



CUMBERLAND
CITY COUNCIL

Cumberland City Council

Annual Report
2021-2022



Acknowledgement of Country

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

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Message from the Mayor

As Mayor of Cumberland Council, I am proud to present our 2021-2022 Annual Report, which provides an overview of the actions taken during the year to improve our area and the wellbeing of our residents.

In another year that presented challenges associated with the COVID-19 pandemic and extreme weather, I was heartened to see Council and the community working together and supporting each other. Due to our combined efforts, we've all emerged from these difficulties with renewed energy and strength.

I'm pleased to report that Council has continued to deliver high quality outcomes for our community. This includes new and improved infrastructure, community and recreational facilities, decentralised services and innovative environmental programs. Additionally, Council has been committed to improving its operating efficiencies to ensure that our residents receive services and facilities that are good value for money.

This year we saw the completion of the award-winning Eric Tweedale Stadium at Granville Park, continued improvements through the Parramatta Road Urban Amenity Improvement Project and significant infrastructure upgrades to the Merrylands CBD to make it a major town centre for our region.

We also saw the return of our wonderful events program including the Ramadan Street Festival, Good Vibes Granville and Lidcombe@night where we all celebrated the rich diversity of our community.

Approximately thirty million dollars was spent on the renewal of assets to make our city safer than ever, and a further eleven million dollars was spent on new assets. These included roads, footpaths, open spaces, sport and recreation and traffic management as well as significant improvements to our stormwater infrastructure.

We have also led the way in creating a cleaner, greener and more resilient City. We gave away to residents 2,000 plants and 58 trees to plant on their properties. We also planted over 1,250 trees ourselves. These will all help to cool our city, provide valuable shade and reduce our carbon footprint.

Finally, it's important to note that all our achievements are due to the efforts of Councillors working in partnership with our great staff, other levels of government, businesses and the community. I thank them all for their support this year. Everything that we deliver relies on good partnerships and I am proud of the efforts we have made to strengthen these relationships.

It has been a great pleasure to see us all come together this year and I want to acknowledge our community members and staff for the roles they have played in this success.

I look forward to seeing what we can achieve in the year ahead as we pursue our goals for Cumberland's future.

Clr Lisa Lake
Mayor



Message from the General Manager

Cumberland City Council has made significant progress this year as our organisation continues to grow and prosper. The unique challenges the year has presented to our Council and community have seen us continue to develop into a more progressive, accessible, and efficient organisation.

Our residents and businesses are at the centre of everything we do, which has never been more important than the period during which we faced the COVID-19 pandemic together. I am proud of the proactive and responsive leadership Cumberland City Council demonstrated to ensure our community was supported as best we could; support which saw Council win the 2022 Local Government Award for our Community Support Hubs project.

A highlight this year has been the improvement in Council's financial position. Despite the impacts of the pandemic, we have delivered financial stability through Council's Long Term Financial Plan. This was achieved through effective analysis and review of financial data. This plan sets the framework that outlines Council's financial sustainability and has an essential role in building our strategic vision for Cumberland.

Council has worked collaboratively with elected Councillors through the year to continue to improve the liveability of our City for all residents. Over the course of the year, Council completed works on the award-winning Eric Tweedale Stadium at Granville Park, which provides a 'state of the art' facility with grandstand seating for 750 spectators. The \$3.5m Parramatta Road Urban Amenity Improvement Project has seen continued improvements to pedestrian accessibility and safety and is creating a more aesthetically pleasing streetscape around Cumberland City.

Investment into Merrylands CBD to become a major town centre and business hub is ongoing, with two key projects in progress. Merrylands CBD drainage works and Merrylands Civic Square will see Merrylands transformed into a bustling multifunctional recreational hub. We are looking forward to seeing the progress of these infrastructure projects which will not only help improve our community's liveability and economy but also presents great opportunities for businesses, emerging industries, culture and city planning.

During the year we continued to look for new and innovative ways to engage with the community through community engagement programs, forums and workshops. A key focus of this engagement has been Council's initiatives and programs to make our City cleaner and greener. The NSW Government's Greening Our City grants had great success with Council planting over 1,250 trees across our parks and reserves. Council also received a great response from the Native Plant Giveaway in March 2022, which saw 2,000 plants and 58 trees given to residents to plant on their properties.

Cumberland continued to celebrate our community's rich multiculturalism by welcoming back our great local events program including the Ramadan Street Festival, which had thousands of people gather in Auburn to celebrate and connect during Ramadan. Good Vibes Granville was a week-long activation trial of closing South Street and facilitating outdoor dining to support local businesses. The Lidcombe@night event provided a great opportunity for community members to connect at Wyatt Park and enjoy the recent infrastructure upgrades with an outdoor cinema screening and a range of community stalls and activities.

Council remains committed to helping the Cumberland community towards its vision by creating a safe and pleasant place to live, with reliable infrastructure, a sustainable environment and opportunities for social interaction, education, business and employment.

I am extremely proud of what Cumberland City Council has achieved for the community and it is an honour to lead such a diverse and accomplished organisation.

I thank Mayor Lisa Lake and our elected Councillors for their leadership and support through the 2021-2022 year and I thank our hard working and talented staff.

Peter J. Fitzgerald
General Manager



Image: Courtesy of ParraNews

Part 1 - Introduction

About the Annual Report

The Annual Report 2021-2022 details Cumberland City Council's progress in implementing the commitments made in the Interim Operational Plan 2021-2022.

In presenting this information, the Annual Report shows how Council is helping the Cumberland community towards its vision for the future, outlined in Cumberland's Community Strategic Plan 2017-2027.

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

- Part 1: Introduction to the report providing details of key demographics and statistics about Council and the Local Government Area (LGA)
- Part 2: A performance summary for Council showing progress in implementing the projects and programs identified in the Interim Operational Plan 2021-2022
- Part 3: Statutory reporting information required under the *Local Government Act 1993*
- Part 4: Council's audited financial statements published as a separate document.

The Annual Report has been prepared in accordance with the NSW Integrated Planning and Reporting (IP&R) Framework. Statutory information is based on the requirements of *Section 428 of the Local Government Act 1993* and the audited financial statements of Council from 1 July 2021 to 30 June 2022.



Tai Chi Class held at Berala Community Centre

Integrated Planning and Reporting Framework

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

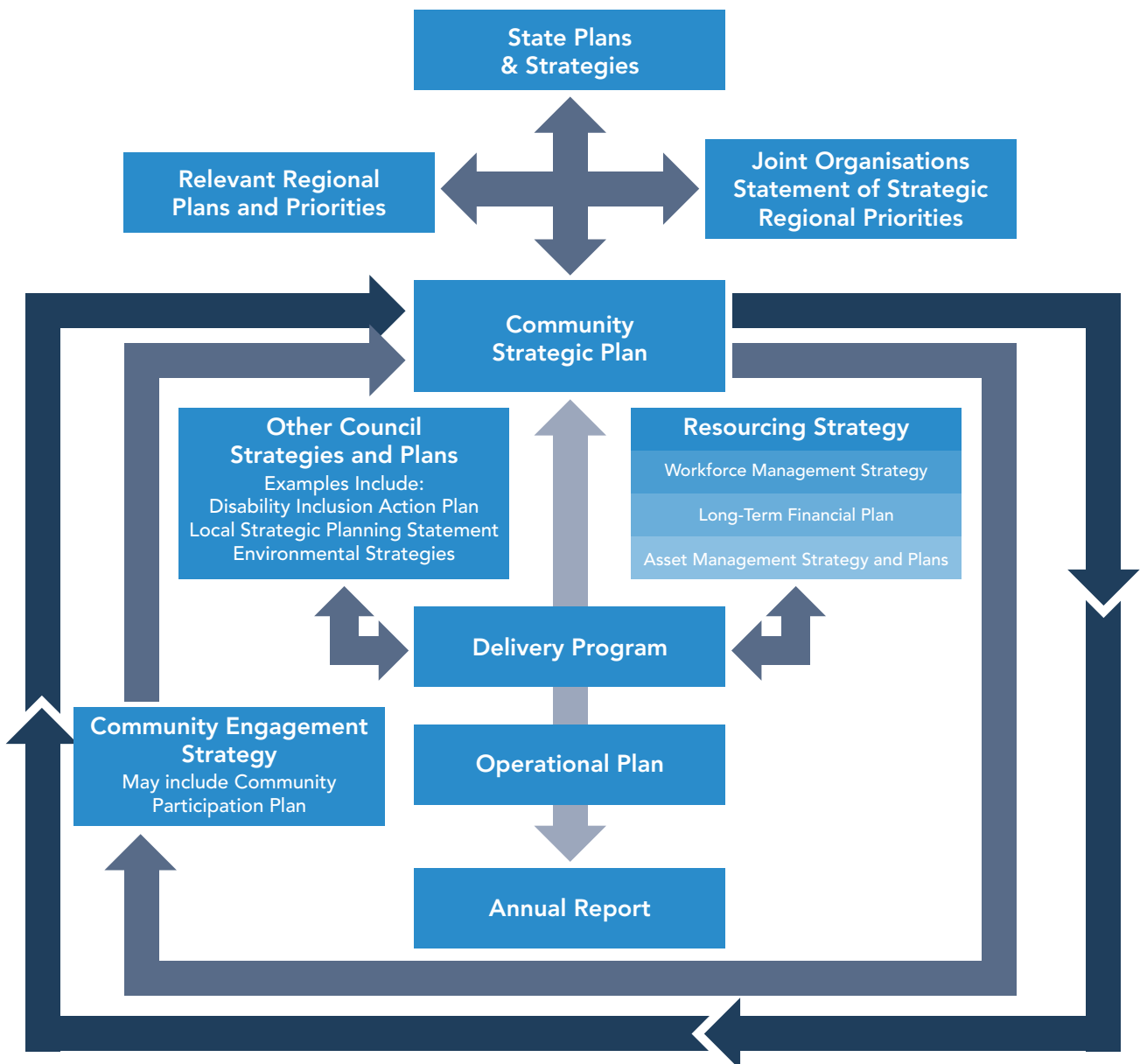
Councils are required to undertake community engagement and plan sustainably for the future while ensuring that council activities are informed by long-term plans for finances, assets and workforces.

The IP&R Framework recognises that:

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

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

- Where we want to go (Community Strategic Plan)
- How we plan to get there (Delivery Program, Operational Plan and Resourcing Strategy)
- How we will measure our progress (Six Monthly, Annual and State of the City Reporting).



The Cumberland Community

With a growing population, the Cumberland LGA is one of the most culturally diverse areas in NSW with a unique and vibrant identity. Cumberland is known for its welcoming community events and festivals, its high-quality community programs and extensive network of green open spaces.

The community has access to five swimming pools, high quality community venues and a network of town centres supporting diverse and dynamic small businesses.

New infrastructure plans and a changing economic landscape present opportunities for emerging industries, culture, and city planning in the Cumberland LGA.

The community is diverse with many families who are professionals, speak multiple languages and have a range of backgrounds and experiences that contribute to Cumberland's unique flavour.



235,439
Total Population



71,666
Total Households

Percentages of people in various demographics:



52%
are men



48%
are women



12%
are 65+ years



6%
have a severe or
profound disability



43%
are households of
couples with children



18%
are young people
(12-25 years)



9%
attend university



53%
are born overseas



65%
speak a language at home
other than English (with 67
different languages spoken)



1%
is Aboriginal and/or
Torres Strait Islander



12%
are of Lebanese ancestry



13%
are of Chinese ancestry



35%
are Christian (Catholic,
Protestant and Orthodox)



23%
are Muslim



13%
are Hindu

Reference: All statistics from the Australian Bureau of Statistics 2021 Census of Population and Housing.
Please note that all statistics have been rounded to the nearest whole number.

Cumberland Local Government Area

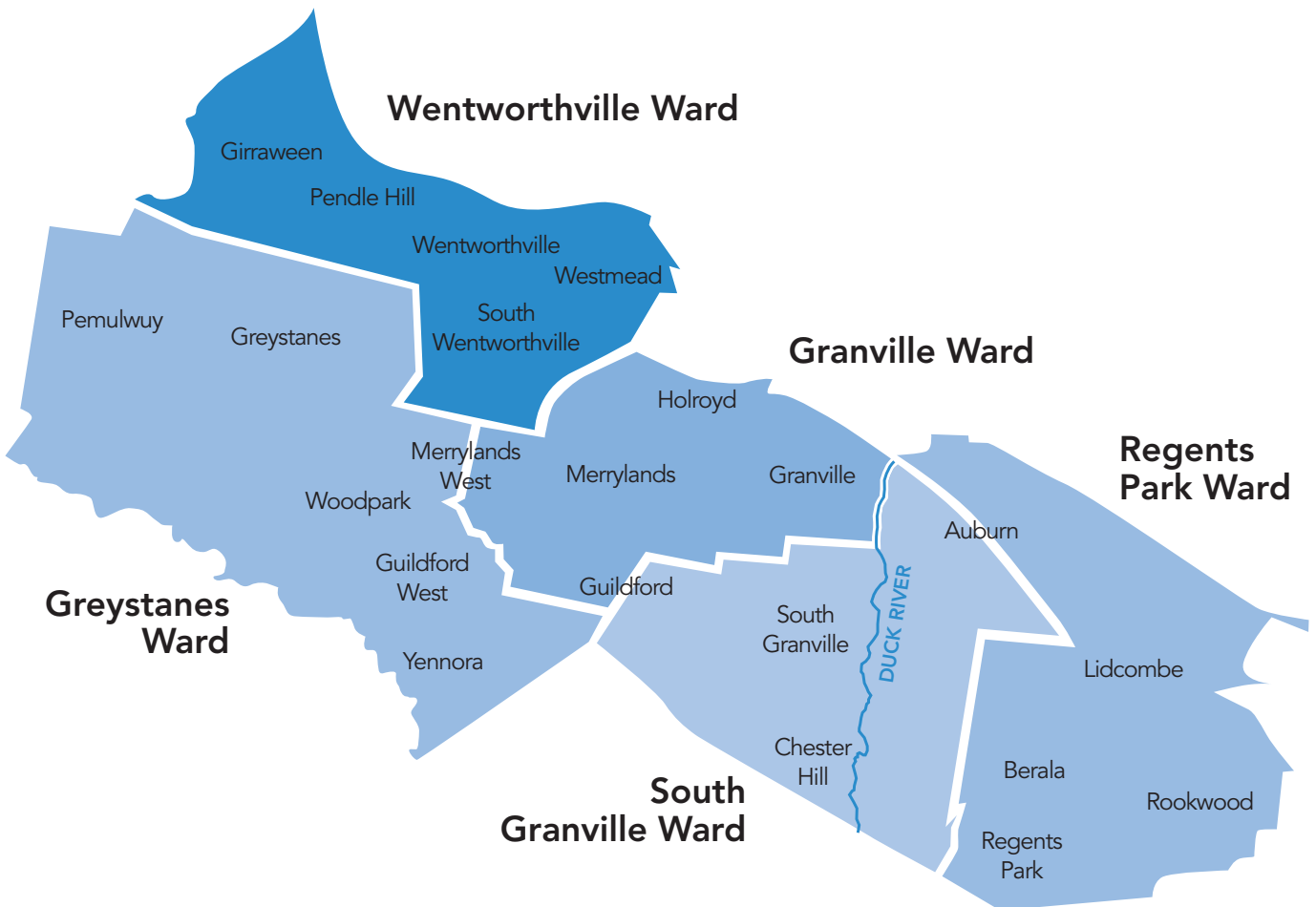
The Cumberland LGA is strategically located in the Central City District, the geographic heart of Sydney, less than 5km south of Parramatta CBD and approximately 20km west of Sydney CBD. The new Western Sydney Airport at Badgerys Creek will be approximately 30km to the west of Cumberland.

The area is approximately 72 square kms and is strategically situated in the Greater Sydney Region with easy access to:

- Parramatta CBD
- Sydney CBD
- Western Sydney and the Blue Mountains
- Sydney Olympic Park.

