



CUMBERLAND
CITY COUNCIL

Operational Plan 2025-2026

Performance and Progress Report

July 2025 – December 2025

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Introduction

Welcome to Cumberland City Council’s Performance and Progress Report July 2025 – December 2025. This report evaluates and reports on Council’s performance relative to the commitments and principal deliverables detailed in the Delivery Program 2025-2029 and Operational Plan 2025-2026.

The Operational Plan represents Council’s annual action plan, established in response to the community’s priorities identified in the Cumberland Community Strategic Plan 2025-2035 (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.

Integrated Planning and Reporting Framework

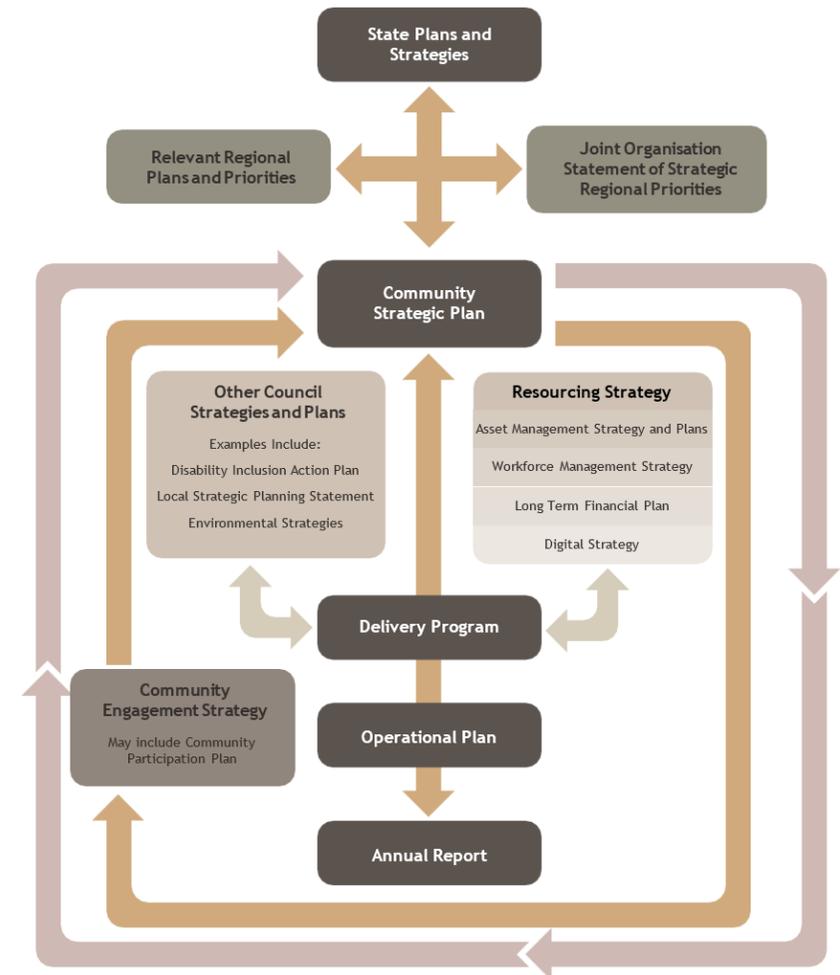
Under the *NSW Local Government Act 1993*, councils are mandated to adopt a robust approach to planning and decision making through the Integrated Planning and Reporting (IP&R) Framework.

The IP&R Framework is central to all Council plans, guiding how councils provide leadership, plan and make decisions about services and resources. The framework consists of documents designed to ensure that NSW councils are undertaking long term planning for the future of their communities and that planning is based on thorough community engagement. The framework is a cascading set of plans, strategies and reports designed to translate high level community hopes and aspirations into actionable activities for Council.

Plans within the IP&R Framework ensure that Council activities are aligned with community priorities, are sustainably resourced and all progress is measured and reported.

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

- Where are we now?
- Where do want to be in 10 years? The CSP sets the community vision and strategic directions.
- How do 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 performance and progress.



Foundation of our Plans

The foundation of our plans provides a strong line of sight across Cumberland’s fully integrated suite of IP&R documents and reports, clearly communicating key components of the IP&R Framework. Cumberland has introduced the following icons to clearly communicate key information.

Strategic Directions

Following extensive community engagement, the Community Strategic Plan (CSP) captures what the community values most about Cumberland and conveys this through four high level Strategic Directions.

The four Strategic Directions are represented throughout this report with the following icons:

 <p><i>Supporting a safe, healthy, creative and connected community</i></p>	 <p><i>Delivering sustainable, safe and accessible infrastructure and services</i></p>
 <p><i>Enhancing the natural and built environment</i></p>	 <p><i>Providing transparent, accountable and strong local leadership</i></p>

Quadruple Bottom Line

Local government operates under four key pillars to ensure the community receives the services they expect. The Quadruple Bottom Line (QBL) is a framework to evaluate performance across four pillars.

Council is required to plan based on the QBL in an integrated way to ensure Cumberland balances community needs to create a sustainable city.

The four pillars of the QBL will be represented throughout this Operational Plan with the following icons:

			
<p>Social</p>	<p>Environmental</p>	<p>Economic</p>	<p>Civic Leadership</p>

Council’s Role

Council is responsible for the provision of goods, services, facilities and carrying out activities appropriate to the current and future needs within its local community and of the wider public. As Cumberland faces many complex challenges that extend beyond the direct delivery of services, Council recognises that it alone cannot address all needs. Council therefore engages with other partners, such as state agencies and community groups, to deliver the long term objectives of the CSP.

The CSP identifies the role of Council in contributing to the Strategic Directions.



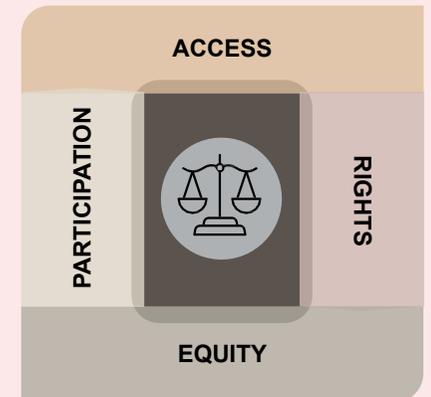
- **Deliver** direct services and facilities to meet local community needs.
- **Partner** with organisations, government agencies, businesses and other community groups to achieve shared outcomes.
- **Advocate** on behalf of our communities by giving a voice to their needs and aspirations. Council will call on other levels of government and businesses for policy and regulatory reform, as well as changes to service provision for the benefit of the city and its communities.

Council’s role will be represented throughout this report with the above icons:

Social Justice Principles

Council’s planning and service delivery are guided by social justice principles. These principles promote fairness in the distribution of resources, equitable access to services and inclusive participation in decision making to benefit the community.

Social Justice Principles will be represented throughout this report with the following icon.



Executive Summary

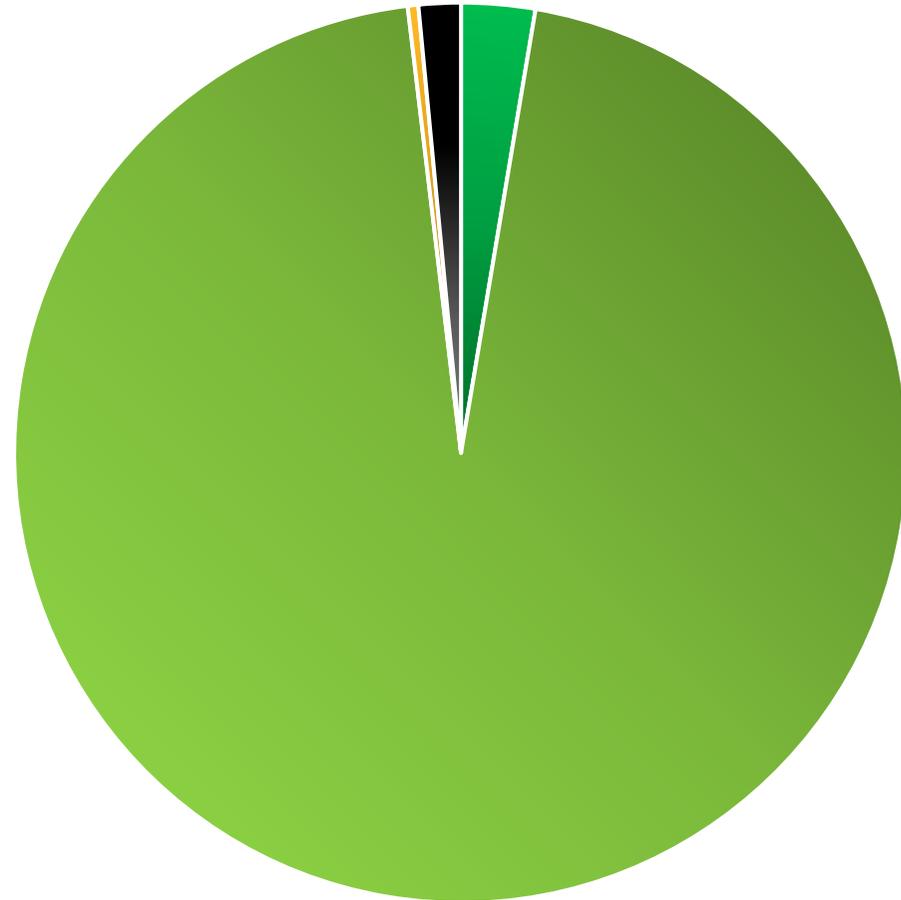
The six monthly Performance and Progress Report outlines progress against 262 actions for the 116 principal deliverables detailed in the Operational Plan 2025-2026.

As of 31 December 2025:

- 95.42% of actions are 'On Track/Target On Track'
- 2.67% of actions are 'Completed/Target Met'
- 1.53% of actions are 'On Hold/Discontinued'
- 0.38% of actions are 'Needs Attention/Target Not Met.'

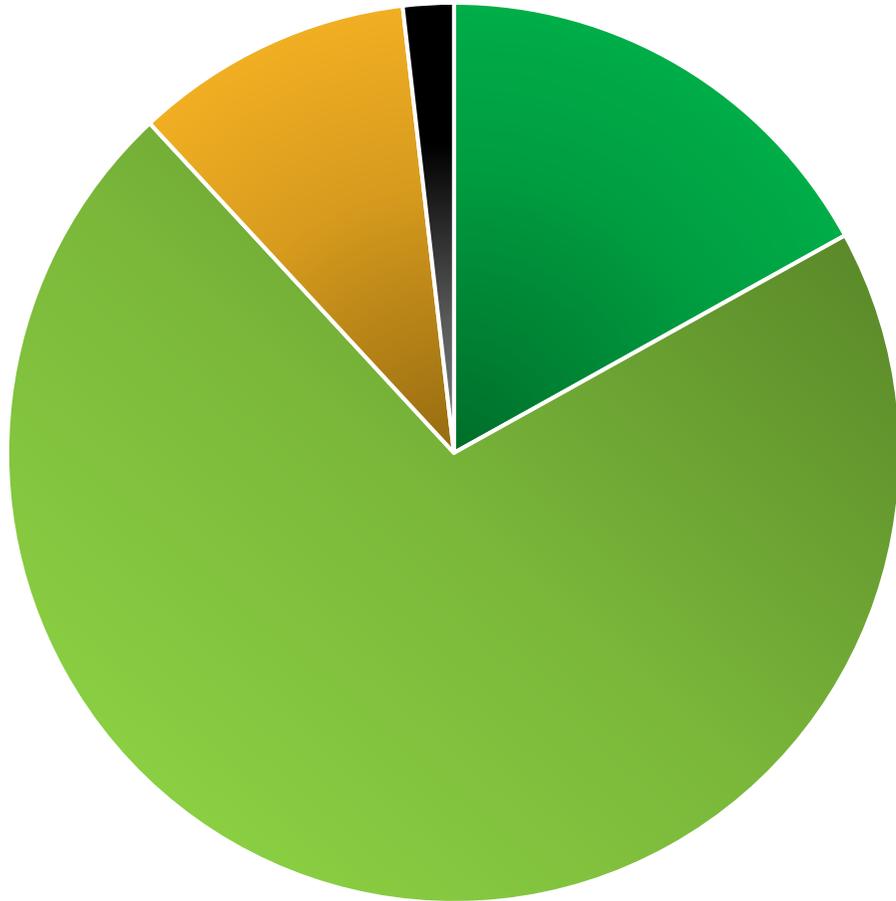
Action Status	Total
Completed/Target Met	7
On Track/Target On Track	250
Needs Attention/Target Not Met	1
On Hold/Discontinued	4

Operational Plan Action Status July 2025 - December 2025



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

Operational Plan Performance Indicator Status July 2025 - December 2025



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

The six monthly Performance and Progress Report outlines progress against 218 performance indicators for the 116 principal deliverables detailed in the Operational Plan 2025-2026.

As of 31 December 2025:

- 71.10% of actions are 'On Track/Target On Track'
- 16.97% of actions are 'Completed/Target Met'
- 10.09% of actions are 'Needs Attention/Target Not Met'
- 1.83% of actions are 'On Hold/Discontinued.'

Performance Indicator Status	Total
Completed/Target Met	37
On Track/Target On Track	155
Needs Attention/Target Not Met	22
On Hold/Discontinued	4

Reading the Report

The Operational Plan 2025-2026 commenced on 1 July 2025 and includes 35 frontline and internal services. Performance and progress are reported by services aligned with the four Strategic Directions set in the CSP:

- Strategic Direction 1 - Supporting a safe, healthy, creative and connected community
- Strategic Direction 2 - Enhancing the natural and built environment
- Strategic Direction 3 - Delivering sustainable, safe and accessible infrastructure and services
- Strategic Direction 4 - Providing transparent, accountable and strong local leadership.

Each section of the Performance and Progress Report provides:

- Service updates – summary of overall progress, including key achievements, challenges and alignment with the Foundation of our Plans
- Progress updates – provided against the principal deliverables and actions within each sub services
- Performance indicators – methods of assessment used to review how Council is progressing towards achieving output targets.

Icons	Progress Status	Performance Indicator Status	Status Description
	Completed	Target Met	The principal deliverable has delivered on its actions (programs and projects) and performance indicator results have achieved their targets.
	On Track	Target On Track	The principal deliverable is delivering on its regular actions and performance indicator results are meeting their targets.
	Needs Attention	Target Not Met	The principal deliverable is experiencing issues or setbacks impacting timeframes and delivery. Performance indicator results are below their target, indicating they require attention.
	On Hold	Discontinued	The principal deliverable commitments and performance indicators have been temporarily postponed, deferred or cancelled.

Highlights

Strategic Direction 1 Supporting a safe, healthy, creative and connected community	Strategic Direction 2 Enhancing the natural and built environment	Strategic Direction 3 Delivering sustainable, safe and accessible infrastructure and services	Strategic Direction 4 Providing transparent, accountable and strong local leadership
			
<p>Successfully completed the Seniors Club Cumberland Project, bringing participants together to reflect on the program and recognise its role in reducing social isolation among seniors.</p>	<p>Council put a submission to the Metropolitan Memorial Parks on the Carnarvon Golf Course Crown Cemetery Proposal, strongly advocating the community's voice.</p>	<p>Successfully delivered numerous projects and commenced work on several major construction projects including:</p> <ul style="list-style-type: none"> • Nemesia Street Park • Merrylands Park Amenity Building • Dirrabari Reserve Amenity Building. 	<p>Implemented a Project Management Office and Framework for the first time, improving the planning, delivery and governance of Council projects.</p>
<p>Council delivered and provided support to various civic events, including:</p> <ul style="list-style-type: none"> • Antoine 'Tony' Issa Room Dedication at Granville Town Hall • Recognition of Renga Rajan for his appointment as Rotary District Governor • Several Remembrance Day Memorial Services across Cumberland. 	<p>Council was nominated for the Council Crown Land Management Award for the Cumberland General Community Use Plan of Management as part of the NSW and ACT Community Achievement Awards.</p>	<p>Council demonstrated excellence across the Aquatic industry by winning and/or being nominated as Finalists for various awards at the Aquatic and Recreation Institute (ARI) 2025 Awards of Excellence. Council's aquatic and leisure centres also achieved record membership growth and delivered expanded gym, wellness and learn-to-swim programs for all ages and abilities.</p>	<p>Strengthened community outcomes through two new long term leases. At Wyatt Park, a renewed lease with Flipside will support the continued operation of the skatepark and wheeled sports facility. Council also finalised a long term lease with Sydney Marae Alliance Incorporated to establish Australia's first Māori Cultural and Education Centre at Hyland Road Reserve, creating a dedicated space for cultural learning and community connection.</p>
<p>Launched a Civic Education Program involving five schools, delivering an immersive two-hour session designed to build student agency and deepen understanding of civic and community participation.</p>	<p>As part of the Smart Places Strategy and Action Plan, Council has:</p> <ul style="list-style-type: none"> • Installed Smart Benches in Auburn Botanical Gardens • Installed lighting in Auburn, Wentworthville and Guildford. 	<p>Continued to deliver uninterrupted domestic waste services, including garbage, recycling, garden organics and household clean-ups. Council also carried out daily inspections of waste collection areas and conducted weekly safety meetings to ensure efficient and compliant management of the domestic waste collection service.</p>	<p>Successfully delivered 10 citizenship ceremonies with 1,799 conferees receiving citizenship. 94% of conferees received their citizenship within three months, reflecting strong process management and a consistent focus on timely service delivery.</p>



STRATEGIC DIRECTION 1

Supporting a safe, healthy, creative and connected community

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

In 2035, Cumberland will be a vibrant community that celebrates diversity, culture and values inclusivity. It is a safe place to live, where learning thrives, creativity is encouraged and everybody feels they belong.

- Strategic Direction 2
- Strategic Direction 3
- Strategic Direction 4

FOUNDATION OF OUR PLANS



COUNCIL'S ROLE

Deliver

Partner

Advocate

OBJECTIVE 1.1 Our community is resilient, cohesive, creative and supports inclusion, access and diversity

- 1.1.1 Encourage and support participation in children and youth services
- 1.1.2 Embed culture and creativity in everyday life, providing access to cultural events, arts and activities
- 1.1.3 Provide and promote resources, services and programs that celebrates the diversity in our community

OBJECTIVE 1.2 We have a safe, healthy and connected community

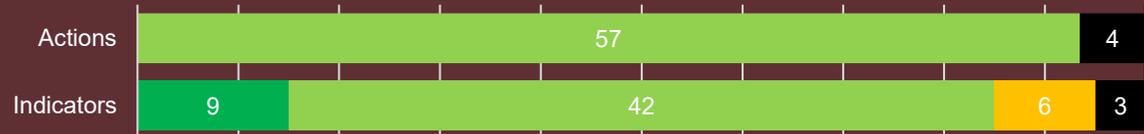
- 1.2.1 Provide access to crime prevention and community safety initiatives
- 1.2.2 Deliver accessible health and wellness programs and initiatives
- 1.2.3 Provide access to services and information to support health, wellbeing and address homelessness

OBJECTIVE 1.3 Our community is empowered with knowledge, support and capacity building

- 1.3.1 Ensure high quality education and care services are available
- 1.3.2 Provide education and recreation activities through high quality and accessible library services and programs
- 1.3.3 Provide access to employment and capacity building pathways and opportunities

OUR PERFORMANCE BY STRATEGIC DIRECTION

Council's progress against the Delivery Program and Operational Plan contributed to the overall achievement in the effectiveness in delivering key services related to Strategic Direction 1.



COMMUNITY AND CULTURE

Arts and Culture



Strategic Direction 1
Supporting a safe, healthy, creative and connected community

Sub Services	1	Principal Deliverables	3		Actions Status	Indicator Status
Actions	4	Performance Indicators	3		Actions  Indicators 	Completed 
					On Track 	Target On Track
					Needs Attention 	Target Not Met
					On Hold 	Discontinued

Service Highlights	Foundation of our Plan Icons
<p>Council's Diwali and Mental Health Month Community Arts Program, led by artist Rupa Parthasarathy, promoted mindfulness through traditional cultural art workshops, culminating in an art installation in Friend Park, Wentworthville for Council's Diwali Street Festival.</p> <p>97% of participants reported being satisfied or very satisfied with Council's Arts Programs, based on 110 evaluation surveys completed by 470 program participants.</p>	 <div style="display: flex; flex-direction: column; align-items: center;"> <div style="background-color: #e91e63; color: white; padding: 5px; border-radius: 15px; margin-bottom: 5px;">Deliver</div> <div style="background-color: #008000; color: white; padding: 5px; border-radius: 15px; margin-bottom: 5px;">Partner</div> <div style="background-color: #add8e6; color: white; padding: 5px; border-radius: 15px;">Advocate</div> </div>

Responsible Officer – Senior Coordinator, Arts and Culture			CSP Objective 1.1 Our community is resilient, cohesive, creative and supports inclusion, access and diversity
Sub Service – Arts Programs			
Principal Deliverable	Actions	Status	Progress Update
Assist with the planning and implementation of Public Art	Provide guidance to commissioners of public art in the application of best practice principles to planning, commissioning, implementing and maintaining public art		<p>Council provided strategic advice and guidance to ensure alignment with local priorities and best practice. This included:</p> <ul style="list-style-type: none"> Joseph Street Precinct Public Art Plan developed through engagement with Western Sydney artists and key community stakeholders, preparing five new public art projects by eight artists to activate Lidcombe's Joseph Street Precinct Upgrade Regents Park Precinct Public Art Murals delivered two new murals by prolific Australian muralist Sophi Odling as part of Regents Park Library Precinct upgrades in collaboration with Transport for NSW's reVITALise Program. These new murals embed placemaking, vibrancy and community connection in Regents Park public spaces.
CSP Strategy 1.1.2 Embed culture and creativity in everyday life, providing access to cultural events, arts and activities			



Responsible Officer – Senior Coordinator, Arts and Culture			CSP Objective 1.1 Our community is resilient, cohesive, creative and supports inclusion, access and diversity
Sub Service – Arts Programs			
Principal Deliverable	Actions	Status	Progress Update
Deliver Artist in Residence Program	Deliver an expression of interest for applications and engage successful applicants for the Artist in Residence Program		Council promoted an Expression of Interest in October and November 2025 for the Artist in Residence Program for 2026. Engagement activities included outreach to Western Sydney artist networks and cultural organisations to encourage applications and broaden participation. Seven submissions were received, with five artists recommended for inclusion in the 2026 Artist in Residence Program.
	Promote the Artist in Residence Program and engage artist and non-artist communities to encourage involvement		The Artist in Residence Program involved five artists in residence working across Council's two key cultural facilities, the Peacock Gallery and Granville Centre Art Gallery. Program promotion was delivered through Council's website, social media channels and community networks, attracting participation of over 90 community members with Artists presenting 10 free programs to the community and open studio programs. The Program initiative continued to strengthen connections between artists and local audiences, supporting inclusive access to arts and culture.
CSP Strategy 1.1.2 Embed culture and creativity in everyday life, providing access to cultural events, arts and activities			
Deliver Major Arts Programs	Facilitate and evaluate annual art programs and activities at Council's arts and cultural facilities		Council delivered a diverse program of arts activities, including: <ul style="list-style-type: none"> • Art Lab - A monthly creative workshop series held on the first Saturday of each month from July to December, delivering seven workshops at Granville Centre Art Gallery. • School Holiday Workshops - Six workshops delivered across July and October school holidays, engaging families and young people in hands on art experiences. • Sydney Seniors Learning Society Exhibition - Presented at Granville Centre Art Gallery, showcasing artworks by over 130 senior artists ranging from beginners to experienced practitioners. • Moon Festival Cultural Event Program - The event held at Guilfoyle Park, Regents Park on Saturday, 11 October 2025, featured a live mural painting by award winning muralist Christina Huynh, interactive activities for families, and an outdoor screening of Sing 2. Programs were promoted through Council's website, social media and community networks, supporting inclusive participation and cultural engagement across Cumberland.
CSP Strategy 1.1.2 Embed culture and creativity in everyday life, providing access to cultural events, arts and activities			



Performance Updates – Arts and Culture					
Principal Deliverable	Performance Indicator	Target	Result	Status	Comments
			Jul - Dec 25		
Assist with the planning and implementation of Public Art <i>CSP Strategy 1.1.2</i>	Percentage of public art advice requests actioned	100%	100%		Council completed two Public Art Projects and one Development Application Public Art Plan review.
Deliver Artist in Residence Program <i>CSP Strategy 1.1.2</i>	Number of Artist in Residence Programs and activities	3	10		The presentation of a series of open studios by artist Pheany Ban at Peacock Gallery resulted in increased activities.
Deliver Major Arts programs <i>CSP Strategy 1.1.2</i>	Number of Major Arts Programs delivered annually	4	4		The presentation of the Moon Festival cultural event resulted in increased Arts and Culture program activity.



COMMUNITY AND CULTURE

Children and Youth Development



Strategic Direction 1

Supporting a safe, healthy, creative and connected community

Sub Services	2	Principal Deliverables	3	<div style="display: flex; justify-content: space-between; width: 100%;"> 0% 20% 40% 60% 80% 100% </div> <p>Actions </p> <p>Indicators </p>	Actions Status	Indicator Status
						Completed
					On Track	Target On Track
Actions	5	Performance Indicators	5		Needs Attention	Target Not Met
					On Hold	Discontinued

Service Highlights	Foundation of our Plan Icons
<p>56 schools were involved in the delivery of the 2025 Pursuit of Excellence Award Program recognising one student per school in Cumberland for their outstanding achievements in the areas of school spirit, personal excellence, friendship and peer support.</p> <p>Council launched a Civic Education Program with five schools taking part in the initiative, which offered an immersive two-hour program aimed at building agency and a deeper understanding of civic and community participation.</p> <p>Council hosted a Faith Leaders Forum as an opportunity to share information and foster networking within the faith communities. 22 local faith leaders and faith representatives attended the in person forum to learn more about a range of local services designed to support Cumberland's faith communities, with a focus on youth.</p> <p>Council delivered a digital safety webinar with 18 local children and youth professionals. The webinar covered risks associated with using online platforms and how sector professionals can support children and young people's online safety.</p>	<div style="display: flex; justify-content: space-around; align-items: center;">      </div> <div style="display: flex; justify-content: flex-end; margin-top: 10px;"> <div style="background-color: #D32F2F; color: white; padding: 5px 10px; border-radius: 5px; margin-bottom: 5px;">Deliver</div> <div style="background-color: #2E8B57; color: white; padding: 5px 10px; border-radius: 5px; margin-bottom: 5px;">Partner</div> <div style="background-color: #1E90FF; color: white; padding: 5px 10px; border-radius: 5px;">Advocate</div> </div>



Responsible Officer – Senior Coordinator, Children and Youth Development		CSP Objective 1.1 Our community is resilient, cohesive, creative and supports inclusion, access, and diversity	
Sub Service – Children’s Development			
Principal Deliverable	Actions	Status	Progress Update
Improving the lives of children and their families	Develop the Cumberland Children’s and Families Strategy 2026-2030		The Draft Cumberland Children’s and Families Strategy 2026–2030 was placed on public exhibition for community feedback between Monday, 27 October 2025 to Monday, 24 November 2025, receiving one submission. The final Cumberland Children’s and Families Strategy 2026–2030 is on track to be presented to Council for adoption.
	Facilitate children and families’ events and programs		<p>School holiday programs, focusing on health and wellbeing and building the skills and capacity of children with 741 participants attending.</p> <p>Seven nature play sessions, involving learning about the environment and experiencing nature, were delivered at Bush School with 276 participants.</p> <p>10 members of the Cumberland Child and Family Network completed a full day beginner Key Word Sign training session, which Council coordinated in response to an identified need among local children’s professionals.</p> <p>Council hosted the 2025 Family Christmas Fair for approximately 500 attendees. The event featured performances from Merrylands Public School, the Riverland Choir and the Holroyd City Brass Band, alongside a range of children’s entertainment and free activities. 301 community members participated in the free photo opportunity with Santa.</p>
CSP Strategy 1.1.1 Encourage and support participation in children and youth services			
Maintain Council as a Child Safe Organisation	Facilitate targeted child protection initiatives and provide ongoing education		<p>Council collaborated with the Cumberland Child Protection Interagency to celebrate National Child Protection Week with a Schools Breakfast at Hilltop Road Public School. Approximately 700 students and their families were invited to the event, which featured an art competition and protective behaviour education sessions.</p> <p>Council hosted the 2025 Local Government Child Protection Forum with support from the Local Government Child Safe Working Reference Group, including Local Government NSW (LGNSW). The forum welcomed 182 participants who heard from speakers including NSW Advocate for Children and Young People, representatives from the Reportable Conduct and Child Safe Teams at the Office of the Children’s Guardian and presenters from the Office of Sport.</p> <p>Council celebrated Children’s Week with Cumberland Safe Kids Day at Auburn Centre for Community. 158 children and their families participated in activities focused on emotional literacy and body safety. Local services facilitated information stalls and pop-up activities promoting key safety messages.</p> <p>Council held three Child Protection Team meetings and supported two Cumberland Child Protection Interagency meetings.</p>
CSP Strategy 1.1.1 Encourage and support participation in children and youth services			



Responsible Officer – Senior Coordinator, Children and Youth Development		CSP Objective 1.1	
Sub Service – Youth Development		Our community is resilient, cohesive, creative and supports inclusion, access, and diversity	
Principal Deliverable	Actions	Status	Progress Update
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.	Implement Year Four actions from Cumberland Youth Strategy 2022-2026: <ul style="list-style-type: none"> ➤ Identify and activate welcoming places for young people in Cumberland City, including community centres and parks. ➤ Identify and enable partnership and funding opportunities for youth-led activities and grassroots youth initiatives. ➤ Facilitate the inclusion of young people in the dialogue and development of the broader Cumberland City identity through collaboration across Council. 		Progress on the Cumberland Youth Strategy Year 4 actions, include: <ul style="list-style-type: none"> • Activation of Council community centres, parks, and other youth friendly spaces such as skate parks, sporting courts and the Granville Centre Gallery • Youth sector training including working with young people from refugee backgrounds and young people with disability, promoting responsiveness and inclusion • Delivery of a youth-led initiative, with the Youth for Youth group planning and coordinating a children’s activity at the Family Christmas Fair • Reviewing and updating the Children and Youth Participation Framework to strengthen youth inclusion across Council. The Youth, Recreation and Sports Advisory Committee was formed • Planning a coordinated response to growing concerns about environmental and societal change affecting young people • Review, update and enhance the Child Protection Framework for staff and representatives. • Working on confidence and capacity building initiatives to support young people entering employment, including a self-discovery art workshop, a legal rights workshop and public speaking workshops • Planning to utilise Council’s advocacy role to improve affordable living for young people.
	Facilitate youth events and programs		147 attendees participated in youth school holiday programs focused on health, wellbeing, confidence, and skill building. Targeted youth workshops were delivered in identified areas of need, including cultural identity, in-person social skills, and art programs. During Homelessness Week, Council partnered with Vinnies Youth to deliver a workshop for 20 young people, deepening their understanding of homelessness, its causes, and local impacts. Council’s Youth Employment and Skills Expo, delivered with Asuria Youth Employment Service, engaged 375 young people. The event featured over 40 interactive stalls, six hands on workshops and immersive experiences. Attendees accessed recruitment support and connected with local employers, training providers and youth services. Council partnered with Impowerfull Inc. to deliver the Clean Up Country Program at Campbell Hill Pioneer Reserve and Auburn Botanic Gardens, with involvement from Proud Dharug representative Andrew Johnson. Young people participated in targeted litter collection, cultural storytelling, traditional knowledge sharing and hands on action. The Cumberland Youth Interagency met three times, averaging 30 attendees representing youth services across Cumberland. The interagency also completed a sector survey, receiving 27 responses.

