



# **CUMBERLAND COUNCIL**

## **Council Meeting**

*Wednesday, 20 November 2019 at  
6:30pm*

Cumberland Council Chambers

Merrylands Service Centre, 16 Memorial Avenue, Merrylands

## Councillor Contact Details

### Granville Ward

Clr Steve Christou (Mayor)	0419 651 187	Steve.Christou@cumberland.nsw.gov.au
Clr Ola Hamed	0405 070 007	Ola.Hamed@cumberland.nsw.gov.au
Clr Joseph Rahme	0418 995 471	Joseph.Rahme@cumberland.nsw.gov.au

### Greystanes Ward

Clr Greg Cummings	0417 612 717	Greg.Cummings@cumberland.nsw.gov.au
Clr Eddy Sarkis (Deputy Mayor)	0418 306 918	Eddy.Sarkis@cumberland.nsw.gov.au
Vacant	-	-

### Regents Park Ward

Clr Ned Attie	0419 583 254	Ned.Attie@cumberland.nsw.gov.au
Clr George Campbell	0409 233 315	George.Campbell@cumberland.nsw.gov.au
Clr Kun Huang	0418 911 774	Kun.Huang@cumberland.nsw.gov.au

### South Granville Ward

Clr Glenn Elmore	0418 459 527	Glenn.Elmore@cumberland.nsw.gov.au
Clr Paul Garrard	0414 504 504	Paul.Garrard@cumberland.nsw.gov.au
Clr Tom Zreika	0449 008 888	Tom.Zreika@cumberland.nsw.gov.au

### Wentworthville Ward

Clr Lisa Lake	0418 669 681	Lisa.Lake@cumberland.nsw.gov.au
Clr Suman Saha	0419 546 950	Suman.Saha@cumberland.nsw.gov.au
Clr Michael Zaiter	0418 432 797	Michael.Zaiter@cumberland.nsw.gov.au

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## **ORDER OF BUSINESS**

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- 1 Opening Prayer / Acknowledgement of Country / National Anthem**
- 2 Notice of Live Streaming of Council meeting**
- 3 Apologies / Requests for Leave of Absence**
- 4 Declarations of Pecuniary & Non Pecuniary Conflicts of Interest**
- 5 Confirmation of Previous Minutes**  
C11/19-278 Minutes of the Ordinary Meeting of Council - 06 November 2019 .5
- 6 Mayoral Minutes**  
Nil
- 7 Public Forum / Presentation of Petitions**
- 8 Items Resolved by Exception**
- 9 Reports to Council**  
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Nil

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## **12 Notices of Rescission**

Nil

## **13 Questions on Notice**

Nil

## **14 Closed Session Reports**

C11/19-294	Request from Fire & Rescue NSW for a Fire Safety Audit on Identified Building
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*Note: Included in Closed Council in accordance with Section 10A(2)(d)(i) of the Local Government Act as the information involves commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it.*

C11/19-295	Tender Evaluation Report - Replacement Booking System - T-2019-001
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*Note: Included in Closed Council in accordance with Section 10A(2)(d)(ii) of the Local Government Act as the information involves information that would, if disclosed, confer a commercial advantage on a competitor of the council.*

## **15 Other / General Matters**

## **16 Close**

Item No: C11/19-278

## **MINUTES OF THE ORDINARY MEETING OF COUNCIL - 06 NOVEMBER 2019**

Responsible Division:

Finance & Governance

Officer:

Director Finance & Governance


### **RECOMMENDATION**

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**That Council confirm the minutes of the Ordinary Meeting of Council held on 6 November 2019.**

### **ATTACHMENTS**

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1. Draft Minutes - 6 November 2019 [↓](#) 



**DOCUMENTS  
ASSOCIATED WITH  
REPORT C11/19-278**

**Attachment 1**

**Draft Minutes - 6 November 2019**



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**Minutes of the Council Meeting 6 November 2019****Meeting commenced at 6:30pm**

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**Present:**

Steve Christou (Mayor)	Councillor
Eddy Sarkis (Deputy Mayor)	Councillor (arrived 6:36pm)
Ned Attie	Councillor (arrived 6:38pm)
George Campbell	Councillor
Greg Cummings	Councillor
Glenn Elmore	Councillor
Paul Garrard	Councillor
Ola Hamed	Councillor
Kun Huang	Councillor
Lisa Lake	Councillor
Joseph Rahme	Councillor (arrived 6:38pm)
Suman Saha	Councillor
Michael Zaiter	Councillor
Tom Zreika	Councillor
Hamish McNulty	General Manager
Melissa Attia	Director People & Performance
Daniel Cavallo	Director Environment & Planning
Brooke Endycott	Director Community Development
Peter Fitzgerald	Director Works & Infrastructure
Richard Sheridan	Director Finance & Governance

**Also Present:**

Colin McFadzean	Legal Counsel
Charlie Ayoub	Executive Manager Corporate Services
Carol Karaki	Governance Coordinator
Olivia Shields	Senior Governance Officer

**Opening Prayer**

The opening prayer was read by Father Paul Marshall representing Combined Christian Churches of Cumberland.

**Acknowledgement of Country**

The Mayor, Councillor Christou opened the Meeting with the following Acknowledgement of Country:

*"I would like to acknowledge the traditional owners of this land – the Darug People, and pay my respects to their elders past, present and emerging."*

**National Anthem**

At this point in the meeting the Mayor, Councillor Christou asked all of those in attendance to stand for the playing of the Australian National Anthem.

**Notice of Live Streaming of Council Meeting**

The Mayor, Councillor Christou advised that the Council meeting was being streamed live on Council's website and members of the public must ensure their speech to the Council is respectful and use appropriate language.

**Apologies/Leave of Absence**

Nil

**Declarations of Pecuniary & Non Pecuniary Conflicts of Interest**

Councillor Hamed declared a non-pecuniary, less than significant interest in Item C11/19-274 as her relatives live within the vicinity of the area within the report.

Councillor Cummings declared a non-pecuniary, less than significant interest in Item C11/19-277 as he is on the Executive Committee for an organisation in close proximity to one of the locations identified within the report.

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**Confirmation of Minutes**

**Min.749            C11/19-261 Minutes of the Ordinary Meeting of Council - 16 October 2019**

**Resolved (Sarkis/Cummings)**

That Council confirm the minutes of the Ordinary Meeting of Council held on 16 October 2019.

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**Min.750            MM11/19-12 Mayoral Minute - Keep Australia Beautiful NSW Awards 2019**

**Resolved (Christou)**

That Council congratulate and thank all staff and volunteers that contributed to the Keep Australia Beautiful NSW 2019 Sustainable Cities Awards received and that Council amend the gateway signs on entering the LGA to promote this achievement.

Councillor Lake left the Meeting at 6:38pm and returned to the Meeting at 6:40pm during the consideration of this item.



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**Min.751      MM11/19-13 Mayoral Minute - NSW Tennis Awards****Resolved (Christou)**

That Council congratulate and thank all staff that contributed to the receipt of this award.

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**Min.752      MM11/19-14 Mayoral Minute - Diwali Street Festival 2019****Resolved (Christou)**

That Council acknowledge and thank Council staff, event sponsors, community organisations, Events Committee Members and volunteers who worked together to deliver a highly successful Diwali Street Festival in 2019.

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**Presentations**

The Mayor, Councillor Christou invited Ms Somaiya Ahmed from the Audit Office and Mr James Winter from Grant Thornton to present in relation to Council's Annual Financial Statements.

The Mayor, Councillor Christou then invited Mr Stephen Horne, Chairperson of the Audit, Risk and Improvement Committee (ARIC) to present in relation to the ARIC Annual Report 2018/19.

Councillor Elmore left the Meeting at 7:19pm and returned to the Meeting at 7:20pm during the consideration of this item.

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**Min.753      Suspension of Standing Orders****Resolved (Attie/Cummings)**

That in accordance with Clause 8.2 of the Code of Meeting Practice, Council suspend standing orders to allow Item C11/19-272 to be brought forward for consideration at this time of the Meeting.

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**Min.754      C11/19-272 Audit, Risk & Improvement Committee - Chairpersons Annual Report 2018/19 and Extension of Independent Members****Resolved (Cummings/Rahme)**

That Council:

1. Receive the Audit, Risk and Improvement Committee Annual Report.
2. Adopt the Terms of Reference as attached for a further 2 year period.

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3. Endorse the re-appointment of the three Independent Members for a further 2 year term in accordance with the charter being: Stephen Home, John Barbeler and Jim Taggart.

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**Min.755      Matter of Urgency – Councillor Sarkis**

**Resolved (Sarkis/Zaiter)**

That in accordance with Clause 9.3(b) of the Cumberland Council Code of Meeting Practice, Standing Orders be suspended to permit the Matter of Urgency in relation to illegal dumping.

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**Min.756      Matter of Urgency - Illegal Dumping at Pemulwuy Lake**

**Resolved (Sarkis/Zaiter)**

That Council install a relocatable CCTV Camera at Pemulwuy Lake to address the issue of illegal dumping at the site.

Councillor Zaiter left the Meeting at 7:25pm and returned to the Meeting at 7:26pm during the consideration of this item.

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**Min.757      Matter of Urgency – Councillor Sarkis**

**Resolved (Sarkis/Cummings)**

That in accordance with Clause 9.3(b) of the Cumberland Council Code of Meeting Practice, Standing Orders be suspended to permit the Matter of Urgency in relation to dumping of trolleys.

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**Min.758      Matter of Urgency – Dumping of Trolleys from Pemulwuy Shopping Centre**

**Resolved (Sarkis/Cummings)**

That Council Officers provide a report investigating the options of restricting access to the walkway from Pemulwuy Shopping Centre through to Driftway Drive to avoid the dumping of trolleys.

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**Min.759      Matter of Urgency – Councillor Attie**

**Note:** Councillor Sarkis left the Chamber at 7:33pm prior to the consideration of this item and returned to the Chamber at 7:37pm following the consideration of this item as he resides within close proximity of the Esplanade Reserve, Guildford.

**Resolved (Attie/Garrard)**

That in accordance with Clause 9.3(b) of the Cumberland Council Code of Meeting Practice, Standing Orders be suspended to permit the Matter of Urgency in relation to illegal dumping.

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**Min.760      Matter of Urgency – Illegal Dumping at Esplanade Reserve, Guildford**

**Resolved (Attie/Garrard)**

That Council install a relocatable CCTV Camera at the Esplanade Reserve on Clyde Street, Guildford to address the issue of illegal dumping at the site.

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**Min.761      Resumption of Standing Orders**

**Resolved (Garrard/Cummings)**

That in accordance with Clause 8.2 of the Code of Meeting Practice, Council resume the normal order of business.

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**Public Forum:**

**Speakers on Items on the Council Meeting Agenda**

<b>Speaker</b>	<b>Item #</b>	<b>Suburb</b>
Dr John Brodie	C11/19-265 Review of Governance Policies	Guildford
Dr John Brodie	C11/19-266 Response to Notice of Motion - Granville Boundary Adjustment	Guildford
Dr John Brodie	C11/19-270 Classification of Land, 191-201 Pitt Street Merrylands, Lot 11 DP 1178684, as Operational Land for the purpose of entering into a Free Parking Agreement	Guildford
Dr John Brodie	RES11/19-4 Notice of Rescission - Council Committees	Guildford
Mrs Josephine Moncrieff	RES11/19-4 Notice of Rescission - Council Committees	South Wentworthville
Mr Noel McDonough	RES11/19-4 Notice of Rescission - Council Committees	Greystanes
Ms Michaela Simoni	RES11/19-4 Notice of Rescission - Council Committees	Auburn

Mrs Maie Sufan      RES11/19-4 Notice of Rescission - Council      Yagoona  
Committees

Councillor Christou left the Meeting at 7:37pm and returned to the Meeting at 7:39pm during Public Forum at which time Deputy Mayor, Councillor Sarkis assumed the Chair.

Councillor Rahme left the Meeting at 7:37pm and returned to the Meeting at 7:46pm during Public Forum.

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**Min.762      Suspension of Standing Orders**

**Resolved (Sarkis/Attie)**

That in accordance with Clause 8.2 of the Code of Meeting Practice, Council suspend standing orders to allow Items RES11/19-4, C11/19-265, C11/19-266 and C11/19-270 to be brought forward for consideration at this time of the Meeting.

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**Min.763      RES11/19-4 Notice of Rescission - Council Committees**

**Motion (Lake/Cummings)**

Pursuant to Notice, Councillors Lake, Campbell, Cummings, Elmore, Hamed, Huang and Saha move the following Resolution of Council 16/10/19 (Item C10/19-255) be rescinded:

That Council:

1. Combine the Access Committee and Community Safety Committee to form the Access and Safety Committee;
2. Abolish the following Committees:
  - a. Arts Advisory Committee;
  - b. Culturally & Linguistically Diverse (CALD) Advisory Committee;
  - c. Library Committee; and
  - d. Companion Animals Advisory Committee.
3. Amend the terms of reference for remaining committees with the exception of Civic Risk Mutual, Civic Risk Metro (Which remain as the Mayor or nominee & General Manager) and Wentworthville Community Garden Committee (Which will become 1 Ward Councillor) to have a maximum of 2 Councillors as representatives.

The Rescission Motion moved by Councillor Lake, seconded by Councillor Cummings on being Put was declared Lost on the casting vote of the Mayor.

A division was called, the result of the division required in accordance with Council's Code of Meeting Practice is as follows:

Councillor(s) For the Rescission:      Campbell, Cummings, Elmore, Hamed,  
Huang, Lake and Saha.

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Councillor(s) Against the Rescission: Attie, Christou, Garrard, Rahme, Sarkis, Zaiter and Zreika.

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**Min.764 C11/19-265 Review of Governance Policies**

**Resolved (Lake/Attie)**

That Council:

1. Re-adopt the *Councillor and Staff Interaction Policy, General Manager Expenses and Facilities Policy, Statement of Business Ethics and Privacy Management Plan following the updates to pages 12 and 13 of the Privacy Management Plan to reference current NSW Legislation and update to the template in Appendix 1;*
2. Exhibit for 28 days the revised *Public Interest Disclosures Policy*, with a report to be returned to Council at the conclusion of the public exhibition period.

Councillors Hamed and Campbell left the Meeting at 8:38pm during the consideration of this item and did not return.

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**Min.765 C11/19-266 Response to Notice of Motion - Granville Boundary Adjustment**

**Resolved (Cummings/Sarkis)**

That Council:

1. Receive and note the outcome of the community engagement program undertaken in relation to the proposed boundary adjustments for Granville and Mays Hill.
2. Not proceed with a submission under Section 218E of the Local Government Act to alter the boundary between Council and the City of Parramatta.
3. Notify the City of Parramatta Council and residents that made a submission during the community engagement process of the outcome.
4. Write a letter to the City of Parramatta Council and the residents affected in relation to the City of Parramatta Council's obligations under the SRV.

Councillor Rahme left the Meeting at 8:41pm and returned to the Meeting at 8:42pm during the consideration of this item.

Councillor Attie left the Meeting at 8:49pm during the consideration of this item.

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**Min.766 C11/19-270 Classification of Land, 191-201 Pitt Street Merrylands, Lot 11 DP 1178684, as Operational Land for the purpose of entering into a Free Parking Agreement**

**Resolved (Sarkis/Rahme)**

That Council:

1. Classify Stockland Mall (known as 191-201 Pitt Street, Merrylands Lot 11 DP 1178684) as Operational Land and enter into a Free Parking Agreement with the property owners, being The Trust Company Limited and Stockland Trust Management Limited; and
2. Give Public Notice of the resolution to classify the land as Operational Land, for the purposes of entering into a Free Parking Agreement with the land owner.

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**Min.767      Resumption of Standing Orders****Resolved (Sarkis/Garrard)**

That in accordance with Clause 8.2 of the Code of Meeting Practice, Council resume the normal order of business.

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**Min.768      Suspension of Standing Orders**

**Note:** Councillor Rahme requested that Item C11/19-274 be brought forward for consideration at this time of the Meeting.

**Resolved (Rahme/Sarkis)**

That in accordance with Clause 8.2 of the Code of Meeting Practice, Council suspend standing orders to allow Item C11/19-274 to be brought forward for consideration at this time of the Meeting.

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**Min.769      C11/19-274 Notice of Motion - Upgrade of the Mona Street, Clyde Street and Redfern Street Intersections****Resolved (Rahme/Sarkis)**

That Council:

1. Provide a report into options for the upgrade of the Mona Street, Clyde Street and Redfern Street Intersections in an attempt to alleviate the congestion and provide better traffic flow; and
2. Take into consideration:
  - a. Possible changes to signage and parking restrictions in Mona Street (both north and south sides if required) during morning and afternoon peak periods;
  - b. Widening of Clyde Street between Mona and Redfern Streets;
  - c. Dedicated left turn lane from Clyde Street into Redfern Street;
  - d. Dedicated left and right turn lanes from Clyde Street into Mona Street;
  - e. Possible dual lane right turn from Mona Street into Clyde Street; and
  - f. Possible changes to parking restrictions and signage in Redfern and Hudson Streets.

Councillor Attie returned to the Meeting at 8:56pm during the consideration of this item.



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**Min.770      Resumption of Standing Orders****Resolved (Attie/Cummings)**

That in accordance with Clause 8.2 of the Code of Meeting Practice, Council resume the normal order of business.

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**Min.771      Items by Exception****Resolved (Sarkis/Cummings)**

At this time of the meeting, all items on the agenda not called for discussion were moved collectively, as shown:

That item numbers C11/19-262, C11/19-267, C11/19-271, C11/19-273, C11/19-276 and C11/19-277 be moved in bulk.

Councillor Rahme left the Meeting at 9:03pm during the consideration of this item and did not return.

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**Min.772      C11/19-262 Road Closure of Milton Street between Railway Parade and Clarence Street, Lidcombe****Resolved (Sarkis/Cummings)**

That Council:

1. Approve the permanent closure of Milton Street between Railway Parade and Clarence Street, Lidcombe to expand the open space (park) area for the community for recreational purposes;
2. Advertise in the local newspaper, for a period of 28 days, the proposal to permanently close the section of Milton Street;
3. Authorise the General Manager to process and resolve any submissions received with respect to the proposal;
4. Prepare the necessary documentation to complete the road closure under the provisions of the *Roads Act 1993*; and
5. Notify the affected residents in Clarence Street of Council's action accordingly.

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**Min.773      C11/19-267 Proposed Changes to Long Day Care Centre Fees and Charges****Resolved (Sarkis/Cummings)**

That Council place the *Draft Long Day Care Centre Fees and Charges* on public exhibition for a period of 28 days, with a report to be provided back to Council following the conclusion of the exhibition period.

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**Min.774 C11/19-271 Proposed Temporary Road Closure - Merrylands RSL Remembrance Day****Resolved (Sarkis/Cummings)**

That Council:

1. Approve the temporary closure of Arcadia Street, Merrylands between Merrylands Road and Arthur Street from 9:00AM to 12:30PM on Sunday, 10 November 2019, subject to concurrence from Roads and Maritime Services for the Traffic Management and Traffic Control Plans; and
2. Notify potentially affected residents of the temporary road closure.

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**Min.775 C11/19-273 Minutes of the 10 September 2019 Cumberland Heritage Committee Meeting And Cumberland Local Heritage Awards 2019****Resolved (Sarkis/Cummings)**

That Council:

1. Adopt the minutes of the Cumberland Heritage Committee held on 10 September 2019; and
2. Note the Cumberland Local Heritage Award 2019 winners and highly commended prize recipients.

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**Min.776 C11/19-276 Tender Evaluation Report - Wentworthville Swim Centre Modernisation****Resolved (Sarkis/Cummings)**

That Council:

1. Accept the Tender Evaluation Panel's recommendation to award the contract for Wentworthville Memorial Swim Centre Modernisation to OMNISTRUCT BUILDING (NSW) PTY LTD (formerly trading as ICON Building Group Pty Ltd), ABN 89 104 892 346, in accordance with Clause 178(1)(a) of the Local Government (General) Regulations 2005, for the amount of \$8,887,581.40 (excluding GST) as the most advantageous and best value offer received.
2. Delegate to the General Manager the authority to execute the contract and any associated documents.



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**Min.777 C11/19-277 Tender Evaluation Report - Large Billboard Advertising****Resolved (Sarkis/Cummings)**

That Council:

1. Accept the Tender Evaluation Panel's recommendation to award the contract to QMS Media Limited Ltd (ABN 71 603 037 341) in accordance with Clause 178(1)(a) of the *Local Government (General) Regulation 2005*, for advertising services at Site 1 located at 10 Robert Street, Holroyd and Site 4 located at Holroyd Sportsground, Holroyd both for a term of eight (8) years plus an option of two (2) years for the contract amount identified in the confidential Tender Evaluation Report.
2. Delegate to the General Manager the authority to execute the contract and any associated documents to allow the development of billboard advertising.

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**Min.778 C11/19-263 Update on NSW Local Government Grants Commission's Review of Financial Assistance Grants****Resolved (Cummings/Sarkis)**

That Council receive the information and note the attached letter, and write to the NSW Local Government Grants Commission requesting the correction of page 2 to their letter (Item A) to amend Holroyd to reflect Parramatta residents.

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**Min.779 C11/19-264 Draft Outdoor Dining Policy****Resolved (Lake/Zaiter)**

That Council place the *Draft Outdoor Dining Policy* and the *Draft Outdoor Dining Guidelines* on public exhibition for a period of 28 days, with a report to be provided back to Council following the conclusion of the exhibition period subject to the following amendments to the guidelines:

- a) Add Miller Street to the "Merrylands Centre" Location; and
- b) Remove the following words from paragraph one of Clause 16:  
"and vary depending on the commercial zoning of the subject location".

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**C11/19-265 Review of Governance Policies**

This item was dealt with earlier in the meeting.

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**C11/19-266 Response to Notice of Motion - Granville Boundary Adjustment**

This item was dealt with earlier in the meeting.

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**C11/19-267 Proposed Changes to Long Day Care Centre Fees and Charges**

This item was dealt with earlier in the meeting.

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**Min.780 C11/19-268 Proposed Introduction and General Controls for Inclusion in the new Cumberland Development Control Plan****Resolved (Attie/Sarkis)**

That Council:

1. Endorse the planning approach to the introduction of the Development Control Plan and general controls in the Cumberland area, as provided in Attachment 1; and
2. Note that the above items will be included in the draft Cumberland Development Control Plan.

A division was called, the result of the division required in accordance with Council's Code of Meeting Practice is as follows:

Councillor(s) For the Motion: Attie, Christou, Garrard, Elmore, Huang, Lake, Rahme, Saha, Sarkis, Zaiter and Zreika.

Councillor(s) Against the Motion: Nil

Councillor Cummings left the Meeting at 9:22pm during the consideration of this item.

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**Min.781 C11/19-269 Proposed Residential Planning Controls for Inclusion in the new Cumberland Development Control Plan****Resolved (Attie/Garrard)**

That Council:

1. Endorse the planning approach to controls for residential development in the Cumberland area, as provided in Attachment 1; and
2. Note that the above items will be included in the draft Cumberland Development Control Plan.

A division was called, the result of the division required in accordance with Council's Code of Meeting Practice is as follows:

Councillor(s) For the Motion: Attie, Christou, Cummings, Garrard, Elmore, Huang, Lake, Rahme, Saha, Sarkis, Zaiter and Zreika.

Councillor(s) Against the Motion: Nil



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Councillor Cummings returned to the Meeting at 9:25pm during the consideration of this item.

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The Mayor, Councillor Christou closed the meeting at 9:26pm.

Chairperson \_\_\_\_\_ General Manager \_\_\_\_\_



Item No: C11/19-279

## LEGAL REPORT

Responsible Division: General Manager  
Officer: General Counsel  
File Number: T014916/2018  
Community Strategic Plan Goal: *Transparent and accountable leadership*

## SUMMARY

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This report provides Council with a summary of legal proceedings in which Council is involved.

## RECOMMENDATION

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**That Council receive this report.**

## REPORT

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This report provides Council with a summary of legal proceedings in which Council is involved.

It does not include the following types of legal proceedings:

1. Proceedings that are managed by Council's insurers;
2. Local Court Proceedings involving an appeal against a parking fine; and
3. Proceedings for the recovery of debts where those proceedings are being run by Council's external debt collection agency.

The report is current to 5 November 2019. It does not capture changes that have occurred between that date and the date the report is considered by Council.

## COMMUNITY ENGAGEMENT

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There are no consultation processes for Council associated with this report.

## POLICY IMPLICATIONS

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There are no policy implications for Council associated with this report.

**RISK IMPLICATIONS**

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There are no risk implications for Council associated with this report.

**FINANCIAL IMPLICATIONS**

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There are no financial implications for Council associated with this report.

**CONCLUSION**

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This is an information report with the Legal Register provided as a confidential attachment.

**ATTACHMENTS**

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1. Legal Report (confidential)

Item No: C11/19-280

## CUMBERLAND COUNCIL ANNUAL REPORT 2018-19

Responsible Division: People & Performance  
Officer: Director People & Performance  
File Number: S-57-54  
Community Strategic Plan Goal: *Transparent and accountable leadership*

### SUMMARY

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The purpose of this report is to present Council with the 2018-19 Annual Report, which under the *NSW Local Government Act*, is to be completed within five months of the end of the financial year. The Annual Report must report progress against the principle activities set out in the Delivery Program and Operational Plan for that year, include statutory reports required under the *Local Government Act*, and the audited financial statements for the same period.

Accordingly, Cumberland Council's Annual Report for 2018-19 is attached.

### RECOMMENDATION

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**That Council receive the Annual Report 2018-19.**

### REPORT

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The Annual Report forms an important part of the Integrated Planning and Reporting framework as it completes the yearly cycle of reporting, and is an important statement of transparency and accountability between Council and the community.

Through its twelve external Service Areas, Council made significant progress towards delivering the projects and ongoing programs that were a commitment of the Operational Plan 2018-19. In total, 88% of Key Projects have been completed or are on track for completion by the end of the four year Delivery Program.

In addition to the many operational projects completed, Council also commenced or continued the delivery of several major Capital Works projects, including:

- \$1.68m for the Granville Centre – doors expected to open in 2020.
- \$1.56m for the Swim Centre Modernisation Program – works commenced on site at Wentworthville with demolition and excavation underway. These works are to address statutory requirements such as water quality and disability access as well as general modernisation to better serve the needs of the community.

This year Council won several awards for service delivery. These are detailed in the report but are highlighted by:

- Sydney Cherry Blossom Festival winning the National Parks and Leisure Australia Annual Award for 'Major Event of the Year'; and
- The Sports NSW 'The Local Council of the Year' Award for the Cumberland Parks and Recreation Team.

Other service delivery highlights include:

- Council delivered 11 major events to over 170,000 residents and visitors
- 38,995 meals were provided to our local seniors and people with disabilities
- Council operated over 10,000m<sup>2</sup> of community space and more user groups were able to access the centres than previous years
- Green garden waste bins were rolled out to former Holroyd residents
- 25 native bee hives were distributed throughout the LGA
- One-on-one business advisory sessions were delivered to help our local economy
- More than \$1.38 billion worth of Development Applications were assessed and a higher proportion than last year were determined in 90 days
- Our customer contact service standards continued to improve

Importantly, the completion of projects and delivery of services over the 2018-19 year have translated into a more satisfied community. During the year there has been an increase to 89% in overall community satisfaction with Council services and facilities. This result means that Cumberland is now in line with the Sydney Metro average for the first time.

In addition to overall satisfaction with Council, resident's satisfaction with Council's specific services and facilities has also generally improved, with residents being at least moderately satisfied with 48 out of 49 services surveyed. This gives Council a clear indication that the investments in delivering higher service levels and better facilities over the past year is helping to align the community's and Council's interests. This has also contributed to a reported improvement in quality of life for Cumberland residents, with the overall quality of life score increasing by 9%, to 88% of residents rating their quality of life as good to excellent. In particular, this shows that we are making significant progress in moving towards our shared Strategic Goals set outlined the Community Strategic Plan 2017-27.

Whilst for this year Council recorded an operating profit of \$22.9m after deducting capital income and profit on sale, the performance ratio was in deficit of (5.28)%. Council's recurring budget position for 2018-19 was in deficit by \$6.2m after deducting one-off income and costs. Council has been challenged by the costs increases of 9.6% due to the cost of services for the new entity still being realised. The Local Government Cost Index for this year was 2.9%.

Highlights:

- \$226.17m total income from continuing operations
- \$203.24m total expenses from continuing operations



- \$22.9m net operating result for the year
- Operating performance ratio (5.28)%

A majority of Council's revenue is from residential and business rate payers and grants received from Commonwealth funding. Council's main expenses included salaries and wages, waste disposal tipping fees, raw materials and contracts, contractor and consultancy costs and facility and infrastructure management.

## **COMMUNITY ENGAGEMENT**

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The Annual Report will be available on Council's website and links will be sent to the Office of Local Government and NSW Ombudsman as required under the Local Government Act 1993. The Audited Financial Statements, which are published as a separate document, will also be available with the Annual Report.

## **POLICY IMPLICATIONS**

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There are no policy implications for Council associated with this report.

## **RISK IMPLICATIONS**

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There are no risk implications for Council associated with this report.

## **FINANCIAL IMPLICATIONS**

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There are no financial implications for Council associated with this report.

## **CONCLUSION**

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Cumberland Council's Annual Report 2018-19 has been prepared in accordance with the requirements under the Integrated Planning and Reporting legislation. It presents Council's performance over the 2018-19 financial year against the financial and service delivery commitments made in the Operational Plan 2018-19.

## **ATTACHMENTS**

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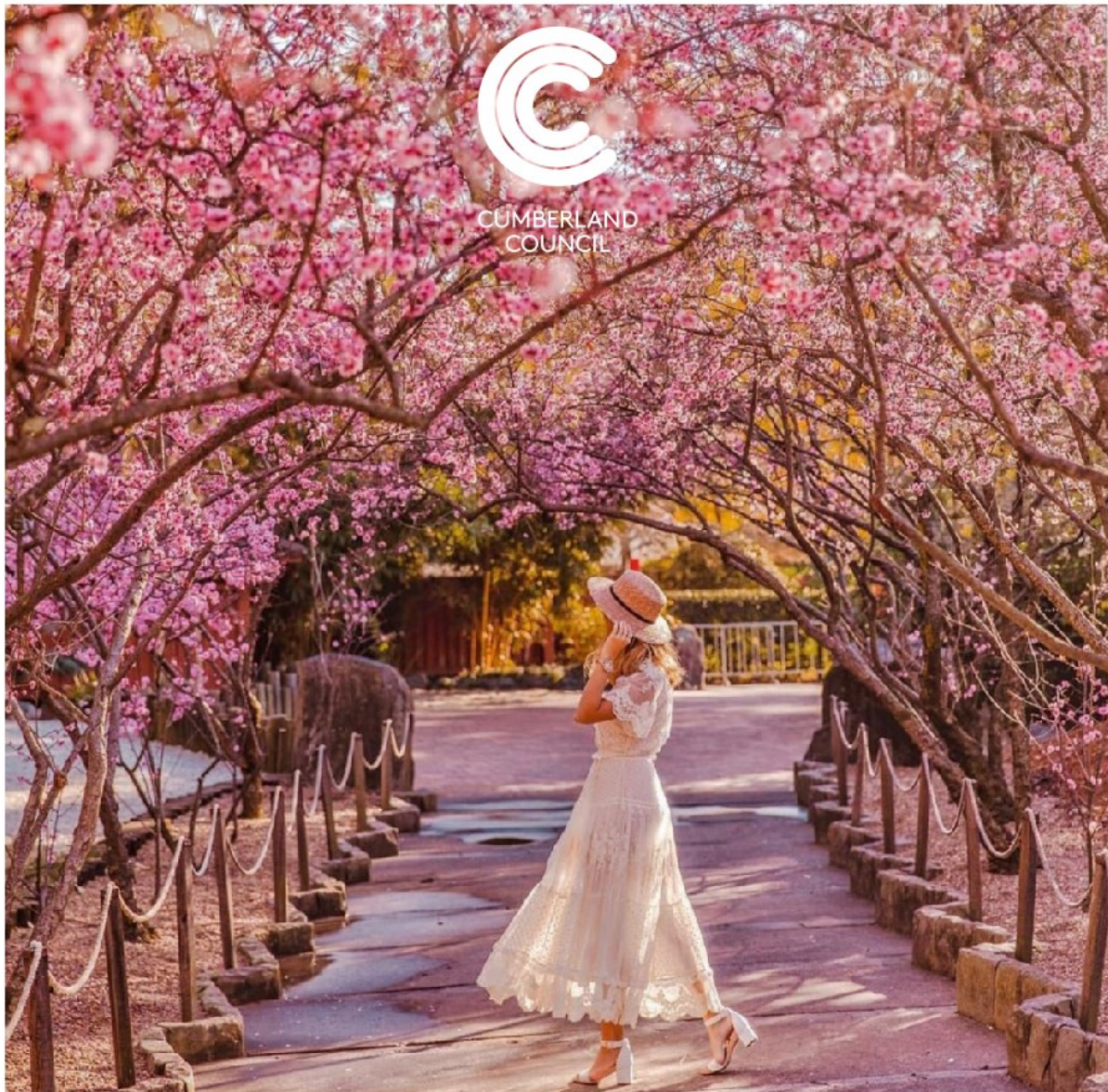
1. Cumberland Council Annual Report 2018-19 [↓](#) 



**DOCUMENTS  
ASSOCIATED WITH  
REPORT C11/19-280**

**Attachment 1  
Cumberland Council Annual  
Report 2018-19**





# Cumberland Council

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## Annual Report 2018-2019



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# Acknowledgement of Traditional Custodians

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



## MESSAGE FROM THE MAYOR

It has been a great honour to serve as the Mayor of Cumberland in 2018/19. In this period of time we have continued to work hard to lay a strong foundation for a stable and successful Council.