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

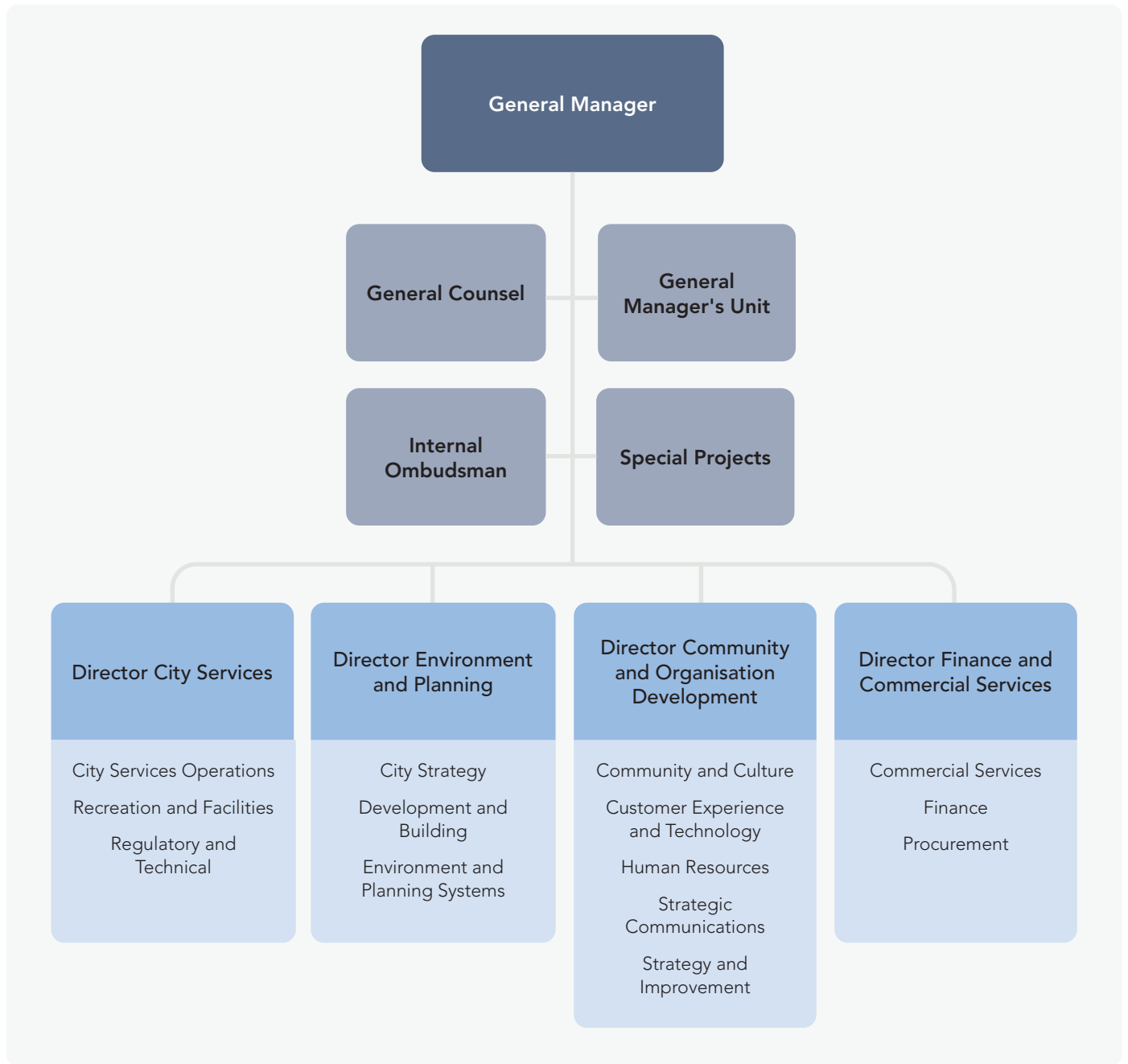
- Granville Ward
- Greystanes Ward
- Regents Park Ward
- South Granville Ward
- Wentworthville Ward



What makes Cumberland unique?

- Cultural diversity
- Network of town centres
- Proximity to Parramatta CBD
- Proximity to Western Sydney and the Blue Mountains
- Changing economic outlook
- Access to major infrastructure
- Access to Sydney Olympic Park
- Amount of green space

Our Organisation



Auburn Botanic Gardens

Shared Vision and Values

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

Welcome, Belong, Succeed.

The values that Council are committed to include:



Good governance, transparency, and accountable practices.



Economic, environmental, and social sustainability practices.



Excellence, respect, integrity and making a difference.



We are **determined** to succeed



We are **inclusive** in our approach



We are **progressive** in our outlook

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

As part of this commitment, Council will ensure:

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

Rates and Charges

This table shows how \$10 of residential rates and charges is spent across Council.

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

	Environmental Programs	0.23		Planning	0.67
	Children's Services	0.31		Community Facilities	1.07
	Compliance & Regulation	0.38		Parks & Open Spaces	1.09
	Community Programs & Events	0.40		Infrastructure	2.45
	Libraries	0.47		Waste	2.93

Part 2 - Progress and Performance

Financial Performance

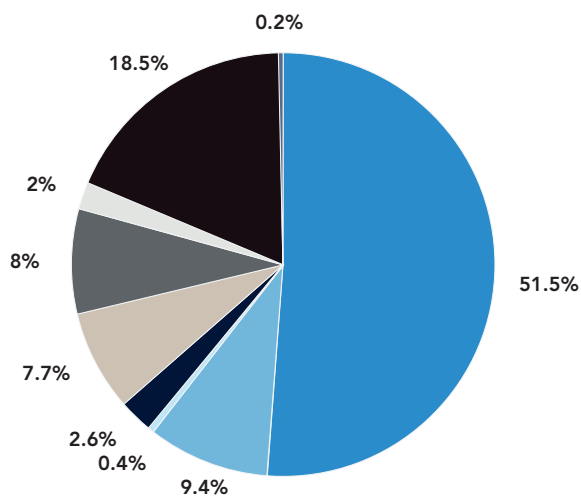
This section provides an overview of Cumberland City Council's financial performance for the 2021-2022 period.

The statements have been prepared in accordance with:

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

The statements were independently audited by the NSW Audit Office and lodged with the NSW Office of Local Government. For more details, refer to the full Financial Statements.

Sourcing our Revenue



- Rates and Annual Charges
- User Charges and Fees
- Interest and Investment Income
- Other Revenues
- Grants and Contributions provided for operating purposes
- Grants and Contributions provided for capital purposes
- Other income
- Write-back of asset revelation decrements previously expensed

Income and Expenditure

Financial Snapshot

Council achieved a sound financial position as at 30 June 2022. Council recorded an operating surplus of \$86.19 million, compared to a deficit of \$33.25 million in the 2020-2021 period.

Highlights

- \$286.6 million total operating income
- \$23.1 million total capital income
- \$200.4 million total expenses from continuing operations
- \$86.19 million net operating surplus
- \$4.96 million net operating result excluding capital and one-off items

Statement of Cash Flow

The Statement of Cash Flow shows Council's cash inflows and outflows. It indicates where cash came from (shown without brackets) and where it was spent (shown in brackets). It displays Council's cash flows into operating, investing and financing activities.

As at 30 June 2022, Council's total cash, cash equivalents and investments were \$188.4 million, in comparison to \$163.5 million for the 2020-2021 period. This was due to several factors:

1. Our net cash for operating activities were impacted by (\$'000):

- Rates and charges \$175,119
- Grants and contributions \$45,202
- Employee benefits and on-costs (\$77,981)
- Materials and services (\$77,854)

2. Our net cash for investing activities were impacted by (\$'000):

- Increase in investment securities held (\$41,325)
- Purchase of infrastructure, property, plant and equipment (\$40,290).

Income Statement

The Income Statement shows Council's income and expenditure during the 2021-2022 financial period.

Council achieved a net operating surplus (total operating result from continuing operations) of \$86.19 million in 2021-2022. Before grants and contributions provided for capital purposes the surplus was \$63.1 million (including a non-cash, non-recurring write-back of asset revaluation decrements previously expensed), compared to a deficit of \$59.5 million (including a non-cash, non-recurring decrease in asset valuations of \$71.6 million and other smaller one-off items) in the 2020-2021 period. The key drivers of income source included Rates and Charges, which increased by \$1.7 million and is Council's highest income source. Grants and contributions are also one of Council's highest income sources for the 2021-2022 period.

Total expenses from continuing operations increased by \$2.2 million, resulting to \$200.4 million for the 2021-2022 period after excluding a non-cash, non-recurring decrease in asset valuations of \$71.6 million in 2020-2021. Council's main expenses included materials and services followed by salaries and wages. The major category of materials and services expenses include contractor and consultancy costs, waste disposal tipping fees and facility and infrastructure management costs. Council's financial result included several one-off, non-recurring and non-cash items shown below:

Revenue	Amount \$'000	%
Rates and Annual Charges	146,529	51.1%
User Charges and Fees	26,922	9.4%
Interest and Investment Income	1,237	0.5%
Other Revenues	7,454	2.6%
Grants and Contributions provided for operating purposes	22,027	7.7%
Grants and Contributions provided for capital purposes	23,052	8.0%
Other income	5,781	2.0%
Write-back of asset revaluation decrements previously expensed	53,022	18.5%
Net gains from asset disposal	595	0.2%
Total	286,619	100%

Non-Recurring Adjustments	\$'000
Reversal of asset revaluation decrements previously expensed	53,022
Profit on sale of assets	595
Fair value interest adjustment on investment	-1,001
Fair value increment on investment properties	3,956
Federal grant paid in advance	6,107

Financial Position

The Statement of Financial Position reports on Council's assets, liabilities and "net wealth", as at 30 June 2022.

Assets

As at 30 June 2022, net assets totalled \$2.87 billion. 90.4% of total assets consist of \$2.7 billion of infrastructure, property, plant and equipment. This includes Council's infrastructure and land assets.

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

Assets	\$'000
Total Current Assets	114,260
Total Non-Current Assets	2,855,058
Total Assets	2,969,318
Liabilities	
Total Current Liabilities	78,814
Total Non-Current Liabilities	22,474
Total Liabilities	101,288
Net Assets	2,868,030

Liabilities

Our total liabilities, as at 30 June 2022 were \$101.3 million and is a decrease of \$2.1 million from the 2020-2021 period.

Council's liabilities included borrowings, amounts owed to suppliers, employee leave entitlements and leasing obligations.

Performance Ratios	Calculations	Actual	Target*	Analysis
Operating Performance Ratio, %	Operating profit less capital grants divided revenue less capital grants	3.18%	>0.00%	This indicates Council's ability to contain operating expenditure within operating revenue. This ratio is slightly lower compared to 2020-2021's 3.77%.
Own Source Revenue, %	Income less grants and contributions divided total income	80.37%	>60.00%	This indicates that Council is less reliant on grants and contributions as a percentage of overall Council revenue.
Unrestricted Current Ratio, Times	Current assets (including cash) divided current liabilities	2.87x	>1.5x	Council continues to be above the industry benchmark of 1.5. This indicator shows Council has good liquidity and ability to repay its debts.
Debt Service Ratio, Times	Earnings Before Interest Tax Depreciation & Amortisation (EBITDA) divided total debt	6.16x	>2.00x	This ratio indicates the ability for Council to meet debt repayments.
Rates and Annual, %	Debtors divided sales	5.62%	<5.00%	This ratio has improved due to Council taking proactive steps to work with ratepayers impacted by the recent pandemic and other events. In addition, arrangements are being made with long outstanding account holders.
Cash Expense Ratio, Months	Current cash divided by monthly cash expense	8.52mths	>3.00mths	Council's Cash Expense Cover Ratio is above benchmark of three months. This shows that Council continues to pay for its immediate expenses without additional cash inflow requirements.

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

Building and Infrastructure Renewals Ratios

Performance Ratios	Calculations	Actual	Target*	Analysis
Building and Infrastructure Renewal, %	Renewal divided by Depreciation	89.37%	>=100.00%	Cumberland experienced delays in renewal works in 2021-2022 due to COVID-19 lockdowns and poor weather, which caused the asset renewal ratio to dip below the 100% target. Cumberland's long term financial plan continues to allocate above 100% in future years. Maintaining a ratio above 100% ensures assets do not deteriorate rapidly and increase Council's infrastructure backlog.
Infrastructure Backlog, %	Estimated cost to bring the assets to a satisfactory standard (condition 3) divided by the written down value of the assets	4.86%	<2.00%	This ratio provides a snapshot of the proportion of outstanding renewal works compared to the total value of assets under Council's care and stewardship. Currently this ratio is outside benchmark. The infrastructure backlog ratio has trended down since amalgamation from 5.34% to 4.86%.

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

Capital Works Programs

Highlights

- Council spent \$40.3 million on total capital expenditure
- Council spent \$29.5 million on renewal of assets
- Council spent \$10.8 million on new assets

	2021-2022 Original Budget \$'000	2021-2022 Actual \$'000
Capital Funding		
Rates, Depreciation & General Working Capital	31,112	25,878
External Restrictions		
s7.11	16,633	2,462
Stormwater	2,020	107
Other – External	400	1,119
Internal Reserves		
SRV	4,186	3,527
Other – Internal	927	819
Loans	7,569	6,366
Total Capital Funding	62,847	40,278
Capital Expenditure		
Buildings	17,164	5,543
Community Land		
Footpaths	3,035	2,498
Information Technology	430	533
Libraries	531	531
Parks	9,347	5,155
Pools	980	578
Plant and Equipment	2,906	597
Roads and Traffic	17,965	17,276
Stormwater	10,089	6,982
Other	400	585
Total Capital Expenditure	62,847	40,278

Capital Funding

Council receives funding for its Capital Works Program from three main areas:

- \$20.1 million – Grants received from Commonwealth and State Government
- \$2.5 million – Section 7.11 contributions paid to Council for application fees associated with Development Applications (DAs)
- \$3.5 million – Special Rate Variation (SRV)

Capital Expenditure

Capital expenditure is when Council spends money to buy, construct, renovate or acquire an asset. The largest areas for capital expenditure include:

- Roads and Traffic
- Parks
- Footpaths

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

Categories	Actual Expenses \$'000
New Asset	
Buildings	1,714
Footpaths	1,181
I.T	533
Land	531
Other	584
Parks	1,736
Roads	4,465
Renewal Asset	
Buildings	3,830
Footpaths	1,317
Parks	3,418
Plant	597
Pools	578
Roads	12,812
Stormwater	6,982
Total New	10,744
Total Renewal	29,534
Total	40,278

Major Capital Works Projects

Council's notable capital works expenditure during the 2021-2022 period are:

- \$6.4 million for Merrylands CBD Drainage Works
- \$4.7 million for Local Roads and Community Infrastructure Round 2 Projects
- \$3.5 million for Parramatta Rd Urban Amenity Improvement Program
- \$2.8 million for Granville Park Stadium, car park and landscaping upgrades
- \$1.3 million for Merrylands Civic Square Project
- \$1.03 Auburn Civic Centre Airconditioning Upgrade

Major Projects

Parramatta Road Urban Amenity Improvement Program (PRUAIP)

- Status: Work in Progress
- Project: Upgrade
- Ward: Regents Park

The NSW Government has provided a grant to Cumberland City Council to improve public spaces and enhance it as a place to live, shop and do business. The grant forms part of a wider program to revitalise public spaces along the Parramatta Road corridor. The following four amenity improvement projects were identified:

- Extension of Auburn Park
- Stubbs Street streetscape
- Parramatta Road Public Domain Improvements
- Melton Street streetscape.

The Program will improve pedestrian accessibility and safety and deliver an aesthetically pleasing streetscape to encourage investment and redevelopment of existing commercial, retail, and residential properties.



Improvement works include the undergrounding of aerial power and telecommunication cables, street landscaping including tree planting, installation of a raised pedestrian crossing, reconstruction of concrete footpath and kerbs and gutter, installation of energy efficient street lighting on multi-function poles and installation of artwork.

Construction works are complete for the project sites at Auburn Park, Stubbs Street and Melton Street.



Merrylands CBD Drainage Upgrade

- Status: Works in Progress
- Project: Upgrade
- Ward: Granville

The purpose of the project is to consolidate the drainage infrastructure to enable the most cost efficient method of controlling floodwaters in the Merrylands CBD. The project includes upgrades to the stormwater drainage systems, at the following locations:

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

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



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

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

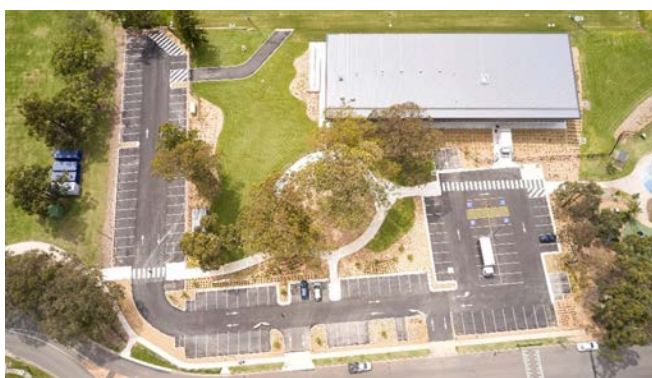
Work is continuing on the upstream side of the culvert. These works include stormwater drainage upgrade along Merrylands Road, Cambridge Street and Burford Street.



Granville Park car park and Landscaping Upgrade

- Status: Completed
- Project: Upgrade
- Ward: Granville

This project involved the upgrade of Granville Park car park and surrounding landscaping. Granville Park car park accommodates 127 car spaces for users of the park.



Merrylands Civic Square (MCS) Project

- Status: Work in Progress
- Project: New
- Ward: Granville

The Merrylands Civic Square (MCS) project is proudly funded by the NSW Government through its NSW Public Spaces Legacy Program and in association with Cumberland City Council.

The initial concept for the MCS was drawn from the community's feedback which included:

- a public space for civic events and celebrations
- a meeting place for the whole community
- a flexible place for small groups and families as well as for large gatherings and events
- a space that is safe, day and night
- a place for locals that means 'Cumberland'
- a unique landmark in the city centre with colour and shelter

The site for the new MCS is located between McFarlane Street and Merrylands Road utilising part of the former Council carpark and the former Merrylands Arcade site.