CSP Strategy 1.1.1 Encourage and support participation in children and youth services



Performance Updates – Children and Youth Development

Principal Deliverable	Performance Indicator	Target	Result	Status	Comments
			Jul - Dec 25		
Improving the lives of children and their families <i>CSP Strategy 1.1.1</i>	Number of children and families' events, programs or actions	12	31		Multiple activities were undertaken as part of the events and programs delivered.
Maintain Council as a Child Safe Organisation <i>CSP Strategy 1.1.1</i>	Number of targeted child protection actions within Council	12	21		Actions are higher than target due to the large number of internal information sessions undertaken.
	Number of Child Protection team meetings	6	3		Held three Child Protection Team meetings and supported two Cumberland Child Protection Interagency meetings.
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>CSP Strategy 1.1.1</i>	Number of actions completed annually within the Cumberland Youth Strategy	6	3		Youth friendly places, child protection framework and youth inclusion.
	Number of youth events and programs	12	25		Multiple activities were undertaken as part of the events and programs delivered.



COMMUNITY AND CULTURE

Community Development



Strategic Direction 1

Supporting a safe, healthy, creative and connected community

Sub Services	6	Principal Deliverables	6	0% 20% 40% 60% 80% 100%		Actions Status	Indicator Status
Actions	19	Performance Indicators	16	Actions		Completed	✓ Target Met
				Indicators		On Track	🕒 Target On Track
						Needs Attention	⚠️ Target Not Met
						On Hold	⊖ Discontinued

Service Highlights	Foundation of our Plan Icons
<p>Council combined all community sector inter-agencies into one end of year networking session. Homeless services, Youth, Domestic and Family Violence and generalist community services came together to network and hear from industry leaders about how best to serve the Cumberland community.</p> <p>In collaboration with NSW Police, Council ran a successful Community Family Safety Day, designed to connect community with the Police through fun activities, displays and demonstrations.</p> <p>Council facilitated the Community Services Employment Expo, attended by approximately 150 potential job seekers. The Expo gave community members an opportunity to get practical tips for improving resumes, hear about being interview ready and engage with community services actively recruiting.</p>	 <p>Deliver</p> <p>Partner</p> <p>Advocate</p>

Responsible Officer – Manager, Community Development		CSP Objective 1.1	
Sub Service – Aboriginal Engagement		Our community is resilient, cohesive, creative and supports inclusion, access and diversity	
Principal Deliverable	Actions	Status	Progress Update
Connect the Cumberland community with Aboriginal histories and culture	Develop Council’s Reconciliation Action Plan (RAP) 2026-2028	🕒	Reconciliation Australia gave endorsement of the final draft of the RAP. The document is currently in design stage.
	Facilitate Aboriginal education and engagement programs, activities and events in the community	🕒	NAIDOC Week Program delivered at Central Gardens, attended by 350 people.



Responsible Officer – Manager, Community Development			CSP Objective 1.1
Sub Service – Aboriginal Engagement			Our community is resilient, cohesive, creative and supports inclusion, access and diversity
Principal Deliverable	Actions	Status	Progress Update
Connect the Cumberland community with Aboriginal histories and culture	Convene the Aboriginal and Torres Strait Islander Consultative Committee (ATSICC) Meetings		The ATSIC Committee was reinstated with the first meeting held in November 2025.
CSP Strategy 1.1.3 Provide and promote resources, services and programs that celebrates the diversity in our community			

Responsible Officer – Manager, Community Development			CSP Objective 1.3
Sub Service – Capacity Building Programs			Our community is empowered with knowledge, support and capacity building
Principal Deliverable	Actions	Status	Progress Update
Collaborate with the community sector to build a resilient Cumberland	Facilitate partnerships and collaborations with the community sector		Collaborations include: <ul style="list-style-type: none"> • NSW Health Auburn Diabetes Forum • Local Government R U OK Multicultural Consultation • Community Services Employment Expo • Automated External Defibrillator (AED) Health Information session with the Heart Foundation.
	Facilitate capacity building programs for the community sector and residents		Capacity Building programs include: <ul style="list-style-type: none"> • Newly Arrived Seminars • Cumberland Community Exchange Network Meetings • Community Services Employment Expo.
	Develop and implement the Cumberland Gender Equity Strategy 2026-2030		The first draft of the Gender Equity Strategy has been reviewed and is currently in design phase.
	Convene the Culturally and Linguistically Diverse (CALD) Committee Meetings		This Committee has been replaced with the Community Wellbeing and Inclusion Committee.
CSP Strategy 1.3.3 Provide access to employment and capacity building pathways and opportunities			



Responsible Officer – Manager, Community Development			CSP Objective 1.3 Our community is empowered with knowledge, support and capacity building
Sub Service – Community Grants			
Principal Deliverable	Actions	Status	Progress Update
Support the community sector through grants facilitation and delivery	Support the delivery of ClubGrants		Council partnered with the local Clubs, assisting to promote, assess and fund 89 applications to the value of \$2,047,598.
	Facilitate and deliver Council's Community Grants programs		Round 1 of Cumberland Community Grants was delivered with 35 successful applicants, allocating \$205,162.
	Deliver information sessions for potential applicants to create successful grant recipients		Council continued to offer capacity building opportunities to potential grant recipients, with an online information session held in August 2025, attended by nine community organisations. 11 community groups attended one on one advisory sessions and 25 attended a grant writing workshop delivered by a registered training organisation.
<i>CSP Strategy 1.3.3 Provide access to employment and capacity building pathways and opportunities</i>			

Responsible Officer – Manager, Community Development			CSP Objective 1.2 We have a safe, healthy and connected community
Sub Service – Crime Prevention and Community Safety Programs			
Principal Deliverable	Actions	Status	Progress Update
Develop and implement crime prevention and community safety initiatives, programs and activities in Cumberland	Develop the Community Safety and Crime Prevention Plan 2026-2030		This Plan is in the final stages of development with an anticipated delivery of April 2026.
	Coordinate and maintain a partnership with NSW Police through the provision of CCTV		The continued partnership with NSW Police has informed the location of many of the cameras in Council's CCTV Program. Movement of cameras is determined by community need and Police in areas of high criminal activity. Council has worked closely with Police on public safety campaigns, including the New Years Eve initiative in Parks across Cumberland.
	Convene the Community Safety and Crime Prevention Committee Meetings		This Committee has been replaced with the Community Wellbeing and Inclusion Committee.
<i>CSP Strategy 1.2.1 Provide access to crime prevention and community safety initiatives</i>			



Responsible Officer – Manager, Community Development			CSP Objective 1.2 We have a safe, healthy and connected community
Sub Service – Domestic and Family Violence (DFV) Initiatives			
Principal Deliverable	Actions	Status	Progress Update
Deliver the Cumberland Domestic and Family Violence Action Plan	Implement Year Three of the Cumberland Domestic and Family Violence Action Plan 2023-2025: <ul style="list-style-type: none"> ➤ Promote awareness amongst community to understand the effects of domestic and family violence on individuals and the community ➤ Collect more data and statistics not currently accounted for to drive increased funding for services in Cumberland ➤ Cumberland DV Sector work together to share resources ➤ Increase expertise of DV workers in Cumberland ➤ Increase in resources and support available to DFV Organisations in Cumberland ➤ Cumberland DFV Sector is supported to apply for both Council and external funding opportunities ➤ Maximise funding coming into Cumberland. 		Council facilitated: <ul style="list-style-type: none"> • the DFV 16 Days of Activism March, attended by approximately 90 community members and the Domestic and Family Violence (DFV) sector • the annual DFV Information Forum, attended by over 100 members of the community sector • Coercive Control training for the sector in new coercive control laws. Council's Community Grants Program expanded its funding streams to include Community Safety and DFV, encouraging grants supporting vulnerable communities. Council utilised available statistics to apply for and receive a community safety grant, aimed at increasing amenity in city centres. All grant applicants were supported with information sessions and one on one advisory desks.
	Support the delivery of the Domestic and Family Violence Hub		Two additional services commenced outreach at the DFV Hub with the following services utilising the Hub: <ul style="list-style-type: none"> • Cultural Diversity Network Incorporated (CDNI) • Parramatta Women's Shelter • Women's Domestic Violence Court Advocacy Service (WDVCAS) • Matru Chaya • Western Sydney Legal Centre • Centre for Women's Economic Safety • SAGE Community Services • Kids First • Immigrant Women's Speak Out.
	Convene the Cumberland DFV Community of Practice meeting		Council's Community of Practice (CoP) meets bi-monthly and is an opportunity for the sector to network and gain information from industry leaders. The CoP met three times and heard from organisations such as 4 Voices, Gamble Aware and Anglicare. The group collaborated on the 16 Days of Activism March in November 2025.

CSP Strategy 1.2.1 Provide access to crime prevention and community safety initiatives



Responsible Officer – Manager, Community Development			CSP Objective 1.2
Sub Service – Homelessness			We have a safe, healthy and connected community
Principal Deliverable	Actions	Status	Progress Update
Deliver the Cumberland Homelessness Action Plan	Implement Year Two of the Cumberland Homelessness Action Plan 2024–2027: <ul style="list-style-type: none"> ➤ Engage and respond to local issues to improve outreach, being aware of the unique and diverse needs of those at risk of homelessness across Cumberland ➤ Build understanding on the narrative around homelessness and advocate for improved responses in this area ➤ Address the barriers to support services and housing faced by people seeking asylum ➤ Advocate to increase the supply of affordable housing in Cumberland and collaborate with housing providers to address demand. 		<p>Council conducted a social media campaign during Homelessness Week, with a focus on changing the narrative on common homelessness myths.</p> <p>Council acknowledged Anti-Poverty Week with workshops on energy literacy and financial literacy held in community languages, attended by 11 community members.</p> <p>Continued delivery of the Wellbeing Project, Council's Homelessness Outreach Program. Additional services have joined the Project to provide outreach.</p> <p>Council continues to respond to community concern in relation to homelessness and has maintained a relationship with Homes NSW.</p>
	Build capacity and support of the local homelessness sector		Council has implemented the Homelessness Working Group, which is made up of services active in the Homelessness sector. The aim of the working group is to collaborate on programs, projects and initiatives to remove duplication and provide a wraparound approach.
	Convene the Homelessness Advisory Committee Meetings		This Committee has been replaced with the Community Wellbeing and Inclusion Committee.
CSP Strategy 1.2.3 Provide access to services and information to support health, wellbeing and address homelessness			

Performance Updates – Community Development					
Principal Deliverable	Performance Indicator	Target	Result	Status	Comments
			Jul - Dec 25		
Connect the Cumberland community with Aboriginal histories and culture	Number of internal awareness raising initiatives	2	0		Delays in the development of the Reconciliation Action Plan has resulted in minimal programming in relation to First Nations activities.
	Number of community education initiatives	4	1		NAIDOC Week was acknowledged with a community activity.
	Number of ATSICC meetings held	4	1		Official Council Committees were reinstated with first meeting held in November 2025.
CSP Strategy 1.1.3					



Performance Updates – Community Development					
Principal Deliverable	Performance Indicator	Target	Result	Status	Comments
			Jul - Dec 25		
Collaborate with the community sector to build a resilient Cumberland <i>CSP Strategy 1.3.3</i>	Number of Networking opportunities provided to the sector	4	4		Networking opportunities provided: <ul style="list-style-type: none"> The Cumberland Community Exchange Network Meetings Auburn Diabetes Forum R U OK Local Government Workshop.
	Number of Capacity Building programs offered to the community	4	5		Capacity Building Programs include: <ul style="list-style-type: none"> Four Newly Arrived Seminars One Automated External Defibrillator (AED) Information session – Heart Foundation.
	Number of Cumberland Gender Equity Strategy action items commenced	4	0		Strategy is on track to go to the Council Meeting in February 2026.
	Number of CALD Committee meetings convened	4	0		This Committee has been replaced with the Community Wellbeing and Inclusion Committee.
Support the community sector through grants facilitation and delivery <i>CSP Strategy 1.3.3</i>	Number of group information sessions held	3	2		Held one general information session and one external run workshop on successful grant writing.
	Number of one-on-one advisory desk sessions	12	11		Advisory desks were held in Council libraries making them more accessible.
	Percentage of available funds allocated	≥90%	41%		With \$205,162 allocated to grants, 41% of the total available allocation has been awarded in Round 1.
Develop and implement crime prevention and community safety initiatives, programs and activities in Cumberland <i>CSP Strategy 1.2.1</i>	Number of community awareness raising campaigns	4	2		Awareness campaigns delivered: <ul style="list-style-type: none"> Community Safety Day Community Safety audit in Wentworthville.
	Number of Community Safety and Crime Prevention Committee meetings held	4	0		This Committee has been replaced with the Community Wellbeing and Inclusion Committee.
Deliver the Cumberland Domestic and Family Violence Action Plan <i>CSP Strategy 1.2.1</i>	Number of community awareness raising campaigns	4	1		16 Days of Activism March
	Number of Cumberland DFV Community of Practice meetings held	4	3		An additional meeting was scheduled to plan for the 16 Days of Activism March
Deliver the Cumberland Homelessness Action Plan <i>CSP Strategy 1.2.3</i>	Number of Homelessness awareness raising campaigns	4	3		Campaigns included: <ul style="list-style-type: none"> Homelessness Week Initiative Wellbeing Project Community Services Employment Expo.
	Number of Homelessness Advisory Committee meetings held	4	0		This Committee has been replaced with the Community Wellbeing and Inclusion Committee.



COMMUNITY AND CULTURE

Education and Care



Strategic Direction 1
Supporting a safe, healthy, creative and connected community

Sub Services	3	Principal Deliverables	4	 0% 20% 40% 60% 80% 100%	Actions Status	Indicator Status
Actions	7	Performance Indicators	11 <td>  </td> <td>Completed </td> <td>Target Met</td>			Completed
					On Track	Target On Track
					Needs Attention	Target Not Met
					On Hold	Discontinued

Service Highlights	Foundation of our Plan Icons
<p>Several changes to the National Law were introduced and came into effect for NSW on 1 September 2025. Holroyd Children’s Centre Gumnut Grove undertook Assessment and Rating in December and achieved a result of ‘Meeting’ the National Quality Standard.</p> <p>Education and Care commenced a re-branding project with the aim of increasing community awareness of Cumberland City Council as a trusted approved provider of education and care in the community.</p>	 <div style="display: flex; flex-direction: column; align-items: flex-end;"> <div style="background-color: #e91e63; color: white; padding: 5px; border-radius: 10px; margin-bottom: 5px;">Deliver</div> <div style="background-color: #c8e6c9; color: white; padding: 5px; border-radius: 10px; margin-bottom: 5px;">Partner</div> <div style="background-color: #bbdefb; color: white; padding: 5px; border-radius: 10px;">Advocate</div> </div>

Responsible Officer – Coordinators, Education and Care			CSP Objective 1.3 Our community is empowered with knowledge, support and capacity building
Sub Service – Long Day Care (LDC)			Progress Update
Principal Deliverable	Actions	Status	Progress Update
Provide services that ensure all children aged 0-5 have access to high quality programs, which builds a foundation for lifelong learning and growth	Provide seven Long Day Care Services catering for children aged 0-5 years operating from 7:00am to 6:00pm, 50 weeks a year		Council undertook a re-branding project to establish a sub brand for the education and care services.
CSP Strategy 1.3.1 Ensure high quality education and care services are available			



Responsible Officer – Coordinators, Education and Care			CSP Objective 1.3 Our community is empowered with knowledge, support and capacity building
Sub Service – Out of School Hours (OOSH)			
Principal Deliverable	Actions	Status	Progress Update
Provide services that ensure all children aged 5-12 have access to high quality programs in leisure based settings	Provide five before and after school care Out of School Hours (OOSH) services catering for children 5-12 years, during school terms: <ul style="list-style-type: none"> ➤ Before School Care: 7:00am to 9:00am (Ringrose commences at 6:30am) ➤ After School Care: 3:00pm to 6:00pm. 		Council partnered with Ultimate Soccer to deliver a multisport program at Guildford West OOSH and Sherwood Grange OOSH.
	Facilitate two school holiday programs (Sherwood Grange OOSH and Ringrose OOSH) operating from 7:00am to 6:00pm		School Holiday Programs were offered in all school holiday periods at Sherwood Grange OOSH and Ringrose OOSH.
CSP Strategy 1.3.1 Ensure high quality education and care services are available			

Responsible Officer – Coordinators, Education and Care			CSP Objective 1.3 Our community is empowered with knowledge, support and capacity building
Sub Service – Education and Care Support			
Principal Deliverable	Actions	Status	Progress Update
Provide a scheme for Family Day Care educators to be registered with	Undertake fortnightly monitoring of educators for compliance and service delivery		All Family Day Care educators received a visit twice a month by Council. In addition, a number of remote support calls were made to educators.
	Undertake annual re-registration of educators		15 Family Day Care educators have been re-registered with Cumberland City Family Day Care.
CSP Strategy 1.3.1 Ensure high quality education and care services are available			
Sustainable services which have high occupancy levels and are compliant with Family Assistance Law	Facilitate enrolment and intake of all children into education and care services		Education and Care facilitated the enrolment of new children across our 13 education and care services
	Undertake weekly submissions per service of child attendances and absences		Weekly attendances of all enrolled children to the Family Assistance Office were undertaken.
CSP Strategy 1.3.1 Ensure high quality education and care services are available			



Performance Updates – Education and Care

Principal Deliverable	Performance Indicator	Target	Result	Status	Comments
			Jul - Dec 25		
Provide services that ensure all children aged 0-5 have access to high quality programs, which builds a foundation for lifelong learning and growth <i>CSP Strategy 1.3.1</i>	1,730 Long Day Care places offered per week	100%	100%		Council's Long Day Care services provided 42,904 places.
	Number of Long Day Care sessions of provided	1,649	868		
Provide services that ensure all children aged 5-12 have access to high quality programs in leisure based settings <i>CSP Strategy 1.3.1</i>	900 approved places for Before School Care offered per week	100%	100%		18,000 places were offered to the community over 20 weeks.
	Number of Before School Care sessions provided annually	985	980		An additional pupil free day occurred in Term 4, resulting in each OOSH service operating one less day in December.
	1,425 approved places for After School Care offered per week	100%	100%		28,500 places were offered to the community over 20 weeks.
	Number of After School Care sessions provided annually	985	980		An additional pupil free day occurred in Term 4 which resulted in each OOSH service operating one less day in December.
	Number of School Holiday Program sessions provided annually	95	41		An additional day of the School Holiday Program was delivered on the day of the additional Pupil Free Day in December.
Provide a scheme for Family Day Care educators to be registered with <i>CSP Strategy 1.3.1</i>	Number of registered Family Day Care educators	≤25	15		
	Fortnightly compliance visits per educator	2	30		Fortnightly support and compliance visits were conducted for each educator. In December, a targeted focus was on supporting educators with their compliance with all the new changes to the National Law.
Sustainable services which have high occupancy levels and are compliant with Family Assistance Law <i>CSP Strategy 1.3.1</i>	Occupancy rates for centre based care services <ul style="list-style-type: none"> Long Day Care (LDC) Before School Care (BSC) After School Care (ASC) 	≥85% ≥50% ≥75%	LDC: 82% BSC: 64% ASC: 83%		
	Number of LDC related submissions to Child Care Subsidy System	350	350		



COMMUNITY AND CULTURE

Events



Strategic Direction 1
Supporting a safe, healthy, creative and connected community

Sub Services	1	Principal Deliverables	1	0% 20% 40% 60% 80% 100%		Actions Status	Indicator Status
Actions	4	Performance Indicators	1	Actions	<div style="width: 75%; background-color: #4CAF50;"></div>	Completed	Target Met
				Indicators	<div style="width: 100%; background-color: #4CAF50;"></div>	On Track	Target On Track
						Needs Attention	Target Not Met
						On Hold	Discontinued

Service Highlights	Foundation of our Plan Icons
<p>Council successfully planned and delivered a diverse calendar of civic, cultural and community events across Cumberland.</p> <p>The Diwali Street Festival was delivered over two days in November 2025 making it the largest Diwali celebration to be held. The festival was proudly funded by NSW Government - Multicultural NSW 'Stronger Together Grant'.</p>	 <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="background-color: #C0392B; color: white; padding: 5px; border-radius: 10px;">Deliver</div> <div style="background-color: #27AE60; color: white; padding: 5px; border-radius: 10px;">Partner</div> <div style="background-color: #5dade2; color: white; padding: 5px; border-radius: 10px;">Advocate</div> </div>

Responsible Officer – Senior Coordinator, Events			CSP Objective 1.1 Our community is resilient, cohesive, creative and supports inclusion, access and diversity
Sub Service – Events			
Principal Deliverable	Actions	Status	Progress Update
Deliver Council's annual events program and promote Council's Events Calendar	Facilitate and evaluate Council's annual Major Events Calendar		Council delivered three major events to just over 110,000 residents and visitors, including: <ul style="list-style-type: none"> Sydney Cherry Blossom Festival held in August 2025 attracting 75,101 visitors Diwali Street Festival held in November 2025 attracting 32,262 visitors Christmas in the Gardens held in December 2025 attracting 2,225 visitors.
	Plan and implement civic events and engagements		Council delivered and provided support to various civic events, including: <ul style="list-style-type: none"> Antoine 'Tony' Issa Room Dedication at Granville Town Hall Recognition of Renga Rajan for his appointment as Rotary District Governor Several Remembrance Day Memorial Services across Cumberland.
	Coordinate and facilitate community consultation for Council Events		The first Arts, Culture and Events Advisory Committee was held in November 2025 with Committee members providing input on Council's Major Events Program.



Responsible Officer – Senior Coordinator, Events			CSP Objective 1.1
Sub Service – Events			Our community is resilient, cohesive, creative and supports inclusion, access and diversity
Principal Deliverable	Actions	Status	Progress Update
Deliver Council's annual events program and promote Council's Events Calendar	Develop Council's Events Strategy		Council has discontinued the development of the Events Strategy. A Draft Council Events Policy is currently under review.
<i>CSP Strategy 1.1.2 Embed culture and creativity in everyday life, providing access to cultural events, arts and activities</i>			

Performance Updates – Events					
Principal Deliverable	Performance Indicator	Target	Result	Status	Comments
			Jul - Dec 25		
Deliver Council's annual events program and promote Council's Events Calendar	Number of events delivered annually	8	3		
<i>CSP Strategy 1.1.2</i>					



COMMUNITY AND CULTURE

Libraries



Strategic Direction 1
Supporting a safe, healthy, creative and connected community

Sub Services	1	Principal Deliverables	3	0% 20% 40% 60% 80% 100%	Actions Indicators	Actions Status		Indicator Status	
						Completed	On Track	Needs Attention	On Hold
Actions	9	Performance Indicators	9		<div style="width: 100%; height: 10px; background-color: #90EE90; border: 1px solid #000;"></div> <div style="width: 65%; height: 10px; background-color: #FFD700; border: 1px solid #000;"></div>	<div style="width: 100%; height: 10px; background-color: #90EE90; border: 1px solid #000;"></div>	<div style="width: 100%; height: 10px; background-color: #90EE90; border: 1px solid #000;"></div>	<div style="width: 100%; height: 10px; background-color: #90EE90; border: 1px solid #000;"></div>	<div style="width: 100%; height: 10px; background-color: #90EE90; border: 1px solid #000;"></div>

Service Highlights	Foundation of our Plan Icons
<p>Libraries received a Participant Appreciation Certificate from Western Sydney Local Health District during September Library Health Month, recognising contributions to community health and wellbeing, and certificates of participation from the Australian Taxation Office for delivering the Tax Help programs.</p>	 <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="background-color: #E91E63; color: white; padding: 5px; border-radius: 10px; text-align: center;">Deliver</div> <div style="background-color: #008080; color: white; padding: 5px; border-radius: 10px; text-align: center;">Partner</div> <div style="background-color: #ADD8E6; color: white; padding: 5px; border-radius: 10px; text-align: center;">Advocate</div> </div>

Responsible Officer – Senior Coordinator, Library Services			CSP Objective 1.3 Our community is empowered with knowledge, support and capacity building
Sub Service – Library Operations			Progress Update
Principal Deliverable	Actions	Status	Progress Update
Implement and promote inclusive programs, events and activities for the community	Provide opportunities to work in partnerships with community groups, government agencies and internal stakeholders		<p>To ensure broad participation across age groups and community needs, programs, events and activities included cultural celebrations, legal and health information sessions, digital literacy programs, school holiday activities and targeted community workshops.</p> <p>Council provided key partnerships to strengthening service reach and community impact with Multicultural Legal Services, NDIS partners, Speech Pathology Australia, Western Sydney Local Health District, Australian Taxation Office, Telstra (Tech Savvy Seniors). Royal Life Saving Society and Bunnings.</p>
	Provide programs and resources to assist customers develop digital literacy skills		<p>Libraries continued to offer diverse digital literacy programs and one-on-one support, including Tech Savvy Seniors (Mandarin), Digital Dabblers workshops, Stay Smart Online sessions, Canva classes and Coding programs for children.</p>



Responsible Officer – Senior Coordinator, Library Services			CSP Objective 1.3 Our community is empowered with knowledge, support and capacity building
Sub Service – Library Operations			
Principal Deliverable	Actions	Status	Progress Update
Implement and promote inclusive programs, events and activities for the community	Support the library to serve as a community hub, providing events and activities for social connectedness and support local initiatives		Events and activities supporting social connectedness included Storytime, English conversation classes, Book Clubs (including Turkish and Persian-speaking women’s book clubs), Chess and Creative Writing Clubs, Knitting groups, School Holiday Activities, Family History Research Group, DIY workshops and Author talks supporting local writers. Libraries supported local initiatives through partnerships delivering health workshops, legal and tax help sessions, parent pathways programs, September Health Month activities and cultural celebrations including Tamil Heritage Week.
	Provide spaces, educational activities and reading initiatives for children and youth		Educational activities and reading initiatives included Storytime, Early Literacy sessions, 1,000 Books Before Kindergarten, Reading Buddies, Book Week, Coding and STEM programs, Swim Safe Storytime, School Holiday activities, and Young Writers Award.
	Create and implement diverse and inclusive library programming		Library programs shaped by community feedback and partnerships to ensure accessibility and relevance included Bilingual Storytime, International Mother Language Day, Author Talks, Persian Women’s Book Club, Youth programs and Technology Support for Seniors.
CSP Strategy 1.3.2 Provide education and recreation activities through high quality and accessible library services and programs			
Empower the community through recreation, education and social connectedness	Implement Year Two actions of the Library Strategy 2024–2027: <ul style="list-style-type: none"> ➤ Review existing programs, design and deliver new library programs based on community needs, incorporating feedback on content and methods of delivery. ➤ Review of library spaces which include study, meeting and working spaces to include more tables, chairs and power where available. ➤ Allocate budgets to collections that are relevant to our community. ➤ Continue to work with local historical societies by providing assistance for enquiries and digitisation projects as required. 		Tiny Tales a combination of Baby Rhyme Time and Toddler Time was trialled at Guildford and Regents Park Libraries in December 2025. Attendees reported positive feedback noting improved engagement and high satisfaction with the new format. In response to the feedback, Storytime Kits were refreshed to support consistent program delivery and improve the customer experience. These updates reduced preparation time, while maintaining high engagement. Quiet study spaces with power points and USB charging ports were created at Auburn and Merrylands libraries to support HSC students and other patrons using their own devices. The Toy Library expansion at Granville and Lidcombe Libraries was completed in July 2025, including the installation of new shelving to accommodate larger collections. Libraries continued to support local historical societies by responding to enquiries and promoting local history activities. Work also continued on digitising the Local Oral History collection, supported by volunteers and delivered in partnership with the NSW State Library’s Amplify platform.
CSP Strategy 1.3.2 Provide education and recreation activities through high quality and accessible library services and programs			



Responsible Officer – Senior Coordinator, Library Services			CSP Objective 1.3 Our community is empowered with knowledge, support and capacity building
Sub Service – Library Operations			
Principal Deliverable	Actions	Status	Progress Update
Provide accessible resources and assist the community with library systems	Develop and manage the maintenance of library collections		Libraries regularly reviewed physical and digital collections in response to borrowing data and feedback.
	Support the community using computers and online resources		Council has ongoing technology improvements, including upgrades to printing software and investigations into enhancements to the Library Management System.
	Develop the Library Technology Plan		All public computers were reviewed and upgraded from Windows 10 to Windows 11. New TV display screens were also installed at Auburn and Guildford Libraries.
<i>CSP Strategy 1.3.2 Provide education and recreation activities through high quality and accessible library services and programs</i>			

Performance Updates – Libraries					
Principal Deliverable	Performance Indicator	Target	Result	Status	Comments
			Jul - Dec 25		
Empower the community through recreation, education and social connectedness <i>CSP Strategy 1.3.2</i>	Number of library visitations	620,000	360,522		
	Number of loans	570,000	247,896		Usage has declined slightly. Council is increasing displays and promoting this during programs.
	Number of new annual library memberships	10,200	5,496		
Implement and promote inclusive programs, events and activities for the community <i>CSP Strategy 1.3.2</i>	Number of programs run in partnerships with stakeholders	1,100	643		
	Number of children and youth programs and activities	1,200	582		
	Number of programs delivering inclusivity and cohesion	400	236		
	Number of digital literacy programs	110	74		
Provide accessible resources and assist the community with library systems <i>CSP Strategy 1.3.2</i>	Number of Public PCs utilised in libraries	62,000	28,582		Public PC access is declining as more people utilise their own devices and available Wi-Fi.
	Number of devices utilising public Wi-Fi	120,000	61,452		



COMMUNITY AND CULTURE

Seniors and Disability



Strategic Direction 1
Supporting a safe, healthy, creative and connected community

Sub Services	5	Principal Deliverables	7	<p>0% 20% 40% 60% 80% 100%</p> <p>Actions </p> <p>Indicators </p>	Actions Status		Indicator Status
Actions	13	Performance Indicators	15		Completed 	Target Met	
					On Track 	Target On Track	
					Needs Attention 	Target Not Met	
					On Hold 	Discontinued	

Service Highlights

Council successfully completed the Seniors Club Cumberland Project and celebrated by bringing all participants together to connect, reflect and acknowledge the project's success in addressing social isolation among seniors within the community. The project reached maximum capacity with 100 seniors participating.

