• Hosted 20 school swimming programs</li> <li>• Hosted 34 swimming carnivals</li> <li>• Delivered 14 training courses.</li> </ul> Council managed Aqua Aerobics Program delivered 148 classes for a total of 1,068 attendees.
		Increase engagement to our aquatic venues to our community		Council actively promoted its aquatic and leisure-based services, programs and membership offerings to the wider Cumberland City community through various Council social media and website updates, e-newsletter distributions and on-site promotional material. This is reflected in the increased attendance at Council swim centres.
	Deliver facilities that encourage participation and allow for increased health and wellbeing to the community	Deliver Gym programs		Council managed Gyms hosted 4,017 gym visit attendees and 800 Wellness class attendees.




## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons

	Completed/Target Met		On Track		Needs Attention
	Critical/Target Not Met		On Hold		Discontinued

Sub Service	Principal Deliverable	Actions	Status	Progress Update
	<i>3.2.2 Our assets provide a range of opportunities for participation in active and entertaining activities</i>	Provide and maintain modern facilities		<p>In conjunction with Council's Swimming Pool Renewal Program, continued reactive and preventative maintenance and planned modernisation of the Swim Centre facilities was delivered. This includes the commencement of the current Guildford Swim Centre Modernisation Project.</p> <p>Six individual monthly facility audits and inspections were completed for each Council managed swim centre, to ensure continued compliance in this area.</p>

Principal Deliverable	Performance Indicator	Target	Result		Status	Comments
			Jul - Dec 24	Jan - Jun 25		
Deliver a Learn to Swim Program to increase water safety to our community	Swim School enrolments as percentage of capacity	≥80%	85.36%			<p>Enrolment numbers across both Granville and Wentworthville Swim Centres have seen a steady increase.</p> <p>This capacity figure excludes the capacity lost by the closure of Guildford Pool.</p> <p>The closure of Guildford Swim Centre has effected the total Swim School program enrolments.</p>
Deliver programs and facilities that promote and assist in the health and wellbeing of the community	Percentage increase in participation across all sites	≥5%	16%			Council managed Swim Centres hosted 128,971 total attendees, inclusive of lap swimmers, recreational swimmers and swim school attendance.
Deliver facilities that encourage participation and allow for increased health and wellbeing to the community	Percentage increase in participation/membership	≥5%	5.33%			Council managed Swim Centres and Gyms acquired 68 new members.

## Venues – Manager, Holroyd Centre

### Strategic Goal 3: Delivering Sustainable Infrastructure and Services

Service Update	Issues and Setbacks
<p>Council's premium venues has experienced high occupancy and booking numbers, substantially greater than in the previous year.</p> <p>The Granville Centre is a vibrant hub of community activity. The art gallery, swimming pool and library on the same site creates additional awareness of its utility and its popularity has now encouraged Council to now partially staff the venue on a Saturday.</p>	

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

Sub Service	Principal Deliverable	Actions	Status	Progress Update
Venue Management <i>3.2 We have recreational assets that enhance the liveability of our community</i>	Provide premium bookable spaces and facilities <i>3.2.2 Our assets provide a range of opportunities for participation in active and entertaining activities</i>	Undertake food preparation for Meals on Wheels		Council received an "A" Rating for its kitchen grading, allowing it to continue to manufacture meals for Meals on Wheels. Approximately 500 meals are prepared per week.
		Organise bookings for venues and room hire		Premium booking spaces have had 2,603 bookings received, reflecting that they are very popular and highly sought after.
		Catering for internal meetings, workshops, briefings and social gatherings		Catering supply is ongoing and well received, with nil complaints received.
		Seating and venue preparation		Seating and venue preparation continues as a value added service that is well utilised.

Principal Deliverable	Performance Indicator	Target	Result		Status	Comments
			Jul - Dec 24	Jan - Jun 25		
Provide premium bookable spaces and facilities	Number of bookings annually	≥4,200	2,603			

## City Maintenance – Manager, City Maintenance

### Strategic Goal 3: Delivering Sustainable Infrastructure and Services

Service Update	Issues and Setbacks
<p>Council has commenced delivery of the Heavy Patching Program, which aims at providing essential road works to critical road assets.</p> <p>Council successfully removed 11 London plane trees which were deemed unsafe and replaced them with 11 Lemon Scented Myrtle trees as part of the Woodburn Road, Berala Tree Replacement works.</p> <p>The Verge and Pensioner Mowing Maintenance Program has transitioned to an entirely in-house service. Council residents have reported an improved and consistent level of service.</p> <p>The Pemulwuy Beautification Project has commenced, aimed at improving the garden beds across the suburb.</p>	<p>Ongoing rise in costs in material and contractors has impacted Council's maintenance budget.</p>

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

Sub Service	Principal Deliverable	Actions	Status	Progress Update
Cleansing <i>3.1 We have public spaces that are welcoming, inclusive and promote pride in the area</i>	Maintain a clean community for people to enjoy public spaces <i>3.1.2 Our community pride is reflected in the cleanliness and upkeep of our valued public spaces and streetscapes</i>	Cleaning of CBD and Town Centres		Council conducted a review of the cleansing schedule to address the increase in required services.
		Litter picking		Council has continued to implement a scheduled litter picking service and part of its Maintenance Program.
		Mechanical street sweeping		The service level for Council's mechanical street sweeping has increased and operated for additional hours to manage seasonal conditions.
		Graffiti removal		Council operated a fulltime team to provide for graffiti removal, addressing both service requests and proactive graffiti removal.
		Gross pollutant trap cleaning		Gross pollutant traps are all regularly cleaned at scheduled intervals.
		Creek/Culvert maintenance		Council is currently working to engage a contractor through a Tender procurement process to provide this service.
		Minor dump collection		Council has identified and collected dumped rubbish in Council's public assets.
Public Infrastructure <i>3.1 We have public spaces that are welcoming, inclusive and promote pride in the area</i>	Maintain Council's infrastructure network to improve the overall life of our asset network <i>3.1.2 Our community pride is reflected in the cleanliness and upkeep of our valued public spaces and streetscapes</i>	Deliver a Road Maintenance Program		Council has commenced undertaking a Heavy Patching Program aimed at completing necessary road works across Cumberland.
		Deliver a Footpath Repair Program		Council has completed 508 footpath related works requests, continually identifying defects on our footpath assets and conducting audits where necessary.
		Complete annual Road Audit		Council's road condition auditing has been completed with results being analysed by Council's Asset's team.
		Undertake repairs identified in the Road Audit		Council has completed repairs on defects identified via the road condition audit.
		Implement Trip Hazard Grinding Program		Council has undertaken a Trip Hazard Grinding Program for footpaths to maintain these assets in a safe condition.
		Replace faded or missing line markings		Council continued to implement a Line Replacement Program.
		Repair damaged fencing and guardrails		Council has repaired damaged fencing and guardrails reported for repair or identified as part of the ongoing road condition audit.
		Undertake Stormwater drainage pit and lintel repairs		Council has inspected 109 stormwater drainage pit and lintel repair requests and conducted repairs where required.
		Reinstate damaged street signs		Council has proactively identified and repaired signs that required maintenance, completing 778 sign related work requests.

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

Sub Service	Principal Deliverable	Actions	Status	Progress Update
Streetscapes <i>3.1 We have public spaces that are welcoming, inclusive and promote pride in the area</i>	Maintain the environmental corridors and amenities across Cumberland <i>3.1.2 Our community pride is reflected in the cleanliness and upkeep of our valued public spaces and streetscapes</i>	Deliver Streetscape Maintenance Program	!	Council delivers the Streetscape Maintenance Program on an ongoing basis, with the upkeep of roads and verge garden beds. However, the Program needs attention as its progress is dependent on favourable weather conditions.
		Undertake public tree maintenance	⌚	Council has actioned 1,406 tree maintenance requests. Tree assessments are also conducted to ensure that the tree is healthy and viable.
		Deliver Verge and Pensioner Mowing Maintenance Program	⌚	The Verge and Pensioner Mowing Maintenance Program has transitioned to entirely in-house service. As part of the service, Council has mowed 996 nature strips and verges.
		Deliver Laneway Maintenance Program	⌚	Council is underway, servicing the laneways through weed spraying, litter picking and cleaning of all turfed and sealed laneways.
		Undertake weed spraying/poisoning	⌚	Weed spraying is an ongoing process in all streetscape assets where weeds are identified.
		Remove abandoned shopping trolleys	⌚	Council is proactive in removing abandoned trolleys from our road reserves and streetscapes.

Principal Deliverable	Performance Indicator	Target	Result		Status	Comments
			Jul - Dec 24	Jan - Jun 25		
Maintain a clean community for people to enjoy public spaces	Number of kilometres of streets swept annually	≥60,000km	57,014km		⌚	Council has swept a combined 57,014km of roads and road reserves. Council has significantly exceeded the result as weather conditions have required extra sweeping services.
	Number of stormwater pits cleaned annually	≥1,200	548		⌚	Council has cleaned 548 pits. Issues related to resourcing has resulted in Council achieving 45.67% of the annual target so far.
	2,912 nightly cleansing of Town Centres to be undertaken annually	≥95%	49.00%		⌚	Council has completed 1,427 works requests for the town centres nighttime cleansing.
Maintain Council's infrastructure network to improve the overall life of our asset network	Number of days to respond to pothole requests	≤3	4.14		✗	Council repaired 2,164 potholes with an average of 4.14 days to complete.
	Number of footpath repairs annually	600	508		⌚	Council is on track, having achieved 84.67% of its annual target due to receiving a high volume of requests.
	Number of street signs repaired annually	850	778		⌚	Council is on track, having achieved 91.53% of its annual target due to receiving a high volume of requests.

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

Principal Deliverable	Performance Indicator	Target	Result		Status	Comments
			Jul - Dec 24	Jan - Jun 25		
Maintain the environmental corridors and amenities across Cumberland	Percentage of Streetscape Maintenance Program completed	100%	84.11%			1,678 scheduled work orders were completed from 1,995 scheduled. This Program is subject to favourable weather conditions.
	Number of trees maintained annually	1,300	1,406			Council completed 1,406 tree related works requests. Council has already exceeded its annual target due to receiving a high volume of requests due to weather conditions.
	Number of scheduled verge mowing cycles completed annually	10	-			As the Verge and Pensioner Mowing Maintenance Program has transitioned to entirely in-house service, it is no longer measured in completion of cycles. As part of the service, Council has mowed 996 nature strips and verges.

## Open Spaces – Manager, City Open Spaces

### Strategic Goal 3: Delivering Sustainable Infrastructure and Services

Service Update	Issues and Setbacks
<p>Council has delivered renovations to required sporting fields, golf course greens, fairways and nature reserves, in addition to the general maintenance of our passive parks and playground inspections.</p> <p>Implementation of site improvements have resulted in increased usage to our golf courses, community gardens and premium parks.</p> <p>The PGA Pro Am was held at Woodville Golf Course, attracting positive feedback from participants, sponsors, professional golfers and the Australian PGA.</p>	<p>Inclement weather created a few issues in being able to provide additional improvement works and scheduled maintenance including sports field closures through July, before improving in August in time for finals.</p>

Sub Service	Principal Deliverable	Actions	Status	Progress Update
Golf Courses <i>3.2 We have recreational assets that enhance the liveability of our community</i>	Undertake works to maintain and facilitate the use of Council's golf courses <i>3.2.1 Our valued natural recreational spaces and facilities are fit for purpose and encourage active lifestyles</i>	Undertake scheduled works to ensure compliant, safe and functional golf courses		Scheduled maintenance work continues to be undertaken at Council's golf courses, including tees, greens, fairways and roughs, ensuring sites are safe, functional and compliant.
		Undertake reactive works to ensure compliant, safe and functional golf courses		Reactive work orders have been completed with 100% compliance to ensure compliant, safe and functional golf courses.
		Improve golf course condition		<p>Council continues to improve the condition of its golf courses with the implementation of industry best practice. Greens and fairways have been renovated and quality continues to improve.</p> <p>Improvement works include irrigation system additions at Auburn Golf Course and the installation of three new bunkers at Woodville Golf Course.</p>

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention










Critical/Target Not Met



On Hold



Discontinued

Sub Service	Principal Deliverable	Actions	Status	Progress Update
Open Space Maintenance <i>3.2 We have recreational assets that enhance the liveability of our community</i>	Undertake scheduled and reactive maintenance works to ensure compliant, safe and functional open spaces <i>3.2.1 Our valued natural recreational spaces and facilities are fit for purpose and encourage active lifestyles</i>	Deliver compliant, safe and high-quality open spaces including bushland, parks and sports fields: <ul style="list-style-type: none"> <li>- Scheduled servicing</li> <li>- Reactive servicing</li> <li>- Playground inspections</li> <li>- Sports field maintenance</li> <li>- Bushland and Riparian care</li> <li>- Manage bushfire prone areas</li> <li>- Enhance quality of nature reserves and gardens.</li> </ul>		Several sports field renovations have been carried out, including topdressing and fertilising to encourage new growth.  All major sports fields are now being aerated in-house with new equipment.
	Carry out routine inspections and maintenance repairs to playgrounds <i>3.2.1 Our valued natural recreational spaces and facilities are fit for purpose and encourage active lifestyles</i>	Undertake playground inspections		All scheduled playground inspections and maintenance repairs have been completed.
		Complete scheduled servicing		New playgrounds have been installed in open space areas, replacing any non-compliant and end of life structures.  Council has completed all scheduled playground maintenance.
		Undertake reactive works		All reactive works have been completed on time.
Premium Facilities <i>3.2 We have recreational assets that enhance the liveability of our community</i>	Undertake scheduled works to ensure compliant, safe and functional premium facilities <i>3.2.1 Our valued natural recreational spaces and facilities are fit for purpose and encourage active lifestyles</i>	Scheduled servicing		Scheduled maintenance works are on track for the reporting period, ensuring complaint, safe and functional facilities. Works included additional plantings as well as general mowing, hedging and weed management.
		Enhance quality of nature reserves and gardens		The Cherry Blossom Festival event held at Auburn Botanic Gardens was successfully delivered. There was increased capacity this year with 98,502 attendees to the festival.  Maintenance works were conducted at Auburn Botanic Gardens which included: the construction and planting of new garden beds, mulching and weed management, turf maintenance and hedging works.
Recreation and Sport <i>3.2 We have recreational assets that enhance the liveability of our community</i>	Facilitate the use of Council's sporting and recreation venues <i>3.2.1 Our valued natural recreational spaces and facilities are fit for purpose and encourage active lifestyles</i>	Engage, coordinate and support recreation and sport to maintain high levels of use across bushland and community garden volunteer memberships and the utilisation of Council's assets		Council's sportsgrounds are regularly in use, with an average utilisation of 94%.  The Bushcare Program is currently under review and continues to receive new interest from members of the public.  The Merrylands Community Garden is at 100% capacity with a significant wait list of participants from the community.

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

Sub Service	Principal Deliverable	Actions	Status	Progress Update
	Review and prepare deliverable action plans to ensure the safety and usability of green spaces <i>3.2.1 Our valued natural recreational spaces and facilities are fit for purpose and encourage active lifestyles</i>	Review and update Council's Bushfire Management Plan: - Pemulwuy Greystanes - Campbell Hill Pioneer Reserve.		The 2024-2029 Bushfire Management Plan has been finalised, guiding Council on how best to deal with any bushfire prone areas.  A hazard reduction burn was carried out at Greybox Reserve in October 2024 which included post fire weed monitoring and control.  The same location is proposed to receive another hazard reduction burn within the next five years.
		Prepare action plan for premium garden spaces		The development of evacuation plans for premium garden spaces are in progress, due for completion in June 2025. Open Space is working with WHS team to deliver evacuation plans.