Stage 1 is located between McFarlane Street and Main Lane and remediation works were recently completed.

Stage 2 is located between Main Lane and Merrylands Road and the former Merrylands Arcade was recently demolished to provide a seamless pedestrian avenue from Merrylands Road to McFarlane Street.

The new MCS will include paved areas, seating, landscaped areas including lawn areas and advanced trees, feature shade canopies, bubblers, bicycle racks, overhead and ambient lighting, water feature and public art.

Beechwood Avenue, Greystanes - Asphalt Resurfacing

- Status: Completed
- Project: Renewal
- Ward: Greystanes

The road pavement of Beechwood Avenue had deteriorated and required rehabilitation. Rehabilitation works included the reconstruction of damaged kerb and gutter and heavy patching of failed road pavement areas followed by a full width resurfacing of the road pavement with a new wearing course of asphalt.



Upgrade paving at Dellwood Street Shops

- Status: Completed
- Project: Upgrade
- Ward: South Granville

This project involved the upgrade of the footpath area and landscaping at the Dellwood street shopping area.



The upgrade works consist of installation of new picnic and bench seats, stainless steel security bollards, new dual bin enclosures and landscaping with new garden beds.

Hector Street, Chester Hill Bridge Works

- Status: Completed
- Project: Upgrade
- Ward: South Granville

Bridge widening works were jointly funded by the Federal Government, Cumberland City Council and Canterbury-Bankstown City Council. Widening of the bridge provides additional safety and traffic flow benefits both in the short and long terms.



This helps extend the serviceable lifespan on the bridge and improves ride quality. Bridge widening works have been completed with Hector Street now fully open to through traffic.



Auburn Civic Centre Air Conditioning Upgrade

- Status: Completed
- Project: Upgrade
- Ward: South Granville

This project involved the replacement of mechanical equipment, the upgrade of mechanical systems and the provision of new systems at the Auburn civic centre.

The aim of the project was to replace dilapidated plant, improve control and monitoring and increase energy efficiency within the building.



Wentworthville Pool Balance Tank

- Status: Completed
- Project: Renewal
- Ward: Wentworthville

Extensive remediation works have been undertaken to the Wentworthville Pool balance tank as the structure's roof had neared end of life with evidence of severe cracking in the concrete slab and base. Council ensured that works were undertaken and completed during the winter closure meaning least inconvenience for patrons.



Fourth and Fifth Lane - Reconstruction and Upgrade

- Status: Completed
- Project: Upgrade
- Ward: Granville

There was a lack of built asset to drain out surface water from the laneway at Fourth Lane and Fifth Lane between Clyde Street and Factory Street, Granville. In addition to this, the pavement had deteriorated with increased traffic volumes.



Over the past several years there has been an increase in the number of flats/houses with laneways as their frontage. This necessitated the construction of a vehicle crossover. The laneways were reconstructed with new concrete dish drains followed by resurfacing of the roadway.



Blaxcell Street – Road Pavement Reconstruction

- Status: Completed
- Project: Renewal
- Ward: South Granville

The road pavement of Blaxcell Street between Guildford Road and Markey Street, South Granville had deteriorated and required rehabilitation. Rehabilitation works included the heavy patching of failed road pavement areas followed by a full width resurfacing of the road pavement with a new wearing course of asphalt followed by new road pavement line marking.



Condition Audit of Footpath Assets

- Status: Completed
- Project: Renewal
- Ward: Multiple Wards

A Council wide footpath condition survey was undertaken with a contractor engaged to drive a rover, mounted with a high-definition camera system which records footpath condition data. This data will then be used by Council in preparation of ongoing maintenance and long term footpath renewal programs.



Yarrabee playground in Central Gardens in Merrylands West

Achievements and Highlights

Granville Park upgrades

Cumberland City Council received \$1 million courtesy of the Greater Cities Sport Facility Fund, for the installation of a new irrigation system and upgrades to existing floodlighting at Granville Park.



The original field was not functional as a modern football facility due to the poor playing surface, poor drainage and insufficient lighting for training and night games.

Works included the reconstruction of the field surface (project boundary - 130m x 82m), new spectator mounds, upgraded stormwater drainage, fully automatic irrigation system, 200 lux field lighting for night games and a new electronic scoreboard.

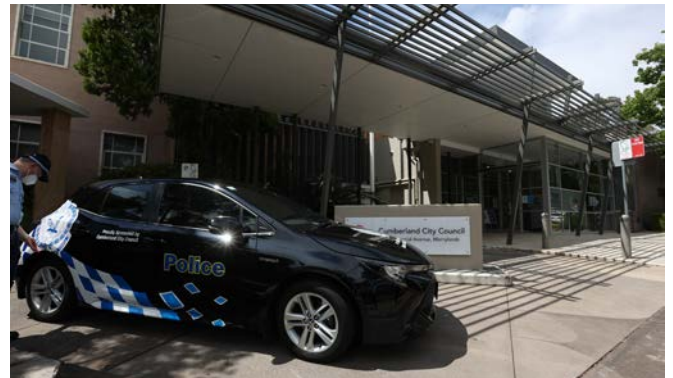


New Crime Prevention Podcast Builds Confidence and Safety

“Living Safely” is a funded community education program delivered by Council in partnership with NSW Police. The podcast raises awareness of crime and safety issues and provides simple and practical tips on how to minimise the risk of becoming a victim of crime. The content was developed based on 10 priority areas including Cumberland’s top five crime categories and five issues of concern identified by the community during consultation of Council’s ‘Community Safety and Crime Prevention Plan 2018-2022’. Cumberland Police worked closely with Council to advise on topics for the podcast and regularly worked to share details about incidents to prevent future crimes.

Council sponsors new police engagement vehicle

Cumberland City Council’s new police sponsor vehicle will help prevent crime and increase community programs with young people. The three-year sponsorship, valued at \$24,000, will enable the Cumberland Police Area Command to attend community events, work on crime prevention and engage with young people.



Good Vibes Granville

Good Vibes Granville transformed South Street, Granville into a vibrant and interactive hub, showcasing the best of what Granville has to offer. This first of its kind event in Cumberland City invited people to wander through the street to meet others, take in the food, music and art, and enjoy the public space together. The jam-packed event featured a range of family friendly activities and activations split across day and night sessions over one massive week. There was something for all ages with visual installations, projectors and neon light displays, a giant outdoor Jenga set, photo booth, Bush School sessions and hands on creative activities.



Eric Tweedale Stadium

Western Sydney's new home for sport is complete. The Eric Tweedale Stadium is a benchmark for sustainable construction with a key focus on an intricately detailed timber roof that blends into the existing tree canopy, opening onto the new pitch.



This state of the art facility grandstand has seating for 750 spectators, male and female home and away changerooms, office and game day amenities, canteen and a covered viewing deck. In addition there is a hearing loop, lift access, strength training gym, multipurpose room/gym, first aid and an administration room.



The venue also boasts a function room with a commercial kitchen on Level 1 for game day events, as well as corporate and community functions all year round.

The project was jointly funded by the Greater Sports Facility Fund and Cumberland City Council.

Children and Youth

The new Cumberland City Children and Youth Strategy 2022-2026 has been developed following community consultation via surveys and workshops. There were 213 young people and sector professionals engaged, with young people encouraged to have their say and suggest any amendments to the themes of the draft Strategy including Access and Inclusion, Connectedness and Identity, Wellbeing and Resilience and Pathways and Independence.

The delivery of services to the children and youth of Cumberland continued despite setbacks of COVID-19 including the delivery of a successful Employment Expo, a six week community soccer clinic, Bush School sessions and two Youth Week events.

ClubGRANTS

The Cumberland ClubGRANTS Scheme supports local projects and services in the areas of Community Welfare and Social Services, Community Development, Community Health Services and Employment Assistance Activities. This year the Scheme provided financial assistance for projects in the areas of mental health, disability, domestic and family violence and welfare services, distributing \$882,000 to 55 local community projects ranging from refugee and disability outreach support to meal delivery for the homeless and vulnerable.



It is Council's vision to make sure as many different community organisations in Cumberland City are resourced with the tools to execute their ambitious visions. This is why we offer a number of workshops and tools to assist organisations with the grants application process.

Smart Parking Sensors

The Smart Places Strategy and Action Plan commenced with 140 smart parking sensors installed in the LGA for accessible car spaces, funded by the NSW Government, valued at approximately \$85,000. Cumberland City is now the first Council to have spatial and sensor data for accessible car spaces for residents to utilise on the park n pay app.

Food Hampers

Thanks to the generous support of farmers, businesses, local residents and donations gathered by Thankful4Farmers, hundreds of hampers brimming with food and essential items supported local families in need. The hampers were distributed with the help of NSW Police and Australian Defence Force personnel.



Places to Love Program

As part of the NSW Government's Places to Love Program, infrastructure upgrades were delivered along Church Street, Lidcombe, including a newly completed 170 lineal metre footpath between the entrance to Lidcombe Oval and an existing path on the western side of Church Street. These works connect two locations within the public space, increase safety for residents as well as provide a safer cycling route for children and young people. To highlight these works and celebrate one of Cumberland City's proudest town centres, Council hosted a family friendly event, Lidcombe@night featuring an outdoor cinema screening of Spiderman – Into the Spideverse in addition to a range of community stalls and clinics hosted by local sporting organisations and clubs including the Western Sydney Wanderers and the Western Magpies.



Ramadan Street Food Festival

After a two-year hiatus, the Ramadan Street Food Festival attracted visitors from all across Sydney with thousands flocking to Auburn to celebrate Ramadan. The vibrant family-friendly community event featured a huge line up of over 15 street food stalls which provided a delectable range of cuisines, serving up an array of traditional and exotic foods including African fusion food, pizza, Turkish kofte rolls, falafel and kebabs, vegan Egyptian street food, souvlaki wraps and more.



A group of talented musicians entertained crowds with the Nasheed and the Rahma Mosque Guildford drummers also kept the atmosphere lively with their traditional music. This festival was proudly funded by the NSW Government's Festival Of Place Open Streets Program.

Clean and Green Cumberland City

With the increase in heat across Western Sydney, we recognise the importance of creating a cooler and healthier environment for our residents. More than 1,250 trees have been planted across Cumberland City as part of the Cooler Corridor and Canopy for the Community projects increasing the existing canopy and providing additional shade and comfort in parks, bushland and community spaces including five town centres. Residential street tree planting continued as part of the Adopt-A-Tree program and five native plant tree giveaway events were held across the LGA with 2,000 plants and 58 trees provided to residents.



Grant funding of \$67,000 was allocated to the 'On The Ground Litter Prevention' program providing additional bins, delivering an education campaign and installing signage at Ray Marshall Reserve and Everley Park. In addition, Council initiated partnerships with two sporting clubs to embed a litter free philosophy into club activities.

68 legacy illegal dumping signs have been updated with new illegal dumping messaging as part of the Combating Illegal Dumping program. New security cameras were installed with license plate recognition in order to monitor dumping hotspots, taking the total number of surveillance cameras within Council areas to 27. A face-to-face education campaign was undertaken, resulting in 54 illegal dumping incidents being reported to Council and 5,455 educational flyers provided.

Awards and Recognition

Winners

2021 Australian Sport, Recreation & Play Innovation awards

Innovative programs, activities and events category for the Healthy Kids Initiative which was developed to encourage the community to be more active.

2021 LGNSW Planning Awards

Culture Change Innovation/Excellence (Team or Council) - NSW Public Spaces Legacy Program.

2021 National Awards for Local Government

Cumberland Domestic and Family Violence Action Plan for addressing violence against women and their children and keeping women and their children safe from violence and supporting wellbeing.

2021 Annual Australian Timber Design Awards

Council's Eric Tweedale Stadium at Granville Park received first prize.

2022 NSW Local Government Awards

Community Development team's COVID-19 Community Support Hubs project.

Nominations, Citations, Awards and Finalists

Child Protection Week Awards

Council's Allegations Against Staff process was nominated and Council received a special mention by CAPS (Child Abuse Protection Service) as a finalist in the category for impressive resource development work in identifying areas for improvement within the child protection allegations framework.

2022 Local Government Excellence Awards

Council's Healthy Kids Initiative was nominated in the Community Partnerships category, Wentworthville Swim Centre capital works collaboration was shortlisted and the Corporate Pandemic Management was a finalist. Council was highly commended in the category of Partnerships and Collaboration for the COVID-19 Vaccination Programs - Staff & Community Safety Project.

NSW Health collaboration

Library Health Month - Council Libraries nominated.

CivicRisk Mutual Awards

Council received a Highly Commended for - Volunteer Risk Analysis, Review & New Supervisors Manual.

2022 Zest Awards

Council's Bush School Program was nominated in the Program Promoting Community Cohesion category.

Places to Love Program

Council was recognised by TfNSW and DPE as being the most efficient and timely project managers and the DPE are using Cumberland's evaluation report as the benchmark standard for all NSW councils.

Performance Overview

The Interim Operational Plan 2021-2022 commencing on 1 July 2021 sets out how Council planned to deliver its activities through 44 services and 154 sub-services. Through the year, Council made a number of changes to its organisational structure which required the consolidation of some services and sub-services.

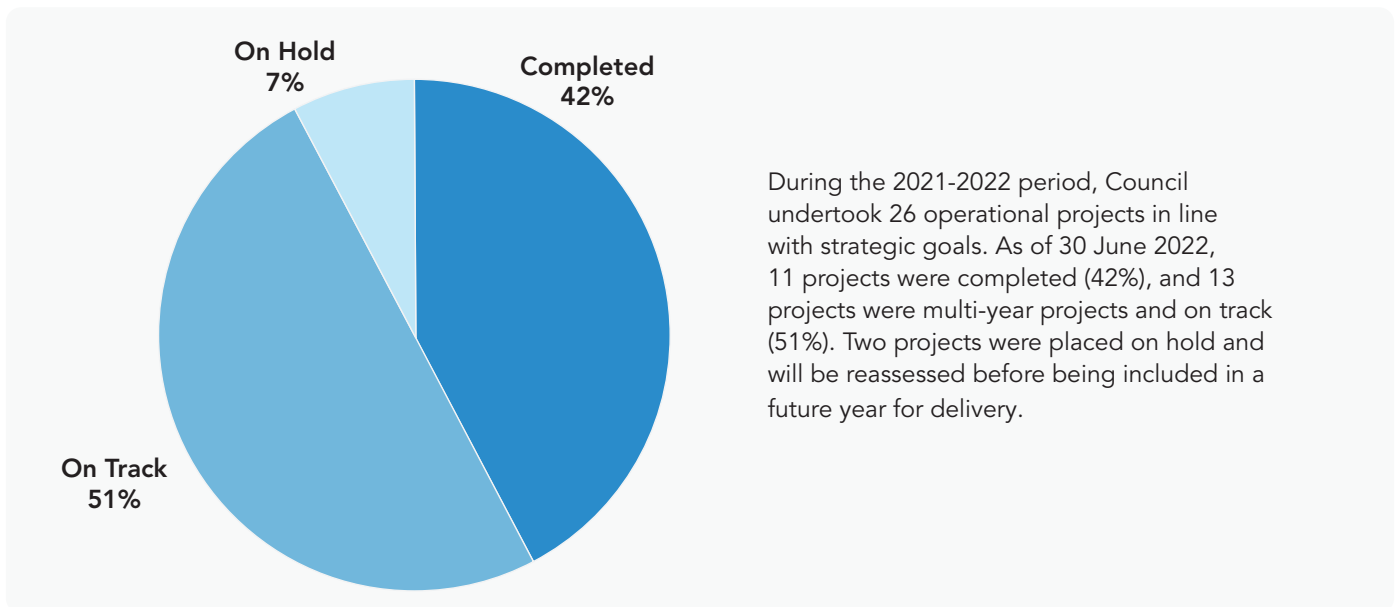
This only had an impact on the number of separate services Council delivered, and not the activities within the services. From the Quarter 2 period onwards, Council has reported against 40 services and 142 sub-services.

Performance Reports were produced regularly through the year, and the Annual Report is a summary of these results

and the effectiveness of Council in the delivery of services and meeting the community's goals as outlined in the Community Strategic Plan 2017-2027.

When reading the report, it should be noted that all internal services are charged on a full cost recovery basis to allow for accurate measurement of the subsidy provided for each service.

The following section sets out the progress and performance for Cumberland City Council on the implementation of the Interim Operational Plan 2021-2022 with achievements and highlights in each service area.



During the 2021-2022 period, Council undertook 26 operational projects in line with strategic goals. As of 30 June 2022, 11 projects were completed (42%), and 13 projects were multi-year projects and on track (51%). Two projects were placed on hold and will be reassessed before being included in a future year for delivery.