This has involved a strong focus on making Cumberland a great place to live by continuing to deliver quality services to the community and improving the community's experience with Council. There is no doubt that further progress has been made in unifying the services, policies, operations and setting the strategic direction of the new Council.

In the last financial year, we have completed or are in the process of rolling out major infrastructure projects as part of an ambitious program of \$70 million in capital works.

We have delivered some significant cultural and community achievements. We piloted new Place Liaison roles in Wentworthville, Granville and South Granville Wards and will be continuing this work in the months ahead across all areas of Cumberland. We are investing in essential services like libraries to enhance the lives of residents through improved literacy, access to technology, information and lifelong learning programs.

Cumberland is one of the most multicultural Local Government Areas in NSW, if not Australia. We have celebrated this diversity through our vibrant events program. We delivered 24 community events engaging over 180,000 residents, including first time events like the Diwali Street Festival in Wentworthville and the Ramadan Food Festival in Auburn. As Mayor, I was immensely proud to be involved in 23 Citizenship Ceremonies involving 2191 conferees making Australia their official home.

We continue to incorporate community feedback at every level of decision-making to ensure transparency and openness through responsible community consultation on key projects and initiatives. Community engagement initiatives were delivered, with more than 21,850 community members providing feedback or engaging with these activities.

I want to thank my fellow Councillors and Council staff for their work this past financial year to ensure our vision for Cumberland is fully realised. What some may see as challenges, we have seized as opportunities to build the capacity of Council and to ultimately deliver better services to the people of Cumberland.

Clr Greg Cummings  
Mayor





## MESSAGE FROM THE GENERAL MANAGER

I am proud to present Cumberland Council's Annual Report 2018-2019. Proud, because I have seen our organisation face the ongoing challenges presented by being a young Council with great optimism and teamwork, whilst continuing to do great work with our community.

The Annual Report provides an overview of the range of services, programs and capital works projects delivered by Council over the past year. It also highlights Council's ongoing commitment to transparent and accountable leadership. Through its 12 Service Areas, Council has made strong progress in delivering the projects and ongoing programs that were a commitment of the Operational Plan 2018-19. In

total, 88% of key projects were completed or remain on track for completion by the end of the four year Delivery Program.

In 2018-19, Council has developed new strategies and plans addressing key priority areas such as local infrastructure planning, employment, environmental management, library services, homelessness, culture and reconciliation, underpinned by extensive engagement with our community. This has driven our business and operations towards our community needs.

We have delivered innovative community initiatives and quality community services that meet the diverse needs of our young and growing community. Council has demonstrated our commitment to protecting our environment through progressive environmental initiatives. The ongoing development and delivery of a vibrant community events program has further promoted a culture of inclusion and celebration in Cumberland.

Council has created a more equitable approach across Cumberland. We have worked hard to improve our infrastructure and places for the community with the delivery of a significant capital works program resulting in the completion of streetscape, public amenity and park upgrades, and new state-of-the-art community facilities are on the horizon. We have successfully trialled a new place management approach to ensure ongoing improvements in our local neighbourhoods as well as a new business engagement program to strengthen support for our local businesses.

Customer service improvements have also been achieved with customer wait times continuing to decrease and significant streamlining of DA processing. This has been no easy task, following a complicated merger process involving the integration of different data and systems.

Importantly, the completion of projects and delivery of services over the 2018-19 period have translated into a more satisfied community. During the year there has been an increase to 89% in overall community satisfaction with Council services and facilities. This result means that Cumberland is now in line with the Sydney Metro average for the first time.

We are a young Council that is committed to putting our community at the centre of everything we do. Council will continue to work hard to reach our full potential, and bring further innovation and service improvements to the community.

Our vision is to serve our diverse community, creating opportunities for a vibrant future for Cumberland's people. We welcome you to discover the work we've been doing to deliver on this promise.

Hamish McNulty  
General Manager

## PART 1 Introduction

### ABOUT THE REPORT

The Annual Report 2018-2019 details Cumberland Council's progress in implementing the commitments made in the Operational Plan 2018-2019, which is the second year of the four-year Delivery Program 2017-21.

In presenting this information, the Report also shows how Council is helping the Cumberland community towards its Vision for the future, outlined in Cumberland's Community Strategic Plan 2017-27.

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's 12 Service Areas, showing progress in implementing the Key Projects identified in the Operational Plan 2018-2019.
- 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 to the NSW Integrated Planning and Reporting 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 2018 to 30 June 2019.



## INTEGRATED PLANNING AND REPORTING FRAMEWORK

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

Councils 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; they 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 (Quarterly, Annual and End-of-Term Reporting)

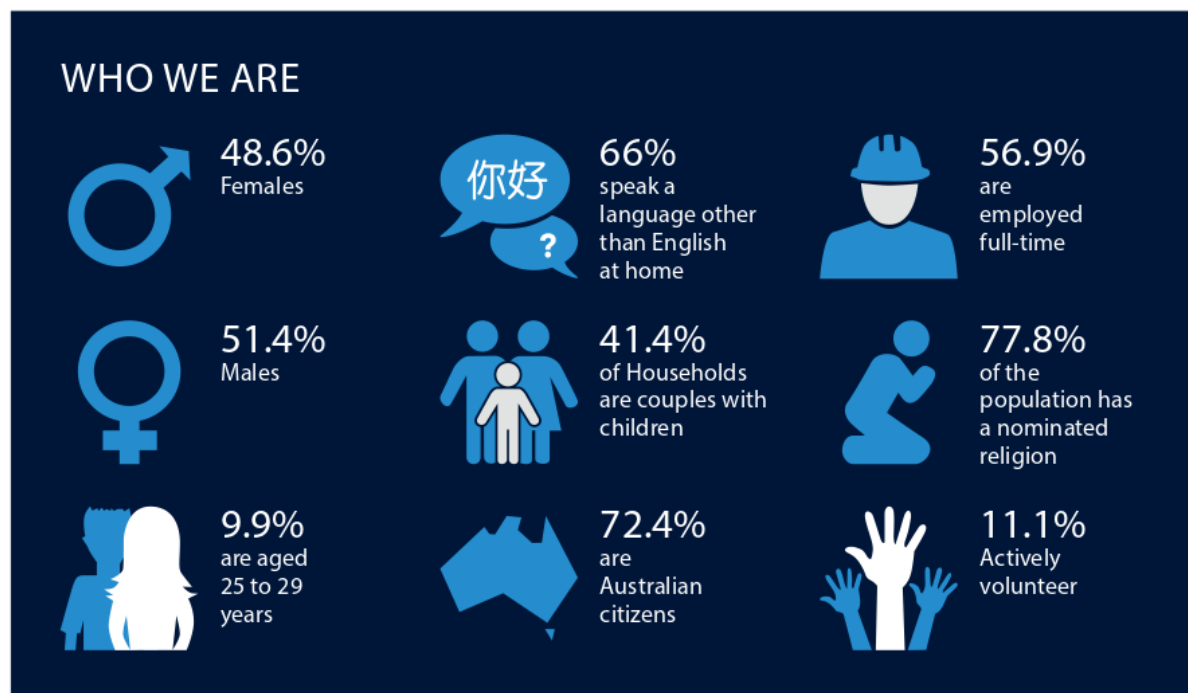




## ABOUT CUMBERLAND COUNCIL AND COMMUNITY

### Community Demographics

The Cumberland Local Government Area (LGA) is located in Sydney's western suburbs, about 25 kilometres from the CBD and close to the geographic heart of Sydney. The population density for the Cumberland area is 32.32 persons per hectare. The Cumberland LGA is one of the most culturally diverse areas in NSW with a unique and vibrant identity. This demographic information is important to consider when reflecting on Council's service delivery to the community.



### Key Statistics

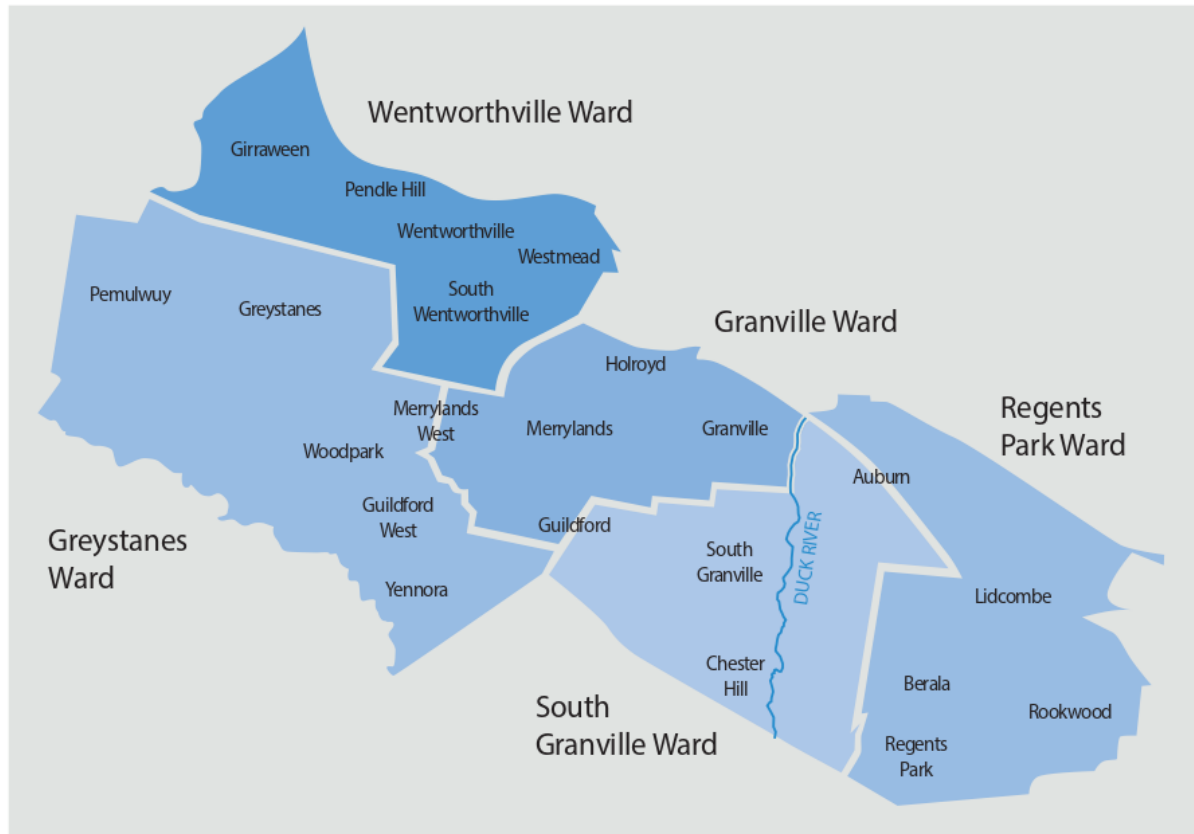
Below is a snapshot of the community relative to the Greater Sydney, NSW and Australian wide regions. The information is based on the 2016 Census results from Profile ID, completed for the Cumberland LGA.

	Cumberland	Greater Sydney	NSW	Australia
Median age	32	36	38	38
Medium and high density housing	43%	44%	33%	27%
Median weekly household income	\$1,377	\$1,745	\$1,481	\$1,431
Households renting	39%	33%	30%	29%
Households with a mortgage	29%	32%	30%	32%
Overseas born	52%	37%	28%	26%
Unemployment rate	9.5%	6.0%	6.3%	6.9%
Participation rate (Population in labour force)	56%	62%	59%	60%
Public transport (to work)	26%	23%	16%	11%

## Local Government Area

The Cumberland LGA has a population of approximately 240,000 residents. Fifteen elected Councillors represent the community over a three year period spanning September 2017 to September 2020. This equates to:

- 1 Councillor per 16,000 residents
- Each of the 5 wards are represented by 3 Councillors.



## Indigenous History

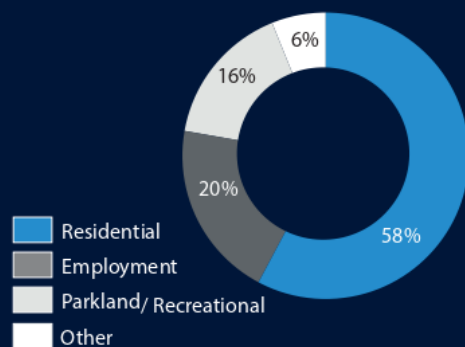
For tens of thousands of years before European settlement, what would become the Cumberland Local Government Area was home to several clans of the Darug (also spelt Dharug, Daruk or Dharik) people. The Darug are thought to have inhabited the area between Port Jackson and Botany Bay in the east, the Georges River to the south and south-west, the Hawkesbury River in the north-west, and then as far west as the Blue Mountains.

The Cennemegal or Weymaly clan occupied what is now Prospect and Greystanes. The Bidjigal clan occupied the areas now known as Merrylands, Guildford, Villawood and Bankstown. The Burramattagal clan of Parramatta and Granville were part of the western Eora clan. Eora land extends from Parramatta to Sydney Harbour. The Auburn area was located between the Darug inland group and the Eora and Dharawal coastal groups. The Wangal and Wategoro clans are recognised as the original inhabitants of the Auburn and Homebush Bay region.

There are many significant Aboriginal sites in the area, including Prospect Hill where the first act of reconciliation between Aboriginal leaders and European settlers occurred on 3 May 1805.

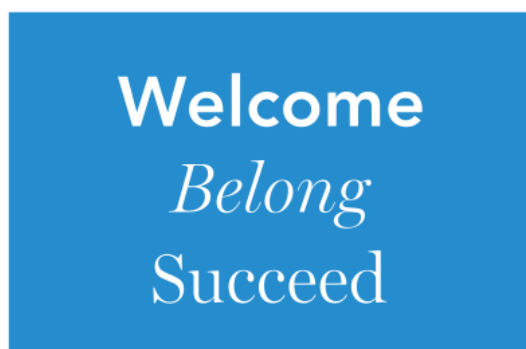
## LAND USE

The Cumberland LGA encompasses a total land area of 72 square kilometres. The Cumberland area is predominantly residential comprising 58%, with 20% being classified as employment and 16% parkland and recreational.



## SHARED VISION AND VALUES

### Cumberland Community's Vision for the Future

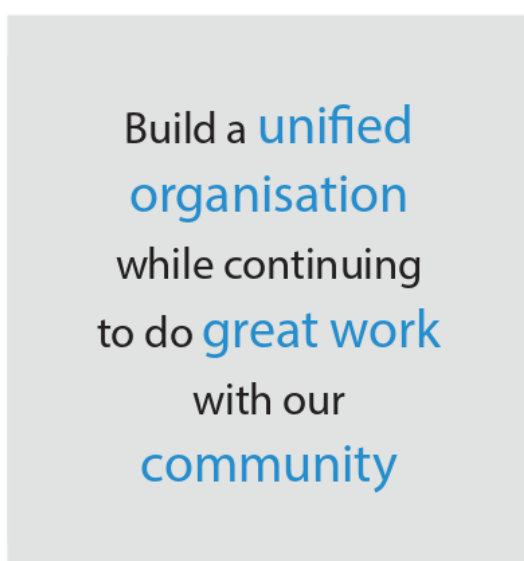


Council's vision statement summarises what the residents of the Cumberland LGA want for the area and over the next 10 years.

It captures all of the priority areas identified from the Community Engagement Program, as part of the Cumberland Community Strategic Plan 2017-2027 resulting in six strategic goals that underpin the values:

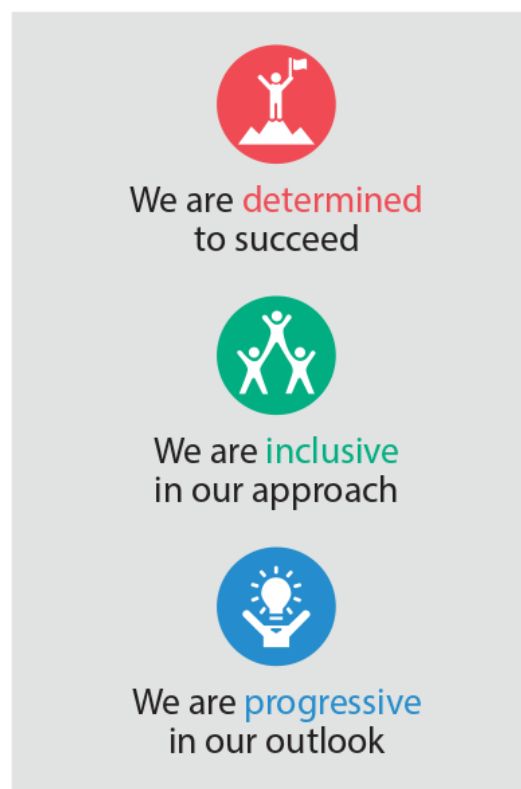
- A great place to live
- A safe accessible community
- A clean and green community
- A strong local economy
- A resilient built environment
- Transparent and accountable leadership.

### Cumberland Council's Organisational Vision



### Cumberland Council's Organisational Values

The organisation's values are defined as:



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.

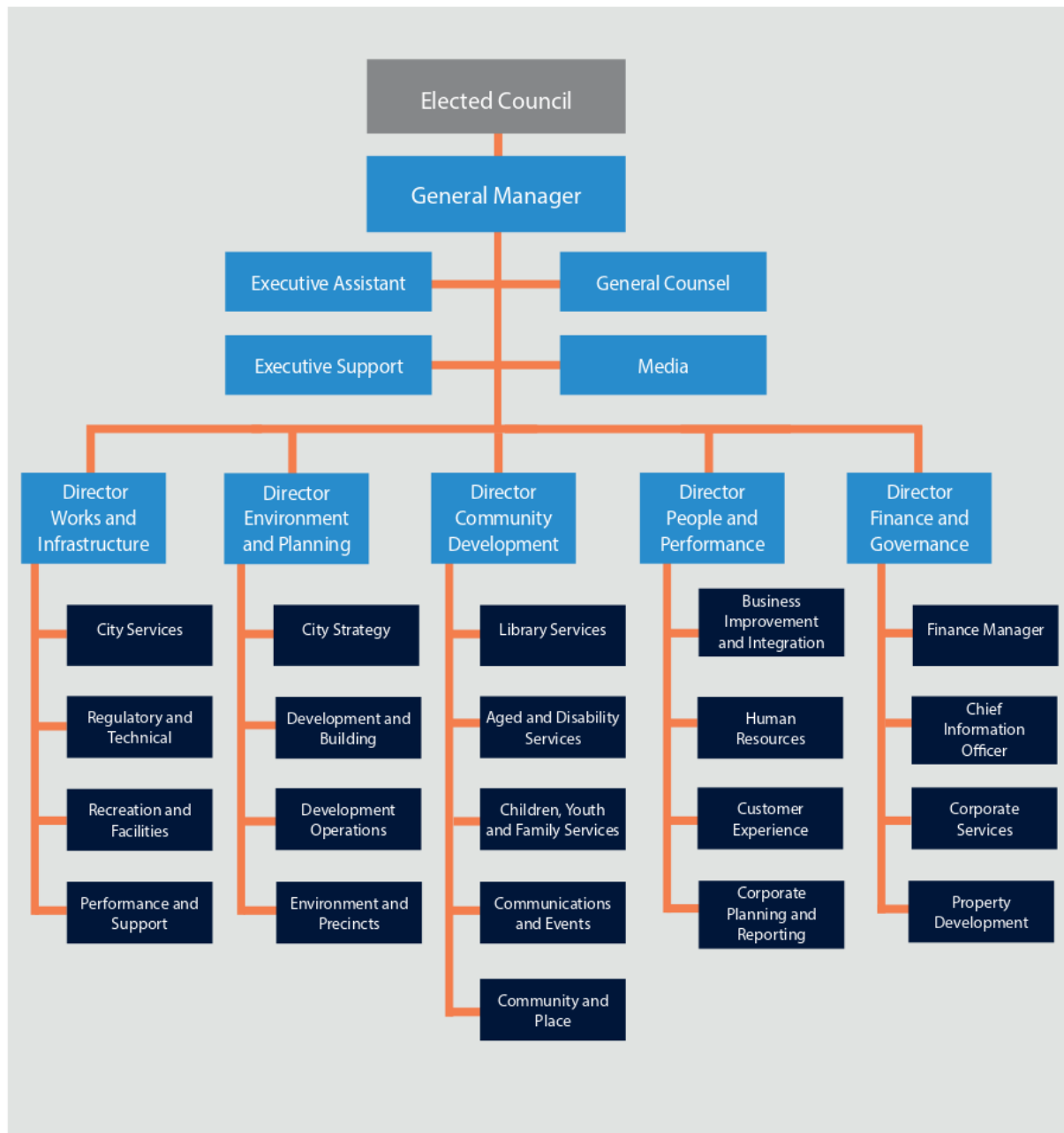
Council is committed to ethical business practices, as part of its key principles contained within Council's Code of Conduct including: Leadership, Selflessness, Impartiality, Openness and Honesty.

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.

## ORGANISATIONAL STRUCTURE


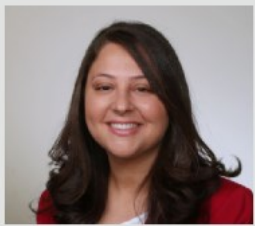



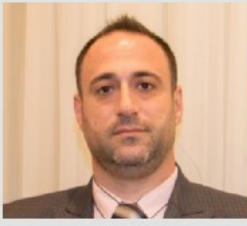









Council currently has approximately 1,100 employees responsible for providing services, programs and projects across 72kms<sup>2</sup> to approximately 240,000 residents. Council's budget for 2018-2019 allowed for 868 FTE (Full Time Equivalent) employees. The figure of 1,100 includes casual and temporary staff in areas such as libraries, childcare centres and swimming pools. The casual workforce is required to allow flexibility in managing resources effectively and to meet seasonal demands.



## ELECTED REPRESENTATIVES

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Cumberland has a total of 15 elected representatives across five wards, who have the responsibility to represent residents, set the broad strategic direction for Council, allocate resources and monitor performance. Current Councillors will serve until the September 2020 Local Government Elections.

Granville Ward	 Councillor Steve Christou	 Councillor Ola Hamed	 Councillor Joseph Rahme
Greystanes Ward	 Councillor Greg Cummings <b>Mayor</b>	 Councillor Ross Grove	 Councillor Eddy Sarkis
Regents Park Ward	 Councillor Ned Attie	 Councillor George Campbell	 Councillor Kun Huang
South Granville Ward	 Councillor Glenn Elmore <b>Deputy Mayor</b>	 Councillor Paul Garrard	 Councillor Tom Zreika
Wentworthville Ward	 Councillor Lisa Lake	 Councillor Suman Saha	 Councillor Michael Zaiter



## DELIVERING THROUGH SERVICE AREAS

The table below provides an overview of Council's 12 Service Areas:

<p><b>1. Community Programs and Events</b></p> <p>This service provides a wide range of cultural, social and community-focused programs and events that promote social inclusion, increase community wellbeing and foster positive connections within the community.</p>	<p><b>2. Roads, Stormwater and Street Cleaning</b></p> <p>This service maintains local roads and infrastructure to the highest standard as well as managing stormwater and drainage around the local area. It ensures public places are clean and attractive with a schedule of street cleansing services.</p>
<p><b>3. Parks and Recreation</b></p> <p>This service provides and maintains an extensive network of accessible and sustainable parks, open spaces, sportsgrounds, playgrounds, bush reserves and gardens for the Cumberland area.</p>	<p><b>4. Environmental Programs</b></p> <p>This service provides a wide range of waste education and environmental initiatives to ensure the long-term sustainability of Cumberland's natural environment as well as engaging children and families in community-focused education programs.</p>
<p><b>5. Household Waste and Recycling</b></p> <p>This service provides efficient waste collection and regular clean up services to ensure Cumberland is a clean, green, attractive and usable area for residents.</p>	<p><b>6. Children's Services</b></p> <p>This service provides quality education and children's services to meet the needs of the child, their families and the community including long day preschools, before and after school programs, school holiday programs, occasional care and family day care services.</p>
<p><b>7. Urban Planning and Development</b></p> <p>This service provides strategic planning and development services to ensure developments are well coordinated and land is used in the best way for the entire community.</p>	<p><b>8. Regulatory Programs</b></p> <p>This service regulates and enforces health and safety standards across Cumberland by enforcing local laws, regulations, policies and guidelines to safeguard the health and safety of all residents.</p>
<p><b>9. Libraries</b></p> <p>This service provides a network of eight modern and well-resourced libraries to promote community learning with educational, recreational and development programs.</p>	<p><b>10. Pools</b></p> <p>This service provides recreational facilities to promote the health and wellbeing of the community, including aquatic centres, swim programs, sporting events and family leisure activities.</p>
<p><b>11. Governance and Administration</b></p> <p>This service provides effective civic leadership underpinned by a foundation of good governance to ensure decision making is transparent and accountable and that organisational activities are honest and free from fraud or corruption.</p>	<p><b>12. Community Facilities and Properties</b></p> <p>This service provides access to a large number of community facilities to deliver social, cultural and recreational programs for the use of the whole community.</p>

## PART 2 Progress and Performance

### COMMUNITY SATISFACTION

Council understands that the ultimate measure of its performance is community satisfaction with the services and facilities that are most important to them.

Council conducts an annual community satisfaction survey that seeks to examine community attitudes and perceptions towards current and future services and facilities provided by Council. In particular, this survey gauges progress with:

- Performance with Council activities
- Overall quality of life
- Progress towards or away from the outcomes in the Community Strategic Plan.

There were strong results for the survey conducted in 2019 such as:



72% of residents strongly agree/agree with the statement 'Cumberland is a great place to live' which is an increase from the 63% that strongly agreed/agreed in 2018



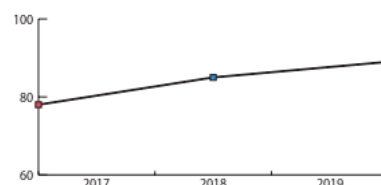
88% of residents rate their quality of life as 'good' to 'excellent' which is an increase from the 81% that rated this in 2018

Satisfaction with Council's communication with the community has remained on par with 2018 results, with 78% of residents being at least somewhat satisfied with Council's communication.

Residents are at least moderately satisfied with 48 out of 49 Council services and facilities with the level of agreement increasing significantly in 2019 for areas including 'I can easily access local services and facilities', and 'Council offers good value for money'.

**89%** of residents were at least 'somewhat satisfied' with the overall performance of Council over the last 12 months.

This is an increase from 2018 when 85% of residents were 'somewhat satisfied' with Council's performance.



During this year, some of the key drivers of this overall satisfaction with Council have been the following:



The appearance of the local Council area



CCTV and safe public spaces



Supporting local jobs and businesses

Residents continue to feel that growth and its related effects on development, infrastructure and traffic are key concerns for the next 10 years. While some of these issues Council can address, where they are out of Council control, such as growth, Council will continue to engage and inform the community with regard to planning and how the community can be involved in shaping outcomes.



## Working towards our vision.....

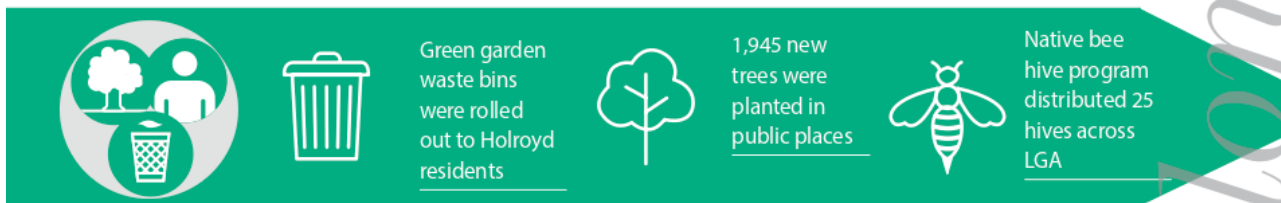
### CSP Goal 1: A great place to live



### CSP Goal 2: A safe accessible community



### CSP Goal 2: A clean and green community



### CSP Goal 4: A strong local economy



### CSP Goal 5: A resilient built environment



### CSP Goal 6: Transparent and accountable leadership



## KEY AWARDS AND CITATIONS

Awarded	Award/Category	Description/Category
Winner	Book-a-Court NSW Local Government Excellence Awards Category for Special Project Initiative - Population over 60,000	This award recognises leadership where an individual, team or council has developed a concept or practice that significantly improves the business in which they work through the development of processes or practices that has had a major impact on the organisation or its customers; demonstrates responsiveness to community, workplace or industry needs; and, presents an aspirational model for NSW local government.
Winner	Sydney Cherry Blossom Festival National Parks and Leisure Australia Annual Award	Category of Major Event of the Year.
Winner	Best Council Award NSW for Graffiti Removal 2018 Graffiti Removal Day Removal of over 750 square metres of graffiti at Harold Reid Park in Girraween	Cumberland was one of 65 local government areas that participated in the event, with 120 volunteers from Cumberland rolling up their sleeves and picking up a paint roller on Sunday 21 October 2018.
Winner	'Local Council of the Year' for Cumberland Council's Parks and Recreation Team Sports NSW Awards 2018	Rewarded for excellence and innovation in the promotion of sport, active, recreation and healthy living. This award recognises the work of Council's Recreation Team to get more people more active, more often.
Winner	Program, Activities and Events Award 2018 Australian Sport, Recreation and Play Innovation Awards National Sports Convention	This award recognised Council's staff and their works with creating chances and opportunities for Cumberland's diverse community to participate in games from around the globe.
Lisa Hughes - Winner	Environmental Health Professional of the Year Environmental Health Australia (NSW) Excellence Awards	Cumberland Council was well represented at the Environmental Health Australia (NSW) Excellence Awards recently with a number of staff being recognised for their great work in the field.
Ben Cone - Winner	Trainee Environmental Health Officer of the Year Environmental Health Australia (NSW) Excellence Awards	Cumberland Council was well represented at the Environmental Health Australia (NSW) Excellence Awards recently with a number of staff being recognised for their great work in the field.
Winner	Linnwood House Paint Restoration Project 2018 Master Painters Awards for Excellence Category for heritage and restoration	The meticulous paint restoration works of the heritage-listed Linnwood House Estate have been recognised with Council's contractor taking out the top honour in the heritage and restoration category.
Highly Commended	Women in Sport Roadshow NSW Local Government Excellence Awards Category for Community Partnerships and Collaboration - Population over 60,000	This category recognises excellence in cross-council collaboration, community partnerships and partnerships created to provide or improve services that strengthen and enhance the physical or social infrastructure of a region, including integration with other spheres of government.
Finalist	Asset Data Harmonisation and Mapping Project NSW Local Government Excellence Awards	Category for Asset Management and Infrastructure Initiatives - Projects under \$1.5 million.
Finalist	Salary System and Working Conditions Harmonisation Project NSW Local Government Excellence Awards	Category for Excellence in People and Culture - People over 60,000.
Finalist	Tennis NSW Awards	Contribution to growing tennis participation in the community.