Principal Deliverable	Performance Indicator	Target	Result		Status	Comments
			Jul - Dec 24	Jan - Jun 25		
Undertake works to maintain and facilitate the use of Council's golf courses	Number of attendees across Council's golf courses annually	≥60,000	33,071			
Undertake scheduled and reactive maintenance works to ensure compliant, safe and functional open spaces	Percentage of scheduled bushland maintenance works completed	≥90%	100%			111 bushland maintenance work requests completed.
	Percentage of scheduled parks maintenance works completed	≥90%	97%			4,933 parks maintenance work requests completed.
	Percentage of scheduled playground inspections maintenance works completed	≥90%	100%			All inspections and scheduled maintenance work completed.
	Percentage of reactive maintenance works completed	≥90%	94.5%			
Carry out routine inspections and maintenance repairs to playgrounds	2,712 playground inspections completed annually	100%	1,642			60.54% of the annual inspections have been completed, with additional inspections completed due to current scheduled maintenance timelines of once per fortnight.
Undertake scheduled works to ensure compliant, safe and functional premium facilities	Percentage of scheduled Premium Parks maintenance works completed	≥90%	100%			
Facilitate the use of Council's sporting and recreation venues	Percentage of asset utilisation during key seasonal periods	≥90%	94%			
Review and prepare deliverable action plans to ensure the safety and usability of green spaces	Percentage of Plans developed within timeframe	100%	100%			

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

## Ranger Services – Manager, Waste and Ranger Services

### Strategic Goal 3: Delivering Sustainable Infrastructure and Services

Service Update	Issues and Setbacks
<p>Council provides regulatory compliance services across Cumberland City to ensure a safe and clean environment.</p> <p>The <i>Fines Amendment (Parking Fines) Bill 2024</i> was introduced and approved by the NSW State Government, making special provisions in relation to the issuing of penalty infringement notices for parking offences. Information in relation to the Regulations and implementation date is pending. As a result, Council has ceased the issue of parking fines using Licence Plate Recognition Technology, awaiting the introduction of the new legislation.</p>	<p>Council has had limitations to its rehoming of unclaimed companion animals due to high volume of stray and surrendered animals that are being held in Council's impoundment facilities.</p>

Sub Service	Principal Deliverable	Actions	Status	Progress Update
Rangers, Parking Patrol and Animal Management <i>3.3 A clean and safe place to live</i>	Management of parking compliance, safety and amenity in town centres, Council carparks and residential streets <i>3.3.1 Enforce local laws and regulations for the benefit of all people in Cumberland</i>	Patrol parking zones within commercial and residential areas		Parking patrols for all commercial and residential zones have been completed on regular basis, with 4,481 illegal parking reports actioned.
		Enforce parking zone restrictions to maintain safe and accessible parking for road users		Council issued 17,088 fines and 285 warnings for parking offences.
	Management of heavy vehicle movements and parking <i>3.3.1 Enforce local laws and regulations for the benefit of all people in Cumberland</i>	Conduct load limited road patrols		45 patrols for heavy/oversized trucks on load limited roads have been conducted.
		Enforcement of truck parking road rules		Enforcement of 1,748 heavy/long vehicles overstaying time restrictions in residential streets was undertaken.
	Provide environmental compliance across Cumberland <i>3.3.1 Enforce local laws and regulations for the benefit of all people in Cumberland</i>	Investigate private property on land that is overgrown with vegetation and take action to return it to a safe condition		311 properties that were overgrown with vegetation were investigated and actioned.
		Investigate illegally dumped rubbish		Council rangers investigated 106 reports of illegally dumped rubbish including 26 reports of dumped asbestos.
		Monitor building sites for out of hours operations and ensure erosion and sediment controls are in place		Council responded to 63 building site complaints. These complaints most often relate to construction work occurring outside approved hours.
		Patrol parks and open space to manage their correct use		Patrols of Council's parks and recreational open spaces were conducted as per agreed schedules.

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

Sub Service	Principal Deliverable	Actions	Status	Progress Update
	Regulation of unattended property in public spaces <i>3.3.1 Enforce local laws and regulations for the benefit of all people in Cumberland</i>	Investigate and action the removal of abandoned vehicles from roadways		Council investigated and actioned 2,522 instances of abandoned vehicles.
	Regulation of heavy/long vehicles on local load limited roads <i>3.3.1 Enforce local laws and regulations for the benefit of all people in Cumberland</i>	Monitor local load limited roads to ensure road safety and the protection of Council's roadway infrastructure assets		All Council's enforcement officers have had their authorisation under the <i>heavy Vehicle National Law (NSW)</i> re-instated, allowing them to undertake compliance actions relating to heavy vehicles on load limited roads. 45 patrols of load limited roads were completed.
	Regulation of lost and stray companion animals <i>3.3.2 Monitor and regulate to make Cumberland a safe place to live</i>	Conduct patrols and collect stray and escaped companion animals, return to their owner or re-home from Council's animal holding facility		Council had collected 220 stray and escaped companion animals, with 215 being returned to their owner, re-homed or transferred to Council's animal impoundment facility.
	Encourage safe parking within school zones <i>3.3.2 Monitor and regulate to make Cumberland a safe place to live</i>	Daily patrols of school zones during school terms		During school terms, Council conducted 243 patrols in school zones to ensure safety of school children.

Principal Deliverable	Performance Indicator	Target	Result		Status	Comments
			Jul - Dec 24	Jan - Jun 25		
Management of parking compliance, safety and amenity in town centres, Council carparks and residential streets	Percentage of parking related complaints attended to within three working days	≥90%	94.78%			4,247 parking related complaints were completed within three working days. 5.22% of parking related complaints required ongoing monitoring over an extended time to resolve the illegal parking issue.
Management of heavy vehicle movements and parking	Number of patrols undertaken annually	96	45			
Provide environmental compliance across Cumberland	Percentage of all regulatory actions completed within three working days	≥90%	87.11%			6,025 regulatory based customer requests were received with 5,248 requests completed within three working days. The remaining requests took longer to resolve due to the complexity of the matters involved and legislative requirements that limit actions to longer timeframes.

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

Principal Deliverable	Performance Indicator	Target	Result		Status	Comments
			Jul - Dec 24	Jan - Jun 25		
Regulation of unattended property in public spaces	Percentage of abandoned vehicles actions resolved within 15 working days	≥90%	90.85%			2,522 reports of abandoned vehicles were received with 2,291 reports actioned within 15 working days.
Regulation of heavy/long vehicles on local load limited roads	Percentage of patrols completed annually	≥90%	93.75%			45 patrols of the 48 scheduled patrols were completed.
Regulation of lost and stray companion animals	Percentage of companion animals returned to their owner or re-homed	≥95%	97.7%			215 companion animals were returned to their owner or re-homed by Council or by Council's animal impoundment facilities.
Encourage safe parking within school zones	Number of patrols undertaken in school zones per week during school terms	≥10	12			

## Waste Services – Manager, Waste and Ranger Services

### Strategic Goal 3: Delivering Sustainable Infrastructure and Services

Service Update	Issues and Setbacks
<p>Council delivers domestic waste services for the collection of garbage, recyclable and organic waste bins; the removal of booked household kerbside cleanups and weekly bulky waste collections from multi-unit dwellings.</p> <p>Additionally, Council delivers daily collection of parks and street litter bins, the removal of illegally dumped rubbish from public spaces and provides commercial waste services to Council buildings and businesses within Cumberland City.</p>	

Sub Service	Principal Deliverable	Actions	Status	Progress Update
Commercial Waste Services <i>3.3 A clean and safe place to live</i>	Collection of commercial waste services for Council buildings, business customers and special community events <i>3.3.3 Provide access to sustainable waste services that keep our community clean and tidy</i>	Undertake efficient collection services of commercial waste		Council delivered a commercial waste service to all Council buildings and 364 businesses within Cumberland City.

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention










Critical/Target Not Met



On Hold



Discontinued

Sub Service	Principal Deliverable	Actions	Status	Progress Update
Domestic Waste Services <i>3.3 A clean and safe place to live</i>	Management and collection of domestic waste bins <i>3.3.3 Provide access to sustainable waste services that keep our community clean and tidy</i>	Manage Council's contract for collection of domestic waste, recyclables and organic services		Council continues to deliver uninterrupted domestic waste collections of garbage, recycling, garden organic and household clean-up services.  These services have included the collection of: <ul style="list-style-type: none"> <li>2,253,426 garbage waste bins resulting in a monthly average of 5,293.80 tonnes</li> <li>1,094,138 recycling waste bins resulting in a monthly average of 778.01 tonnes</li> <li>428,657 organic waste bins resulting in a monthly average of 651.69 tonnes.</li> </ul> Council also conducts daily inspections of waste collection areas and weekly safety meetings to ensure efficient and compliant management of the Domestic Waste Collection services.
		Provision of new and replacement bins for residential waste collections		Council has delivered 962 new or additional waste bins to residents. 97.87% of all bin deliveries were within five business days.
	Provision of a booked household clean-up service <i>3.3.3 Provide access to sustainable waste services that keep our community clean and tidy</i>	Collection of booked household kerbside clean-ups		Council delivered 26,318 booked household kerbside cleanups and 1,432 hazardous waste booked clean-ups.  Monthly average tonnages for booked household kerbside clean-ups was 651.36 tonnes.
		Collection of basement clean-up services for multi-unit dwellings		Council delivered onsite removal services of bulky household waste from 29 multi-unit dwellings completing 169 services per month.
Street and Park Waste Services <i>3.3 A clean and safe place to live</i>	Collection of public place street and park litter bins <i>3.3.3 Provide access to sustainable waste services that keep our community clean and tidy</i>	Service street and park waste litter bins across Cumberland City based on agreed service levels		Council provided daily waste collection for 1,123 street and parks litter bins, ensuring bins are emptied on schedule to ensure availability for litter disposal.
	Reducing the number of community reported incidents of illegal dumping <i>3.3.3 Provide access to sustainable waste services that keep our community clean and tidy</i>	Collection of reported illegally dumped rubbish next business day		5,663 reports of illegally dumped rubbish have been collected with an average of 74.54 tonnes of dumped waste collected per month.  106 of these illegal dumping reports were referred and investigated by Council's Rangers.
		Patrol residential streets to remove illegally dumped rubbish		An additional 1,479 collections from residential streets of illegally dumped rubbish were completed from patrols of residential streets.

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

Principal Deliverable	Performance Indicator	Target	Result		Status	Comments
			Jul - Dec 24	Jan - Jun 25		
Collection of commercial waste services for Council buildings, business customers and special community events	Missed commercial waste service collections	≤0.1%	0.0%			
Management and collection of domestic waste bins	Percentage of missed domestic waste service collections	≤0.1%	0.04%			1,669 domestic waste services of 3,802,539 services were not collected on the scheduled day of collection.
	Percentage of new bins provided within five working days of request	≥97%	97.87%			20 new bins were delivered after five business days for six multi-unit properties.
Provision of a booked household clean-up service	Percentage of kerbside clean-up services completed on the day of booking	≥98%	99.28%			Of the 26,318 kerbside clean up bookings, 26,129 were collected on the scheduled day of collection.
Collection of public place street and park litter bins	Number of complaints for missed street litter bin collections annually	≤10	47			47 complaints were related to full street and park litter bins, which are emptied and collected daily.
Reducing the number of community reported incidents of illegal dumping	Percentage decrease in resident reported incidents compared to previous year	≤5%	2.73%			65.94% of all reports of illegal dumping were submitted by residents, down from 68.67% for the same period in 2023-2024.

## Development Programs – Manager, Environmental Health and Development Programs

### Strategic Goal 3: Delivering Sustainable Infrastructure and Services

Service Update	Issues and Setbacks
Council has monitored developments throughout Cumberland to ensure compliance with planning rules and regulations. To further enhance its compliance capabilities, Council's planning department has been integrated into the process for expert planning advice.	

Sub Service	Principal Deliverable	Actions	Status	Progress Update
Development Programs <a href="#">3.3 A clean and safe place to live</a>	Undertake inspections and regulatory enforcement actions <a href="#">3.3.1 Enforce local laws and regulations for the benefit of all people in Cumberland</a>	Investigate and inspect: <ul style="list-style-type: none"> <li>- unauthorised building work</li> <li>- unauthorised land use</li> <li>- development not in accordance with consent</li> <li>- unauthorised tree removals</li> <li>- unsafe buildings.</li> </ul>		Council investigated and resolved 2,013 customer enquiries which included enforcement actions resulting in 177 Notices and 102 Orders being issued.
		Review all regulatory policies/procedures		Preliminary review of all regulatory policies has commenced with draft policies scheduled to be ready for final review within the next six months.

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

Sub Service	Principal Deliverable	Actions	Status	Progress Update
	Undertake a Fire Safety Program to protect the buildings across Cumberland City <i>3.3.1 Enforce local laws and regulations for the benefit of all people in Cumberland</i>	Assess annual fire safety statements		Council received 2,597 annual fire safety statements and assessed 1,462.
		Investigate fire related complaints		Council is actively inspecting buildings to ensure compliance with relevant fire safety requirements.
		Review of all regulatory policies and procedures		Preliminary review of all regulatory policies has commenced.
	Inspect privately owned swimming pools for compliance with legislation <i>3.3.1 Enforce local laws and regulations for the benefit of all people in Cumberland</i>	Investigate swimming pool complaints		Council investigated 72 swimming pool safety related enquiries.
		Develop the Swimming Pool Barrier Program		Council acknowledges the importance of pool safety and is working on a Swimming Pool Barrier Program for Cumberland.
		Review of all regulatory policies and procedures		Preliminary review of all regulatory policies has commenced.

Principal Deliverable	Performance Indicator	Target	Result		Status	Comments
			Jul - Dec 24	Jan - Jun 25		
Undertake inspections and regulatory enforcement actions	Percentage of regulatory action investigations completed within 30 working days	≥90%	95%			Development compliance team completed 1,901 investigations within 30 working days.
Undertake a Fire Safety Program to protect the buildings across Cumberland City	Percentage of submitted annual fire safety statement assessments completed within 10 calendar days	≥90%	98%			2,537 statements assessed within 10 days.
Inspect privately owned swimming pools for compliance with legislation	Percentage of Swimming Pool investigations initiated within three working days	≥95%	97%			Council received 72 swimming pool-related complaints and inquiries, of which 70 investigations were initiated within three days.

## Environmental Health – Manager, Environmental Health and Development Programs

### Strategic Goal 3: Delivering Sustainable Infrastructure and Services

Service Update	Issues and Setbacks
Council continues to conduct comprehensive inspection programs to ensure the safety and health of the Cumberland community, helping maintain high public health standards and environmental safety.	

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

Sub Service	Principal Deliverable	Actions	Status	Progress Update
Environmental Health Programs <i>3.3 A clean and safe place to live</i>	Ensure compliance with Food Safety and Public Health requirements within the community <i>3.3.2 Monitor and regulate to make Cumberland a safe place to live</i>	Conduct Food Inspections (Food Safety Program)		Council has undertaken 592 food shop inspections.
		Conduct Skin Penetration Program		Preparations are underway for the Skin Penetration Program ahead of commencement in 2025.
		Deliver the Cooling Tower Program		The Cooling Tower Program commenced towards the end of December 2024 and is expected to be completed within the next six months, during the warmer season.
		Complete Development Application (DA) referrals		198 DA referrals have been completed.
		Prepare Annual Food report to NSW Food Authority		Preparation of the Annual Food Report has commenced, due for completion in June 2025.
		Implement Food seminars		Council has commenced the development of a series of food seminar for 2025. Food seminars will ensure that basic food safety practices are used by food premises throughout Cumberland, keeping the community safe from food borne illnesses.
		Undertake Enforcement Actions		21 Notices and Orders have been issued as a part of Council's investigations.
		Investigate health and environmental complaints: - Noise related complaints - Food borne illnesses - Water pollution - Air pollution - Skin Penetration complaints - Legionella outbreaks - Asbestos - Contaminated lands.		Council investigated and resolved 1,015 customer enquiries during this reporting period.

Principal Deliverable	Performance Indicator	Target	Result		Status	Comments
			Jul - Dec 24	Jan - Jun 25		
Ensure compliance with Food Safety and Public Health requirements within the community	Percentage of food safety surveillance inspections completed annually	100%	52%			592 food inspections completed.
	Percentage of Skin Penetration inspections completed annually	100%	0%			Skin penetration program will commence in February 2025.
	Percentage of Cooling Tower inspections completed annually	100%	3%			Two Cooling towers were inspected in response to enquiries received. The remainder of the Program is to be within the next six months.

Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

## Environment and Planning

### Development Management - Coordinators, Major Development Assessment, Fast Track Development Assessment and Planning Operations

#### Strategic Goal 2: Enhancing the Natural and Built Environment

Service Update	Issues and Setbacks
Council determined 126 development applications in less than 40 days.	