Interim Operational Plan Project Summary

Project Description	Project Update
Peacock Gallery Precinct - Renovation	The Peacock Gallery Precinct renovation project recommenced after COVID-19 delays, with revision and update of draft concept plans for the transition of gallery spaces into multi-functional spaces suitable for exhibitions, programs and artist studios.
Peacock Gallery Precinct Artist Studio Project	The Peacock Gallery artist studios project recommenced after COVID-19 delays. A program of residencies and artist led projects is in planning for commencement in September 2022 starting with Cumberland artist Dacchi Dang as artist in residence developing artwork for a solo exhibition at the Granville Centre Art Gallery.
Annual Benchmarking Report	<p>Summary of outcomes from Council's participation in the Customer Service Benchmarking Program 2020-21, conducted by the National Local Government Customer Service Network (NLGCSN). Summary of results:</p> <ul style="list-style-type: none"> • 2nd place nationally for web chat wait time • 2nd place nationally for web chat handle time • 3rd place nationally for low phone abandonment rate • 1st place nationally for efficiency in processing open space bookings • Equal 1st place nationally for the utilisation of technology and processes applied • 2nd place nationally for counter productivity • 1st place nationally for cost of providing customer service function per resident per annum • 1st place nationally for cost per customer interaction undertaken • 1st place for employment of multilingual staff • 1st place for staff retention • 1st place for low level of sick/unplanned leave taken • 2nd place for employment of customer service staff aged over 50 years <p>The NLGCSN is the peak industry association for customer service professionals employed by local government. A total of 21 councils from across Australia participated in the Benchmarking Program in 2021.</p>
Voice of Customer Report	Council's 2020/2021 Voice of the Customer Report and Annual Customer Satisfaction Survey has been completed. The Voice of the Customer Report is compiled at the end of the completion of the Customer Experience and Complaints Handling Annual Reports and will be completed in Quarter 1 2022/2023.
Channel Management Strategy	On hold due to a structure change and the incorporation of the IT function into Customer Experience and Technology.
Establish customer service functions at Berala and Wentworthville Community Centres	Wentworthville and Berala customer service functions have been providing services to the community for a number of months now, including JP services. All customer service functions (apart from cash handling) are provided from these sites.
Odds on Youth (Department of Responsible Gambling)	All actions for this project have been completed and Council has acquitted the funds.
Develop a new Disability Inclusion Action Plan by 1 July 2022	Consultation for Development of Council's 2022-2026 Disability Inclusion Action Plan commenced in January/February 2022. The Draft Disability Inclusion Action Plan 2022-2026 will be reported to Council in August 2022 for approval to go on public exhibition and an Internal Steering Committee is set to meet in July 2022 to finalise implementation of the actions.
Development of a Business Improvement Intranet and Portal	An Innovation Hub and Change and Improvement page has been created on the intranet for the organisation to use as a centralised repository system to capture and generate ideas that will drive growth and innovation at Council. Internal communication streams will promote usage of the Innovation Hub and Change and Improvement pages. Significant work has occurred on Council's Business Improvement Strategy and Plan.

Project Description	Project Update
Establish a Business Improvement Framework, Plan, and Support Material	The establishment of a Business Improvement Framework and its related supporting documents are in progress pending lessons from a Pilot Service Review currently underway. Included as part of the supporting documents are a change and improvement worksheet now accessible via the intranet.
Establish a Change Management Framework and Support Material	The Change Management Framework is in draft and supporting materials have been collated and are due to be adopted and published. Support material is replicable in use for small, medium and large scale Council programs/projects. The Strategy & Improvement team is involved in internal transformational projects to provide change management support in quarter three. The Change Management Toolkit has been developed and has been published to the intranet, able to be used by the organisation on any change projects.
Promapp Expansion Project	Work is underway for auditing Council's processes in Nintex Promapp. This includes reviewing the organisational folder structure, identifying the correct process owners and experts and reviewing/updating published processes for each department and business groups. Process management activities have identified that numerous procedures are documented and stored in corporate systems other than Promapp. Engagement with the owners of these documents is ongoing to plan for mapping processes at a later stage. A workplan has been developed for the audit of Council's processes.
Review of the Resourcing Strategy	The Resourcing Strategy has been reviewed and completed in conjunction with the full suite of Integrated Planning & Reporting documents.
Establish a Formal Performance Indicator Framework	The Performance Indicator Framework is in development following a refresh of the Performance Reporting Program.
Conduct a Wellbeing Survey	The Wellbeing Survey has been completed. Satisfaction measures will be added to the Community Strategic Plan in July 2022.
Plan for the 2021-22 Service Satisfaction Survey	Community Satisfaction Survey of Council's services and facilities was completed in 2021. Overall satisfaction with Council has steadied since 2019, and this data will be used in the planning for service delivery in 2022-26.
Other Community Engagement Activities for the CSP Review	All engagement activities required as part of the Community Strategic Plan have been completed. This includes the Community Satisfaction Survey, Youth Survey, Parents Carers and Professionals Survey, Seniors and Disability Survey and Library Services Survey.
Support and Assist the Implementation of an Automated QPR process in TechOne	On hold as a review needs to be undertaken to determine the scoping requirements necessary to progress the automation with the use of dashboards and the TechOne Performance Planning module.
Investigate Options for Bridges over Woodville Road	Options for an active transport link over Woodville Road, near Woodville Golf Course, has been included in Council's WestInvest Application for the Prospect Pipeline Corridor Strategic Masterplan.
Investigate the Widening of Bridges over Duck River	Feasibility study was completed to examine potential new active transport bridges at Mona Street, Chiswick Road and Everley Road. These projects have been included as part of Council's WestInvest Grant Application for the Duck River Parklands Strategic Masterplan.

Project Description	Project Update
Homelessness Project	The Homelessness Project is ongoing with the following actions being undertaken: <ul style="list-style-type: none"> • Identification of rough sleepers and homeless people and referral to the appropriate agencies • A Homelessness officer recruited with internal and external homelessness training organised • The 2022 Homelessness and Housing Sector Forum organised with attendees from many key stakeholders including homelessness service providers, not for profit organisations and NSW councils • The LGA rough sleeper count completed • Council continues to assist not-for-profit sectors in their place activations such as food vans and other support services • A Homelessness committee established by Council and committee members determined • Frontline worker homelessness training delivered.
Prospect Hill - Integrated Interpretation Plan	Work is progressing through identified processes with government agencies and stakeholders. Consultant engaged to begin community consultation in new financial year to inform a new Heritage Interpretation Plan for Prospect Hill and related places. Reporting to the funding body, Heritage NSW has been done.
Civic Park and Pendle Hill Wetlands Masterplan and Development	This project has been identified in Council's Local Infrastructure Contributions Plan and planning approval is being finalised for the project to begin Stage 1 works in the new financial year.
Walking and Cycling Strategy	Council is currently undertaking preliminary work on active transport opportunities in Cumberland City and has commenced preliminary work on a Walking and Cycling Strategy to identify active transport opportunities in Cumberland City.
Digital Strategy Refresh	Terra Firma was engaged and the four-year Digital Strategy has been developed.
CiAnywhere Uplift TechOne CES Suite	Uplift consulting activities are being resourced through an existing Application Managed Service (AMS) Program with TechOne.



Civic Park, Pendle Hill

Community Strategic Plan Drivers - Icon Legend

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

Community and Organisation Development

14 Services

- Libraries
- Events and Culture
- Community Development (Formerly Capacity Building)
- Children and Youth Development
- Social Inclusion and Wellbeing
- Disability
- Customer Experience
- Community Centres
- Information Systems and Data
- Technology Services
- Education and Care
- Strategy and Improvement
- Human Resources
- Communications, Marketing and Media



Wentworthville Community Garden

Libraries



Service Description

This service provides a network of eight modern and well-resourced libraries to promote community learning with educational, recreational and development programs. Library services provides residents and visitors across the Cumberland area with face-to-face and online resources, events, programs, and access to technology.

Service Standards

To maintain a high level of community satisfaction via delivery of quality and timely library services and programs delivered to meet the community needs. This includes having modern and flexible library spaces, digital resources, technology, and diverse library collections available for the community.

Programs

Responsible Officer: Executive Manager, Community and Culture

- Library Operations
- Library Programs and Activities
- Library Systems / Collections



281,229 customers visited the libraries



281,993 loans which includes all library loans, physical, ebooks and digital



5,627 new library members, new memberships have resumed back to pre-COVID targets



674 library children's activities were provided both face-to-face and online

Key Achievements

- Library programming moved online with an increase in customers using online platforms including online eBooks, eAudio and eMagazines.
- February saw the reintroduction of face-to-face programming for Library Storytimes and the return of Justices of the Peace volunteers.
- Commenced Zoom Storytime for children to interact with staff.
- Hosted Zoom Trivia for families.
- School holiday programming continues with National Simultaneous Storytime.
- The Auburn Library Technology Hub Room has been upgraded and redesigned and painted with new furniture, computers and blinds.
- The Homework Help laptops have been updated for school children to use in their study with tutors.
- Wi-Fi access is available from within the library branches and immediate surrounds for customers' own device usage.
- New memberships have resumed back to pre-COVID-19 targets.

Events and Culture



Service Description

This service is responsible for development and delivery of arts, culture and events projects, programs and initiatives designed to increase social cohesion and enhance and activate Cumberland's places.

Service Standards

To maintain a high level of community satisfaction with the delivery of arts and cultural events and programs in the Cumberland area by delivering events and programs in a timely manner that are reflective of the community's cultural norms, values, and places.

Programs

Responsible Officer: Executive Manager, Community and Culture

- Major Events
- Arts and Cultural Projects / Cultural Plan
- Gallery Exhibition Program and Public Programs
- Artist Studios Program



70% of participants surveyed have been satisfied or highly satisfied with Council delivered arts public programs



3 Granville Centre Art Gallery major exhibitions presented



5 Granville Centre Art Gallery public programs presented

100%

of Cultural Plan annual actions implemented

Key Achievements

- 2021 Diwali celebrations were delivered as a hybrid of online and in person experiences including lighting installation in Wentworthville's Friend Park, online dance films, online visual arts and dance workshops and a virtual art exhibition, Diwali Bloom.
- Three new diverse public artworks were commissioned and delivered, including temporary video artworks by Cumberland City artist Gillian Kayrooz, and permanent First Nations artwork at Auburn by Darug artists Leanne Tobin and Shay Tobin.
- The Culture Up Late initiative was delivered in the Granville Cultural Precinct, funded by NSW Government, giving locals and visitors opportunities to enjoy arts and cultural programs in the evening.
- The Great Southern Nights music initiative was presented in conjunction with Youth Week NSW 2022, featuring a high quality Western Sydney contemporary music program, creating jobs for artists and invigorating the creative sector.
- 'Good Vibes Granville' on South Street, Granville in May 2022 showcased 33 artists and creatives, including large scale temporary video artworks on five buildings in the Granville Town Centre.
- Delivered a Community Rangoli Day Program at Peacock Gallery Precinct at Auburn Botanic Gardens in March 2022.
- Delivered the Cumberland City Australia Day community event.
- 2022 Ramadan Street Food Festival celebrations provided residents and visitors the opportunity to celebrate and connect during Ramadan.

Community Development



Service Description

This service is responsible for the development and implementation of capacity building initiatives and projects across the Cumberland area.

Service Standards

This service aims to improve the well-being of residents, visitors, and the wider community through the delivery of educational programs, community grants and donations and support to domestic violence victims and achieves this by complying with the relevant guidelines and legislative requirements.

Programs

Responsible Officer: Executive Manager, Community and Culture

- Community Education
- Community Grants
- Sector Development
- Domestic Violence (DV) Initiatives
- Volunteer Programs
- Crime Prevention and Community Safety Programs



WINNER Local Government Award for Emergency Food Relief Program



\$50,000 provided in grants to community organisations



4,000 hampers delivered during lockdown



37 Cumberland Community Exchange meetings held with Council as a lead

Key Achievements

- The Community Grants Program commenced with applications closing in September 2021 and funds dispersed in November and December 2021.
- Council developed partnerships with a number of community organisations including Western Sydney Legal Centre, Community Resource Network, and Zen Tea Lounge to deliver awareness and domestic family violence support.
- Council led and facilitated the local domestic violence network groups.
- Council has continued to lead monthly community support sector meetings.
- Council successfully delivered the Domestic and Family Violence (DFV) Forum, with over 100 attendees and the Reconciliation Day School Event, with 500 attendees.
- Volunteer programs recommenced with COVID-19 safety protocols and guidelines.

Children and Youth Development



Service Description

The service is responsible for the development and implementation of targeted children (pregnancy – 12 years), youth (12 – 25 years) and families community development initiatives and projects across the Cumberland area. The service oversees the internal and external child protection functions of Council.

Service Standards

The service develops community focused partnerships, initiatives and programs aiming to improve outcomes and opportunities for children, young people and their families while also ensuring Council is meeting legislative obligations around child protection.

Programs

Responsible Officer: Executive Manager, Community and Culture

- Children's Development
- Youth Development

100% of Council's Youth Programs involve youth participation in their planning



56 families attended the re-launch of the Bush School sessions

Key Achievements

- Hosted the state-wide Child Safe Standards: A Local Government Perspective Forum on 5 September at the Granville Centre, with 150 participants from over 100 local government councils.
- The recruitment and onboarding of ten new Youth 4 Youth group members has taken place and the Cumberland Youth Interagency continues to connect local youth organisations with Council.
- The Dolly Parton Imagination Library initiative has commenced in partnership with the Libraries team, providing free books to all babies born in 2022 in Cumberland.
- Commenced work on the Child Safe Action Plan to align Council with the new Child Safe Legislation.
- Advertised three School Based Traineeship positions for local high school students.

Social Inclusion and Wellbeing



Service Description

This service aims to improve the lives of over 55's and seniors in our community through the provision of services which includes transportation, meals and social programs.

Service Standards

Providing valued services and programs to enhance the quality of life of residents over 55 and ensuring that compliance with relevant service standards, guidelines and legislative requirements are met.

Programs

Responsible Officer: Executive Manager, Community and Culture

- Over 55's Programs
- Social Inclusion Programs
- Transport Services
- Nutrition Services
- Service Intake and Assessment
- Seniors Events



24,026 hours of support provided for Commonwealth Home Support Program customers



95.92% of participants stated they feel more socially connected by accessing outings, meeting friends and getting out



29,922 meals were provided for Commonwealth Home Support Program customers

Key Achievements

- 89% of customers rated that their psychological and physical quality of life has improved as a result of services and programs.
- Six Over 55's programs returned with 110 registered participants.
- Delivered 300 extra meals between 20 to 23 December 2021 to cover the Christmas closure period.
- Social Inclusion Customer Christmas Party was held with 104 customers attending.
- Seniors Festival was held with 12 facilitated programs and events for over 400 attendees.
- 98% of customers were satisfied with services and programs.

Disability



Service Description

This service is responsible for the delivery and implementation of Council's Disability Inclusion Action Plan (DIAP) and National Disability Insurance Scheme (NDIS) Programs.

Service Standards

The provision of quality services and programs to enhance the quality of life of people with disability and ensuring that compliance with relevant service standards, guidelines and legislative requirements are met.

Programs

Responsible Officer: Executive Manager, Community and Culture

- National Disability Insurance Scheme Programs
- Implement the Disability Inclusion Action Plan



11,007 hours of support provided to people with a disability under the NDIS



\$313,465 of income was generated through NDIS programs



70.71% feel their physical health improved

Key Achievements

- Customers were supported through COVID-19 to access a Council led vaccine clinic as well as vaccination certificates and safe check-in card applications.
- In recognition of World Down Syndrome Day on 21 March 2022, staff and customers embraced the theme 'Lots of Socks' by wearing long and loud socks at their gym session to symbolise the day and recognise the achievements of people living with Down Syndrome.
- The Disability Inclusion Action Plan timeline was changed due to a Government led COVID-19 one year extension.
- Christmas parties were held by the Lifestyle Leisure Links Program and Social Inclusion Team with maximum attendance.
- 98% of customers were satisfied with services and programs.

Customer Experience



Service Description

This service is responsible for managing and operating Council's contact centres, service centres, webchat channels, after hours and other contact channels of Council and delivers customer service to rate payers, residents and visitors through various communication and contact points.

Service Standards

To deliver efficient customer service via Council's various channels whilst ensuring that enquiries and complaints are handled within the accepted timeframes.

Programs

Responsible Officer: Executive Manager, Customer Experience and Technology

- Operations and Strategy
- Complaints and Feedback
- Bookings Administration
- Records



162,150 calls answered

11,639 bookings enquiries resolved



10,304 webchats

99% of complaints resolved within 15 business days



93% of calls answered within 60 Seconds

98% of bookings requests received and actioned within 10 business days



55,813 customer requests raised

14,208 customers served in person

Key Achievements

- Wentworthville and Berala Customer Service Centres were established to provide additional services to the community.
- Justice of the Peace services are now provided across all five Customer Service Centres.
- The National Local Government Benchmarking Program results revealed that Council's Customer Service team is achieving exceptional outcomes in comparison with other participating councils.
- Reduced complaints from Bookings due to increased stakeholder engagement.

Community Centres



Service Description

This service manages and operates Council's three staffed community centres located at Auburn, Berala and Guildford. These venues are hubs where residents and visitors can meet, network, socialise, learn new skills and enjoy activities. The service is designed to promote social cohesion and improve community well-being.