## INCOME AND EXPENDITURE

### Financial Snapshot

Council recorded an operating profit of \$22.9m, compared to \$20.75m in the previous year. The profit after deducting capital income is \$4.21m, compared to loss of \$8.41m in 2018. Income totalled \$226m, being \$20m higher than the previous year. Expenses totalled \$203m, being \$18m higher than the previous year. There were still areas of volatility as costs being recorded for the new entity have been realised.

### Highlights

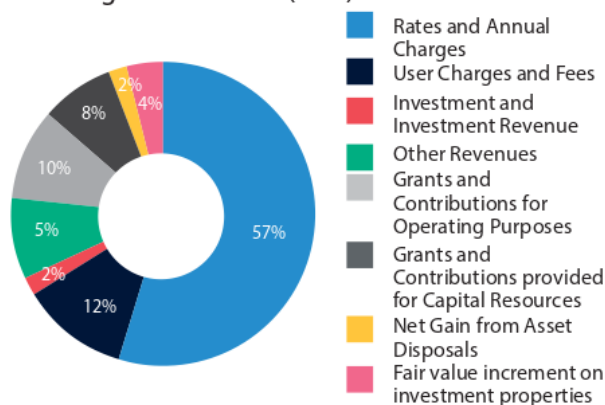
- \$226.17 Million total income from continuing operations
- \$203.24 Million total expenses from continuing operations
- \$22.93 Million net operating result for the year

### Income Statement

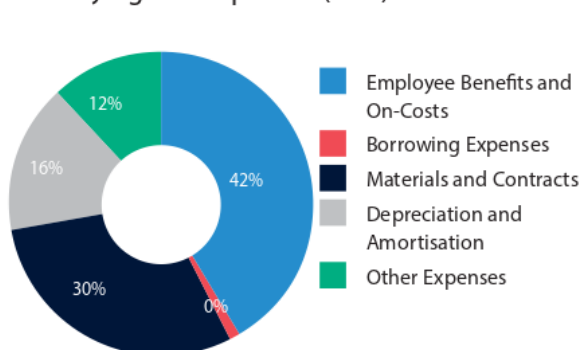
The Income Statement shows Council's income and expenditure during the 2018/19 financial period.

Total Revenue less Total Expenses = Net Income

#### Sourcing Our Revenue ('000)



#### Identifying Our Expenses ('000)



Revenue	Amount \$'000	%
Rates and Annual Charges	\$ 129,611	57%
User Charges and Fees	\$ 26,846	12%
Investment and Investment Revenue	\$ 4,675	2%
Other Revenues	\$ 10,362	5%
Grants and Contributions for Operating Purposes	\$ 21,760	10%
Grants and Contributions provided for Capital Resources	\$ 18,723	8%
Net Gain from Asset Disposals	\$ 3,940	2%
Fair value increment on investment properties	\$ 9,941	4%
Other Income	\$ 315	0%

Expenses	Amount \$'000	%
Employee Benefits and On-Costs	\$ 84,451	42%
Borrowing Expenses	\$ 688	0%
Materials and Contracts	\$ 61,567	30%
Depreciation and Amortisation	\$ 32,470	16%
Other Expenses	\$ 24,067	12%

A majority of Councils' revenue is from residential and business rate payers and grants received from Commonwealth funding. Council's main expenses included salaries and wages, waste disposal tipping fees, raw materials and contracts, contractor and consultancy costs and facility and infrastructure management.



## Financial Position Statement

The Statement of Financial Position reports on Council's net asset position, as at 30 June 2019. It shows Council's total assets, liabilities and the total differences.

Total Assets less Total Liabilities = Net Assets

Assets	\$'000
Total Current Assets	115,915
Total Non-Current Assets	2,443,213
Total Assets	2,559,128
Liabilities	
Current Liabilities	55,990
Non-Current Liabilities	34,196
Total Liabilities	90,186
Net Assets	2,468,942

Council's cash and investments amount's to \$150.33 million at 30 June 2019.

Council's non-current assets are made of:

- Infrastructure assets: Mainly consisting of roads, stormwater drainage, buildings and footpaths. These assets typically have an estimated useful live ranging from 15 (e.g. pumps) to 100 years (e.g. concrete bridges).
- Land: Operational and Community Lands.

Council's liabilities consist of:

- Minimal borrowings
- Bank overdraft facilities
- Provisions for employee entitlements (e.g. long service and annual leave).

## Statement of Cash Flows

The Statement of Cash Flows shows how changes in the Income Statement and Statement of Financial Position affect Council's cash and cash equivalents. It breaks Council's cash flows into operating, investing and financing activities.

- \$150.33 Million is Council's total cash, cash equivalents and investment, as at 30 June 2019.

During the 2018/19 financial period the net cash for Operating Activities was mainly impacted by:

- \$127.12 Million Rates and annual charges
- \$37.94 Million Grants and contributions

However this has been offset by Council's cost items, such as employee and materials and contracts. This had a significant impact on Council's cash flow position, totalling to \$143.10 Million.

During the 2018/19 financial period the net cash for investing activities was mainly impacted by:

- Payments for purchase of infrastructure, property, plant and equipment was \$61.64 Million.

## Performance Ratios

Performance Ratios	Calculations	Actual	Target*	Analysis
Operating Performance Ratio, %	Operating profit less capital grants divided revenue less capital grants.	(5.28) % Not Met	>0%	This ratio indicates Council's ability to contain operating expenditure within recurring operating revenue. Council sits below the industry benchmark for 2018/19 mainly due to increased expenditure on materials and contracts.
Own Source Revenue, %	Income less Grants and contribution divided total income	80.21 % Achieved	>60%	This ratio indicates that Council is less reliant on grants and contributions. Given that grants and contributions include s7.11 contributions, which is not an operating source of revenue, there was a decline in revenue received from s7.11.
Unrestricted current ratio, times	Current assets (including cash) divided Current Liabilities	4.49x Achieved	>1.5x	The Unrestricted Current Ratio is designed to represent Council's ability to meet short term obligations as they fall due.  Council continues to be above the industry benchmark of 1.5. This indicator shows Council has good liquidity and ability to repay its debts.

Performance Ratios	Calculations	Actual	Target*	Analysis
Debt service ratio, times	Earnings Before Interest Tax Depreciation & Amortisation (EBITDA) divided Total Debt	14.93x Achieved	>2.0	The increase in this ratio from the prior year indicates continual ability for Council to meet debt repayments. This is a result of having solid operating cash with low debt obligations.
Rates and annual, %	Debtors divided Sales	4.96% Achieved	<5.0	This measures Council's rate recovery and effectiveness in collecting and reducing outstanding debts.  The ratio has increased from 3.34% to 4.96%. The increase in arrears payment was due to slower collection which will improve in 2019-20.
Cash Expense Ratio, Months	Current Cash divided by Monthly Cash Expense	7.59 months Achieved	>3.0	Council's Cash Expense Ratio is above the benchmark of 3 months. This shows that Council continues to pay for its immediate expenses without additional cash flow 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	139.87% Achieved	>100	This ratio assesses the rate at which Council's assets are being renewed against the rate at which they are depreciating. Renewal is defined as the replacement of existing assets to equivalent capacity or performance capacity.  Council has met the OLG benchmark of greater than 100 per cent. This is a result of the SRV and Council's decision to invest heavily in renewals.
Infrastructure Backlog, %	Estimated cost to bring the assets to a satisfactory standard (condition 3) divided by the written down value of the assets	5.50% Not Met	<2%	Less than 2% is considered the benchmark for the Office of Local Government. 84 Councils within NSW did not meet the infrastructure backlog ratio. This ratio shows the infrastructure backlog, as a total written down value of a council's infrastructure.  There was an increase in backlog. The main contributor to this ratio is roads \$34.0m (up from \$29m). Cumberland's sustainability policy is to ensure that condition 3 assets are assigned to work programs in the four year operational plan. This is being achieved at present. There is an argument that Council has no backlog due to commitment to the renewal in the Long Term Financial Plan (LTFP), however Council has maintained an aggressive stance on reporting.

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

## CAPITAL WORKS PROGRAM

### Highlights

- \$64.17 Million for total capital expenditure
- Council spent \$38.69 Million for renewal of assets.

Categories	Actual Expenses	Original Budget
New Asset - Plant & Equipment	2,465,471	1,000,000
New Asset - Land & Building	5,295,852	14,727,843
New Asset - Road, Bridges, Footpaths	5,539,089	2,342,162
New Asset - Parks & Recreation	1,751,309	4,941,674
New Asset - StormWater Drainage	3,761,320	8,500,000
New Asset - Other	6,657,033	4,405,812
Renewal Asset - Land & Building	8,451,967	17,486,059
Renewal Asset - Road, Bridges, Footpaths	19,081,499	16,805,368
Renewal Asset - Parks & Recreation	7,157,829	5,563,507
Renewal Asset - StormWater Drainage	3,609,429	1,461,784
Renewal Asset - Other	407,991	214,390
<b>Total Capital Expenditure</b>	<b>64,178,787</b>	<b>77,448,599</b>

Council receives funding for its Capital Works Program mainly from:

- \$11.26 Million - Grants received from Commonwealth and State Government
- \$13.55 Million - Section 7.11 are contributions paid to Council for application fees associated with DA's
- \$6.64 Million - Special Rate Variation

Capital expenditure is when Council spends money to buy, construct, renovate or acquire an asset. Council's three largest capital expenditure items are roads and traffic, parks and footpaths.

Some of Council's significant capital works during 2018/19 are highlighted below:

- \$1.68 Million for Granville Multipurpose Centre

The new Community Centre, Library, Arts and Cultural Facility will give residents a place where they can meet, study, create and perform. The approved design builds upon the existing elements of Granville Pool, park lands and outdoor recreation facilities. The multipurpose centre will open its doors in 2020 and is jointly funded by the NSW Government's Stronger Communities Fund and Cumberland Council. Capital expenditure is when Council spends money to buy, construct, renovate or acquire an asset. Council's three largest capital expenditure items are roads and traffic, parks and footpaths.



- \$5.06 Million for the Merrylands CBD Drainage upgrade

This project will consolidate drainage infrastructure in the Merrylands CBD to ensure cost efficient floodwater control and provide necessary stormwater infrastructure for developments. The design of the stormwater canal upgrades are complete and work has commenced on-site and is approximately 60% complete.





■ \$1.56 Million for Swim Centre Modernisation Program

The upgrades of the pools are to address statutory requirements such as water quality and disability access. The modernisation of the pools will be addressed by the inclusion of facilities to better serve the current and future needs of the community. Works have commenced on site at Wentworthville with demolition and excavation underway.

Other Major Projects for 2018/19:

- \$0.85 Million for the Parramatta Road Urban Improvement Program
- Auburn Civic Centre Rectification \$3.4 Million
- Friend Park Children's Centre Renovation \$1 Million
- Demountable Building Out Of School Hours \$800k
- Central Gardens All Abilities and Mixed Age Playground \$800k
- Auburn Botanic Gardens Entertainment Precinct and Duck River Regional All Abilities Playground \$500k
- Replacement of Bridge Road Railway Overbridge \$500k from Stronger Communities Fund
- Prospect Hill Access and Lookout \$500k from Stronger Communities Fund
- CCTV Infrastructure and Lighting Upgrades \$500k from Stronger Communities Fund
- Proposed Auburn South Community and Recreation Centre \$7 Million
- Granville Park Stadium upgrade \$2.7 Million from the Office of Sport Grant Funds to contribute to the Granville Park Stadium upgrade
- Mona Park change rooms upgrade \$747k



## ICONS LEGEND

### COMMUNITY STRATEGIC PLAN DRIVERS

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

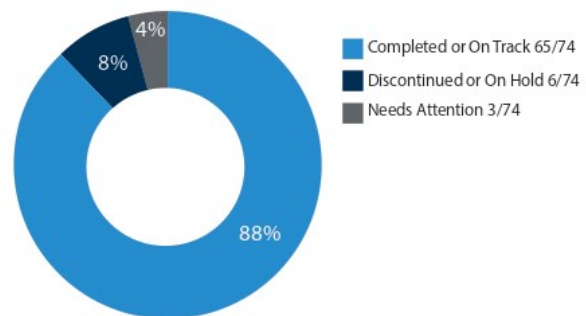
## DETAILED OPERATIONAL PLAN PERFORMANCE

Council regularly measures its progress in overall service and delivery of projects through Quarterly Reports.

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.

The following section sets out the progress and performance for Cumberland Council on the implementation of the Operational Plan 2018-2019 including updates on how Council's key projects are progressing as well as achievements and highlights in each service area.

Consolidated performance for 2018-2019:



## ICONS LEGEND

Key to traffic light status symbols



Completed



On Track



Needs Attention








On Hold/Discontinued



# 1. Community Programs and Events

This service area provides a wide range of cultural, social and community-focused programs and events that promote social inclusion, increase community wellbeing and foster positive connections within the community. This service area helps increase the liveability and sense of community in Cumberland.

## Service Area Performance Measures:

	Over 46 school holiday programs were delivered for more than 961 young people aged 12 to 18 years		66,311 residents directly benefited from projects funded through Council's Community Grants Program
	Delivered 24 major events to more than 180,000 residents and visitors to Cumberland		97% of community organisations reported being 'satisfied' with the sector support services provided by Council
	Over 300 active volunteers contributed more than 35,000 hours to support Council programs		80% of participants in Council's Aged and Disability Services reported improvements in their health and wellbeing

## Program Highlights:

- Council was awarded the "Best Council Award NSW for Graffiti Removal" for removing over 750 square metres of graffiti at Harold Reid Park in Girraween.
- The Sydney Cherry Blossom Festival attracted close to 90,000 visitors.
- Council implemented the Community Grants Support Program and provided Grant Workshops and one-on-one Advisory Desk sessions to community organisations.
- Council piloted a new Place Management Program for the Wentworthville, Granville and South Granville Wards and developed Place Development Plans for each of Cumberland's ward areas.
- Council completed the 'State of Homelessness in Cumberland' Research Project.
- Council developed the 'Discover Cumberland' Program, with 313 residents participating in the first four months of the program and reporting an 80% increase in awareness of Council services and programs as a result of participation.
- Council delivered the award winning 'Refugee Camp in My Neighbourhood' project for the 6th year with 2,000 students, professionals and general public participating in tours and completion of a 5 year Longitudinal Evaluation of the impact of the project ('Just Like Us').
- Council implemented the Cumberland Community Safety and Crime Prevention Plan 2018-2022.
- Council's 'have your say' online engagement portal reached and actively engaged 21,857 community members across a broad range of Council projects.
- Council adopted the Cumberland Reconciliation Action Plan (RAP) 2019-2021. This is a whole of Council plan providing directions over the next two years to support the development of respectful relationships with Aboriginal and Torres Strait Islander peoples, both internally and externally.
- Council's Major Events Program delivered a diverse range of community and cultural events and festivals including:
  - The first Ramadan Street Food Festival in the Auburn Town Centre which was attended by over 15,000 people.
  - The first Diwali Street Festival in the Wentworthville Town Centre, with more than 9,000 people attending.
  - Christmas in the Gardens at the Auburn Botanic Gardens, with approximately 15,000 people attending and enjoying the Christmas lights, Christmas carols and an open air cinema.
  - Australia Day at the Holroyd Gardens, attracting 10,000 people and providing entertainment, food and an evening fireworks display.
  - Lunar New Year at Auburn Central Forecourt which included traditional dance and music, crafts and entertainment.
  - The Sydney Cherry Blossom Festival attracted approximately 100,000 attendees resulting in a total estimated economic output of \$2.6 million in the Cumberland local area economy as a result of staging the event.

## Project Status Updates:



We have positive connections within our local community through our local programs and services that reflect our unique identity

### Develop and implement the Cumberland Reconciliation Action Plan, including the appointment of a dedicated Aboriginal Community Development Officer

After extensive consultation with Aboriginal and Torres Strait Islander peoples, local primary and high schools, service providers, residents and other key stakeholders, the Cumberland Reconciliation Action Plan (RAP) 2019-2021 was endorsed by Reconciliation Australia and adopted by Council. Implementation of the RAP commenced in consultation with Council committees and the new Aboriginal Community Education and Programs Officer. The RAP outlines the actions Council will take to further reconciliation over the next two years in key areas of Respect, Relationships, Opportunities and Tracking progress.



We have positive connections within our local community through our local programs and services that reflect our unique identity

### Develop Cumberland Cultural Plan

The Cumberland Cultural Plan was adopted by Council after numerous research and engagement activities including two community workshops and online community engagement through the "Have Your Say" page on Council's website which received 88 responses. The engagement phase concluded with consultation with various committees including the Heritage Committee, Culturally and Linguistically Diverse Committee, Arts Advisory Committee, Youth and Aboriginal and Torres Strait Islander Consultative Committees.



We have equal access to local services and facilities

### Complete and implement review of Council's seniors units for independent living

It was resolved at an Ordinary Council Meeting, not to undertake an Expression of Interest process. Council continues to implement operational improvements in land associated with Council assets.



We have a strong and diverse local economy supported by a network of small business

### Prepare a business engagement program to support local business in town centres

Council has completed the development of the Business Engagement Program to support local businesses in the Cumberland area. Ongoing activities have included programs and services provided to local businesses, such as: more than 29 safety workshops, digital marketing masterclasses, one-to-one business advisory services, networking events, small business and social media workshops, tax basics for small business workshop, energy saving workshops and specialised industry workshops targeting business planning. Council's Business Engagement Coordinator will continue working closely with local businesses in the Cumberland LGA to ensure they are well supported and have access to services that can assist them into the future.



We feel safe in all areas of Cumberland at all times

### Deliver the CCTV in Public Spaces Program expansion









The program expansion is ongoing with the tender finalised. Achievements this year have included the completion of an independent Lighting Report and a Video Surveillance Systems Review of Council's CCTV Infrastructure. A number of grant applications have been submitted to support the expansion of CCTV in public spaces and specifications and detailed designs have been completed for a Video Surveillance System to enable the integration and central management of Council CCTV cameras in conjunction with the Auburn Police Area Command requirements for CCTV. Five Community safety audits completed for Pemulwuy, Guildford, Pendle Hill, Granville and Wentworthville Town Centres.



## 2. Roads, Stormwater and Street Cleaning

This service maintains local roads and infrastructure to the highest standard as well as managing stormwater and drainage around the local area. It ensures public places are clean and attractive with a schedule of street cleansing services.

### Service Area Performance Measures:

	10.3 km of local roads resealed		40,981 clean up services provided
	5,289m <sup>2</sup> of graffiti removed from public property		5,091 instances of illegally dumped rubbish collected
	17.2 km of new footpaths reconstructed 8 km of new footpaths constructed		1,311 potholes repaired
	1,354 tonnes of litter collected from public places		1,914 Stormwater Pits identified and inspected

### Program Highlights:

- Council developed Cumberland's Public Place Cleansing Strategy.
- Council considered 192 traffic reports at Cumberland Traffic Committee meetings.


### Project Status Updates:

	Our planning decisions and controls ensure the community benefits from development		Our public places are clean and attractive
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#### Stormwater Drainage CCTV Audit



The audit of Council's Stormwater Drainage system continues with a few issues being identified due to site and crew access. The contractor has rectified the delays by committing to adding more crew in order to complete the project on time.

	Our planning decisions and controls ensure the community benefits from development
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#### Design and acquisition for Merrylands Ring Road




The project was placed on hold while Council waits to receive the results from the Cumberland Local Government Area wide traffic study.

#### Develop Council's Public Place Cleansing Strategy



Council's Public Place Cleansing Strategy, incorporated with Council's Waste Avoidance and Resource Recovery Strategy was adopted by Council.

	We have a range of transport options that connect our town centres and to wider Sydney
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#### Develop Pedestrian Access Management Plan







The preparation of the consultants brief is in progress.

## 3. Parks and Recreation

This service provides and maintains an extensive network of accessible and sustainable parks, open spaces, sporting grounds and playgrounds where residents can play, socialise and connect with others. Council also maintains local parks and gardens, sporting grounds, golf course, play spaces, hard courts, bush reserves, corridors and streetscapes that make up approximately 800ha of green space in Cumberland.


### Service Area Performance Measures:

	2018 Community Survey results showed an increase in the level of satisfaction with Council services, inclusive of parks from 3.19 in 2017 to 3.40 in 2018		Council attended over 100 organisational network meetings, 19 club meetings and 32 local park committee meetings
	Council has completed 126 parks and recreation projects		A Council Family Fun Sports Day had over 500 attendees

### Program Highlights:

- Council delivered a Sport Roadshow in partnership with the AFL NSW/ACT, Netball NSW, Parramatta Wildcats, Cricket NSW, Western Sydney Two Blues and the Football Academy Sydney. More than 663 children from 12 schools met with professional sporting stars and received practical coaching sessions.
- Council hosted the first 'Sport and Recreation Local Government Forum' in November 2018.
- The Parks Operational Team established a specialist crew to focus on playground repairs and maintenance, resulting in increased efficiency and a cost saving of \$500 per repair with external contractors.
- Five tees have been refurbished and fairways returfed at Council golf courses, additional works have included extending drainage pipes to increase water supply, the construction of additional pathways and ball screenings installed to protect neighbouring properties.
- Parks Operational Staff completed a comprehensive range of ground renovation works to 75 sportsgrounds which included aeration, fertilizing, herbicide applications and top dressing.
- Improvements have been completed at the Central Gardens to renew the habitat island and a new nocturnal house has been constructed for a bat exhibition.
- Upgrade works for the Auburn Botanic Gardens are near completion with improvements being made to irrigation, lighting and entrance ways.
- The Seafarer's Memorial, including a 9000kg anchor, was installed and officially dedicated by the Merrylands RSL. It is the first memorial in NSW to recognise the service of the Merchant Navy.
- Responded to approximately 4,000 Parks and Recreation general enquiries consisting of park maintenance, tree maintenance and park and sportsground upgrades.
- Upgrades to Freame Park, Mays Hill playground included, new fencing, play equipment and seating with inclusive and accessible features incorporated.
- Adopted the Prospect Hill Plan of Management incorporating a Landscape Masterplan. The plan was prepared to guide the management and development of the recreational open space area whilst taking account of the sites natural, indigenous and cultural significance through its association to early interactions between Aboriginal people and settlers, and as the first recorded site of Aboriginal and European reconciliation in Australia.

### Project Status Updates:

	We have great natural and green spaces that suit a variety of uses
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### Develop a Cumberland Open Space and Recreation Strategy



The Draft Cumberland Open Space and Recreation Strategy has been updated and aligned with Council's strategic asset data and follow up consultation sessions scheduled with Council's Local Park Committees. The Councillors will be briefed prior to a report to Council recommending approval to place the Strategy on public exhibition.





We have great natural and green spaces that suit a variety of uses

### Deliver Wyatt Park Plan of Management

Wyatt Park is Crown Land and the Wyatt Park Masterplan has been delayed owing to changes in the Crown Land Management Act 2016 which have impacted implementation. Advice from the Minister for Planning and Public Spaces was that the draft plan must be re-exhibited for a further public hearing before being presented to Council for adoption.



We have great natural and green spaces that suit a variety of uses

### Complete Granville Park Pavilion and playing surface renewal works

Tenders were opened for the design of the Granville Park Stadium and a Geotech Report on ground surfaces was completed. The pavilion has been demolished and the tender for field renovations will be released once final changes have been made by procurement. Construction is on schedule to commence.



We have great natural and green spaces that suit a variety of uses

### Commence a Parks Plan of Management Review Program

Council has completed a Cumberland Plans of Management Preparation Strategy which will inform and guide the ongoing order of priorities for the preparation of Council's Plans of Management.



We have high-quality community facilities that fit our purposes

### Improve customer satisfaction in open space provision and presentation

The Annual ParkScape Survey indicated a decline in user satisfaction with open space maintenance from 8.4 in 2018 to 7.3 in 2019. The regional mean score is 7.8. As more district survey locations were added in 2019 the score better reflects overall justification.



We live healthy and active lifestyles

### Develop a Cumberland Synthetic Surfaces Plan

The Draft Synthetic Surfaces Plan is on track to be developed with internal and external engagement completed.



We live healthy and active lifestyles

### Deliver a Play Space Infrastructure

A Play Space Infrastructure Strategy and Plan will provide Council with a clear framework for optimising the capacity, age suitability, accessibility (i.e. all-abilities) and usability of its playgrounds and play structures for existing populations as well as addressing the emerging play needs of a rapidly increasing and changing population. This year a playground asset/condition review and detailed mapping of playgrounds was completed. The next steps on this project are planned to follow on the Cumberland Open Space and Recreation Strategy.



We live healthy and active lifestyles

### Deliver a range of asset and capital projects for parks and sportsgrounds, inclusive of shade structures, seating, picnic settings, fencing, lighting, cricket wickets and hard courts

Council has completed 126 parks and recreation projects which have included playground renovations, park and sportsground remediation works.



We have great natural and green spaces that suit a variety of uses

### Prospect Hill Lookout and Access

This project is ongoing with a consultant currently refining the project design details in consultation with Council and the Aboriginal Torres Strait Islander Consultative Committee. The Remedial Action Plan Stage 1 is complete with Stage 2, the Hydro Carbon Contamination program scheduled for implementation. Construction works are anticipated to commence following Heritage Council NSW approval.



We value the environment and have measures in place to protect it

### Delivery of irrigation to Woodville Golf Course

The project inception and design is complete with construction scheduled to commence.



We have great natural and green spaces that suit a variety of uses

### Complete an Open Space Asset Management Plan





The Open Space Asset Management Plan has been completed with the report and model finalised and presented to internal stakeholders.



## 4. Environmental Programs

This service provides a wide range of waste education and environmental initiatives to ensure the long-term sustainability of Cumberland's natural environment, as well as engaging children and families in community-focused educational programs.


### Service Area Performance Measures:

	2,400 trees given away to Cumberland residents under the Tree Giveaway Program		279 residents participated in 17 Council Community Environment Workshops
	Native Bee Hive Program distributed 25 hives across the Cumberland community		1,945 trees planted in public spaces

### Program Highlights:


- The first Cumberland Citizen Scientist Bird Spotters bird walk took place, with 23 residents participating in a guided tour with Birdlife Australia, to track and record sightings to the Bird Atlas database.
- 130 people attended the Annual Clean Up Australia Day event which was hosted at Duck River.
- Council hosted a National Tree Day event, with 300 attendees and 1,500 trees were planted along Duck River.
- Council implemented Biodiversity initiatives across Children's Services and Community Centres with work including the provision of 17 bird baths, 20 hotels for native insects and 23 bird houses.
- Council delivered nature play professional development at the first Cumberland Educators United forum where 35 educators from a variety of services throughout Cumberland, including private services, gathered at Central Gardens for a nature play workshop, highlighting the growing importance of meaningful engagement with green space and parks for children and families.
- Resources aimed to promote the reduction of waste and single-use plastics were provided to approximately 360 children attending Council's education and care services. The new or graduating students and their parents received a lunch box and drink bottle to use on waste-free lunches.

### Project Status Updates:

	We have great natural and green spaces that suit a variety of uses
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#### Develop and implement Environmental Management Framework

The Draft Environmental Management Framework public exhibition period closed with comments being reviewed and a report to Council being prepared.

	We value the environment and have measures in place to protect it
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#### Provide support and partner with external agencies to enhance local waterways and riparian corridors

Council has continued to engage with the Parramatta River Catchment Group in the development of the Duck River Masterplan, as part of a multi-year program of works. Actions have included hosting the Parramatta River Catchment Group as well as supporting Bushcare volunteers to continue regeneration works along the Duck River and Prospect Creek Riparian Corridor. The Conservation Volunteers Australia group, supported by Council, obtained a grant to continue regeneration and community engagement works along the Duck River Corridor.



We have great natural and green spaces that suit a variety of uses

### **Develop and implement a Biodiversity Strategy and Action Plan**

The Draft Biodiversity Strategy and Action Plan public exhibition period closed with comments being reviewed and a report to Council being prepared.



We value the environment and have measures in place to protect it

### **Develop an Asbestos Management Plan**

Council has formed an Asbestos Working Group and work is progressing on developing a Draft Asbestos Management Plan commencing with the harmonisation of Council's Asbestos Register.



We value the environment and have measures in place to protect it

### **Deliver initiatives to build awareness, skills and capacity through Children and Families to promote and enhance sustainable environments**

The Children and Families team delivered a number of events to support this ongoing rolling program of works. Highlights included the hosting of 13 community nature play sessions at the Bush School Merrylands, attended by approximately 367 children with their parents or carers and delivering three free community workshops during Nature Play Week. These were titled Nature Art, Nature Play and Nature Walk, which were attended by 52 children and 41 adults and engaged the community in utilising the green spaces at Central Gardens, Holroyd Gardens and Auburn Botanic Gardens.



## 5. Household Waste and Recycling

This service provides efficient waste collection and regular clean-up services to ensure Cumberland is a clean, green, attractive and usable area for residents. This includes a pre-booked household clean-up service as well as dedicated collection services for problem and electronic waste types. Council also collects illegally dumped rubbish to keep kerbsides and public spaces tidy.

### Service Area Performance Measures:

	8.86 tonnes were collected from 98 bookings for the Asbestos Collection Program		Council responded to 4,304 mobile problem waste collection bookings
	Garden (green) waste bins were rolled out to former Holroyd residents was completed over two stages with 15,243 opt ins		557 residents participated in 17 local events where they were provided with materials about household waste reduction and recovery

### Program Highlights:

- A Regional Illegal Dumping (RID) Officer commenced employment to assist in the planning and implementation of Council's five year Illegal Dumping Plan.
- 3,338 residents were engaged at local events and community workshops.
- Council adopted the Waste Management and Resource Recovery Strategy 2018-23 and commenced implementation of actions.
- Council completed the Waste Development Control Guidelines.
- Council has continued to promote the Mobile Community Recycling Service throughout the Cumberland and Parramatta Local Government Areas.
- Council implemented a six week Illegal Dumping Intensive Operation, targeting six key hotspots in high density residential areas. The operation used a combination of intensive on ground regulatory action, coupled with marketing of the free Council Clean up Service. It coincided with a 62% reduction in observed illegal dumping at the key hotspots being targeted.
- Council's residential waste service collects over 100 thousand bins per week including household waste, vegetation and recycling. In addition, a further 1,600 bulk bins are collected weekly as Cumberland Council moves towards an increase in residential density.
- 200 pre-booked cleans up are collected each day in addition to 30-50 illegal dumping's identified through daily patrols.
- The waste booking system accessed through Council's website has been improved to link with Council's internal app to present a "one stop shop" for residents booking clean ups, illegal dumps and all matters concerning waste, green waste and recycling.