Sub Service	Principal Deliverable	Actions	Status	Progress Update
Development Assessment <i>2.1 Celebrate our diverse built and natural environments</i>	Delivery of process improvements and timely management of planning panels <i>2.1.2 Protect and improve our natural environment and ensure development has a positive impact on our City</i>	Conduct planning panel meetings once a month (excluding January)		The Cumberland Local Planning Panel (CLPP) has been operating in accordance with the schedule set by the Department. The CLPP has determined 18 applications.
		Undertake and deliver process improvements		Cumberland Council has obtained grant funding for the NSW Department of Planning, Housing and Infrastructure for an Artificial Intelligence trial to assist with streamlining enquiries and lodgements. The preparations for the trial are underway.
	Promoting sustainable development and encouraging good design outcomes <i>2.1.2 Protect and improve our natural environment and ensure development has a positive impact on our City</i>	Undertake assessment and determination of development applications, tree applications and subdivision certificates		In the reporting period, Council determined: <ul style="list-style-type: none"> <li>• 532 development applications</li> <li>• 182 tree applications</li> <li>• 122 subdivision certifications.</li> </ul> Council has been ensuring that it responds to NSW Government initiatives and any legislative changes introduced by updating assessment templates and conditions of consent to match the new changes.
		Provide high level planning advice		High level planning advice was provided to customers across 40 pre-lodgement meetings that were undertaken.

Principal Deliverable	Performance Indicator	Target	Result		Status	Comments
			Jul - Dec 24	Jan - Jun 25		
Delivery of process improvements and timely management of planning panels	11 Planning Panel meetings held annually	100%	36%			Meetings held in August, October, November and December 2024.

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention




Critical/Target Not Met



On Hold







Discontinued

Principal Deliverable	Performance Indicator	Target	Result		Status	Comments
			Jul - Dec 24	Jan - Jun 25		
Promoting sustainable development and encouraging good design outcomes	Development Application median processing time	86 days	74			532 applications determined in the reporting period.

## Strategic Planning – Coordinator, Urban Strategy and Planning

### Strategic Goal 2: Enhancing the Natural and Built Environment

Service Update	Issues and Setbacks
<p>Council received the Gateway Determination from the NSW Department of Planning, Housing and Infrastructure (DPHI) for the Woodville Road Corridor Planning Proposal.</p> <p>Council submitted the Draft Westmead South Planning Proposal to the DPHI in July 2024 and is waiting to receive the Gateway Determination.</p> <p>One Cumberland Heritage Advisory Committee Meeting was held in July 2024.</p>	

Sub Service	Principal Deliverable	Actions	Status	Progress Update
Heritage <i>2.1 Celebrate our diverse built and natural environments</i>	Undertake the Heritage Rebates and Awards Program and coordinate the Heritage Community Advisory Committee <i>2.1.1 Prepare land use plans and controls that value our heritage, encourage economic development, facilitate local infrastructure improvements and create vibrant precincts</i>	Undertake the Heritage Rebates and Awards Program, including community engagement, application reviews and judging with the Heritage Committee		<p>Council has been working with the successful Cumberland Heritage Rebate applicants. Three applicants have completed the works and received a rebate from Council.</p> <p>Council will continue to liaise with the remaining successful applicants to ensure the works will be completed within the agreed timeframe.</p>
		Ensure meeting schedule for Heritage Committee meetings are compliant		One Cumberland Heritage Advisory Committee Meeting was held in July 2024.
Strategic Planning <i>2.1 Celebrate our diverse built and natural environments</i>	Long-term planning of the local government area for the benefit of existing and future communities	Liaise with government bodies on proposed planning, legislative and regulatory changes		Council continues to collaborate with the Department of Planning, Housing and Infrastructure quarterly.
		Progress the Westmead South Master Plan		Council submitted the Draft Westmead South Planning Proposal to the DPHI in July 2024 and is waiting to receive the Gateway Determination.

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

Sub Service	Principal Deliverable	Actions	Status	Progress Update
	<i>2.1.1 Prepare land use plans and controls that value our heritage, encourage economic development, facilitate local infrastructure improvements and create vibrant precincts</i>	Progress the Woodville Road Corridor Strategy		Council received the Gateway Determination from the DPHI for the Woodville Road Corridor Planning Proposal.  Council has engaged with the relevant consultants to update the Woodville Road Corridor Planning Proposal addressing the requirements outlined in the Gateway Determination letter. The Planning Proposal is to be placed on public exhibition in early 2025.
		Progress the Granville Master Plan		Preparation of the Granville Master Plan is underway.
		Develop Urban and Land Use planning strategies that respond to the long term needs of our community		The current master plans and associated planning proposals are well underway, based on the Strategic Planning Work Program endorsed by Council.
		Review and progress housekeeping amendments to the Local Environmental Plans (LEP) and Development Control Plans (DCP), as required		Council has started the review process of the current LEP and DCP and is on track to reported back to Council for further consideration in 2025.

Principal Deliverable	Performance Indicator	Target	Result		Status	Comments
			Jul - Dec 24	Jan - Jun 25		
Undertake the Heritage Rebates and Awards Program and coordinate the Heritage Community Advisory Committee	Three Heritage Committee meetings held annually	100%	33%			One meeting held in July 2024.
Long-term planning of the local government area for the benefit of existing and future communities	Percentage of Masterplans progressed annually	≥80%	100%			Council is progressing with three master plans at the same time: <ul style="list-style-type: none"> <li>Woodville Road Corridor Master Plan</li> <li>Westmead South Master Plan</li> <li>Granville Master Plan.</li> </ul>
	Percentage of Strategy actions completed annually	≥80%	85%			Both draft Woodville Road Corridor Strategy and draft Westmead South Master Plan Strategy have identified short term (0-2 years) actions. Approximately more than 85% of the short-term actions in both draft Strategies have been or being actioned by this reporting period.

### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

## Engineering and Building – Coordinator, Building Assessment, Executive Engineer, Stormwater and Infrastructure Design and Executive Engineer, Traffic and Transport

### Strategic Goal 2: Enhancing the Natural and Built Environment

Service Update	Issues and Setbacks
<p>Council was successful in securing over \$4.3 million in grant funding from both the State and Federal Government to deliver key projects within Cumberland City. Grand funded projects include:</p> <ul style="list-style-type: none"> <li>Pippita Rail Trail</li> <li>Raised Pedestrian Crossing on Gilba Road, Girraween</li> <li>Toongabbie Bridge – Local Road Network Enhancements</li> <li>Road Safety and Blackspot Program initiatives.</li> </ul>	

Sub Service	Principal Deliverable	Actions	Status	Progress Update
Building Assessment <i>2.1 Celebrate our diverse built and natural environments</i>	Provide building assessment services <i>2.1.1 Prepare land use plans and controls that value our heritage, encourage economic development, facilitate local infrastructure improvements and create vibrant precincts</i>	Assess and determine building applications in accordance with legislative and Council requirements, these include: <ul style="list-style-type: none"> <li>- Building Applications: Construction Certificates, Complying Development Certificates</li> <li>- Occupation Certificates, Section 68 Applications.</li> <li>- Building Information Certificates (BIC)</li> </ul>		<p>Council assessed and determined the following certificates:</p> <ul style="list-style-type: none"> <li>Five Construction Certificate</li> <li>Ten Building Information Certificates</li> <li>Eight Occupation Certificates</li> <li>110 Section 68 Applications.</li> </ul>
Stormwater and Infrastructure Design <i>2.1 Celebrate our diverse built and natural environments</i>	Develop initiatives to improve Cumberland's stormwater design <i>2.1.1 Prepare land use plans and controls that value our heritage, encourage economic development, facilitate local infrastructure improvements and create vibrant precincts</i>	Provide advice on flood related matters		236 flood advice letters have been received and processed.
		Oversee and facilitate the Floodplain Risk Management committee		Arrangements for the Floodplain Risk Management Committee for the new Council are to be confirmed.
		Manage and deliver the Duck River and Creek Overland Flood Study		Duck River and Creek Overland Flood Study is progressing, with early engagement completed in August 2024.
		Investigate, survey and complete concept and detailed designs within Council's annual capital delivery programs		Investigations, survey and concept designs have been completed for Council's annual capital delivery program. There are a total of nine projects where the team is on track to complete all detailed designs by June 2025.
	Develop initiatives to improve Cumberland's infrastructure landscape	Provide technical advice, guidelines and suggest design controls that improve public domain works		Wentworthville Town Centre public domain detailed plans have been finalised, with tender documents in progress. Council have received 42 formal applications regarding public domain designs which have been assessed and determined accordingly.

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention









Critical/Target Not Met



On Hold



Discontinued

Sub Service	Principal Deliverable	Actions	Status	Progress Update
	<i>2.1.1 Prepare land use plans and controls that value our heritage, encourage economic development, facilitate local infrastructure improvements and create vibrant precincts</i>	Assess and determine the following applications in accordance with legislative and Council requirements, these include: - Section 68 Applications - Section 138 Applications - Driveway Applications Engineering Compliance Certificates.		Council assessed and determined the following applications: • 399 Section 138 Applications • 220 Driveway Applications • 179 Engineering Compliance Certificates.
Traffic and Transport <i>2.1 Celebrate our diverse built and natural environments</i>	Deliver initiatives to improve Cumberland's traffic flow and address road safety concerns <i>2.1.1 Prepare land use plans and controls that value our heritage, encourage economic development, facilitate local infrastructure improvements and create vibrant precincts</i>	Address road safety concerns by investigating and proposing improvements to the Cumberland Local Traffic Committee (CLTC) before reporting to Council		Council have received a total of 480 customer requests regarding traffic concerns.  Council has completed investigations for road safety issues where 99 reports were presented to the Cumberland Local Traffic Committee (CTC).
		Identify and develop projects for grant submission		Council is in the process of identifying locations suitable for nomination under 2025-2026 Australian Government Black Spot Program.  Council is continuously working towards identifying other available grant funding to deliver key projects within Cumberland City.
		Manage Black Spot and Get Active NSW projects		The four projects awarded under the Australian Government Black Spot Program are on track to be completed by the end of the 2024-2025 financial year, in line with the grant funding requirements.  The following projects have been funded by the Get NSW Active Program through Transport for NSW (TfNSW): • Pippita Rail Trail Project. The Masterplan and Concept Design is being finalised. Council is now progressing detailed design and tender documents for the on-road section in line with the grant funding requirements • Construction of a raised pedestrian crossing on Gilba Road, Girraween. Detailed design is now completed with construction scheduled to be completed by the end of the 2024-2025 financial year.  Council has also secured grant funding from Transport for NSW Greater Sydney for the following projects: • Toongabbie Bridge. Planning and design work is at the initial stages, with future work in 2025 • Road Safety Program. Four traffic projects to be delivered by the end of the 2024-2025 financial year.
		Assess and determine road occupancy licence applications		Council assessed and determined 48 road occupancy licence applications.
		Manage delivery of annual Traffic Program		The three nominated projects under the 2024-2025 Traffic Program are on track to be completed by the end of the financial year.

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

Sub Service	Principal Deliverable	Actions	Status	Progress Update
		Process National Heavy Vehicle Regulator (NHVR) applications		Council assessed and determined 1,002 NHVR applications.
		Process and issue residential parking permits		Council assessed and issued 195 permit requests which were all completed on time.

Principal Deliverable	Performance Indicator	Target	Result		Status	Comments
			Jul - Dec 24	Jan - Jun 25		
Provide building assessment services	Percentage of all building related applications completed within 30 calendar days	≥90%	78%			123 applications received with 96 applications completed within 30 calendar days. Some applications experienced longer processing times due to delays in receiving information from applicants.
	Percentage of Building Information Certificate (BIC) applications completed within 90 calendar days	≥90%	80%			10 applications received with eight applications completed within 30 calendar days. Some applications experienced longer processing times due to delays in receiving information from applicants.
Develop initiatives to improve Cumberland's stormwater design	Two Flood Risk Management Committee meetings held annually	100%	-			Arrangements for the Floodplain Risk Management Committee for the new Council are to be confirmed.
	Percentage of stormwater work designs progressed annually	≥80%	100%			
Develop initiatives to improve Cumberland's infrastructure landscape	Percentage of engineering certificates completed within 30 calendar days	≥90%	96%			179 applications received with 171 applications completed within 30 calendar days.
	Percentage of driveway applications completed within 21 calendar days	≥90%	91%			220 applications received with 201 applications completed within 21 calendar days.
Deliver initiatives to improve Cumberland's traffic flow and address road safety concerns	Five Cumberland Traffic Committee meetings held annually	100%	20%			One of two scheduled meetings occurred, with the meeting scheduled for August cancelled due to Council elections.
	Number of Black Spot grant submissions annually	3	-			Prepared draft locations to be nominated once submissions open in April 2025.
	Percentage of Road Occupancy licence applications determined within 21 calendar days	≥90%	100%			249 applications received with all applications completed within 21 calendar days.
	Percentage of National Heavy Vehicle Regulator applications completed within 30 calendar days	≥90%	95%			1,002 applications received with 959 applications completed within 30 calendar days.
	Percentage of residential parking permits processed and issued within 10 calendar days	≥90%	100%			195 applications received with all applications completed within 10 calendar days.

### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

## Environment Programs – Senior Coordinator, Environment and Resource Recovery

### Strategic Goal 2: Enhancing the Natural and Built Environment

Service Update	Issues and Setbacks
<p>Finalisation of Cool Carparks, Woody Meadows and Wategora Reserve Stage 1 grant projects are now completed.</p> <p>Received Energy Savings Certificates (ESCs) from LED street lighting upgrade.</p> <p>Successfully awarded over \$500,000 in environmental program grants to carry out the actions within the current environmental strategies.</p>	

Sub Service	Principal Deliverable	Actions	Status	Progress Update
Environmental Strategy and Programs <i>2.1 Celebrate our diverse built and natural environments</i>	Facilitate and promote environmental initiatives <i>2.1.2 Protect and improve our natural environment and ensure development has a positive impact on our City</i>	Implement the Bin Inspection Program of household recycling and garden bins for contamination		In October to December 2024, across four rounds of inspections, a total of 8,595 bins were inspected. The program has already seen an improvement, with a 20% reduction of contamination.
		Organise, deliver and event manage the annual School Sustainability Expo		570 students from six local schools attended the School Sustainability Expo this year on 30 and 31 October 2024 at Central Gardens, Merrylands. The Expo focused on the environment, aboriginal history, biodiversity, conservation and sustainability and the overall feedback from the teachers and presenters was very positive.
		Develop a Litter Strategy		The Litter Prevention Strategy and Action Plan has been developed and ongoing actions include: <ul style="list-style-type: none"> <li>Improving litter signage in parks and open spaces</li> <li>Working with local sporting teams to implement litter reduction actions</li> <li>Investigating the NSW Environment Protection Authority (EPA) grant funding options for Round 4 Litter Prevention Grant.</li> </ul>
		Progress delivery of current environmental strategies		Review and evaluation of current strategies has commenced to inform the development of the next strategy and its actions.
		Develop, manage and coordinate environmental projects and programs		As part of the Native Bird Program, bird walks have been organised, contributing towards the identification and recording of local bird populations as part of the national "Aussie Bird Count".  10 additional sites have joined Native Bee Program in 2024.  Over 4,000 plants and trees, planted and/or given to the community as part of the Native Plant Giveaway Program, at National Tree Day and at other community events.
		Continue investigation of Food Organic and Garden Organics (FOGO) best practices for Single Unit Dwellings (SUD) and Multiple Unit Dwellings (MUD)		Council continues to plan for FOGO Stage 2 Trials in 2025. A bin audit has been organised prior to the start of the trial to capture tonnage and contamination data.
		Review Food Organic and Garden Organics (FOGO) Stage 1 Trial		FOGO Stage 1 Trial was completed in December 2023. Review completed. Will inform Stage 2 trial in 2025.
		Commence project planning for full implementation of Food Organic and Garden Organics (FOGO) collection service		Project planning for the full implementation of FOGO is ongoing.

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention







Critical/Target Not Met



On Hold







Discontinued

Principal Deliverable	Performance Indicator	Target	Result		Status	Comments
			Jul - Dec 24	Jan - Jun 25		
Facilitate and promote environmental initiatives	Number of bin inspections annually	≥10,000	8,595			A total of 8,595 bins were inspected across four rounds of inspections.
	Number of students attending the School Sustainability Expo	≥300	570			570 students from local schools attended over the two-day event.
	Number of environmental and resource recovery events and workshops	20	10			Events and workshops included, environmental program school visits, compost giveaway, environmental program school visits, reuse workshops and Asbestos Awareness Month.
	Number of households registered and participating in the FOGO Stage 2 Trial	≥1,000	0			FOGO Stage 2 trial is currently in planning phase, to be carried out in 2025.