Service Standards

To promote and build the profile of Council's staffed community facilities driving utilisation, visitation, accessibility, and efficiency in use. In addition, ensuring current and future community facilities are designed and operated in a way that meets the unique needs and aspirations of the local communities that they serve and supports Council's strategic direction.

Programs

Responsible Officer: Executive Manager, Customer Experience and Technology

- Community Centre Operations Auburn, Berala and Guildford
- Implementation of the Community Facilities Strategy



1,800 Food parcels distributed with OzHarvest



TAFE partnership online programs during COVID-19, including gardening, English Classes, beauty and cooking classes

Key Achievements

- Positive feedback received in relation to food relief support and partnership programs currently being run from three staffed community centres.
 - Implementation and support of COVID-19 vaccination clinics throughout community centres.
- Staffed Community centres delivered the following partnership programs:
- Free dance fit, yoga and table tennis classes with ReLink
 - Free English classes run by a volunteer
 - Free JP services run by a volunteer
 - Free citizenship assistance run by a volunteer.

Information Systems and Data



Service Description

Responsible for managing all Corporate Information Systems across all data sets throughout Council. Other functions include Geographical Information Systems, (GIS), project management and support for corporate system implementations.

Service Standards

Maintain internal and external systems to ensure information is secure, available and easily accessible.

Programs

Responsible Officer: Executive Manager, Customer Experience and Technology

- GIS
- Business Systems
- IT&S Projects



2,822 helpdesk requests resolved

1,644

Access Management requests completed

Key Achievements

- Delivered best practical solution for data sharing between Council and State Government agencies.
- IntraMaps enhancements were completed and a number of new modules such as History of Suburbs, Open Space Design and Gap Analysis, and Stormwater Engineering were developed.
- TechnologyOne 2022A version upgrade completed.
- TechnologyOne CiA Enterprise Asset Management uplift completed.
- API integration between TechOne Compliance Connector and NSW Planning Portal.
- TechnologyOne CiA Supply Chain uplift completed.

Technology Services



Service Description

Provides sustainable, resilient, scalable network infrastructure and desktop hardware. In addition to providing service desk help, disaster recovery and management of TPG Private Cloud infrastructure.

Service Standards

Ongoing availability of internal and external systems with timely resolution of any issues identified.

Programs

Responsible Officer: Executive Manager, Customer Experience and Technology

- Infrastructure Support
- Client Support / Service Desk



623 Service Desk requests resolved



All users migrated to Microsoft Teams

Key Achievements

- Continued delivery of IT services to enable Council to continue its service delivery to the community.
- Wi-Fi rolled out to Long Day Care Centres.
- Eric Tweedale Stadium networking completed.
- Hardware refresh completed.
- Server data migrated to Microsoft infrastructure and decommissioning of on premises infrastructure.
- Training delivered to all Council staff on Microsoft Teams.

Education and Care



Service Description

The Education and Care section directly delivers education and care to children aged 0-12 years. The centres offer a range of flexible inclusive options for families including long day preschools, occasional, before and after school care programs, school holiday programs and family day care (home based including emergency and overnight) inclusive of children with additional needs.

Service Standards

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

Programs

Responsible Officer: Manager, Education and Care

- Long Day Care Centres
- OOSH Services
- Family Day Care

87% Long Day Care utilisation

45% After School Care utilisation

25% Before School Care utilisation

75% School Holiday Program utilisation

Key Achievements

- Education and Care services remained open during the lockdown to continue to provide high quality Education and Care for children of essential workers.
- Maintained contact with families that have not been attending care through virtual story times and activities with graduations delivered via online and electronic methods.
- Auburn Long Day Care achieved an 'Exceeding' rating under the National Quality Framework.
- Pemulwuy Children's Centre has increased its number of places at the centre from 65 to 85 to meet the needs of the community and is operating at full capacity.
- Family day care is a high-quality education and care service that has continued to provide a specialised smaller group setting to the community.
- Hosted the Local Government Educational Leaders Networking Platform.

Strategy and Improvement



Service Description

Strategy and Improvement is responsible for undertaking Council's corporate and community-based planning and performance reporting, business improvement, and project management activities. The business unit focuses on providing partnership and support to meet reporting requirements, identifies and implements business performance improvements and oversees Council projects, which indirectly benefits the community through effective and efficient operations.

Service Standards

Council must meet the legislative and compliance requirements for the Integrated Planning and Reporting Framework (IP&R) in relation to the various reporting requirements within its scope. All projects are undertaken in accordance with the Project Management Framework

Programs

Responsible Officer: Manager, Strategy and Improvement

- Corporate Strategy & Performance Reporting
- Business Improvement & Integration
- Project Management Office



100% compliance for all facilitated projects delivered in line with the Project Management Framework



100% compliance for all statutory plans and reports delivered

Key Achievements

- An Innovation Hub and Change and Improvement page has been created for the organisation to use as a central repository system to capture and generate ideas that will drive growth and innovation at Council.
- Change Management Toolkit developed and utilised by the organisation for all change projects.
- Business Planning Framework is completed and ready for implementation.
- Community satisfaction has recently been measured via the Wellbeing Survey conducted in 2022. The measures and targets set out the community's vision for the future of Cumberland.
- Utilisation of change methodologies in Council's change programs and projects.
- An electronic Business Case Form has been released as part of the Project Management System implementation.

Human Resources



Service Description

This service delivers internal services relating to the full employment lifecycle of staff. This includes enhancing leadership capabilities, recruitment, performance management and building a productive, safe, and healthy culture.

Service Standards

Internal service that deals with the overall management of staff, ensuring that all staff queries and issues are dealt with in a timely manner and in accordance with legislative requirements.

Programs

Responsible Officer: Manager, Human Resources

- Recruitment and On-boarding
- Learning and Organisational Development
- Generalist HR Support

LMS

Tickets, Licences and Qualifications are being updated in Council's Learning Management System (LMS)

Key Achievements

- The Human Resources team continued to work closely with the organisation to help manage the workforce during the COVID-19 pandemic as well as implementing Council's COVID-19 Vaccination Procedure.
- New starters are being enrolled into the online corporate induction.
- Implemented a Mentoring Program and Leadership Program for staff.
- Promotion of initiatives and staff events to improve the culture within the organisation.
- Stage 2 of the Salary Harmonisation has been completed.
- Critical Management First Aid training organised.
- Rolled out the Flexibility and Work Modes Survey across Council.
- Developed a Workplace Surveillance Policy.
- Performance Management training and PDS Review training for all supervisors/ managers undertaken.

Communications, Marketing and Media



Service Description

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

Service Standards

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

Programs

Responsible Officer: Manager, Strategic Communications

- Social Media
- Media Relations
- Graphic Design, Photography and Video Support
- Printing
- Advertising
- Council Brand Management
- Community Newsletter and EDMS
- Website



46 media releases issued

4,868

new digital mail subscribers



2,511,919 visits to website

3,893

LinkedIn followers

27,019

Facebook followers

3,044

Instagram followers

Key Achievements

- Council continued to have increased engagement on its website and Social Media channels with an increase in followers on Facebook and Instagram.
- An average of two posts per day is keeping the Community Informed of the programs and events that are available to them.
- Council has successfully built a strong relationship with local media partners, which has contributed to the positive coverage of Council run initiatives and programs including good news stories during the COVID-19 lockdown, community events and resident programs which have had a high uptake.
- Communication efforts have increased to cater to the growing and diverse population in Cumberland City. Communication, including community newsletters, surveys and engagement pieces that are sent to residents are now translated into the top spoken languages in Cumberland City.
- An increase in communication of Council led engagement initiatives has helped improve community awareness and better consultation outcomes with community engagement programs, grants, events and surveys.
- Increased crisis communications throughout the height of the pandemic continued to keep the residents informed of the changing public health orders, vaccination hubs and testing clinics available throughout Cumberland City.

City Services

(formerly Works and Infrastructure)

10 Services

- Asset Management and Capital Works
- City Maintenance
- Buildings Maintenance
- Depot Operations
- Open Space Maintenance
- Recreational Assets
- Compliance
- Development Programs
- Environmental Health
- Waste



Sign installation at Hyland Road, Greystanes

Asset Management and Capital Works



Service Description

This service is responsible for Council's assets, such as, roads, stormwater, buildings, and open spaces. The service ensures Council's assets are constructed or renewed to agreed specifications. In addition, Council seeks to manage these assets in a way that benefits the community and aligns to the Asset Management Strategy and Planning.

Service Standards

To develop and deliver Council's Asset Management Plans, Renewal Works Program and projects, in line with the required timeframe, budgets and engineering standards.

Programs

Responsible Officer: Executive Manager, City Services Operations

- Roads
- Operational Support for Asset Management
- Street Lighting
- Construction Renewal, New Assets & Restorations
- Renewals
- Stormwater
- Open Space
- Buildings



31 additional Street Lighting requests completed



40 roads reseat projects completed (12.2km length)



21 new footpaths constructed (3.9kms)



81% of building renewals completed



135 bridges inspected



80% of open space renewals completed

Key Achievements

- Completed Roads and Transport Asset Renewal Program.
- The Dam Break Safety Audit has been completed and submitted to the NSW Dam Safety Committee.
- Road and Transport Asset Management Plan updated.
- Asset registers have been updated with new and renewed Asset Capital Works.
- Completed all requests for additional streetlights and design arranged for locations requiring additional poles.
- Footpath Renewal program - 15 footpaths.
- Footpath SRV program - 19 footpaths.
- New Footpaths program - 21 footpaths.
- Roads Renewal program - 40 roads completed.
- Infrastructure and community asset renewal programs prepared.
- Asset registers and systems updated with post condition data for Capital Works Program.
- Completed Open Space Asset Renewal Plan.
- Review of Open Space Assets Management Plan completed.
- Condition ratings for play equipment updated based on latest Kiko Playground report.
- Open Space Assets Management Plan based on existing condition data and long-term financial plan has 8/10 projects completed.
- Completed Building Asset Renewal Program.
- Building Asset Renewal Program has 13/16 projects completed.



Asphalt restoration at Chetwynd Road, Guilford

City Maintenance



Service Description

The service is responsible for the maintenance and presentation of Cumberland's public domain areas. This service focuses on providing clean and green open spaces and safe areas for enjoyment for our residents and visitors. In addition, the service provides maintenance and cleaning services across Cumberland's public domain, including the verge, footpaths, stormwater network and roads.

Service Standards

To provide cleaning services for our public domain, including Town Centres in the Cumberland area. In addition, to provide maintenance services for Cumberland's public infrastructure and streetscapes.

Programs

Responsible Officer: Executive Manager, City Services Operations

- Cleansing
- Streetscapes
- Public Infrastructure

7,851 customer requests completed

1,661 pits cleaned

5,980 potholes repaired

78,158 kms of roads mechanically swept

Key Achievements

- Increased cleansing operations such as sanitising of touch points and disinfecting town centre.
- Responded to a large number of requests resulting from extreme weather events.
- 95% of potholes and footpath uplifts were made safe.
- Serviced 90% of garden beds throughout town centres.
- Streetscapes have been maintained.
- There was a large increase in pothole requests due to heavy rain with more than 500 potholes attended to during February and March 2022 and 1,418 potholes completed in the months of April and May.
- All Town Centres cleansed nightly.

Building Maintenance



Service Description

This service provides maintenance and repairs to approximately 381 council buildings and properties in the Cumberland area. This includes the aquatic centres, community facilities, administration buildings, childcare centres, libraries, parks, and gardens. The service is also responsible for cleaning, fire safety, electrical, plumbing, sanitary and security.

Service Standards

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

Programs

Responsible Officer: Executive Manager, Recreation and Facilities

- Buildings Maintenance

97% of building maintenance requests on track

90% of facilities maintenance schedules on track

Key Achievements

- Review of Procurement Plan undertaken.
- An increased number of requests for cleaning including COVID-19 cleans was received with fast response times provided for all requests.
- Building maintenance and reactive repairs on track including grant funded improvements to security CCTV in key locations.

Depot Operations



Service Description

This is an internal service supporting the delivery of frontline services for Council staff. The service is responsible for managing and providing maintenance across Council's:

- 2 Stores
- 1 Sign Shop
- 2 Depots located at Auburn and Guildford
- 167 leaseback vehicles
- 153 registered plant
- 400 unregistered small plant and equipment.

Service Standards

To ensure Depot services and associated operations meet the required safety standards, compliance measures and service level agreements.

Programs

Responsible Officer: Executive Manager, Recreation and Facilities

- Stores
- Fleet and Plant Management

94% of completed maintenance schedules and inspections for leaseback vehicles

100% of completed maintenance schedules and inspections for plant and equipment

Key Achievements

- A tender process for Fleet Management Services was conducted and finalised in June 2022. Toyota Fleet Management (TFM) was successful in their bid and was awarded the contract for the lease of vehicles and large plant for the next 3 years. TFM presented the best buy back & lease options. This will result in operational savings and give Council the flexibility to lease large plant thus freeing up a large amount of capital investment.
- Vehicle inspections and compliance registrations completed in accordance with RMS requirements.
- Stores and sign shop activities continued producing COVID-19 safety plan signage.

Open Space Maintenance



Service Description

The service provides repairs and maintenance for Council's extensive network of accessible and sustainable parks, sportsgrounds, playgrounds, bushland, habitat corridors and recreation areas.

This service manages and operates approximately 327 passive parks, 46 sportsgrounds, 37 tennis courts, 226 playgrounds, 200 ha of bushland, extensive walkways and bicycle paths, BBQs, picnic shelters and associated park furniture.

Service Standards

To provide and maintain open and green spaces to the community that are within Council's required service level agreements and industry best practices.

Programs

Responsible Officer: Executive Manager, Recreation and Facilities

- Bushland and Riparian
- Parks
- Sportsgrounds



71% of bushland and riparian maintenance completed

100%

of maintenance schedules and inspections for plant and equipment completed



79% of sportsground maintenance completed

100%

of play equipment inspections completed (226 per month)



64% of park maintenance completed



75% of play equipment maintenance completed



75% of floodlights and irrigation maintenance completed

Key Achievements

- Wet weather processes were revised through collaboration with the sports clubs to deliver greater flexibility considering the ongoing wet weather.
- The new bushland contractor panel was onboarded in July and commenced the new annual programs.
- Improvements were undertaken to sportsfields and gardens including implementation of new aeration, floodlight and irrigation maintenance schedules.
- New equipment was trialled to service sports fields impacted by the ongoing wet weather.
- Winter programs actioned including mulching.

Recreational Assets



Service Description

The service provides recreational services, facilities, and programs to promote the health and well-being of our residents, visitors, and the wider community. This service manages five swimming centres, two golf courses, The Holroyd and Granville Centres and three gardens.

Service Standards

To provide recreational services and health and well-being programs, in addition to complying with facilities maintenance requirements.

Programs

Responsible Officer: Executive Manager, Recreation and Facilities

- Golf Courses
 - Swim Centres
- Premium Facilities
 - Holroyd Centre and Granville Multipurpose Centre



Attendance at Learn to Swim classes is increasing



51,393 people attended golf courses



100% compliance with water quality



90% of golf course maintenance completed



90% of swim centres maintenance programs completed



93% of Botanic Gardens inspections completed



98% of Aquatic Programs delivered

Key Achievements

- NSW health occupied the main areas of the Granville Centre as a COVID-19 health hub.
- Upgrades to the Granville Swim Centre commenced including new heat pumps, pipe renewal and chlorination equipment.
- Woodville Golf Course 7th hole upgrades on track.
- Swim centres maintenance undertaken including painting, installing shelving, repairing tiles, deep cleaning of amenities and landscaping.
- Maintenance underway for all three gardens Botanic/Holroyd/Central including improvements to the Botanic Garden rose area.
- The swim centres have migrated to a new POS platform and new telephone queuing system to improve customer service.
- Deep coring and fertiliser completed for Summer.
- Aquatic programs recovered after restrictions lifted and attendance increased.

Compliance



Service Description

This service regulates and enforces environmental and safety standards across the Cumberland area. The service provides a wide range of community focused waste education, environmental initiatives, programs, and protection measures across the community. The service is designed to create environmental awareness, ensure environmental sustainability for future generations and control unlawful activities in the area.

Service Standards

To provide and enforce environmental and safety standards for the Cumberland area and community.

Programs

Responsible Officer: Executive Manager, Regulatory and Technical

- Companion Animal Registration Program
- Abandoned Vehicle Program
- Load limited Road Enforcement
- Illegal Dumping Program
- Overgrown Vegetation Program
- Sediment and Erosion Control Program
- Out of Hours Building Works Monitoring
- Environmental Protection Compliant
- After hours Pollution Response
- Companion Animal Investigation
- Parking Patrol
- Monitoring of Open Parks

956 incidents of illegally dumped rubbish investigated

4,161 parking related complaints investigated

49 patrols of load limited roads

2,014 customer requests regarding abandoned vehicles investigated. 150 vehicles impounded

4,511 companion animal registrations completed

Key Achievements

- 4,511 companion animal registrations were completed during the year.
- 49 patrols of load limited roads undertaken.
- Investigated 956 instances of illegal dumping of rubbish.
- 535 locations were inspected as part of Council's sediment and erosion.
- Council's Rangers team (Environmental Protection) completed 8,718 customer services requests.
- 2,151 Heavy Vehicle complaint patrols completed.