Foundation of our Plan Icons



-  Deliver
-  Partner
-  Advocate

Responsible Officer – Senior Coordinator, Seniors and Disability Services

Sub Service – National Disability Insurance Scheme (NDIS) Programs

CSP Objective 1.2
We have a safe, healthy and connected community

Principal Deliverable	Actions	Status	Progress Update
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	Plan, facilitate and deliver a range of programs and services under the National Disability Insurance Scheme (NDIS)		247 programs and services were provided including wellness programs, community outings, leisure programs, skill building programs, meals and shopping. 42 customers accessed these programs and services totalling 106 meals, 4,470 hours of group programs and 26 hours of shopping services.

CSP Strategy 1.2.2 Deliver accessible health and wellness programs and initiatives



Responsible Officer – Senior Coordinator, Seniors and Disability Services		CSP Objective 1.2 Our community is resilient, cohesive, creative and supports inclusion, access and diversity	
Sub Service – Nutrition Services			
Principal Deliverable	Actions	Status	Progress Update
Provide access to and deliver a variety of nutritious, well-balanced meals to seniors, people with disability and carers	Provide and deliver meals under the Commonwealth Home Support Programme (CHSP)		<p>110 senior residents accessed home delivered meals and centre-based meals under the Commonwealth Home Support Programme (CHSP).</p> <p>A new menu was developed based on responses from a customer survey and implemented in July 2025. The menu includes 10 new main meals and seven new desserts.</p> <p>769 meals were delivered to senior residents' homes for the Christmas period including a special Christmas meal. In addition, 112 free desserts were provided.</p>
<i>CSP Strategy 1.2.2 Deliver accessible health and wellness programs and initiatives</i>			

Responsible Officer – Senior Coordinator, Seniors and Disability Services		CSP Objective 1.1 Our community is resilient, cohesive, creative and supports inclusion, access and diversity	
Sub Service – Seniors and Disability Initiatives			
Principal Deliverable	Actions	Status	Progress Update
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	Plan and deliver events, information and education sessions for seniors, people with disability and their carers		<p>A total of 14 special events were delivered to celebrate significant occasions including NAIDOC Week, Dementia Action Week, Active Ageing Week, Carers Week, International Day of People with Disability, Seniors Christmas Concerts, Drumming Workshops and Fitness Classes.</p> <p>In addition, there were bus trips to Sydney Zoo, Warragamba Dam and a guided tour of Western Sydney Airport.</p> <p>Four information sessions were delivered covering topics of Dementia Awareness, Accessing My Aged Care and Falls and Stroke.</p> <p>21 programs were held as part of the Seniors Club Cumberland Project. There are currently 100 attendees that have participated in activities such as volunteer information and opportunities, indoor cultural games, tree planting, theme days and Service NSW information sessions.</p>
	Maintain electronic and postal distribution lists for seniors, people with disabilities and their carers to ensure residents are kept informed and up-to-date with relevant information		<p>Council maintains postal and electronic mailing lists for seniors, people with disability and carers in the community ensuring they receive information about upcoming events and information sessions.</p> <p>In addition to receiving information, the mailing list shares important Council information including Local Citizen of the Year, Mayoral Awards, 16 Days of Activism March and Family Christmas Fair.</p> <p>These distribution lists are promoted at all events directed to seniors and people with disability to increase awareness and accessibility to join.</p>



Responsible Officer – Senior Coordinator, Seniors and Disability Services		CSP Objective 1.1	
Sub Service – Seniors and Disability Initiatives		Our community is resilient, cohesive, creative and supports inclusion, access and diversity	
Principal Deliverable	Actions	Status	Progress Update
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	Promote available services and process onboarding for eligible residents to access Commonwealth Home Support Programme (CHSP) and National Disability Insurance Scheme (NDIS)		<p>A 'Stay Active, Stay Healthy, Stay Connected' campaign was undertaken to promote and raise community awareness on the programs and services available to seniors and people with disability in the community.</p> <p>818 referrals were received for Commonwealth Home Support Programme (CHSP) and National Disability Insurance Scheme (NDIS) services.</p> <p>57 new customers commenced accessing services.</p>
CSP Strategy 1.1.3 Provide and promote resources, services and programs that celebrates the diversity in our community			
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 facilities, programs, services and information	Implement actions from the Disability Inclusion Action Plan 2022–2026 and develop Council's annual report		<p>Council's Progress Report for Year 3 of the Disability Inclusion Action Plan 2022-2026 was successfully submitted to Department of Communities and Justice on 20 November 2025.</p> <p>Of the DIAP's 55 actions, 21 actions are complete and 24 actions are on track. Key highlights include:</p> <ul style="list-style-type: none"> • Obtaining Disability Confident Recruiter status in September 2025 through Australian Disability Network (ADN). • Renewing membership with the Hidden Disabilities Sunflower organisation in September 2025. • Delivering the Lifestyle and Leisure Links Program supporting the connection of people with disability and the local community through the Community Garden and Home Delivered Meals Program. • Assessment of equitable access of Council's sport and community buildings. • Delivering the Wellbeing Art Program at the Granville Centre Art Gallery, supporting inclusive participation for people experiencing mental health challenges and providing engagement opportunities for carers. • Welcoming 24 volunteers who identified as having a disability between September 2024 to September 2025, with 15 volunteers continuing in Council's Volunteer Program. • Incorporating access and inclusion features into upgrades of recreational facilities, including: <ul style="list-style-type: none"> ○ Central Park (Botanica) Community Garden, Lidcombe ○ Chiswick Park, Auburn ○ Marrong Reserve, Pemulwuy ○ Pemulwuy Lake ○ Warali Wali Trail, Guildford West ○ Canal Road Park, Greystanes ○ Leawarra Reserve ○ Kibo Reserve, Berala ○ Munro Street Reserve, Greystanes ○ Whyman Park, Greystanes ○ Kulgun Park, Auburn ○ Norman Park, Lidcombe.



Responsible Officer – Senior Coordinator, Seniors and Disability Services		CSP Objective 1.1 Our community is resilient, cohesive, creative and supports inclusion, access and diversity	
Sub Service – Seniors and Disability Initiatives			
Principal Deliverable	Actions	Status	Progress Update
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 facilities, programs, services and information	Convene Council's Access Committee and Council's Staff Disability Inclusion Action Plan (DIAP) Steering Committee		The new Community Wellbeing and Inclusion Advisory Committee has been formed, the first meeting was held in November 2025. Two Disability Inclusion Action Plan (DIAP) Steering Committee meetings were held.
CSP Strategy 1.1.3 Provide and promote resources, services and programs that celebrates the diversity in our community			

Responsible Officer – Senior Coordinator, Seniors and Disability Services		CSP Objective 1.2 We have a safe, healthy and connected community	
Sub Service – Social Inclusion Programs			
Principal Deliverable	Actions	Status	Progress Update
Empower and educate seniors and carers about health and wellbeing while providing opportunities to connect with their community and remain independent	Plan and deliver ongoing wellbeing programs and individualised services under the Commonwealth Home Support Programme (CHSP)		The Social Inclusion Program delivered 123 wellness programs, 23 social outings and one short holiday program. The activities and locations of trips offered were designed based on feedback from a customer planning day, post program evaluation surveys and the annual customer survey. 100 Over 55's Health programs have been provided with 188 senior residents participating.
	Provide opportunities for seniors and carers to give feedback and input to the services offered and future directions		One customer planning day was held in November 2025 to gather suggestions for new programs and feedback on previous programs. This feedback informed the development of the upcoming Lifestyle and Leisure Links Program, which supports NDIS participants aged 18-64 years through fun social, physical and skill-building activities. Council also completed post program and service evaluations with 30 customers to inform the direction of future programs and services for Seniors.
CSP Strategy 1.2.2 Deliver accessible health and wellness programs and initiatives			
Improve access and availability of accessible transport to the community and its residents	Offer accessible and safe transport options to access services and programs		Provided accessible transport to wellness programs, social outings, events and leisure programs for seniors and people with disability. Council provides information on and referrals to, providers of community transport for seniors and people with disability.



Responsible Officer – Senior Coordinator, Seniors and Disability Services			CSP Objective 1.2 We have a safe, healthy and connected community
Sub Service – Social Inclusion Programs			
Principal Deliverable	Actions	Status	Progress Update
Improve access and availability of accessible transport to the community and its residents	Provide and promote accessible bus hire options to the community		<p>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 101 occasions.</p> <p>Council's accessible bus was fitted with new promotional signage in August 2025, showcasing that the vehicle is available for hire.</p>
CSP Strategy 1.2.3 Provide access to services and information to support health, wellbeing and address homelessness			

Responsible Officer – Senior Coordinator, Seniors and Disability Services			CSP Objective 1.3 Our community is empowered with knowledge, support and capacity building
Sub Service – Volunteer Program			
Principal Deliverable	Actions	Status	Progress Update
Provide residents the opportunity to give back to their community or enhance their pathways to employment through Council's Volunteer Program	Manage Council's volunteers including recruitment, retention, training, policies and procedures and hold information session on opportunities		<p>Volunteers' opportunities included:</p> <ul style="list-style-type: none"> • 49 volunteers participated in Professional Boundaries and Disability Awareness Training • Two volunteer meetings were held with 60 volunteers attending • Five information sessions were held at Seniors Club Cumberland for programs promoting volunteer opportunities to active seniors in the community • Two information stalls were held at Cherry Blossom Festival 2025 promoting volunteer opportunities within Council • One volunteer presentation was provided to employment agency MTC Future Ready in Auburn • Volunteer opportunities were promoted at one employment expo held in Granville.
	Hold recognition events, information sessions and promotional activities for Council's Volunteer Program		<p>Council celebrated International Volunteers Day by hosting a Gift of Time event which included lunch, entertainment and an appreciation gift, 65 volunteers attended.</p> <p>Volunteers attended the 2025 NSW Volunteer of the Year Awards, where Council's Volunteer team were recognised in the categories of Volunteer Team of the Year, Adult Volunteer of the Year and Senior Volunteer of the Year. Individuals were also acknowledged for reaching service milestones of 5, 10, 15 and 20 years in their volunteer roles.</p>
CSP Strategy 1.3.3 Provide access to employment and capacity building pathways and opportunities			



Performance Updates – Seniors and Disability

Principal Deliverable	Performance Indicator	Target	Result	Status	Comments
			Jul - Dec 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 <i>CSP Strategy 1.2.2</i>	Number of programs and services delivered annually	450	247		
Provide access to and deliver a variety of nutritious, well-balanced meals to seniors, people with disability and carers <i>CSP Strategy 1.2.2</i>	Number of meals delivered annually	37,961	14,939		
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>CSP Strategy 1.1.3</i>	Number of attendees at events and education sessions	1,000	672		
	Number of people registered to the distribution list	200	551		An increase has been realised following the option to join either the electronic or postal mail list during the registration process. The ability for residents to join the distribution list remains open.
	Number of customers accessing CHSP and NDIS Programs and Services	337	404		
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 facilities, programs, services and information <i>CSP Strategy 1.1.3</i>	Percentage of Year Four actions items completed	100%	38%		24 actions remain on track for completion.
	Number of meetings	4	2		



Performance Updates – Seniors and Disability					
Principal Deliverable	Performance Indicator	Target	Result	Status	Comments
			Jul - Dec 25		
Empower and educate seniors and carers about health and wellbeing while providing opportunities to connect with their community and remain independent <i>CSP Strategy 1.2.2</i>	Number of hours for social support group	24,206	15,983		
	Number of hours for social support individuals	5,721	4,087		
	Number of wellness and social programs	240	147		
	Number of Over 55's health programs	150	100		
Improve access and availability of accessible transport to the community and its residents <i>CSP Strategy 1.2.3</i>	Number of bus trips	6,318	3,681		
	Number of community hire occurrences annually	52	9		This figure includes hire by external organisations only, it does not include occurrences where internal use for a community organisation or activity has occurred.
Provide residents the opportunity to give back to their community or enhance their pathways to employment through Council's Volunteer Program <i>CSP Strategy 1.3.3</i>	Number of volunteers	150	205		This was the peak number of volunteers during July 2025 – December 2025.
	Number of events, sessions and activities	10	10		July 2025 – December 2025 is a peak period for these activities.





STRATEGIC DIRECTION 2

Enhancing the natural and built environment

Development Management
 Environment Programs
 Infrastructure Planning and Design
 Place and Economy
 Strategic Planning

In 2035, Cumberland will be a liveable city enjoying natural offerings and diverse housing opportunities, leveraging its rich natural, built and cultural assets. Cumberland will maintain its local character and strong identity through heritage preservation and diverse economic offerings. Its amenity will be bolstered by people-centric infrastructure provisions, open space and public domain improvements, supported by leading environmental practices and strategies.

-  Strategic Direction 1
-  Strategic Direction 3
-  Strategic Direction 4

FOUNDATION OF OUR PLANS



COUNCIL'S ROLE

- Deliver**
- Partner*
- Advocate**

OBJECTIVE 2.1 We celebrate our diverse built and natural environments

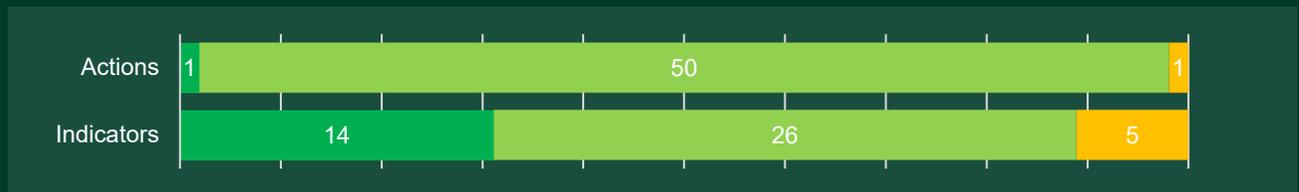
- 2.1.1 Prepare land use plans and controls that support population growth, provide diverse housing and employment options and value our local character and heritage
- 2.1.2 Care for our natural environment to support a resilient and sustainable city
- 2.1.3 Facilitate planning activities through development management and environmental services and programs

OBJECTIVE 2.2 We have places and spaces that are vibrant, accessible and encourage economic prosperity

- 2.2.1 Cultivate an environment where businesses and communities can flourish
- 2.2.2 Improve access and convenience through traffic and transport initiatives
- 2.2.3 Local infrastructure is designed to be sustainable, safe and fit for purpose

OUR PERFORMANCE BY STRATEGIC DIRECTION

Council's progress against the Delivery Program and Operational Plan contributed to the overall achievement in the effectiveness in delivering key services related to Strategic Direction 2.



ENVIRONMENT AND PLANNING

Development Management



Strategic Direction 2
Enhancing the natural and built environment

Sub Services	6	Principal Deliverables	6	0% 20% 40% 60% 80% 100%		Actions Status	Indicator Status
Actions	18	Performance Indicators	18	Actions		Completed 	Target Met
				Indicators		On Track 	Target On Track
						Needs Attention 	Target Not Met
						On Hold 	Discontinued

Service Highlights	Foundation of our Plan Icons
Council continued providing a high level of service to the Cumberland community, progressing building, development and engineering assessments, development programs and planning agreements, certificates and proposals.	     <div style="display: flex; flex-direction: column; align-items: center;"> <div style="background-color: #e91e63; color: white; padding: 5px; border-radius: 10px; margin-bottom: 5px;">Deliver</div> <div style="background-color: #2e7d32; color: white; padding: 5px; border-radius: 10px; margin-bottom: 5px;">Partner</div> <div style="background-color: #0070c0; color: white; padding: 5px; border-radius: 10px;">Advocate</div> </div>

Responsible Officer – Coordinator, Building Assessment		CSP Objective 2.1 We celebrate our diverse built and natural environments	
Sub Service – Building Assessment			
Principal Deliverable	Actions	Status	Progress Update
Provide building assessment services	Assess and determine building applications in accordance with legislative and Council requirements. These include: <ul style="list-style-type: none"> ➤ Building Applications ➤ Construction Certificates ➤ Complying Development Certificates ➤ Occupation Certificates ➤ Section 68 Applications ➤ Building Information Certificates (BIC). 		<p>Council assessed and determined the following certificates:</p> <ul style="list-style-type: none"> Three construction certificates One complying development certificate Four occupation certificates 155 Section 68 applications 45 building information certificates.
<i>CSP Strategy 2.1.3 Facilitate planning activities through development management and environmental services and programs</i>			



Responsible Officer – Coordinator, Fast Track Development Assessment, Coordinator, Planning Operations, Coordinator, Major Development Assessment			CSP Objective 2.1 We celebrate our diverse built and natural environments
Sub Service – Development Assessment			
Principal Deliverable	Actions	Status	Progress Update
Provide development assessment services	Conduct planning panel meetings once a month (excluding January)		The Cumberland Local Planning Panel was convened five times in August, September, October, November and December. Changes in legislation have affected the volume of applications received, reducing the number of planning panel meetings required.
	Undertake assessment and determination of development applications, tree applications and subdivision certificates		Council determined: <ul style="list-style-type: none"> • 439 development applications • 181 tree applications • 129 subdivision certifications. <p>Council has been ensuring that it responds to NSW Government initiatives and any legislative changes including meeting the average determination timeframes for development applications.</p>
	Provide high level planning advice, undertake and deliver process improvements		High level planning advice was provided to customers across 54 pre-lodgement meetings that were undertaken.
<i>CSP Strategy 2.1.3 Facilitate planning activities through development management and environmental services and programs</i>			

Responsible Officer – Coordinator, Development Compliance			CSP Objective 2.1 We celebrate our diverse built and natural environments
Sub Service – Development Programs			
Principal Deliverable	Actions	Status	Progress Update
Undertake inspections and regulatory enforcement actions	Investigate and inspect: <ul style="list-style-type: none"> ➢ Unauthorised building work ➢ Unauthorised land use ➢ Development not in accordance with consent ➢ Unauthorised tree removals ➢ Unsafe buildings. 		Council investigated and resolved 1,512 customer enquiries which included enforcement actions resulting in 175 Notices and 88 Orders being issued.
	Assess Annual Fire Safety Statements		Council received and assessed 2,375 annual fire safety statements.
	Investigate fire related complaints		Council is actively inspecting buildings to ensure compliance with relevant fire safety requirements.
	Assess and investigate swimming pool enquiries and review regulatory policies and procedures		Council investigated 54 swimming pool safety related enquiries. Council continuously reviews all regulatory policies and procedures to align with any changes in legislation.
<i>CSP Strategy 2.1.3 Facilitate planning activities through development management and environmental services and programs</i>			



Responsible Officer – Coordinator, Engineering Services			CSP Objective 2.1 We celebrate our diverse built and natural environments
Sub Service – Engineering Assessment			
Principal Deliverable	Actions	Status	Progress Update
Provide engineering assessment services	Assess, determine and provide technical advice on the following applications in accordance with legislative and Council requirements. These include: <ul style="list-style-type: none"> ➤ Section 68 Applications ➤ Section 138 Applications ➤ Driveway Applications ➤ Engineering Compliance Certificate. 		Council assessed and determined the following applications: <ul style="list-style-type: none"> • 149 engineering certificates • 229 driveway applications.
	Manage delivery of annual Traffic Program		Council completed detailed designs for eight traffic infrastructure projects. <ul style="list-style-type: none"> • Raised thresholds at Railway Parade near Cockthorpe Road and Helena Street, Auburn. • Roundabout at Newman Street at Cambridge Street, Merrylands. • Raised thresholds at Amy Street and Kingsland Road, Regents Park. • Roundabout at Oxford Street at Highland Street, Guildford. • Roundabout at Guildford Road at Robertson Street, Guildford. • Roundabout at Alfred Street at Birmingham Street, Merrylands. • Roundabout at Rawson Road and Rowley Street. • Intersection treatment at Bridge Road, Westmead. <p>Council is progressing with a further nine detailed designs for traffic infrastructure projects.</p>
	Process National Heavy Vehicle Regulator (NHVR) applications		Council assessed and determined 1,119 NHVR applications
	Process and issue residential parking permits		Council processed and issued 170 parking permit requests.
CSP Strategy 2.1.3 Facilitate planning activities through development management and environmental services and programs			

Responsible Officer – Coordinator, Planning Systems			CSP Objective 2.1 We celebrate our diverse built and natural environments
Sub Service – Local Infrastructure Contribution Plan Administration			
Principal Deliverable	Actions	Status	Progress Update
Enable the delivery of local infrastructure	Deliver ongoing administration and financial management of the Local Infrastructure Contribution Plans applicable to Development Approvals and Complying Development Certificates		Council delivered ongoing administration and financial management of the Local Infrastructure Contribution Plans applicable to: <ul style="list-style-type: none"> • 403 development applications • 312 construction certificates • 499 occupation certificates • 562 complying development certificates.



Responsible Officer – Coordinator, Planning Systems			CSP Objective 2.1 We celebrate our diverse built and natural environments
Sub Service – Local Infrastructure Contribution Plan Administration			
Principal Deliverable	Actions	Status	Progress Update
Enable the delivery of local infrastructure	Audit and acquit Agreements (VPA), Works in Kind Agreements (WIKAs) and associated bonds		Compliance of Voluntary Planning Agreements was monitored for the following sites: <ul style="list-style-type: none"> • 25 South Parade, Auburn • 106-128 Woodpark Road, Smithfield • 4-12 Railway Street, Lidcombe.
<i>CSP Strategy 2.1.3 Facilitate planning activities through development management and environmental services and programs</i>			

Responsible Officer – Coordinator, Planning Systems			CSP Objective 2.1 We celebrate our diverse built and natural environments
Sub Service – Planning Agreements, Certificates and Proposals			
Principal Deliverable	Actions	Status	Progress Update
Enable the issuing of Planning Agreements, Certificates and Proposals	Enable the delivery of public benefit provision. These include: <ul style="list-style-type: none"> ➢ Processing letters of offer for Planning Agreements for review and assessment ➢ Reviewing and negotiating public benefit outcomes within planning agreements ➢ Finalising and executing Planning Agreements ➢ Negotiating and implementing Works in Kind Agreements (WIKAs). 		Two letters of offer were processed, receiving Council’s endorsement for the following sites: <ul style="list-style-type: none"> • 3 Centenary Road, Merrylands • 89-96 Station Road, Wentworthville. One Voluntary Planning Agreement was processed and received Council’s endorsement for the following site: <ul style="list-style-type: none"> • 25 Hampden Road, South Wentworthville.
	Prepare and issue planning certificates		Council prepared and issued 3,353 planning certificates.
	Prepare and issue flood advice letters		Council prepared and issued 282 flood advice letters.



Responsible Officer – Coordinator, Planning Systems			CSP Objective 2.1 We celebrate our diverse built and natural environments
Sub Service – Planning Agreements, Certificates and Proposals			
Principal Deliverable	Actions	Status	Progress Update
Enable the issuing of Planning Agreements, Certificates and Proposals	Enable development works under proponent-led Planning Proposals. These include: <ul style="list-style-type: none"> ➤ Undertaking pre-lodgement meetings for scoping proposals ➤ Reviewing and processing Planning Proposal applications ➤ Assessing site-specific and proponent-led Planning Proposals ➤ Amend relevant Council instruments such as Local Environmental Plans (LEPs) and Development Control Plans (DCPs). 		Council undertook a pre-lodgement meeting for the following scoping proposal: <ul style="list-style-type: none"> • 32 Marian Street, Guildford. Council progressed the following Council-led Planning Proposal: <ul style="list-style-type: none"> • Cumberland Open Space Planning Proposal.
CSP Strategy 2.1.3 Facilitate planning activities through development management and environmental services and programs			

Performance Updates – Development Management					
Principal Deliverable	Performance Indicator	Target	Result	Status	Comments
			Jul - Dec 25		
Provide building assessment services <i>CSP Strategy 2.1.3</i>	Percentage of all building related applications completed within 30 calendar days	≥90%	83%		Council determined 163 building related applications out of 196 applications received. Some applications were not determined within the target period due to delays in receiving required information for the application.
	Percentage of Building Information Certificate (BIC) applications completed within 90 calendar days	≥90%	81%		Council determined 45 BIC applications out of 55 applications received. Some applications were not determined within the target period due to delays in receiving required information for the application.
Provide development assessment services <i>CSP Strategy 2.1.3</i>	Number of Planning Panel meetings held annually	11	5		The number of meetings held were reduced due to fewer applications being reported.
	Development Application median processing time in days	<86	80		439 applications were determined.
Undertake inspections and regulatory enforcement actions <i>CSP Strategy 2.1.3</i>	Percentage of regulatory investigations initiated within 30 calendar days	≥90%	100%		1,480 investigations were completed within 30 working days.
	Percentage of submitted Annual Fire Safety Statement assessments completed within 10 calendar days	≥90%	96%		2,328 statements were assessed within 10 days.
	Percentage of swimming pool assessments completed within 10 calendar days	≥90%	98%		53 assessments were completed within 10 calendar days.



Performance Updates – Development Management

Principal Deliverable	Performance Indicator	Target	Result	Status	Comments
			Jul - Dec 25		
Provide engineering assessment services <i>CSP Strategy 2.1.3</i>	Percentage of engineering certificates completed within 30 calendar days	≥90%	99%		147 applications completed within 30 calendar days.
	Percentage of driveway applications completed within 21 calendar days	≥90%	83%		191 applications completed within 30 calendar days. Some applications were not completed within the target period due to delays in receiving required information.
	Percentage of Road Occupancy Licence applications determined within 21 calendar days.	≥90%	95%		219 applications completed within 21 calendar days.
	Percentage of National Heavy Vehicle Regulator applications completed within 30 calendar days	≥90%	99%		1,107 applications completed within 30 calendar days.
	Percentage of residential parking permits processed and issued within 10 calendar days	≥90%	98%		166 applications processed and issued within 10 calendar days.
Enable the delivery of local infrastructure <i>CSP Strategy 2.1.3</i>	Notify assessed value of Local Infrastructure Contributions for Development Application (DA) and Complying Development Certificate (CDC) within five calendar days	≥90%	100%		403 DAs and 562 CDCs have been notified with the assessed value of Local Infrastructure Contributions within five working days.
Enable the issuing of Planning Agreements, Certificates and Proposals <i>CSP Strategy 2.1.3</i>	Percentage of compliant Planning Agreements	100%	100%		
	Issuance of Planning Certificates within 5 calendar days	≥90%	100%		3,353 Planning Certificates were issued within five calendar days.
	Issuance of Flood Advice Letters within 10 calendar days	≥90%	100%		282 processed on time within 10 calendar days.
	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 Council-led Planning Proposal assessed.