## Planning Systems – Coordinator, Planning Systems

### Strategic Goal 2: Enhancing the Natural and Built Environment

Service Update	Issues and Setbacks
Progressed Planning Proposals and Planning Agreements to support development in Cumberland.	

Sub Service	Principal Deliverable	Actions	Status	Progress Update
Contribution Plan Administration <i>2.1 Celebrate our diverse built and natural environments</i>	Enable the delivery of local infrastructure <i>2.1.1 Prepare land use plans and controls that value our heritage, encourage economic development, facilitate local infrastructure improvements and create vibrant precincts</i>	Deliver ongoing administration and financial management of the Local Infrastructure Contribution Plans applicable to Development Approvals and Complying Development Certificates		All actions related to the administration of Council's Contribution Plans have been managed in accordance with legislative requirements.
		Audit and acquit Voluntary Planning Agreements (VPA), Works in Kind Agreements (WIKAs) and associated bonds		All actions related to administration of VPA, WIKAs and associated bonds have been managed in accordance with legislative requirements.
Planning Agreements, Certificates and Proposals <i>2.1 Celebrate our diverse built and natural environments</i>	Enable the delivery of public benefit provision <i>2.1.1 Prepare land use plans and controls that value our heritage, encourage economic development, facilitate</i>	Process letter of offer of Planning Agreement associated with Planning Proposal for review and assessment		No letter of offer associated to Planning Proposals received. Letter of offer associated with Development Applications was processed for the following sites: <ul style="list-style-type: none"> <li>140-142 Great Western Highway, Westmead</li> <li>34 Smythe Street, Merrylands.</li> </ul>
		Review and negotiate public benefit outcomes within planning agreements		Public benefit outcomes were reviewed and negotiated for the following Voluntary Planning Agreements: <ul style="list-style-type: none"> <li>15 Neil Street, Merrylands.</li> </ul>

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

Sub Service	Principal Deliverable	Actions	Status	Progress Update
	<i>local infrastructure improvements and create vibrant precincts</i>	Monitor Planning Agreement for compliance		Compliance of Voluntary Planning Agreements was monitored for the following sites: <ul style="list-style-type: none"> <li>1/4 - 4A Terminal Place and 5 and 7 McLeod Road, Merrylands</li> <li>239 Merrylands Road, Merrylands.</li> </ul>
		Commence Finalisation of Planning Agreement		Two Voluntary Planning Agreements have been executed: <ul style="list-style-type: none"> <li>25 South Parade, Auburn</li> <li>1/4 - 4A Terminal Place and 5 and 7 McLeod Road, Merrylands.</li> </ul>
		Negotiate and implement Works in Kind Agreements (WKA) associated with Planning Proposal		Works in Kind Agreement was negotiated and implemented for the following site: <ul style="list-style-type: none"> <li>1/4 - 4A Terminal Place and 5 and 7 McLeod Road, Merrylands.</li> </ul>
	<i>2.1.1 Prepare land use plans and controls that value our heritage, encourage economic development, facilitate local infrastructure improvements and create vibrant precincts</i>	Accept applications for the issue of Planning Certificates		3,075 Planning Certificates received.
		Review and assess the attributes relevant to the site subject to the Planning Certificates request		Planning Certificates template and its supporting data, such as Geographic Information System (GIS) mapping and land affectations for land parcels have been updated to align with changes in regulations, policies and environmental planning instruments.
		Prepare and issue Planning Certificates		3,097 Planning Certificates issued within required timeframe.
		Update planning certificates in response to changes to regulation and policies		Two significant updates were made to GIS and land affectations on Council's system related to amendments to the Transport Oriented Development State Environmental Planning Policies (SEPP) and the Low Rise Medium Density Code.
		Prepare and issue flood advice letters		251 flood advice letters prepared and issued.
	<i>Enable development works under proponent-led Planning Proposals 2.1.1 Prepare land use plans and controls that value our heritage, encourage economic development, facilitate local infrastructure improvements and create vibrant precincts</i>	Undertake Pre-lodgement meetings of scoping proposal		Pre-lodgement meetings undertaken to resolve concept, flooding and structural related matters for a potential Planning Proposal Request in Guildford.
		Review and process Planning Proposal applications		Planning Proposal application has been reviewed and processed for the following site: <ul style="list-style-type: none"> <li>1/4 - 4A Terminal Place, Merrylands.</li> </ul>
		Assess site-specific and proponent-led Planning Proposals		Planning Proposal application has been assessed for the following site: <ul style="list-style-type: none"> <li>1/4 - 4A Terminal Place, Merrylands.</li> </ul>
		Report to Local Planning Panel and Council		Planning Proposal application has been reported to Local Planning Panel for the following site: <ul style="list-style-type: none"> <li>1/4 - 4A Terminal Place, Merrylands.</li> </ul>
		Progress Planning Proposals to Department of Planning and Environment (DPE) for Gateway Determination		Planning Proposal application is to progress to the Gateway Determination for the following site: <ul style="list-style-type: none"> <li>1/4 - 4A Terminal Place, Merrylands.</li> </ul>
		Progress Gateway Determination Decision and Condition		Nil Planning Proposal applications have progressed to Gateway Determination for decision and condition.
		Amend relevant Council instrument such as Local Environmental Plans (LEPs) and Development Control Plans (DCPs)		Nil amendments required from Planning Proposal applications.

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

Principal Deliverable	Performance Indicator	Target	Result		Status	Comments
			Jul - Dec 24	Jan - Jun 25		
Enable the delivery of local infrastructure	Notify assessed value of Local Infrastructure Contribution for Development Approval (DA) and Complying Development Certificates (CDC) within five working days	≥90%	100%			1,167 applications have been notified with the assessed value of Local Infrastructure Contribution within five working days.
Enable the delivery of public benefit provision	Percentage of compliant Planning Agreements	100%	100%			Delivery of public benefit provision has been monitored for Voluntary Planning Agreements on the following sites: <ul style="list-style-type: none"> <li>25 South Parade, Auburn</li> <li>1/4 - 4A Terminal PI and 5 and 7 McLeod Road, Merrylands</li> <li>239 Merrylands Road, Merrylands.</li> </ul>
Enable the issuing of Planning Certificates	Percentage of Planning Certificates issued within five calendar days	≥90%	100%			3,097 Planning Certificates have been issued within five calendar days.
	Percentage of Flood Advice Letters issued within 10 calendar days	≥90%	100%			251 processed on time when payment has been made.
Enable development works under proponent-led Planning Proposals	Percentage of standard Planning Proposals assessed within 95 working days	≥80%	N/A			Standard Planning Proposal Applications are monitored for receipt. Nil applications received.
	Percentage of complex Planning Proposals assessed within 120 working days	≥80%	100%			One complex Planning Proposal application assessed.

## Public Spaces Planning and Design – Coordinator, Public Spaces Planning and Design

### Strategic Goal 2: Enhancing the Natural and Built Environment

Service Update	Issues and Setbacks
<p>Successful completion of a number of open space projects which opened to the public including:</p> <ul style="list-style-type: none"> <li>Norman Park upgrade</li> <li>Phillip Park upgrade</li> <li>Mona Park upgrade</li> <li>Kulgun Reserve upgrade</li> <li>Canal Road Park upgrade</li> <li>Dirrabari Reserve Fitness Equipment upgrade.</li> </ul> <p>Successfully secured over \$8.1m in federal and state grant funding for public space projects.</p>	

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention








Critical/Target Not Met



On Hold



Discontinued

Sub Service	Principal Deliverable	Actions	Status	Progress Update
Action Plans for Public Spaces <i>2.1 Celebrate our diverse built and natural environments</i>	Implement priority actions within Plans for Public Spaces <i>2.1.1 Our assets provide a range of opportunities for participation in active and entertaining activities</i>	Implement priority actions within Action Plans for Public Spaces		<p>Parks and playspace designs completed:</p> <ul style="list-style-type: none"> <li>• Kibo Reserve Upgrade</li> <li>• Leawarra Reserve</li> <li>• M J Bennett Reserve</li> <li>• Munro Street Park</li> <li>• Pitt Park</li> <li>• Whyman Reserve</li> <li>• Duck River Regional Playground.</li> </ul> <p>Parks and playspace designs underway:</p> <ul style="list-style-type: none"> <li>• Kookaburra Street Park</li> <li>• White Gum Reserve</li> <li>• Lidcombe Remembrance Park Playspace.</li> </ul>
		Source funds to implement projects		<p>Grant applications were submitted for several state and federal grants relating to open space and active transport.</p> <p>Council was successful in receiving grant funding for:</p> <ul style="list-style-type: none"> <li>• Lidcombe (John Street) and Regents Park Town Centres through the federal Thriving Suburbs Program</li> <li>• Duck River Parklets through the state Metropolitan Greenspace Program.</li> </ul>
		Develop public domain plans for town centres and strategic corridors		Public Domain Plans are complete and adopted for the majority of our town centres and strategic corridors.
	Implementation of the Open Space and Recreation Strategy <i>2.1.1 Our assets provide a range of opportunities for participation in active and entertaining activities</i>	Progress actions from the Open Space and Recreation Strategy (2019-2029): <ul style="list-style-type: none"> <li>- Planning and Design of New Open Space Facilities including Hyland Road Sporting Complex</li> <li>- Explore Opportunities for Shared Use of Recreation Facilities</li> <li>- Continue to prepare Plans of Management</li> <li>- Prepare Dog Off-Leash Area Feasibility Study.</li> </ul>		<p>Planning for the Hyland Road Sporting Complex is underway.</p> <p>Implementation of Lytton Street Park, the Coleman Park and Auburn Botanic Gardens Masterplans are underway.</p> <p>Ongoing bi-monthly meetings with School Infrastructure NSW are held to identify opportunities for shared use of recreation facilities.</p> <p>Harmonised Plans of Management are under preparation.</p> <p>Initial dog off-leash area analysis is being prepared.</p>
		Progress relevant studies as resolved by Council that relate to the Strategy: <ul style="list-style-type: none"> <li>- Development of Public Amenities Plan including Female Friendly Facilities</li> <li>- Development of Sports Surfaces Action Plan</li> <li>- Development of Playspaces Action Plan.</li> </ul>		<p>The preparation of the Public Amenities Plan is underway, including analysis of data and of facilities and stakeholder feedback.</p> <p>Council report considered a planning for sport surfaces in August 2024 with implementation of Council's resolution underway.</p>

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention







Critical/Target Not Met





On Hold



Discontinued

Sub Service	Principal Deliverable	Actions	Status	Progress Update
	Implementation of the Community Facilities Strategy <i>2.1.1 Our assets provide a range of opportunities for participation in active and entertaining activities</i>	Undertaking priority actions within the Community Facilities Strategy, such as: - Addressing the existing inequitable distribution of key facilities across the Cumberland area - Improving the functionality and flexibility of facilities and spaces to broaden and increase use Coordinating facility planning with neighbouring councils and State Government departments including working with NSW Schools Infrastructure for Shared Spaces.		Opportunities for new civic spaces, improved connections between community and open space are being delivered through Community Facility projects at: <ul style="list-style-type: none"> <li>Girraween Park</li> <li>Auburn Basketball Centre</li> <li>Hyland Road Sporting Complex.</li> </ul> New and upgraded public amenities projects are underway including: <ul style="list-style-type: none"> <li>Dirrabari Reserve</li> <li>Lytton Street Park</li> <li>Merrylands Park</li> <li>Merrylands Train Station.</li> </ul>
	Implementation of the Plan of Management Preparation Program <i>2.1.1 Our assets provide a range of opportunities for participation in active and entertaining activities</i>	Ensure all relevant Plans of Management are up to date and implemented		Preparation of harmonised plans of management underway.
		Undertake priority actions within the Plan of Management Program		The priority actions of the following Plans of Management are in the process of implementation: <ul style="list-style-type: none"> <li>Development of the Auburn Basketball Centre of Excellence Expansion Project from the Wyatt Park Plan of Management</li> <li>Planning and Design for Hyland Road Sporting Complex from the Gipps and Hyland Road Plan of Management</li> <li>Progression of the Guildford Swim Centre Modernisation Project from the McCredie Park Plan of Management.</li> </ul>
	Undertake all relevant planning and design actions within the Strategic Corridors Program <i>2.1.1 Our assets provide a range of opportunities for participation in active and entertaining activities</i>	Continue with the Implementation of the Prospect Pipeline and Duck River Corridor Masterplan: - Implementing corridor gateways and local parks - Expanding connectivity of Active Transport Links in key Strategic Corridors Developing Interpretation Plans relevant to key corridors.		Planning is underway for new parklets at Duck River Parklands on Duck River Active Transport Links 7 <sup>th</sup> Street and Mimosa Street parklets.  Funding opportunities are being investigated to progress priority actions for the Prospect Pipeline Masterplan.  The preparation of Prospect Hill and Surrounding Areas Interpretation Plan is underway.

Principal Deliverable	Performance Indicator	Target	Result		Status	Comments
			Jul - Dec 24	Jan - Jun 25		
Implement priority actions within Plans for Public Spaces	Number of actions completed through the delivery of projects	2	1			One action is complete and two others are on track for completion by June 2025.
	Number of grant submissions annually	2	2			Successfully secured funding for three projects from two grant programs.

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

Principal Deliverable	Performance Indicator	Target	Result		Status	Comments
			Jul - Dec 24	Jan - Jun 25		
Implementation of the Open Space and Recreation Strategy	Number of actions completed annually	≥1	2			Actions and studies identified in the strategy are being progressed.
Implementation of the Community Facilities Strategy	Number of actions completed annually	≥1	1			Priority actions are being progressed and are on track.
Implementation of the Plan of Management Preparation Program	Number of Plans of Management completed/updated annually	1	0			Draft Plans of Management are underway.
Undertake all relevant planning and design actions within the Strategic Corridors Program	Number of Program actions completed annually	2	2			

## Place and Engagement – Coordinators, Community Engagement and Communications, Place Liaison and Activation and Economic Development

### Strategic Goal 2: Enhancing the Natural and Built Environment

Service Update	Issues and Setbacks
<p>Council has steadily worked towards the economic viability of town centres in Cumberland through its place making, smart cities and economic development projects.</p> <p>Council was successful in receiving the following State Government Grants:</p> <ul style="list-style-type: none"> <li>Permit Plug Play Pilot Program</li> <li>reVITALise Program</li> </ul>	

Sub Service	Principal Deliverable	Actions	Status	Progress Update
Community Engagement <i>2.2 Places and spaces that are vibrant and connect us</i>	Provide engaging, inclusive and timely engagement opportunities <i>2.2.1 Activate and support our centres, local areas and local businesses to be vibrant places that connect people</i>	Deliver community consultations and ensure they comply with the International Association for Public Participation Practice and Cumberland Community Engagement Strategy		<p>Seven consultations have been delivered complying with the IAP2 standards and the current Cumberland Community Engagement Strategy. These include:</p> <ul style="list-style-type: none"> <li>Merrylands Civic Square Art Installation</li> <li>Library Satisfaction Survey 2024</li> <li>Duck River and Duck Creek and A'Becketts Creek Catchment Areas Overland Flood Study</li> <li>Guildford Pool Upgrades - Consultation</li> <li>25 South Parade Auburn - Draft Voluntary Planning Agreement (VPA2024/0002)</li> <li>Terminal Place and McLeod Road Merrylands - Draft Voluntary Planning Agreement (VPA2024/0005)</li> <li>Create Cumberland: Our Community Strategic Plan</li> <li>Sydney Central City Planning Panel – EOI.</li> </ul>

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

Sub Service	Principal Deliverable	Actions	Status	Progress Update
		Maintain visibility across five wards through pop-up, engagement sessions and other forms of two-way engagement		Pop-in and other engagement sessions were delivered across all wards to ensure equitable access to information and avenues for feedback. The most significant were for Create Cumberland engagement which had interactive sessions in every ward for the development of the Community Strategic Plan (CSP).
		Continually review, improve and deliver Council's Community Engagement Framework to ensure participation by people with disability and their carers in all public participation programs including the development and delivery of Council plans and strategies		A review of the Cumberland Community Engagement Framework was undertaken as part of the preparation of the new Community Engagement Strategy.  Collaboration with Council's Seniors and Disability Team and Smart Places Project Team is ensuring that community consultations are accessible and inclusive and utilise new and emerging technology where appropriate.
	Assist in the administration of Council's Have Your Say engagement Portal <i>2.2.1 Activate and support our centres, local areas and local businesses to be vibrant places that connect people</i>	Create and maintain the Have Your Say portal including delivery of projects and monthly newsletter to community members registered on the portal		Have Your Say has been used for the delivery of 29 projects for community consultations. Sent monthly newsletters to community members registered on the Have Your Say portal.
		Develop content and collateral relevant to the project being submitted and ensuring easy access and transparency		Council continued to collaborate and provide support with project owners to develop accessible content and collateral in plain English.
		Design engagement tools including two way surveys and other methods of feedback collection		A range of engagement tools have been used in Council's engagement including feedback forms, surveys, quick polls, idea walls and participatory budgeting tools, both in person and online versions.
		Create engagement and evaluation reports to brief on captured feedback and close the loop with stakeholders		Stakeholders have been provided with evaluation and engagement reports for all projects, closing the loop on the relevant engagement project.
Economic Development <i>2.2 Places and spaces that are vibrant and connect us</i>	Support residents and businesses with programs and services aimed at improving the Local Government	Provide external business support services		Council, with assistance from its partners, has provided support services through the provision of informational workshops, webinars and other platforms for local businesses to connect, share knowledge and collaborate.