Development Programs



Service Description

This service investigates and regulates unauthorised and illegal works in the Cumberland area, such as illegal building works and unauthorised land use. The service is designed to protect and ensure the safety of the community through enforcement of regulatory activities. Technical advice is also provided by this service, to ensure best practices are delivered across the Cumberland area.

Service Standards

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

Programs

Responsible Officer: Executive Manager, Regulatory and Technical

- Regulatory Action
- Fire Safety
- Swimming Pool Inspections
- Public Awning
- Cladding

3,256 regulatory action customer requests received

140 swimming pool requests received

1,389 annual fire statements received and registered

Key Achievements

- 3,256 customer service requests received, with 2,604 requests completed.
- Completed 199 customer requests relating to fire safety.
- Completed 140 customer requests relating to swimming pool compliance.
- 627 inspections completed for illegal or unauthorised building works.
- 1,859 inspections completed for illegal or unauthorised land use.

Environmental Health



Service Description

The service regulates and enforces health and safety standards across the Cumberland area for residents and visitors. This service provides:

- Regulation of food premises, skin penetration businesses and cooling water systems
- Investigation and regulation of activities that are impacting the environment and broader public health
- Technical advice to key stakeholders to ensure environmental health best practices are delivered to the community through the planning and development assessment process

Service Standards

To provide optimal environmental and community health outcomes for the Cumberland community by ensuring the required standards are met and in the given timeframe.

Programs

Responsible Officer: Executive Manager, Regulatory and Technical

- Food Safety Surveillance Program
- Skin Penetration Program
- Legionella Surveillance Program
- Cumberland Environmental Assessment Program
- Environmental Health Education Program
- Environmental Health DA Assessments
- After Hours Pollution Responses
- Environmental Monitoring Program
- Environmental Health Complaint Response

771

premises were inspected as part of the food safety surveillance program

100%

of after hours pollution incidents were acknowledged

66

premises were inspected in Council's Skin Penetration Programs

Key Achievements

- Food Safety Surveillance primary inspections continued.
- 70 audits of industrial premises have been undertaken.
- Completed 330 environmental health development assessments.
- Environmental Health and Ranger team responded to all reports of pollution, including providing an afterhours response.
- Environmental Health Team completed 1,449 customer service requests.

Waste



Service Description

To provide efficient residential and commercial waste collection services, regular clean up services and removal of illegal dumped rubbish across the Cumberland area. This service ensures our residents and visitors will experience clean, green, attractive and usable public spaces.

Service Standards

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

Programs

Responsible Officer: Executive Manager, Regulatory and Technical

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

51,513 clean-up services provided

69,511 tonnes of garbage collected

33 new commercial waste services commenced

10,243 tonnes of recycling collected

9 complaints for missed street litter bin collections

9,173 tonnes of garden organic material collected

509 new bin requests completed

100% of illegal dumping incidents reported were investigated and/or collected

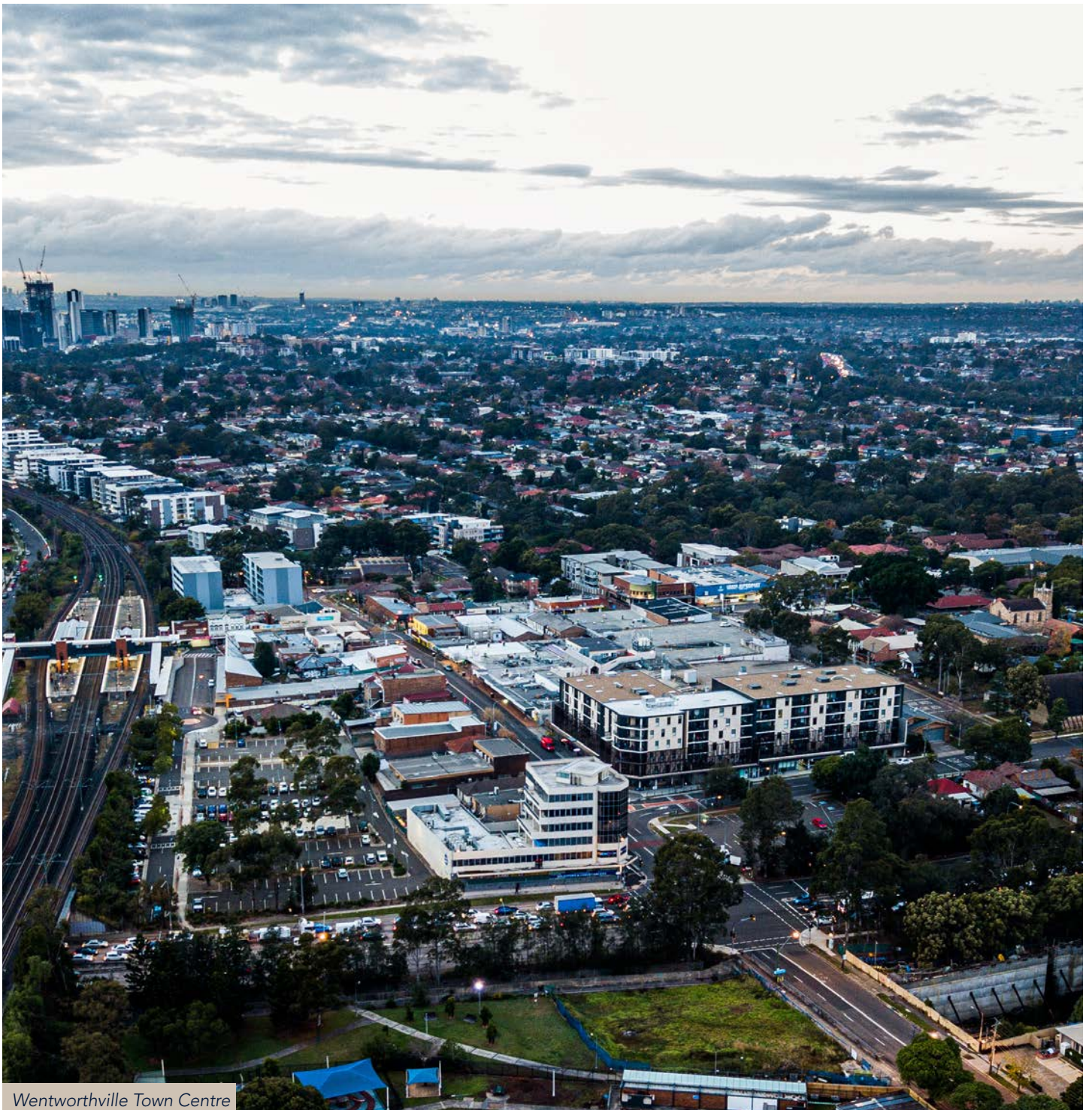
Key Achievements

- Council's waste services continued uninterrupted with measures put in place to ensure compliance with the COVID-19 public health orders.
- Street and park litter bins continue to be serviced on routine schedules and any instances of illegal dumping removed

Environment and Planning

7 Services

- City Strategy
- Place and Engagement
- Environment Programs
- Planning Systems
- Recreation and Sport
- Development Management
- Engineering



Wentworthville Town Centre



Service Description

This service develops and facilitates Council's heritage initiatives as well as developing and delivering Council's strategic planning work, including planning for key centres and strategic corridors across Cumberland City. The service develops and facilitates plans, policies and projects to create great places and plan for infrastructure across our city and local economy.

Service Standards

Advocacy representing the community's interests. Planning for quality place outcomes with associated infrastructure identified. Responding to NSW State Government initiatives affecting Council with the completion of reports, submissions and contributions to local, regional and district planning.

Programs

Responsible Officer: Executive Manager, City Strategy

- Heritage
- Infrastructure and Place Strategy and Planning
- Urban Strategy and Planning



The Cumberland LEP and DCP were finalised and commenced in November 2021



The Cumberland Local Housing Strategy received endorsement by the Department of Planning, Industry and Environment



Successfully held the Local Heritage Awards Program 2021



Council announced the successful applications for the Local Heritage Rebate Program 2021

Key Achievements

- The Cumberland Local Environmental Plan was gazetted on 5 November 2021 and the Cumberland Development Control Plan in force on 5 November 2021.
- Progressed early consultation with the community to identify new heritage items and conservation areas for inclusion in the Local Environmental Plan.
- Lodged a submission for the Metro West Environmental Impact Statement in relation to Westmead.
- Council's Centres and Corridors Program has progressed.
- Commenced preliminary work on a Walking and Cycling Strategy.
- Concept design finalised and planning approval received for Merrylands Civic Square.

Place and Engagement



Service Description

This service supports the integration of Council's service areas and resources to focus efforts on community engagement, coordinating key projects and initiatives at a local level, and responding to the emerging needs of the community.

Service Standards

To provide timely advice and support in relation to engagement activities for Council, local businesses, and the community, whilst ensuring that Compliance with the Cumberland City Council Community Engagement Policy is adhered to ensuring that there is transparency in decision making.

Programs

Responsible Officer: Executive Manager, City Strategy

- Place Liaison
- Community Engagement



Council has successfully secured over \$500,000 in grant funding

3

Successfully held three community activations in Granville, Lidcombe/Wyatt Park and Auburn

Key Achievements

- Conducted business support webinars in partnership with the NSW state government and provided regular updates on Council's business support program and concierge.
- 168,200 pages views approximately since launch of the new Cumberland Conversations portal on 10 January 2021.
- Council held the Local Business Awards.
- Cumberland Conversations Podcast has 12 episodes with 8,000 listeners.
- Community Engagement Strategy developed.
- Undertook beautifications and improvements of signage around town centres.
- Council hosted the 2022 Homelessness and Housing Sector Forum.
- Economic Development delivered the Cumberland Small Business Month event with 120 local attendees, improving business to business local supply chains.
- Economic Development continued the Local Employment Program promoting people to look for employment locally, engaging with different pathway providers including Business NSW and Australian Apprenticeships Incentive System Program and local companies.

Environment Programs



Service Description

Provide a range of environmental, planning and waste related programs and services across Cumberland, which ensures the Cumberland area is clean and public spaces are well maintained.

Service Standards

To respond to State Government initiatives affecting Council with the completion of reports, submissions, and contributions to district planning. In addition, this service responds to Council initiatives within timeframe or in accordance with legislative requirements.

Programs

Responsible Officer: Executive Manager, Environment and Planning Systems

- Environmental Strategy and Programs
- Waste and Resource Recovery Strategy and Programs
- Asbestos Management Strategy and Programs
- Litter and Illegal Dumping Prevention Programs
- Problem Waste Collection Service

60

tonnes of problem and e-waste collected comprising of paint, engine oils, televisions and small electrical appliances

7,809

illegal dumps collected

4,568

problem waste collection bookings

3.68

tonnes of residential asbestos collected

800

tonnes of illegally dumped material

Key Achievements

- Five native plant tree giveaway events were held across the LGA in March with more than 2,000 plants and 58 trees provided to residents.
- Council conducted the biannual ibis survey during the breeding season, with the population size for each of the 10 respective sites recorded.
- Five Sustainability Workshops were held covering - Introduction to Wildlife Gardening, Weeds Dancing with Nature and Climate Action through Gardening and Energy Saving.
- Additional recycling and green waste services introduced to support residents during stay at home restrictions during COVID-19.
- Council organised 64 Asbestos Household Collection Service collections, which sees asbestos being picked up from residents' households.
- Illegal dumping rates were down 40% from the peak recorded in December 2020.
- Extra Problem Waste Collection Service days were arranged to reduce the wait period for residents.
- New security cameras were purchased with license plate recognition in order to monitor dumping hotspots, taking the total number of surveillance cameras within Council areas to 27.
- Six solar sites have been set up with monitoring to assess performance and usage.

Planning Systems



Service Description

Planning system activities, including the assessment of landowner initiated planning proposals, preparation of Planning Certificates, negotiating Voluntary Planning Agreements and implementation of the Local Infrastructure Contribution Plan.

Service Standards

To respond to State Government initiatives affecting Council with the completion of reports, submissions, and contributions to district planning. In addition, this service responds to Council initiatives within timeframe or in accordance with legislative requirements.

Programs

Responsible Officer: Executive Manager, Environment and Planning Systems

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

3

Landowner initiated Planning Proposals considered by Council

6,663

Planning Certificates processed

3

Voluntary Planning Agreements executed

Key Achievements

Planning Proposals endorsed by Council for the following sites:

- Pre-Gateway - 233,249-259 Merrylands Road and 52-54 MacFarlane Street, Merrylands & 80 Betty Cuthbert Drive, Lidcombe
- Post-Gateway - Fresh Hope Care, Dunmore Street, Pendle Hill

Voluntary Planning Agreement executed to secure funding of works for future infrastructure at the following sites:

- 2 Percy Street, Auburn - Monetary contribution for public domain and open space upgrades in accordance with the Wyatt Park Masterplan
- 106-128 Woodpark Road, Smithfield - Public domain and transport improvements valued at \$850,000
- Fresh Hope Care, Dunmore Street, Pendle Hill - Monetary contribution for public domain upgrades in Pendle Hill Town Centre; affordable housing unit; works in kind; and other public benefit

Recreation and Sport



Service Description

This service is responsible for planning and designing suitable and fit for purpose open spaces, across the Cumberland area. The service provides support to sporting and recreational users through the development and implementation of Plans of Management, Masterplans, and designs, including active participation and engagement across sporting clubs and committees.

Service Standards

To provide suitable open spaces that meet the required Australian standards, best practices guidelines and sporting field procedures.

Programs

Responsible Officer: Executive Manager, Environment and Planning Systems

- Recreation and Sport

129

Committee and/or advisory meetings held

8

plans and designs completed for local public spaces

Key Achievements

- Local Park Masterplans progressed from concept design to detailed design.
- Granville and Community Spaces Plan of Management endorsed by Council are being finalised with Crown Lands.
- The Open Space Review Gaps Analysis complete.
- The RAAF Stores Park Wall construction is complete.

Development Management



Service Description

Undertakes development and building activities, including development applications, building assessment, tree management, engineering assessment and planning panels.

Service Standards

To respond to NSW State Government initiatives affecting Council with the completion of reports, submissions, and contributions to district planning. In addition, this service responds to Council initiatives within timeframes or in accordance with legislation requirements.

Programs

Responsible Officer: Executive Manager, Development and Building

- Development Assessment
- Building Assessment
- Tree Management
- Engineering Assessment
- Planning Panels

82

days achieved for Development Applications median processing times, ahead of 86 days target

19

Sydney Central City Planning Panel meetings

9

Cumberland Local Planning Panel meetings

7

Design Excellence Panel meetings

Key Achievements

- Formal confirmation was received from the Department of Planning, Industry and Environment that Council was successful in achieving improvements with DA processing times associated with the NSW Public Spaces Legacy Program, with \$5.5m in funding awarded to Council to progress the Merrylands Civic Square.

Engineering



Service Description

This service manages Cumberland's stormwater and drainage systems, flood plans, grant fund and designs for traffic, transport and infrastructure. In order to do this, the service conducts investigation and design of existing and new drainage infrastructure. In addition, the service provides investigation for traffic and transport issues, that are reported to the Local Traffic Committee.

Service Standards

To provide the Cumberland area with safe walkways, footpaths and roads.

Programs

Responsible Officer: Executive Manager, Development and Building

- Stormwater
- Infrastructure Design
- Traffic and Transport

3,200

Engineering applications processed



2,160 Engineering inspections undertaken



190 reports to Cumberland Local Traffic Committee

Key Achievements

- \$1.258m of grant funding received through the Black Spot Program by NSW to undertake six projects to improve the safety of Council's road users.
- \$850,000 of grant funding received under the Road Safety Stimulus Program by TfNSW to complete an additional six projects.
- Infrastructure plans progressed from concept design to detailed design.

Finance and Commercial Services (formerly Finance and Governance)

4 Services

- Property Services
- Accounting
- Rates
- Procurement



Merrylands Oval

Property Services



Service Description

Maximises the revenue generated on Council's leased asset portfolio, while also responsible for delivering on Council's acquisition program and ongoing property development projects.

Service Standards

To ensure all leases entered, maximise positive outcomes for Council and Property transactions always comply with the *Local Government Act 1993*. In addition to maximising benefit to the community from the Property Portfolio.

Programs

Responsible Officer: Chief Financial Officer

- Property Leasing and Transactions
- Property Development



The Outdoor Dining Review Project identified 95% of operators requiring renewal

Key Achievements

- The Property Leasing and Transactions area continues to protect the investment performance of diverse property assets with the management of lease transactions including overseeing the delivery of all property management services by an outsourced Property Management Service Provider.
- Council's Leasing portfolio has been reviewed and expired and holdover leases have undergone market rent valuation reviews.
- Property and Leasing are collaborating with the Compliance and Health Team regarding: Unauthorised use of footway and the validity of Development Consents in reference to Permitted Use.