### Project Status Updates:

	Our public places are clean and attractive
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### Develop and implement Council's Waste Management and Resource Recovery Strategy







The Cumberland Waste and Resource Recovery Strategy was adopted by Council.



## 6. Children's Services

This service provides quality education and children's services to meet the needs of the child, their families and the community including long day care, preschools, before and after school programs, school holiday programs, occasional care and family day care services. These services support families to return to the workforce, provide employment opportunities and assist children to develop social skills and early literacy and numeracy, and to be prepared to transition to school.


### Service Area Performance Measures:

	33 families and children with additional needs received visits from Council's Inclusion Support Facilitator		710 families attended one or more of 35 networking and information sessions that Council provided
	The Child Protection Policy was adopted and featured in the Local Government NSW Weekly Newsletter		44 Council staff completed training with NSW Health's Child and Family Speech Pathology Team

### Program Highlights:

- Children's Services hosted 28 Council educators at the Cumberland Educators United Inclusion Forum which was open to all services in the Cumberland area and covered topics including intergenerational programming, trauma informed care and communication development.
- Paint Cumberland Read and Children's Services successfully held ten twilight story times for the Community Reading Week. Over 465 children and 370 adults participated with pop up sessions being held in parks throughout the Cumberland LGA and launched the newest Poppy the Possum story book in the Darug language.
- Children's Services was successful in securing the Synergy of Communities funding for \$80,000 over 3 years from 2018 to 2021. The aim of the project is to develop positive partnerships and build trusting relationships with communities from refugee backgrounds in the local area and provide a pathway to services that deliver high quality education and care.
- Children's Services commenced a project to provide iPads to each of Council's Education and Care Centres in the Cumberland area, creating opportunities for children to benefit from the use of technology as a learning tool, and for educators to document children's learning and share with their families.

### Project Status Updates:


	We have access to great local education and care services
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#### Provide inclusive programs and activities that support the educational engagement of children



As part of the ongoing rolling program of activities supporting the educational engagement of children, Children's Services delivered the following:

- Resources providing information and support to parents about immunisation at 28 immunisation clinics.
- Information sessions on literacy to 71 children and 64 parents with 63 Poppy the Possum resource bags distributed.
- The Refugee Week Celebration and Collaborative Forum for 40 professionals from 14 organisations that deliver services to asylum seeking, refugee and newly arrived children and families in the Cumberland LGA.

	We have positive connections within our local community through our local programs and services that reflect our unique identity
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#### Develop and deliver a Professional Development Program that targets specific areas of education and care



The Professional Development Action Plan and Calendar of training opportunities provided Council's educators with 199 sessions of professional development and over 200 hours of training.



We have access to great local education and care services

### **Promote the importance of early education and provide a pathway into preschool programs**

As part of the ongoing rolling program of activities supporting the pathway of children into preschool programs, Children's Services delivered the following:

- Information sessions to 34 playgroups and approximately 170 children under the age of five in the LGA promoting Council's education and care services to parents, including the importance of preschool.
- Approximately 360 children attending Council's education and care services received a lunch box and drink bottle to use for their school lunches. The new or graduating students and their parents were provided with resources on waste-free lunches.
- Children's Services successfully recruited for the Community Project Officer role, which is responsible for developing positive and trusting partnerships with communities from refugee backgrounds while working to provide pathways to services that deliver high quality education and care. Work commenced on engaging families from refugee and asylum seeker backgrounds to link them to educational opportunities, including:
  - Identification of key barriers for families not engaging in education.
  - Development of relationships with key services and organisations working with communities of refugee and asylum seeking backgrounds.
  - Assisting with producing simple English promotional material.



We have positive connections within our local community through our local programs and services that reflect our unique identity

### **Develop a Children and Family Services Strategy**







Children's Services undertook extensive engagement with the community to help develop the Draft Children and Families Services Strategy. The engagement activities during the year included:

- Collecting 305 adult surveys and 332 children's drawings.
- Distributing an in-depth survey to families in the community through a number of channels, including social media, e-news, network and interagency email groups. Hard copy versions were also made available in Libraries and Education and Child Care Centres, with 177 responses received.
- Inviting children and their families utilising Council's 17 Education and Care Centres to describe their aspirations for programs, services and facilities for children and families in the Cumberland area.
- Inviting all providers of childcare within Cumberland to participate in an electronic or telephone survey to assist with the study of quality, supply and demand of childcare services within the LGA. A total of 79 services (50%) participated.
- Holding an internal staff workshop to consider input around education and care, which was attended by 15 participants representing Children's Services, Library Services, Youth Services, Community Education, Planning and Strategic Planning.
- Facilitating two community forums inviting children to have their say and comment on the direction of the Strategy.
- Hosted an Education and Care Peak Body and Service Provider workshop, which was attended by 66 stakeholders from private and community education and care providers, local and state government representatives as well as peak bodies and community service organisations.
- The first draft of the Children and Families Services Strategy was completed and presented to Councillors at a Councillor Briefing.

## 7. Urban Planning and Development

This service provides Strategic Planning and Development services to ensure developments are well coordinated and land is used in the best way for entire community. This service also includes coordinating new developments with infrastructure and economic growth, such as innovative land use, transport, green spaces and community facilities.


### Service Area Performance Measures:

	44% of DAs processed within 90 days		87 DAs were reported to the Cumberland Local Planning Panel
	Assessed Development Applications worth more than \$1.38 billion		1,281 DAs lodged and 1,430 DAs determined

### Program Highlights:

- Council finalised the Draft Local Strategic Planning Statement which has been placed on public exhibition, with a report to be provided back to Council following the conclusion of the exhibition period.
- Council adopted the Cumberland Employment Innovation Lands Strategy and endorsed its strategic framework which focused on:
  - Education: aligning Council's facilities and services to emerging industries
  - Specialised clusters: potential renewal opportunities for advanced knowledge, manufacturing, digital and creative industries
  - Service and innovation: Council to maintain and support service capabilities, such as train operations
  - Freight hub: Council will continue to promote strategic importance for major hubs, such as major roads connections
- Council adopted the Strategic Planning Works Program for 2018-2021, which provided greater community engagement and a strategic approach for new plans.
- Council partnered with the NSW Department of Planning and Environment to deliver planning incentives and designs within the Merrylands Station and McFarlane Street Precinct.

### Operational Plan 2018-2019 Key Projects Progress:




We have a strong and diverse local economy supported by a network of small business

#### Implement the Cumberland Employment and Innovation Lands Strategy



The project was completed and the Cumberland Employment and Innovation Lands Strategy was adopted by Council.




Our planning decisions and controls ensure the community benefits from development

#### Finalise the Cumberland Development Contributions Plan for local infrastructure



Work is progressing on the Cumberland Development Contributions Plan for consideration by Council.



Our planning decisions and controls ensure the community benefits from development

#### Develop Granville Town Centre Planning Strategy



This project was placed on hold in order to schedule planning alongside other projects as well as the Cumberland Local Environmental Plan (LEP).



We have vibrant entertainment precincts

### **Implement the town centre reviews into plans (Merrylands, Wentworthville, Auburn and Lidcombe)**



The Wentworthville Centre Plans have been placed on public exhibition and Council has commenced the Revitalisation Planning proposal and associated Development Control Plan. A report to Council is anticipated on the revised draft Strategy for Auburn and Lidcombe town centres.



Our planning decisions and controls ensure the community benefits from development

### **Develop Community Participation Plan for Planning**



Council developed a draft Community Engagement and Participation Strategy for 2018 to 2021 in consultation with the community. The draft Strategy was placed on public exhibition and subsequently adopted by Council.



Our planning decisions and controls ensure the community benefits from development

### **Develop new Cumberland LEP to implement studies and strategies (employment, residential, heritage and bushfire)**



The Draft Local Strategic Planning Statement was finalised for exhibition and the LEP work program is ongoing with the draft LEP Studies nearing completion.



Our planning decisions and controls ensure the community benefits from development

### **Establish a Design Excellence Review Panel for high-rise Buildings**



This project is complete and Council appointed the Design Excellence Review Panel members.



Our planning decisions and controls ensure the community benefits from development

### **Shop awning safety program**



An initial contact letter for businesses was been approved and signed off for release with the suburb areas for the Awning Program to be identified.



Our planning decisions and controls ensure the community benefits from development

### **Implement external cladding inspection program**



The External Cladding Inspection Program for buildings was identified through the Government Cladding Database with 59 buildings within the LGA self-reporting as having suspected external combustible cladding.



Our planning decisions and controls ensure the community benefits from development

### **High-Rise Fire Safety Education Project**



The Department of Planning has been consulting with Councils in regard to the fundamentals of ensuring the safety of high-rise building occupants and will release a guideline for Council's to adopt. Educational materials to advise residents of the fire safety issues associated with high-rise apartment living are under development and will be distributed to the community when determined.



Our planning decisions and controls ensure the community benefits from development

### **Prepare Wentworthville Public Domain Upgrade Plan**



Project is underway with the draft to be reported to Council for public exhibition.



## 8. Regulatory Programs

This service regulates and enforces health and safety standards across the Cumberland LGA by enforcing local laws, regulations, policies and guidelines to safeguard the health and safety of all residents.


### Service Area Performance Measures:

	Provided seven Food Safety Seminars for local retail food businesses		27 registered dangerous and restricted or menacing dogs are housed throughout the Cumberland area and are inspected three times per year
	Council's Swimming Pool Inspection Program completed 273 inspections		

### Program Highlights:

- As part of a one day blitz, 76 inspections of building sites were conducted through Council's involvement in the Parramatta River Catchment groups "get the site right" erosion and sediment control campaign.
- Council's Environmental Health Officers carried out over 1,400 fixed food premises inspections across the LGA, as well as almost 100 inspections of temporary and mobile food premises at Cumberland's various events and festivals. This included Fun4Kids, the Cherry Blossom Festival and Auburn Ramadan Night Festival.
- More than 12 retail food handler seminars were delivered, with staff working with Multicultural Services NSW to provide additional translated seminars in Tamil and Korean. Two food safety seminars were also presented to Council's Children's Services staff.
- Council's Environmental Health Staff were involved in a Campylobacter Survey, coordinated by the NSW Food Authority, and will present the findings at an upcoming State Liaison Group meeting.
- Council's Environmental Protection Officers have completed additional training to enable appropriate responses to emergency pollution incidents.
- Council's Environmental Protection Officers coordinated with Officers from NSW Police, Roads and Maritime Services (RMS) and Western Sydney Regional Illegal Dumping (RID) Squad to undertake a targeted enforcement program on trucks using local load limited roads. This resulted in 39 trucks being stopped and a variety of regulatory actions being taken by all agencies.
- Council's Environmental Health Officers undertook almost 150 water cooling system inspections across the LGA as part of the Legionella surveillance program, and investigated several cases of Legionnaires disease in conjunction with the NSW Western Sydney Local Health District.
- Over 70 inspections of skin penetration businesses were carried out, along with routine testing of water quality in the 23 public pools and spas operating in the Cumberland LGA.
- Environmental Health staff responded to a number of pollution incidents during the year, working closely with the NSW EPA, Fire & Rescue, and other agencies to ensure the health of the public and the local environment was protected.
- The Environmental Health team carried out quarterly testing of water quality parameters in several local creeks and waterways to monitor the health of aquatic systems across the LGA.
- The Environmental Health team provided specialist/technical advice for 340 development applications on topics including land contamination, acoustics, environmental management, public health, and legislative compliance.
- Over 770 complaints from the public were resolved by Environmental Health staff.

### Project Status Updates:

	Council operations support a healthy community
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#### Develop the Cumberland Environmental Health Strategy







A draft Environmental Health Strategy has been developed and is undergoing an internal review. The Draft Strategy will be presented at a Councillor Briefing.



## 9. Libraries

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


### Service Area Performance Measures:

	Cumberland's library network attracted more than 938,320 visitors		3,747 library programs delivered for 49,723 attendees
	13,669 new library members and 687,178 loans for books and items		Provided free Wi-Fi access to 429,582 users and more than 138,857 users accessed computers, printing and eLibrary services

### Program Highlights:

- Council adopted the Cumberland Library Strategy 2018-2021.
- Council completed library modernisation works including the completion of the Auburn library extension, the auto returns system at the Wentworthville Library and general refurbishment with new fittings, furniture, equipment, computers and printers.
- Over 1,000 visitors attended the Library and Information Week held across all of Council's libraries and enjoyed a range of events and programs, such as special story times, railway station visits, morning teas and technology programs.
- Wentworthville Library has expanded its operating hours to include Monday evening and Sunday afternoon. The increase in hours has resulted to an additional 120 visits on Monday evenings and 200 visits for Sunday afternoons.
- The State Library of NSW visited Council's libraries to review the comparative benchmarking with similar services of the State Library. Cumberland's libraries came out very favourably in these comparisons for library memberships, lending and programs provided.
- The Ekushey Corner Program was launched at the Auburn Library which provides information and displays across all eight libraries about the preservation of mother languages, alphabets and local community language schools.


### Project Status Updates:

	We have high-quality community facilities that fit our purposes
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#### Library Modernisation Project including RFID and print-to-pay solutions



Council has completed the Library Modernisation Project and print-to-pay solutions. Council libraries have been refurbished with new fittings, furniture, equipment, computers and printers.

	We have high-quality community facilities that fit our purposes
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#### Auburn Library Extension



The Auburn Library extension project was completed. Improvements included recarpeting, installation of partitioning, 12 new public computers and workstations, safety and security measures, new main entry automatic door, and electrical and data works.



We have high-quality community facilities that fit our purposes

### **Granville Multipurpose Facility – Branch Library Component**



Plans for the project were completed with the internal layout, technology and security scoping requirements identified and the budget revised for additional operational requirements, including signage and fitting, furniture and equipment. The Tender Evaluation Report went to Council and a contractor for the construction phase was engaged, with onsite works to commence soon. Opening hours have been proposed for the Centre and additional staffing requirements budgeted for.



We have high-quality community facilities that fit our purposes

### **Develop and Implement a Library Strategic Plan**



The Library Strategic Plan was developed based on community engagement and placed on public exhibition prior to being adopted at Council.






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## 10. Pools

This service provides recreational facilities to promote the health and wellbeing of the community, including aquatic centres, swim programs, sporting events and family leisure activities.

### Service Area Performance Measures:

	100% of water quality tests completed for Council's pools are compliant		514,242 visitors to Council's five swimming pools and Auburn's Ruth Everuss Aquatic Centre
	141,785 attendees at Council's Learn-to-Swim Program		

### Program Highlights:

- Modernisation of the four swimming pools has commenced.

### Project Status Updates:



We have high-quality community facilities that fit our purposes

#### Modernisation of swim centres



Concept plans have been developed for all swim centres in the modernisation project, with a Project Manager and consultants engaged to commence the project. Tender documents are being developed. Works have commenced at Wentworthville Pool with demolition and excavation scheduled. The works at the Merrylands and Granville Pools have been deferred and upgrades proposed for future financial years.



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## 11. Governance and Administration

This service provides effective civic leadership underpinned by a foundation of good governance to ensure decision making is transparent and accountable and that organisational activities are honest and free from fraud or corruption.

### Service Area Performance Measures:

	90% of Council's Customer Calls, on average are answered within 60 seconds		21 formal Access to Information Applications (GIPA Act) received, 100% decided within timeframe, two pending
	80% of Customer Service Counter Service enquires are attended to within three minutes		58 internal audit recommendations were implemented

### Program Highlights:

- Council finalised the delivery of a Centralised Contact Centre in Auburn, new telecommunications software and the harmonization of the customer service hours across Auburn and Merrylands Customer Service Centres.
- A Quarterly Performance Review (QPR) process was implemented to provide the executive team with oversight of performance against key corporate measures and to facilitate evidence based decision making, and risk based service reviews and planning.
- New customer ticketing kiosks were installed in the Auburn and Merrylands Customer Service Centres.
- Council completed Stage 1 of the review and harmonisation for Cumberland Council's Salary System.
- The annual Community Satisfaction Survey was undertaken to measure Council's progress with the community vision outlined in the Cumberland Community Strategic Plan 2017-27.
- An online platform has been launched to view Council's former business papers (Auburn and Holroyd).
- Council meetings are now being livestreamed through a new streaming service provider, which is more robust and provides a bookmarked video stream by agenda item.
- Council adopted a suite of policies, plans and guidelines which included (and limited to):
  - Affordable Housing Interim Policy
  - Child Protection Policy
  - Code of Conduct
  - Procedures for the Administration of the Model Code of Conduct
  - Community Engagement and Participation Strategy 2018-2021
  - Compliments and Complaints Management Guidelines
  - Compliments and Complaints Management Policy
  - Construction Bonds Management Policy
  - Councillor Expenses and Facilities Policy
  - Cumberland Library Strategy 2018-2021
  - Cumberland Community Safety and Crime Prevention Plan 2018-2022
  - Cumberland Employment and Innovation Lands Strategy
  - Cumberland Innovate Reconciliation Action Plan (RAP) 2019-2021
  - Customer Experience Strategy 2018-2021
  - Fraud and Corruption Control Policy
  - Media Policy
  - Pensioner Rebate Policy
  - Petition Guidelines
  - Property Policy
  - Social Media Policy
  - Sponsorship Guidelines
  - Waste and Resource Recovery Strategy
  - Charity Collection Bin Policy

## Project Status Updates:



Council acts as a community guardian through responsible and effective operational administration

### **Implement a new customer contact phone system to enable the provision of a high-quality and innovative customer experience**



Project was completed.



We are proud of our political leadership

### **Develop a robust governance framework underpinned by principles of transparency and accountability**



Council completed a Fraud and Corruption review, and the Fraud and Corruption Control Policy and Plan was adopted by Council, as well as the new Model Code of Conduct and Code of Meeting Practice. Council continues to implement regular training and awareness initiatives, such as staff communicate updates to ensure staff are up-to-date with governance training.



We are proud of our political leadership

### **Cultivate a procurement culture of good governance and high ethics to minimise the risk of fraud, corruption and tarnished reputation**



This project has been completed with the Procurement Team developing and delivering a Cumberland Specific Probity training package as part of the Procurement workshops in conjunction with the Internal Ombudsman Shared Service team. The objectives of the workshop are to educate staff about Council's organisational and legislative requirements, and to demonstrate the highest level of integrity and consistency with the public interest.



Decision-making is transparent, accountable and based on community engagement

### **Implement dedicated rolling community engagement programs that create an ongoing conversation between Council and the community**



Council's Have Your Say website had more than 10,000 visitors, with over 2,000 people contributing to online project engagement and more than 100 projects being promoted on the website.



We have positive connections within our local community through our local programs and services that reflect our unique identity

### **Implement a Sponsorship Policy and Program to govern incoming and outgoing sponsorship**



The Sponsorship Policy was adopted by Council and the program commenced with the first round of outgoing applications received to be endorsed by council. The program will continue until the total of \$50,000 is exhausted during the financial year. There has been a total pool of \$74,500 monetary sponsorship collected/committed in the 2018/19 financial year from community events sponsors.



We are proud of our political leadership

### **Develop a Fraud Control Plan**



Council developed the Fraud and Corruption Control Policy and Plan which was endorsed by the Leadership Team and the Audit, Risk and Improvement Committee (ARIC). Council has continued to work with the NSW Audit Office Fraud Control Improvement Toolkit and has implemented regular training and awareness initiatives. This ensures staff are up-to-date with governance training as well as reporting of all Code of Conduct registers sent to the Executive Team.



Decision-making is transparent, accountable and based on community engagement

### **Undertake and report an annual Community Satisfaction Survey to measure our progress towards the community vision in the Community Strategic Plan**



The Community Satisfaction Survey was undertaken by an external contractor. The survey gauges community perceptions towards Council services and facilities with an emphasis on satisfaction with Council activities. This year 'overall, satisfaction with Council' improved significantly as well as an improvement with Council's 'communication with the community' result.



Council acts as a community guardian through responsible and effective operational administration

### **Rationalisation and Harmonisation of Council Fleet Policy**



The new Motor Vehicle Policy was endorsed.



We are proud of our political leadership

### **Develop an ongoing Councillor Professional Development Program**



The Office of Local Government finalised guidelines on Councillor Professional Development in December 2018. Council is developing a professional development plan for each Councillor, building on the existing professional development already offered and undertaken by Councillors. As part of this ongoing program of works, Council has enrolled four Councillors to complete the Company Directors Course at the Australian Institute of Company Directors.



Council acts as a community guardian through responsible and effective operational administration

### **Develop a Depot Strategy**



This project was discontinued as it was a legacy project and was identified as being no longer required.



Council acts as a community guardian through responsible and effective operational administration

### **Provide new and improved customer online services through the delivery of an online Customer Portal platform, including a fully integrated Customer Request Management (CRM) system**



This project is currently delayed as a fully integrated Customer Request Management (CRM) System will be provided as part of Phase Two of the TechnologyOne implementation project, which will be delivered in the Operational Plan 2019-2020.



Council acts as a community guardian through responsible and effective operational administration

### **Investigate joint purchase opportunities with neighbouring councils**



Joint procurement activities continue to be discussed at the Western Sydney Regional Organisational of Councils (WSROC) procurement network meetings.



Decision-making is transparent, accountable and based on community engagement

### **Develop a Social and Disability Procurement**



This project was discontinued after the Procurement Framework and suite of procurement templates was endorsed by the Leadership team. The Framework will assist the Procurement team to work with Community and Culture to assess the applicable options to support social and disability procurement throughout the Local Government Area.



Council acts as a community guardian through responsible and effective operational administration

### **Undertake an annual Customer Satisfaction Survey in conjunction with other feedback to measure Council's progress in delivering excellent customer experience outcomes**



The first Customer Satisfaction Survey was undertaken in the area of Human Resources. The results will inform further surveys of internal areas of Council as well as assist in planning for the HR area.



Decision-making is transparent, accountable and based on community engagement

### **Create a Buyer Behaviour and Training Program**



This project was discontinued after a Procurement Framework and suite of procurement templates was endorsed by the Leadership team to provide Council with a formalised, best practice set of documents going forward.



Decision-making is transparent, accountable and based on community engagement

### **Develop and implement the Think Local, Buy Local Program**



Council gives tenderers an opportunity to provide details on local, social and environmental practices under 'Value Added Services' as part of the Tender Evaluation Panels. Each Panel and Sponsor at Council determines the weightings percentage per project, depending on the tender scope, estimated value and budget considerations. A Procurement Local Preference Policy is currently under development and will be presented to Council.





Council acts as a community guardian through responsible and effective operational administration

**Develop and commence a Quality Assurance Program for Council's Customer Service Team**

The development of the Quality Assurance Policy has been completed with commencement awaiting the finalisation of the new structure of the team, resources and other programs such as TechOne.



Council acts as a community guardian through responsible and effective operational administration

**Develop and commence implementation of a Customer Experience Strategy, setting Council's customer experience focus for five years**

The Customer Experience Strategy was adopted by Council and lays out a three year plan with a clear and concise roadmap that outlines deliverables to ensure that service delivery with a customer focus is embedded within the organisation.



Our planning decisions and controls ensure the community benefits from development

**Auburn Civic Centre Rectification**

Council approved the contractor tender and budget however the re-cladding works were delayed as the National Building Code revised the cladding specifications. The removal of the existing cladding portion of the contract was escalated and the project has exempt development approval, with the construction works commencing on the first stage of the works in the library area.



Decision-making is transparent, accountable and based on community engagement

**Provide a Mayoral Community Fund (in accordance with Mayoral Fund Guidelines) for worthy causes that support community outcomes in three main categories of community support, community initiatives and community representation**

Council endorsed the establishment of the Mayoral Community Fund with a budget of \$30,000 a year. Two senior staff will assess each application before providing a recommendation to the Mayor for final application determination.



## 12. Community Facilities and Property

This service provides access to a large number of community facilities to deliver social, cultural and recreational programs for the use of whole community. These facilities include multipurpose community centres, arts and cultural facilities, halls and meeting rooms.


### Service Area Performance Measures:

	Operated 10,735m <sup>2</sup> of community floor space		1,822 Customer Relationship Management enquires received and completed within 24 hours of lodgement
	User groups at Council's Community Centres have increased from 106 to 117		Seasonal Sports Field occupancy continues to increase

### Program Highlights:


- Council completed a comprehensive Community Facilities Needs Assessment Study to inform Council about the viability and potential uses of its community assets. The subsequent Cumberland Community Facilities Strategy 2019-2029 was developed and prepared for adoption.
- 272,568 people visited Council's three staffed community centres (located in Auburn, Berala and Guildford).
- A Community Engagement Program was completed to inform the development of concept plans for the Auburn South Community and Recreation Centre and the Cumberland Heritage Centre Proposal.
- A Hazardous Materials Audit was conducted on all Council buildings.
- A Survey Audit for street-dining locations in the Auburn and Merrylands Town Centres was conducted as part of Council's commencement of outdoor dining enforcement activities.
- A \$2.7 Million grant was received by Council from the Office of Sport for upgrades to the Granville Park Stadium.
- Council has progressed with its acquisitions of 43 to 55 Karrahah Road, Auburn (seven residential properties). This will increase parking availability for the Auburn area.
- The Business Case for the future of Merrylands City Centre has been completed.
- \$3.38 Million of grant funding received for delivery of Council projects and infrastructure for community benefits.
- Council received a \$64,000 grant from Stronger Communities Funds for the upgrade of the canteen at Granville Park, shelters at Civic Park, gazebos at Campbell Hill Reserve and a new public BBQ at Wyatt Park.

### Project Status Updates:

	We have great natural and green spaces that suit a variety of uses
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#### Complete Plan of Management for Pemulwuy

The Prospect Hill Plan of Management for Pemulwuy was adopted by Council.

	Council acts as a community guardian through responsible and effective operational administration
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#### Develop Property Strategy

The Property Strategy is being developed with an external consultancy for the whole of Cumberland Local Government Area. This will provide Council with investment structure options for its real estate development portfolio, which will be a key component of the Property Strategy when adopted.



We have high-quality community facilities that fit our purposes

### **Deliver the Granville Multipurpose Community Facility**



The tender for the construction of the Granville Multipurpose Centre was awarded and a Ground Breaking Ceremony took place on Tuesday, 11 June 2019 involving the Mayor, Councillors, State MPs, senior staff and project delivery partners. Council submitted two grant applications to contribute to the costs associated with the outdoor sports courts, associated playground upgrades and fit-out of the art gallery and arts spaces. Council was awarded funds through the Granville Smart Cities Precinct Pilot Project that will enable the inclusion of smart technologies including energy efficient LED and solar lighting, traffic and parking sensors, surveillance systems and public Wi-Fi. Council was awarded an additional \$181,385 plus GST under ClubGrants Category 3 to contribute to the costs associated with the fit-out of the art gallery and arts spaces. The Aboriginal Heritage Impact Permit was provided and investigation undertaken which resulted in minimal impact to the scope of works for the project.



We have high-quality community facilities that fit our purposes

### **Relocate or expand the Men's Shed in the western areas of Cumberland**



Council found a suitable site to relocate the West Cumberland Men's Shed to 2 Hyland Road Greystanes. A draft Heads of Agreement (HOA) was sent to the West Cumberland Men's Shed group for review with Council negotiating a new five year lease with HOA.



Our planning decisions and controls ensure the community benefits from development

### **Merrylands CBD Revitalisation Project – Design**



The business case for the future of the Merrylands City Centre has been completed to ensure the project is feasible, fully funded and risks are mitigated. The project will move forward into the development phase project in the 2019-2020 Operational Plan.



Council acts as a community guardian through responsible and effective operational administration

### **Establish the Guildford Community Centre's 'one-stop-shop' facility**



A new Guildford Community Centre Coordinator has been recruited to build relationships with Cumberland's key community organisations and local residents, with the objectives of identifying community needs. Four new Lifelong Learning Programs commenced at the Centre delivering a range of recreational programs to complement the Youth and Seniors Programs delivered from the centre. Operational equipment has been purchased to ensure the Centre is adequately resourced to support programs and services. Phase one capital works have been completed, including the installation of air-conditioning and lights for the south hall, main hall kitchen upgrades, staff office upgrades and accessibility improvements. Refresher paintwork has been completed at the Centre and a DA has been submitted to extend the operating hours of the Centre. Successful partnerships have been established with local service providers across the community sector, resulting in a free English classes now operating from the Centre. Since the one-stop-shop management model's introduction to the Centre, there has been an increase of regular hirers and ongoing casual hire. Visitation is now being tracked daily via the use of automated door counters.



We have high-quality community facilities that fit our purposes

### **Develop the Cumberland Community Facilities Strategy**



The Draft Cumberland Community Facilities Strategy 2019-2029 was developed following extensive community engagement, staff and Councillor input. During the development of the Strategy, the following were completed:

- Community engagement including a community survey on Council's Have Your Say section of the website to gain information about community needs and priorities.
- A Community Facilities Review and Needs Assessment Study with an audit of Council's facilities against best practice community facility planning and design principles.
- Analysis of population, demographics and other data to identify service and facility needs now and into the future.
- Identification and mapping of non-Council facilities and key facilities in neighbouring Council areas.
- A review of Early Childhood Education and Care facility and service provision across Cumberland.
- Internal workshops to develop initial recommendations for facilities (including management improvements, refurbishments, expansions and requirements for new facilities).



## 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 2005.

Other legislations included in this section are: the Local Government Act 1993, Local Government General Regulation 2005, 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 AND RISK IMPROVEMENT STATEMENT

The Cumberland 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 four times in 2018/19. 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 data by the Council
- Any other matters prescribed by regulations.

### THE INTERNAL OMBUDSMAN SHARED SERVICE

The Internal Ombudsman Shared Service (IOSS), shared between Cumberland, City of Parramatta and Inner West Councils, is heading into its third year of operation as an 'independent ear' for 'residents, community members, ratepayers, local businesses, staff, Councillors and other Council stakeholders, encompassing the "Triple Governance Track" of prevention, education and the investigation of complaints.

The IOSS's vision is to assist the 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

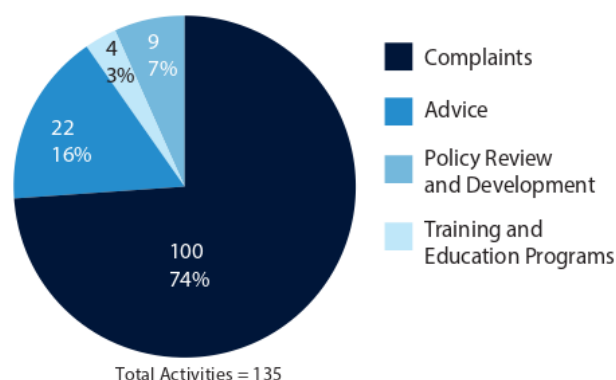
and in their communities best interest; deal effectively with service requests or complaints; work to improve their complaint handling systems; and, to strive for a corruption free organisation. All operations are underpinned by the principles of procedural fairness, accountability and transparency.

In the past reporting year the exposure and workload of the IOSS have increased, with operations evolving from complaint handling, to delivering training, including Public Interest Disclosure training for Disclosure Officers and Complaint Handling training. The Office has also provided significant input into the review of existing policies or newly developed policies, including at Cumberland Council, the Fraud and Corruption Control Policy, Compliance Operational Guidelines, and the Social Media Policy.

The IOSS continues to hold Shared Council Forums, including a Governance Forum, a Children Services Forum, and a Speak-Up Forum, which provide opportunities to share learnings and promote economies of scale in relation to various activities across the member Councils. For example, a new Code of Conduct was released by the Minister for Local Government containing new and stricter accountability requirements for Councils in NSW. The IOSS was instrumental in assisting each Council's Governance Managers to arrange face-to-face training on the new Code of Conduct for Councillors and Staff.

The IOSS is open to receiving comments and feedback regarding how the service is benefiting or how it could improve its services to the staff or community.

Activities of the Internal Ombudsman Shared Service for Cumberland Council 1 July 2018 to 30 June 2019.