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

Sub Service	Principal Deliverable	Actions	Status	Progress Update
	Area's economic climate <i>2.2.1 Activate and support our centres, local areas and local businesses to be vibrant places that connect people</i>	Facilitate partnerships between businesses, governments and educational institutions		The latest collaboration between Western Sydney University students and Council on the study of town centres has been completed and reported.  Continued partnerships continue with the Centre for Western Sydney, Business NSW and a new relationship has been formed with the University of Technology Sydney to aid local manufacturers.  Continued partnership programs have been established with Flight Deck Group, Workforce Australia and the Greater Cumberland Chamber of Commerce.
		Conduct, organise and host business community events		Cumberland Local Business Awards were held in August and the Annual Small Business Month event was successfully delivered in October 2024.
		Support businesses and community organisations to implement and promote inclusive practices through membership with the Zero Barriers Project		Support of the Zero Barriers Program continued with assistance provided in disseminating informational flyers, referring businesses, highlighting businesses and organisations that excel in inclusive practices and attending events.
	Audit Economic Activity in Town Centres and Locals Shops <i>2.2.1 Activate and support our centres, local areas and local businesses to be vibrant places that connect people</i>	Promote and advocate Cumberland as a place for business and investment		Council disseminated its Investment Prospectus to interested parties and worked with Destination NSW to develop visitor and night-time economy attraction strategies.
		Conduct an analysis of town centres business environment		Council gathered information on the number of businesses, types of businesses, employment rates through town centre audits and research. Council engaged with business owners, employees and customers to gain insights into the challenges and opportunities they face. Merrylands Town Centre Audit was completed.
	Promote the economic growth of Cumberland City <i>2.2.1 Activate and support our centres,</i>	Develop and implement Economic Development plans and strategies		Council progressed with developing economic long-term plans to outline the vision and goals for a new place-based investment prospectus. This has also included working with Destination NSW to develop visitor and night-time economy attraction strategies.

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention







Critical/Target Not Met



On Hold



Discontinued

Sub Service	Principal Deliverable	Actions	Status	Progress Update
	<i>local areas and local businesses to be vibrant places that connect people</i>	Create campaign around town centre promotion		<p>Council engaged and collaborated with local businesses and community groups to promote town centres and facilitate Council organised events and festivals to draw people to town centres, creating a lively atmosphere and increasing foot traffic.</p> <p>Council deployed the following campaigns</p> <ul style="list-style-type: none"> <li>• ATO Start your own business</li> <li>• Westmead Innovation and Health Precinct</li> <li>• Sydney Greater West Local Jobs Programs</li> <li>• Innovate Western Sydney 2024</li> <li>• Zero Barriers Inclusion.</li> </ul>
Smart Places <i>2.2 Places and spaces that are vibrant and connect us</i>	To progress smart places initiatives that improve the community's experiences in Cumberland City and enable safe, easy and efficient use of services <i>2.2.1 Activate and support our centres, local areas and local businesses to be vibrant places that connect people</i>	<p>Implementation actions from Smart Places Strategy and Action Plan, including:</p> <ul style="list-style-type: none"> <li>- Create smart spaces in planning of town centres, major capital works and open spaces through integration of smart technology for the benefit of our residents, businesses and visitors, starting with the new Merrylands Civic Square</li> <li>- Leverage digital tools, technology and hardware to increase community engagement opportunities</li> <li>- Identify and commence delivery of free public Wi-Fi in high priority areas</li> <li>- Explore the development of a Community Lab Program and integrated partnerships with TAFEs and universities to allow our community to interact with Internet of Things (IoT) sensor kits and data</li> <li>- Implement program for smart technology to increase safety in public spaces, including CCTV components and lighting</li> <li>- Explore options to develop an open data platform</li> <li>- Investigate locations for EV charging stations in public carparks and suitable on-street locations</li> <li>- Progress planning for actions in future years or accelerate should strategic opportunities arise.</li> </ul>		<p>The following have been completed as part of the Smart Places Strategy and Action Plan:</p> <ul style="list-style-type: none"> <li>• Revamped and launched Council's open data platform to host and visualise new open-access datasets</li> <li>• Trialled environmental data monitoring for targeted waste management through the smart bin in Guildford to collect real-time data. This included mapping assets on the open data platform with real-time temperature data for Guildford accessible by the community</li> <li>• Worked with our local innovation network in Westmead to support the Innovate Western Sydney 2024 event.</li> </ul>
	Deliver place making and activation projects across each ward <i>2.2.1 Activate and support our centres, local areas and local businesses to be vibrant places that connect people</i>	Capture data around use of public spaces and suggestions on upgrades		An audit of all current signs in the Lidcombe area have been conducted. A report has been compiled with areas recommendation for upgrade and new signs. Design, planning and implementation of sign upgrades will commence in 2025.
		Create activations which reflect identity of a place and enhance the social connection, cohesion and the way our communities use that place		Council has delivered two place activations for the Merrylands Civic Square artwork plaques and the Lidcombe Library Precinct seating upgrades. Opportunities to create activations that reflect the unique identity of each place are being considered, to enhance social connection and cohesion, while promoting meaningful engagement with public spaces in the community.

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

Sub Service	Principal Deliverable	Actions	Status	Progress Update
		Design physical public domain upgrades and tangible infrastructure embellishments		<p>Public Domain upgrades to the following areas in Cumberland have also been earmarked as part of Transport for NSW's 'reVITALise' Program as well as Transport for NSW's 'Permit, Plug, Play Program':</p> <ul style="list-style-type: none"> <li>• Regents Park Library, Regents Park</li> <li>• Auburn Road, Auburn</li> <li>• Merrylands Road, Merrylands</li> <li>• Joseph Street, Lidcombe</li> <li>• Guildford Road (West), Guildford</li> <li>• Station Street, Wentworthville.</li> </ul> <p>Planning work is underway.</p>

Principal Deliverable	Performance Indicator	Target	Result		Status	Comments
			Jul - Dec 24	Jan - Jun 25		
Provide engaging, inclusive and timely engagement opportunities	Number of major engagement projects delivered annually	10	7			
	Number of engagement sessions held annually	30	14			
Assist in the administration of Council's Have Your Say engagement Portal	Percentage increase in engagement subscriptions and views on Council's engagement portal from previous year	≥5%	7.5%			There has been a steady increase of 191 users resulting in a 7.85% increase in registrations.
Support residents and businesses with programs and services aimed at improving the Local Government Area's economic climate	Number of relevant economic initiatives conducted annually	3	3			<p>The following economic initiatives were conducted:</p> <ul style="list-style-type: none"> <li>• University of Western Sydney Town Centre Analysis</li> <li>• Local Business Awards</li> <li>• Annual Small Business Cumberland Month event.</li> </ul>
	Number of businesses engaged with annually	50	150			This is a result of town centre audits as well as the cross promotion of the Create Cumberland engagement sessions.
Audit Economic Activity in Town Centres and Locals Shops	Number of evaluation reports produced annually	3	2			Evaluation reports completed for Merrylands and Berala.
Promote the economic growth of Cumberland City	Number of campaigns deployed annually	3	5			<p>Council deployed the following campaigns</p> <ul style="list-style-type: none"> <li>• ATO Start your own business</li> <li>• Westmead Innovation and Health Precinct</li> <li>• Sydney Greater West Local Jobs Programs</li> <li>• Innovate Western Sydney 2024</li> <li>• Zero Barriers Inclusion.</li> </ul>

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

Principal Deliverable	Performance Indicator	Target	Result		Status	Comments
			Jul - Dec 24	Jan - Jun 25		
To progress smart places initiatives that improve the community's experiences in Cumberland City and enable safe, easy and efficient use of services	Number of Actions completed annually	3	3			Actions Completed: <ul style="list-style-type: none"> <li>Work with government, education providers and emerging industries to ensure our community can access the necessary education pathways to create, the future digitally enabled workforce</li> <li>Expand environmental monitoring technology in green spaces to collect real-time data</li> <li>Progress the installation of smart street infrastructure (e.g. benches and community noticeboards) at places of interest and educational institutions.</li> </ul>
Deliver place making and activation projects across each ward	Number of place activations annually	5	2			Projects delivered: <ul style="list-style-type: none"> <li>Merrylands Civic Square artworks plaques</li> <li>Seating upgrade in Lidcombe Library Precinct.</li> </ul>

**Performance and Progress Icons**



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

## Corporate Performance

### Bookings and Community Centres – Coordinator, Bookings and Community Centres

#### Strategic Goal 1: Supporting Community Health, Safety and Wellbeing

Service Update	Issues and Setbacks
Council has successfully launched 40 new programs focused on community engagement in education, recreation and sports. Efforts have been made to simplify access to programs, facilities and services, making it easier for residents to participate in activities, reserve spaces and stay informed about service offerings.	

Sub Service	Principal Deliverable	Actions	Status	Progress Update
Bookings Administration <i>1.1 A strong community and culture</i>	Bookings administration and enquiries for outdoor and indoor bookable spaces and tennis courts <i>1.1.2 Enhance our sense of community through valued community spaces and places</i>	Manage bookings, encompassing bookings administration for indoor and outdoor spaces including tennis courts and maintenance reporting		Council processed 15,029 total booking requests and attended to 3,947 phone booking enquires.
	Process filming and events applications <i>1.1.2 Enhance our sense of community through valued community spaces and places</i>	Process filming and event applications and issue permits		Council processed 15 filming applications and assessed 37 community event applications.
Community Centre Operations and Programs <i>1.1 A strong community and culture</i>	Plan, deliver and promote Community Centre Programs <i>1.1.2 Enhance our sense of community through valued community spaces and places</i>	Oversee Community Centre Operations, involving program planning, delivery and promotion		Council expanded its program offerings, to meet the diverse needs of children, families, adults and seniors. An additional 40 programs were delivered across Council's Community Centers.  Community Centre programs and services are offered free of charge to residents from staffed centres in Auburn, Berala, Greystanes, Guildford, Pemulwuy, Toongabbie, Wentworthville and Westmead. These programs cover a range of activities, including fitness, education, social events, arts and crafts.
	Manage Staffed Centres <i>1.1.2 Enhance our sense of community through valued community spaces and places</i>	Manage staffed centres including staffing, upkeep and maintenance reporting		Council's staffed centres have remained fully operational, providing reliable services and well maintained facilities. Prompt resolution of issues have enhanced safety, accessibility and community engagement, ensuring these spaces continue to serve as essential hubs for connection and participation.

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

Principal Deliverable	Performance Indicator	Target	Result		Status	Comments
			Jul - Dec 24	Jan - Jun 25		
Bookings administration and enquiries for outdoor and indoor bookable spaces and tennis courts	Percentage of online bookings processed and confirmed within 10 working days	≥95%	88.65%			Council received 15,029 online bookings and processed 13,323 bookings within 10 business days of receipt. Whilst this falls short of the target, Council is actively reviewing its processes to improve efficiency and reduce wait times for residents.
	Percentage of booking enquiries responded to within two working days	≥95%	99.19%			Council received 3,915 booking enquiries and responded to 3,947 enquiries within two days of receipt.
Process filming and events applications	Percentage of filming applications assessed and approved within 10 calendar days	≥95%	100%			Council received 15 filming applications which were all approved within the 10-day target.
	Percentage of events applications assessed and approved within 10 calendar days	≥95%	64.86%			Council received 37 event applications and processed 24 within the 10-day target.  The remaining applications required additional information or assessments, which extended processing times. Council is reviewing its processes and identifying improvements to ensure efficient handling of online bookings while maintaining necessary regulatory checks.
Plan, deliver and promote Community Centre Programs	Number of Community Centre programs delivered annually	64	40			Council delivered 40 programs and is on track to exceed expectations. Improved stakeholder engagement has enhanced participation and efficiency, delivering faster initiatives, better services and stronger community collaboration.
Manage Staffed Centres	Staffed Centres have coverage during operating hours	100%	100%			

## Customer Service – Coordinators, Complaints and Feedback, Customer Service, Records Management

### Strategic Goal 4: Providing Local Leadership

Service Update	Issues and Setbacks
Council continues to provide multi-channel service delivery through phone, email, webchat, online platforms and in-person visits across five customer service centres (Auburn, Berala, Greystanes, Merrylands and Wentworthville).	

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

Sub Service	Principal Deliverable	Actions	Status	Progress Update
Complaints and Feedback <i>4.1 The community is proud to be served by a sustainable and transparent Council organisation</i>	Manage Council's complaints and compliments <i>4.1.3 Council places the customer at the heart of everything it does</i>	Register all complaints and compliments		Council registered 321 complaints and 153 compliments.
		Resolve all complaints in accordance with Council's Compliments and Complaints Management Policy		Complaints are managed under Council's Compliments and Complaints Management Policy, with a 15 day resolution target and a 100% compliance measure. Council introduced a new automated workflow system to improve efficiency and streamline operations. 300 out of 321 complaints were resolved within the target timeframe.
		Provide feedback on nature of complaints and suggested corrective actions to Council's internal stakeholders		Feedback has been provided to internal stakeholders on complaint trends and suggested corrective actions.
Customer Experience <i>4.1 The community is proud to be served by a sustainable and transparent Council organisation</i>	Deliver timely, accurate and friendly customer services <i>4.1.3 Council places the customer at the heart of everything it does</i>	Provide customer service through face-to-face interactions (internal and external), over the phone, via email and webchat		77.31% of calls were resolved at first contact by a Customer Contact Officer without requiring transfer. This outcome highlights Council's internal commitment to enhancing customer service through ongoing improvement initiatives, targeted training and best practice sharing across teams. These efforts have contributed to a measurable increase in community satisfaction, with the latest Community Satisfaction Survey reflecting a rise to 73% satisfaction from 68% in 2023.
	Undertake customer engagement and consultation <i>4.1.3 Council places the customer at the heart of everything it does</i>	Conduct bi-annual Customer Satisfaction Survey and annual benchmarking exercises		The National Local Government Customer Service Network's Benchmarking Program, which analyses the performance of councils across Australia conducted in October 2024, highlighted Cumberland City Council's strong performance. Council outperformed comparative councils and achieved above-average results in multiple categories. The next Customer Satisfaction Survey is scheduled for June 2026 as part of the biennial cycle.
		Develop and implement a Customer Experience Strategy		The development of the Customer Experience Strategy is progressing as planned and remains on track to meet the timeframe.
Records Management <i>4.1 The community is proud to be served by a sustainable and transparent Council organisation</i>	Manage council records including digitisation <i>4.1.3 Council places the customer at the heart of everything it does</i>	Registration and work flow of daily hard copy and electronic mail		The registration and workflow of daily hard copy and electronic mail continue to be managed efficiently, ensuring timely processing and digitisation of records.
		Digitisation of files upon request		Digitisation of files are conducted upon request.

Principal Deliverable	Performance Indicator	Target	Result		Status	Comments
			Jul - Dec 24	Jan - Jun 25		
Manage Council's complaints and compliments	Percentage of Tier 1 complaints acknowledged within two working days	100%	99%			Council received 321 Tier 1 complaints and acknowledged 317 Tier 1 complaints within two business days of receipt.
	Percentage of Tier 1 complaints resolved within 15 working days	100%	94.4%			Council resolved 300 Tier 1 complaints of the 321 received within 15 working of receipt. The target was not met due to the transition to a new automated workflow system.