Responsible Officer – Coordinator, Environmental Health			CSP Objective 2.1 We celebrate our diverse built and natural environments
Sub Service – Environmental Health			
Principal Deliverable	Actions	Status	Progress Update
Ensure compliance with food safety and public health requirements within the community	Investigate health and environmental complaints and undertake enforcement actions, related to: <ul style="list-style-type: none"> ➤ Noise related complaints ➤ Food borne illnesses ➤ Water pollution ➤ Air pollution ➤ Skin Penetration complaints ➤ Legionella outbreaks ➤ Asbestos ➤ Contaminated lands. 		Council investigated and resolved 1,059 customer enquiries.
<i>CSP Strategy 2.1.3 Facilitate planning activities through development management and environmental services and programs</i>			

Responsible Officer – Senior Coordinator, Environment and Resource Recovery			CSP Objective 2.1 We celebrate our diverse built and natural environments
Sub Service – Environmental Management			
Principal Deliverable	Actions	Status	Progress Update
Facilitate and promote Environmental initiatives	Organise, deliver and event manage the annual School Sustainability Expo		Council delivered the annual Schools Sustainability Expo, with 600 students attending across two days. Students took part in workshops on biodiversity, recycling, Aboriginal culture, and inclusive sports, building awareness and practical skills in sustainability.
	Develop, manage and coordinate environmental projects and programs		Council delivered the following Environmental Program initiatives: <ul style="list-style-type: none"> • 10 additional residents have joined and received native beehives as part of the Native Bee Program • The Native Bird Program hosted a bird information walk for residents in October 2025 • Council distributed 1,000 native plants to residents as part of the Native Plant Giveaway in October 2025 • 10 Good for the Hood webinar sessions were delivered, covering biodiversity, energy efficiency, composting, and reducing food and water waste.
<i>CSP Strategy 2.1.2 Care for our natural environment to support a resilient and sustainable city</i>			



Responsible Officer – Senior Coordinator, Environment and Resource Recovery			CSP Objective 2.1 We celebrate our diverse built and natural environments
Sub Service – Resource Recovery			
Principal Deliverable	Actions	Status	Progress Update
Facilitate and promote resource recovery initiatives	Implement the Bin Inspection Program of household recycling and organics bins for contamination		Council inspected 5,808 household recycling, waste and organics bins. The Bin Inspection Program consisted of ongoing kerbside visual audits, waste compositional audits and FOGO trial audits.
	Continue investigation of Food Organic and Garden Organics (FOGO) best practices for Single Unit Dwellings (SUD) and Multiple Unit Dwellings (MUD)		Council continues to investigate and plan for the implementation of Food Organic and Garden Organics (FOGO) best practices for Single Unit Dwellings (SUD) and Multiple Unit Dwellings (MUD).
	Commence project planning for Stage 2 trial of Food Organic and Garden Organics (FOGO) collection service		In September, planning for FOGO Stage 2 trial commenced with 300 households participating in a trial between 3 November 2025 to 30 January 2026.
	Develop, manage and coordinate resource recovery projects and programs		<p>Council delivered a range of waste, recycling, and litter prevention initiatives aimed at supporting responsible disposal, improving community awareness, and reducing environmental impacts across Cumberland.</p> <ul style="list-style-type: none"> In September, the Kitchen2Gardens Program distributed 1,000 compost bags to 800 households, encouraging residents to divert food and garden organics from landfill. October 2025 saw strong community participation in Council’s Chemical CleanOut, with 268 cars attending the drive-through event to safely dispose of problematic household chemicals. During Asbestos Awareness Month in November 2025, Council provided five free household inspections to educate residents on asbestos safety and delivered a community workshop attended by 16 participants. The Mobile Problem Waste Collection service recorded 1,624 household bookings, collecting 40 tonnes of e-waste and chemical waste for safe processing. As part of National Recycling Week, Council hosted a clothing and toy swap in Merrylands, attracting 12 attendees and promoting reuse and circular economy behaviours. Illegal dumping remained a key focus, with 884 investigations undertaken across identified hotspots. <p>Implementation of the Litter Prevention Strategy and Action Plan continued throughout the period. Key achievements included:</p> <ul style="list-style-type: none"> finalising processes to capture litter data and associated costs drafting a public place bin style guideline progressing the Clean Cumberland Campaign supporting two community litter events in partnership with Clean Up Country.
CSP Strategy 2.1.2 Care for our natural environment to support a resilient and sustainable city			



Performance Updates – Environment Programs

Principal Deliverable	Performance Indicator	Target	Result	Status	Comments
			Jul - Dec 25		
Ensure compliance with food safety and public health requirements within the community <i>CSP Strategy 2.1.3</i>	Percentage of food safety surveillance inspections completed annually	100%	49%		Council completed 578 food premises inspections.
	Percentage of skin penetration inspections completed annually	100%	9%		Council inspected seven premises. The remainder of the Program will be conducted in the next six months.
	Percentage of cooling tower inspections completed annually	100%	30%		Council has inspected 41 Cooling Towers. The remainder of the Program will be completed within the next six months, during the warmer season.
Facilitate and promote Environmental initiatives <i>CSP Strategy 2.1.2</i>	Number of environmental management events and workshops	10	13		A total of 13 environmental workshops were delivered.
Facilitate and promote resource recovery initiatives <i>CSP Strategy 2.1.2</i>	Number of bin inspections annually	≥10,000	5,808		A total of 5,808 bin inspections were completed.
	Number of households registered and participating in the FOGO Stage 2 Trial	≥1,000	300		Council has undertaken extensive engagement activities to encourage participation, including doorknocking approximately 3,000 households, distributing 10,000 flyers, and attending three Council events to promote the trial and sign up participants; however, registrations have been below target.
	Number of resource recovery events and workshops	10	15		15 resource recovery workshops and sessions were delivered, supporting community education on waste reduction, recycling, and sustainable resource use.



ENVIRONMENT AND PLANNING

Infrastructure Planning and Design



Strategic Direction 2
Enhancing the natural and built environment

Sub Services	3	Principal Deliverables	3	<div style="display: flex; justify-content: space-between; width: 100%;"> 0% 20% 40% 60% 80% 100% </div> <div style="display: flex; justify-content: space-between;"> <div style="width: 30%;"> <p>Actions</p> <div style="width: 100%; height: 10px; background-color: #90EE90;"></div> </div> <div style="width: 70%;"> <p>Indicators</p> <div style="width: 100%; height: 10px; background-color: #90EE90; position: relative;"> <div style="width: 40%; background-color: #008000;"></div> </div> </div> </div>	Actions Status	Indicator Status										
Actions	8	Performance Indicators	9		<table border="1"> <tr> <td>Completed</td> <td></td> <td>Target Met</td> </tr> <tr> <td>On Track</td> <td></td> <td>Target On Track</td> </tr> <tr> <td>Needs Attention</td> <td></td> <td>Target Not Met</td> </tr> <tr> <td>On Hold</td> <td></td> <td>Discontinued</td> </tr> </table>	Completed		Target Met	On Track		Target On Track	Needs Attention		Target Not Met	On Hold	
Completed		Target Met														
On Track		Target On Track														
Needs Attention		Target Not Met														
On Hold		Discontinued														

Service Highlights	Foundation of our Plan Icons
<p>Council was nominated for the Council Crown Land Management Award for the Cumberland General Community Use Plan of Management as part of the NSW and ACT Community Achievement Awards.</p> <p>Council was successful in obtaining \$1.3 million in Blackspot Grants for the upcoming 2025-2026 Program and applied for another seven projects for 2026-2027.</p>	<div style="display: flex; justify-content: space-around; align-items: center;">      </div> <div style="display: flex; justify-content: flex-end; margin-top: 10px;"> <div style="background-color: #D9534F; color: white; padding: 5px 10px; border-radius: 10px; margin-right: 5px;">Deliver</div> <div style="background-color: #008000; color: white; padding: 5px 10px; border-radius: 10px; margin-right: 5px;">Partner</div> <div style="background-color: #0056B3; color: white; padding: 5px 10px; border-radius: 10px;">Advocate</div> </div>

Responsible Officer – Coordinator, Public Spaces Planning, Coordinator Public Spaces Design		CSP Objective 2.2 We have places and spaces that are vibrant, accessible and encourage economic prosperity	
Sub Service – Public Spaces and Community Facilities			
Principal Deliverable	Actions	Status	Progress Update
Develop initiatives to improve Cumberland's public spaces and community facilities that responds to community needs	Investigate and complete concept and detailed designs within Council's annual capital delivery programs		Planning and design projects are in progress, including community engagement on proposed designs.
	Develop and maintain all Plans of Management and undertake priority actions		<p>The draft Cumberland Natural Areas Plan of Management was endorsed by Council for Crown Land submission and public exhibition.</p> <p>The development of the harmonised Parks Plan of Management is underway.</p>



Responsible Officer – Coordinator, Public Spaces Planning, Coordinator Public Spaces Design			CSP Objective 2.2 We have places and spaces that are vibrant, accessible and encourage economic prosperity
Sub Service – Public Spaces and Community Facilities			
Principal Deliverable	Actions	Status	Progress Update
Develop initiatives to improve Cumberland's public spaces and community facilities that responds to community needs	Progress actions from the Open Space and Recreation Strategy and Community Facilities Strategy		<p>As part of the Open Space and Recreation Strategy, Council has:</p> <ul style="list-style-type: none"> progressed the harmonisation of the existing Plans of Management collaborated with NSW Schools Infrastructure for opportunities for Shared Spaces completed accessibility audit of Open Space and Recreation facilities identified existing and emerging grant and funding opportunities. <p>As part of the Community Facilities Strategy, Council has:</p> <ul style="list-style-type: none"> investigated planning opportunities for the Wentworthville and Lidcombe Community Hubs continued participation with the Community Sport and Recreation Committee advocated for better open space and recreation outcomes through presenting at a seminar on synthetic fields.
<i>CSP Strategy 2.2.3 Local infrastructure is designed to be sustainable, safe and fit for purpose</i>			

Responsible Officer – Coordinator, Engineering Services			CSP Objective 2.2 We have places and spaces that are vibrant, accessible and encourage economic prosperity
Sub Service – Stormwater and Flood Management			
Principal Deliverable	Actions	Status	Progress Update
Develop initiatives to improve Cumberland's stormwater and flood management infrastructure	Provide advice on flood related matters and facilitate the Floodplain Risk Management Committee		Council re-established the Flood Risk Management Committee and held its inception meeting in November 2025.
	Manage and deliver the Duck River and Creek Overland Flood Study		Council has engaged consultants to plan and commence both the Haslams Creek Flood Study and Western Catchments Flood Study. The Duck River, Duck Creek and A'Becketts Creek Flood Study is on track, with the draft study anticipated for completion in 2026.
Develop initiatives to improve Cumberland's stormwater and flood management infrastructure	Investigate, survey and complete concept and detailed designs within Council's annual capital delivery programs		Council has completed two detailed designs for footpath and drainage at: <ul style="list-style-type: none"> Mona Street, Auburn Nowra Street, Merrylands.
<i>CSP Strategy 2.2.3 Local infrastructure is designed to be sustainable, safe and fit for purpose</i>			



Responsible Officer – Coordinator, Engineering Services		CSP Objective 2.2	
Sub Service – Traffic and Transport		We have places and spaces that are vibrant, accessible and encourage economic prosperity	
Principal Deliverable	Actions	Status	Progress Update
Develop initiatives to improve Cumberland's traffic and transport infrastructure that responds to road safety and community needs	Address road safety concerns by investigating and proposing improvements to the Cumberland Local Traffic Committee (CLTC) before reporting to Council		The Cumberland Local Transport Forum (formerly Cumberland Local Traffic Committee) investigated 112 items across two meetings, partnering with NSW Police and Transport for NSW to address traffic and transport related issues raised by our community to improve road safety.
	Investigate, survey and complete concept and detailed designs within Council's annual capital delivery programs		Eight major designs were completed and are to be implemented following measures agreed by Council and the Local Transport Forum to improve road safety for our community.
<i>CSP Strategy 2.2.2 Improve access and convenience through traffic and transport initiatives</i>			

Performance Updates – Infrastructure Planning and Design						
Principal Deliverable	Performance Indicator	Target	Result	Status	Comments	
			Jul - Dec 25			
<i>CSP Strategy 2.2.3</i>	Develop initiatives to improve Cumberland's public spaces and community facilities that responds to community needs	Number of actions from strategies completed annually	1	4		
		Number of grant submissions annually	2	3		Applications made to: <ul style="list-style-type: none"> NSW Government - Major and Local Community Infrastructure Program NSW Government - Play Our Way Program NSW Office of Sport Project Support Program 2025-2026 – 2026-2027.
		Percentage of public spaces and community facilities designs progressed annually	≥80%	76%		Designs are complete for 14 of the 20 specific projects identified in the Public Spaces/High Street Program, and designs for eight out of nine projects are complete in the Buildings Program.
		Number of Plans of Management completed/ updated annually	1	0		The development of the harmonised Parks Plan of Management is underway.
<i>CSP Strategy 2.2.3</i>	Develop initiatives to improve Cumberland's stormwater and flood management infrastructure	Number of Flood Risk Management Committee meetings held annually	2	1		One meeting held in November 2025.
		Percentage of stormwater and flood management designs progressed annually	≥80%	66%		Two of three designs have been completed.



Performance Updates – Infrastructure Planning and Design

Principal Deliverable	Performance Indicator	Target	Result	Status	Comments
			Jul - Dec 25		
Develop initiatives to improve Cumberland's traffic and transport infrastructure that responds to road safety and community needs <i>CSP Strategy 2.2.2</i>	Five Cumberland Traffic Committee meetings held annually	100%	40%		Two meetings of the Cumberland Local Transport Forum (formerly Cumberland Local Traffic Committee) were held in August 2025 and November 2025.
	Number of grant submissions annually	2	3		Grants for the Blackspot, Get NSW Active and Safer Roads Program have been submitted.
	Percentage of traffic and transport designs progressed annually	≥80%	100%		Eight traffic and transport designs were completed.



ENVIRONMENT AND PLANNING

Place and Economy



Strategic Direction 2
Enhancing the natural and built environment

Sub Services	2	Principal Deliverables	2	<div style="display: flex; justify-content: space-between; width: 100%;"> 0% 20% 40% 60% 80% 100% </div> <p>Actions </p> <p>Indicators </p>	Actions Status	Indicator Status										
Actions	8	Performance Indicators	8		<table border="1"> <tr> <td>Completed</td> <td></td> <td>Target Met</td> </tr> <tr> <td>On Track</td> <td></td> <td>Target On Track</td> </tr> <tr> <td>Needs Attention</td> <td></td> <td>Target Not Met</td> </tr> <tr> <td>On Hold</td> <td></td> <td>Discontinued</td> </tr> </table>	Completed		Target Met	On Track		Target On Track	Needs Attention		Target Not Met	On Hold	
Completed		Target Met														
On Track		Target On Track														
Needs Attention		Target Not Met														
On Hold		Discontinued														

Service Highlights	Foundation of our Plan Icons
Council has successfully delivered a range of Smart Places initiatives, alongside key economic development programs. Three state government grants are progressing to further strengthen our impact and support ongoing innovation across the community.	     <div style="display: flex; flex-direction: column; align-items: flex-end; gap: 5px;"> Deliver Partner Advocate </div>

Responsible Officer – Coordinator, Economic Development			CSP Objective 2.2
Sub Service – Economic Development			We have places and spaces that are vibrant, accessible and encourage economic prosperity
Principal Deliverable	Actions	Status	Progress Update
Support residents and businesses with programs and services aimed at improving Cumberland's economic climate	Provide support services for external business including facilitating partnerships with government and educational institutions		<p>Council has conducted the following initiatives for local businesses:</p> <ul style="list-style-type: none"> delivered a Bidding for Government Contracts Workshop with Local Government Training Academy partnered with At Work Australia to deliver the First Steps to Success Program partnered with the Greater Cumberland Chamber of Commerce to deliver the 2025 Small Business Month Event, Bite into Business partnered with the Greater Cumberland Chamber of Commerce to attend the 12th Annual Global Business Meet with the World Tamil Business Chamber delivered the Masterclass for Job Seekers Program.
	Support businesses and community organisations to implement and promote inclusive practices through membership with the Zero Barriers project		Council has continued advocacy for the Zero Barriers Program.



Responsible Officer – Coordinator, Economic Development			CSP Objective 2.2
Sub Service – Economic Development			We have places and spaces that are vibrant, accessible and encourage economic prosperity
Principal Deliverable	Actions	Status	Progress Update
Support residents and businesses with programs and services aimed at improving Cumberland's economic climate	Develop and implement Economic Development plans and strategies		Council has continued delivery of the NSW Community Improvement District Grant for Guildford Town Centre.
	Create campaign around town centre promotion		Council has delivered the following campaigns: <ul style="list-style-type: none"> Keep Cumberland Clean Campaign – working with businesses to promote cleanliness in the town centres to liven our public spaces GoDrivin' Program – a digital platform to educate on our heritage institutions and drive local tourism.
<i>CSP Strategy 2.2.1 Cultivate an environment where businesses and communities can flourish</i>			

Responsible Officer – Coordinator, Place Development			CSP Objective 2.2
Sub Service – Place Development			We have places and spaces that are vibrant, accessible and encourage economic prosperity
Principal Deliverable	Actions	Status	Progress Update
Support residents and businesses with programs and services aimed at improving the amenity and vitality of town centres and precincts in Cumberland	Capture data around use of public spaces and places and provide suggestions on upgrades		Council delivered a publicly accessible Dashboard that provides insight into pedestrian movement in Guildford Town Centre.
	Implement actions of the Smart Places Strategy and Action Plan		Council has generated urban heat maps in Auburn plaza, Holroyd Gardens and Kingsway carpark to assist with the planning for public infrastructure upgrades. As part of the Smart Places Strategy and Action Plan, Council has: <ul style="list-style-type: none"> installed Smart Benches in Auburn Botanical Gardens installed lighting in Auburn, Wentworthville and Guildford.
	Investigate opportunities to support and enhance Cumberland's night-time economy		Council commenced the delivery of a Community Improvement District in Guildford Town Centre, whereby partnership with local businesses, Greater Cumberland Chamber of Commerce and other stakeholders are leveraged to create infrastructure and economic vitality opportunities for the town centre. Council is in the planning stages for its investigations into the potential of introducing Special Entertainment Precincts within the Cumberland area, aligned with NSW Government policy.
	Support tactical public domain improvements to improve places, aligned with strategic plans and grant programs		The following tactical upgrades were implemented: <ul style="list-style-type: none"> installation of a parklet in Guildford seating and tables installations in Auburn Town Centre lighting installations in Friend Park, Wentworthville, Merrylands Road, Merrylands and Memorial Avenue, near Merrylands Civic Square.
<i>CSP Strategy 2.2.1 Cultivate an environment where businesses and communities can flourish</i>			



Performance Updates – Place and Economy

Principal Deliverable	Performance Indicator	Target	Result	Status	Comments
			Jul - Dec 25		
Support residents and businesses with programs and services aimed at improving Cumberland's economic climate <i>CSP Strategy 2.2.1</i>	Satisfaction result achieved from the business survey	>85%	95%		A survey was conducted in October 2025 on the satisfaction on Council's program delivery and business support to its local businesses.
	Number of relevant economic initiatives conducted	3	5		
	Number of businesses engaged with	50	135		135 businesses engaged during the town centre audits and planning and engineering engagements.
	Number of town centre economic analyses completed	3	3		Town centre economic analysis reports were developed for: <ul style="list-style-type: none"> • Guildford East • Joseph Street, Lidcombe • Greystanes local shops.
	Number of campaigns deployed	3	2		
Support residents and businesses with programs and services aimed at improving the amenity and vitality of town centres and precincts in Cumberland <i>CSP Strategy 2.2.1</i>	Number of audits of town centres conducted	5	10		
	Percentage of Strategy actions completed annually	≥80%	90%		90% of actions have been progressed including ongoing actions.
	Number of tactical place upgrades	5	5		Five tactical place upgrades completed.



ENVIRONMENT AND PLANNING

Strategic Planning



Strategic Direction 2
Enhancing the natural and built environment

Sub Services	1	Principal Deliverables	1	0% 20% 40% 60% 80% 100%					Actions Status	Indicator Status		
Actions	8	Performance Indicators	3	Actions	<div style="width: 100%; height: 10px; background-color: #90EE90;"></div>					Completed	✓	Target Met
				Indicators	<div style="width: 45%; height: 10px; background-color: #008000;"></div>					On Track	🕒	Target On Track
									Needs Attention	⚠️	Target Not Met	
									On Hold	⊖	Discontinued	

Service Highlights	Foundation of our Plan Icons
Council put a submission to the Metropolitan Memorial Parks on the Carnarvon Golf Course Crown Cemetery Proposal, strongly advocating the community's voice.	     <div style="display: flex; justify-content: space-between; margin-top: 10px;"> <div style="background-color: #D9534F; color: white; padding: 5px; border-radius: 10px;">Deliver</div> <div style="background-color: #008000; color: white; padding: 5px; border-radius: 10px;">Partner</div> <div style="background-color: #0056B3; color: white; padding: 5px; border-radius: 10px;">Advocate</div> </div>

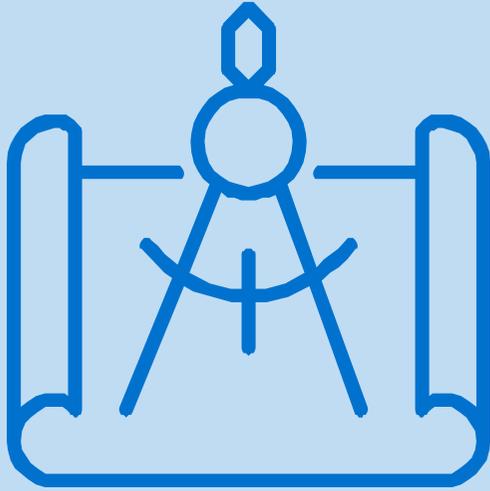
Responsible Officer – Coordinator, Urban Strategy and Planning			CSP Objective 2.1
Sub Service – Strategic Planning			We celebrate our diverse built and natural environments
Principal Deliverable	Actions	Status	Progress Update
Facilitate long term planning of Cumberland for the benefit of existing and future communities	Liaise with government bodies on proposed planning, legislative and regulatory changes	🕒	Council has attended workshops on Industrial Lands reform, advocating Council's position.
	Progress the Westmead South Master Plan	🕒	Westmead South Planning Proposal has been selected as a State Significant Planning Proposal, with this process to be led by the State. Although Council will no longer lead this process and any rezoning decisions will be made by the NSW Government, Council continues advocating for the Cumberland community to the NSW Government.
	Progress the Woodville Road Corridor Strategy	🕒	Council endorsed the Draft Woodville Road Corridor Planning Proposal, including Draft Woodville Road Corridor Strategy, Development Control Plan and Affordable Housing Contributions Scheme. It is now with the Department of Planning, Housing and Infrastructure for finalisation.
	Progress the Granville Master Plan	🕒	Preparation of the Granville Master Plan is underway.



Responsible Officer – Coordinator, Urban Strategy and Planning			CSP Objective 2.1 We celebrate our diverse built and natural environments
Sub Service – Strategic Planning			
Principal Deliverable	Actions	Status	Progress Update
Facilitate long term planning of Cumberland for the benefit of existing and future communities	Develop urban and land use planning strategies that respond to the long term needs of our community		Council continues to progress the current master plans and associated planning proposals identified in the endorsed Strategic Planning Work Program.
	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 to report back to Council for further consideration.
	Undertake the Heritage Rebates and Awards Program, including community engagement, application reviews and judging with the Heritage Committee		Preparation of the Heritage Rebate and Awards programs are underway with delivery expected in 2026.
	Ensure meeting schedule for Heritage Committee meetings are compliant		Council has formed the new Heritage Advisory Committee in August 2025 with the first Committee meetings held in November 2025, in accordance with the Terms of Reference.
<i>CSP Strategy 2.1.1 Prepare land use plans and controls that support population growth, provide diverse housing and employment options and value our local character and heritage</i>			

Performance Updates – Strategic Planning					
Principal Deliverable	Performance Indicator	Target	Result	Status	Comments
			Jul - Dec 25		
Facilitate long term planning of Cumberland for the benefit of existing and future communities <i>CSP Strategy 2.1.1</i>	Percentage of Strategy actions completed annually	≥80%	85%		Both the draft Woodville Road Corridor Strategy and draft Westmead South Master Plan Strategy have identified short term (0-2 years) actions. 85% of the short-term actions in both draft Strategies have been completed.
	Percentage of Masterplans progressed annually	≥80%	100%		Council is progressing with two master plans: <ul style="list-style-type: none"> • Woodville Road Corridor Strategy • Granville Master Plan.
	Number of Heritage Committee meetings held annually	3	1		The first Heritage Advisory Committee was held in November 2025.





STRATEGIC DIRECTION 3

Delivering sustainable, safe and accessible infrastructure and services

- Aquatics and Leisure
- Asset Management and Asset System Support
- Buildings Maintenance
- Capital Works and Assets Renewal
- City Maintenance
- Depots
- Open Spaces
- Ranger Services
- Venues
- Waste Services

In 2035, Cumberland will have sustainably managed infrastructure assets and services that contribute positively to quality of life. Our infrastructure will meet our targets for a city that is safe, secure, clean, compliant, accessible and well connected to our wider region.

- Strategic Direction 1
- Strategic Direction 2
- Strategic Direction 4

FOUNDATION OF OUR PLANS



COUNCIL'S ROLE

- Deliver
- Partner
- Advocate

OBJECTIVE 3.1 We have public spaces and recreational assets that are welcoming, liveable and promote pride in the area

- 3.1.1 Provide equitable access to open green spaces
- 3.1.2 Ensure our valued recreational spaces and venues are fit for purpose and encourage active lifestyles
- 3.1.3 Provide safe, accessible and welcoming recreational initiatives, programs and services

OBJECTIVE 3.2 We have a clean and safe environment to live, work and play

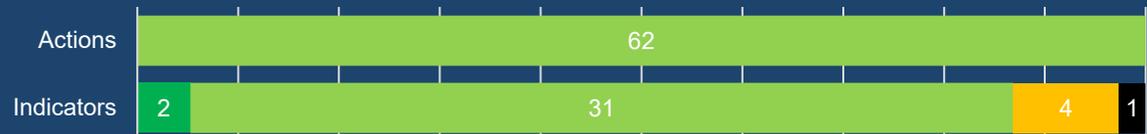
- 3.2.1 Local laws and regulations are monitored and enforced for the benefit of all people in Cumberland
- 3.2.2 Embed community pride in the cleanliness and upkeep of our valued public spaces and streetscapes
- 3.2.3 Provide access to sustainable waste services that keep our community clean and tidy

OBJECTIVE 3.3 Our community infrastructure assets are well planned, delivered and maintained

- 3.3.1 Plan and deliver accessible, safe and high quality infrastructure and services
- 3.3.2 Maintain and renew Council's infrastructure network and assets

OUR PERFORMANCE BY STRATEGIC DIRECTION

Council's progress against the Delivery Program and Operational Plan contributed to the overall achievement in the effectiveness in delivering key services related to Strategic Direction 3.



CITY SERVICES

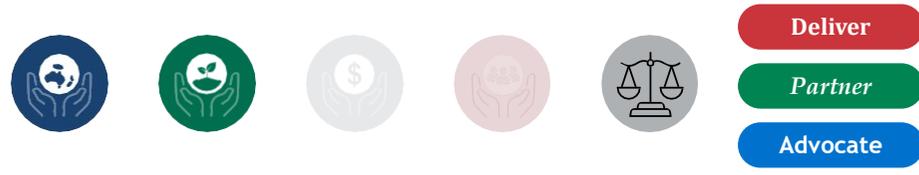
Aquatics and Leisure



Strategic Direction 3

Delivering sustainable, safe and accessible infrastructure and services

Sub Services	1	Principal Deliverables	3	0%	20%	40%	60%	80%	100%	Actions Status	Indicator Status	
Actions	6	Performance Indicators	4	<div style="display: flex; justify-content: space-between;"> 0% 20% 40% 60% 80% 100% </div>						Completed		Target Met
				On Track		Target On Track						
				Needs Attention		Target Not Met						
				On Hold		Discontinued						

Service Highlights	Foundation of our Plan Icons
<p>Council provided safe, welcoming and accessible aquatic and leisure facilities, programs and services achieving record membership growth, delivery of increased and enhanced gym and wellness programs and services across multiple venues. In addition to continued water safety and awareness through the tuition of steady volumes of learn to swim enrolments across all ages and abilities.</p> <p>Aquatics and Leisure demonstrated excellence across the Aquatic industry by winning and being nominated as Finalists for various awards at the Aquatic and Recreation Institute (ARI) 2025 Awards of Excellence.</p>	

Responsible Officer – Manager, Aquatics and Leisure			CSP Objective 3.1
Sub Service – Aquatic Centres and Gyms			We have public spaces and recreational assets that are welcoming, liveable and promote pride in the area
Principal Deliverable	Actions	Status	Progress Update
Deliver safe and presentable facilities that encourage and increase active participation opportunities for the community	Provide clean, accessible and welcoming aquatic and leisure facilities that are presentable, well maintained and modern		<p>Council continued to deliver both reactive and preventative maintenance across all Aquatic Centre facilities in line with Council's Swimming Pool Renewal Program and Capital Works Program.</p> <p>The Guildford Swim Centre Modernisation Project is continuing to progress with the construction phase currently underway.</p>
CSP Strategy 3.1.2 Ensure our valued recreational spaces and venues are fit for purpose and encourage active lifestyles			
Deliver a Learn to Swim Program that increases water safety awareness to our community	Deliver a thriving, year-round infants, pre-school and school age Swim and Survive Learn to Swim Program		Infants, pre-school and school age Swim and Survive Learn to Swim Program averaged 791 enrolments per month, in conjunction with an average of 1,034 enrolments across the entire Learn to Swim Program.
	Deliver a thriving, year-round teenage and adult Learn to Swim Program		Teenage and adult Learn to Swim Program averaged 235 enrolments per month.