Accounting



Service Description

This service has multiple responsibilities including, payroll, accounts payable, treasury and financial accounting. In addition, the Finance Business Partners provide relevant financial information, tools, analysis, and insight to support Budget Owners to make informed decisions while driving business strategy. The Business Partner process is pivotal in keeping Council financially stable.

Service Standards

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

Programs

Responsible Officer: Chief Financial Officer

- Budgeting
- Payroll
- Financial Accounting

100% of all end of month processes completed on time

100% of invoices paid weekly

Key Achievements

- Delivering financial stability through effective analysis of financial data aligned to Council's Long Term Financial Plan.
- All external returns lodged on time.
- Financial statements were adopted 20 October 2021.
- Fieldwork for the interim audit of the 2021-2022 financial year has been completed.

Rates



Service Description

Rates are Council's main source of income and used to provide essential infrastructure, services, facilities, programs, activities, and capital works for the community.

Service Standards

To ensure rates are levied and collected on time and in accordance with legislation as well as ensuring community awareness of rates through publication of the Statement of Revenue Policy.

Programs

Responsible Officer: Chief Financial Officer

- Rates

100% of rates issued with harmonisation on time

5.6% current outstanding rates balance

Key Achievements

- Continuation of rates harmonisation on track with the first year initiated and rates levied on time.
- The 4th Instalment Notices of the 21/22 Rates and Charges were issued on the 12 April 2022 with a due date of 31 May 2022.
- Additional voluntary rebates were offered to all pensioners as per the updated Pensioner Harmonisation Policy.
- Subcategories were created for industrial and multi-level shopping centres and letters of change were issued in categories for all business properties.

Procurement



Service Description

Responsible for the oversight and delivery of Council's Procurement activities in accordance with endorsed procedures and requirements under the *Local Government Act 1993*.

Service Standards

To ensure Council seeks value for money outcomes and enters, manages, and reviews contracts for a range of goods, services and works on behalf of Council.

Programs

Responsible Officer: Chief Financial Officer

- Purchase to Pay and formal quotations / tendering
- Contract Management and Reporting

100% of service contracts renewed

90% of contract reference field compliance

91% compliance with procure to pay process

Key Achievements

- Compliance and oversight of all procurement activity is tracked and facilitated.
- Procurement continued to be a one stop shop for providing procurement and contracts advice for all Council staff.
- Procurement showcased the innovative and mature end-to-end procurement related services, systems and processes to six interested Councils.

General Manager's Unit

5 Services

- Legal Services, Internal Ombudsman, Executive Support and Administration*
- Governance
- Risk, Audit and Safety

* These services are not reported in the Annual Report



The Granville Centre

Governance



Service Description

Oversees the operations of Council to ensure that decision-making is transparent and accountable, and organisational activities are free from fraud and corruption with a focus on providing effective leadership and administration.

Also responsible for planning and hosting civic ceremonies and functions, promoting effective record keeping practices and providing administration services with respect to Council and Committee meetings.

Service Standards

To ensure Council services are transparent and accountable and decision making is free of conflicts of interest. In addition, provides access to Council records through open access release or via incoming request applications.

Programs

Responsible Officer: Executive Manager, General Manager's Unit

- Corporate Governance
- Civic Events
- Councillor Support and Meeting Administration

100% of business papers published on time

Key Achievements

- Council adapted to COVID-19 related directives particularly with respect to the convening of Council meetings without a public gallery.
- Council hosted the first virtual citizenship ceremony in September, followed by nine virtual citizenship ceremonies conducted in December 2021.
- Council is on track with all statutory obligations and post-election governance activities required under the *Local Government Act*.
- Council resolved the backlog in citizenship by conducting two full days, providing citizenship to almost 2,000 new citizens over the course of February and March 2022.
- Council is on schedule with citizenship ceremonies providing citizenship to 200-400 conferees monthly.
- A Councillor Induction workshop was completed from 18-20 March 2022.
- Council determined 38 Formal and 1,310 Informal Access to Information Requests during the period.

Risk, Audit and Safety



Service Description

Responsible for monitoring, reviewing, implementing, and delivering internal controls in relation to Council's Audit Program, insurance portfolio, Work Health and Safety Management System, in accordance with legislative requirements.

Service Standards

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

Programs

Responsible Officer: Executive Manager, General Manager's Unit

- Internal Audit
- Enterprise Risk Management and Business Continuity
- WHS

80% of audit recommendations implemented

100% compliance with business continuity

100% compliance with no breaches related to COVID-19 and Council remained fully compliant with the NSW Public Health Orders

Key Achievements

- A three year audit plan was adopted in partnership with the Audit, Risk and Improvement Committee (ARIC).
- The WHS Management System was developed based on the ISO45001 standards and the NSW Work Health and Safety Act 2011 and regulations.
- In-Consult audited Council's WHS Management System, Council received a low risk rating.
- Council continues to build its risk management framework and embed it into its operations.

Council key focuses this period included:

- Ensuring insurance policies were renewed and compliant with COVID-19 restrictions
- Risk assessments complete and COVID-19 safe plans updated
- The Risk team chaired CIMT meetings to outline changes to the public health orders and Council's compliance requirements
- Identifying injury trends and training gaps to reduce the number of injuries within the workplace
- Continuing to drive a strong safety culture across Council.

Part 3 - Statutory Reporting

This section of the Annual Report contains the Statutory Information that Council is required to report, according to the *Local Government (General) Regulation 2021*.

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

Audit, Risk and Improvement Statement

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

The ARIC met five times in 2021-2022. The ARIC promotes good corporate governance by the provision of independent objective assurance and assistance to the Council on:

- Compliance
- Risk Management
- Fraud Control
- Financial Management
- Governance
- Implementation of Council Plans and Strategies
- Service Reviews
- Collection of Performance Measurement by Council

Any other matters prescribed by regulations.

The Internal Ombudsman Shared Service

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

The IOSS assists member Councils to:

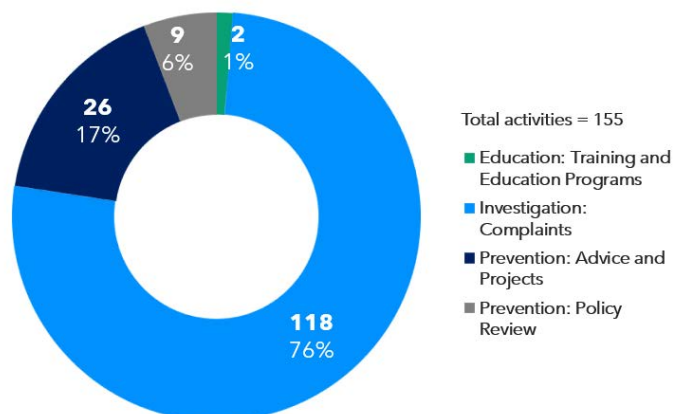
- promote a high standard of ethical conduct and decision making;
- improve administrative conduct and procedures;
- identify areas for improvement in the delivery of services to their communities;
- ensure they are acting fairly, with integrity and in their communities' best interest;
- deal effectively with complaints;
- work to improve their complaint handling systems; and,
- strive for a corruption-free organisation.

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

Over the last 12 months, the volume of complaints and advice requests received for Cumberland City Council has remained steady. Beyond complaints management, the IOSS has provided input into the review of newly developed and existing policies, such as Council's Media Policy, Social Media Policy, Volunteers Policy, Code of Conduct related policies, and policies and information related to the child protection space. The IOSS has also commenced a number of prevention related projects to review Council processes and identify any improvements.

The IOSS will work on an engagement strategy to increase awareness and engagement with broader sections of the community.

Activities of the Internal Ombudsman Shared Service for Cumberland City Council from 1 July 2021 to 30 June 2022:



Ongoing Professional Development

During 2021-2022, and in accordance with the Councillor Expenses and Facilities Policy, Cumberland City Council provided ongoing professional development opportunities for our elected Council, including attendance at the Local Government NSW Special Conference and the Australian Local Government Association National General Assembly 2022 as well as memberships in the Australian Institute of Company Directors (AICD). The below provides a summary of the programs offered by Council, who attended and the month of completion.

Ongoing Professional Development Program / and or Seminars	Mayor and /or Councillors	Completion
Councillors Induction Weekend	Clr Christou Clr Colman Clr Elmore Clr Farooqui Clr Hamed Clr Huang Clr Hughes Clr Hussein Clr Lake Clr Saha Clr Sarkis Clr Zaiter	18-20 March 2022
Local Government NSW Special Conference	Clr Christou Clr Colman Clr Elmore Clr Farooqui Clr Hamed Clr Hussein Clr Lake	March 2022
Australian Local Government Association (ALGA) National General Assembly 2022	Clr Christou Clr Colman Clr Elmore Clr Farooqui Clr Hamed Clr Huang Clr Hussein Clr Lake Clr Saha Clr Sarkis	June 2022
CPA Accreditation	Clr Rahme	January 2022
LGNSW Councillor Taxation Training	Clr Saha	May 2022
AICD Membership	Clr Rahme	January 2022
AICD Membership	Clr Saha	March 2022
AICD Membership	Clr Christou	April 2022
AICD Membership	Clr Colman	June 2022
AICD Membership	Clr Hamed	June 2022

Amount Of Rates And Charges Written Off During the Year

In accordance with the statutory requirements outlined in the *Local Government (General) Regulation 2021 clause 132*, Council is required to provide the amounts of rates and charges written off during the 2021-2022 financial year.

The table below is a summary of rates and charges written off during 2021-2022:

Rates and Charges Written Off	Amount \$
Bad and Doubtful Debts	16,324
Statutory Pensioner Rebate	2,501,251
Voluntary Pensioner Rebate	285,799
Other Rates Written off	
Postponed Rates	17,078
Small Balances	301

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

Details of Overseas Visits

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

In 2021-2022, there were no overseas visits conducted by the Councillors, General Manager or any other representatives of Council.

Expenses and Facilities for Councillors

To comply with *Local Government (General) Regulation 2021 clause 217(1)(a1) to clause 217(1)(a1) (viii)*, Council is required to provide total costs during the 2021-2022 year of the payment of expenses, and the provision of facilities to Councillors in relation to their civic functions.

The total cost for the 2021-2022 year is \$672,184.67.

As per the Councillor Expense and Facilities Policy, below is a table of the Councillors' expenses for 2021-2022:

Allowances:	July 2021 - June 2022
Mayoral allowance - \$88,600 per annum (excluding Councillor allowance)	\$80,895.69
Councillor allowance (per Councillor) - \$30,410 per annum	\$425,440.97
Telephone and Data Expenses	\$8,973.95
Travel Reimbursement	\$8,072.56
Mobile Phone / Tablet Hardware Cost (Returnable assets of Council)	\$80,677.34
Special requirement and carer expenses	\$0.00
Postage / stamps	\$11,916.30
Dedicated home office equipment (desk, chair, printer and print toner)	\$19,452.08
Home Office Expenses Allocation (\$600)	\$2,356.52
Exempt conferences/ seminars and Professional Development	\$19,341.00
Professional Development	\$15,434.00
Grand Total	\$672,184.67

Financial Assistance from Council

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

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

In 2021-2022, a total of \$44,380 was allocated to local organisations and individuals for a range of purposes including scholarships, assistance grants and other initiatives under section 356.

Applicant	Amount \$	Funding program
Sunnyfield	3,200	Community Participation Small Grants Program
Multicultural Seniors Association	5,000	Community Participation Small Grants Program
Life Education NSW	4,680	Community Participation Small Grants Program
African Australian Football Association	3,600	Community Participation Small Grants Program
Burmese Community Development Collaboration	5,000	Community Participation Small Grants Program
NSW Service For The Treatment And Rehabilitation of Torture and Trauma Survivors	5,000	Community Participation Small Grants Program
Australia Nepal Public Link Incorporated	5,000	Community Participation Small Grants Program
Community Wheels Inc	3,700	Community Participation Small Grants Program
Asian Women at Work Inc	4,700	Community Participation Small Grants Program
Australian Afghan Hassanian Youth Association	4,500	Community Participation Small Grants Program

Major Contracts

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

Details of contracts awarded by Council during the year ending 30 June 2022 in excess of \$150,000 (and excluding employment contracts) are detailed in the table below:

Description of the project or goods or services or real property	Effective Date	Contractor's business name and address	Est. amount payable Amount \$
Tree Service Contract	01/07/21	<ol style="list-style-type: none"> 1. Tree Serve Pty Ltd, 785 - 811 Wallgrove Road, Horsley Park, NSW, 2175 2. Plateau Tree Service, Unit 2A Winbourne Estate, 9-13 Winbourne Road, Brookvale, NSW, 2100 3. General Forest Tree Surgeon, 25 Skarratt Street North, Silverwater, NSW, 2128 4. Summit Open Space Services, 23 Sterling Road Minchinbury, NSW, 2770 5. Active Tree Services Pty Ltd, 77 Bassett Street, Mona Vale, NSW, 2013 	358,000.00
Microsoft Licencing Enterprise Agreement	01/08/21	Data#3 Limited Level 1, 555 Coronation Drive Toowong, QLD 4066	4,316,760.00

Description of the project or goods or services or real property	Effective Date	Contractor's business name and address	Est. amount payable Amount \$
Cumberland City Council Advertising Panel Arrangement	13/08/21	1. RK Media Pty Ltd, Suite 1, Level 8, 3 Spring Street, Sydney, NSW 2000 2. Heard Marketing Pty Ltd, Suite 1-5, Level 3, 7-9 Gibbons St, Redfern, NSW 2016	595,000.00
WMSC 50m Pool Balance Tank Remediation Works	09/07/21	Perfect Contracting Pty Ltd, Unit 4/8 Lillan Fowler Close, Marrickville NSW 2204	477,228.62
Auburn Civic Centre Mechanical (Air Conditioning) Upgrade	28/07/21	Ryan Wilkes Pty Ltd, Unit 23, 28 Vore Street, Silverwater NSW 2128	947,263.58
Security Services - Selective Tender	01/09/21	Ultimate Security Australia Pty Ltd, 30 Regent Cres, Moorebank NSW 2170	5,514,016.10
Street Flag Banners and Signage	01/11/21	The Aussie Banner & Flag Co Pty Ltd, Unit 6, 14-18 Preston Street, Jamisontown New South Wales 2750	574,197.97
Christmas in Town Centres 2021	01/11/21	Christmas Concepts Australia Pty Limited, Warehouse F1-4, 42 Wattle Street, Ultimo NSW 2007	150,000.00
Tree Planting	29/11/21	Asplundh Tree Expert (Australia) Pty. Ltd. 23 Sterling Road, Minchinbury NSW 2770	275,492.40
Development Application Coordination - Merrylands Civic Square	01/09/21	Savills Project Management Pty Ltd, Level 25, 1 Farrer Place Sydney NSW 2000	200,000.00
Demolition of Merrylands Arcade	29/10/21	The Civil Experts Pty. Ltd., Level 2, Suite 2.01, Building G, 350 Parramatta Rd Homebush, NSW 2140	313,724.06
Granville Pool Amenities Upgrade	28/03/22	Rogers Construction Group Pty Ltd, 3.06 2-8 Brookhollow Avenue, Norwest NSW 2153	593,801.92
Smart Central and Kindy Hub	01/10/21	WG Solutions Pty Ltd, 22 Manor Hill Close, Holgate NSW 2250	166,309.92
Guilfoyle Park - Playground Renewal	15/02/22	The Trustee for FOR THE HANSON FAMILY TRUST, 20 B Butterfield Street, Blacktown NSW 2148	418,173.80
Renewal of Heat Pumps	01/01/22	MW & JG Greentree T/A Image Air Conditioning, 75 Braddocks Road, Orangeville NSW 2570	156,486.00
Granville Park Fields 3, 4 & 5 Irrigation Upgrade	01/03/22	Neverstop Water Harvesting Pty Ltd, 10/32 Campbell Avenue, Cromer NSW 2099	412,282.31
Preliminary Feasibility Study - Potential Extension of Parramatta Light Rail (Sydney Olympic Park to Lidcombe)	17/01/22	SCT Consulting Pty Ltd, Suite 1, Level 10, 99 Mount Street, North Sydney NSW 2060	175,925.20
Specialist Trucks, Rear Waste Compactor	14/02/22	Garwood International Pty Ltd, 3 Hexham Place, Wetherill Park NSW 2164	499,721.99
Karrabah Rd Auburn Properties Demolition / Auburn Park Expansion	21/04/22	Budget Demolition & Excavation Pty Ltd, 84 Victoria Street, Smithfield NSW 2142	248,473.50
Professional Services - Internal Auditor	02/03/22	InConsult Pty Ltd, Level 35, One International Towers, 100 Barangaroo Ave, Sydney NSW 2000	360,000.00
Granville Park Fields 3, 4 & 5 Floodlighting Upgrade	02/05/22	Rees Electrical Pty Ltd, Unit 3, 26 Leighton Place, Hornsby NSW 2077	869,165.00
Rapid Response Trucks	01/05/22	SMA Motors Pty Ltd - TA CITY HINO, 598 Great Western Highway, Arndell Park NSW 2148	400,342.80
1,000 Trees for Cumberland	14/03/22	Asplundh Tree Expert TA Summit Open Space Services, 23 Sterling Road Minchinbury NSW 2770	311,384.22
Community Needs and Social Infrastructure Assessment for Westmead South	02/05/22	GHD Pty Ltd, Level 15, 133 Castlereagh Street, Sydney	185,268.00
Open Streets Place Activation - Granville	04/04/22	Plantabox Pty Ltd, 1/80 Cremorne Road, Cremorne Point 2090	173,813.20

Legal Proceedings

In accordance with *the Local Government (General) Regulation 2021* clause 271 (1)(a3) of Cumberland City Council is required to provide a summary of the amounts incurred during the 2021-2022 year in relation to legal proceedings taken by or against the Council (including amounts, costs and expenses paid or received by way of out of court settlements, other than those the terms of which are not to be disclosed) and a summary of the state of progress of each legal proceeding and (if it has been finalised) the resulting legal costs.