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

Principal Deliverable	Performance Indicator	Target	Result		Status	Comments
			Jul - Dec 24	Jan - Jun 25		
Deliver timely, accurate and friendly customer services	Customer calls answered in 60 seconds on average	≥80%	86%			Council received 76,015 calls with 86% of all calls answered within 60 seconds.
	Customer counter service enquiries attended to within three minutes	≥80%	84%			Council received 14,533 visits to Customer Service Centres, with 84% of customers served within three minutes.
	Customer contact average wait time is less than 30 seconds	100%	100%			
	Abandoned calls	≤4%	2%			Council received 76,015 phone calls, of which 2,415 were abandoned, achieving a 2% abandonment rate, well within the <4% target. Effective call management contributed to this result, with ongoing improvements to maintain performance and customer satisfaction.
	Webchats answered within 30 seconds of being received	≥80%	99%			4,612 webchat enquires were resolved within 30 seconds out of 4,659 webchat enquires received.
	Customer wait time at counter is less than three minutes	100%	100%			Council's Customer Service Centres recorded 14,533 visits across five locations (Auburn, Berala, Greystanes, Merrylands and Wentworthville), with an average wait time of two minutes and one second, successfully meeting the target of keeping wait times under three minutes.
Undertake customer engagement and consultation	Survey Program completed annually	1	0			Council is on track to conduct its Customer Engagement Survey Program, scheduled to commence from April 2025.
	Benchmarking Program completed annually	1	1			
Manage council records including digitisation	Percentage of correspondence registered within eight business hours	100%	100%			Council registered 33,760 correspondences/emails.
	Percentage of internal record requests requiring offsite retrieval within five working days	≥95%	100%			Council retrieved all 335 offsite internal records requested within five working days.

## Information Technology – Senior Coordinator, Information Systems, Senior Coordinator, Technology Services and Coordinator GIS and Corporate Data

### Strategic Goal 4: Providing Local Leadership

Service Update	Issues and Setbacks
Council continues to maintain uninterrupted service delivery across all operations while successfully delivering major projects. A strong commitment to innovation has driven the adoption of creative solutions that enhance efficiency, user experience and service quality.	

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

Sub Service	Principal Deliverable	Actions	Status	Progress Update
<b>Information Systems and Data</b> <i>4.1 The community is proud to be served by a sustainable and transparent Council organisation</i>	Ensure eServices are available to the community 24 hours a day, 7 days a week <i>4.1.2 Council operates in a safe and sustainable way to deliver great services and facilities that offer value for money</i>	Systems maintained to ensure availability		Council's eServices were available to the public 24/7 for online payments, application lodgement and reporting issues.
	Corporate Systems and GIS upgrades <i>4.1.2 Council operates in a safe and sustainable way to deliver great services and facilities that offer value for money</i>	Annual upgrade to ensure availability of latest technology, security and features		A scheduled after-hours outage in August 2024 enabled Council to complete two Corporate System upgrades: TechnologyOne (release 2024A) and Bookable (release 2024.1a). These upgrades ensure ongoing functionality, enhanced security and improved system reliability.
		Develop a GIS Portal to implement Smart City and Digital Strategy projects including investigating a mobility solution and self-service interactive maps and themes		Council's self-service interactive maps, including Automated External Defibrillator (AED) location maps, are available on its website. As part of the GIS Portal development for Smart City and Digital Strategy projects, Council is enhancing interactive maps and themes while investigating a mobility solution to improve accessibility.
	Review of all Regulatory System Processes <i>4.1.2 Council operates in a safe and sustainable way to deliver great services and facilities that offer value for money</i>	Regulatory application in Planning Portal connected via Application Programming Interface (API): Complying Development Certificate (CDC), Certificate Registration, Post Consent Certificate, Section 68		Council is on track to go live with the Certificate Registration Application Programming Interface (API) in May 2025. Work was conducted to resolve some system bugs which have now been addressed by the Vendor. Complying Development Certificates went live in December 2024.
<b>Technology Services</b> <i>4.1 The community is proud to be served by a sustainable and transparent Council organisation</i>	Provide a sustainable, secure computer network infrastructure that includes hardware, software and Cyber Security measures <i>4.1.2 Council operates in a safe and sustainable way to deliver great services and facilities that offer value for money</i>	Update hardware and devices regularly to ensure continuous support and prevent them from reaching their End of Life (EOL)		All of Council's recent End of Life hardware has been refreshed.
		Guarantee that the Wide Area Network (WAN) is capable of scaling, maintaining security and sustaining its operations		Council continues its work on the Wide Area Network (WAN), focusing on enhancing sustainability and security through the replacement of hardware.
		Ensure that Council takes an efficient approach to improving information security, by enhancing and maturing its information security capability in line with Council's Strategy		Council continues to enhance its existing cyber security processes and proactively identify potential risks on an ongoing basis. This includes regularly reviewing security measures, implementing improvements and adapting to emerging threats. Additionally, training and awareness initiatives remain a priority, ensuring Council is equipped with the knowledge and skills needed to recognise and respond to cyber security risks effectively.
		Develop Cyber Security Strategy		The development of Council's Cyber Security Strategy has been completed and officially endorsed for internal use. This strategy is crucial in safeguarding sensitive community data, maintaining the continuity of essential services and protecting against cyber threats that could disrupt operations.
	Service Desk Support <i>4.1.2 Council operates in a safe and sustainable way to deliver great services and facilities that offer value for money</i>	Deliver an IT Service Management (ITSM) service designed to capture service requests and incidents, managing them through to resolution		Council's IT Service Management service is continuously evolving, offering a robust platform for managing incidents and requests. 2,718 Technology Services Service Desk requests were resolved, demonstrating ongoing improvements in service delivery and issue resolution.
		Maintaining a comprehensive record of all IT assets		Council conducted Asset checks to ensure accurate records.

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

Principal Deliverable	Performance Indicator	Target	Result		Status	Comments
			Jul - Dec 24	Jan - Jun 25		
Ensure eServices are available to the community 24 hours a day, 7 days a week	Percentage of Digital Services and Online Availability 24/7	100%	100%			Council continues to enhance digital services and online availability, ensuring 24/7 access. During this period, Council received 5,770 online applications and 1,421 online requests, while the Development Assessment tracker was accessed 143,510 times.
Corporate Systems and GIS upgrades	Percentage of upgrades/outages for Business Systems or GIS are notified 10 business days prior	100%	100%			Notifications for both upgrades/outages were issued over 30 days in advance, exceeding the target of 10 business days' notice.
Review of all Regulatory System Processes	Regulatory application in Planning Portal remains connected	100%	100%			
Provide a sustainable, secure computer network infrastructure that includes hardware, software and Cyber Security measures	Currency of hardware for Firewalls and Switches maximum seven years and for Mobile and computer devices maximum four years	100%	100%			
	WAN availability remains at 99.5% uptime	≥99.5%	100%			
	Non-urgent outages are notified 10 business days prior (urgent outages – risk assessed)	100%	100%			
	Prepare and publish Cyber Security Strategy by 30 June 2025	100%	100%			
Service Desk Support	Service Desk request resolution time is less than 15.5 hours	100%	100%			2,718 Technology Services Service Desk requests were processed. The average processing time was seven hours and 57 minutes.
	Assets checked across all locations every six months	100%	100%			

### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

## Accounting – Manager, Finance

### Strategic Goal 4: Providing Local Leadership

Service Update	Issues and Setbacks
Council has maintained a strong budget surplus and is on track to meet 2024-2025 projections, despite facing inflationary pressures.	

Sub Service	Principal Deliverable	Actions	Status	Progress Update
Financial Reporting and Accounting <i>4.1 The community is proud to be served by a sustainable and transparent Council organisation</i>	To provide transactional accuracy, reporting and financial service to internal and external customers <i>4.1.2 Council operates in a safe and sustainable way to deliver great services and facilities that offer value for money</i>	Complete monthly and annual reporting, including end of financial year statements		Council has submitted all financial reporting requirements within statutory timeframes. The 2023-2024 financial statements, completed in December 2024, received a clean audit clearance.
	Maximising investment return for community services and Infrastructure <i>4.1.2 Council operates in a safe and sustainable way to deliver great services and facilities that offer value for money</i>	Maintain a sustainable and prudent investment strategy		Council's investment performance exceeded both the bank bill index benchmark and Council's approved budget. Investment listings and results have been reported to Council each month as required. All Council investments have been placed in line with Policy.
	Paying suppliers to ensure goods, services, infrastructure and projects are not delayed <i>4.1.2 Council operates in a safe and sustainable way to deliver great services and facilities that offer value for money</i>	Pay Council suppliers per Council terms and conditions		Supplier payments continue to be made in accordance with agreed supplier terms.

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

Sub Service	Principal Deliverable	Actions	Status	Progress Update
	Provide transactional accuracy, reporting and financial legislative compliance <i>4.1.2 Council operates in a safe and sustainable way to deliver great services and facilities that offer value for money</i>	Deliver financial stability through effective analysis of financial data aligned to Council's Long-term Financial Plan and updated in the Quarterly Budget Review Statement (QBRS)		Council is on track to meet the approved 2024-2025 budget and maintain a strong financial position. The first quarterly budget review was approved in November 2024 and maintained a surplus position. Any surplus funds at year end will be available for Council to reinvest into infrastructure/community priorities endorsed by the elected Council.
	Ensure fees and charges and annual budget are correctly implemented and charged <i>4.1.2 Council operates in a safe and sustainable way to deliver great services and facilities that offer value for money</i>	Preparation of fees and charges and annual budget		The draft 2025-2026 budget and fees and charges are scheduled to be submitted for public exhibition in April 2025.

Principal Deliverable	Performance Indicator	Target	Result		Status	Comments
			Jul - Dec 24	Jan - Jun 25		
To provide transactional accuracy, reporting and financial service to internal and external customers	Annual Financial Statements are submitted to the Office of Local Government by 31 October 2024	100%	50%			Council submitted its financial statements in December 2024, two months later than the statutory deadline, due to an unprecedented lengthy audit process.
Maximising investment return for community services and Infrastructure	Council investments are reported to Council monthly in accordance with statutory timeframes	100%	100%			
Paying suppliers to ensure goods, services, infrastructure and projects are not delayed	Suppliers are paid in accordance with nominated payment terms	100%	100%			Council processed 11,259 invoices, with 100% of them paid within agreed supplier terms.
Provide transactional accuracy, reporting and financial legislative compliance	QBRS is adopted by Council two months after the end of the quarter	100%	100%			The first quarterly budget review was approved by Council in November 2024.
Ensure fees and charges and annual budget are correctly implemented and charged	Council's annual budget and fees and charges completed on/or by 30 June 2025	100%	50%			

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

## Rates – Team Leader, Rates

### Strategic Goal 4: Providing Local Leadership

Service Update	Issues and Setbacks
<p>Council has continued to meet its budget and performance targets; this will ensure Council is in a stable position to fund essential local services and infrastructure.</p> <p>Pensioner rebates have been processed according to the Local Government and Council Pensioner Concession Policy.</p>	<p>Current economic conditions are impacting collection of rates. While Council is obliged to levy and collect rates, payment plans are offered for those who are having financial difficulty.</p> <p>Recovery of overdue charges remains the largest issue for the service, given the current economic conditions and cost of living pressures faced by ratepayers.</p>

Sub Service	Principal Deliverable	Actions	Status	Progress Update
Rates <i>4.1 The community is proud to be served by a sustainable and transparent Council organisation</i>	Levy and collection of rates and charges <i>4.1.2 Council operates in a safe and sustainable way to deliver great services and facilities that offer value for money</i>	Levy rates through detailed rates modelling and distribute notices on time		All Rates notices have been issued as per s.562 of the <i>Local Government Act 1993</i> , at least four weeks before their due date.

Principal Deliverable	Performance Indicator	Target	Result		Status	Comments
			Jul - Dec 24	Jan - Jun 25		
Levy and collection of rates and charges	Correct income generation as modelled	100%	100%			

## Human Resources – Coordinators, Human Resources and Organisation Development

### Strategic Goal 4: Providing Local Leadership

Service Update	Issues and Setbacks
<p>Council has placed 19 work experience students, as part of its Work Experience Program, in addition to promoting job opportunities amongst the local community at events.</p>	

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

Sub Service	Principal Deliverable	Actions	Status	Progress Update
Human Resources Support <i>4.1 The community is proud to be served by a sustainable and transparent Council organisation</i>	Internal services related to employment lifecycle <i>4.1.2 Council operates in a safe and sustainable way to deliver great services and facilities that offer value for money</i>	Ensure all roles advertised are approved		All roles advertised during the reporting period have been approved and are in accordance with the Local Government Award.
		Develop and implement Council's Employee Value Proposition (EVP)		As part of developing Council's EVP, Council is currently reviewing its salary system and performance review system while continuing to explore innovative methods to attract new staff and retain existing staff.
		Review Council's recruitment website, recruitment channels, job advertisement content and candidate application process		Council continues to identify new recruitment channels and has been advertising vacant positions on new third-party platforms. This has resulted in a noticeable increase in the number of quality applicants for each position being advertised.
		Prepare the Workforce Management Strategy 2025-2029		Council has drafted the Workforce Management Strategy (WMS) 2025-2029, which identifies the skills and human resources required to deliver the medium to long term strategic direction identified by the community. The WMS is scheduled to be placed on public exhibition in April 2025 for community feedback.
	Provide generalist HR support to the organisation <i>4.1.2 Council operates in a safe and sustainable way to deliver great services and facilities that offer value for money</i>	Implement strategies and initiatives to retain and engage staff		Council has conducted a future working modes survey and Council wide Culture Survey to determine what is currently working well and where Council can improve as an organisation with the intention of retaining our staff. The improvement areas identified through the survey will be a focus of Council over the next six months.
		Finalise the Apprentice and Traineeship Guidelines and create an Apprentice and Traineeship Program for Council		The guidelines have been finalised. Council has been successful in receiving grant funding from the State Government for 12 trainee, apprentice and cadet positions. These roles have been advertised and offers have been sent out to the successful applicants.
Learning and Organisational Development <i>4.1 The community is proud to be served by a sustainable and transparent Council organisation</i>	Ensuring that Council takes an active approach in staff development <i>4.1.2 Council operates in a safe and sustainable way to deliver great services and facilities that offer value for money</i>	Deliver staff events and initiatives		Some of the events/initiatives delivered included: <ul style="list-style-type: none"> <li>Connect and Celebrate Cumberland – August 2024</li> <li>R U OK Day - September 2024</li> <li>International Men's Day 2024 - 19 November 2024</li> <li>Staff Christmas Party</li> <li>Lunch and Learn – EAP Awareness Session.</li> </ul>
		Invest in the leadership capabilities of staff: <ul style="list-style-type: none"> <li>Mentoring Program</li> <li>Job shadowing Program</li> <li>Supervisors Portal.</li> </ul>		Mentoring Program was completed in November 2024. Council is reviewing the current Mentoring and Job Shadowing Program and developing the Supervisors portal.
		Allocate and ensure completion of all mandatory training required in positions		Council is actively monitoring staff training completion through regular reporting and targeted follow ups. To improve compliance within the outdoor teams, a proposal is being developed to schedule mandatory refresher training during quieter operational periods.
		Review and implement Council's updated Rewards and Recognition Procedure and Program		The Rewards and Recognition Program has been implemented with the first year being successfully delivered.
		Conduct Council's biennial staff Culture Survey		To improve workplace culture, Council conducted a Culture Survey, with results shared across the organisation. Key areas for improvement are being addressed, with leadership focusing on positive changes that support better services for the community.
		Develop and implement Council's Corporate Social Responsibility Guidelines		Council is in the process of developing a Corporate Social Responsibility Program for staff and aims to complete this by June 2025.

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

Principal Deliverable	Performance Indicator	Target	Result		Status	Comments
			Jul - Dec 24	Jan - Jun 25		
Internal services related to employment lifecycle	Average time in weeks to fill a vacant position, from date of advertisement to date of offer	6	5.73			Council demonstrated a 26.82% improvement in the average time in weeks to fill a vacant position, due to quality candidates applying for the positions and a strategic focus on prompt recruitment finalisation from hiring managers.
Provide generalist HR support to the organisation	Number of strategies and initiatives delivered annually	4	4			Strategies and initiatives delivered include: <ul style="list-style-type: none"> <li>Reviewed working modes of staff</li> <li>Development of the Diversity Equity and Inclusion Committee</li> <li>Participated in Create Cumberland and promoted careers at Council</li> <li>Commenced the Disability Confident Recruiter project in partnership with the Australian Disability Network.</li> </ul>
Ensuring that Council takes an active approach in staff development	Number of staff events and initiatives delivered annually	4	6			Events and initiatives delivered include: <ul style="list-style-type: none"> <li>Mentoring Program</li> <li>Connect and Celebrate Cumberland</li> <li>R U OK Day</li> <li>Fruit deliveries</li> <li>International Men's Day</li> <li>Lunch and learns.</li> </ul>
	Mandatory training completed within allocated timeframe	100%	75.5%			Council rolled out two mandatory e-Learning modules. Mechanisms to improve these results have been implemented. This includes internal regular reporting to monitor compliance and timeliness of mandatory training completion.