Responsible Officer – Manager, Aquatics and Leisure			CSP Objective 3.1
Sub Service – Aquatic Centres and Gyms			We have public spaces and recreational assets that are welcoming, liveable and promote pride in the area
Principal Deliverable	Actions	Status	Progress Update
Deliver a Learn to Swim Program that increases water safety awareness to our community	Provide a clear pathway for our participants from our Learn to Swim programs through to our junior squad and aged swimming programs		An average of 46 enrolments per month was achieved.
<i>CSP Strategy 3.1.3 Provide safe, accessible and welcoming recreational initiatives, programs and services</i>			
Deliver aquatic and fitness based programs and services that promote and enhance the health and wellbeing of the community	Provide enhanced opportunities for the community to enjoy recreational swimming, lap swimming, swim carnivals, venue hire and aqua aerobics programs within our venues		Council managed Aquatic Centres hosted: <ul style="list-style-type: none"> • 89,929 recreational and lap swimming attendees • 22 school swimming programs • 23 swimming carnivals.
	Deliver safe, welcoming and professionally guided gym and wellness programs for the community		Council managed Aqua Aerobics Program delivered 243 classes with 1,991 attendees. Council managed Gyms hosted 3,994 gym visit attendees and 3,544 Wellness class attendees.
<i>CSP Strategy 3.1.3 Provide safe, accessible and welcoming recreational initiatives, programs and services</i>			

Performance Updates – Aquatics and Leisure					
Principal Deliverable	Performance Indicator	Target	Result	Status	Comments
			Jul - Dec 25		
Deliver safe and presentable facilities that encourage and increase active participation opportunities for the community <i>CSP Strategy 3.1.2</i>	Percentage of completed monthly Aquatic Centre inspections and audits	≥85%	100%		Six individual monthly facility audits and inspections were completed across all Council managed Aquatic Centres.
Deliver a Learn to Swim Program that increases water safety awareness to our community <i>CSP Strategy 3.1.3</i>	Percentage capacity of Swim School enrolments	≥80%	73.88%		Council managed Learn to Swim Programs hosted 21,255 attendances with a monthly average of 1,034 enrolments utilising the program. The closure of Guildford Swim Centre in line with the Guildford Swim Centre Modernisation project that is currently underway has continued to have a significant impact on the Learn to Swim programs and available enrolment capacity.



Performance Updates – Aquatics and Leisure

Principal Deliverable	Performance Indicator	Target	Result	Status	Comments
			Jul - Dec 25		
Deliver aquatic and fitness based programs and services that promote and enhance the health and wellbeing of the community CSP Strategy 3.1.3	Percentage increase in participation/memberships across all sites (Aquatic Centres)	≥5%	6.32%		Council managed Aquatic Centres and Gyms hosted 134,105 total attendees, inclusive of lap and recreational swimming, learn to swim program and gym and wellness attendances.
	Percentage increase in participation/memberships (Gyms)	≥5%	20.71%		Across all membership categories, 217 new memberships were acquired. The net member movement across Council managed Gym memberships resulted in an additional 52 members.



CITY SERVICES

Asset Management and Asset System Support



Strategic Direction 3

Delivering sustainable, safe and accessible infrastructure and services

Sub Services	1	Principal Deliverables	1	0% 20% 40% 60% 80% 100%					Actions Status	Indicator Status		
Actions	8	Performance Indicators	2	Actions	<div style="width: 100%; height: 10px; background-color: #92d050;"></div>					Completed		Target Met
				Indicators	<div style="width: 50%; height: 10px; background-color: #92d050; background-image: linear-gradient(to right, #92d050, #333);"></div>					On Track		Target On Track
										Needs Attention		Target Not Met
										On Hold		Discontinued

Service Highlights	Foundation of our Plan Icons
Improvements towards asset management best practice continued to be achieved through alignment between Council's Asset Framework, asset management systems and the Asset Management Strategy.	     <div style="display: flex; flex-direction: column; align-items: flex-end; gap: 5px;"> <div style="background-color: #d9534f; color: white; padding: 5px 15px; border-radius: 10px;">Deliver</div> <div style="background-color: #2e8b57; color: white; padding: 5px 15px; border-radius: 10px;">Partner</div> <div style="background-color: #0070c0; color: white; padding: 5px 15px; border-radius: 10px;">Advocate</div> </div>

Responsible Officer – Manager, City Assets and Construction			CSP Objective 3.3 Our community infrastructure assets are well planned, delivered and maintained
Sub Service – Asset Management Planning and Project Control			
Principal Deliverable	Actions	Status	Progress Update
Deliver Asset Management and Street Lighting programs	Develop and update Asset Management plans and long term renewal plans for all assets		Preliminary work has commenced with reviewing Asset Management plans and long term renewal plans for all assets.
	Undertake asset condition audits		CCTV survey of targeted stormwater assets is proceeding to assess asset condition.
	Undertake bridge inspections		Bridges with Condition 4 (poor, requiring significant renewal or substantial maintenance) have been inspected and added to the Bridge Inspection Program.



Responsible Officer – Manager, City Assets and Construction			CSP Objective 3.3 Our community infrastructure assets are well planned, delivered and maintained
Sub Service – Asset Management Planning and Project Control			
Principal Deliverable	Actions	Status	Progress Update
Deliver Asset Management and Street Lighting programs	Undertake Dam Safety Audits: ➤ The CSIRO Retarding Basin (NSW Government declared Dam) is managed safely. All risk assessment and Safety Management Systems are reported to Dam Safety NSW.		Safety management ongoing. Preliminary assessment will commence in February 2026.
	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 identified.
	Assess and resolve new street lighting requests		115 requests for street lighting have been investigated and addressed.
	Maintain an Asset Register and its Geographic Information System (GIS) representation		As projects are completed, the Asset Register is updated.
	Develop Capital Works Ward Reports		Capital Works Ward Report for July-December 2025 is in progress in is due for publication in February 2026.
<i>CSP Strategy 3.3.1 Plan and deliver accessible, safe and high quality infrastructure and services</i>			

Performance Updates – Asset Management and Asset System Support					
Principal Deliverable	Performance Indicator	Target	Result	Status	Comments
			Jul - Dec 25		
Deliver Asset Management and Street Lighting programs <i>CSP Strategy 3.3.1</i>	Percentage of street lighting requests assessed and referred to electricity agency within 14 working days	95%	100%		115 requests were addressed and referred to electricity agencies within 14 working days.
	Complete condition audit for transport asset class by 30 June 2026	100%	0%		Minor asset audit deferred for future years. Council will replace the condition audit with the stormwater assets.



CITY SERVICES

Buildings Maintenance



Strategic Direction 3
Delivering sustainable, safe and accessible infrastructure and services

Sub Services	1	Principal Deliverables	2	0% 20% 40% 60% 80% 100%					Actions Status	Indicator Status		
Actions	2	Performance Indicators	2	Actions	<div style="width: 100%; height: 15px; background-color: #92d050;"></div>					Completed		Target Met
				Indicators	<div style="width: 50%; height: 15px; background-color: #92d050; display: inline-block;"></div> <div style="width: 50%; height: 15px; background-color: #f4a460; display: inline-block;"></div>					On Track		Target On Track
								Needs Attention		Target Not Met		
								On Hold		Discontinued		

Service Highlights

AI server and associated cameras have been relocated and integrated with existing systems at the Granville Swim Centre, enhancing lifeguard safety measures and improving response times during life threatening incidents.

To improve maintenance response times, the QR code initiative is planned for expansion across all public amenities.

Foundation of our Plan Icons



- Deliver
- Partner
- Advocate

Responsible Officer – Manager, Buildings and Depot

Sub Service – Buildings Maintenance and Compliance

CSP Objective 3.3

Our community infrastructure assets are well planned, delivered and maintained

Principal Deliverable	Actions	Status	Progress Update
Undertake reactive maintenance when required to ensure the safety of the hirer and community members	Undertake reactive maintenance and compliance works to Council-owned and operated building assets for: <ul style="list-style-type: none"> ➤ Plumbing ➤ Electrical ➤ Heating, ventilation, and air conditioning (HVAC) ➤ Fire ➤ Vertical transport. 		All ongoing reactive maintenance and compliance works have been undertaken within request timeframes.

CSP Strategy 3.3.2 Maintain and renew Council's infrastructure network and assets



Responsible Officer – Manager, Buildings and Depot			CSP Objective 3.3 Our community infrastructure assets are well planned, delivered and maintained
Sub Service – Buildings Maintenance and Compliance			
Principal Deliverable	Actions	Status	Progress Update
Undertake rolling scheduled preventative maintenance to ensure the safety of the hirer and community members	Deliver scheduled preventive maintenance and compliance works to Council-owned and operated building assets for: <ul style="list-style-type: none"> ➤ Plumbing ➤ Electrical ➤ Heating, ventilation, and air conditioning (HVAC) ➤ Fire ➤ Vertical transport. 		Regular scheduled maintenance continues to provide safe, clean, compliant and functional facilities to the community. Council meets regularly with contractors to ensure that agreed service levels are consistently maintained across all Council buildings.
<i>CSP Strategy 3.3.2 Maintain and renew Council's infrastructure network and assets</i>			

Performance Updates – Buildings Maintenance					
Principal Deliverable	Performance Indicator	Target	Result	Status	Comments
			Jul - Dec 25		
Undertake reactive maintenance when required to ensure the safety of the hirer and community members <i>CSP Strategy 3.3.2</i>	Percentage of reactive requests completed within 10 working days	≥90%	87.57%		Monthly average of 367 reactive requests completed in addition to the ongoing scheduled works. Volume of reactive requests increased by 5% when compared to January to June 2025.
Undertake rolling scheduled preventative maintenance to ensure the safety of the hirer and community members <i>CSP Strategy 3.3.2</i>	Number of registered complaints against Council's buildings annually	<24	20		



CITY SERVICES

Capital Works and Assets Renewal



Strategic Direction 3

Delivering sustainable, safe and accessible infrastructure and services

Sub Services	1	Principal Deliverables	2	0% 20% 40% 60% 80% 100%					Actions Status	Indicator Status		
Actions	2	Performance Indicators	2	Actions	<div style="width: 100%; height: 10px; background-color: #76c730;"></div>					Completed		Target Met
				Indicators	<div style="width: 100%; height: 10px; background-color: #76c730;"></div>					On Track		Target On Track
								Needs Attention		Target Not Met		
								On Hold		Discontinued		

Service Highlights	Foundation of our Plan Icons
<p>Council has successfully delivered numerous projects and commenced work on several major construction projects:</p> <ul style="list-style-type: none"> Nemesia Street Park Merrylands Park Amenity Building Dirrabari Reserve Amenity Building. <p>Council commenced work on some major construction projects, including:</p> <ul style="list-style-type: none"> Guildford Swim Centre Modernisation Auburn Basketball Centre at Wyatt Park Progress Park reconstruction of three sports fields Granville Park New Playground. 	 <div style="display: flex; flex-direction: column; align-items: center;"> <div style="background-color: #d9534f; color: white; padding: 5px; border-radius: 10px; margin-bottom: 5px;">Deliver</div> <div style="background-color: #2e8b57; color: white; padding: 5px; border-radius: 10px; margin-bottom: 5px;">Partner</div> <div style="background-color: #0070c0; color: white; padding: 5px; border-radius: 10px;">Advocate</div> </div>

Responsible Officer – Manager, City Assets and Construction			CSP Objective 3.3 Our community infrastructure assets are well planned, delivered and maintained
Sub Service – Capital Works and Assets Renewal Programs			Progress Update
Principal Deliverable	Actions	Status	
Deliver capital renewals in accordance with the Renewal Program	Deliver annual renewals programs for: <ul style="list-style-type: none"> ➤ Buildings ➤ Parks and Recreation ➤ Transport ➤ Stormwater Drainage. 		<p>16 Footpath renewal projects completed.</p> <p>11 Road renewal projects completed.</p> <p>10 Open Space renewal projects completed.</p> <p>Two Building renewal projects completed.</p>
<i>CSP Strategy 3.3.1 Plan and deliver accessible, safe and high quality infrastructure and services</i>			



Responsible Officer – Manager, City Assets and Construction			CSP Objective 3.3 Our community infrastructure assets are well planned, delivered and maintained
Sub Service – Capital Works and Assets Renewal Programs			
Principal Deliverable	Actions	Status	Progress Update
Undertake new construction works in accordance with the approved Capital Works Program	Undertake new construction works outlined in Council's approved Capital Works Program for design		<p>Eight new Open space projects completed including one Major project</p> <p>Four new Building projects completed.</p> <p>Four Traffic Facilities completed.</p> <p>Three new Footpath projects completed.</p>
<i>CSP Strategy 3.3.1 Plan and deliver accessible, safe and high quality infrastructure and services</i>			

Performance Updates – Capital Works and Assets Renewal					
Principal Deliverable	Performance Indicator	Target	Result	Status	Comments
			Jul - Dec 25		
Deliver capital renewals in accordance with the Renewal Program <i>CSP Strategy 3.3.1</i>	Percentage of Renewal Program completed	≥90%	21%		39 completed of 188 projects.
Undertake new construction works in accordance with the approved Capital Works Program <i>CSP Strategy 3.3.1</i>	Percentage of Capital Works Program completed	≥90%	28%		19 completed of 68 projects.



CITY SERVICES

City Maintenance



Strategic Direction 3
Delivering sustainable, safe and accessible infrastructure and services

Sub Services	3	Principal Deliverables	3	<div style="display: flex; justify-content: space-between;"> 0% 20% 40% 60% 80% 100% </div> <p>Actions </p> <p>Indicators </p>	Actions Status		Indicator Status
Actions	9	Performance Indicators	6		Completed ✔	Target Met	
				On Track ⌚	Target On Track		
				Needs Attention !	Target Not Met		
				On Hold -	Discontinued		

Service Highlights	Foundation of our Plan Icons
Council provided a clean and safe environment, with a focus on maintaining clean town centres, litter collection in streets and parks, verge mowing, garden maintenance and public tree management. Street sweeping has been maintained with additional resources committed to this service during times of peak leaf fall.	<div style="display: flex; justify-content: space-around; margin-top: 10px;"> <div style="background-color: #E53935; color: white; padding: 5px; border-radius: 10px;">Deliver</div> <div style="background-color: #2E8B57; color: white; padding: 5px; border-radius: 10px;">Partner</div> <div style="background-color: #ADD8E6; color: white; padding: 5px; border-radius: 10px;">Advocate</div> </div>

Responsible Officer – Manager, City Maintenance		CSP Objective 3.2	
Sub Service – Cleansing		We have a clean and safe environment to live, work and play	
Principal Deliverable	Actions	Status	Progress Update
Maintain a clean community for people to enjoy public spaces	Undertake ongoing cleansing programs across Cumberland’s public domain areas and town centres, including: <ul style="list-style-type: none"> ➤ mechanical street sweeping ➤ litter patrol ➤ graffiti removal ➤ gross pollutant trap cleaning and maintenance ➤ creek and culvert cleaning ➤ minor dump collection. 	⌚	<p>Council has continued to provide a clean and safe environment through the provision of scheduled and reactive services including:</p> <ul style="list-style-type: none"> • continuing to implement night shift town centre cleaning supported by day shift maintenance • completing scheduled and reactive litter patrols • maintaining scheduled sweeping with additional resources committed during periods of peak leaf fall • continuing to address both service requests and proactive graffiti removal • gross pollutant trap cleaning and inspections were carried out according to schedule • assessing creeks according to schedule and maintenance works undertaken where required • identifying and collecting dumped rubbish in Council’s public assets.
<i>CSP Strategy 3.2.2 Embed community pride in the cleanliness and upkeep of our valued public spaces and streetscapes</i>			



Responsible Officer – Manager, City Maintenance			CSP Objective 3.3 Our community infrastructure assets are well planned, delivered and maintained
Sub Service – Public Infrastructure			
Principal Deliverable	Actions	Status	Progress Update
Maintain Council's infrastructure network to improve the overall life of our asset network	Deliver a Footpath Repair Program		Council completed 625 footpath related works requests, continually identifying defects on footpath assets and conducting audits where necessary.
	Deliver the Road Maintenance Program: <ul style="list-style-type: none"> ➤ complete annual road audit ➤ undertake repairs identified in the audit ➤ replace faded or missing line markings ➤ repair damaged fencing and guardrails. 		The Road Maintenance Program continued to identify areas of heavy patching and complete road works as required.
	Undertake Stormwater drainage pit and lintel repairs		Scheduled and reactive inspections and services have been undertaken accordingly.
	Reinstate damaged street signs		Council continues to action requests and identify areas that require additional services as a part of the routine schedules with 658 sign related works completed.
<i>CSP Strategy 3.3.2 Maintain and renew Council's infrastructure network and assets</i>			

Responsible Officer – Manager, City Maintenance			CSP Objective 3.3 Our community infrastructure assets are well planned, delivered and maintained
Sub Service – Streetscapes			
Principal Deliverable	Actions	Status	Progress Update
Maintain the Environmental corridors and amenities across Cumberland	Deliver Streetscape Maintenance Program		Ongoing garden bed planting and mulching has been undertaken.
	Undertake public tree maintenance		Council completed 1,775 public tree maintenance requests as part of ongoing public tree maintenance activities.
	Deliver Verge Mowing (Nature Strip) Assistance Program		As part of Council's Verge Mowing (Nature Strip) Assistance Program, Council has mowed 1,370 nature strips across 236 properties and maintained the service within the required schedule frequency.
	Deliver Laneway Maintenance Program		Council is servicing laneways through weed spraying, litter collection and cleaning to ensure laneways remain safe and compliant.
<i>CSP Strategy 3.3.2 Maintain and renew Council's infrastructure network and assets</i>			



Performance Updates – City Maintenance					
Principal Deliverable	Performance Indicator	Target	Result	Status	Comments
			Jul - Dec 25		
Maintain a clean community for people to enjoy public spaces <i>CSP Strategy 3.2.2</i>	Number of kilometres of streets swept annually	60,000	50,318.70		Council has eight sweeper trucks sweeping 50,318.70 kilometres of roads in Cumberland.
	Maintain Council's infrastructure network to improve the overall life of our asset network <i>CSP Strategy 3.3.2</i>	Number of days to respond to pothole requests	≤3	3.07	
	Number of footpath repairs annually	600	625		625 footpath repairs were completed with an average completion of 15 days.
	Number of street signs repaired annually	850	658		658 signage repairs were completed with an average completion of three days.
Maintain the environmental corridors and amenities across Cumberland <i>CSP Strategy 3.3.2</i>	Number of trees maintained annually	1,300	1,775		1,775 tree inspections were completed. Of the trees inspected, 1,433 (80.73%) required pruning only, 199 (11.21%) were removed and 143 (8.05%) warrant monitoring.
	Percentage of verges mowed annually, as part of the Program	100%	100%		1,370 nature strips have been mowed as part of the Verge Mowing Hardship program with an average completion time of 25 days.



CITY SERVICES

Depots



Strategic Direction 3

Delivering sustainable, safe and accessible infrastructure and services

Sub Services	1	Principal Deliverables	2	0% 20% 40% 60% 80% 100%					Actions Status	Indicator Status		
Actions	3	Performance Indicators	2	Actions	<div style="width: 100%; height: 10px; background-color: #92d050;"></div>					Completed	✓	Target Met
				Indicators	<div style="width: 100%; height: 10px; background-color: #92d050;"></div>					On Track	🕒	Target On Track
									Needs Attention	⚠️	Target Not Met	
									On Hold	⊖	Discontinued	

Service Highlights	Foundation of our Plan Icons
<p>The current transition to leased assets is reducing reactive maintenance and enabling planning to begin on the reallocation of resources toward scheduled maintenance. This shift is expected to minimise repair delays and strengthen the fleets capacity to support Council's operational teams.</p>	 <div style="display: flex; justify-content: space-around; margin-top: 10px;"> <div style="background-color: #d9534f; color: white; padding: 5px; border-radius: 10px;">Deliver</div> <div style="background-color: #92d050; color: white; padding: 5px; border-radius: 10px;">Partner</div> <div style="background-color: #5b9bd5; color: white; padding: 5px; border-radius: 10px;">Advocate</div> </div>

Responsible Officer – Manager, Buildings and Depot			CSP Objective 3.3
Sub Service – Depot Operations			Our community infrastructure assets are well planned, delivered and maintained
Principal Deliverable	Actions	Status	Progress Update
Undertake maintenance, procurement, leasing and disposal of vehicles, plant, equipment and staff Personal Protection Equipment (PPE) for the internal operation of frontline services	Ensure frontline services and associated operations meet the required safety and compliance standards, including plant and vehicle registration and inspections	🕒	Asset renewal continues to meet the required safety and compliance standards in line with operational needs.
	Ensure frontline services and associated operations meet the required safety standards for PPE and material storage	🕒	Council continues to ensure the effective provision of personal protective equipment and the secure storage of essential materials for internal operations, strengthening their capacity to deliver high quality services to the community.
CSP Strategy 3.3.2 Maintain and renew Council's infrastructure network and assets			
Manufacture, maintain and advise frontline services regarding safety and compliance signage	Produce signage for road safety compliance and awareness and Council events	🕒	The Signshop provides support through proactive internal engagement and high quality service delivery, enhancing Council's ability to inform and serve the community effectively.
CSP Strategy 3.3.2 Maintain and renew Council's infrastructure network and assets			

Performance Updates – Depots					
Principal Deliverable	Performance Indicator	Target	Result	Status	Comments
			Jul - Dec 25		
Undertake maintenance, procurement, leasing and disposal of vehicles, plant, equipment and staff Personal Protection Equipment (PPE) for the internal operation of frontline services CSP Strategy 3.3.2	Percentage of reactive works orders completed within 10 working days	≥90%	97.34%		A monthly average of 77 reactive requests were completed on time.
Manufacture, maintain and advise frontline services regarding safety and compliance signage CSP Strategy 3.3.2	Percentage of signage requests completed within 15 working days	≥90%	100%		224 signage requests were completed within the required timeframes with a monthly average of 37 requests.



CITY SERVICES

Open Spaces



Strategic Direction 3
Delivering sustainable, safe and accessible infrastructure and services

Sub Services	3	Principal Deliverables	5	<div style="display: flex; justify-content: space-between; width: 100%;"> 0% 20% 40% 60% 80% 100% </div> <div style="display: flex; justify-content: space-between; width: 100%;"> <div style="width: 100%; height: 15px; background-color: #76b82a;"></div> </div>	Actions Status		Indicator Status
Actions	11	Performance Indicators	7		<div style="display: flex; justify-content: space-between; width: 100%;"> <div style="width: 100%; height: 15px; background-color: #76b82a;"></div> </div>	Completed	
					On Track		Target On Track
					Needs Attention		Target Not Met
					On Hold		Discontinued

Service Highlights	Foundation of our Plan Icons
<p>Council has maintained all open space areas to a high standard and in line with service cycle requirements. Works include sports field renovations, upgrades to golf course and fauna parks, in addition to general maintenance of passive parks, bushland areas and playground infrastructure.</p> <p>The high standards and upgrades have resulted in high usage rates across our golf courses, sportsgrounds, recreational assets and community gardens.</p>	     <div style="display: flex; justify-content: center; gap: 10px; margin-top: 10px;"> <div style="background-color: #e74c3c; color: white; padding: 5px 15px; border-radius: 15px;">Deliver</div> <div style="background-color: #27ae60; color: white; padding: 5px 15px; border-radius: 15px;">Partner</div> <div style="background-color: #3498db; color: white; padding: 5px 15px; border-radius: 15px;">Advocate</div> </div>

Responsible Officer – Manager, City Open Spaces			CSP Objective 3.1
Sub Service – Golf Courses			We have public spaces and recreational assets that are welcoming, liveable and promote pride in the area
Principal Deliverable	Actions	Status	Progress Update
Undertake works to maintain and facilitate the use of Council's golf courses	Undertake scheduled works to ensure compliant, safe and functional golf courses		Scheduled works of Council's golf courses ensure they remain compliant, safe and functional. This includes seasonal renovation works to greens, tees and surrounding areas.
	Undertake reactive works to ensure compliant, safe and functional golf courses		All reactive work requests have been finalised ensuring courses remain both safe and functional.
	Maintain golf course condition		The condition of both golf courses continues to improve with drainage works to the 5 th tee at Woodville in addition to tee and green renovations across both courses.
<i>CSP Strategy 3.1.2 Ensure our valued recreational spaces and venues are fit for purpose and encourage active lifestyles</i>			



Responsible Officer – Manager, City Open Spaces			CSP Objective 3.1
Sub Service – Premium Facilities			We have public spaces and recreational assets that are welcoming, liveable and promote pride in the area
Principal Deliverable	Actions	Status	Progress Update
Undertake scheduled works to ensure compliant, safe and functional premium facilities	Undertake scheduled servicing maintenance at Premium Facilities		All scheduled servicing for Council’s premium facilities have been achieved, including event preparation and the successful transplant of a mature Japanese Maple tree into the Auburn Botanic Gardens.
	Maintain the high quality of nature reserves and gardens		Maintenance of nature reserves and gardens continues, with multiple Australian natives being planted throughout for National Tree Day as well as upgrades to animal enclosures at the Fauna Parks.
<i>CSP Strategy 3.1.1 Provide equitable access to open green spaces</i>			

Responsible Officer – Manager, City Open Spaces			CSP Objective 3.3
Sub Service – Open Space Maintenance			Our community infrastructure assets are well planned, delivered and maintained
Principal Deliverable	Actions	Status	Progress Update
Undertake routine inspections and maintenance repairs to playgrounds	Undertake playground inspections		1,300 playground inspections were undertaken.
	Complete scheduled servicing		Scheduled maintenance works to playgrounds were completed on time and in line with routine inspections.
	Undertake reactive works		Reactive works continued across Council’s playgrounds following routine inspections.
<i>CSP Strategy 3.3.2 Maintain and renew Council's infrastructure network and assets</i>			
Facilitate the use of Council’s sporting and recreation venues	Engage, coordinate and support recreation and sport to maintain high levels of use across Councils recreational assets		Council’s sporting and recreation venues are regularly used, with a usage rate of 94%.
<i>CSP Strategy 3.3.2 Maintain and renew Council's infrastructure network and assets</i>			
Undertake scheduled and reactive maintenance works to ensure compliant, safe and functional open spaces	Deliver compliant, safe and high-quality open spaces including bushland, parks and sports fields: <ul style="list-style-type: none"> ➢ Scheduled servicing ➢ Reactive servicing ➢ Sports field maintenance ➢ Bushland and Riparian care ➢ Manage bushfire prone areas. 		All Open Space areas including sports fields, passive and bushland areas have been maintained in line with scheduled servicing requirements, ensuring they are compliant, safe and of high quality.



Responsible Officer – Manager, City Open Spaces			CSP Objective 3.3 Our community infrastructure assets are well planned, delivered and maintained
Sub Service – Open Space Maintenance			
Principal Deliverable	Actions	Status	Progress Update
Undertake scheduled and reactive maintenance works to ensure compliant, safe and functional open spaces	Enhance quality of nature reserves and gardens		Community gardens continue to be maintained to a high standard and remain highly popular across all sites. Council opened Botanica Community Garden at Regents Park.
<i>CSP Strategy 3.3.2 Maintain and renew Council's infrastructure network and assets</i>			

Performance Updates – Open Spaces					
Principal Deliverable	Performance Indicator	Target	Result	Status	Comments
			Jul - Dec 25		
Undertake works to maintain and facilitate the use of Council's golf courses <i>CSP Strategy 3.1.2</i>	Number of attendees across Council's golf courses annually	>60,000	31,413		31,413 people attended Council's golf courses.
Undertake scheduled works to ensure compliant, safe and functional premium facilities <i>CSP Strategy 3.1.1</i>	Percentage of scheduled Premium Parks maintenance works completed	>90%	100%		92 scheduled premium park works were completed on time.
Undertake routine inspections and maintenance repairs to playgrounds <i>CSP Strategy 3.3.2</i>	Number of playground inspections completed annually	2,712	1,300		1,300 playground inspections completed.
Facilitate the use of Council's sporting and recreation venues <i>CSP Strategy 3.3.2</i>	Percentage of asset booking during key seasonal periods	>90%	94%		264 sporting venues booked.



Performance Updates – Open Spaces

Principal Deliverable	Performance Indicator	Target	Result	Status	Comments
			Jul - Dec 25		
Undertake scheduled and reactive maintenance works to ensure compliant, safe and functional open spaces CSP Strategy 3.3.2	Percentage of scheduled bushland maintenance works completed	>90%	97%		109 scheduled bushland maintenance works were completed on time.
	Percentage of scheduled parks maintenance works completed	>90%	95.5%		4,061 scheduled park works completed on time.
	Percentage of reactive maintenance works completed	>90%	92%		1,100 reactive works completed on time.



CITY SERVICES

Ranger Services



Strategic Direction 3

Delivering sustainable, safe and accessible infrastructure and services

Sub Services	2	Principal Deliverables	5	0% 20% 40% 60% 80% 100%		Actions Status	Indicator Status
Actions	11	Performance Indicators	6	Actions	<div style="width: 100%; height: 10px; background-color: #76b82a;"></div>	Completed	✓ Target Met
				Indicators	<div style="width: 85%; height: 10px; background-color: #76b82a; border: 1px solid #ccc;"></div>	On Track	🕒 Target On Track
						Needs Attention	⚠️ Target Not Met
						On Hold	⊖ Discontinued

Service Highlights	Foundation of our Plan Icons
Implementation of the <i>Fines Amendment (Parking Fines) Bill 2024</i> commenced 1 July 2025 introducing special provisions in relation to the issuing of penalty infringement notices for all parking offences, including amended statutory reporting requirements.	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="background-color: #e74c3c; padding: 5px; border-radius: 10px; color: white;">Deliver</div> <div style="background-color: #27ae60; padding: 5px; border-radius: 10px; color: white;">Partner</div> <div style="background-color: #3498db; padding: 5px; border-radius: 10px; color: white;">Advocate</div> </div>

Responsible Officer – Manager, Waste and Ranger Services			CSP Objective 3.2 We have a clean and safe environment to live, work and play
Sub Service – Ranger Services and Management of Companion Animals			Progress Update
Principal Deliverable	Actions	Status	
Facilitate management and regulation of companion animals	Conduct patrols and collect stray and escaped companion animals, return to their owner or rehome from Council's animal holding facility	🕒	Council collected 270 stray and escaped companion animals, with 263 being returned to their owner, re-homed or transferred to Council's animal impoundment facility.
CSP Strategy 3.2.1 Local laws and regulations are monitored and enforced for the benefit of all people in Cumberland			
Provide environmental compliance across Cumberland City	Investigate private property or land that is overgrown with vegetation and take action to return it to a safe condition	🕒	182 properties that were overgrown with vegetation were investigated and actioned.
	Investigate illegally dumped rubbish	🕒	Council Rangers investigated 71 reports of illegally dumped rubbish including 35 reports of dumped asbestos.