Court	Type of Appeal	Address	Outcome	\$ Amount Incurred	\$ Costs Ordered
NSW Civil and Administrative Tribunal	Administrative review of decisions under the <i>Government Information (Public Access) Act 2009</i>	N/A	Proceedings withdrawn	13,198	-
Land and Environment Court of NSW	Development Application	32 Mary Street, Lidcombe	Appeal dismissed	10,000	\$4,000 to Council
Land and Environment Court of NSW	Appeal against Commissioner's judgment	32 Mary Street, Lidcombe	Appeal upheld	4,920	-
NSW Civil and Administrative Tribunal	Administrative review of decision under the <i>Privacy and Personal Information Protection Act 1998</i>	N/A	Ongoing	3,954	-
NSW Civil and Administrative Tribunal	Administrative review of decision under the <i>Privacy and Personal Information Protection Act 1998</i>	N/A	Subject to further appeal against findings	9,654	-
NSW Civil and Administrative Tribunal	Administrative review of decision under the <i>Health Records and Information Privacy Act 2002</i>	N/A	Subject to further appeal against findings	3,717	-
Land and Environment Court of NSW	Development Application	39 Church Street, Lidcombe	Appeal dismissed	18,214	\$4,100 to Council
Land and Environment Court of NSW	Development Application	22-24 Park Road, Auburn	Conciliated agreement	5,500	\$2,000 to Council
NSW Civil and Administrative Tribunal	Administrative review of decision under the <i>Privacy and Personal Information Protection Act 1998</i>	N/A	Appeal dismissed	13,330	-
NSW Civil and Administrative Tribunal	Administrative review of decision under the <i>Privacy and Personal Information Protection Act 1998</i>	N/A	Appeal dismissed	11,169	Costs to Council, to be agreed or assessed
Supreme Court of NSW	Specific performance seeking the sale of land	13 John Street, Lidcombe	Ongoing	35,060	-



The Friendship Garden at Auburn Centre for Community

Private Works Carried Out on Private Lands

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

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

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

In 2021-2022, Council made no resolutions to subsidise work carried out on private land. Further, Council did not invoice works on private property.

Delegated Functions – External Bodies

To comply with *Local Government (General) Regulation 2021 clause 217 (1) (a6)*, Cumberland City Council provides the following statement on functions delegated to others.

During the period 2021-2022, Cumberland City Council did delegate key functions to the following external organisations:

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

Council's Controlling Interest

To comply with *Local Government (General) Regulation 2021 clause 217 (1) (a7)*, Cumberland City Council provides the following report on controlling interests held on other organisations.

During the year ending 30 June 2022, Cumberland City Council held no/or had no controlling interest in any corporation, partnership, trust, joint, venture, syndicate or other body.

Council's Participation

To comply with *Local Government (General) Regulation 2021 clause 217 (1) (a8)*, Cumberland City Council provides the following report on controlling interests held on other organisations.

In 2021-2022, Council did not participate in any corporations, partnerships, trusts, joint ventures, syndicates or other bodies.

Annual reporting of labour statistics

As per *Local Government (General) Regulation 2021 clause 217*, the number of persons directly employed by the Council on Wednesday 25 May, 2022 was:

- on a permanent full-time basis – 603 staff
- on a permanent part-time basis – 80 staff
- on a casual basis, and – 40 staff
- under a fixed-term contract – 58 staff.

The number of persons employed by the Council who are "senior staff" for the purposes of the *Local Government Act 1993* – five senior staff.

The number of persons engaged by the Council, under a contract or other arrangement with the person's employer, that is wholly or principally for the labour of the person – eight contractors.

The number of persons supplied to the Council, under a contract or other arrangement with the person's employer, as an apprentice or trainee. Five trainees and seven apprentices.

Equal Employment Opportunity (EEO) Plan

Council provides the following information in line with *Local Government (General) Regulation 2021 clause 217 (1) (a9)* on EEO initiatives.

Council has implemented EEO principles in Council's Recruitment and Selection Policy which reinforces the organisation's commitment to ensure that all employment opportunities are appointed on merit and to ensure the process is free of discrimination or bias. The purpose of these EEO principles are to:

- eliminate and ensure the absence of discrimination or harassment in employment on the grounds of race, sex, marital status and disability
- promote equal employment opportunity for women, members of racial minorities and persons with disabilities.

These EEO Principles apply to all current employees and potential employees, as all staff are obliged to follow non-discriminatory practices in the workplace. Recruitment training is provided to all staff members upon commencement with Council and mandatory refresher training is held throughout the year for staff who are required to take part in recruitment processes. This training is to ensure and reinforce that all present and future employees are treated fairly and are provided with an equal chance of competing for a position without fear of discrimination.

Council is committed to providing an accessible, safe and inclusive workplace for all. A question has been embedded in the recruitment application process for all positions requesting candidates to identify if they require any support or additional assistance throughout the process. The recruitment training also provides staff with information on how to manage employees who have requested additional support or have disabilities.

EEO data continues to be collected through Council's onboarding process. The information captured includes questions around age, gender, nationality, whether the staff member has a disability and whether the disability requires Council to make any adjustments at work.

Environmental Upgrade Agreements

Under *Section 54P of the Local Government (General) Regulation 2021*, Council did not enter into significant Environmental Upgrade agreements during 2021-2022.

Remuneration of the General Manager and Senior Staff

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

Council's current management structure comprises of six senior staff positions, as defined under the provisions of the *Local Government Act 1993*. The remuneration of these positions was as follows:

Positions	Amount
General Manager	\$433,349.23
Senior Staff	\$1,568,834.14
Total	\$2,002,183.37



Resident Peacock at Auburn Botanic Gardens

Companion Animals Act and Regulation Activities

Cumberland City Council provides the following statement on activities relating to enforcing and ensuring compliance with the *Companion Animals Act and Regulation*.

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

Lodgement of pound data collection returns within the division:

- animal holding facility data is sent to the Department of Local Government annually as required by *regulations, 16.2(a) Guidelines*.

Lodgement of data relating to dog attacks within the division:

- all data relating to dog attacks are entered into the Companion Animals Register as required by *regulations, 16.2(b) Guidelines*.

Amount of funding spent on companion animal management and activities:

- during the 2021-2022 financial year, \$64,000 was spent on companion animal management and activities.

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

- Council promoted the de-sexing of dogs and cats through a Companion Animal Policy and via website information.

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

- Council works closely with the Hawkesbury Animal Shelter, Local Rescue Agencies, as well as managing our own short-term pound, to facilitate a low kill initiative in order to rehome dogs and cats wherever possible.

The following off leash areas are provided in the Cumberland LGA:

- Hampden Road Reserve: 8 Hampden Road, South Wentworthville. Includes fencing, a drinking fountain and bowl for dogs, dog exercise equipment and shade trees
- Dirrabari Reserve: Edward Drive, Pemulwuy. Access from the south-eastern corner of Edward Drive, Pemulwuy, includes fencing, dog exercise equipment and shade trees
- Gardenia Parade Park: 157 Gardenia Parade, Greystanes. Access from the northern end of Percival Road, open fenced area
- Wyatt Park: Church Street, Lidcombe. Includes fencing, seating, shade trees water, dog bags and bins
- Webbs Avenue Auburn: Includes fencing, seating, water, dog exercise equipment, dog bags and bins
- Coleman Park: Nottingham Road, Berala. Includes fencing, seating, water, dog exercise equipment, shade trees, dog bags and bins
- Little Duck Creek Reserve: 53 Wolseley Street, Guildford. Includes fencing, dog bags and dog bag bins
- Scout Memorial Park: 9 Glen Street, Granville. Includes fencing.



All abilities playground at Central Gardens, Merrylands

Stormwater Management Services

In accordance with the *Local Government (General) Regulation 2021 clause 217(1)(e)*, if Council has levied an annual charge for Stormwater Management Services, a statement detailing the Stormwater Management Services is required.

Council is responsible for the management of Stormwater Services within its LGA. During the 2021-2022 period Council carried out the following works:

- Drainage surveys
- Safety inspections
- Urgent renewal works.

The adjacent table provides a summary of the projects undertaken during the 2021-2022 period with Stormwater Management Services.

Overall, the Stormwater Levy helps Council cover the cost for upgrades, new or additional Stormwater Management Services. In 2021-2022 Council received \$1,773,680.25 from the Stormwater Levy charge and expenditure was \$107,119.04. Funds not spent can be returned to the Stormwater Levy reserve at the end of each year and expended in another year. This complies with the Department of Local Government Stormwater Management Service Charge Guidelines (2006), which states funds accumulated through levying of the Stormwater Management Service charge do not have to be spent within the year they are raised but may be used to resource major programs spanning a number of years.

Project	Budget Amount
Auburn Tennis Court & Depot Drainage	\$4,892.08
Railway Tce, Guildford Survey	\$56,400.37
Dam Safety Inspections	\$45,826.59
Total	\$107,119.04



Holroyd Sportsground

Special Rate Variation

To comply with the *Local Government (General) Regulation 2021 Section 508(2) and Section 508A*, Council may need to report on Special Rate Variation (SRV) expenditure. SRV expenditure for 2021-2022 is shown below:

Asset Group	Actual \$ 2021-2022	Total \$ 2014-2022	Remaining \$ SRV to spend
Buildings	1,527,457	11,735,303	6,327,697
Parks and Recreation	215,461	5,093,585	2,749,415
Stormwater	509,140	1,976,744	1,108,256
Roads and Bridges	1,089,176	17,067,319	2,084,681
Footpaths	694,574	5,782,020	3,164,980
Total	4,035,808	41,654,971	15,435,029

Public Access to Information

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

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

- **Mandatory Disclosure** – Certain information must be published on State and Local Government agency websites, free of charge. For example, media releases (Have Your Say to Council's Development Applications and Projects), plans (Interim Operational Plan 2021-2022) and Annual Reports
- **Proactive Release** – State and Local Government agencies are encouraged to make as much other information as possible publicly available, in an appropriate manner, including on the internet. This information should be available free of charge. For example, Local Environment Plan and Flood Maps
- **Informal Release** – State and Local Government agencies are encouraged to release other information in response to an information request, subject to any reasonable conditions an agency imposes, without the need for a formal application, unless there are good reasons to necessitate. For example, request for personal information by the individual concerned
- **Formal Access** – State and Local Government agencies may release information in response to a formal access application. This is the last resort, if the information is not available in any other way.

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

A summary of applications received under GIPA legalisation in 2021-2022 is as follows:

- received a total of 27 valid GIPA applications under the formal release
- two applications were withdrawn
- nil applications yet to be completed
- 37% of the applications were granted access in full
- 37% of the applications were granted partial access
- 96% of these applications were responded to within legislative timeframes.

Public Interest Disclosures

To comply with the *Public Interest Disclosure Act 1994 and Regulation, Section 31 and clause 4*, the following statement is provided for the period 1 July 2021 to 30 June 2022:

- nil public official made a public interest disclosure to Cumberland City Council
- one public interest disclosure was received by Cumberland City Council
- the report received was in relation to Corrupt Conduct
- two Public Interest Disclosures were finalised by Cumberland City Council.

Cumberland City Council has a Public Interest Disclosures Policy in place and the General Manager has ensured actions have been undertaken to advise staff of the contents of the Policy and the protections available under the *Public Interest Disclosure Act 1994*.

Swimming Pool Inspections

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

Swimming Pools Inspections	Description	Total
Number of inspections conducted on pools within tourist or visitor accommodation	Tourist / and or Visitors	Nil
Number of inspections carried out on pools within a premise containing more than two dwellings	More than two dwellings	14
Number of Compliance Certificates issued under <i>s22D of the Swimming Pool Act 1992</i>	Compliance Certificate	65
Number of Non-compliance Certificates issued under <i>clause 21 of the Swimming Pool Regulation 2018</i>	Non-compliance	45

Voluntary Planning Agreements

To comply with *Environmental Planning and Assessment Act 1979 Section 93G (clause 5)*, Council is required to report on compliance. Council's Voluntary Planning Agreements (VPA) entered during the financial period 2021-2022 are shown in the table below:

Reference Number	Address	Names of parties to the Agreement (in addition to Council)	Description of development / related application	Date Executed	Description of Agreement
PP-2020-2774	Fresh Hope Care, Dunmore Street, Pendle Hill	The Churches of Christ Property Trust at Churches of Christ Community Care	The VPA relates to a planning proposal to facilitate redevelopment of the existing seniors housing development for a new and expanded seniors housing, affordable key worker housing, community facilities, allied health services and publicly accessible open space.	22 March 2022	Monetary contribution for public domain upgrades in Pendle Hill Town Centre; affordable housing unit; works in kind; and other public benefit.
PP-2020-3229	106-128 Woodpark Road, Smithfield	Snowside Pty Ltd	The VPA relates to a planning proposal to increase the height of buildings control for the southern portion of the site and permit 'office premises' and 'neighbourhood supermarkets' as additional uses.	13 December 2021	Public domain and transport improvements.
OA2020/0008	2 Percy Street, Auburn	Australian Turkish Maarif Foundation Ltd and Gallipoli Education Solutions Ltd	The VPA relates to a State Significant Development for the staged construction and operation of a new Kindergarten to Year 12 school. Condition B4 of the consent required the developer to enter into a VPA with Council.	5 August 2021	Monetary contribution for public domain and open space upgrades in accordance with the Wyatt Park Masterplan.
PP-2020- 2264	4-12 Railway St, Lidcombe	Lidcombe Property NSW Pty Ltd.	The VPA relates to a planning proposal to facilitate redevelopment of the site for a mixed-use development comprising residential, commercial, and retail uses.	PA executed 20 July 2020 Amended VPA executed 9 September 2021	Dedication of land to Council for the purpose of a public park and road widening, and rehabilitation works and road works. The amended VPA extended timeframes for contributions by 12 months.

Support for People with Disabilities and Carers

Disability

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

An amendment to the Disability Inclusion Act 2014, allows Council until November 2022 to review the 2017 – 2021 DIAP, then 12 months to develop and begin implementation of the 2022 – 2026 DIAP.

Council has continued to implement the DIAP 2017-2021, of the 54 actions outlined in the plan, 53 actions have either been completed or commenced implementation during years 1, 2, 3 and 4.

Key highlights in 2021-2022 have included:

- Council maintained its membership with Australian Network on Disability
- Council became a member of Zero Boundaries
- Delivered training for Council volunteers and staff to improve disability awareness and promote inclusive practices
- Co-hosted Community Care Forums to develop partnerships and network with the relevant community organisations within the Seniors and Disability Sectors
- Continued provision and delivery of quality services and programs for people with disability. During the 2021-2022 period, Council adjusted programs to comply with the Public Health Orders and to ensure people with disabilities are supported during the COVID-19 pandemic
- Convened with Council's Access and Safety Committee, members of the community and people with disabilities to share their experiences as carers and people with disabilities
- Partnered with Zero Boundaries to host a Business Information Session and Business Awards for accessibility
- Celebrated International Day of People with Disability with published articles in two local newspapers in addition to Council's Social Media channels
- Provided updates and information on COVID-19 and vaccines in easy to read formats
- Continued information dissemination to the disability support sector and residents in Cumberland
- Added text to pictures posted on libraries social media pages
- Included the National Public Toilet Map on Council's website to assist people to locate an accessible toilet in the Cumberland area.

Cumberland City Council's draft DIAP 2022-2026 has been developed by listening to and engaging with residents, external stakeholders and staff over many months throughout 2019-2022. More than 3,337 people from across Cumberland provided feedback by filling in a survey, completing a telephone survey, attending a forum or focus group to provide input into the development of the Plan.

The Plan is based on four key focus areas, these key outcome areas come from the NSW Disability Inclusion Plan 2021-2025:

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

Staff Carers

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

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

- Flexible working arrangements Policy
- Leave Policy
- Domestic and Family Violence Policy.

National Disability Insurance Scheme (NDIS) Service Delivery Statement

During the 2021-2022 year of operating as a NDIS provider, Cumberland City Council has 51 registered clients, provided approximately 11,087 hours of programs to people with disability and generated an income of \$313,465.

Council's total number of hours supported, and income generated were reduced due to the impacts of the COVID-19 pandemic. As a result, Council suspended services for a period following public health orders and recommendations by the NSW Health Department.



CUMBERLAND
CITY COUNCIL

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