## Strategic Communications – Coordinators, Communications Strategy and Engagement and Communications Services

### Strategic Goal 4: Providing Local Leadership

Service Update	Issues and Setbacks
<p>Council achieved positive media visibility through various communication efforts:</p> <ul style="list-style-type: none"> <li>The Sydney Cherry Blossom Festival garnered attention and was featured on 9News, The Sun Herald, Parra News, Auburn Review, The Guardian, The Daily Telegraph, Middle Eastern Times and ABC Gardening Australia.</li> <li>National Tree Day and the opening of Phillips Park Council made headlines on the front page of the Auburn Review.</li> <li>Diwali Festival in Wentworthville was featured on 7News, SBS and Parra News.</li> <li>Council's Christmas Street flag banners were showcased on The Catholic Weekly.</li> </ul> <p>Council's Instagram page followers increased by 45% following an increase in videos and reels on social media showcasing major events, major projects, infrastructure and programs.</p>	

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

Sub Service	Principal Deliverable	Actions	Status	Progress Update
Marketing and Promotions <i>4.2 An informed community included in decision making and long-term planning</i>	Effectively promote Council's events, services and programs <i>4.2.1 Council regularly engages with and informs the community</i>	Publish news, services and events in digital and print channels to residents free of charge		The promotion of Council run programs, events and services available to residents have been advertised on Council's website, social media channels, Council's fortnightly and quarterly newsletters and in the local printed publication.
		Display street flag banners in town centres to celebrate national and cultural holidays		Council's Street Flag Banner Program completed five rotations, featuring major national and cultural events celebrated in Cumberland City which included the Sydney Cherry Blossom Festival, Moon Festival, Remembrance Day, Diwali and Christmas.
		Website Management to ensure residents are kept up to date with relevant information and services		Residents were kept up to date with important information and services displayed on the website, reaching around 533,000 users.
Media and Communications <i>4.2 An informed community included in decision making and long-term planning</i>	Provide quality and accessible information <i>4.2.1 Council regularly engages with and informs the community</i>	Produce and distribute official statements and media releases to provide information to the media for public release		Council responded to 42 media enquiries, sent out 13 media releases and monitored and reported on Council related media activity.
		Deliver regular information to Council's social media platforms to keep residents informed of programs, services and events in real time		<p>Council increased its social media presence through its various social media channels.</p> <p>Best performing Instagram posts:</p> <ol style="list-style-type: none"> <li>Sydney Cherry Blossom Festival – Reel – 50,711 reach</li> <li>Mayor video – Diwali Street Festival – Reel – 43,451 reach</li> <li>Sydney Cherry Blossom Festival – Festival program carousel – 28,748 reach.</li> </ol> <p>Best performing Facebook posts:</p> <ol style="list-style-type: none"> <li>Mayor video – Christmas in the Gardens – 301K views</li> <li>Diwali Street Festival – Reel – 206K views</li> <li>Mayor video – Diwali Street Festival – Reel – 58K views.</li> </ol> <p>Best performing LinkedIn posts:</p> <ol style="list-style-type: none"> <li>New Mayor and Deputy Mayor election – 5,178 impressions</li> <li>Planning Institute of Australia NSW awards – 2,278 impressions</li> <li>Keep Australia Beautiful NSW awards – 2,080 impressions.</li> </ol> <p>143 stories were published about Council across various channels and publications including the Auburn Review, Parra News, ABC radio, 7News, 9News and SBS World News. This included two positive front-page stories in the Auburn Review before it's closure in August 2024.</p>
		Manage Council's website including maintaining content, improving functionality for user experience and publishing community events via the community submission page		Council added a total of 248 community events to the What's On Page on Council's website.

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

Principal Deliverable	Performance Indicator	Target	Result		Status	Comments
			Jul - Dec 24	Jan - Jun 25		
Effectively promote Council's events, services and programs	Website average engagement time	≥45s	59s			Council has boosted the average engagement time on the website by improving page load speed through reduced image sizes, publishing timely updates and removing outdated content.
	Website number of events added annually	≥10	19			Nineteen community event submissions were received and published on the website, with community group school holiday programs contributing to the increase.
	Website Uptime	≥99%	99.95%			The website experienced minimal downtime and there were no deployments completed during this time. Weekly uptime reports were closely monitored to identify and troubleshoot any issues.
	Website number of page hits annually	≥1,000,000	4,286,395			Council's overachievement reflects increased user engagement on the website, with actions such as clicking buttons, playing videos and submitting forms, demonstrating higher interaction levels with the online content.
	Website page views annually	≥1,000,000	1,750,348			
	Display Street flag banners annually	13 rotations	5 rotations completed			
	Publish Weekly News ads annually	49 editions	26 editions published			
Provide quality and accessible information	Publish eNews annually	24	13			<ul style="list-style-type: none"> <li>13 editions of eNews sent between July – December 2024.</li> <li>eNews subscribers increased by 6.5% from 5,530 to 5,890 subscribers.</li> <li>Average open rate – 53%.</li> </ul>
	Percentage of promotion requests for social media developed and posted within seven working days	≥95%	100%			
	Ratio of positive to negative media coverage of Council	80:20	143:5			While 96.5% of media coverage was positive, five issues were negatively impacted in the media: <ul style="list-style-type: none"> <li>Debate over Indigenous Treaty</li> <li>Controversy around ticketless parking fines</li> <li>Concerns about the Merrylands CBD Infrastructure Project on Addlestone Road.</li> <li>Dispute over flying the Lebanese flag.</li> <li>Debate over the General Manager's increased control of Council meeting agendas.</li> </ul>
	Percentage increase in Social Media followers and e-news subscribers annually	≥10%	15.75%			<ul style="list-style-type: none"> <li>Instagram followers increased by 45%, from 5,339 to 7,765 followers.</li> <li>LinkedIn followers increased by 6.7%, from 6,502 to 6,942 followers.</li> <li>Facebook followers increased by 4.8%, from 30,563 to 32,042 followers.</li> <li>eNews subscribers increased by 6.5%, from 5,530 to 5,890 subscribers.</li> </ul>

### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

## Business Improvement – Coordinator, Improvement and Implementation

### Strategic Goal 4: Providing Local Leadership

Service Update	Issues and Setbacks
Council completed a major service review of Events and Culture. Significant progress was made towards the establishment of a Project Management Office and updated Project Management Framework for Council.	

Sub Service	Principal Deliverable	Actions	Status	Progress Update
Improvement and Implementation <i>4.1 The community is proud to be served by a sustainable and transparent Council organisation</i>	Business Process Management (BPM) <i>4.1.2 Council operates in a safe and sustainable way to deliver great services and facilities that offer value for money</i>	Develop comprehensive and accurate Process Libraries for the organisation		There has been a methodology shift meaning that Process Libraries are no longer being built. The Business Improvement team now provides training and mapping services to business units. The status reflects that we are on track with the newly implemented program.
		Map Council processes in line with adopted best practice methodology		Council now has improved business process management maturity and a best practice methodology and accompanying system for storage and management of key business processes. 24 key processes have been mapped across Council.
		Provide process mapping coaching, training and support across the organisation		Council partnered with internal stakeholders of Council during the reporting period to provide process mapping training, advice and support. Guidance and training have been provided to the following business units: Development Compliance, Education and Care, Events and Culture, Human Resources and Development Enquiries.
	Process review and improvement <i>4.1.2 Council operates in a safe and sustainable way to deliver great services and facilities that offer value for money</i>	Provide independent process review and improvement support		A process improvement review of the Facilities Management communication processes was completed during the reporting period.
		Provide support to the implementation of adopted improvement review recommendations		Council provided support to the Environmental Health and Development Programs in implementing the recommendations from the review into Annual Fire Safety Statements.
		Provide reporting on the implementation of adopted process improvements		Reporting has commenced in line with established Service Review reporting practices.
	Systems Training <i>4.1.2 Council operates in a safe and sustainable way to deliver great services and facilities that offer value for money</i>	Training in use of TechOne and position relevant systems to be carried out for new starters		Training provided to all new starters within 10 days of commencing.
		Ad-hoc training and guidance provided at users request		All ad-hoc training requests were actioned within 48 hours.
	Improvement Projects <i>4.1.2 Council operates in a safe and sustainable way to deliver great services</i>	Solutions and ideas investigated and business cases developed		Pipeline of improvement projects has been developed. Ideas were investigated, scoped and recommendations provided to the Executive Team.
		Innovation Hub administration and support		This is under development.

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

Sub Service	Principal Deliverable	Actions	Status	Progress Update
	<i>and facilities that offer value for money</i>	Delivery of approved improvement projects	!	Virtual Mail solution was scoped and analysed for suitability.
		Provide change management support to projects	🕒	Change management support provided on request from business and on five Business Improvement projects.
		Provide project management support as requested	🕒	Currently establishing a Project Management Office and support provided.
	Measure Internal Service Satisfaction <i>4.1.2 Council operates in a safe and sustainable way to deliver great services and facilities that offer value for money</i>	Conduct Internal Service Satisfaction surveys	🕒	Council conducted internal Service Satisfaction Surveys for Human Resources, Facilities Management and Finance.
		Independently analyse data and report findings and recommendations	🕒	Findings and Recommendations have been provided to relevant services.
	Undertake Service Reviews <i>4.1.2 Council operates in a safe and sustainable way to deliver great services and facilities that offer value for money</i>	Deliver the Continuous Service Improvement (CSI) Program including: - Undertake planning and prioritisation of service review timeline in consultation with Executive Leadership - Deliver service review projects - Provide timely and accurate service review-implementation reporting.	🕒	Council completed a service review of Events and Culture.

Principal Deliverable	Performance Indicator	Target	Result		Status	Comments
			Jul - Dec 24	Jan - Jun 25		
Business Process Management (BPM)	New Process Libraries built annually	4	2		🕒	There has been a methodology shift during the quarter meaning that Process Libraries are no longer being created. The Business Improvement team now place a focus on priority process mapping of individual processes. Completed result therefore reflects number of business units where priority process mapping has been undertaken.
Process review and improvement	Undertake annual process reviews	2	1		🕒	
Systems Training	Percentage of new users trained in key corporate systems within two weeks of commencement	≥95%	100%		✗	93% of staff were trained within two weeks of commencement. The delay in training was due to a notification error that has since been resolved.
Improvement Projects	Business Cases developed for pipeline projects annually	2	1		🕒	

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

Principal Deliverable	Performance Indicator	Target	Result		Status	Comments
			Jul - Dec 24	Jan - Jun 25		
Measure Internal Service Satisfaction	Internal Service Satisfaction surveys completed annually	4	3			
Undertake Service Reviews	Service reviews delivered annually	2	1			

## Corporate Strategy, Planning and Performance – Coordinator, Corporate Planning and Performance

### Strategic Goal 4: Providing Local Leadership

Service Update	Issues and Setbacks
Extensive online and face-to-face engagement was undertaken as part of the Create Cumberland campaign. Consultation ran from 5 August 2024 to 2 November 2024, with over 1,200 attendees providing feedback on their vision and aspirations for Cumberland over the next decade.	

Sub Service	Principal Deliverable	Actions	Status	Progress Update
Corporate Strategy, Planning and Performance <i>4.2 An informed community included in decision making and long-term planning</i>	Community Engagement and Consultation <i>4.2.1 Council regularly engages with and informs the community</i>	Implement Engagement Plan		The Engagement Plan for the Community Strategic Plan was implemented, culminating in the successful delivery of the Create Cumberland campaign.  In addition to the face-to-face events, Council utilised various online tools and methods to capture the diverse views of the community.
		Undertake stakeholder and community engagement and consultation for preparation of the Community Strategic Plan		Council delivered six face-to-face Create Cumberland engagement sessions, as part of the Community Strategic Plan (CSP) stakeholder and community consultation.  These sessions provided the community with opportunities to share their views, vision and aspirations with experienced, senior staff across all key areas of Council.  Multiple engagement initiatives were utilised including: <ul style="list-style-type: none"> <li>Online survey – 399 responses were collected providing insight into what the community love about Cumberland and their vision for 2035</li> <li>Quickpoll – 327 participants shared their insight on what is most important to them</li> <li>Online Budgeting Simulator – Residents allocated simulated money to Council's key service areas based on their personal values and needs</li> <li>Interactive mapping – 731 comments were submitted, enabling residents to provide ward-specific feedback on their vision for Cumberland by 2035.</li> </ul> In addition, Council held two pop up sessions, one business engagement session, four staff focus groups, delivered 80,000 letterbox drops and attended a number of Council run events.

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention














Critical/Target Not Met



On Hold



Discontinued

Sub Service	Principal Deliverable	Actions	Status	Progress Update
		Undertake Community Satisfaction Survey		Council conducted an independent Community Satisfaction Survey from 29 July to 12 August 2024, receiving 600 phone responses and 15 survey responses. This survey identified community priorities and assessed importance and satisfaction with local services and facilities. Survey feedback has informed the development of the Community Strategic Plan.
	Development of Planning documents <i>4.2.2 Council conducts long term planning based on community engagement</i>	Develop Community Strategic Plan (CSP) 2025-2035		Development of the Community Strategic Plan 2025-2035 has commenced and will be publicly exhibited for community feedback.
		Develop Delivery Program (DP) 2025-2029		Development of the Delivery Program (DP) 2025-2029 has commenced and will be publicly exhibited for community feedback.
		Develop Annual Operational Plan (OP) 2025-2026		Development of the Annual Operational Plan (OP) 2025-2026 has commenced and will be publicly exhibited for community feedback.
		Facilitate the Resourcing Strategy (RS) 2025-2029: - Asset Management Strategy (AMS) and Plans 2025-2035 - Long Term Financial Plan (LTFP) 2025-2035 - Digital Strategy (DS) 2025-2029 - Workforce Management Strategy (WMS) 2025-2029		Development of the Resourcing Strategy 2025-2029 has commenced, including the development of the: <ul style="list-style-type: none"> <li>Asset Management Strategy and Plans</li> <li>Workforce Management Strategy</li> <li>Digital Strategy</li> <li>Long Term Financial Plan.</li> </ul>
	Preparation of Reporting documents <i>4.2.2 Council conducts long term planning based on community engagement</i>	Finalise Performance and Progress Report 2023-2024		Council's Performance and Progress Report January – June 2024 was finalised and published on Council's website on November 2024.
		Develop and finalise Annual Report 2023-2024		A Year in Review: 2023-2024 Annual Report was published in November 2024, providing an update on Council's annual activities and celebrating the achievements of the Council and community.
		Develop State of our City Report 2021-2024		State of our City Report 2021-2024 was published in November 2024, presenting an update on the state of Cumberland and its effectiveness in delivering commitments set out in the Community Strategic Plan over the last term of Council.
		Develop Operational Plan Performance and Progress Reports 2024-2025		Development of the Operational Plan Performance and Progress Report for July 2024 – December 2024 has commenced and is scheduled to be published on Council's website in April 2025.
		Plan and develop Annual Report 2024-2025		Planning for the Annual Report 2024-2025 has commenced with development of the Report scheduled to commence in June 2025.
		Implement Council's Corporate Planning and Reporting Framework and administration of reporting systems		<p>The Corporate Planning and Reporting Framework has been implemented and forms part of the Corporate Planning and Reporting Strategy.</p> <p>The actions for year one of the Corporate Planning and Reporting Strategy are on track for completion by June 2025.</p> <p>Council is continuously reviewing and improving its reporting and planning methodology to ensure ongoing enhancement and robust processes.</p>

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

Sub Service	Principal Deliverable	Actions	Status	Progress Update
	Development and management of Service Plans <i>4.2.2 Council conducts long term planning based on community engagement</i>	Development of detailed service plans to optimise the delivery of services to the community including the creation of a consolidated Corporate Plan		Service Planning for 2025-2026 was completed in November 2024. Information from these plans will be reflected in the Delivery Program 2025-2029 and the Operational Plan 2025-2026. The consolidated Master Corporate Plan is on track for completion in April 2025.
	Coordination and management of internal performance <i>4.2.2 Council conducts long term planning based on community engagement</i>	Manage and monitor internal performance including: <ul style="list-style-type: none"> <li>- Implementing Council's Performance Indicator and Reporting Framework, administration of performance reporting systems and register of all performance indicators</li> <li>- Improving results through coordination of the Quarterly Performance Review Program</li> <li>- Prepare and facilitate the Improving Performance and Culture (IPC) workshops</li> </ul>		<p>The Performance Indicator and Reporting Framework has been implemented and forms part of the Performance Indicator and Reporting Strategy.</p> <p>The actions for year one of the Performance Indicator and Reporting Strategy are on track for completion by June 2025. A Master Performance Indicator Register has been developed and is regularly reviewed and updated.</p> <p>The Quarterly Performance Review Program (QPR) provides Council leadership oversight on the internal performance of Council through robust financial, workforce, safety and customer experience data.</p> <p>A quarterly meeting was held in October 2024, providing businesses an opportunity to explain results and identify improvement opportunities with the senior leadership team.</p> <p>Two Improving Performance and Culture (IPC) workshops were held in August and November 2024, providing an opportunity for upcoming leaders from across the organisation to collaborate on corporate performance results and pain points and to provide innovative solutions that can be implemented.</p>

Principal Deliverable	Performance Indicator	Target	Result		Status	Comments
			Jul - Dec 24	Jan - Jun 25		
Community Engagement and Consultation	Community Satisfaction Survey to be completed	100%	100%			
Development of Planning documents	Planning documents to be prepared and published in accordance with legislative requirements	100%	50%			Community Strategic Plan, Delivery Program, Resourcing Strategy and Operational Plan are in development. Documents will go to Public Exhibition before being adopted and published in June 2025.
Preparation of Reporting documents	Reporting documents to be prepared and published in accordance with legislative requirements	100%	100%			
Development and management of Service Plans	Service Planning completed by November 2025	100%	100%			
Coordination and management of internal performance	Percentage of Internal Corporate Performance indicator results against target	≥75%	58%			Council is meeting 14 of its 24 internal corporate performance indicators. This is an improvement from the previous period result of 42%. These results are reviewed as part of Council's Quarterly Performance Review Program (QPR).