Responsible Officer – Manager, Waste and Ranger Services			CSP Objective 3.2 We have a clean and safe environment to live, work and play
Sub Service – Ranger Services and Management of Companion Animals			
Principal Deliverable	Actions	Status	Progress Update
Provide environmental compliance across Cumberland City	Monitor building sites for out of hours operations and ensure erosion and sediment controls are in place		Council responded to 73 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.
<i>CSP Strategy 3.2.1 Local laws and regulations are monitored and enforced for the benefit of all people in Cumberland</i>			
Implement regulation of heavy / long vehicles on local load limited roads	Monitor local load limited roads to ensure road safety and the protection of Council's roadway infrastructure assets		48 patrols for heavy/oversized trucks on load limited roads have been conducted.
<i>CSP Strategy 3.2.1 Local laws and regulations are monitored and enforced for the benefit of all people in Cumberland</i>			
Implement regulation of unattended property in public spaces	Investigate and action the removal of abandoned vehicles from roadways		Council investigated and actioned 2,404 instances of abandoned vehicles.
	Investigate and action the removal of unattended items in public spaces		237 banners/posters and 1,484 shopping trolleys were impounded from public spaces.
<i>CSP Strategy 3.2.1 Local laws and regulations are monitored and enforced for the benefit of all people in Cumberland</i>			

Responsible Officer – Manager, Waste and Ranger Services			CSP Objective 3.2 We have a clean and safe environment to live, work and play
Sub Service – Parking Services			
Principal Deliverable	Actions	Status	Progress Update
Facilitate management of parking compliance, safety and amenity in town centres, school zones, Council carparks and residential streets	Patrol parking zones within commercial and residential areas		Parking patrols for all commercial and residential zones have been completed on a regular basis, with 4,641 illegal parking reports actioned.
	Enforce parking restrictions to maintain safe and accessible parking for road users		Council issued 12,133 fines and 421 warnings for parking offences. 1,172 fines were issued to heavy vehicles for heavy/long vehicle stopping for longer than one hour.
	Undertake daily patrols of school zones during school terms		During school terms, Council conducted 280 patrols in school zones to ensure safety of school children.
<i>CSP Strategy 3.2.1 Local laws and regulations are monitored and enforced for the benefit of all people in Cumberland</i>			



Performance Updates – Ranger Services					
Principal Deliverable	Performance Indicator	Target	Result	Status	Comments
			Jul - Dec 25		
Facilitate management and regulation of companion animals <i>CSP Strategy 3.2.1</i>	Percentage of companion animals returned to their owner or re-homed	≥95%	97.41%		Council had limitations to rehoming unclaimed companion animals due to high volume of stray and surrendered animals that are being held in Council's impoundment facilities.
Provide environmental compliance across Cumberland City <i>CSP Strategy 3.2.1</i>	Percentage of all regulatory actions completed within five working days	≥90%	87.54%		5,766 regulatory based customer requests were received with 5,048 requests completed within five working days. 718 requests took longer to resolve due to the complexity of the matters involved, and legislative requirements that influence completion timeframes.
Implement regulation of heavy / long vehicles on local load limited roads <i>CSP Strategy 3.2.1</i>	Number of Patrols of load limited roads undertaken annually	96	48		48 patrols (50%) of the annual scheduled patrols completed.
Implement regulation of unattended property in public spaces <i>CSP Strategy 3.2.1</i>	Percentage of abandoned vehicles actions resolved within 28 working days	≥90%	94.33%		2,404 reports of abandoned vehicles were received, with 2,267 reports actioned within 28 working days.
Facilitate management of parking compliance, safety and amenity in town centres, school zones, Council carparks and residential streets <i>CSP Strategy 3.2.1</i>	Percentage of parking related complaints attended to within three working days	≥90%	96.98%		4,501 parking related complaints were completed within three working days. 3.02% of parking related complaints required ongoing monitoring over an extended time to resolve the illegal parking issue.
	Number of patrols undertaken in school zones per week during school terms	10	14		280 school zone patrols were conducted across Term 3 and Term 4 of 2025 the school year.



CITY SERVICES

Venues



Strategic Direction 3

Delivering sustainable, safe and accessible infrastructure and services

Sub Services	1	Principal Deliverables	1	0% 20% 40% 60% 80% 100%					Actions Status	Indicator Status		
Actions	2	Performance Indicators	1	Actions	<div style="width: 100%; height: 15px; background-color: #76b82a;"></div>					Completed		Target Met
				Indicators	<div style="width: 100%; height: 15px; background-color: #76b82a;"></div>					On Track		Target On Track
								Needs Attention		Target Not Met		
								On Hold		Discontinued		

Service Highlights	Foundation of our Plan Icons
Council's premium venues are consistently patronised, with the larger venues experiencing high demand. These modern venues are equipped to successfully support and facilitate larger scale events.	     <div style="display: flex; flex-direction: column; align-items: flex-end; gap: 5px;"> <div style="background-color: #e74c3c; color: white; padding: 5px 15px; border-radius: 10px;">Deliver</div> <div style="background-color: #27ae60; color: white; padding: 5px 15px; border-radius: 10px;">Partner</div> <div style="background-color: #9bc2e6; color: white; padding: 5px 15px; border-radius: 10px;">Advocate</div> </div>

Responsible Officer – Manager, Holroyd Centre			CSP Objective 3.1
Sub Service – Venue Management			We have public spaces and recreational assets that are welcoming, liveable and promote pride in the area
Principal Deliverable	Actions	Status	Progress Update
Deliver premium bookable spaces and facilities	Facilitate Premium Venue bookings including: <ul style="list-style-type: none"> ➢ venue and room hire ➢ seating and venue preparation. 		Higher than expected utilisation has been achieved with 2,646 bookings received across premium venues.
	Undertake food preparations for Meals on Wheels		New menus have been created and are currently in production. All menus are now reviewed by dieticians to ensure nutritional compliance. This service remains popular with approximately 420 meals prepared per week for Meals on Wheels.

CSP Strategy 3.1.2 Ensure our valued recreational spaces and venues are fit for purpose and encourage active lifestyles



Performance Updates – Venues					
Principal Deliverable	Performance Indicator	Target	Result	Status	Comments
			Jul - Dec 25		
Deliver premium bookable spaces and facilities <i>CSP Strategy 3.1.2</i>	Number of individual bookings	>4,200	2,646		Premium venue bookings: <ul style="list-style-type: none"> • Granville Centre (indoor) - 1,220 • Granville Centre (outdoor - futsal) - 797 • The Holroyd Centre - 413 • Eric Tweedale Stadium function room - 216.



CITY SERVICES

Waste Services



Strategic Direction 3

Delivering sustainable, safe and accessible infrastructure and services

Sub Services	3	Principal Deliverables	5	<div style="display: flex; justify-content: space-between; width: 100%;"> 0% 20% 40% 60% 80% 100% </div>	Actions Status	Indicator Status
Actions	8	Performance Indicators	6		<div style="display: flex; justify-content: space-between;"> <div style="width: 100%;"> <p>Actions </p> <p>Indicators </p> </div> </div>	Completed 
					On Track 	Target On Track
					Needs Attention 	Target Not Met
					On Hold 	Discontinued

Service Highlights	Foundation of our Plan Icons
<p>Council delivered domestic waste services for the collection of garbage, recyclable and organic waste bins; the removal of booked household kerb-side cleanups and weekly bulky waste collections from multi-unit dwellings.</p> <p>Additionally, Council delivered daily collection of parks and street litter bins, the removal of illegally dumped rubbish from public spaces and provided commercial waste services to Council buildings and businesses within Cumberland.</p>	 <div style="display: flex; flex-direction: column; align-items: center;"> <div style="background-color: #e91e63; color: white; padding: 5px; border-radius: 10px; margin-bottom: 5px;">Deliver</div> <div style="background-color: #2e7d32; color: white; padding: 5px; border-radius: 10px; margin-bottom: 5px;">Partner</div> <div style="background-color: #0070c0; color: white; padding: 5px; border-radius: 10px;">Advocate</div> </div>

Responsible Officer – Manager, Waste and Ranger Services			CSP Objective 3.2 We have a clean and safe environment to live, work and play
Sub Service – Domestic Waste Services			Progress Update
Principal Deliverable	Actions	Status	
Facilitate management and collection of all domestic general, recycling and organic waste bins	Manage Council’s contract for collection of domestic waste, recyclables and organic services		<p>Council continues to deliver uninterrupted domestic waste collections of garbage, recycling, garden organic and household clean-up services.</p> <p>These services have included the collection of:</p> <ul style="list-style-type: none"> • 2,270,324 garbage waste bins resulting in a monthly average of 5,548.9 tonnes • 1,102,154 recycling waste bins resulting in a monthly average of 788.3 tonnes • 434,096 organic waste bins resulting in a monthly average of 453.2 tonnes. <p>Council conducted daily inspections of waste collection areas and conducted weekly safety meetings to ensure efficient compliant management of the domestic waste collection service.</p>
	Provision of new and replacement bins for residential waste collections		Council has delivered 664 new or additional waste bins to residents. 100% of all bin deliveries were within five business days.

CSP Strategy 3.2.3 Provide access to sustainable waste services that keep our community clean and tidy



Responsible Officer – Manager, Waste and Ranger Services			CSP Objective 3.2 We have a clean and safe environment to live, work and play
Sub Service – Domestic Waste Services			
Principal Deliverable	Actions	Status	Progress Update
Provide basement and booked kerbside bulky household waste cleanup services	Collection of booked household kerbside clean-ups		Council delivered 26,615 booked household kerb-side cleanups and 1,644 booked problem waste clean-ups.
	Collection of basement clean-up services for multiunit dwellings		Monthly average tonnages for booked household kerbside clean-ups was 685.5 tonnes. Council delivered onsite removal services of bulky household waste from 33 multi-unit dwellings completing 211 services per month.
<i>CSP Strategy 3.2.3 Provide access to sustainable waste services that keep our community clean and tidy</i>			

Responsible Officer – Manager, Waste and Ranger Services			CSP Objective 3.2 We have a clean and safe environment to live, work and play
Sub Service – Street and Park Waste Services			
Principal Deliverable	Actions	Status	Progress Update
Undertake collection of illegally dumped waste from public spaces	Collection of reported illegally dumped rubbish from public spaces next business day		5,591 reports of illegally dumped rubbish have been collected with an average of 65.46 tonnes of dumped waste collected per month.
			71 illegal dumping reports were referred and investigated by Council's Rangers.
Undertake collection of public place street and park litter bins	Service street and park waste litter bins across Cumberland City based on agreed service levels		An additional 4,769 collections from residential streets of illegally dumped rubbish were completed from patrols of residential streets. 10,227 kgs of illegally dumped hazardous waste items were collected. Council provided daily waste collection for 1,142 street and parks litter bins, ensuring bins are emptied on schedule to ensure availability for litter disposal.
<i>CSP Strategy 3.2.3 Provide access to sustainable waste services that keep our community clean and tidy</i>			



Responsible Officer – Manager, Waste and Ranger Services			CSP Objective 3.2 We have a clean and safe environment to live, work and play
Sub Service – Commercial Waste Services			
Principal Deliverable	Actions	Status	Progress Update
Undertake collection of commercial waste services for Council buildings, business customers and special community events	Undertake efficient collection services of commercial waste		Council delivered a commercial waste service to all Council buildings and 481 businesses within Cumberland.
	Provision of new and replacement bins for commercial waste collections		100% of all new and replacement bin deliveries for commercial services were within five business days.
<i>CSP Strategy 3.2.3 Provide access to sustainable waste services that keep our community clean and tidy</i>			

Performance Updates – Waste Services					
Principal Deliverable	Performance Indicator	Target	Result	Status	Comments
			Jul - Dec 25		
Facilitate management and collection of all domestic general, recycling and organic waste bins <i>CSP Strategy 3.2.3</i>	Percentage of missed domestic waste service collections	≤0.1%	0.02%		925 domestic waste services were not collected on the scheduled collection day.
	Percentage of new/ replacement bins provided within five business days of request	≥97%	100%		664 bins supplied for new/additional waste services. 5,084 bins supplied for existing services where bins were damaged or lost.
Provide basement and booked kerbside bulky household waste cleanup services <i>CSP Strategy 3.2.3</i>	Percentage of kerbside clean-up services on the day of booking	≥98%	99.60%		106 kerbside clean-ups were not collected on the scheduled collection day.
Undertake collection of illegally dumped waste from public spaces <i>CSP Strategy 3.2.3</i>	Percentage decrease in resident reported incidents compared to the previous year	≥5%	5.55%		60.25% of all reports of illegal dumping were submitted by residents, down from 65.80% for the same period in 2024-2025.
Undertake collection of public place street and park litter bins <i>CSP Strategy 3.2.3</i>	Number of complaints for missed street litter bin collections annually	<12	16		16 reports for full/overflowing street litter bins were received; all were emptied and collected on the daily schedule.



Performance Updates – Waste Services

Principal Deliverable	Performance Indicator	Target	Result	Status	Comments
			Jul - Dec 25		
Undertake collection of commercial waste services for Council buildings, business customers and special community events <i>CSP Strategy 3.2.3</i>	Number of complaints for missed commercial bin collections annually	<12	1		





STRATEGIC DIRECTION 4

Providing transparent, accountable and strong local leadership

- Accounting
- Audit, Safety and Risk
- Bookings and Community Centres
- Business Improvement
- Corporate Strategy, Planning and Performance
- Councillor and Executive Support
- Customer Service
- Governance and Procurement
- Human Resources
- Information Technology
- Property Services
- Rates
- Strategic Communications and Engagement

In 2035, Cumberland will have strong leadership and fit for purpose governance that uses long term planning based on community engagement to drive positive change within the local community. There will be trust and accountability to and from the community and its leadership fostered by high quality communications and collective decision making.

FOUNDATION OF OUR PLANS



COUNCIL'S ROLE

Deliver

Partner

-  Strategic Direction 1
-  Strategic Direction 2
-  Strategic Direction 3

OBJECTIVE 4.1

We are proud to be served by a sustainable, responsible and transparent organisation, underpinned by good governance

- 4.1.1 Build public trust in local leadership and embed a culture of governance and probity in Council's processes and services
- 4.1.2 Operate in a financially responsible manner to deliver services and facilities that offer value for money and create economic growth ensuring long term sustainability
- 4.1.3 Attract and retain local talent to position Council as an employer of choice

OBJECTIVE 4.2

We make progressive decisions, building a culture of sustainable innovation, excellence and safety

- 4.2.1 Drive and implement continuous service excellence and business improvement through robust work practices and reviews
- 4.2.2 Ensure sustainability through innovative, efficient and effective technology practices
- 4.2.3 Foster a culture of wellbeing, learning and safety

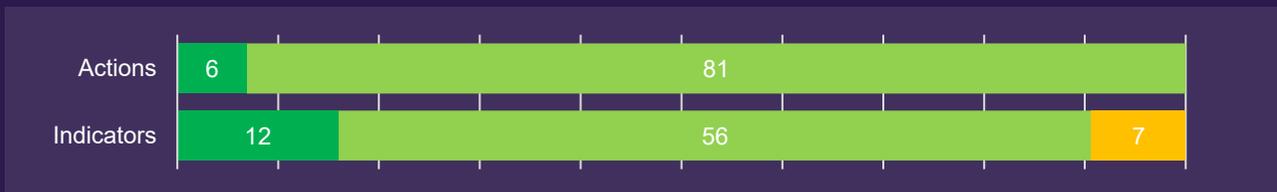
OBJECTIVE 4.3

We are well informed, engaged and included in decision making and long term planning and have easy access to Council

- 4.3.1 Effectively communicate and engage with the community about services, programs and offerings
- 4.3.2 Empower community involvement in decision making initiatives to drive a collaborative approach for long term planning
- 4.3.3 Deliver excellence in customer service and provide easy access to community centres and civic engagements
- 4.3.4 Provide equitable access to information and data to help make informed decisions

OUR PERFORMANCE BY STRATEGIC DIRECTION

Council's progress against the Delivery Program and Operational Plan contributed to the overall achievement in the effectiveness in delivering key services related to Strategic Direction 4.



CORPORATE PERFORMANCE

Accounting



Strategic Direction 4
Providing transparent, accountable and strong local leadership

Sub Services	3	Principal Deliverables	6	0%	20%	40%	60%	80%	100%	Actions Status	Indicator Status		
Actions	6	Performance Indicators	6	Actions						Completed		Target Met	
				Indicators						On Track		Target On Track	
											Needs Attention		Target Not Met
											On Hold		Discontinued

Service Highlights	Foundation of our Plan Icons
Council has maintained a strong budget surplus and is on target to meet the approved budgeted results for 2025-2026. Council received a clean audit clearance and remains in a relatively strong financial position.	     <div style="display: flex; flex-direction: column; align-items: flex-end;"> <div style="background-color: #e63946; color: white; padding: 5px; border-radius: 10px; margin-bottom: 5px;">Deliver</div> <div style="background-color: #a6c9ec; color: white; padding: 5px; border-radius: 10px; margin-bottom: 5px;">Partner</div> <div style="background-color: #41ab5d; color: white; padding: 5px; border-radius: 10px;">Advocate</div> </div>

Responsible Officer – Manager, Finance			CSP Objective 4.1
Sub Service – Budget Support			We are proud to be served by a sustainable, responsible and transparent organisation, underpinned by good governance
Principal Deliverable	Actions	Status	Progress Update
Provide accurate and timely financial support to the organisation	Complete monthly and annual reporting, including end of financial year statements		Council is on track to meet the approved 2025-2026 budget and maintain a strong financial position. The first quarterly budget review was approved in November 2025 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.
<i>CSP Strategy 4.1.2 Operate in a financially responsible manner to deliver services and facilities that offer value for money and create economic growth ensuring long term sustainability</i>			



Responsible Officer – Manager, Finance		CSP Objective 4.1 We are proud to be served by a sustainable, responsible and transparent organisation, underpinned by good governance	
Sub Service – Payroll			
Principal Deliverable	Actions	Status	Progress Update
Ensure staff are paid accurately and on time, and in accordance with relevant legislations	Staff are paid fortnightly and in accordance with Award requirements		All payroll payment and reporting requirements were met during the period.
<i>CSP Strategy 4.1.1 Build public trust in local leadership and embed a culture of governance and probity in Council's processes and services</i>			

Responsible Officer – Manager, Finance		CSP Objective 4.1 We are proud to be served by a sustainable, responsible and transparent organisation, underpinned by good governance	
Sub Service – Financial Reporting and Accounting			
Principal Deliverable	Actions	Status	Progress Update
Paying suppliers on time to ensure goods, services, infrastructure and projects are not delayed	Approved supplier invoices paid within 14 days of invoice date		Supplier payments continue to be made in accordance with agreed supplier terms.
<i>CSP Strategy 4.1.1 Build public trust in local leadership and embed a culture of governance and probity in Council's processes and services</i>			
Ensure fees and charges and annual budget are correctly implemented and charged	Council fees and charges are adopted by Council prior to 1 July 2026 and are applied to all Council receipting and charges for the financial year		Council's Fees and Charges for 2025-2026 were adopted in June 2025 and applied from 1 July 2025.
<i>CSP Strategy 4.1.2 Operate in a financially responsible manner to deliver services and facilities that offer value for money and create economic growth ensuring long term sustainability</i>			
Maximising investment return for community services and infrastructure	Generate returns on Council investments above the bank bill index benchmark		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.
<i>CSP Strategy 4.1.2 Operate in a financially responsible manner to deliver services and facilities that offer value for money and create economic growth ensuring long term sustainability</i>			
Provide transactional accuracy, reporting and financial legislative compliance	Annual financial statements and quarterly budget reviews endorsed by Council within required timeframes per calendar of compliance		Council submitted its annual financial statements in October 2025, in line with the statutory deadline. The first quarterly budget review was approved in November 2025 and maintained a surplus position.
<i>CSP Strategy 4.1.2 Operate in a financially responsible manner to deliver services and facilities that offer value for money and create economic growth ensuring long term sustainability</i>			



Performance Updates – Accounting					
Principal Deliverable	Performance Indicator	Target	Result	Status	Comments
			Jul - Dec 25		
Provide accurate and timely financial support to the organisation <i>CSP Strategy 4.1.2</i>	Annual Financial Statements submitted to the Office of Local Government by 31 October 2025	100%	100%		Council submitted its annual financial statements in October 2025, in line with the statutory deadline.
Ensure staff are paid accurately and on time, and in accordance with relevant legislations <i>CSP Strategy 4.1.1</i>	Accurate fortnightly pays completed	100%	100%		All payroll payment and reporting requirements were met.
Paying suppliers on time to ensure goods, services, infrastructure and projects are not delayed <i>CSP Strategy 4.1.1</i>	Payment date against invoice date	>95%	100%		10,823 invoices processed within agreed supplier terms.
Ensure fees and charges and annual budget are correctly implemented and charged <i>CSP Strategy 4.1.2</i>	Endorsed fees and charges are published on Council's website and applied to all transactions during financial year	100%	100%		
Maximising investment return for community services and infrastructure <i>CSP Strategy 4.1.2</i>	Percentage of investments return generated against the bank bill index	>0%	0.99%		For the past 12 months, the investment portfolio has returned 4.96% versus the bank bill benchmark's 3.97%.
Provide transactional accuracy, reporting and financial legislative compliance <i>CSP Strategy 4.1.2</i>	Annual financial statements and quarterly budget reviews endorsed by Council	100%	100%		Annual financial statements were lodged with the Office of Local Government in October 2025 following Council endorsement. The first quarter budget review was lodged with the Office of Local Government in November 2025 following Council endorsement.



GOVERNANCE AND RISK

Audit, Safety and Risk



Strategic Direction 4
Providing transparent, accountable and strong local leadership

Sub Services	3	Principal Deliverables	5	0% 20% 40% 60% 80% 100%					Actions Status	Indicator Status		
Actions	9	Performance Indicators	5	Actions	<div style="width: 100%; height: 15px; background-color: #76b82a;"></div>					Completed		Target Met
				Indicators	<div style="width: 100%; height: 15px; background-color: #76b82a;"></div>					On Track		Target On Track
								Needs Attention		Target Not Met		
								On Hold		Discontinued		

Service Highlights	Foundation of our Plan Icons
<p>The rollout of a new online insurance claim form enables residents to submit claims directly for Council assessment, contributing to more consistent risk practices and streamlined customer facing processes.</p> <p>The 2025 Safety Day engaged more than 250 staff, showcasing wellbeing initiatives, delivering health screenings, and celebrating safety leadership across the organisation. Council now operates 74 publicly accessible Automated External Defibrillator (AEDs), the highest number in NSW, supported by community training partnerships with the Heart Foundation.</p> <p>Phase One of Council's Health Monitoring Program was completed, achieving full compliance with the new SafeWork NSW Silica Register requirements. SafeWork NSW introduced the register on 1 October 2025, requiring Council to record all workers engaged in high risk crystalline silica processing that may pose a health and safety risk in the workplace.</p>	     <div style="display: flex; flex-direction: column; align-items: center;"> <div style="background-color: #e74c3c; color: white; padding: 5px; border-radius: 15px; margin-bottom: 5px;">Deliver</div> <div style="background-color: #27ae60; color: white; padding: 5px; border-radius: 15px; margin-bottom: 5px;">Partner</div> <div style="background-color: #9bc2e6; color: white; padding: 5px; border-radius: 15px;">Advocate</div> </div>

Responsible Officer – Coordinator, Internal Audit and Risk			CSP Objective 4.2 We make progressive decisions, building a culture of sustainable innovation, excellence and safety
Sub Service – Enterprise Risk Management and Business Continuity			Progress Update
Principal Deliverable	Actions	Status	
Operate Council's Audit, Risk and Improvement Committee (ARIC) in accordance with the Office of Local Government Guidelines and legislation	Identify and actively monitor high-priority risks affecting Council operations		The Audit, Risk and Improvement Committee (ARIC) monitored high priority risks impacting operations, coordinated comprehensive reporting from risk owners and ensured clear escalation pathways for emerging issues.
	Quarterly tracking of the ARIC Responsibility Plan		Quarterly tracking of the ARIC Responsibility Plan was completed, with progress validated across all action areas, continuous improvement opportunities identified.
CSP Strategy 4.2.1 Drive and implement continuous service excellence and business improvement through robust work practices and reviews			

Responsible Officer – Coordinator, Internal Audit and Risk			CSP Objective 4.2 We make progressive decisions, building a culture of sustainable innovation, excellence and safety
Sub Service – Enterprise Risk Management and Business Continuity			
Principal Deliverable	Actions	Status	Progress Update
Ensure an effective Enterprise Risk Management Program is embedded, and Business Continuity Planning is undertaken and tested periodically	Regularly assess and manage strategic and operational risks to keep them relevant and reflective of the current risk landscape impacting Council		Council strengthened its Enterprise Risk Management (ERM) Program by consistently assessing and updating strategic and operational risks to ensure they remained accurate, relevant and reflective of the evolving internal and external risk environment.
	Provide ARIC with Quarterly Risk Management reports, recommendations and actionable feedback on identified risks		Two ARIC meetings convened delivering guidance on statutory obligations, internal controls and organisational risk maturity, ensuring transparent and accountable governance.
	Evaluate the effectiveness of Council's Business Continuity Planning (BCP), including: <ul style="list-style-type: none"> ➢ training staff in BCP responsibilities ➢ completing desktop exercises 		Council advanced its Business Continuity Planning (BCP) by delivering targeted staff training and conducting scheduled desktop exercises. These activities tested critical response procedures, validated continuity strategies and identified opportunities for improvement.
<i>CSP Strategy 4.2.1 Drive and implement continuous service excellence and business improvement through robust work practices and reviews</i>			

Responsible Officer – Coordinator, Internal Audit and Risk			CSP Objective 4.2 We make progressive decisions, building a culture of sustainable innovation, excellence and safety
Sub Service – Internal Audit			
Principal Deliverable	Actions	Status	Progress Update
Complete the Internal Audit (IA) Plan as reported to the Audit, Risk and Improvement Committee (ARIC)	Execute and monitor Internal Audits as outlined in Council's Strategic Internal Audit Plan		Council progressed delivery of the Strategic Internal Audit Plan by executing scheduled audits, monitoring implementation of recommendations and ensuring audit activities remained aligned with organisational priorities and emerging risks. Regular updates were prepared for the Audit, Risk and Improvement Committee (ARIC), enabling the Committee to maintain oversight, provide guidance and ensure internal audit outcomes continued to strengthen governance, compliance and service excellence across Council operations.
<i>CSP Strategy 4.2.1 Drive and implement continuous service excellence and business improvement through robust work practices and reviews</i>			



Responsible Officer – Senior Coordinator, Work, Health and Safety		CSP Objective 4.2	
Sub Service – Work, Health and Safety		We make progressive decisions, building a culture of sustainable innovation, excellence and safety	
Principal Deliverable	Actions	Status	Progress Update
Embed a Work, Health and Safety Management System and have a robust return to work program in place	Continue to embed the Work, Health and Safety Management System		Council's safety capability was strengthened through a coordinated program of training and system improvements. Key initiatives included emergency management reviews following recent drills, practical training for newly appointed fire wardens and workshops to improve the quality and consistency of risk assessments in line with Council procedures.
	Review and update policies and procedures		<p>Procedures reviewed in consultation with the WHS Committee and formally adopted, include:</p> <ul style="list-style-type: none"> • Management of Psychological Hazards at Work • Volunteer Management • Workplace Aggression and Violence • Working with Silica • Infection Control • Managing the Risk of Falls • Confined Space • Isolation and Tagging • Hazardous Manual Tasks • Traffic Management • Outdoor Work Environment • Construction Safety • Personal Protective Equipment (PPE) • WHS Roles and Responsibilities • Plant and Equipment • Managing WHS Risk • Incident Reporting and Investigation • WHS Audit Procedure. <p>These updates strengthen Council's WHS Management System and ensure alignment with contemporary legislative and industry requirements.</p>
CSP Strategy 4.2.3 Foster a culture of wellbeing, learning and safety			
Convene and promote a highly effective Work Health and Safety Committee in accordance with legislation	Convene the Work, Health and Safety committee in accordance with statutory requirements to provide guidance and oversight		The WHS Committee met monthly as required, providing a structured forum for consultation, issue resolution and oversight of key safety initiatives. The Committee played a central role in reviewing and endorsing updated WHS procedures.
CSP Strategy 4.2.3 Foster a culture of wellbeing, learning and safety			