## AMOUNT OF RATES AND CHARGES WRITTEN OFF DURING THE YEAR

In accordance with the statutory requirements outlined in the Local Government (General) Regulation 2005 Clause 132, Council is required to provide the amounts of rates and charges written off during the 2018/19 financial year.

The table below is a summary of rates and charges written off during 2018/19:

Rates and Charges Written Off	Amount \$
Period	2018/19
Statutory Pensioner Rebate	\$2,595,119
Voluntary Pensioner Rebate	\$240,111
Other Rates Written off (including postponed rates)	\$15,702
<b>Total Rates and Charges Written off</b>	<b>\$2,850,932</b>

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 2005 Clause 217(1)(a), Council is required to provide details of overseas visits by Councillors, council staff or other persons representing Council.

In 2018/19, 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) Regulations 2005 Clause 217(1)(a1) to Clause 217(1)(a1) (viii), Council is required to provide total cost during the 2018/19 year of the payment expenses of, and the provision of facilities to Councillors in relation to their civic functions.

The total cost for the 2018/19 year is \$641,648. These costs relate to the provision of facilities to Councillors in relation to their civic functions and payment expenses relating to telephone calls and training provided to Councillors with conferences and seminars for skill development.

As per the Councillor Expense and Facilities Policy adopted on 13 December 2017 and for the period 1 July 2018 to 30 June 2019, below is a table of the Councillors' expenses listed:

Allowances	Amount \$
Mayoral allowance - \$84,330 per annum (excluding Councillor allowance)	86,439
Councillor allowance (per Councillor) - \$28,950 per annum	445,050
Telephone and Data Expenses	14,699
Travel Reimbursement	7,293
Mobile Phone / Tablet Hardware Cost (Returnable assets of Council)	1,371
Special requirement and carer expenses	810
Postage / stamps	3,011
Dedicated home office equipment (desk, chair, and printer)	5,965
Home Office Expenses Allocation (\$600)	1,783
Exempt conferences/seminars and Professional Development	74,454
Professional Development	770
<b>Grand Total</b>	<b>641,648</b>

## FINANCIAL ASSISTANCE FROM COUNCIL

In accordance to the Local Government (General) Regulations 2005 Regulation 217 Clause (1)(a5), 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 a round of 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 2018/19, a total of \$597,607 was allocated to local organisations and individuals for a range of purposes including scholarships, assistance grants and other initiatives under section 356.



<b>Applicant</b>	<b>Amount \$</b>	<b>Funding Program</b>
Nga Uri o Rahiri Inc	\$ 10,000	Community Events
NSW Service for the Treatment and Rehabilitation of Torture and Trauma Survivors (STARTTS)	\$9,100	Community Events
Hindu Council of Australia Limited	\$9,700	Community Events
Jaffna Hindu College Old Boys' Association Of Australia, NSW Branch Incorporated	\$6,000	Community Events
Sadat Welfare and Sports Association		
auspice by STARTTS	\$ 10,000	Community Events
Michael Montoya	\$800	Ambassador Fund- Individual
Cameron Frendo	\$1,000	Ambassador Fund- Individual
Megan Warwick	\$800	Ambassador Fund- Individual
Neami National	\$3,956	Capacity Building Grants Program (Small)
Learning Links	\$4,150	Capacity Building Grants Program (Small)
House of Welcome	\$5,000	Capacity Building Grants Program (Small)
The Trustee for Top Blokes Foundation	\$4,994	Capacity Building Grants Program (Small)
Child Abuse Prevention Service (Sydney) Inc.	\$5,000	Capacity Building Grants Program (Small)
The Trustee for Creating Chances Trust	\$8,600	Community Event Program
City Of Holroyd Band	\$2,000	Community Event Program
Burmese Community Development Collaboration	\$7,730	Community Event Program
World Rescue Mission Agency Development service Incorporated	\$9,930	Community Event Program
Australian Malayalee Islamic Association- NSW	\$6,480	Community Event Program
Yasmin Mehmed	\$1,000	Ambassador Fund- Individual
The Shepherd Centre - For Deaf Children	\$3,397	Capacity Building Grants Program (Small)
Cumberland City Football Club incorporated	\$2,600	Capacity Building Grants Program (Small)
Conservation Volunteers Australia	\$19,448	Capacity Building Grants Program (Medium)
MTC Australia	\$15,000	Capacity Building Grants Program (Medium)
FADISS Ltd T/A Family Drug Support	\$10,000	Capacity Building Grants Program (Medium)
Islamic Sciences and Research Academy (ISRA)	\$8,320	Capacity Building Grants Program (Medium)
Auburn Youth Centre	\$18,350	Capacity Building Grants Program (Medium)
Parramatta Holroyd Family Support Inc.	\$19,035	Capacity Building Grants Program (Medium)
Auburn Water Polo Club Inc	\$5,000	Capacity Building Grants Program (Medium)
Learning Links	\$5,640	Capacity Building Grants Program (Medium)
Settlement Services International	\$6,000	Community Events Program
Kamban Kazhagam Australia Inc.	\$5,000	Community Events Program
Lidcombe Bowling Club Ltd.	\$1,350	Community Events Program
Somali Welfare & Cultural Centre Inc.	\$15,000	Community Events Program
C3 Cares	\$4,700	Community Events Program
The Salvation Army Auburn	\$4,320	Community Events Program
African Sub-Sahara International Development Agency (ASSIDA) Ltd.	\$4,350	Community Events Program
Al-Minia Charitable Association	\$5,000	Community Events Program
Sri Mandir	\$1,980	Community Events Program
Cumberland Tamil Society (NSW) Inc.	\$1,450	Community Events Program
Tamil Arts and Culture Association	\$1,500	Community Events Program
Ga Adangbe Association of NSW	\$5,000	Community Events Program

<b>Applicant</b>	<b>Amount \$</b>	<b>Funding Program</b>
NSW Multicultural Seniors Association Incorporated	\$5,000	Community Events Program
Mr Joshua Toisuta	\$750	Rising Star Sports Award
Miss Michelle Tran	\$1,500	Rising Star Sports Award
Mr Hayden Shaw	\$1,500	Rising Star Sports Award
Girraween Public School P and C Association (auspiced by Girraween Public School)	\$5,000	Community Participation Grants Program (Small Grants)
Cassia Community Centre	\$4,326	Community Participation Grants Program (Small Grants)
AFL (NSW/ACT)	\$4,198	Community Participation Grants Program (Small Grants)
Evolve Housing for Youth	\$2,000	Community Participation Grants Program (Small Grants)
Australia Nepal Public Link Inc.	\$4,800	Community Participation Grants Program (Small Grants)
West Cumberland Men's Shed	\$17,165	Community Participation Grants Program (Large Grants)
Multicultural Youth Affairs Network (MYAN NSW)	\$19,966	Community Participation Grants Program (Large Grants)
Mahboba's Promise	\$10,420	Community Participation Grants Program (Large Grants)
Woodville Alliance	\$20,000	Community Participation Grants Program (Large Grants)
Jesuit Refugee Service (JRS)	\$20,000	Community Participation Grants Program (Large Grants)
Child Abuse Prevention Service	\$20,000	Community Participation Grants Program (Large Grants)
Refugee Advice & Casework Service	\$19,186	Community Participation Grants Program (Large Grants)
Blue Datto Foundation	\$8,250	Community Participation Grants Program (Large Grants)
The Salvation Army Auburn	\$20,000	Community Participation Grants Program (Large Grants)
Carl Sciberras	\$5,000	Supporting Arts In Cumberland Grants Program
Alissar Chidiac	\$5,000	Supporting Arts In Cumberland Grants Program
Australian Foundation For Disability	\$4,998	Supporting Arts In Cumberland Grants Program
Islamic Sciences And Research Academy of Australia	\$4,930	Supporting Arts In Cumberland Grants Program
Berala Carramar Hardcourt Tennis Association	\$5,276	Infrastructure Grants Program
St Francis Social Services	\$20,000	Infrastructure Grants Program
Parramatta Holroyd Family Support Inc.	\$10,000	Infrastructure Grants Program
St Pauls Catholic College Parent and Friends Association	\$17,403	Infrastructure Grants Program
Sri Mandir	\$15,004	Infrastructure Grants Program
Lidcombe Bowling Club	\$4,700	Infrastructure Grants Program
Australian Foundation for Disability	\$2,999.50	Infrastructure Grants Program
The Scout Association of Australia	\$8,774.50	Infrastructure Grants Program
Parramatta Football Club	\$3,250	Infrastructure Grants Program
Merrylands Rugby Club Incorporated	\$2,000	Small Equipment Grants Program
Lidcombe Churches Soccer Club	\$2,000	Small Equipment Grants Program
West Cumberland Mens Shed Incorporated	\$1,975	Small Equipment Grants Program
Western Sydney Two Blues Rugby Union Club	\$2,000	Small Equipment Grants Program
Granville Mens Shed Inc.	\$1,649	Small Equipment Grants Program
Usman Khawaja Foundation Ltd.	\$1,500	Small Equipment Grants Program
City of Holroyd Brass Band	\$2,000	Small Equipment Grants Program
Sewa Australia	\$1,759	Small Equipment Grants Program
Darcy Road Public School P&C	\$2,000	Small Equipment Grants Program
Harris Park Community Centre	\$500	Small Equipment Grants Program
Churches Football Association Sydney Inc.	\$1,900	Small Equipment Grants Program
Afghan Australian Youth Association	\$1,000	Small Equipment Grants Program

<b>Applicant</b>	<b>Amount \$</b>	<b>Funding Program</b>
Asian Women at Work Inc.	\$1,400	Small Equipment Grants Program
Greystanes High School Parents & Citizens Association	\$2,000	Small Equipment Grants Program
The House of Welcome	\$2,000	Small Equipment Grants Program
Lidcombe Bowling Club Ltd.	\$600	Small Equipment Grants Program
Australian Nepalese Football Association	\$1,050	Small Equipment Grants Program

## MAJOR CONTRACTS

To comply with Local Government (General) Regulations 2005 Regulation 217 Clause (1)(a2), Council is required to provide details of each contract awarded during the 2018/19 year (whether as a result of tender or otherwise) other than:

- (i) Employment contracts (that is contracts of service)
- (ii) Contracts for less than \$250,000 or such other amount as may be prescribed by the regulations, including the name of the contractor, the nature of the goods or services supplied by the contractor and the total amount payable to the contractor under the contract.

The table below Council contracts worth \$250,000 including GST (and excluding employment contracts) or more which were awarded during the 2018/19 year:

<b>Description of the project or goods or services or real property</b>	<b>Effective Date</b>	<b>Contractor's business name and address</b>	<b>Est. amount payable Amount \$</b>
Website Refresh	16/04/2019	Adrenalin Media Pty Ltd, Level 2, 55 Mountain Street, Ultimo, NSW 2000	389,820
Gipps Road Asbestos Remediation Project	25/03/2019	RMA Contracting Pty Ltd, 12/6-20 Braidwood Street, Strathfield South, NSW 2136	474,967
Wentworthville Swim Centre Modernisation Early Work and Demolition	3/06/2019	Avant Constructions Pty Ltd, Unit 1, 51 Owen Street, Glendenning, NSW 2761	305,250
Receival and Processing of Garden Organics RFT	13/09/2018	Suez Recycling & Recovery Holdings Pty Ltd, Level 3, 3 Rider Boulevard, Rhodes, NSW 2138	877,670
Auburn Botanical Gardens Irrigation Upgrade Project	21/08/2018	Brooks Irrigation Pty Ltd, 34 Monro Avenue, Kirrawee, NSW 2232	453,487
Garden Organic Bin Supply & Distribution	10/09/2018	SULO MGB Australia, 123 Wisemans Ferry Road, Somersby, NSW 2250	2,020,540
Sports Field Floodlighting Upgrade Program 2018	20/02/2019	HIX Group Pty Ltd Unit 1, 10 Production Place, Penrith, NSW 2750	\$303,809
Swim Centre Modernisation - Architectural Services	3/08/2018	NBRSEARCHITECTURE, Level 3, 4 Glen Street, Milsons Point, NSW,	\$268,000
Swim Centre Modernisation - Building Services	4/09/2018	Erbas & Associates Pty Ltd, Erbas & Associates Pty Ltd, St Leonards, NSW 2065	\$297,570
CCTV Condition Audit of Storm Water Pipework	11/10/2018	Environmental Services Group, 16-18 Nicholas Drive, Dandenong South, VIC 3175	\$1,196,780
New Mobile Services Contract	21/08/2018	Optus Networks Pty Ltd, 1 Lyon Park Road, Macquarie Park, NSW 2113	\$348,233
Microsoft Software Licencing Enterprise Agreement August 2018	28/08/2018	Data#3 Limited, 67 High Street, Toowong, Queensland 4066	\$1,523,836

<b>Description of the project or goods or services or real property</b>	<b>Effective Date</b>	<b>Contractor's business name and address</b>	<b>Est. amount payable Amount \$</b>
Swim Centre Modernisation - Town Planner	10/10/2018	Barker Ryan Stewart Pty Ltd, Suite 603, Level 6, 12 Century Circuit, Baulkham Hills, NSW 2153	\$194,558
Auburn Civic Centre Revitalisation Project (ACC Revitalisation)	6/02/2019	Buildcorp Group Pty Ltd, Level 4, 10 Mallet Street, Camperdown, NSW 2050	\$3,299,770
Stormwater drainage Bowden St, Guildford West	25/09/2018	Civil Works (NSW) Pty Ltd, 101 Edwin Street, Croydon, NSW 2132	\$239,149
Mona Pak Change Rooms Upgrade	12/04/2019	Axis Construction Pty Ltd, 209-211 Walters Road, Arndell Park, NSW 2148	\$822,445
Lead Architect Services for Parramatta Road Urban Amenity Improvement Program	12/10/2018	Complete Urban Pty Ltd, 3/10 Regent Street, Chippendale, NSW 2008	\$423,000
Installation of Gross Pollutants Traps, 4 Locations	10/12/2018	Civil Works (NSW) Pty Ltd & Athassel Civil Pty Ltd, Croydon, NSW 2132	\$552,797
PM Services for Parramatta Urban Amenity Improvement Program	12/12/2018	CPS Pty Ltd (Crown Project Services Pty Ltd), Level 10, 3 Spring Street, Sydney, NSW 2000	\$266,958
Design Services for Granville Park Stadium	13/11/2018	DWP Australia Pty Ltd, Suite 2, 19 Harris Street, Pyrmont, NSW 2009	\$530,387
Merrylands Air Conditioning Upgrade (retender)	21/12/2018	Ryan Wilks Pty Ltd, Unit 23, 28 Vore Street, Silverwater, NSW 2128	\$399,808
Merrylands Rd, CBD Footpath Upgrade	11/02/2019	Statewide Civil Pty Ltd, P O BOX 7120, Baulkham Hills, NSW 2153	\$2,363,609
Facilities Building Assessments	22/11/2018	SPM Assets Pty Ltd, Suite 403, Level 4, Tower B, 799 Pacific Highway, Chatswood, NSW 2067	\$480,810
Auburn Depot Asbestos Removal	4/10/2018	ENVIROPACIFIC SERVICES Pty Ltd, Level 5, 123 Epping Road, Macquarie Park, NSW 2113	\$328,373
Pre-Employment Medical	20/11/2018	Idameneo (No 123) Pty Ltd, Level 6, 203 Pacific Hwy, St Leonards, NSW 2065	\$170,000
Friend Park Children's Centre Renovation	4/05/2019	2020 Projects Pty Ltd, Level 5, 4 Columbia Court, Baulkham Hills, NSW 2153	\$1,484,507
Granville Multipurpose Centre - Construction	21/06/2019	STEPHEN EDWARDS CONSTRUCTIONS PTY LTD, 140 Wicks Road, Macquarie Park NSW 2113	\$22,336,919
Bitumen, Emulsions and Asphalt Materials and Services	1/07/2018	State Asphalt Services Pty Ltd, 90 Jedda Road, Preston, NSW 2170	Schedule of rates
Bitumen, Emulsions and Asphalt Materials and Services	1/07/2018	Ozpave (Aust) Pty Ltd, 15 Penny Pl, Arndell Park, NSW 2142	Schedule of rates
Bitumen, Emulsions and Asphalt Materials and Services	1/07/2018	Downer EDI Works, 1 Unwins St, Rosehill, NSW 2142	Schedule of rates
Bitumen, Emulsions and Asphalt Materials and Services	1/07/2018	Stabilised Pavements Of Australia P/L, 234 Wisemans Ferry Road, Somersby, NSW 2250	Schedule of rates
Bitumen, Emulsions and Asphalt Materials and Services	1/07/2018	J & G Excavations & Asphalt NSW Pty Ltd, 43 Owen St, Glendenning, NSW 2761	Schedule of rates
Code of Conduct Review Panel- EOI	1/07/2018	Centium Group Pty Ltd, Nemesis Consultancy Group Pty Ltd, O'Connell Workplace Relations Pty Ltd, O'Connor Marsden and Associates	Schedule of rates
Electricity Large Sites - Holroyd - E9 BF	1/01/2019	Origin GPO Box 2437, Adelaide SA 5001	Schedule of rates



## LEGAL PROCEEDINGS

In accordance with Local Government (General) Regulations 2005 Regulation 217 Clause (1)(a3) to Clause (217)(1)(a3), Council is required to provide a summary of the amounts incurred during the 2018/19 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
- Summary of the state of progress of each legal proceeding and the result (if it has been finalised)

### Legal Costs

39 Land and Environment Court, Local Court and Court of Appeal cases for Cumberland Council, with the state of progress of Council's Legal Proceedings is shown below:

<b>Court</b>	<b>Type of Appeal</b>	<b>Address</b>	<b>Outcome</b>	<b>Costs to date (\$)</b>
Land and Environment Court	Development application	50 Amy Street, Regents Park	Dismissed	16,997
Land and Environment Court	Development application	3 Arcadia Street, Merrylands	Ongoing	Nil
Land and Environment Court	Development application	41 Auburn Road, Auburn	Approved	57,437
Land and Environment Court	Development application	7 Birmingham Street Merrylands	Ongoing	Nil
Parramatta Local Court	Prosecution	39-41 Chelsea Street, Merrylands	Defendant fined	11,245
Land and Environment Court	Appeal against prosecution	39-41 Chelsea Street, Merrylands	Ongoing	608
Land and Environment Court	Development application	39 Clyde Street, Guildford	Conciliated Agreement	6,251
Land and Environment Court	Development application	67 – 69 Clyde Street, Guildford	Ongoing	Nil
Land and Environment Court	Development application	365 Clyde Street and 48 - 52 Wellington Road South Granville	Ongoing	13,868
Land and Environment Court	Development application	1-3 Ettalong Road, Greystanes (listed as 515-519 Great Western Highway in legal register)	Conciliated Agreement	7,322
Land and Environment Court	Development application	2C Factory Street, Granville	Ongoing	Nil
Land and Environment Court	Development application	449 Great Western Highway, Greystanes	Ongoing	7,850
Land and Environment Court	Development application	503 Great Western Highway, Greystanes	Conciliated Agreement	6,913
Land and Environment Court	Prosecution proceedings and costs following prosecution	43-47 Harrow Road, Auburn	Dismissed	271,461
Land and Environment Court	Development application	73 Hawkesbury Road, Westmead	Conciliated Agreement	9,471
Land and Environment Court	Development application	11 John Street, Lidcombe	Conciliated Agreement	11,761

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<b>Court</b>	<b>Type of Appeal</b>	<b>Address</b>	<b>Outcome</b>	<b>Costs to date (\$)</b>
Land and Environment Court	Prosecution	11 John Street, Lidcombe	Defendant fined	85,795
Land and Environment Court	Development application	159-165 John Street, Lidcombe	Ongoing	Nil
Land and Environment Court	Development application	54-56 Joseph Street, Lidcombe	Conciliated Agreement	18,075
Land and Environment Court	Development application	1 Kane Street, Guildford	Ongoing	9,299
Land and Environment Court	Development application	59 Kenyons Road, Merrylands West	Conciliated Agreement	10,024
Land and Environment Court	Development application	54A Louis Street, Granville	Ongoing	Nil
Land and Environment Court	Development application	6 Monterey Street, South Wentworthville	Conciliated Agreement	7,372
Land and Environment Court	Development application	105 Military Road, Guildford	Ongoing	Nil
Land and Environment Court	Development application	35 & 26 - 36 Northumberland Road, Auburn	Ongoing	26,571
Land and Environment Court	Development application	1 Patricia Street, Mays Hill	Conciliated Agreement	14,395
Land and Environment Court	Development application	44-46 Pegler Avenue, South Granville	Conciliated Agreement	5,852
Land and Environment Court	Development application	70-72 Pendle Way, Pendle Hill	Dismissed	18,799
Land and Environment Court	Development application	26 Railway Terrace, Granville	Ongoing	5,067
Land and Environment Court	Development application	43 Queen Street, Auburn	Discontinued	17,848
Land and Environment Court	Development application	40 Sheffield Street, Merrylands	Conciliated Agreement	5,330
Land and Environment Court	Development application	108 Station Street, Wentworthville	Conciliated Agreement	11,581
Land and Environment Court	Development application	108 Station Street, Wentworthville	Ongoing	1,430
Land and Environment Court	Development application	98 St Hilliers Road Auburn	Ongoing	2,541
Federal Court	Claim against Council for a roof collapse	14-22 Water Street, Lidcombe	Ongoing	Nil
Land and Environment Court	Development application	33-35 William Street, Granville	Conciliated Agreement	17,462
Land and Environment Court	Development application	39-43 William Street, Granville	Conciliated Agreement	8,499
Court of Appeal	Appeal against Land and Environment Court decision	527 Woodville Road, Guildford	Appeal allowed in part	303,232

## WORKS CARRIED OUT ON PRIVATE LAND

In accordance with Section 67 of the Local Government Act, 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 2018/19, 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) Regulations 2005 Regulation 217 (1) (a6), Cumberland Council provides the following statement on functions delegated to others.

In 2018/19, Council did not delegate any key functions to any other party.

## COUNCIL'S CONTROLLING INTEREST

To comply with Local Government (General) Regulations 2005 Regulation 217 clause (1) (a7), Cumberland Council provides the following report on controlling interests held on other organisations.

In 2018/19 Council held no controlling interest in any corporations, partnerships, trusts, joint ventures, syndicates or other bodies.

## COUNCIL'S PARTICIPATION

To comply with Local Government (General) Regulation 2005 under clause 217 (1) (a8), Cumberland Council provides the following report on controlling interests held on other organisations.

In 2018/19, Council did not participate in any corporations, partnerships, trusts, joint ventures, syndicates or other bodies.

## EQUAL EMPLOYMENT OPPORTUNITY (EEO) MANAGEMENT PLAN

Council provides the following information in line with Local Government (General) Regulations 2005 Regulations 217 clause (1) (a9) on EEO initiatives.

Council has developed an EEO Management Plan which reinforces the organisation's commitment to ensure that all employment opportunities are appointed on the basis of merit and that processes are free of discrimination or bias.

The purpose of Council's EEO Management Plan is:

- To eliminate and ensure the absence of discrimination or harassment in employment on the grounds of race, sex, marital status and disability.
- To promote equal employment opportunity for women, members of racial minorities and persons with disabilities. This is specified within the NSW Local Government Act, which obliges Council to develop EEO Management Plans.
- The EEO Management Plan provides action programs for designated groups to ensure their access to equal employment opportunities.
- The EEO Policy applies to all staff, as all staff are obliged to follow non-discriminatory practice in the workplace.

Council, being the responsible employer, is legally accountable for discrimination in employment matters. EEO principles were heavily reinforced and implemented during all recruitment activity (internal and external applicants) associated with the implementation of the new organisation structure, which occurred over the course of the year. These measures were documented by the Executive Team to ensure consistency in the application of required processes in implementing the new structures for their respective areas.

During the course of the year, a diversity survey was conducted to provide Council with a snapshot of the composition of our workforce in terms of age, gender, employment status, carers' responsibilities, identified ethnicity, Aboriginal and Torres Strait Islander status, and languages spoken, as well as disability and requirements for workplace adjustment. This data was collected to ensure that the development of employment related policies and the package of employment conditions is developed and reviewed in a manner which takes into account the specific needs of our workforce. The data showed that our workforce is highly diverse, reflecting the composition of our community, which also provides benefits to our customers.

It is envisaged that a climate survey of the entire workforce will be undertaken in the near future and all staff will be asked to provide demographic information so that a more complete picture of the profile of the workforce can be obtained and can therefore inform Council decision making in this regard.

## REMUNERATION OF THE GENERAL MANAGER AND SENIOR STAFF

A training program addressing EEO legislation as well as the key principles of Council's EEO Management plan will be delivered to staff involved in recruitment decisions once the entirety of the organisational structure has been determined and implemented. This will ensure all staff are aware of their obligations with respect to making sure transparent merit based processes apply for all positions.

Council recognises that EEO principles are not restricted to recruitment practices and so have implemented a number of procedures relating to the following employment conditions:

- Flexible Working Arrangements
- Overtime and Time in Lieu
- Rostered and Accrued Days Off
- Salary Scales
- Performance Development System
- Recruitment and Selection
- Position Evaluation Procedure

In addition to the above, Council has also formed an active Ability Network and an Aboriginal and Torres Strait Islander (ATSI) Employment Strategy, both of which seek to encourage employment opportunities for these minority groups, within the organisation and the broader LGA.

Upon the completion of the implementation of the new structure, a review of the EEO Management Plan and the Workforce Plan will be undertaken with a view to strengthening these documents on the basis of the data, which will then be available to inform these documents and facilitate evidence based programming and decision making in this area.

## ENVIRONMENTAL UPGRADE AGREEMENTS

Under section 54P of the Local Government (General) Regulations 2005, Council did not enter into significant Environmental Upgrade agreements during 2018/19.

Council provides the following information to comply with Local Government (General) Regulations 2005 Regulation 217 clause 1 (b) and 1(c) in relation to the remuneration paid to its senior staff.

Council's management structure comprises of three senior staff positions, as defined under the provisions of the Local Government Act 1993. The remuneration of senior staff from 1 July 2018 to 30 June 2019 is summarised below.

1 July 2018 to 6 January 2019:

Positions	Amount \$
General Manager*	218,077
Two Deputy General Manager	291,312
<b>Total Remuneration</b>	<b>509,389</b>

\*The new organisational structure was adopted in December 2018, with one General Manager and five Directors, commencing on 7 January 2019. The five Director positions are:

1. Director Works and Infrastructure
2. Director Environment and Planning
3. Director Community Development
4. Director People and Performance
5. Director Finance and Governance

Prior to the organisational structure, Council remuneration was structured with one General Manager and two Deputy General Managers.

7 January 2019 to 30 June 2019:

Positions	Amount \$
General Manager	201,923
Director Community Development	142,923
Director Works and Infrastructure	139,423
Director Finance and Governance	140,923
Director People and Performance	139,423
Director Environment and Planning	139,423
<b>Total Remuneration</b>	<b>904,038</b>

## COMPANION ANIMALS ACT AND REGULATION ACTIVITIES

Council provides the following statement on activities relating to enforcing and ensuring compliance with the Companion Animals Act and Regulation. Council is committed to its residents and encourages safe and responsible pet ownership, as part of the Local Government (General) Regulations 2005 Regulation 217 (1)(f).

Lodgement of pound data collection returns with 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 with the Division:

- Companion Animals Regulation 2008 section 33a Dog attack information on the register.
- 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 2018/19 \$70,000 was spent on companion animal management and activities as required to be reported by regulations, 16.2(c) Guidelines.

Companion animal and community education programs carried out:

- Petfest was delivered as a major community event in 2018/19. Companion Animal information was included in the 'Discover Your Council' information brochure handed to new residents in the area, 16.2(d) Guidelines.

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

- Council actively promoted the de-sexing of dogs and cats at its Dog Days and Fun4Kids and PetFest events, 16.2(d) Guidelines.

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 in conjunction with the Blacktown Animal Holding Facility to facilitate a low kill initiative in order to re-home dogs and cats where possible, 16.2(e) Guidelines.

Off Leash Areas provided in the Council Area:

Council has six dedicated off-leash parks for dogs located at:

- 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, Pemulwuy – Access from the south eastern corner of Edward Drive, Pemulwuy – includes fencing, dog exercise equipment and shade trees.
- Gardenia Parade Park, Greystanes – Access from the northern end of Percival Road, Greystanes – open fenced area.
- Wyatt Park Lidcombe Off-Leash Dog Area.
- Webbs Avenue Auburn Off-Leash Dog Area.
- Coleman Park Berala Off-Leash Dog Area.

16.2(f) Guidelines

## STORMWATER MANAGEMENT SERVICES

In accordance to the Local Government (General) Regulations 2005 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 2018/19 period Council carried out:

- Maintenance services to stormwater drainage infrastructure
- Finalised designs for drainage improvement works
- Construction of drainage systems
- Construction of Gross Pollutant Traps
- Maintenance of Gross Pollutant Traps
- Bank Stabilisation of Creeks
- Reports and tender documents for the following projects:

Projects completed this financial year 2018/19:

Project	Budget Amount \$
Gross Pollutant Trap Construction: Nottinghill Road and Walters Road, Auburn	416,803
Gross Pollutant Trap Construction: Amy Street and Notting Hill Road, Regent Park	311,743
Gross Pollutant Trap Construction: Edgar Street, Auburn	303,171
Gross Pollutant Trap Construction: Everley Road, Auburn	372,508
CCTV inspection of drainage network	169,107
Remove pollutants from gross pollutant traps	100,000
Drainage Construction: Bowden Street, Merrylands	290,250
Drainage Network Maintenance: Kiora Crescent, Yennora	151,800
Embankment Stabilisation: Fairfield Road	281,215
Preliminary investigation for the drainage upgrade works: Thomas Clarke Street, Westmead, Jeffery Avenue, Greystanes, Excelsior Avenue, Merrylands, Gordon Avenue, South Granville and Wolseley Street Creek alignment – Wolseley Street, Merrylands	190,230
<b>Total</b>	<b>2,486,833</b>

Overall, the Stormwater Levy helps Council cover the cost for upgrades, new or additional stormwater management services. In 2018/19 Cumberland Council received \$1,732,280 from the stormwater levy charge and expenditure was \$2,486,833.

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.



## SPECIAL RATE VARIATION

To comply with the Local Government (General) Regulation 2005 Section 508(2) and Section 508A, Council may need to report on special variation expenditure.

Council's Special Rate Variation for 2018/19 is shown in the table below:

Asset Group	Actual \$ 2018-2019	Total \$ 2014-2018	Reserve \$ Unspent funds
Buildings	2,344,825	6,566,999	3,573,037
Parks and Recreation	1,097,677	4,085,742	415,744
Stormwater	346,159	1,448,107	230,878
Roads and Bridges	2,091,154	14,029,453	-208,197
Footpaths	1,071,006	4,377,941	481,070
<b>Total</b>	<b>6,950,821</b>	<b>30,508,837</b>	<b>4,492,532</b>

## 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:

1. **Mandatory Disclosure** – Certain information must be published on State and Local Government agency websites, free of charge. For example, media releases (Have Your Say to Council's Development Applications and Projects), plans (Operational Plan 2017-2018) and Annual Reports.
2. **Proactive Release** – State and Local Government agencies are encouraged to make as much other information as possible publicly available, in an appropriate manner, including on the internet. This information should be available free of charge. For example, Local Environment Plan and Flood Maps.
3. **Informal Release** – State and Local Government agencies are encouraged to release other information in response to an information request, subject to any reasonable conditions an agency imposes, without the need for a formal application, unless there are good reasons to necessitate. For example, request for personal information by the individual concerned.
4. **Formal Access** – State and Local Government agencies may release information in response to a formal access application. This is the last resort, if the information is not available in any other way.