**Performance and Progress Icons**



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold






Discontinued

## Governance and Risk

### Audit, Safety and Risk – Coordinator, Internal Audit and Risk and Senior Coordinator Work, Health and Safety

#### Strategic Goal 4: Providing Local Leadership

Service Update	Issues and Setbacks
<p>Council continues to embed a safety and risk management culture throughout the organisation. Council has now installed 22 publicly accessible Automated External Defibrillators (AEDs) across Cumberland. In September, Council held its first AED community awareness workshop, providing the public with essential knowledge on what an AED is, how it works and when to use it in an emergency.</p> <p>Safety at Council pools was a key priority in preparation for the 2024-2025 summer season. Council staff participated in external Simulated Emergency Response training. In November, Council introduced a visitor management system at the pools, adding an extra layer of safety controls for patrons and staff.</p> <p>Council's Health Monitoring Program commenced during the period, aligning Council with the updated Work Health and Safety Regulation 2017 requirements, by providing regular health monitoring for employees exposed to specific hazards, including chemical and noise-related risks, to safeguard against long-term health impacts. As part of National Safe Work Month, Council held three successful Safety Events, under the theme, "One Check at a Time", encouraging staff to prioritise regular health check-ups and taking care of their physical and mental health.</p>	

Sub Service	Principal Deliverable	Actions	Status	Progress Update
Enterprise Risk Management and Business Continuity <i>4.1 The community is proud to be served by a sustainable and transparent Council organisation</i>	Enterprise Risk Management and Business Continuity Planning (BCP) <i>4.1.1 Provide a governance framework that is transparent and builds public trust in local leadership</i>	Ensure that Operational Risk Reviews occur on an annual basis		The review of Council's Essential Services Operational Risk Register has commenced with eight Risk Reviews completed.
		Conduct a rigorous evaluation and testing of Council's Business Continuity Plan		Council has completed a scenario-based exercise with key stakeholders to evaluate Council's response to a business continuity event. This has provided important insights to management, ensuring Council is better prepared to maintain essential services, enhance resilience and improve response strategies for future disruptions.
	Audit, Risk and Improvement Committee (ARIC) <i>4.1.1 Provide a governance framework that is transparent and builds public trust in local leadership</i>	Audit, Risk and Improvement Committee is convened in accordance with statutory requirements to provide guidance and oversight		The Audit, Risk and Improvement Committee (ARIC) convened on two occasions during the reporting period, providing advice, guidance and oversight across a range of matters and statutory requirements.

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

Sub Service	Principal Deliverable	Actions	Status	Progress Update
Internal Audit <i>4.1 The community is proud to be served by a sustainable and transparent Council organisation</i>	Internal Audit (IA) Plan <i>4.1.1 Provide a governance framework that is transparent and builds public trust in local leadership</i>	Execute and monitor Internal Audits as outlined in Council's Strategic Internal Audit Plan		Council has successfully completed and reported the following audits to the Audit, Risk and Improvement Committee: <ul style="list-style-type: none"> <li>Councillor Expenses</li> <li>Enterprise Risk Management</li> <li>Integrity Framework Review (Fraud and Corruption)</li> <li>Development Engineering</li> <li>DRIVES System Access</li> <li>Independent Privileged User Access.</li> </ul> Council is now in the process of finalising all remaining audits on the plan by June 2025.
Work, Health and Safety <i>4.1 The community is proud to be served by a sustainable and transparent Council organisation</i>	WHS Management System and Injury Management <i>4.1.1 Provide a governance framework that is transparent and builds public trust in local leadership</i>	Manage effective Return to Work Program aimed at mitigating workplace injuries and facilitating the safe reintegration of injured employees in the workplace		Council recently embarked on a new pilot program in partnership with Council's insurer, StateCover, to reduce strains and sprains. This independent assessment aims to identify additional measures to further minimise injuries alongside the existing safety controls and processes in place.
		Safework NSW notifiable incidents are reported		All notifiable incidents were reported to SafeWork in this reporting period.
	Work, Health and Safety Committee <i>4.1.1 Provide a governance framework that is transparent and builds public trust in local leadership</i>	Work, Health and Safety Committee is convened in accordance with statutory requirements to provide guidance and oversight		Council's Work, Health and Safety (WHS) Committee has convened monthly, playing a critical role in addressing and resolving safety issues across the organisation and implementing initiatives that enhance the wellbeing of Council staff. By focusing on collaboration and proactive measures, the Committee is ensuring that Council maintains a culture of safety, compliance and risk mitigation.

Principal Deliverable	Performance Indicator	Target	Result		Status	Comments
			Jul - Dec 24	Jan - Jun 25		
Enterprise Risk Management and Business Continuity Planning (BCP)	Risk Reviews conducted annually	≥80%	100%			Council has exceeded the target, completing eight Risk Reviews.
	Testing exercise to be completed annually	1	1			
Audit, Risk and Improvement Committee (ARIC)	Four Audit, Risk and Improvement Committee meetings convened in accordance with statutory requirements	100%	50%			Two ARIC meetings were held during the period.
Internal Audit (IA) Plan	Complete Internal Audits as per the approved Internal Audit Plan	≥90%	100%			Six Internal Audits were completed and reported to the ARIC during the period.

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

Principal Deliverable	Performance Indicator	Target	Result		Status	Comments
			Jul - Dec 24	Jan - Jun 25		
WHS Management System and Injury Management	Worker returned to the workplace within two business days following receipt of medical clearance to return to suitable duties	≥95%	100%			
	Safework NSW notifiable incidents reported immediately	≥95%	100%			
Work, Health and Safety Committee	11 Committee meetings convened in accordance with statutory requirements	100%	55%			Six committee meetings were held in 2024.

## Governance and Executive Support – Coordinator, Governance

### Strategic Goal 4: Providing Local Leadership

Service Update	Issues and Setbacks
Council successfully delivered four citizenship ceremonies with 615 conferees receiving citizenship.	

Sub Service	Principal Deliverable	Actions	Status	Progress Update
Civic Events <i>4.1 The community is proud to be served by a sustainable and transparent Council organisation</i>	Deliver high quality civic events including citizenship ceremonies and support other important civic engagements <i>4.1.3 Council places the customer at the heart of everything it does</i>	Plan and implement civic events and citizenship ceremonies		Council delivered nine civic related events: <ul style="list-style-type: none"> <li>Four citizenship ceremonies</li> <li>Kings Birthday 2024 Honours Reception</li> <li>Two NRLW Parramatta Eels Events</li> <li>Phillips Park Playspace opening</li> <li>Remembrance Day.</li> </ul>
Committee Support and Civic Governance <i>4.1 The community is proud to be served by a sustainable and transparent Council organisation</i>	Deliver high-level Council and committee secretariat support to key Council committees <i>4.1.1 Provide a governance framework that is transparent and builds public trust in local leadership</i>	Produce business papers and take live minutes at Council and Committee meetings		High level secretariat support has been provided to Council committees, ensuring appropriate meeting administration and good governance practices are applied.

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

Sub Service	Principal Deliverable	Actions	Status	Progress Update
Corporate Governance <i>4.1 The community is proud to be served by a sustainable and transparent Council organisation</i>	Facilitate access to Council records through open access release or via incoming request applications in accordance with the GIPA Act 2009 <i>4.1.1 Provide a governance framework that is transparent and builds public trust in local leadership</i>	Determine Informal and Formal GIPA applications		Six formal GIPA applications were received and completed on time. 810 informal GIPA applications were received and completed on time.
	Driving a strong governance culture throughout Council's operations and ongoing training <i>4.1.1 Provide a governance framework that is transparent and builds public trust in local leadership</i>	Ensure staff are regularly trained on the Code of Conduct and other key governance topics to ensure a positive ethical culture throughout Council		Code of Conduct training is provided to all staff on an annual basis. New staff are trained upon commencement of employment with Council.  Council provides ongoing communication with staff on governance matters and reporting obligations, including secondary employment, gifts and benefits, the Code of Conduct and Public Interest Disclosures (PID).
Executive Support <i>4.1 The community is proud to be served by a sustainable and transparent Council organisation</i>	Executive Support <i>4.1.1 Provide a governance framework that is transparent and builds public trust in local leadership</i>	Provide a high standard of executive support to Mayor and Councillors in accordance with Councillor Expenses and Facilities Policy		Councillor support has been provided as defined under the Councillor Expenses and Facilities Policy.

Principal Deliverable	Performance Indicator	Target	Result		Status	Comments
			Jul - Dec 24	Jan - Jun 25		
Deliver high quality civic events including citizenship ceremonies and support other important civic engagements	Percentage of conferees receiving citizenship within three months of being approved by the Department of Home Affairs	≥80%	93%			
Deliver high-level Council and committee secretariat support to key Council committees	All business papers and meeting minutes published on time in accordance with the adopted Code of Meeting Practice	100%	100%			
	All Council meetings livestreamed to the public	100%	100%			

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

Principal Deliverable	Performance Indicator	Target	Result		Status	Comments
			Jul - Dec 24	Jan - Jun 25		
Facilitate access to Council records through open access release or via incoming request applications in accordance with the GIPA Act 2009	GIPA applications to be determined within 20 working days	≥90%	100%			Six formal GIPA applications were received and completed on time.
Driving a strong governance culture throughout Council's operations and ongoing training	Code of Conduct and Governance topics refresher training to be held annually	100%	100%			Training has been provided to all new and existing Council staff.
Executive Support	Support provided in accordance with Councillor Expenses and Facilities Policy	100%	100%			

## Procurement – Senior Coordinator, Procurement and Contracts

### Strategic Goal 4: Providing Local Leadership

Service Update	Issues and Setbacks
Council commenced the use of standard NSW Government construction contracts for construction tenders improving efficiency, consistency, transparency and risk management in the procurement process.	

Sub Service	Principal Deliverable	Actions	Status	Progress Update
Procurement, Contract Management and Reporting <i>4.1 The community is proud to be served by a sustainable and transparent Council organisation</i>	Provide end to end procurement services ensuring compliance with legislative requirements <i>4.1.1 Provide a Governance Framework that is transparent and builds public trust in local leadership</i>	Ensure all tender and quotation processes over \$20,000 are centrally led by Procurement		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.
		Deliver robust tender processes with all matters reported to Council which exceed the financial delegation of the General Manager		Procurement activities are following the Local Government (General) Regulation 2021 with no probity issues recorded. Eight matters exceeding the financial delegation of the General Manager were reported to Council.

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

Principal Deliverable	Performance Indicator	Target	Result		Status	Comments
			Jul - Dec 24	Jan - Jun 25		
Provide end to end procurement services ensuring compliance with legislative requirements	Procurement to lead all tender and quotation processes above \$20,000	100%	100%			
	Provide four reports annually to Council's Audit, Risk and Improvement Committee detailing performance of procurement and any non-compliances across Council	100%	50%			

## Property Services – Coordinator, Property Transactions

### Strategic Goal 4: Providing Local Leadership

Service Update	Issues and Setbacks
Council successfully hosted three information sessions in November with tenants residing within the residential self-care units, after receiving approval from the Cumberland Property Committee to outsource the operations and management of Council's Senior Independent Living property portfolio.	

Sub Service	Principal Deliverable	Actions	Status	Progress Update
Property Management and Leasing <i>4.1 The community is proud to be served by a sustainable and transparent Council organisation</i>	Ensure that Council properties are effectively managed <i>4.1.2 Council operates in a safe and sustainable way to deliver great services and facilities that offer value for money</i>	Ensure that existing Council leases are renewed and not on holdover provision		Council is effectively managing the renewal process for all council leases, ensuring critical dates are proactively monitored and renewals align with current market conditions, relevant legislation and council's strategic goals.  As a result, the leasing portfolio remains stable with effective property management ensuring maximum utilisation and value for money for the Community. Leases that are expiring or are set to expire are currently being renegotiated to ensure that this remains on track in future.
Property Transactions <i>4.1 The community is proud to be served by a sustainable and transparent Council organisation</i>	Progress and maximise property transactions to provide optimum outcomes for Council <i>4.1.2 Council operates in a safe and sustainable way to deliver great services and facilities that offer value for money</i>	Ensure increased revenue is achieved for all property transactions negotiated for Council in accordance with the Property Policy		Council's Property portfolio is regularly reviewed to maximise property transactions in accordance with the Property Policy.
		Review leasing portfolio to effectively manage and identify vacancies to increase utilisation		All key property projects have been reported to Cumberland Property Committee seeking endorsement including four Tender for Leasing opportunities and the appointment of a real estate agent to commence the public sale process for the disposal of three land parcels.

## Performance and Progress Report

### July 2024 – December 2024

#### Performance and Progress Icons



Completed/Target Met



On Track



Needs Attention



Critical/Target Not Met



On Hold



Discontinued

Sub Service	Principal Deliverable	Actions	Status	Progress Update
	Property Committee <i>4.1.2 Council operates in a safe and sustainable way to deliver great services and facilities that offer value for money</i>	Property Committee is duly informed and provides oversight to key property projects undertaken, as well as convened per the Committee's Terms of Reference		The Cumberland Property Committee met twice during the reporting period and continues to drive the strategic focus for Council's property portfolio and related transactions.

Principal Deliverable	Performance Indicator	Target	Result		Status	Comments
			Jul - Dec 24	Jan - Jun 25		
Ensure that Council properties are effectively managed	Leases renewed	≥80%	56%			56% of agreements are within a current lease or licence agreement period, with a further 32% of agreements currently within an active negotiation process.
Progress and maximise property transactions to provide optimum outcomes for Council	Year to year increase in revenue resulting from property transactions	≥10%	0.1%			Revenue resulting from property transactions for the period is 0.1% higher than the same period in 2023-2024.  The slight increase is primarily due to the disposal of assets and vacancies from tenancies which led to a reduction in revenue from the leasing property portfolio.  Council is on track to meet the target as progress with leasing transactions and sale of land endorsed by the Property Committee will take effect throughout the year.
Property Committee	Five Property Committee meetings convened in accordance with Committee's Terms of Reference	100%	40%			Due to Council being in the caretaker period between August and September and the appointment of property committee members on 16 <sup>th</sup> October 2024, there was a reduced number of convened Property Committee meetings.  On track to meet target performance.