Performance Updates – Audit, Safety and Risk

Principal Deliverable	Performance Indicator	Target	Result	Status	Comments
			Jul - Dec 25		
Operate Council's Audit, Risk and Improvement Committee (ARIC) in accordance with the Office of Local Government Guidelines and legislation <i>CSP Strategy 4.2.1</i>	Percentage attendance of ARIC members to provide consistent oversight and timely action as well as meeting the ARIC Responsibility Plan	≥90%	100%		The ARIC met twice in August and November.
Ensure an effective Enterprise Risk Management Program is embedded, and Business Continuity Planning is undertaken and tested periodically <i>CSP Strategy 4.2.1</i>	Percentage of registered risk reviews completed and reported to ARIC	≥90%	100%		Four Operational Risk Registers were reviewed and provided to the ARIC members.
Complete the Internal Audit (IA) Plan as reported to the Audit, Risk and Improvement Committee (ARIC) <i>CSP Strategy 4.2.1</i>	Complete Internal Audits in accordance with the ARIC adopted Audit Program	≥90%	90%		Four audits were finalised with three reported to the ARIC. The fourth audit will be reported to the February 2026 meeting.
Embed a Work, Health and Safety Management System and have a robust return to work program in place <i>CSP Strategy 4.2.3</i>	Percentage of policies and procedures are reviewed prior to their due date	≥90%	100%		
Convene and promote a highly effective Work Health and Safety Committee in accordance with legislation <i>CSP Strategy 4.2.3</i>	Percentage reduction in workplace injuries and incidents linked to identified hazards	>80%	100%		



CORPORATE PERFORMANCE

Bookings and Community Centres



Strategic Direction 4
Providing transparent, accountable and strong local leadership

Sub Services	1	Principal Deliverables	3	0% 20% 40% 60% 80% 100%					Actions Status	Indicator Status		
Actions	4	Performance Indicators	5	Actions	<div style="width: 100%; height: 10px; background-color: #92d050;"></div>					Completed	✓	Target Met
				Indicators	<div style="width: 20%; height: 10px; background-color: #008000;"></div>					On Track	🕒	Target On Track
								Needs Attention	⚠️	Target Not Met		
								On Hold	⊖	Discontinued		

Service Highlights	Foundation of our Plan Icons
<p>Council has continued to deliver community programs that provide residents with opportunities to connect, learn and participate in activities that reflect community interests.</p> <p>Improvements to booking processes have streamlined filming and event applications approvals to ensure these are completed within required timeframes.</p>	 <div style="display: flex; justify-content: space-around; margin-top: 10px;"> <div style="background-color: #d9534f; color: white; padding: 5px; border-radius: 10px;">Deliver</div> <div style="background-color: #2e8b57; color: white; padding: 5px; border-radius: 10px;">Partner</div> <div style="background-color: #add8e6; color: white; padding: 5px; border-radius: 10px;">Advocate</div> </div>

Responsible Officer – Coordinator, Bookings and Community Centres			CSP Objective 4.3
Sub Service – Bookings and Community Centres			We are well informed, engaged and included in decision making and long term planning and have easy access to Council
Principal Deliverable	Actions	Status	Progress Update
Manage bookings administration and enquiries	Process bookings for Council’s bookable spaces including community centres, halls, open spaces and tennis courts	🕒	Council introduced measures to streamline booking processes for community centres, halls, open spaces and tennis courts. The provision of timely updates and clear communication minimises disruptions and supports greater participation in local programs and events.
<i>CSP Strategy 4.3.3 Deliver excellence in customer service and provide easy access to community centres and civic engagements</i>			



Responsible Officer – Coordinator, Bookings and Community Centres			CSP Objective 4.3
Sub Service – Bookings and Community Centres			We are well informed, engaged and included in decision making and long term planning and have easy access to Council
Principal Deliverable	Actions	Status	Progress Update
Enhance community centre operations and programs	Manage staffed community centres and oversee community centre operations		Council maintained safe and well-presented community centres by coordinating essential repairs and providing timely updates to hirers.
	Facilitate community programs that reflect the community's diverse interests and needs		<p>Council delivered 74 community programs across a broad range of areas tailored to community interests, including:</p> <ul style="list-style-type: none"> • school holiday activities • cooking workshops • Zumba sessions • sewing classes • English language programs. <p>In collaboration with local organisations, these initiatives were designed to be accessible, relevant and supportive of community health, wellbeing and inclusion. Consistent positive feedback indicates that these programs contribute to creating welcoming environments that encourage participation and strengthen community connections.</p>
<i>CSP Strategy 4.3.3 Deliver excellence in customer service and provide easy access to community centres and civic engagements</i>			
Manage filming and events applications	Manage a streamlined assessment and permit issuance process for filming applications and for event applications		Council processed 11 filming applications and 32 community event applications. Council improved the permit process for filming and events by introducing more efficient approval pathways, with enhanced coordination across departments.
<i>CSP Strategy 4.3.4 Provide equitable access to information and data to help make informed decisions</i>			



Performance Updates – Bookings and Community Centres					
Principal Deliverable	Performance Indicator	Target	Result	Status	Comments
			Jul - Dec 25		
Manage bookings administration and enquiries <i>CSP Strategy 4.3.3</i>	Percentage of online bookings processed and confirmed within 10 days	100%	97.6%		Council processed 10,544 online bookings for community spaces and tennis courts, with 10,288 confirmed within 10 days. Council is actively reviewing its processes to improve efficiency and reduce wait times for residents.
	Percentage of booking enquiries responded to within 48 hours	100%	99.6%		Council responded to 4,832 booking enquiries, with 4,815 answered within 48 hours. Council is actively reviewing its processes to improve efficiency and reduce wait times for residents.
Enhance community centre operations and programs <i>CSP Strategy 4.3.3</i>	Number of Community Centre programs delivered annually	64	74		
Manage filming and events applications <i>CSP Strategy 4.3.4</i>	Percentage of filming applications assessed and approved within 10 days	100%	100%		11 filming applications were assessed and approved within 10 days.
	Percentage of event applications assessed and approved within 20 days	100%	100%		32 event applications were assessed and approved within 20 days.



CORPORATE PERFORMANCE

Business Improvement



Strategic Direction 4
Providing transparent, accountable
and strong local leadership

Sub Services	1	Principal Deliverables	3	0%	20%	40%	60%	80%	100%	Actions Status	Indicator Status	
Actions	10	Performance Indicators	4	Actions						Completed		Target Met
				Indicators						On Track		Target On Track
										Needs Attention		Target Not Met
										On Hold		Discontinued

Service Highlights	Foundation of our Plan Icons
Council has implemented a Project Management Office and Framework for the first time, improving the planning, delivery and governance of Council projects.	     <div style="display: flex; flex-direction: column; align-items: flex-end;"> <div style="background-color: #e91e63; color: white; padding: 5px; border-radius: 10px; margin-bottom: 5px;">Deliver</div> <div style="background-color: #c8e6c9; color: white; padding: 5px; border-radius: 10px; margin-bottom: 5px;">Partner</div> <div style="background-color: #bbdefb; color: white; padding: 5px; border-radius: 10px;">Advocate</div> </div>

Responsible Officer – Coordinator, Business Improvement and PMO			CSP Objective 4.2
Sub Service – Improvement and Implementation			We make progressive decisions, building a culture of sustainable innovation, excellence and safety
Principal Deliverable	Actions	Status	Progress Update
Deliver a Project Management Office	Develop and implement a Project Management Framework		Council has implemented a Project Management Office (PMO) alongside a new Project Management Framework and support system, to streamline Council's project management capabilities with robust and sustainable practices.
	Develop Project Management Office (PMO) policy and procedure documents		Council's implementation of the PMO is supported by policy, system support guidelines and procedure improvements.
CSP Strategy 4.2.1 Drive and implement continuous service excellence and business improvement through robust work practices and reviews			
Deliver and implement business improvement solutions	Undertake Business Process Management (BPM) training and implementation		Council has delivered BPM support, focusing on building organisational capacity through training and supported process mapping exercises.
	Undertake process reviews		Delivered on request and across the organisation. There has been a focus on implementation of previous reviews.



Responsible Officer – Coordinator, Business Improvement and PMO			CSP Objective 4.2
Sub Service – Improvement and Implementation			We make progressive decisions, building a culture of sustainable innovation, excellence and safety
Principal Deliverable	Actions	Status	Progress Update
Deliver and implement business improvement solutions	Implement improvement actions and manage and monitor progress		Council has progressed its implementation of review recommendations in the following areas: <ul style="list-style-type: none"> • Duty Planning • Annual Fire Safety Statement.
	Provide Council wide corporate systems training		Council continues to provide systems training to all new starters within two weeks of commencing employment.
	Triage, assess and implement improvement projects		Council has progressed existing projects as required.
	Undertake and analyse internal service satisfaction survey data and present outcomes		An internal service satisfaction survey was undertaken for the Procurement service. This survey has informed the Procurement Service Review.
<i>CSP Strategy 4.2.1 Drive and implement continuous service excellence and business improvement through robust work practices and reviews</i>			
Deliver and implement Council's Continuous Service Improvement (CSI) Program	Undertake service reviews in line with Council's approved schedule and present key findings		Council finalised a Service Review of the Procurement service in December 2025. The findings and report will be presented to management in January 2026.
	Implement an improvement action plan and manage and monitor progress		Council has tracked and progressed improvement action plans from historical service reviews.
<i>CSP Strategy 4.2.1 Drive and implement continuous service excellence and business improvement through robust work practices and reviews</i>			



Performance Updates – Business Improvement					
Principal Deliverable	Performance Indicator	Target	Result	Status	Comments
			Jul - Dec 25		
Deliver a Project Management Office <i>Strategy 4.2.1</i>	Percentage completion in the development and implementation of the Project Management Framework	100%	100%		
Deliver and implement business improvement solutions <i>Strategy 4.2.1</i>	Number of BPM process maps completed	24	12		
	Percentage of staff trained on corporate systems within the first two weeks at Council	90%	85%		11 of 13 staff were trained across Council's corporate systems within two weeks of commencement.
Deliver and implement Council's Continuous Service Improvement (CSI) Program <i>Strategy 4.2.1</i>	Percentage of improvement actions implemented within 12 months of review	80%	50%		



CORPORATE PERFORMANCE

Corporate Strategy, Planning and Performance



Strategic Direction 4
Providing transparent, accountable and strong local leadership

Sub Services	1	Principal Deliverables	3	0% 20% 40% 60% 80% 100%		Actions Status	Indicator Status
Actions	14	Performance Indicators	3	Actions		Completed	✓ Target Met
				Indicators		On Track	🕒 Target On Track
						Needs Attention	⚠️ Target Not Met
						On Hold	⊖ Discontinued

Service Highlights	Foundation of our Plan Icons
Council's Annual Report 2024-2025 was published in November 2025, highlighting and celebrating the many achievements of the Council and community.	

Responsible Officer – Coordinator, Corporate Planning and Performance			CSP Objective 4.3
Sub Service – Corporate Strategy, Planning and Performance			We are well informed, engaged and included in decision making and long term planning and have easy access to Council
Principal Deliverable	Actions	Status	Progress Update
Initiate and develop planning documents, engagement and consultation	Develop Annual Operational Plan (OP) 2026-2027	🕒	Development of the Annual Operational Plan (OP) 2026-2027 has commenced and will be publicly exhibited for community feedback. The Plan outlines Council's service actions, major capital projects and financial information for the year ahead.
	Undertake Community Wellbeing Survey	🕒	Planning for the upcoming Community Wellbeing Survey has commenced and is scheduled for completion by June 2026. The survey will assess Council's performance in achieving the vision and strategic directions of the Community Strategic Plan (CSP) 2025-2035.
CSP Strategy 4.3.2 Empower community involvement in decision making initiatives to drive a collaborative approach for long term planning			

Performance and Progress Report 2025-2026: July 2025 – December 2025

Responsible Officer – Coordinator, Corporate Planning and Performance			CSP Objective 4.3 We are well informed, engaged and included in decision making and long term planning and have easy access to Council
Sub Service – Corporate Strategy, Planning and Performance			
Principal Deliverable	Actions	Status	Progress Update
Prepare and publish reporting documents	Finalise Performance and Progress Report 2024-2025		Council's Performance and Progress Report January 2025 – June 2025 was finalised and published on Council's website in September 2025.
	Develop and finalise Annual Report 2024-2025		Council's Annual Report was published in November 2025. The report provides an update on Council's activities for the year and serves as a central reference point for the community, other agencies, local businesses, and prospective employees. It also offers readers the opportunity to engage with Council's performance and achievements.
	Develop Performance and Progress Reports 2025-2026		Development of the Performance and Progress Report for July 2025 – December 2025 has commenced and is scheduled to be published on Council's website in February 2026.
	Plan and develop Annual Report 2025-2026		Planning for the Annual Report 2025-2026 has commenced with development of the Report scheduled to commence in June 2026.
	Manage Council's Corporate Planning and Reporting Framework and administration of reporting systems		Council is continuously reviewing and improving its reporting and planning methodology to ensure ongoing enhancement and robust processes.
	Implement Year 2 Corporate Planning and Reporting Strategy actions		The actions for year two of the Corporate Planning and Reporting Strategy are on track for completion by June 2026.
CSP Strategy 4.3.2 Empower community involvement in decision making initiatives to drive a collaborative approach for long term planning			
Coordinate and manage internal performance	Development of detailed service plans to optimise the delivery of services to the community including the creation of a Master Corporate Plan		Service Planning for 2026-2027 was completed in December 2025. Information from these plans will be reflected in the Operational Plan 2026-2027 and Master Corporate Plan.
	Maintain Service Planning Guidelines		The Service Planning Guidelines have been updated to correlate with the current service planning process. These guidelines are provided to businesses to ensure that Services are strategically aligned and coordinated.
	Implement Year 2 Performance Indicator and Reporting Strategy Actions		Actions for year two of the Performance Indicator and Reporting Strategy are nearing completion. Planning and development of year three actions will commence in May 2025, ensuring continuous improvement in performance measurement and reporting.
	Administer Council's Performance Indicator and Reporting framework, performance reporting systems and register of all performance indicators		The Master Performance Indicator Register is maintained and updated, with a review of Council's indicators coinciding with Service Planning and Operational Plan development.
	Coordinate the Quarterly Performance Review (QPR) Program		The Quarterly Performance Review Program (QPR) provides Council leadership oversight on the internal performance of Council through robust financial, workforce, safety and customer experience performance data. QPR meetings were held in August 2025 and November 2025, providing businesses with a forum to explain results and identify improvement opportunities with the Senior Leadership team.



Responsible Officer – Coordinator, Corporate Planning and Performance			CSP Objective 4.3
Sub Service – Corporate Strategy, Planning and Performance			We are well informed, engaged and included in decision making and long term planning and have easy access to Council
Principal Deliverable	Actions	Status	Progress Update
Coordinate and manage internal performance	Prepare and facilitate the Improving Performance and Culture (IPC) workshops		Two Improving Performance and Culture (IPC) workshops were held in August 2025 and November 2025, providing an opportunity for emerging leaders from across the organisation to reflect on corporate performance results, brainstorm pain points, and collaborate on innovative solutions that can be implemented.
<i>CSP Strategy 4.3.4 Provide equitable access to information and data to help make informed decisions</i>			

Performance Updates – Corporate Strategy, Planning and Performance					
Principal Deliverable	Performance Indicator	Target	Result	Status	Comments
			Jul - Dec 25		
Initiate and develop planning documents, engagement and consultation <i>CSP Strategy 4.3.2</i>	Conduct Community Wellbeing Survey	100%	50%		Planning for the Wellbeing Survey has commenced with the Survey scheduled for March 2026.
Prepare and publish reporting documents <i>CSP Strategy 4.3.2</i>	Reporting documents to be prepared and published in accordance with legislative requirements	100%	100%		
Coordinate and manage internal performance <i>CSP Strategy 4.3.4</i>	Percentage of internal Corporate Performance Indicator results meeting targets	≥75%	52%		Council is meeting 13 of its 25 internal corporate performance indicators. These results are monitored as part of Council's Quarterly Performance Review Program.



GOVERNANCE AND RISK

Councillor and Executive Support



Strategic Direction 4
Providing transparent, accountable and strong local leadership

Sub Services	2	Principal Deliverables	2	<div style="display: flex; justify-content: space-between; width: 100%;"> 0% 20% 40% 60% 80% 100% </div> <div style="display: flex; justify-content: space-between; width: 100%;"> <div style="width: 100%; height: 10px; background-color: #76b82a;"></div> </div>	Actions Status	Indicator Status
Actions	2	Performance Indicators	3		<div style="display: flex; justify-content: space-between; width: 100%;"> <div style="width: 100%; height: 10px; background-color: #76b82a;"></div> </div>	Completed
				On Track	Target On Track	
				Needs Attention	Target Not Met	
				On Hold	Discontinued	

Service Highlights	Foundation of our Plan Icons
High level secretariat support was delivered to key Council committees, including the timely preparation, coordination, and facilitation of meetings.	     <div style="display: flex; flex-direction: column; align-items: flex-end; margin-top: 10px;"> <div style="background-color: #e74c3c; color: white; padding: 5px 10px; border-radius: 15px; margin-bottom: 5px;">Deliver</div> <div style="background-color: #27ae60; color: white; padding: 5px 10px; border-radius: 15px; margin-bottom: 5px;">Partner</div> <div style="background-color: #2980b9; color: white; padding: 5px 10px; border-radius: 15px;">Advocate</div> </div>

Responsible Officer – Coordinator, Governance			CSP Objective 4.1
Sub Service – Committee Support and Civic Governance			We are proud to be served by a sustainable, responsible and transparent organisation, underpinned by good governance
Principal Deliverable	Actions	Status	Progress Update
Deliver high level Council and committee secretariat support to key Council committees	Produce business papers and take live minutes at Council and Committee meetings		Comprehensive preparation of business papers and delivery of live minute taking for Council and Committee meetings has been successfully completed, ensuring robust governance, procedural integrity, and high quality support for decision making processes.
CSP Strategy 4.1.1 Build public trust in local leadership and embed a culture of governance and probity in Council's processes and services			



Responsible Officer – Supervisor, Executive Support		CSP Objective 4.1	
Sub Service – Executive Support		We are proud to be served by a sustainable, responsible and transparent organisation, underpinned by good governance	
Principal Deliverable	Actions	Status	Progress Update
Provide executive support to the Mayor and Councillors in accordance with Policy	Provide a high standard of executive support to the Mayor and Councillors in accordance with Councillor Expenses and Facilities Policy		Executive support for Mayor and Councillors has been delivered in accordance with the provisions of the Councillor Expenses and Facilities Policy.
<i>CSP Strategy 4.1.1 Build public trust in local leadership and embed a culture of governance and probity in Council's processes and services</i>			

Performance Updates – Councillor and Executive Support					
Principal Deliverable	Performance Indicator	Target	Result	Status	Comments
			Jul - Dec 25		
Deliver high-level Council and committee secretariat support to key Council committees <i>CSP Strategy 4.1.1</i>	All business papers and meeting minutes published on time in accordance with the adopted Code of Meeting Practice	100%	100%		All business papers and meeting minutes were published within required timeframes.
	All Council meetings livestreamed to the public	100%	100%		All Council meetings were livestreamed to the public.
Provide executive support to the Mayor and Councillors in accordance with Policy <i>CSP Strategy 4.1.1</i>	Support provided in accordance with Councillor Expenses and Facilities Policy	100%	100%		



CORPORATE PERFORMANCE

Customer Service



Strategic Direction 4
Providing transparent, accountable
and strong local leadership

Sub Services	3	Principal Deliverables	4	<div style="display: flex; justify-content: space-between; width: 100%;"> 0% 20% 40% 60% 80% 100% </div> <div style="display: flex; justify-content: space-between;"> <div style="width: 20%;"> <p>Actions</p>  </div> <div style="width: 20%;"> <p>Indicators</p>  </div> </div>	Actions Status	Indicator Status											
Actions	8	Performance Indicators	10		<table border="1"> <tr> <td>Completed</td> <td></td> <td>Target Met</td> </tr> <tr> <td>On Track</td> <td></td> <td>Target On Track</td> </tr> <tr> <td>Needs Attention</td> <td></td> <td>Target Not Met</td> </tr> <tr> <td>On Hold</td> <td></td> <td>Discontinued</td> </tr> </table>	Completed		Target Met	On Track		Target On Track	Needs Attention		Target Not Met	On Hold		Discontinued
Completed		Target Met															
On Track		Target On Track															
Needs Attention		Target Not Met															
On Hold		Discontinued															

Service Highlights	Foundation of our Plan Icons
<p>Council continued to provide accessible customer service across multiple channels, including face-to-face, phone, email and webchat.</p> <p>Development of a new Customer Experience Strategy has commenced to guide future improvements, ensuring services remain responsive and aligned with community needs.</p>	 <div style="display: flex; justify-content: space-around; margin-top: 10px;"> <div style="background-color: #e91e63; color: white; padding: 5px; border-radius: 10px;">Deliver</div> <div style="background-color: #c8e6c9; color: white; padding: 5px; border-radius: 10px;">Partner</div> <div style="background-color: #bbdefb; color: white; padding: 5px; border-radius: 10px;">Advocate</div> </div>

Responsible Officer – Coordinator, Complaints and Feedback			CSP Objective 4.3
Sub Service – Complaints and Feedback			We are well informed, engaged and included in decision making and long term planning and have easy access to Council
Principal Deliverable	Actions	Status	Progress Update
Manage Council's complaints and compliments	Register all compliments, complaints and feedback in accordance with Council's Compliments and Complaints Management Policy		Council recorded 281 complaints and 201 compliments, ensuring all feedback was documented and managed effectively.
	Address and resolve Tier 1 complaints within 15 days per policy		Council resolved 276 of 281 Tier 1 complaints within 15 working days, representing an improvement on the previous period.

CSP Strategy 4.3.3 Deliver excellence in customer service and provide easy access to community centres and civic engagements



Responsible Officer – Coordinator, Customer Service			CSP Objective 4.3 We are well informed, engaged and included in decision making and long term planning and have easy access to Council
Sub Service – Customer Experience			
Principal Deliverable	Actions	Status	Progress Update
Deliver timely, accurate and friendly customer services	Provide customer service (internal and external) through face-to-face interactions, over the phone, via email and webchat		Council continued to provide customer service through face-to-face interactions, phone, email, and webchat, ensuring residents and businesses could access support.
CSP Strategy 4.3.3 Deliver excellence in customer service and provide easy access to community centres and civic engagements			
Undertake customer engagement and consultation	Develop and implement a Customer Experience Strategy		Council commenced development of a Customer Experience Strategy to enhance community engagement and guide improvements aimed at delivering better experiences for residents. Initial work included researching community needs and analysing demographics to ensure future services are tailored and accessible.
	Conduct the biennial Customer Satisfaction Survey		Council finalised the 2025 Customer Satisfaction Survey report in August 2025. The survey involved interviews with 377 residents, with results showing that 86% were satisfied with Council's overall performance. Respondents reported high satisfaction across key areas, including: <ul style="list-style-type: none"> • accessibility • ease of doing business with Council • availability of contact channels and service sites • overall quality and responsiveness of services.
	Conduct the annual customer service benchmarking program and produce reports		The annual Customer Service Benchmarking Program will commence in January 2026 and is due for completion before the end of the financial year.
CSP Strategy 4.3.3 Deliver excellence in customer service and provide easy access to community centres and civic engagements			

Responsible Officer – Coordinator, Records Management			CSP Objective 4.3 We are well informed, engaged and included in decision making and long term planning and have easy access to Council
Sub Service – Records Management			
Principal Deliverable	Actions	Status	Progress Update
Manage Council records including digitisation	Ensure daily hard copy and electronic mail are registered and assigned to relevant officers for action within specified service level timeframes		Council ensured all hard copy and electronic correspondence was recorded and allocated to the appropriate officers within required timeframes.
	Implement a system to digitise files upon request, ensuring easy accessibility and retrieval for future use		Council provided file digitisation services on request, ensuring records were easily accessible and retrievable, improving access to information and supporting efficient service delivery.
CSP Strategy 4.3.4 Provide equitable access to information and data to help make informed decisions			



Performance Updates – Customer Service					
Principal Deliverable	Performance Indicator	Target	Result	Status	Comments
			Jul - Dec 25		
Manage Council's complaints and compliments <i>CSP Strategy 4.3.3</i>	Percentage of Tier 1 Complaints Acknowledged within three days	95%	99%		Council acknowledged 280 of 281 complaints within three working days.
	Percentage of Tier 1 Complaints resolved within 15 days	95%	98.2%		Council resolved 276 of 281 Tier 1 complaints within 15 working days.
Deliver timely, accurate and friendly customer services <i>CSP Strategy 4.3.3</i>	Percentage of customer calls answered in 60 seconds	≥80%	85%		Council received 74,504 calls, with 85% answered within 60 seconds.
	Percentage of customer service counter enquiries attended to within three minutes	≥80%	84%		Council welcomed 12,810 visitors to Customer Service Centres, with 84% served within three minutes.
	Percentage of customer contact average wait time is less than 30 seconds	100%	100%		The average call wait time was approximately 28 seconds.
	Percentage of abandoned calls	≤4%	2%		Council received 74,504 calls, with only 1,715 abandoned.
	Percentage of Webchats answered within 30 seconds of being received	≥80%	99%		Council received 3,872 webchats, with 99% answered within 30 seconds.
	Undertake customer engagement and consultation <i>CSP Strategy 4.3.3</i>	Number of completed Customer Satisfaction Survey programs	1	1	
Manage Council records including digitisation <i>CSP Strategy 4.3.4</i>	Percentage of correspondence registered within eight business hours	100%	100%		Council registered 35,030 received correspondences and emails on time.
	Percentage of internal record requests requiring offsite retrieval within five working days	≥95%	98%		Council processed 535 file requests, retrieving 98% within five working days.



GOVERNANCE AND RISK

Governance and Procurement



Strategic Direction 4
Providing transparent, accountable and strong local leadership

Sub Services	4	Principal Deliverables	4	<div style="display: flex; justify-content: space-between; width: 100%;"> 0% 20% 40% 60% 80% 100% </div> <div style="display: flex; justify-content: space-between; width: 100%;"> <div style="width: 100%; height: 15px; background-color: #76c73a;"></div> </div>	Actions Status	Indicator Status
Actions	5	Performance Indicators	5		<div style="display: flex; justify-content: space-between; width: 100%;"> <div style="width: 100%; height: 15px; background-color: #76c73a;"></div> </div>	Completed
					On Track	Target On Track
					Needs Attention	Target Not Met
					On Hold	Discontinued

Service Highlights	Foundation of our Plan Icons
Council successfully delivered 10 citizenship ceremonies with 1,799 conferees receiving citizenship. 94% of conferees received their citizenship within three months, reflecting strong process management and a consistent focus on timely service delivery.	     <div style="display: flex; flex-direction: column; align-items: flex-end; gap: 5px;"> <div style="background-color: #e63928; color: white; padding: 5px 10px; border-radius: 10px;">Deliver</div> <div style="background-color: #76c73a; color: white; padding: 5px 10px; border-radius: 10px;">Partner</div> <div style="background-color: #4a90e2; color: white; padding: 5px 10px; border-radius: 10px;">Advocate</div> </div>

Responsible Officer – Coordinator, Governance			CSP Objective 4.3
Sub Service – Citizenship Ceremonies			We are well informed, engaged and included in decision making and long term planning and have easy access to Council
Principal Deliverable	Actions	Status	Progress Update
Deliver high quality Citizenship ceremonies within efficient scheduling and wait times for approved applicants	Plan and implement citizenship ceremonies		High quality citizenship ceremonies were delivered in a timely and well-coordinated manner. Efficient scheduling and strong administrative processes ensured approved applicants progressed through the ceremony process with minimal delays and a positive overall experience.
<i>CSP Strategy 4.3.3 Deliver excellence in customer service and provide easy access to community centres and civic engagements</i>			



Responsible Officer – Coordinator, Governance		CSP Objective 4.1	
Sub Service – Corporate Governance		We are proud to be served by a sustainable, responsible and transparent organisation, underpinned by good governance	
Principal Deliverable	Actions	Status	Progress Update
Driving a strong governance culture throughout Council's operations and ongoing training	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 delivered to all staff annually, with new employees receiving this training as part of their induction. Council also maintained regular communication with staff regarding governance requirements and reporting obligations, including matters related to secondary employment and gifts and benefits.
<i>CSP Strategy 4.1.1 Build public trust in local leadership and embed a culture of governance and probity in Council's processes and services</i>			

Responsible Officer – Coordinator, Governance		CSP Objective 4.3	
Sub Service – Government Information Public Access (GIPA)		We are well informed, engaged and included in decision making and long term planning and have easy access to Council	
Principal Deliverable	Actions	Status	Progress Update
Facilitate access to Council records through open access release or via incoming request applications in accordance with the GIPA Act 2009	Determine Informal and Formal GIPA applications		881 GIPA applications were managed, comprising both formal and informal requests. All applications were processed in line with legislative requirements, ensuring timely access to information and supporting transparency across Council operations.
<i>CSP Strategy 4.3.4 Provide equitable access to information and data to help make informed decisions</i>			

Responsible Officer – Senior Coordinator, Procurement and Contracts		CSP Objective 4.1	
Sub Service – Procurement		We are proud to be served by a sustainable, responsible and transparent organisation, underpinned by good governance	
Principal Deliverable	Actions	Status	Progress Update
Provide end to end procurement services ensuring compliance with legislative requirements	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		Seven matters exceeding the financial delegation of the General Manager were reported to Council.
<i>CSP Strategy 4.1.1 Build public trust in local leadership and embed a culture of governance and probity in Council's processes and services</i>			



Performance Updates – Governance and Procurement					
Principal Deliverable	Performance Indicator	Target	Result	Status	Comments
			Jul - Dec 25		
Deliver high quality Citizenship ceremonies within efficient scheduling and wait times for approved applicants <i>CSP Strategy 4.3.3</i>	Percentage of conferees receiving citizenship within three months of being approved by the Department of Home Affairs	≥80%	94%		
Driving a strong governance culture throughout Council's operations and ongoing training <i>CSP Strategy 4.1.1</i>	Code of Conduct and Governance topics refresher training to be held annually	100%	100%		
Facilitate access to Council records through open access release or via incoming request applications in accordance with the <i>GIPA Act 2009</i> <i>CSP Strategy 4.3.4</i>	GIPA applications to be determined within 20 working days	≥90%	100%		Five formal applications and 876 informal requests were processed.
Provide end to end procurement services ensuring compliance with legislative requirements <i>CSP Strategy 4.1.1</i>	Procurement to lead all tender and quotation processes above \$20,000	100%	100%		144 tenders and quotations valued above \$20,000 were processed.
	Provide four reports annually to Council's Audit, Risk and Improvement Committee detailing performance of procurement and any non-compliances across Council	100%	50%		Reports for the period July to September 2025 were submitted to both Audit, Risk and Improvement Committee meetings held in August and November 2025.