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

A summary of Council's applications received under GIPA legalisation in 2018/19 is as follows:

- Received a total of 23 valid GIPA applications under the formal release.
- Three applications were withdrawn.
- No applications were refused.
- 65% of the applications were granted access in full and 22% were granted partial access.
- 100% of these applications were responded to within legislative timeframes.

## PUBLIC INTEREST DISCLOSURES

To comply with Public Interest Disclosure Act 1994 and Regulation, Section 31 and Clause 4, the following statement is provided.

Cumberland Council did not have any Public Interest Disclosures for the period 1 July 2018 to 30 June 2019.

## SWIMMING POOL INSPECTIONS

For the purposes 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:

- Number of inspections of tourist and visitor information or
- Number of inspections of premises with more than 2 dwellings or
- Resulted in the Council issuing the following:
  - A certificate of compliance under section 22D of the Act
  - A certificate of non-compliance under clause 21 of this Regulation

The number of swimming pool inspections and certificates issued during 1 July 2018 to 30 June 2019:

Swimming Pools Inspections	Description	Total
Number of inspections conducted on pools within a tourist or visitor accommodation	Tourist / and or Visitors	Nil
Number of inspections carried out on pools within a premise containing more than 2 dwellings	More than two dwellings	Nil
Number of Compliance Certificates issued under s22D of the Swimming Pool Act 1992	Compliant Certificate	71
Number of Non-compliance Certificates issued under clause 21 of the Swimming Pool Regulation 2018	Non-compliance	71

## 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 entered the financial period 2018/19 are shown in the table below:

Address	Details	Name of party	Approval date (executed)	Contribution infrastructure works
20 Railway Street, Lidcombe	Monetary contribution and land dedication	Cumberland Council and Lidcombe 2 Pty Limited	28 August 2018	<p>Cash contribution of \$250,000</p> <p>Road works – construction of laneway and dedication of constructed laneway to Council.</p> <p>Contribution Infrastructure Works:</p> <p>Construction/widening of the laneway (by the developer) and dedication of the laneway to Council.</p> <p>Land to be dedicated to Council to form part of the Laneway being an area of approximately 53.6 square meters, as shown between the Ex Site Boundary and New site Boundary marked on the plan in Schedule 2.</p> <p>Road works including kerb and gutter, splay, stormwater pits, street light poles</p> <p>Proposed Development:</p> <p>Construction of part 10 and part 11 storey mixed use building including 147 residential apartments and 3 levels of basement car parking (DA 423/2016).</p>

## 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).

Cumberland Council's Disability Inclusion Action Plan (DIAP) 2017-2021 offers a framework to guide Council in its responsibilities to ensure people with disability have full and equal access to the facilities, programs, services and information that Council provides. The Plan is based on four key focus areas, nominated by people with disability, as being of primary importance in creating an inclusive community:

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

As part of the ongoing implementation of the DIAP, Council has committed to delivering actions for the community, actions that were completed this year included:

- Delivering training for Council volunteers and staff to improve disability awareness and promote inclusive practices.
- Identifying two regional all-abilities playgrounds at Central Gardens and Auburn Botanic Gardens, which are currently in the planning stages.
- Co-hosting four Community Care Forums to develop partnerships and network with relevant community organisations in the seniors and disability sectors.
- Ongoing provision and delivery of quality services and programs for people with disability.
- Ongoing provision of 'Quiet Zones' at all major Council events.
- Including Access and Inclusion on the agenda for Council's Corporate Induction sessions, to inform all Council employees of Council's commitment to access and inclusion and what it means for them and their role.
- Installing Zoomtext and JAWS accessibility software at a minimum on one public PC at all Council libraries which allows five concurrent users.
- The procurement of various equipment to contribute towards creating accessible and inclusive events and programs: e.g. Personal hearing loop kit for people who are deaf or hard of hearing; and access mats to provide access to uneven or damp surfaces to people who use mobility aids or prams.
- Development of a variety of resources to promote access and inclusion of events including, events accessibility guiding checklist, engaging translators and interpreters guidelines, disability awareness e-learning module.
- The completion of a condition audit and Building Code of Australia (BCA) Compliance (which includes AS1428.1) of all Council's buildings.

- Delivery of two inclusive sports workshops to children from local schools at Council's Sustainability Expo. The activities delivered at this workshop explored what inclusion is, why people might be excluded and ways to be more inclusive in play.
- Delivery of an education piece by Guide Dogs NSW at Pet Fest 2019, raising awareness about guide dogs and how the general public should and shouldn't interact with the guide dogs.
- Facilitating a workshop with Council staff to explore the barriers to creating accessible and inclusive programs, such as creating a toolkit to support existing and new staff to design and deliver accessible and inclusive programs.
- Council's Community Facilities Strategy includes a focus on creating equitable access to facilities and developing and implementing accessible design principles for facilities.
- Incorporating more accessible elements in playground upgrade projects, through the creation of accessible paths, surfaces and equipment such as in the following parks:
  - Memorial Park, Merrylands - the creation of a new access path to connect the playground and accessible carousel with rubber Softfall surround.
  - Freame Park, Mays Hill - new playground with access paths, access to pod swing and accessible carousel.

### STAFF CARERS

Council provides the following response in relation to the NSW Carers Recognition Act 2010 under section 8 clause 2.

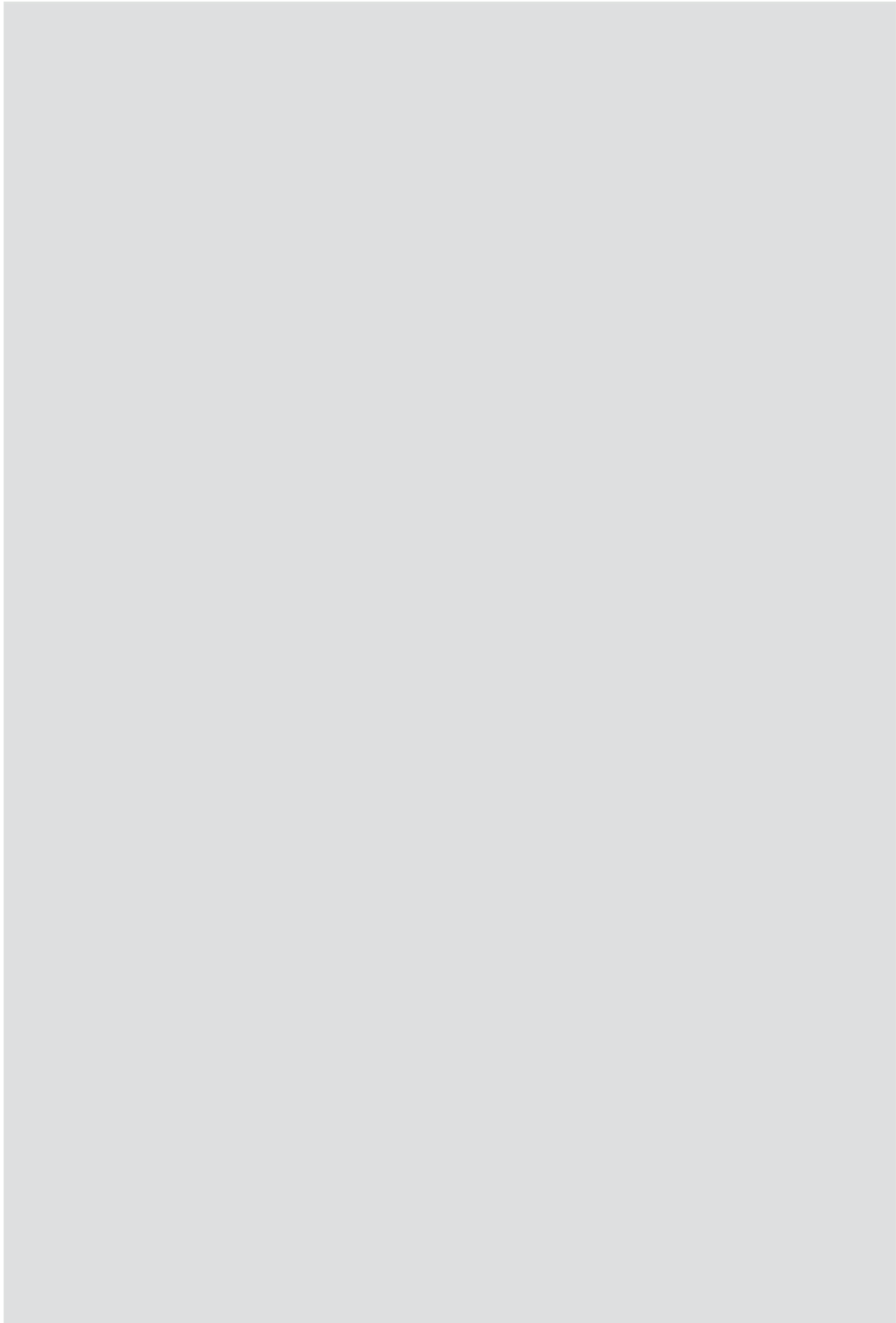
Council has various policies and guidelines in place to support staffs who are carers. These include:

- Carers Charter
- Carers Guidelines
- Flexible working arrangements
- Purchased Leave Guidelines
- Job Share Guidelines
- Carers Networks
- Carers Resources (internal) website for staff
- Employee Assistance Program (EAP) – available to all staff
- Health and Wellbeing Activities and Program – available to all staff

## NATIONAL DISABILITY INSURANCE SCHEME (NDIS) SERVICE DELIVERY STATEMENT

During the 2018/19 year of operating as a NDIS provider, Council had 61 registered customers, provided 16,914 hours of programs to people with disability and generated an income of \$336,156 exceeding the 2017/18 generated income.

Council's Seniors and Disability Services team successfully undertook the Quality Audit against the NDIS practice standards and Quality Indicators in June 2019, enabling the continued delivery and expansion of quality services to people with disability in Cumberland under the NDIS.





CUMBERLAND COUNCIL  
ANNUAL REPORT 2018-2019  
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Item No: C11/19-281

## **QUARTER 1 PERFORMANCE REPORT ON THE OPERATIONAL PLAN 2019-20 AND QUARTERLY BUDGET REVIEW STATEMENT**

Responsible Division: People & Performance  
Officer: Director People & Performance  
File Number: S-57-50  
Community Strategic Plan Goal: *Transparent and accountable leadership*

### **SUMMARY**

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The purpose of this report is to update Council and the community on the progress in implementing the activities in the Operational Plan 2019-20. This includes the Quarterly Budget Review Statement.

In total, 12% of key projects planned for the 2019-20 year have already been completed, with a further 79% on track for delivery throughout the year. Of the remaining 15%, 6% were placed on hold or discontinued due to various reasons and 9% of projects require attention to get back on track for delivery.

### **RECOMMENDATION:**

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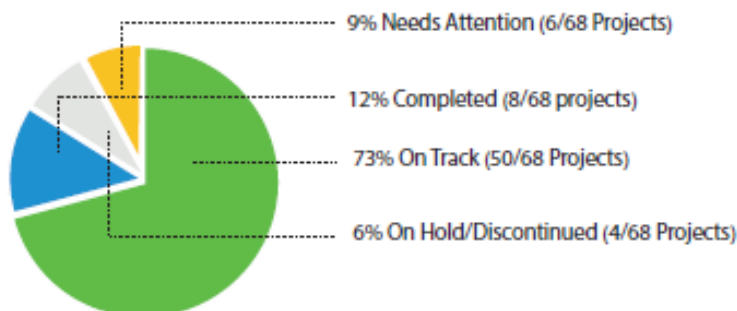
**That Council:**

- 1. Receive the Quarter One Performance Report on the Operational Plan 2019-20.**
- 2. Approve the revised estimates of income and expenditure for 2019-20 contained in the Quarterly Budget Review Statement.**

### **REPORT**

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The Operational Plan 2019-20 identifies the Key Projects planned for delivery throughout the year, as well as the associated budget. These projects are in direct response to the strategic goals and community vision contained in the Community Strategic Plan 2017-27. The Q1 Performance Report (Attachment 1) shows progress in implementing the planned activities over the July to September period.



By the end of September, 8 of 68 projects were completed. These were:

- Develop Council's Public Place Cleansing Strategy
- Develop and implement the Environmental Management Framework
- Develop and implement a Biodiversity Strategy and Action Plan
- Release Council's Residential Waste App for mobile devices
- Develop the Cumberland Environmental Health Strategy
- Develop an ongoing Councillor Professional Development Program
- Undertake and report an annual Community Satisfaction Survey to measure our progress towards the community vision in the Community Strategic Plan
- Undertake an annual Customer Satisfaction Survey in conjunction with other feedback to measure Council's progress in delivering excellent customer experience outcomes

The majority of other projects (50 of 68) are running on track for delivery throughout the 2019-20 year. One project is on hold:

- Design and acquisition for Merrylands Ring Road

Three projects were scheduled for a future year of the Delivery Program 2017-21 and are recommended to be discontinued:

- Develop a plan for the upgrade of all public amenity blocks in Cumberland
- Deliver a Youth Recreation Facilities Strategy
- Design and construction of amenities and grandstand at CV Kelly Park

Highlights from Council's service delivery through the quarter include:

- The 2019 Community Satisfaction Survey showed an overall community satisfaction increase. 89% of residents are now at least somewhat satisfied with the overall performance of Cumberland Council, the best results ever achieved for Council.

- The Customer Experience Team was listed as a finalist for the 2019 National Customer Excellence Awards.
- Council has commenced construction for the Granville Multipurpose Community Facility.
- Council's Residential Waste App has been released on Council's Website. Residents can now use the online waste App to book a Clean-up collection service, get advice on what Council will collect and to report illegal dumping.
- The Merrylands Road CBD Streetscape Project is on track with an expected completion date by December 2019.
- The Auburn Botanic Gardens was featured across various media outlets for Channel 9 News, Arabic News and the Chinese News.

### ***Confirmation Statement from the Director Finance & Governance***

Provided in the attachments to this report is a report from the Director Finance & Governance and the Quarterly Budget Review Statement (QBRS) which refer to the period ended 30 September 2019. The QBRS indicates that Council's financial position is satisfactory for the actual year-to-date income and expenditure, as well as the original and proposed revised estimates of income and expenditure for the year.

A quarterly project summary report with revised budgets is also provided in the attachments for the three major capital works projects currently underway, being the Granville Multipurpose Centre, Merrylands CBD Major Drainage Upgrade and Cumberland Swim Centre Modernisation.

### **COMMUNITY ENGAGEMENT**

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The Quarter 1 Performance Report will be made available to the public on Council's website.

### **POLICY IMPLICATIONS**

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There are no policy implications for Council associated with this report.

### **RISK IMPLICATIONS**

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There are no risk implications for Council associated with this report.

### **FINANCIAL IMPLICATIONS**

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This report recommends that Council approve the revised income and expenditure estimates, most notably the reduction in cash of \$1.8m. There are no further financial implications associated with this report.

### **CONCLUSION**







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During the first quarter for 2019-20 Council has made significant progress with 12% of Key Projects already complete and another 79% on track for completion during the remaining three quarters. Council is well positioned to deliver the activities committed to in the Operational Plan 2019-20 and Delivery Program 2017-21.

As at the end of the first quarter, Council's year-end projected financial position remains satisfactory, with the estimated net operating result before capital projected to finish \$0.5m in surplus.

## ATTACHMENTS

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1. Quarter 1 Performance Report on the Operational Plan 2019-20 [↓](#) 
2. Quarter 1 Financial Analysis [↓](#) 
3. QBRS 2019/20 Quarter 1 [↓](#) 
4. Major Project Report - Granville Multipurpose Centre [↓](#) 
5. Major Project Report - Merrylands CBD Drainage [↓](#) 
6. Major Project Report - Swim Centre Modernisation [↓](#) 

DOCUMENTS  
ASSOCIATED WITH  
REPORT C11/19-281

Attachment 1

Quarter 1 Performance Report on  
the Operational Plan 2019-20







# Cumberland Council Quarter 1 Performance Report

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## July - September 2019

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## THE INTEGRATED PLANNING AND REPORTING FRAMEWORK

Under the *NSW Local Government Act 1993*, councils are required to develop a hierarchy of plans known as the Integrated Planning and Reporting (IP&R) Framework. The IP&R Framework is designed to ensure that all NSW councils are using community engagement to undertake long term planning for their future.

The four year Delivery Program is informed by the overarching community vision in the 10 year Community Strategic Plan and resourced by the Resourcing Strategy. The one year Operational Plan details how Council plans to deliver the Community's vision for that financial year.

The IP&R framework is designed to give council and the community, a clear and transparent picture of:

1. Where we want to go (Community Strategic Plan)
2. How we plan to get there (Delivery Program, Operational Plan and Resourcing Strategy)
3. How we will measure our progress (Quarterly and Annual Reporting and the End of Term Report).

The Delivery Program and Operational Plan contain information about Council's Service Areas, Key Projects and the Service Performance Measures used to assess how Council is tracking towards achieving the community's vision for its future. Council reports on a quarterly basis to ensure thorough monitoring of the commitments it has made to the community.

This report provides a summary of Council's progress over the first Quarter, 1 July to 30 September 2019, in implementing the Operational Plan 2019 – 2020 which is year three of the Delivery Program 2017 – 2021.





## GUIDE TO READING THE QUARTERLY REPORT

There are two main sections in the Quarterly Report:

1. The Service Area Update section is where Council provides a snapshot of overall progress for each Service Area including achievements and highlights along with issues and setbacks that are affecting the delivery of ongoing business activity.

### SERVICE AREA STATUS UPDATE

Key Achievements and Highlights	Any good news stories, key events or milestones relating to the service that help display progress.
Issues and Setbacks	Any issues experienced such as a lack of resources, unforeseen circumstances or poor conditions that have slowed progress on service delivery.

Also included in this section are the progress of the Service Performance Measures

### PERFORMANCE MEASURES

Performance Measure	Result
Performance Measure Indicators such as the number of attendees or the provision of programs.	The data relevant to the performance measure indicator.

2. The Key Projects section provides a progress comment and status update for each of the major projects for the Operational Plan of that year. This update helps readers to understand how a project is tracking, if it is likely to be completed, as well as any milestones or key highlights.

### KEY PROJECTS

Project Code	Key Project	Responsible Officer	Project Status Update	Status
1A.1.1	Name and description of the Key Project as it appears in the Operational Plan and the Delivery Program	Manager in charge of delivering the Key Project	Update on progress of Key Project including milestones, highlights, issues or changes that affect the delivery of the Key Project	Traffic Light status of the Key Project

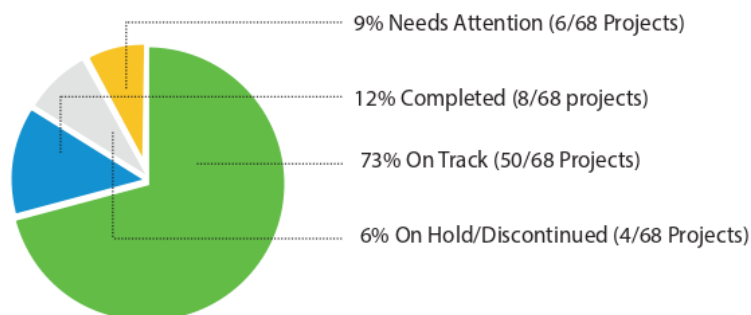
Key to traffic light status symbols





## EXECUTIVE SUMMARY

At the end of Quarter 1, 12% of key projects were already completed with 73% on track for delivery. Of the remaining 15%, 6% were placed on hold or discontinued due to various reasons and 9% of projects needing attention to get back on track for delivery.



## HIGHLIGHTS THIS QUARTER

Some highlights for the first Quarter of 2019-2020 included:

- \$112,532 was generated through the National Disability Insurance Scheme (NDIS) Program, the Cumberland Lifestyle and Leisure Links and Social Inclusion Programs.
- The Merrylands Road CBD Streetscape Project is on track with an expected completion date by December 2019.
- The Auburn Botanic Gardens was featured across various media outlets for Channel 9 News, Arabic News and the Chinese News.
- Council adopted the Biodiversity Strategy and Environmental Framework.
- Council's Residential Waste App has been released on Council's Website. Residents can now use the online waste App to book a Clean-up collection service, get advice on what Council will collect and to report illegal dumping.
- Council commenced a three year regional contract with Resource Recovery Australia for the household collection of E-Waste and problem waste. Council is also in partnership with the City of Parramatta and Bankstown City Council.
- Children's Services completed the Draft Cumberland Children and Family Strategy.
- Six Educators and four staff from the Cumberland Council Family Day Care Scheme have been nominated for the Family Day Care Australian Excellence in Family Day Care Awards.
- Monica Cologna, the Executive Manager City Strategy, was awarded the Excellence in Leadership Award at the Local Government NSW Planning Awards.
- A Voluntary Planning Agreement was executed for the Merrylands East Neighbourhood Centre, this will deliver eight affordable housing units.
- Council completed developing the Cumberland Environmental Health Strategy
- A total of 3,853 students over 10 schools participated in Council's Book Week during August 2019.
- Council completed the demolition and earthworks for the Wentworthville Memorial Swim Centre.
- The annual 2019 Community Satisfaction Survey showed an overall community satisfaction increase. 89% of residents are now at least somewhat satisfied with the overall performance of Cumberland Council, the best results ever achieved for Council.
- The Customer Experience Team was listed as a finalist for the 2019 National Customer Excellence Awards.
- Council has commenced construction for the Granville Multipurpose Community Facility.

## 1. COMMUNITY PROGRAMS AND EVENTS

### SERVICE AREA STATUS UPDATE

Key Achievements and Highlights	<ul style="list-style-type: none"> <li>14 Disability Inclusion Action Plan (DIAP) actions have commenced or continued implementation during quarter 1. These included, one tailored disability confidence training to staff in a supervisory role; and a Quiet Zone at the Cherry Blossom Festival.</li> <li>Grant funding of \$112,532 was generated through the National Disability Insurance Scheme (NDIS) Program, the Cumberland Lifestyle and Leisure Links and Social Inclusion Programs.</li> <li>\$19,850 in Club Grant funding was received from Wenty Leagues for "Press for Help" that is a project to allocate personal alert alarms to seniors.</li> <li>In celebration of Active Ageing Week 2019, the Social Inclusion Team provided all Over 55s' Lifelong Learning Program participants with a healthy morning tea pack.</li> <li>Council received positive feedback from senior residents with the 'Footy Colours' Special Program that was an opportunity for residents to raise funds for the Cancer Council.</li> <li>Council has developed and delivered the Accessible and Inclusive Program, with all resources being finalised.</li> <li>Council completed the review and report for the Access Loop Bus Service.</li> <li>Staff completed the distribution of the new Charter of Aged Care and collated all information required by Council's Funding Body to ensure all customers can be registered through the 'My Aged Care' system.</li> </ul>
Issues and Setbacks	<ul style="list-style-type: none"> <li>Nil this Quarter.</li> </ul>

### SERVICE PERFORMANCE MEASURES





Performance Measure	Result Q1
Percentage of community organisation satisfied with support and capacity building initiatives provided	Community organisation satisfaction survey will be undertaken and results available in quarter 2.
Percentage of community reporting an improvement with their health and wellbeing after accessing Council's Aged and Disability services.	N/A for quarter 1.
Number of customers accessing Council's Aged and Disability services.	1,087
Number of hours provided through Cumberland Lifestyles and Leisure Links.	2,238 hours
Amount of income generated through Cumberland Lifestyles and Leisure Links.	\$91,216
Number of transport trips provided to seniors.	1,904 trips 7,287 passengers accessing access loop bus
Number of hours of social inclusion individual and group support programs provided to seniors and people with a disability.	14,446 hours
Number of meals provided by Cumberland's Nutrition Services to seniors and people with a disability.	10,111 meals
Community satisfaction levels met with the provision of Aged and Disability services.	N/A for quarter 1.
Percentage of young people participating in Council's youth programs who would recommend the program to another young person. (Average Target <75%).	94%

## 1. COMMUNITY PROGRAMS AND EVENTS (CONTINUED)

### SERVICE PERFORMANCE MEASURES (CONTINUED)

Performance Measure	Result Q1
Percentage of Council's youth programs that involve youth participation in their planning.	87%
Number of visitors to staffed community centres (Auburn, Berala, Guildford).	Total 64,937 visitors to staffed community centres: July: 20,150 August: 25,065 September: 19,722
Community Satisfaction levels met for Council festivals, events and programs delivered.	Community satisfaction and priorities survey will be undertaken and results available in quarter 2.
Number of visitors to arts facilities (Peacock Gallery and Auburn Artist Studio).	Council received a total of 3,705 visitors to Arts Facilities: July: 775 August: 1,835 September: 1,095

### KEY PROJECTS

Key Project	Responsible Officer	Project Status Update	Status
Deliver the CCTV in Public Spaces Program expansion project.	Director Community Development	Procurement of the CCTV cameras has commenced. Preparatory works for installation is underway, including negotiation of access to Council and police buildings and endeavour energy poles.	
Expand the Place Management model across the Local Government Area (LGA)	Director Community Development	Following the successful pilot of a new Place Management Model in three of Cumberland wards, recruitment has commenced to appoint five permanent Place Liaison Officers, one for each of Cumberland Ward.	
Deliver economic development initiatives to promote local economic growth	Director Community Development	Recruitment is underway for the Economic Development Coordinator position. Preliminary identification of initiatives linked with areas within Council's Employment Land and Innovation Strategy (ELIS) has commenced.	
Deliver the Peacock Gallery and Auburn Artist Studio expansion project	Director Community Development	Council has commenced the Development Application for demolition for this site. The appointment of a Design and Construction Consultant is underway.	

## 2. ROADS, STORMWATER AND STREET CLEANING


### SERVICE AREA STATUS UPDATE

Key Achievements and Highlights	<ul style="list-style-type: none"> <li>The Merrylands Road CBD Streetscape Project is on track for completion by December 2019, subject to weather conditions.</li> <li>A contractor has been appointed for Council's Long Term Road Service Contract.</li> <li>The tender process has closed for the Wolsley Street Creek realignment works, and applications are being assessed.</li> <li>Council has completed 50% of the Jeffery Ave Stormwater Renewal works.</li> <li>The Excelsior Street Stormwater Renewal is scheduled to commence.</li> </ul>
Issues and Setbacks	<ul style="list-style-type: none"> <li>The responses that Council received for the Bus Shelter tender were not to Council's benefit.</li> </ul>

### SERVICE PERFORMANCE MEASURES

Performance Measure	Result Q1
Kilometres of local roads renewed.	Nil
Number of potholes repaired.	578
New footpath construction program completed.	0.34 km
Maintenance inspections of roads.	5 Precincts
Maintenance inspection of CBD/high profile footpaths.	100%
Inspection of bridges.	32
Number of stormwater pits inspected.	341
Maintenance and cleaning of town centres.	100%
Square metres of graffiti removed.	2,031
Number of instances of illegally dumped rubbish collected.	1,316
Number of clean up services provided.	9,421







### KEY PROJECTS

Key Project	Responsible Officer	Project Status Update	Status
Design and acquisition for Merrylands Ring Road	Director Works and Infrastructure	The project remains on hold while Council awaits the results of the Cumberland Local Government Area wide traffic study.	



## 2. ROADS, STORMWATER AND STREET CLEANING (CONTINUED)

### KEY PROJECTS (CONTINUED)

Key Project	Responsible Officer	Project Status Update	Status
Develop Pedestrian Access management Plan	Director Works and Infrastructure	Council has completed the Consultant brief for the Pedestrian Access Management Plan and will now engage a Consultant to complete the LGA wide plan.	
Develop Council's Public Place Cleansing Strategy	Director Works and Infrastructure	Council's Public Place Cleansing Strategy was incorporated with Council's Waste Avoidance and Resource Recovery Strategy and was adopted by Council.	
Widening of Hector Street Bridge, Regents Park	Director Works and Infrastructure	The tender application process has closed however the tenders received indicate the costs will far exceed the budget. Council is awaiting a response from the Federal Government on the shortage of funds.	
Widening of Boundary Road / Wolumba Street Bridge, Regents Park	Director Works and Infrastructure	The tender application process has closed however the tenders received indicate the costs will far exceed the budget. Council is awaiting a response from the Federal Government on the shortage of funds.	
Stormwater Drainage CCTV Audit	Director Works and Infrastructure	Council has completed 47.5% of the works that is under contract.	
Merrylands CBD Revitalisation Project - Development	Director Works and Infrastructure	Council has completed the design documentation for the culvert works and the preparation of tender documents has commenced.	



Cherry Blossom Festival



### 3. PARKS AND RECREATION

#### SERVICE AREA STATUS UPDATE



Key Achievements and Highlights	<ul style="list-style-type: none"> <li>The Sydney Cherry Blossom Festival drew record crowds and the Auburn Botanic Gardens was featured across various media outlets including Channel 9 News, Arabic News and the Chinese News.</li> <li>A story was filmed to feature the Auburn Botanic Gardens on Gardening Australia, this is anticipated to air during August 2020.</li> <li>The Auburn Fauna Park received visits from the Australian National Rugby Union team.</li> <li>Council completed installing a new irrigation system for Auburn Botanic Gardens.</li> <li>The Nocturnal House at Central Gardens is now open and operational for use.</li> </ul>
Issues and Setbacks	<ul style="list-style-type: none"> <li>Restrictions on the use of contractors which is mainly due to budget constraints.</li> <li>Issues with unbooked weddings at Holroyd Gardens and Brickworks.</li> <li>Some security issues with unruly members of the public at Central Gardens.</li> </ul>

#### SERVICE PERFORMANCE MEASURES

Performance Measure	Result Q1
Percentage of Strategic Open Space Planning projects completed within the specified time and budget.	Nil in quarter 1.
Percentage of Plans of Management reviewed by review date.	Two Plans of Management reviewed. 50% completed.
Percentage of Capital works and Park Renewal projects completed within the specified time and budget.	Total project completed: 20%.
Number of organisational and network meetings attended.	Attended one meeting for Parramatta River Catchment Group.
Amount of grant funding received annually for parks and recreation projects.	Total Awarded: \$25,000 received for the part time Biosecurity Officer position.
Percentage increase in seasonal occupancy rates at sportsgrounds.	Change over in park usage from winter to summer season. Seasonal sports field occupancy: 95/124 or 77% capacity use.
Number of Council Representatives at sports club and local park committee meetings.	Five Local Park Committee Induction meetings held. Six Supporting Club meetings.
Number of Sports Forum and Recreation and Sport Advisory Panel (RSAP) meetings held.	One Sport Forum held in August 2019. Recreation and Sport Advisory Panel meeting was postponed.
Number of work orders received and completed.	670 work orders received. 554 work orders completed.