CORPORATE PERFORMANCE

Human Resources



Strategic Direction 4
Providing transparent, accountable
and strong local leadership

Sub Services	2	Principal Deliverables	3	0% 20% 40% 60% 80% 100%		Actions Status	Indicator Status
Actions	6	Performance Indicators	5	Actions		Completed	✓ Target Met
				Indicators		On Track	🕒 Target On Track
						Needs Attention	⚠️ Target Not Met
						On Hold	⊖ Discontinued

Service Highlights	Foundation of our Plan Icons
<p>Council was recognised as a Disability Confident Recruiter in September 2025, highlighting Council's dedication to creating accessible and inclusive recruitment processes for people with disability. The status signifies Council's ongoing commitment to breaking down barriers and ensuring fairness and equal opportunity for all candidates.</p> <p>Council was successful in its application to secure grant funding from round three of the NSW State Government Fresh Start Program, for three additional apprenticeship positions, with the successful applicants in 2026.</p>	

Responsible Officer – Coordinator, Human Resources			CSP Objective 4.1
Sub Service – Human Resources Support			We are proud to be served by a sustainable, responsible and transparent organisation, underpinned by good governance
Principal Deliverable	Actions	Status	Progress Update
Manage Council's employment lifecycle	Ensure all approved roles are advertised	🕒	Council advertised all approved roles in accordance with the Local Government (State) Award.
	Complete the Disability Confident Recruiter Program	🕒	Council achieved the status of Disability Confident Recruiter in September 2025. This is now promoted on Council's job advertisement pages and communication.

CSP Strategy 4.1.3 Attract and retain local talent to position Council as an employer of choice



Responsible Officer – Coordinator, Human Resources			CSP Objective 4.1
Sub Service – Human Resources Support			We are proud to be served by a sustainable, responsible and transparent organisation, underpinned by good governance
Principal Deliverable	Actions	Status	Progress Update
Provide generalist Human Resources support to the organisation	Develop an action plan in response to Council's 2024 Culture and Engagement Survey		The Culture and Engagement Survey Action Plan has been developed and implemented. Three priority strategies and initiatives have been completed: <ul style="list-style-type: none"> • Achievement of the Disability Confident Recruiter status • Implementation of Council's performance development systems • Delivery of the first initiative from Council's Women's Empowerment Group.
	Develop and implement of Council's Corporate Social Responsibilities Program		The Corporate Social Responsibilities (CSR) Guideline has been endorsed and Council is in the process of creating a program.
<i>CSP Strategy 4.1.3 Attract and retain local talent to position Council as an employer of choice</i>			

Responsible Officer – Coordinator, Organisation Development			CSP Objective 4.2
Sub Service – Learning and Organisational Development			We make progressive decisions, building a culture of sustainable innovation, excellence and safety
Principal Deliverable	Actions	Status	Progress Update
Ensure that Council takes an active approach in staff development	Allocate and ensure completion of all mandatory training required in positions		All mandatory training has been delivered.
	Deliver staff events and initiatives		Staff events and initiatives delivered include: <ul style="list-style-type: none"> • Connect and Celebrate Cumberland and R U OK? Day events • International Men's Day • Three Lunch and Learn sessions on disability awareness, child protection, and perimenopause and menopause.
<i>CSP Strategy 4.2.3 Foster a culture of wellbeing, learning and safety</i>			

Performance Updates – Human Resources					
Principal Deliverable	Performance Indicator	Target	Result	Status	Comments
			Jul - Dec 25		
Manage Council's employment lifecycle <i>CSP Strategy 4.1.3</i>	Average time in weeks to fill a vacant position, from date of advertisement to date of offer	6	7.54 weeks		There was an increase in the average time to fill vacant positions due to the volume of applications submitted for the positions advertised.
	Number of participants trained to improve the access and inclusion of candidates with a disability	≥10	22		Council arranged for the most frequent hiring managers to undertake this training to ensure confidence in the Disability Confident Recruiter (DCR) processes.



Performance Updates – Human Resources					
Principal Deliverable	Performance Indicator	Target	Result	Status	Comments
			Jul - Dec 25		
Provide generalist Human Resources support to the organisation <i>CSP Strategy 4.1.3</i>	Number of strategies and initiatives delivered to address action plan	4	3		
Ensure that Council takes an active approach in staff development <i>CSP Strategy 4.2.3</i>	Mandatory training completed within allocated timeframe	100%	98.5%		Council delivered one mandatory e-Learning module with a 98.5% completion rate.
	Number of staff events and initiatives delivered	4	5		Following recommendations from the Diversity Equity and Inclusion Committee and outcomes of the Culture and Engagement Survey action plan, Council has revamped its Lunch and Learn Program to offer more diverse and inclusive learning and awareness opportunities for staff.

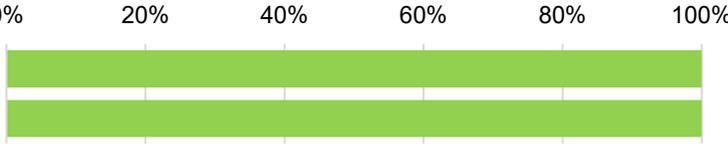


CORPORATE PERFORMANCE

Information Technology



Strategic Direction 4
Providing transparent, accountable and strong local leadership

Sub Services	2	Principal Deliverables	5		Actions Status		Indicator Status
Actions	12	Performance Indicators	10		Completed		Target Met
					On Track		Target On Track
					Needs Attention		Target Not Met
					On Hold		Discontinued

Service Highlights	Foundation of our Plan Icons
<p>Council delivered key improvements to strengthen technology, enhance security, and simplify digital services. Online services always remained available, supported by reliable infrastructure and robust cybersecurity measures to protect community data.</p> <p>Data accuracy was improved, and new tools were introduced, including dashboards and an interactive Ward Map, while AI solutions were explored to enable smarter services. Council also invested in staff training and governance to ensure technology decisions deliver long-term value for the community.</p>	 <div style="display: flex; flex-direction: column; align-items: center;"> <div style="background-color: #e53935; color: white; padding: 5px; border-radius: 10px; margin-bottom: 5px;">Deliver</div> <div style="background-color: #2e8b57; color: white; padding: 5px; border-radius: 10px; margin-bottom: 5px;">Partner</div> <div style="background-color: #a6c9ec; color: white; padding: 5px; border-radius: 10px;">Advocate</div> </div>

Responsible Officer – Senior Coordinator, Information Systems and Coordinator, GIS and Corporate Data			CSP Objective 4.2 We make progressive decisions, building a culture of sustainable innovation, excellence and safety
Sub Service – Information Systems and Data			
Principal Deliverable	Actions	Status	Progress Update
Corporate Systems and Geographic Information Systems (GIS) upgrades	Plan and execute annual upgrades for corporate systems and GIS		No major system upgrades have been applied. Council's next corporate systems upgrade is being planned for April 2026 to ensure technology remains reliable and continues to support efficient service delivery for the community.
CSP Strategy 4.2.2 Ensure sustainability through innovative, efficient and effective technology practices			
Ensure eServices are available to the community 24 hours a day, 7 days a week	Conduct daily system health checks to monitor uptime		Council ensured online services were always available to the community. Daily system checks were conducted to maintain uninterrupted access.
CSP Strategy 4.2.2 Ensure sustainability through innovative, efficient and effective technology practices			



Responsible Officer – Senior Coordinator, Information Systems and Coordinator, GIS and Corporate Data			CSP Objective 4.2 We make progressive decisions, building a culture of sustainable innovation, excellence and safety
Sub Service – Information Systems and Data			
Principal Deliverable	Actions	Status	Progress Update
Review of all Regulatory System Processes	Perform periodic audits of regulatory system processes		Council improved regulatory system monitoring by introducing automated checks across key applications. These checks run multiple times daily to ensure processes function correctly and any issues are addressed immediately.
	Implement necessary updates to maintain connection in the Planning Portal		Council maintained a reliable connection between its systems and the NSW Planning Portal, ensuring uninterrupted access for planning applications and related services.
<i>CSP Strategy 4.2.2 Ensure sustainability through innovative, efficient and effective technology practices</i>			

Responsible Officer – Senior Coordinator, Technology Services			CSP Objective 4.2 We make progressive decisions, building a culture of sustainable innovation, excellence and safety
Sub Service – Technology Services			
Principal Deliverable	Actions	Status	Progress Update
Provide a sustainable, secure computer network infrastructure	Update hardware and devices in line with policy		Council continues to replace outdated hardware to ensure systems remain secure and capable of receiving critical updates.
	Monitoring and tracking of Wide Area Network (WAN) uptime		Council continues to monitor its network to maintain reliable connectivity, achieving an uptime of over 99.5%. Any issues were promptly identified and resolved, ensuring residents and businesses could access Council's online services without interruption.
	Notification of non-urgent outages		Council ensured transparency during non-urgent outages by adhering to governance protocols and providing timely notifications.
	Implement regular security patches and vulnerability assessments		Council carried out regular security updates to maintain system safety and compliance. Monthly reviews ensured all non-urgent patches were applied promptly, while critical updates were implemented immediately to address vulnerabilities.
	Implement Year 1 actions from Digital Strategy		<p>Council progressed Year 1 actions from the Digital Strategy, including:</p> <ul style="list-style-type: none"> • establishment of an IT Steering Group to guide technology decisions, ensuring alignment with strategic goals and value for the community • Strengthening Cybersecurity through stricter controls for third-party access, including formal approvals and enhanced verification steps • Feasibility assessments for artificial intelligence projects with funding secured for trials commencing in early 2026 to improve efficiency and service delivery.
<i>CSP Strategy 4.2.2 Ensure sustainability through innovative, efficient and effective technology practices</i>			



Responsible Officer – Senior Coordinator, Technology Services			CSP Objective 4.2
Sub Service – Technology Services			We make progressive decisions, building a culture of sustainable innovation, excellence and safety
Principal Deliverable	Actions	Status	Progress Update
Provide Service Desk support	Resolve service desk requests within target response time		Council successfully processed 2,963 service requests during the period, achieving an average resolution time of 4 hours and 26 minutes.
	Perform bi-annual asset checks across all locations		Council completed comprehensive asset audits across all locations to ensure accurate records of technology equipment and compliance with organisational standards.
	Establish a ticket escalation process for complex or urgent requests		Council introduced an automated process to escalate complex or urgent technology requests, ensuring issues are routed to the appropriate area quickly. This improvement reduces resolution times and enhances service delivery for critical issues.
<i>CSP Strategy 4.2.2 Ensure sustainability through innovative, efficient and effective technology practices</i>			

Performance Updates – Information Technology					
Principal Deliverable	Performance Indicator	Target	Result	Status	Comments
			Jul - Dec 25		
Corporate Systems and Geographic Information Systems (GIS) upgrades <i>CSP Strategy 4.2.2</i>	Percentage of upgrades/ outages for Business Systems or GIS are notified 10 business days prior	100%	100%		There were no planned upgrades during this period.
Ensure eServices are available to the community 24 hours a day, 7 days a week <i>CSP Strategy 4.2.2</i>	Percentage of Digital Services and Online Availability 24/7	100%	100%		6,123 certificates were lodged, 1,580 requests were received, 15,457 secure ePayments were processed and the Development Assessment tracker/property search was accessed 142,956.
Review of all Regulatory System Processes <i>CSP Strategy 4.2.2</i>	Regulatory applications in Planning Portal remain connected	100%	100%		Council's regulatory application systems in the NSW Planning Portal remained fully connected.
Provide a sustainable, secure computer network infrastructure <i>CSP Strategy 4.2.2</i>	Currency of hardware for Firewalls, Switches, Mobile and Computer devices	100%	100%		Council maintained secure and up-to-date network hardware, replacing approximately 300 laptops to ensure performance and scheduling upgrades for 120 mobile devices.
	WAN uptime availability	≥99.5%	99.5%		
	Percentage of non-urgent outages notified 10 business days prior	100%	100%		
	Percentage of devices patched per security assessment	100%	100%		



Performance Updates – Information Technology

Principal Deliverable	Performance Indicator	Target	Result	Status	Comments
			Jul - Dec 25		
Provide Service Desk support <i>CSP Strategy 4.2.2</i>	Resolution of Service Desk requests within SLA	100%	100%		Council resolved 2,963 Service Desk requests during the period, achieving an average resolution time of 4 hours and 26 minutes.
	Percentage of assets checked every six months	100%	100%		
	Percentage of escalated tickets resolved within SLA	100%	100%		



GOVERNANCE AND RISK

Property Services



Strategic Direction 4
Providing transparent, accountable and strong local leadership

Sub Services	2	Principal Deliverables	3	0% 20% 40% 60% 80% 100%					Actions Status	Indicator Status		
Actions	3	Performance Indicators	3	Actions	<div style="width: 100%; height: 10px; background-color: #76c730;"></div>					Completed	✓	Target Met
				Indicators	<div style="width: 75%; height: 10px; background-color: #76c730; background-image: linear-gradient(to right, #76c730 75%, #f1a330 75%);"></div>					On Track	🕒	Target On Track
								Needs Attention	⚠️	Target Not Met		
								On Hold	⏸️	Discontinued		

Service Highlights	Foundation of our Plan Icons
<p>Council has strengthened community outcomes through two significant long term lease agreements. At Wyatt Park, Council has entered its second long term lease with Flipside, enabling the continued operation of the skatepark and wheeled sports facility. This agreement supports ongoing activation of this valued recreational space.</p> <p>Council also finalised a long term agreement with Sydney Marae Alliance Incorporated to establish the first Māori Cultural and Education Centre of its kind in Australia at Hyland Road Reserve. The Centre will provide a dedicated space for cultural celebration and learning, enhancing cultural diversity and community connection within Cumberland.</p>	 <div style="display: flex; justify-content: space-around; margin-top: 10px;"> <div style="background-color: #e91e63; color: white; padding: 5px; border-radius: 10px;">Deliver</div> <div style="background-color: #008080; color: white; padding: 5px; border-radius: 10px;">Partner</div> <div style="background-color: #add8e6; color: white; padding: 5px; border-radius: 10px;">Advocate</div> </div>

Responsible Officer – Coordinator, Property Transactions			CSP Objective 4.1
Sub Service – Property Transactions			We are proud to be served by a sustainable, responsible and transparent organisation, underpinned by good governance
Principal Deliverable	Actions	Status	Progress Update
Ensure Council operates its Property Committee as a mechanism of governance and oversight for key property matters	Ensure the Property Committee is duly informed and actively involved in the oversight, progression and timely completion of key property transactions and projects, as well as convened per the Committee’s Terms of Reference	🕒	The Property Committee convened twice, receiving and reviewing several key reports, including the GoGet CarShare trial in Council carparks, billboard advertising commercial opportunities, town centre strategy considerations, lease renewals and requests for property acquisition.
<i>CSP Strategy 4.1.1 Build public trust in local leadership and embed a culture of governance and probity in Council's processes and services</i>			



Responsible Officer – Coordinator, Property Transactions			CSP Objective 4.1
Sub Service – Property Transactions			We are proud to be served by a sustainable, responsible and transparent organisation, underpinned by good governance
Principal Deliverable	Actions	Status	Progress Update
Progress and maximise property transactions to provide optimum outcomes for Council	Ensure increased revenue generated from property transactions (sales and other dealings) by identifying high-value opportunities and executing transactions strategically in accordance with the Property Policy		<p>Council continued to actively review and manage its property portfolio to identify and progress high value transaction opportunities with all key property projects reported to the Cumberland Property Committee for endorsement.</p> <p>Council is now in the final stages of a major property sale in Merrylands, representing a significant milestone in the strategic management of Council's property assets and holding the potential to deliver substantial benefits for the community.</p>
<i>CSP Strategy 4.1.2 Operate in a financially responsible manner to deliver services and facilities that offer value for money and create economic growth ensuring long term sustainability</i>			

Responsible Officer – Coordinator, Property Transactions			CSP Objective 4.1
Sub Service – Property Management and Leasing			We are proud to be served by a sustainable, responsible and transparent organisation, underpinned by good governance
Principal Deliverable	Actions	Status	Progress Update
Ensure that Council properties are consistently utilised and are effectively managed	Ensure increased lease coverage for all leasable Council properties		<p>Council is effectively managing its lease portfolio to ensure stable occupancy and deliver value to the community. Expiring leases have been actively renegotiated in line with market conditions, legislation, and Council's property strategy. For vacant or new properties, Council has undertaken appropriate processes to identify opportunities that enhance community benefit and generate revenue, keeping the portfolio aligned with long term priorities.</p>
<i>CSP Strategy 4.1.2 Operate in a financially responsible manner to deliver services and facilities that offer value for money and create economic growth ensuring long term sustainability</i>			



Performance Updates – Property Services					
Principal Deliverable	Performance Indicator	Target	Result	Status	Comments
			Jul - Dec 25		
Ensure Council operates its Property Committee as a mechanism of governance and oversight for key property matters <i>CSP Strategy 4.1.1</i>	Number of Property Committee meetings convened	5	2		
Progress and maximise property transactions to provide optimum outcomes for Council <i>CSP Strategy 4.1.2</i>	Year to year increase in revenue resulting from property transactions	≥10%	-11.8%		<p>This result appears to be below target due to the end of year result last year including a number of one off (non-recurring) payments which improved the financial position. If these one-off payments were removed, leasing income has in fact increased on last year's result.</p> <p>There are also short-term vacant properties within the leasing portfolio that are in the process of being leased. The result is expected to improve further as new agreements are finalised and as Council confirms the future use and strategic direction for the relevant assets.</p>
Ensure that Council properties are consistently utilised and are effectively managed <i>CSP Strategy 4.1.2</i>	Percentage of current lease/licence agreements within the Property Portfolio (active and not expired)	≥80%	55%		<p>55% of agreements within the Property Portfolio are currently under an active lease or licence, with a further 30% progressing through negotiation. 11 new leases were finalised and five tenancies vacated.</p> <p>Council decisions on property matters must always be guided by long term strategy. In some cases, leases cannot be renewed or are only offered on a short term basis while broader planning and asset management considerations are worked through.</p>



CORPORATE PERFORMANCE

Rates



Strategic Direction 4
Providing transparent, accountable
and strong local leadership

Sub Services	1	Principal Deliverables	1	0%	20%	40%	60%	80%	100%	Actions Status	Indicator Status		
Actions	1	Performance Indicators	3	Actions						Completed		Target Met	
				Indicators						On Track		Target On Track	
											Needs Attention		Target Not Met
											On Hold		Discontinued

Service Highlights	Foundation of our Plan Icons
Council implemented an SMS reminder service for customers. In September and December, Council messaged reminders to customers with outstanding accounts, to reduce the number of overdue rate notices issued.	     <div style="display: flex; justify-content: space-between; align-items: center;"> <div style="background-color: #e67e22; color: white; padding: 5px; border-radius: 10px;">Deliver</div> <div style="background-color: #27ae60; color: white; padding: 5px; border-radius: 10px;">Partner</div> <div style="background-color: #3498db; color: white; padding: 5px; border-radius: 10px;">Advocate</div> </div>

Responsible Officer – Team Leader, Rates			CSP Objective 4.1
Sub Service – Rates			We are proud to be served by a sustainable, responsible and transparent organisation, underpinned by good governance
Principal Deliverable	Actions	Status	Progress Update
Levy and collection of rates and charges	Levy rates through detailed rates modelling and distribute rates notices on time, in line with statutory requirements		All Rates notices have been issued as per s.562 of the <i>Local Government Act 1993</i> , in accordance with statutory requirements.
<i>CSP Strategy 4.1.2 Operate in a financially responsible manner to deliver services and facilities that offer value for money and create economic growth ensuring long term sustainability</i>			



Performance Updates – Rates					
Principal Deliverable	Performance Indicator	Target	Result	Status	Comments
			Jul - Dec 25		
Levy and collection of rates and charges <i>CSP Strategy 4.1.2</i>	Correct income generation as modelled	100%	100%		Council rating revenue generation and levying aligned with Council budget.
	Issue rates notices one month before due	100%	100%		Rates and charges notices were issued in July 2025.
	Percentage of rates and charges outstanding	<6%	8.8%		Customers continue to face pressures on income from the current high cost of living affecting their ability to pay for services. Council's SMS reminder service aims to reduce the number of rates that are overdue.

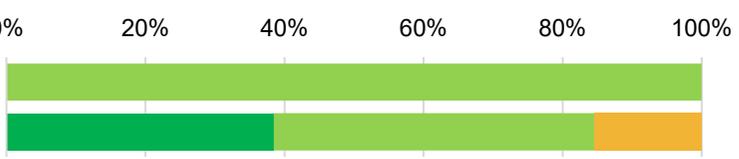


CORPORATE PERFORMANCE

Strategic Communications and Engagement



Strategic Direction 4
Providing transparent, accountable and strong local leadership

Sub Services	3	Principal Deliverables	3		Actions Status	Indicator Status										
Actions	7	Performance Indicators	13		<table border="1"> <tr> <td>Completed</td> <td></td> <td>Target Met</td> </tr> <tr> <td>On Track</td> <td></td> <td>Target On Track</td> </tr> <tr> <td>Needs Attention</td> <td></td> <td>Target Not Met</td> </tr> <tr> <td>On Hold</td> <td></td> <td>Discontinued</td> </tr> </table>	Completed		Target Met	On Track		Target On Track	Needs Attention		Target Not Met	On Hold	
Completed		Target Met														
On Track		Target On Track														
Needs Attention		Target Not Met														
On Hold		Discontinued														

Service Highlights	Foundation of our Plan Icons
<p>Council achieved positive media visibility through various communication efforts that resulted in 194 published articles in the Daily Telegraph, Channel 7, Channel 9, 2GB, Channel 10, OzArab and ABC Radio.</p> <p>Council's Instagram page has achieved a 22.3% increase in followers and the revamped eNews a 6.8% increase in followers. This growth is attributed to availability of engaging video content that showcases major projects, programs, major events and important infrastructure upgrades for the community.</p>	

Responsible Officer – Coordinator, Community Engagement and Communications			CSP Objective 4.3 We are well informed, engaged and included in decision making and long term planning and have easy access to Council
Sub Service – Community Engagement			Progress Update
Principal Deliverable	Actions	Status	
Provide engaging, inclusive and timely community engagement opportunities	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		All online consultation web pages published on the engagement portal met Web Content Accessibility (WCAG)2 Guidelines, with increased accessibility of key Council documents.



Responsible Officer – Coordinator, Community Engagement and Communications		CSP Objective 4.3 We are well informed, engaged and included in decision making and long term planning and have easy access to Council	
Sub Service – Community Engagement			
Principal Deliverable	Actions	Status	Progress Update
Provide engaging, inclusive and timely community engagement opportunities	Deliver community consultations and maintain visibility across five wards through pop-up sessions and two-way engagement opportunities		<p>Two-way engagement on Council’s projects and consultations with the community was achieved through various methods of engagement including Have Your Say portal, with eight online community consultations published and 17 parks and playspace upgrades.</p> <p>Online Community Consultations:</p> <ul style="list-style-type: none"> • Carnarvon Golf course petition • Draft Code of Meeting Practice 2025 • Cumberland City Advisory Committees – Expressions of Interest 2025 • Shaping the Future of Education and Care in Cumberland • Cumberland Open Space Planning Proposal • Guildford Town Centre Community Improvement District (CID) • 25 Hampden Road, South Wentworthville – Voluntary Planning Agreement • Campbell Hill Pioneer Reserve – Pump Track Consultation. <p>Park and Playspace Upgrades:</p> <ul style="list-style-type: none"> • Martin Crescent Park – Playspace Upgrade • Chamberlain Park • Vale Street Park • Excelsior Street Park • John Knowles Park Upgrade • Kootingal Street Reserve • King Park • Merrylands Park • Moore Park • Oxford Street Park • Pemulwuy Park • Pemulwuy Playspace • Young Park • Daisy Street Park • Darling Street Park • Greystanes Park • Greystanes Playspace. <p>Council regularly promoted online engagement opportunities on social media and Cumberland’s digital fortnightly newsletter. In addition, printed material included prominently displayed QR codes to ensure easy access to the online portal and user convenience. Ongoing support was provided to residents using the Have Your Say engagement portal.</p>
CSP Strategy 4.3.2 Empower community involvement in decision making initiatives to drive a collaborative approach for long term planning			



Responsible Officer – Coordinator, Communications Strategy and Engagement			CSP Objective 4.3
Sub Service – Marketing and Promotions			We are well informed, engaged and included in decision making and long term planning and have easy access to Council
Principal Deliverable	Actions	Status	Progress Update
Effectively promote Council's events, services and programs	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 and in Council's fortnightly and monthly printed and online newsletters.
	Manage Council's website to ensure residents are kept up to date with relevant information and services		The website provides residents with timely updates on key information and services, reaching 367,371 active users.
	Display street flag banners in town centres to celebrate national and cultural holidays		<p>Council's Street Flag Banner Program displayed five flags within four rotations, featuring major national and cultural events celebrated in Cumberland City. This included:</p> <ul style="list-style-type: none"> • The Sydney Cherry Blossom Festival • Moon Festival • Diwali • Remembrance Day • Christmas.
<i>CSP Strategy 4.3.1 Effectively communicate and engage with the community about services, programs and offerings</i>			

Responsible Officer – Coordinator, Communications Services			CSP Objective 4.3
Sub Service – Media and Communications			We are well informed, engaged and included in decision making and long term planning and have easy access to Council
Principal Deliverable	Actions	Status	Progress Update
Provide quality and accessible information	Deliver regular information to Council's social media platforms to keep residents informed of programs, services and events		<p>Council delivered regular information to the community through its various social media channels, publishing 707 posts.</p> <p>Best Performing Instagram posts:</p> <ol style="list-style-type: none"> 1. Diwali lighting competition –29,238 reach 2. Bite into Business (Video)– 13,536 reach 3. Bite into Business (Static Tile) – 7055 reach. <p>Best Performing Facebook Posts:</p> <ol style="list-style-type: none"> 1. Motorcycle riders – 58,095 reach 2. Diwali lighting competition – 54,838 reach 3. Cumberland Safe Kids Day – 45,465 reach. <p>Best Performing LinkedIn Posts:</p> <ol style="list-style-type: none"> 1. Smart Cumberland award - 5,332 impressions 2. Auburn Basketball Centre video – 4,639 impressions 3. Extraordinary Meeting – new Deputy Mayor – 3,930 impressions.



Responsible Officer – Coordinator, Communications Services			CSP Objective 4.3		
Sub Service – Media and Communications			We are well informed, engaged and included in decision making and long term planning and have easy access to Council		
Principal Deliverable	Actions	Status	Progress Update		
Provide quality and accessible information	Produce and distribute official statements and media releases to provide information to the media for public release		Council responded to 26 media enquiries and initiated 12 media releases.		
<i>CSP Strategy 4.3.1 Effectively communicate and engage with the community about services, programs and offerings</i>					

Performance Updates – Strategic Communications and Engagement					
Principal Deliverable	Performance Indicator	Target	Result	Status	Comments
			Jul - Dec 25		
Provide engaging, inclusive and timely community engagement opportunities <i>CSP Strategy 4.3.2</i>	Number of major engagement projects delivered annually	10	26		
	Number of Engagement sessions held annually	30	0		Council is continuing to focus on online community engagement sessions.
	Percentage increase in engagement subscriptions and views on Council's engagement portal from previous year	≥5%	>8.74%		Council's community engagement portal achieved a steady increase of subscribers.
Effectively promote Council's events, services and programs <i>CSP Strategy 4.3.1</i>	Number of eNews published annually	24	13		Council's eNews subscriber base grew by 6.8%, increasing from 5,742 to 6,133 followers.
	Number of monthly News advertisements published per year	11	6		
	Average website engagement time (in seconds)	>45	52		
	Number of events added to the website annually	>120	124		Council has added 124 community submitted events, and 528 Council events to the website.
	Website Uptime	> 99%	69.87%		The website experienced 30% downtime with intermittent service interruptions. Factors affecting performance have been identified and work is actively underway to resolve.
	Website page views	>1,000,000	1,037,440		Website views remained stable and above target demonstrating its ongoing value as a key information hub for customers and residents.
	Number of street flag banner rotations	13	4		Five flags were displayed over four rotations, celebrating national and cultural holidays.



Performance Updates – Strategic Communications and Engagement					
Principal Deliverable	Performance Indicator	Target	Result	Status	Comments
			Jul - Dec 25		
Provide quality and accessible information <i>CSP Strategy 4.3.1</i>	Social media posted daily on Facebook and Instagram	>95%	100%		Council increased its social media presence through its various social media channels.
	Percentage of positive Council media coverage	>80%	97.98%		Four issues were negatively represented in the media with a further 194 receiving positive coverage.
	Percentage increase in Social Media followers and e-news subscribers annually	10%	9.76%		On each of Council’s social media platforms: <ul style="list-style-type: none"> Instagram followers increased by 22.3%, from 8,759 to 10,716 followers LinkedIn followers increased by 8.32%, from 7,608 to 8,241 followers Facebook followers increased by 1.65%, from 38,231 to 38,862 followers eNews subscribers increased by 6.8%, from 5,742 to 6133 followers.