### 3. PARKS AND RECREATION (CONTINUED)

#### KEY PROJECTS

Key Project	Responsible Officer	Project Status Update	Status
Develop a Cumberland Open Space and Recreation Strategy	Director Works and Infrastructure	Council has finalised the Draft Open Space and Recreation Strategy Report. A Councillor Briefing and report is scheduled for October 2019.	
Deliver Wyatt Park Plan of Management	Director Works and Infrastructure	Council has completed the Native Title Assessment and the Draft Wyatt Park Plan of Management, in relation to the Crown Lands Management Act 2016. Council is preparing for a Councillor Briefing and a report that is scheduled for October 2019.	
Complete Granville Park Pavilion and playing surface renewal works	Director Works and Infrastructure	The design work for the Granville Park Pavilion is completed. The tender was advertised with a tender report due to Council and construction is scheduled to commence in early 2020.	
Commence a Parks Plan of Management Review Program	Director Works and Infrastructure	The Plan of Management Review is near completion. Council has completed the strategy outlining priorities and has included a standard template.	
Improve customer satisfaction in open space provision and presentation	Director Works and Infrastructure	Council has identified the parameters to improve customer satisfaction in open space provision and is working towards developing a scope for the annual Parks Customer Satisfaction Survey.	
Develop a Cumberland Synthetic Surfaces Plan	Director Works and Infrastructure	Council has received the Draft Synthetic Surface Plan Strategy from the Consultant. Internal reviews and minor adjustments have been completed.	
Deliver a Play Space Infrastructure Plan	Director Works and Infrastructure	Council has completed the playground asset and condition review and mapping however the scope and budget have been reduced from the original brief and will now be managed internally by Council. Community engagement for the project is expected to commence in quarter 2.	
Deliver a range of asset and capital projects for parks and sportsgrounds, inclusive of shade structures, seating, picnic settings, fencing, lighting, cricket wickets and hard courts	Director Works and Infrastructure	Council completed 20 SRV projects during quarter 1.	
Prospect Hill Lookout and Access	Director Works and Infrastructure	Council lodged an application with Heritage NSW and the feedback received raised several issues with the project which will now be investigated by Council.	
Delivery of irrigation to Woodville Golf Course	Director Works and Infrastructure	Council has completed 25% of the irrigation works for Woodville Golf Course. A further 65% is expected to be completed by the end of November, 2019.	
Develop a plan for the upgrade of all public amenity blocks in Cumberland	Director Works and Infrastructure	This project was scheduled for a future year of the Delivery Program but due to resourcing constraints and updated priorities, the project will no longer take place.	

### 3. PARKS AND RECREATION (CONTINUED)

#### KEY PROJECTS (CONTINUED)

Key Project	Responsible Officer	Project Status Update	Status
Develop a Sports Facilities Plan	Director Works and Infrastructure	The project was delayed due to resourcing issues including the requirement for a responsible officer to be assigned and the scope of the project to be confirmed.	
Develop service specifications for all open space maintenance services	Director Works and Infrastructure	Council has engaged a consultant to undertake service reviews. The service specifications for all open space maintenance are being developed in line with this process.	
Commence a Sportsground Plan of Management Review Program	Director Works and Infrastructure	The Plan of Management Preparation Strategy has been completed, outlining the priorities for Cumberland's sporting grounds. Council is scheduled to complete the Crown Land Plans of Management including the Wyatt Park. Projects within the 2019/20 period has not yet been assigned an Officer. Once an Officer is allocated to the project, Council will begin to establish a Generic Sportsground Plan of Management.	
Deliver an Urban Tree Strategy	Director Works and Infrastructure	A working party has been formed and a project inception meeting was held in September, 2019. A Request for Tender for a tree survey of 14 town centres was prepared and sent out to five consultants during September, 2019. Two Responses were received. Development of the Strategy is ongoing.	
Implementation of Park Management Plan	Director Works and Infrastructure	The project was delayed due to resourcing issues including the requirement for a responsible officer to be assigned and the scope and strategic planning priorities of the project to be confirmed.	
Park Development Plan - Bike Plan	Director Works and Infrastructure	The project was delayed due to resourcing issues including the requirement for a responsible officer to be assigned and the scope and strategic planning priorities of the project to be confirmed.	
Deliver a Youth Recreation Facilities Strategy	Director Works and Infrastructure	This project was scheduled for a future year of the Delivery Program but due to resourcing constraints and updated priorities, the project will no longer take place.	

## 4. ENVIRONMENTAL PROGRAMS


### SERVICE AREA STATUS UPDATE

Key Achievements and Highlights	<ul style="list-style-type: none"> <li>The Biodiversity Strategy and Environmental Framework was adopted by Council.</li> <li>The Tree Giveaway Program continued with 1,000 plants given away this quarter.</li> <li>Two community environmental workshops were held this quarter, with 40 participants in attendance.</li> <li>National Tree Day was hosted at Lytton Street Park, Wentworthville, with 322 registered participants attending and 3,000 plants being planted.</li> <li>Environmental awareness and the Native Bee Hive Program were promoted at three events, including Rookwood Cemetery Open Day, Cherry Blossom Garden Day and Fun 4 Kids.</li> <li>Energy and water efficiency measures at Council continued, with the implementation of a solar audit across Cumberland assets and Power Factor Correction at Ruth Everuss Aquatic Centre and Merrylands Library.</li> <li>A research project to benchmark urban heat in Cumberland was completed, in partnership with Western Sydney University, with a report on the results drafted.</li> </ul>
Issues and Setbacks	<ul style="list-style-type: none"> <li>Native beehives were not distributed this quarter as the bees have a reduced capacity of survival during the winter months. This will recommence in warmer months.</li> </ul>

### SERVICE PERFORMANCE MEASURES

Performance Measure	Result Q1
Number of Community Environmental Workshops held	Two community workshops were held with 40 participants.
Number of new trees planted in public places	150
Number of trees given to Cumberland residents at tree giveaway events.	1,000 native trees and plants were given away at Council's Cherry Blossom Festival during Garden Day.
Number of native beehives distributed to residents	There was no native beehives distributed to residents this quarter as hives cannot be distributed during the winter season. The program continues in quarter 2.
Environmental programs developed and implemented	Priority 1 actions from the Energy Savings Action Plan and Water Efficiency Plan has commenced.




### KEY PROJECTS

Key Project	Responsible Officer	Project Status Update	Status
Develop and implement Environmental Management Framework	Director Environment and Planning	The Environmental Management Framework was adopted by Council in July 2019 and implementation is underway.	



#### 4. ENVIRONMENTAL PROGRAMS (CONTINUED)

##### KEY PROJECTS (CONTINUED)

Key Project	Responsible Officer	Project Status Update	Status
Develop and implement a Biodiversity Strategy and Action Plan	Director Environment and Planning	The Biodiversity Strategy was adopted Council in July 2019 and implementation is underway.	
Develop an Asbestos Management Plan	Director Environment and Planning	Work is underway to develop a Draft Asbestos Management Plan for consideration by Council.	
Develop a sustainability strategy	Director Environment and Planning	Initial works are underway to develop the Draft Sustainability Strategy.	



National Tree Day



## 5. HOUSEHOLD WASTE AND RECYCLING

### SERVICE AREA STATUS UPDATE



Key Achievements and Highlights	<ul style="list-style-type: none"> <li>A three year regional contract was commenced with Resource Recovery Australia for the household collection of E-waste and problem wastes. This service titled 'Mobile Community Recycling Service' is a partnership with the City of Parramatta and Blacktown City Councils.</li> <li>Council was successful in receiving a \$20,000 grant from the Environmental Protection Authority for the promotion of the Mobile Community Recycling Service.</li> <li>A total of 1,764 community members participated in 42 local events and/or workshops which provided material about household waste reduction and recovery, as well as information about Council's waste services.</li> <li>Council, in collaboration with the Western Sydney RID squad, carried out the Spring Blitz Campaign which targeted known illegal dumping hotspot zones across the Cumberland area.</li> <li>Residents can now use the Online Waste App to book a Clean-up collection service, get advice on what Council will collect and to report illegal dumping.</li> <li>The Resource Recovery Engagement Officers have audited and provided engagement to over 550 households, in addition to engaging 38 managing agent organisations across the region.</li> </ul>
Issues and Setbacks	<ul style="list-style-type: none"> <li>Nil this quarter.</li> </ul>

### SERVICE PERFORMANCE MEASURES

Performance Measure	Result Q1
Percentage of waste diverted from landfill.	31%
Percentage of illegal dumping incidents reported that are investigated and/or collected.	100%
Number of bookings for the Asbestos Collection Program.	7 bookings
Tonnes collected from bookings for the Asbestos Collection Program.	0.22 tonnes
Number of Mobile Problem Waste Collection bookings.	1,086 bookings
Number of Waste Education workshops and events held.	42 waste education workshops and events
Number of people attending Waste Education workshops and events.	1,764 attendees

## 5. HOUSEHOLD WASTE AND RECYCLING (CONTINUED)

### KEY PROJECTS

Key Project	Responsible Officer	Project Status Update	Status
Release Council's Residential Waste App for mobile devices	Director Environment and Planning	Council's residential waste app has been released and residents can now report illegal dumping or book a Council clean-up on their PC or mobile device.	
Explore the viability of enhancing Council's Waste Drop Off Services	Director Environment and Planning	Council has investigated a range of options relating to enhancing Council's waste drop off services.	



Children's activities at Council Events

## 6. CHILDREN'S SERVICES

### SERVICE AREA STATUS UPDATE



Key Achievements and Highlights	<ul style="list-style-type: none"> <li>• The Draft Cumberland Children and Families Strategy was developed.</li> <li>• Two recreation officers joined the Children and Youth Development Team.</li> <li>• Children's Services hosted the first 'Child Protection in a Local Government Setting' Forum at the Holroyd Centre during Child Protection Week. A total of 74 attendees participated across 32 NSW Councils and key speakers made presentations on the importance of embedding a child protection framework at Councils' and the Royal Commission findings into Institutional Child Sexual Abuse.</li> <li>• The September Cumberland Educator's United Forum was attended by 46 participants from a range of education and care services, peak bodies and local services who support children and families in the community.</li> <li>• Children's Services delivered the July School Holiday Program, which included the nine programs provided by the Youth Team, attended by over 70 young people. In total, 89% of young people surveyed indicated they had gained new skills and knowledge from attending these programs.</li> <li>• Wenty Children's Centre celebrated 30 years of providing quality education and care to local young families for the Cumberland area.</li> <li>• Four partners from the Cumberland Youth Interagency were successful in receiving \$36,062 in grant funding for the Cumberland Respectful, Healthy and Resilient School Students' project.</li> <li>• Six Educators and four staff from Council's Family Day Care Scheme have been nominated under the Family Day Care Australia Excellence in the Family Day Care Awards. The Excellence in Family Day Care Awards recognises the amazing work done by Educators, Coordinators and services in the family day care sector to deliver high quality early childhood education and care to children across Australia.</li> <li>• The Bush School was nominated under the 'My Community' Project Scheme which is a NSW Government scheme that allows residents to nominate programs in consultation with organisations for initiatives they see as worthwhile in their local area.</li> </ul>
Issues and Setbacks	<ul style="list-style-type: none"> <li>• Children's Services final budget position led to significant cost-cutting and returning to essential purchasing and business only.</li> <li>• Implementation of the new structure and the employment chill has seen vacancies within the Youth Team leading to challenges with making progress on the Youth Strategy implementation as is evident in the mid-way report.</li> <li>• Children and Youth Development were unsuccessful in two grant applications through ClubGrants for:             <ol style="list-style-type: none"> <li>1. Paint Cumberland ReAD</li> <li>2. Childcare fees for children not eligible for Centrelink fee subsidies due to their asylum seeker status.</li> </ol> </li> <li>• The Inclusion Support role on hold due to recruitment chill, despite their being an increase of number of children enrolled with an additional need services across the Cumberland area.</li> </ul>

## 6. CHILDREN'S SERVICES (CONTINUED)

### SERVICE PERFORMANCE MEASURES



Performance Measure	Result Q1
Percentage of Children's Services operating at "meeting or exceeding" the National Quality Standards.	100%
Number of Programs on cultural awareness and competence specific to children and families and number of participants.	As part of the Synergy of Communities project, Council's Children's Project Officer supported: - 12 parents of asylum seeker, refugee or migrant background - 15 children through two groups at Guildford and Granville.
Number of networking and information sessions and number of families attending.	Eight sessions were held by the Children's Services team with 171 families attending one or more sessions.
Number of children transitioning to school.	245
Number of programs providing resources, support, education and care services for families with additional needs and number of families and children supported.	There are currently 52 children with additional needs enrolled in Council's education and care services with six programs provided by Children's Service. Nil services provided from the Inclusion Support Facilitator. Nil service visits provided.
Number of Registered Family Day Care (FDC) Educators in comparison to number of children.	42 Family Day Care Educators. 235 children in Family Day Care.
Utilisation of available childcare spots across all centres: Long Day Care utilisation Before School Care utilisation - 60 students Before School Care utilisation - 120 students After School Care utilisation - 60 students After School Care utilisation - 120 students School Holiday Program utilisation - 60 students School Holiday Program utilisation - 120 students Family Day Care utilisation - Equivalent Full Time Occasional Care - Hours	Long Day Care 100% Before School Care (60) 49.53% Before School Care (120) 24.76% After School Care (60) 81.88% After School Care (120) 40.94% School Holiday Care (60) 77.20% School Holiday care (120) 38.60% Family Day Care 123 Occasional Childcare 72.52%

### KEY PROJECTS

Key Project	Responsible Officer	Project Status Update	Status
Develop and deliver a Professional Development Program that targets specific areas of education and care	Director Community Development	Children's Services provided staff 24 professional development sessions with a total of 80 hours of training delivered to 337 participants across the quarter, with some staff participating in more than one session.	
Provide inclusive programs and activities that support the educational engagement of children and provide pathways into preschool.	Director Community Development	There are currently 52 children services with additional needs enrolled in Council's education and care and Council delivered six programs this quarter.	

## 6. CHILDREN'S SERVICES (CONTINUED)

### KEY PROJECTS (CONTINUED)

Key Project	Responsible Officer	Project Status Update	Status
Develop a Children and Family Strategy	Director Community Development	<p>Work continued on developing the Children and Family Strategy, including:</p> <ul style="list-style-type: none"> <li>The Draft Strategy was presented to Council on August, 2019 and this was followed by a 28 day public exhibition period.</li> <li>Council received eight submissions from: six members of the community; one KU Children's Services Sydney Metro West Inclusion Hub Pemulwuy; and one submission from Health Promotion, Western Sydney Local Health District.</li> <li>The strategy will be re-presented to Council for adoption in quarter two.</li> </ul>	
Lead the development and implementation of a best practice Child Protection Framework and training model.	Director Community Development	<p>During the development and implementation of the Child Protection Framework and training model, the following activities were undertaken:</p> <ul style="list-style-type: none"> <li>Finalised the Mandatory Reporter Guidelines and made it available to all staff</li> <li>Hosted the Local Government Setting Forum for 32 councils across NSW</li> <li>Shared Cumberland's child protection practices, progress and updates with Inner West and Parramatta Councils.</li> <li>The Children and Youth Development team commenced working with the Human Resources Team to redevelop the child protection on boarding e-learning module for all staff.</li> <li>Provided child protection information sessions to Sherwood Grange and Pemulwuy OOSH as well as at a Corporate Induction session.</li> <li>Continued to refine the Allegations Against Staff Process with the establishment of a Triage Team in consultation with Internal Ombudsman Shared Services.</li> </ul>	



## 7. URBAN PLANNING AND DEVELOPMENT




### SERVICE AREA STATUS UPDATE

Key Achievements and Highlights	<ul style="list-style-type: none"> <li>A planning proposal for the new Cumberland Local Environmental Plan has been submitted to the NSW Government for a gateway determination prior to public exhibition.</li> <li>A Voluntary Planning Agreement (VPA) for the Merrylands East neighbourhood centre has been executed. This VPA will deliver eight affordable housing units (dedicated to Council) and a 2,000 m<sup>2</sup> public park.</li> </ul>
Issues and Setbacks	<ul style="list-style-type: none"> <li>Nil this quarter.</li> </ul>

### SERVICE PERFORMANCE MEASURES

Performance Measure	Result Q1
Number of community consultation on urban planning proposals, agreements and policies.	Five
Average processing times for development applications.	113
Development applications proceed within 90 days	55%
Development applications processed within 40 days	23%



### KEY PROJECTS

Key Project	Responsible Officer	Project Status Update	Status
Finalise the Cumberland Development Contributions Plan for local infrastructure	Director Environment and Planning	Council resolved to place the Draft Cumberland Local Infrastructure Contribution Plan on public exhibition.	
Progress town centre and precinct review	Director Environment and Planning	Initial analysis is underway to adopt the Town Centre and Precinct Review.	
Develop new Cumberland LEP to implement studies and strategies (employment, residential, heritage and bushfire)	Director Environment and Planning	Council endorsed that the Planning Proposal for the new Cumberland LEP be submitted to the Department of Planning, Industry and Environment for Gateway Determination.	

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## 7. URBAN PLANNING AND DEVELOPMENT (CONTINUED)

### KEY PROJECTS (CONTINUED)

Key Project	Responsible Officer	Project Status Update	Status
Development Operations Program (including fire safety, external cladding, awning safety and swimming pools)	Director Environment and Planning	<p>Cladding: Guidelines relating to combustible cladding have been released and Council is partnering with the Cladding Taskforce, under the Better Regulation Division of the NSW Department of Customer Service.</p> <p>Fire Safety: Council is partnering with Fire &amp; Rescue NSW in relation to educational materials to advise residents of the fire safety issues associated with high-rise apartment living.</p> <p>Swimming Pools: Complaints of defective swimming pool barriers continue to be investigated as per statutory requirements under the Swimming Pools Act 1992.</p> <p>Awning safety: A letter and fact sheet have been distributed to relevant property owners regarding their obligations on awning safety.</p>	
Prepare Wentworthville Public Domain Upgrade Plan	Director Environment and Planning	The Draft Wentworthville Public Domain Plan is being finalised for consideration by Council.	



Monica Cologne, Executive Manager City Strategy with the Excellence in Leadership Award at the Local Government NSW Planning Awards.

## 8. REGULATORY PROGRAMS


### SERVICE AREA STATUS UPDATE

Key Achievements and Highlights	<ul style="list-style-type: none"> <li>Two food safety seminars were conducted for Council's child care centres.</li> <li>Council's Environmental Health staff attended the Cherry Blossom Festival and inspected all temporary food stalls during the event.</li> <li>The Council Food Safety E-Newsletter was circulated to all food businesses in the Cumberland area with each business receiving a food seminar survey to complete.</li> <li>Body and Dash Cameras are now fully installed and functional for staff in the Parking Patrol Team. This is likely to minimise potential threats and incidents that may endanger staff.</li> <li>Additional Environmental Protection Officers have now commenced in providing better resources to monitor regulatory activities across the Cumberland area.</li> </ul>
Issues and Setbacks	<ul style="list-style-type: none"> <li>Current vacancies within the Health and Environmental Protection unit is impacting on staff ability to undertake business activities to the required delivery standards.</li> </ul>

### SERVICE PERFORMANCE MEASURES

Performance Measure	Result Q1
Percentage of complaints about unauthorised building works responded to.	100%
Number of swimming pool inspections carried out.	32
Percentage of food premises inspected under Council's Food Surveillance Program.	25% of primary inspections completed year to date.
Percentage of skin penetration premises inspected under Council's Public Health Surveillance Program.	11% of primary inspections completed year to date.
Percentage of cooling towers inspected under the Legionella Surveillance Program.	0% of primary inspections completed year to date. Inspections under this program are conducted in quarter 2 and 3.

### KEY PROJECTS

Key Project	Responsible Officer	Project Status Update	Status
Develop the Cumberland Environmental Health Strategy	Director of Works and Infrastructure Director Environment and Planning	Council has completed the Draft Cumberland Environment Health Strategy. A Councillor Briefing is scheduled for November, 2019. Following the briefing a report will be submitted to Council.	

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## 9. LIBRARIES


### SERVICE AREA STATUS UPDATE

Key Achievements and Highlights	<ul style="list-style-type: none"> <li>The Library Services team provided Outreach engagement to commuters at rail train stations. A total of 200 commuters participated. Library staff spoke to train commuters about eCollections and how it can be used with their daily commute travels.</li> <li>Book Week was celebrated during August and a total of 3,853 students participated from over 10 schools.</li> <li>Health month was celebrated in the month of September with Library Staff providing a full range of programs, activities, information sessions and competitions for the community.</li> </ul>
Issues and Setbacks	<ul style="list-style-type: none"> <li>Increasing numbers of customers attending all locations and programs, and particularly extended hours at Wentworthville Library are stretching staff resources.</li> </ul>

### SERVICE PERFORMANCE MEASURES

Performance Measure	Result Q1
Public Library PC usage	38,052
WiFi own devices usage.	105,019
Number of new library memberships	3,338
Number of visitors to libraries.	265,532
Number of library loans.	192,555
Number of library programs delivered.	1,023
Number of attendees at library programs.	11,981




### KEY PROJECTS

Key Project	Responsible Officer	Project Status Update	Status
Granville Multipurpose Facility - Branch Library Component	Director Community Development	<p>The project is at construction stage.</p> <p>The branch library component with all Centre stakeholders and specifics of technical and special requirements are under operational review.</p>	



## 9. LIBRARIES (CONTINUED)

### KEY PROJECTS (CONTINUED)

Key Project	Responsible Officer	Project Status Update	Status
Library Digital Literacy Programs	Director Community Development	The Tech Savvy Seniors Programs were extended into a number of languages and the Tax Assistance Program was added to Library Services to assist the community with their digital literacy.	
Library procedures and operations review	Director Community Development	Reviews of branch libraries spaces and collections has commenced. A number of customer-focused procedures were reviewed and updated.	
Harmonisation of Library Opening Hours	Director Community Development	Extended hours have been in place at the Wentworthville Library for over six months. A current review has taken place on the effects of extended hours with other locations. As a result, there is a proposal for morning opening hours at all branches to be harmonised that Library Services has been working towards. A Report is being prepared for Council in early 2020.	



National Science Week Talk at Merrylands Library



## 10. POOLS


### SERVICE AREA STATUS UPDATE

Key Achievements and Highlights	<ul style="list-style-type: none"> <li>Council completed the demolition and earthworks for the Wentworthville Memorial Swim Centre during September, 2019.</li> <li>The design works and documentation for Guildford Swim Centre has been completed.</li> </ul>
Issues and Setbacks	<ul style="list-style-type: none"> <li>Nil issues reported.</li> </ul>

### SERVICE PERFORMANCE MEASURES

Performance Measure	Result Q1
Number of attendees at Council's pools.	36,689 attendees
Subsidy per attendee at Council's pools.	\$7.49 per patron
Percentage water quality compliance with health regulations	100%
Number of attendees at Council's Learn-to-Swim program.	10,177 attendees
Number of workplace near misses and safety incidences reported at Council's Pools.	Nil reported

### KEY PROJECTS

Key Project	Responsible Officer	Project Status Update	Status
Modernisation of swim centres	Director Works and Infrastructure	<p>Council has completed an early works contract for demolition and earthworks for Wentworthville Memorial Swim Centre in September, 2019.</p> <p>Council is in progress with the construction for the Wentworthville Memorial Swim Centre. It is anticipated for a Council meeting on 6 November, 2019.</p> <p>Guildford Swim Centre has been designed and documented.</p>	

## 11. GOVERNANCE AND ADMINISTRATION

### SERVICE AREA STATUS UPDATE

<p>Key Achievements and Highlights</p>	<p>Audit and Risk:</p> <ul style="list-style-type: none"> <li>• Council has completed reviewing the Operational Risk Register and created an additional Risk Register, the Volunteer Register. This is to ensure Council maintains a consistent approach for identifying and controlling risks.</li> <li>• The Draft Risk Management Policy has been completed and presented to Council, and has received positive feedback.</li> <li>• Council has reduced the CGU Insurance Limited audit building recommendations from 37 to 10 outstanding items. This is rated green.</li> <li>• All outstanding Audit, Risk and Improvement Committee (ARIC) items reported in the August, 2019 meeting were completed prior to their due date.</li> <li>• Enterprise Risk Framework Internal Audit fieldwork conducted by Council.</li> <li>• Council has recruited a new Internal Audit Officer in September 2019.</li> </ul> <p>Customer Contact:</p> <ul style="list-style-type: none"> <li>• Cumberland's Customer Experience Team was listed as a finalist in the 2019 National Customer Service Excellence Awards.</li> <li>• Council received positive results for the Annual Customer Satisfaction Survey which showed an increase in satisfaction with Council's frontline staff.</li> </ul> <p>Governance and Risk:</p> <ul style="list-style-type: none"> <li>• Council elected a new Mayor Steve Christou and Deputy Mayor Eddy Sarkis, at the Extraordinary Council meeting dated 25 September, 2019.</li> <li>• Council has completed the Councillor Professional Development Program.</li> <li>• Staff have been trained on the new Code of Conduct.</li> <li>• Council has completed all the Annual Disclosure of Interest Returns; Secondary Employment Declarations; and Key Management Personnel Declarations.</li> <li>• Council received resolution to engage NSW Electoral Commission for the 2020 Cumberland Council Elections.</li> <li>• The Internal Ombudsman Shared Services (IOSS) has been appointed for a further 3 years from 1 July 2020.</li> </ul> <p>People and Performance:</p> <ul style="list-style-type: none"> <li>• Stage 1 of the Harmonisation of Salary and Working Conditions project was completed.</li> </ul> <p>Property:</p> <ul style="list-style-type: none"> <li>• The Property team executed six new leases and licences, with another eight leases and licences awaiting execution.</li> </ul> <p>Procurement:</p> <ul style="list-style-type: none"> <li>• The Procurement Team implemented a RFx Platform called eProcure. This has allowed local businesses to register online and for staff to seek competitive quotations.</li> </ul> <p>The following documents were adopted by Council during:</p> <ul style="list-style-type: none"> <li>• Emergency Relief Guidelines</li> <li>• Community Grants and Donations Policy</li> <li>• Sister City and Friendship City Policy</li> <li>• Mobile Food Vending Vehicle Policy</li> <li>• Charity Collection Bin Policy</li> </ul>
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## 11. GOVERNANCE AND ADMINISTRATION (CONTINUED)


### SERVICE AREA STATUS UPDATE (CONTINUED)

Key Achievements and Highlights	<ul style="list-style-type: none"> <li>• Cumberland Biodiversity Strategy 2019</li> <li>• Environmental Management Framework 2019</li> <li>• Design Excellence Panel Policy</li> <li>• Large Display Advertising Policy</li> <li>• Investment Policy</li> <li>• Verge Mowing Policy</li> <li>• Cumberland Community Facilities Strategy 2019-2029</li> </ul>
Issues and Setbacks	<p>Audit and Risk:</p> <ul style="list-style-type: none"> <li>• Internal Auditor Liaison Officer resigned in July 2019 and left prior to the August and September ARIC meetings.</li> </ul>

### SERVICE PERFORMANCE MEASURES










Performance Measure	Result Q1
Percentage of compliance with Office of Local Government statutory reporting.	100%
Percentage of Access to Information Applications (GIPA Act) completed within timeframe.	100%
Percentage of Internal Audit recommendations implemented within due date.	N/A for quarter 1
Percentage of Customer Calls answered in 60 seconds on average.	83.6%
Percentage of Customer Service counter service enquires attended to within three minutes.	2 minutes and 44 seconds
Customer contact average wait times.	43 seconds
Percentage of Abandoned calls (Abandonment Rate).	3.7%
Percentage of Tier one Complaints resolved within 15 days.	100%
Percentage of business papers and meeting minutes published on time.	100%
Percentage of compliance with Integrated Planning & Reporting legislative requirements.	100%
Percentage of Council meetings livestreamed and widely accessible to public.	100%

### KEY PROJECTS

Key Project	Responsible Officer	Project Status Update	Status
Develop an ongoing Councillor Professional Development Program	Director Finance and Governance	Council has developed and finalised the Councillor Professional Development Programs for all Councillors this Council Term.	





## 11. GOVERNANCE AND ADMINISTRATION (CONTINUED)

### KEY PROJECTS (CONTINUED)

Key Project	Responsible Officer	Project Status Update	Status
Develop a robust governance framework underpinned by principles of transparency and accountability	Director Finance and Governance	The Governance Team is currently in the process of developing a Governance Framework document which will demonstrate the linkages between Council's Code of Conduct and respective Policies.	
Implement dedicated rolling community engagement programs that create an ongoing conversation between Council and the community	Director Community Development	Community Engagement Program commenced. Includes Have Your Say projects, Community Pop Ups and Meet Your Councillor opportunities identified across calendar year.	
Link developed between Council's Integrated Planning and Reporting website and the data systems Council uses for performance reporting.	Director People and Performance	Work will begin on this project when the PPGLS T1 module is operating as the central performance reporting database for Council, expecting during the 2019-20 year.	
Conduct an extensive community engagement program to underpin the development of the End of Term Report and inform the four - yearly review of the Community Strategic Plan	Director People and Performance	Planning for this community engagement project has begun and will continue through quarter 2. The actual engagement will take place through quarter 4 and the next financial year in preparation for the End of Term Report and the Cumberland Community Strategic Plan 2017-27 review which will be triggered by the next election.	
Undertake and report an annual Community Satisfaction Survey to measure our progress towards the community vision in the Community Strategic Plan	Director People and Performance	This project is complete. The Community Satisfaction Survey was completed for 2019, with overall satisfaction of Council increasing. 88% of residents are now at least somewhat satisfied with the overall performance of Council, the best result ever achieved for Cumberland Council.	
Develop and implement the Think Local, Buy Local Program	Director Finance and Governance	Council has procured an RFx platform called eProcure. This will provide greater access to local businesses to register their details online and will provide staff with an opportunity to obtain competitive quotations.	
Investigate joint purchase opportunities with neighbouring councils	Director Finance and Governance	Council has established a Western Sydney Procurement Focus Group with Blacktown, Fairfield, Liverpool, Parramatta and Penrith Councils. Council has scheduled for the first planning day to occur on 22 October 2019. The purpose of the meeting is to discuss opportunities on how to collaborate with neighbouring Council in relation to joint purchases.	
Undertake an annual Customer Satisfaction Survey in conjunction with other feedback to measure Council's progress in delivering excellent customer experience outcomes	Director People and Performance	Council has completed the annual Customer Satisfaction Survey and received positive results. The Mystery Shopper results showed an increased in satisfaction with Council's frontline services. Council is currently completing the Voice of the Customer Report.	
Provide new and improved customer online services through the delivery of an online Customer Portal platform, including a fully integrated Customer Request Management (CRM) system	Director Finance and Governance	The fully integrated Customer Request Management System is currently underway and will be delivered in quarter 2. This will be part of Phase Two, the TechnologyOne implementation project.	

## 11. GOVERNANCE AND ADMINISTRATION (CONTINUED)

### KEY PROJECTS (CONTINUED)

Key Project	Responsible Officer	Project Status Update	Status
Develop and commence a Quality Assurance Program for Council's Customer Service Team	Director People and Performance	Council has developed a Quality Assurance Program for Customer Service staff. This is scheduled to commence in quarter 3, 2019-20 and after TechOne Go Live.	
Auburn Civic Centre Rectification	Director of Works and Infrastructure	The project is underway to be completed by late January 2020, with 40% of the works being completed to date.	
Develop and commence implementation of a Customer Experience Strategy, setting Council's setting Council's Customer experience focus for 5 years	Director People and Performance	<p>The project is underway with the following activities undertaken:</p> <ul style="list-style-type: none"> <li>• Developed and prepared the Annual Voice of Customer Report for Council.</li> <li>• Developed a reporting framework that identified a set of standard service levels for Council.</li> <li>• Provided additional self-service options, including online forms and functionality.</li> <li>• Participated in the external benchmarking programs to monitor Council's progress against the industry.</li> </ul>	
Implement a Sponsorship Policy and Program to govern incoming and outgoing sponsorship	Director Community Development	<p>Outgoing Sponsorship:</p> <p>Total of \$50,000: Two applications received for \$25,000 each.</p> <p>Incoming Sponsorship:</p> <p>There has been a total pool for \$33,500 in monetary sponsorship received and committed to Council in 2019/20 in support of Council's community events.</p>	



## 12. COMMUNITY FACILITIES AND PROPERTY


### SERVICE AREA STATUS UPDATE

Key Achievements and Highlights	<ul style="list-style-type: none"> <li>Council adopted the Large Display Commercial Advertising Policy which governs commercial billboard advertising and, outlines when and where it is appropriate to advertise. Council commenced the tender process for large billboard advertising. The revenue generated from these advertising opportunities will be invested into the Cumberland community for improvements to its existing services and facilities.</li> <li>Council has successfully acquired 44 Killeen Street, Auburn for future expansion and upgraded Progress Park and 72 Edgar Street, Auburn for future expansion of playing fields as part of the Webs Avenue Playing Fields Master Plan. These properties were acquired in accordance with Council's strategy to provide additional local public open space for the community.</li> <li>Construction has commenced for the Granville Multipurpose Community Facility.</li> </ul>
Issues and Setbacks	<ul style="list-style-type: none"> <li>Issues with the bookings processes are being addressed. There are overlapping areas of responsibility where there is no clear delineation of roles and functions between, bookings, property and recreation facilities. These processes are now being reviewed to ensure the Booking Team is working within their scope of responsibilities.</li> </ul>

### SERVICE PERFORMANCE MEASURES




Performance Measure	Result Q1
Number of Customer Request Management Systems CRMs received	972
Number of Customer Request Management System CRMs completed	100%
Community Satisfaction levels met for all Council Community centres and facilities	Will be reported in Q2 when the Community Satisfaction Report is received.
Booking enquiries for all Council community centres and facilities	9,753 emails 976 calls
Percentage of Capital Works and Building Renewal Projects completed within the specified time and budget	21% of capital work projects completed. One Building Renewal Project completed.
Percentage of Service Contracts renewed and up to date	100% of service contracts reviewed.

### KEY PROJECTS

Key Project	Responsible Officer	Project Status Update	Status
Design and construction of amenities and grandstand at C V Kelly Park	Director Works and Infrastructure	This project was scheduled for a future year of the Delivery Program but due to resourcing constraints and updated priorities, the project will no longer take place.	

## 12. COMMUNITY FACILITIES AND PROPERTY (CONTINUED)

### KEY PROJECTS (CONTINUED)

Key Project	Responsible Officer	Project Status Update	Status
Develop Property Strategy	Director Finance and Governance	<p>Council has developed the Draft Property Strategy which will be presented to Council's Executive Team for consideration. The Draft Property Strategy seeks to:</p> <ul style="list-style-type: none"> <li>• Provide a direction for Council with its strategic property holdings.</li> <li>• Create an alignment with Council's delivery of Services and the Cumberland Community Strategic Plan 2017-27.</li> <li>• Ensure Council's property holdings are achieving optimal usage and utilisation.</li> </ul>	
Deliver the Granville Multipurpose Community Facility	Director Community Development	<p>The Construction Certificates for the project and works associated with Memorial Drive, Granville have been issued. Works commenced on-site on 19 July 2019 and the demolition of the redundant buildings, enabling works associated with the temporary access to the Granville Memorial Swimming Centre, initial decontamination works and heritage investigation works have been completed. Bulk earthworks have also been completed and the first major concrete slab has been poured.</p>	
Establish the Guildford Community Centre's 'one-stop-shop' facility	Director Community Development	<p>Since the one-stop shop management model's introduction to the Centre, there has been an increase of regular hirers and casual hire as well as new programs operating from the Centre.</p> <p>A revised DA has been developed to extend the use and hours of operation as well as implementation of new signage to improve way finding.</p>	



Quarter 1 Performance Report: JULY - SEPTEMBER 2019

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 Cumberland Council Sydney

DOCUMENTS  
ASSOCIATED WITH  
REPORT C11/19-281

Attachment 2  
Quarter 1 Financial Analysis





# Cumberland Council

## FORECAST FOR SEPTEMBER 30, 2019

Report from Director Finance and Governance

### Summary:

The attached Quarterly Budget Review Statement (QBRs) refers to the period ended 30 September 2019. The QBRs indicate that Council's financial position is satisfactory for the actual year-to-date income and expenditure, as well as the original and proposed revised estimates of income and expenditure for the year.

### Report:

Clause 203(2) of the Local Government (General) Regulation 2005 (the Regulation) requires that Council's Responsible Accounting Officer prepare and submit a Quarterly Budget Review Statement (QBRs) that shows, by reference to the estimate of income and expenditure set out in the Operational Plan adopted by Council for the relevant year, a revised estimate of the income and expenditure for that year.

The QBRs, compiled for information of Council and the Community, provides a summary of Council's financial position at the end of each quarter as to its progress against both the original Operational Plan and the last revised budget, as well as any recommended revisions identified as part of the budget review process.

The Operational Plan profit has decreased from the approved budget surplus of \$2.08m to a surplus of \$0.509m, excluding capital income, as per below table.

Report	Current Budget 000s	Revised Budget 000s	Budget Movements 000s
Operating Income	205,017	202,672	(2,345)
Capital Income	18,567	12,710	(5,857)
<b>Total Revenue</b>	<b>223,584</b>	<b>215,382</b>	<b>(8,202)</b>
Operating Expenses	202,937	202,164	(773)
<b>Net Operating Result from Continuing Operations</b>	<b>20,647</b>	<b>13,218</b>	<b>(7,428)</b>
Net Operating Result before Capital Items	2,080	509	(1,571)

Significant material Operational Plan revisions arising in the March 2019 quarter forecast are as follows:

#### Increases to Surplus Total identified savings/increased income:

- \$1.06m additional income from operating grants.
- \$0.72m decrease in employee costs.
- \$0.24m decrease in other operating expenditure.
- \$0.8m decrease in expenditure on asset maintenance contractors.

#### Decreases to Surplus Total identified below:

- \$0.15m reduction in rates and annual charges revenue.

- \$1.3m reduction in user charges relating to childcare fees.
- \$0.7m reduction in user charges relating to road restorations.
- \$0.6m reduction in user charges relating to development applications.
- \$0.7m reduction in investment interest revenue.
- \$1.3m increase in waste tipping charges.

The projected total capital expenditure has increased by \$1.5m mainly attributable to the following:

- Increase in budget allocation for Woodville reserve projects (\$4m)
- Increase in budget allocation for Granville Multipurpose Centre from unspent amounts in 2018/19 and reallocation within stronger communities program (\$3.8m).
- Increase in budget allocation for Central Gardens All Abilities from unspent amounts in 2018/19 and reallocation within stronger communities program (\$1.3m).
- Additional allocation towards Gipps Road remediation works (\$1.0m)
- Deferral of funds towards the Swim Centre upgrade program (\$6.6m)
- Reduction in general roads program (\$2.5m).
- Deferral of funds for the Granville Stadium upgrade (\$3.5m)
- Reduction in s7.11 funded building works (\$1.6m).

The projected Cash and Investments position of \$118m has decreased by \$1.8m as a result of the reduction in Council's operating surplus and increase in capital expenditure. The decrease in estimates has decreased council's unallocated cash balance by \$2.9m.

**Conclusion:**

As at the end of the first quarter, Council's year-end projected financial position remains satisfactory. The estimated net operating result before capital is projected to finish the year with a surplus of \$0.5m.

**Consultation:**

There are no consultation processes for Council associated with this report.

**Financial Implications:**

The only financial implication of this report is a decrease in cash of \$1.8m which will have a negative impact to the budget.

**Policy Implications:**

There are no policy implications for Council associated with this report.

**Communication / Publications:**

There are no communication / publications / implications for Council associated with this report.

DOCUMENTS  
ASSOCIATED WITH  
REPORT C11/19-281

Attachment 3  
QBRS 2019/20 Quarter 1



## Cumberland Council

**Quarterly Budget Review Statement**  
for the period 01/07/19 to 30/09/19

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Cumberland Council

**Quarterly Budget Review Statement**  
for the period 01/07/19 to 30/09/19**Report by Responsible Accounting Officer**

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2005:

30 September 2019

It is my opinion that the Quarterly Budget Review Statement for Cumberland Council for the quarter ended 31/3/19 indicates that Council's projected financial position at 30/6/19 will be satisfactory at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

**Signed:** \_\_\_\_\_**date:**Richard Sheridan  
Responsible Accounting Officer

Cumberland Council

**Quarterly Budget Review Statement**  
for the period 01/07/19 to 30/09/19

**Income & Expenses Budget Review Statement**

Budget review for the quarter ended 30 September 2019

**Income & Expenses - Council Consolidated**

(\$000's)	Original Budget 2019/20	Approved Changes					Revised Forecast 2019/20	Variations for this Sep Qtr	Notes	Projected Year End Result	Actual figures
		Carry Forwards*	Other than by QBRs**	Sep QBRs	Dec QBRs	Mar QBRs					
<b>Income</b>											
Rates and Annual Charges	134,167						134,167	151	1	134,319	132,901
User Charges and Fees	30,797						30,797	(2,076)	2	28,721	8,507
Interest and Investment Revenues	4,977						4,977	(694)		4,284	1,025
Other Revenues	12,394						12,394	(805)		11,590	2,300
Grants & Contributions - Operating	21,431						21,431	1,063	3	22,494	3,800
Grants & Contributions - Capital	18,567						18,567	(5,857)	4	12,710	3,287
Net gain from disposal of assets	550						550	215		765	92
Share of Interests in Joint Ventures	700						700	(200)		500	-
<b>Total Income from Continuing Operations</b>	<b>223,584</b>	-	-	-	-	-	<b>223,584</b>	<b>(8,202)</b>		<b>215,382</b>	<b>151,911</b>
<b>Expenses</b>											
Employee Costs	88,661						88,661	(719)	5	87,942	20,859
Borrowing Costs	1,425						1,425	(253)		1,172	268
Materials & Contracts	55,880						55,880	442	6	56,322	12,894
Depreciation	32,320						32,320	-		32,320	8,271
Other Expenses	24,651						24,651	(244)	7	24,407	7,237
<b>Total Expenses from Continuing Operations</b>	<b>202,937</b>	-	-	-	-	-	<b>202,937</b>	<b>(773)</b>		<b>202,164</b>	<b>49,529</b>
<b>Net Operating Result from Continuing Operations</b>	<b>20,647</b>	-	-	-	-	-	<b>20,647</b>	<b>(7,428)</b>		<b>13,218</b>	<b>102,382</b>
Discontinued Operations - Surplus/(Deficit)	-						-			-	
<b>Net Operating Result from All Operations</b>	<b>20,647</b>	-	-	-	-	-	<b>20,647</b>	<b>(7,428)</b>		<b>13,218</b>	<b>102,382</b>
<b>Net Operating Result before Capital Items</b>	<b>2,080</b>	-	-	-	-	-	<b>2,080</b>	<b>(1,571)</b>		<b>509</b>	<b>99,096</b>
<b>Recurring Net Operating Result before Capital Items</b>	<b>2,080</b>									<b>509</b>	<b>99,096</b>

This statement forms part of Council's Quarterly Budget Review Statement (QBRs) for the quarter ended 31/03/2019 and should be read in conjunction with the total QBRs report

Cumberland Council

**Quarterly Budget Review Statement**  
for the period 01/07/19 to 30/09/19

**Income & Expenses Budget Review Statement**  
**Recommended changes to revised budget**

Budget Variations being recommended include the following material items:

**Notes Details**

1	Forecast reduction in rates & annual charges - \$151k.
2	Forecast reduction in user charges of \$2.08m was mainly attributable to a reduction of childcare fees of \$1.27m, development income of \$587k and road restoration income of \$725k.
3	Forecast reduction in investment interest revenue - \$694k, due to falling interest rates and cash balance.
4	Forecast reduction in other revenue of \$805k was mainly attributable to a reduction of property leasing income of \$426k, and fine revenue of \$276k.
5	Forecast increase in Operating Grants of \$1.06m was mainly attributable to a reallocation of Statecover contribution from other revenue of \$334k and increases in grants for Environment Management (\$361k) and childcare subsidy (\$181k).
6	Forecast reduction of \$5.86m in Capital Grants and Contributions was attributable to \$7.11 developer contributions due to lower level of development.
7	Employee costs have decreased by \$719k, due to Council reducing the number of management roles through a restructure of the organisation.
8	Materials & Contracts have increased by \$442k. Increase are mainly attributable to increase in waste tipping charges \$1.3m, offset by reductions in asset maintenance contractors of \$771k.

Cumberland Council

**Quarterly Budget Review Statement**  
for the period 01/07/19 to 30/09/19

**Capital Budget Review Statement**

Budget review for the quarter ended 30 September 2019

**Capital Budget - Council Consolidated**

(\$000's)	Original Budget 2019/20	Approved Changes					Revised Budget 2019/20	Variations for this Sep Qtr	Notes	Projected Year End Result	Actual YTD figures
		Carry Forwards	Other than by QBRS	Sep QBRS	Dec QBRS	Mar QBRS					
<b>Capital Expenditure</b>											
<i>New Assets</i>											
- Plant & Equipment	2,400						2,400	(900)		1,500	-
- Land & Buildings	12,462						12,462	2,084		14,546	2,561
- Roads, Bridges, Footpaths	3,300						3,300	2,851		6,151	611
- Parks and Open Spaces	8,200						8,200	242	1	8,442	487
- StormWater Drainage	7,137						7,137	-		7,137	107
- Other	3,315						3,315	623	2	3,938	895
<i>Renewal Assets (Replacement)</i>											
- Plant & Equipment	-						-	-		-	-
- Land & Buildings	24,222						24,222	(6,109)	3	18,113	3,050
- Roads, Bridges, Footpaths	9,860						9,860	(1,999)	4	7,861	561
- Parks and Open Spaces	7,064						7,064	3,847	5	10,911	1,753
- Storm Water/ Drainage	1,750						1,750	887		2,637	345
- Other	-						-	-		-	-
<b>Total Capital Expenditure</b>	<b>79,710</b>	-	-	-	-	-	<b>79,710</b>	<b>1,527</b>		<b>81,236</b>	<b>10,371</b>
<b>Capital Funding</b>											
Rates & Other Untied Funding	29,956						29,956	1,376		31,332	2,917
Capital Grants & Contributions	14,828						14,828	(3,324)		11,504	5,877
Reserves:											
- External Resrtrictions/Reserves	2,407						2,407	1,851		4,258	77
- Internal Restrictions/Reserves	32,519						32,519	1,623		34,142	1,500
New Loans							-			-	-
Loan Repayment							-			-	-
Carryovers							-			-	-
<b>Total Capital Funding</b>	<b>79,710</b>	-	-	-	-	-	<b>79,710</b>	<b>1,526</b>		<b>81,236</b>	<b>10,371</b>
<b>Net Capital Funding - Surplus/(Deficit)</b>	<b>0</b>	-	-	-	-	-	<b>0</b>	<b>(0)</b>		<b>(0)</b>	<b>0</b>

This statement forms part of Council's Quarterly Budget Review Statement (QBRS) for the quarter ended 31/03/2019 and should be read in conjunction with the total QBRS report

Cumberland Council

**Quarterly Budget Review Statement**  
for the period 01/07/19 to 30/09/19

**Capital Budget Review Statement**  
**Recommended changes to revised budget**

Budget Variations being recommended include the following material items:

Notes	Details
1	Increase in budget allocation for Woodville reserve projects (\$4m).
2	Increase in budget allocation for Granville Multipurpose Centre from unspent amounts in 2018/19 and reallocation within stronger communities program (\$3.8m).
3	Increase in budget allocation for Central Gardens All Abilities from unspent amounts in 2018/19 and reallocation within stronger communities program (\$1.3m).
4	Additional allocation towards Gipps Road remediation works (\$1.0m)
5	Deferral of funds the Guidford Pool upgrade (\$3.1m)
6	Reduction in general roads program (\$2.5m).
7	Deferral of funds the Granville stadium (\$3.5m)
8	Reduction in s7.11 funded building works (\$1.6m).
9	Reduction in plant and fleet replacement budget (\$0.9m).
10	Reduction in general footpath program (\$0.8m).



for the period 01/07/19 to 30/09/19

**Cash & Investments Budget Review Statement**

Budget review for the quarter ended 30 September 2019

**Cash & Investments - Council Consolidated**

(\$000's)	Original	Approved Changes					Revised	Variations	Notes	Projected	Actual
	Budget	Carry	Other than	Sep	Dec	Mar	Budget	for this		Year End	YTD
	2019/20	Forwards	by QBRs	QBRs	QBRs	QBRs	2019/20	Sep Qtr		Result	figures
<b>Externally Restricted <sup>(1)</sup></b>											
<b>Developer Contributions</b>											
Accessibility & Traffic	1,063						1,063	270		1,333	1,161
Administration	1,379						1,379	(431)		948	1,306
Car Park	-						-	-		-	-
Community Facilities	14,253						14,253	896		15,149	14,348
Drainage	(3,881)						(3,881)	-		(3,881)	(3,902)
Local Transport	(1,140)						(1,140)	160		(980)	(1,070)
Merrylands Town Centre	2,788						2,788	-		2,788	2,803
Open Space	27,973						27,973	2,926		30,899	30,522
Parking	159						159	-		159	160
Public Domain	12,877						12,877	688		13,565	11,937
Woodville Ward	1,035						1,035	330		1,365	1,211
s94A Levies	4,058						4,058	65		4,123	4,100
SEPP 59 Agreements(Pem)	4,701						4,701	-		4,701	4,716
<b>Developer Contributions Total</b>	<b>65,264</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>65,264</b>	<b>4,904</b>	<b>0</b>	<b>70,168</b>	<b>67,293</b>
<b>External Reserves - Other</b>											
Domestic Waste Management External Reserve	5,079						5,079	(2,947)		2,132	27,344
Stormwater Levy External Reserve	1,152						1,152	735		1,887	3,642
Specific Purpose Grants External Reserve	1,818						1,818	(1,818)		-	3,654
Internal Ombudsman	45						45	(45)		-	287
<b>External Reserves - Other Total</b>	<b>8,094</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8,094</b>	<b>(4,074)</b>		<b>4,020</b>	<b>34,927</b>
<b>Total Externally Restricted</b>	<b>73,358</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>73,358</b>	<b>829</b>		<b>74,188</b>	<b>102,220</b>
<sup>(1)</sup> Funds that must be spent for a specific purpose											
<b>Internally Restricted <sup>(2)</sup></b>											
Employees Leave Entitlement - Internal Reserve	5,139						5,139	38		5,177	5,177
Parks and Gardens Amenities - Internal Reserve	157						157	(20)		137	137
Stronger Community Funds	-						-	-		-	4,013
S355 Park Committee	85						85	115		200	1,266
Marrong Reserve South from Boral	2,500						2,500	99		2,599	3,199
SRV Reserve	6,236						6,236	(1,109)		5,127	4,124
Woodville Reserve	5,350						5,350	(1,079)		4,271	13,066
Merryland CBD Low Cost Loan	17,863						17,863	1,203		19,066	28,072
Land Reserve	4,303						4,303	961		5,264	5,251
<b>Total Internally Restricted</b>	<b>41,633</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>41,633</b>	<b>207</b>		<b>41,840</b>	<b>64,304</b>
<sup>(2)</sup> Funds that Council has earmarked for a specific purpose											
<b>Unrestricted (ie. available after the above Restrictions)</b>	<b>3,564</b>						<b>3,564</b>			<b>711</b>	<b>1,725</b>
<b>Total Cash &amp; Investments</b>	<b>118,556</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>118,556</b>	<b>(1,817)</b>		<b>116,739</b>	<b>168,249</b>

Cumberland Council

**Quarterly Budget Review Statement**  
for the period 01/07/19 to 30/09/19

**Cash & Investments Budget Review Statement**

**Comment on Cash & Investments Position**

**Investments**

Investments have been invested in accordance with Council's Investment Policy.

**Cash**

The Cash at Bank figure included in the Cash & Investment Statement totals \$168,249

This Cash at Bank amount has been reconciled to Council's physical Bank Statements.  
The date of completion of this bank reconciliation is 1/10/2019

**Reconciliation Status**

The YTD Cash & Investment figure reconciles to the actual balances held as follows:

**\$ 000's**

Cash at Bank (as per bank statements)		4,192
Investments on Hand		164,634
less: Unpresented Cheques/ EFTs	(Timing Difference)	387
add: Undeposited Funds	(Timing Difference)	3
less: Identified Deposits (not yet accounted in Ledger)	(Require Actioning)	193
add: Identified Outflows (not yet accounted in Ledger)	(Require Actioning)	-
less: Unidentified Deposits (not yet actioned)	(Require Investigation)	-
add: Unidentified Outflows (not yet actioned)	(Require Investigation)	-
<b>Reconciled Cash at Bank &amp; Investments</b>		<b>168,249</b>
<b>Balance as per Review Statement:</b>		<b>168,249</b>
Difference:		-

Cumberland Council

**Quarterly Budget Review Statement**  
for the period 01/07/19 to 30/09/19

**Contracts Budget Review Statement**

Budget review for the quarter ended 30 September 2019

**Part A - Contracts Listing** - contracts entered into during the quarter

Contractor	Contract detail & purpose	Contract Value	Start Date	Duration of Contract	Budgeted (Y/N)
Generation_E	Cumberland AD Consolidation	\$ 192,148.53	01/07/19	1/06/2020	Y
Community Resources Limited	Mobile Community Recycling Service	\$ 333,795.45	01/07/19	30/06/2022	Y
Sapio Pty Ltd	CCTV Upgrade (retender)	\$ 353,484.00	26/07/19	30/11/2019	Y
Renworx Pty Ltd	Girraween Park Sand and Silt Drainage	\$ 149,836.52	02/08/19	30/11/2019	Y
Moduplay Group Pty Ltd	Bombala Street Park Playground Project	\$ 54,373.00	27/08/19	28/02/2020	Y
At&L	Design Services 13-15 Neil Street, Merrylands	\$ 278,025.00	03/09/19	Until the completion of the project	Y
Marsupial Landscape Management	Verge Mowing Services (re-tender)	\$ 500,031.00	25/09/19	25/09/2022	Y
Hawksview Plumbing	AC4C - Cleners Room, Painting and Meeting Rooms	\$ 60,550.00	27/09/19	27/10/2019	Y

Notes:

1. Minimum reporting level is 1% of estimated income from continuing operations of Council or \$50,000 - whatever is the lesser.
2. Contracts listed are those entered into during the quarter being reported and exclude contractors on Council's Preferred Supplier list.
3. Contracts for employment are not required to be included.

This statement forms part of Council's Quarterly Budget Review Statement (QBRS) for the quarter ended 31/03/2019 and should be read in conjunction with the total QBRS report.

Cumberland Council

**Quarterly Budget Review Statement**  
for the period 01/07/19 to 30/09/19

**Consultancy & Legal Expenses Budget Review Statement**

## Consultancy &amp; Legal Expenses Overview

Expense	YTD Expenditure (Actual Dollars)	Budgeted (Y/N)
63300 - Consultancies	467,827	Y
63243 - Legal Fees	133,830	Y

**Definition of a consultant:**

A consultant is a person or organisation engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision making by management. Generally it is the advisory nature of the work that differentiates a consultant from other contractors.

**Details**

	Actual	Budget	Budget
	YTD	YTD Budget	Full Year
<b>Consultancies</b>			
100090 Waste- Domestic Waste Management	15,000	15,000	120,000
100110 Homework Help Program	23,237	23,237	55,000
101006 Facilities	2,242	0	50,000
101010 Development Assessment	8,550	17,825	71,300
101011 Capital Works Admin	0	14,250	15,000
101020 Environmental & Resource Recovery	10,914	0	0
101025 Development Operations	3,000	0	117,000
101030 Environmental Health	0	10,914	69,225
101040 Environmental Protection	0	0	20,000
101045 Corporate Planning	0	0	5,900
101099 Technical Assessment	0	0	5,300
101150 Governance	0	0	49,000
101160 Financial Services	9,830	0	0
101165 Director Finance & Governance	81,623	0	36,000
101190 Technology Services Administration	90,500	9,830	29,988
101215 Risk & Audit	750	81,130	328,900
101220 GM Administration	0	90,500	90,500
101221 Business Improvement & Integration	0	0	50,000
101225 Internal Ombudsman	0	750	40,000
101280 Community & Place	2,200	3,151	12,603
101470 Customer Experience	340	0	9,766
101490 Assets	0	7,500	30,000
101501 Active Parks	54,789	2,200	2,200
101670 BWaRP - Asbestos Awareness and Disposal	0	340	40,800
101692 Finance & Business	0	4,781	19,125
101775 Procurement administration	0	59,603	138,079
101830 Footpath Maintenance	0	0	8,000
101980 Properties	11,334	0	0
102022 Reporting and Analytics	0	0	39,900
102035 Property Development	6,550	4,544	18,177
102280 Stormwater Management	500	7,500	30,000
102300 Traffic Engineering	0	9,918	35,000
102426 Strategic Planning	6,179	0	0
102435 LEP review program.	43,670	6,550	55,000
102487 Technology Services	96,620	1,623	61,300
102495 Innovation & transformation	0	0	21,000
102496 Corporate Information Systems	0	44,707	100,000
	<b>467,827</b>	<b>415,852</b>	<b>1,774,063</b>

	Actual	YTD Budget	Full Year Budget
<b>Legal</b>			
100090 Waste- Domestic Waste Management	5,843	5,000	20,000
101000 Director Planning & Environment	0	0	5,000
101010 Development Assessment	73,326	73,326	200,000
101015 Director Works & Infrastructure	6,037	3,750	15,000
101019 Precinct Planning	5,530	0	15,000
101025 Development Operations	11,774	11,774	109,266
101030 Environmental Health	6,276	5,393	17,573
101040 Environmental Protection	0	0	6,131
101140 Director Community Development	0	0	5,000
101165 Director Finance & Governance	0	0	11,945

101170	Rates Administration	9,863	9,863	209,113
101205	Director People & Performance	0	0	5,000
101220	GM Administration	258	53,375	213,500
101980	Properties	14,923	15,673	56,346
102035	Property Development	0	104	32,426
		<b>133,830</b>	<b>178,259</b>	<b>921,301</b>





DOCUMENTS  
ASSOCIATED WITH  
REPORT C11/19-281

Attachment 4  
Major Project Report - Granville  
Multipurpose Centre



## Project Summary Report – The Granville Centre

Construction Commencement Date: 19 July 2019

Estimated "Practical Completion" Date: Forecast September 2020

Total Project Budget (Includes Design, Authority Fee and Construction): \$22,000,000

Main Contractor: Stephen Edwards Pty Ltd

Project Status: 30 September 2019

### Project Background and Scope

The Site - "Granville Memorial Park" is bounded by Memorial Drive, Enid Avenue, Diamond Avenue and the Duck Creek storm-water canal, in Granville NSW.

The Project proposes to demolish the existing Youth and Recreation Facility including its associated multipurpose game court, the Granville Baby Centre Building, the St John's Ambulance Building and the Children's Playground and develop a new Multipurpose Community Centre including a new Youth and Recreation facilities, a new Library and a new Regional Art Gallery.

The area will include a new children's playground and additional car parking and be integrated with the existing Swimming Pool, Parkland, War Memorial and car parking at Granville Memorial Park.

The Project is being undertaken by Cumberland Council as part of its Stronger Communities Fund Major Projects Program, pursuant to the NSW Government's Stronger Communities Fund.

The proposed breakdown of the new multipurpose facility (nominally 3,500sqm) includes:

- A Community Centre – nominally 1500sqm
- Library – nominally 1000sqm
- Regional Gallery/Multi-Arts Spaces – nominally 1000sqm
- Construction Cost in the order of \$18M + GST

### Project Status

The contractor, Stephen Edwards Pty Ltd, commenced works on-site on 19 July, 2019. Demolition of the existing buildings, provision of temporary access to the Granville Swimming Pool, Heritage investigation have been completed. The installation of screw piles, the placement of reinforcement, formwork and services conduits to permit the pouring of concrete for ground floor has commenced. The first of three concrete pours is scheduled for the first week in October, 2019. The estimated completion date for the project is September, 2020.

### Budget Summary

The total project budget for this project is \$22m. (All figures below exclude GST).

To date total spend on this project over its life totals \$3,556,616.

A breakdown of the project expenditure is in the following table (note all figures exclude GST):

Project Description	YTD Actual 2019/20	Commitments	Approved budget 2019/20	Proposed Q1 budget 2019/20	Uncommitted
Granville Multipurpose Centre	1,227,896	13,992,893	11,400,000	15,220,789	-





DOCUMENTS  
ASSOCIATED WITH  
REPORT C11/19-281

Attachment 5  
Major Project Report - Merrylands  
CBD Drainage



## Project Summary Report – Merrylands CBD Major Drainage Upgrade

Construction Commencement Date: Forecast early 2020 (CBD Project)  
Estimated "Practical Completion" Date: Forecast late 2021 (CBD Project)  
Total Project Budget (Includes Design and Negotiations): \$31,900,000  
Main Contractor: TBC  
Project Status: 30 September, 2019

### Project Background and Scope

The original CBD project was contained to the upgrade of the stormwater drainage system associated with the Stocklands Proposed development (233, 249-259 Merrylands Road & 52-54 McFarlane Street) and generally bounded by Merrylands Road, Treves Street, McFarlane Street and Finns Lane. This part of the project included Design, negotiations with property owners and adjustment to building structures to enable the stormwater upgrades to be constructed. The Project Control Group expanded the scope to include other major development areas within Merrylands which are affected by drainage upgrades, namely Landmark Development (1-11 Neill Street) and Dyldam Rositano (224-240 Pitt Street, 4 & 4A Terminal Place) and HB Home Improvements (13 – 15 Neil Street). 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 and to enable proposed development to be less encumbered by stormwater infrastructure. In order to achieve these outcomes agreements have or are currently being established with some of the property owners/developers in the form of Work in Kind Agreements (WIKAs) and/or Voluntary Planning Agreements (VPA).

### Project Status

The design of the stormwater culvert upgrades are complete. Design of the adjustments to building structures to enable the stormwater upgrades to be constructed are also complete pending approval of Construction Certificate. Negotiations for the Dyldam WIKAs are ongoing. The Landmark WIKAs have been finalized, work commenced on-site October 2018 and is approximately 85% complete.

Council is in the process of finalising the land dedication from HB Home Improvements to allow Council to carry out the required roads and drainage works. The Request for Tender for construction of new roads and drainage was advertised in August, 2019. The award of the Tender is anticipated in November, 2019 following a report to Council. The works are anticipated to commence in late 2019 and completed in 2020.

### Budget Summary

The total project budget for this project is \$31.9m. (All figures below exclude GST).

To date total spend on this project over its life totals \$4,204,562.

A breakdown of the project expenditure for the 2019/20 financial year is in the following table (note all figures exclude GST):

Project Description	YTD Actual 2019/20	Commitments	Approved budget 2019/20	Proposed Q1 budget 2019/20	Uncommitted
Merrylands CBD Drainage	106,919	667,276	7,137,000	7,137,000	6,362,805



DOCUMENTS  
ASSOCIATED WITH  
REPORT C11/19-281

Attachment 6  
Major Project Report - Swim  
Centre Modernisation





## Project Summary Report – Cumberland Swimming Centre Modernisation

### Construction Commencement Date Forecast:

- Wentworthville: April 2019
- Guildford: TBA

### Estimated “Practical Completion” Date Forecast:

- Wentworthville: December 2020
- Guildford: TBA

Total Project Budget (Includes Design, Authority Fee and Construction): \$17.9m - Guildford - \$5.4m  
Wentworthville - \$12.5m.

Main Contractor: TBC

Project Status: 30 September 2019

### Project Background and Scope

The Cumberland Council Swimming Centre Modernisation has been under consideration for some time. The pools considered under this program are Guildford, Wentworthville, Granville & Merrylands. The modernisation and upgrades of the pools is strongly influenced by the Community Consultation. The upgrades of the pools are to address statutory requirements such as water quality and disability access. The modernisation of the pools will be addressed by the inclusion of facilities to better serve the current and future needs of the community.

The original approach was to focus on Guildford and Wentworthville Swimming Centres as priorities. The design components of Merrylands and Granville are currently on hold, however, in the case of Granville, future design components are being developed in conjunction with, the adjoining development of The Granville Centre.

### Project Status

#### **Wentworthville Memorial Swimming Centre**

The Early Works Contract commenced on 4 June, 2019 and was completed in September, 2019. The assessment of the Tender for the construction of pool upgrade has been finalised and a report will be considered by Council at its meeting in October, 2019.

#### **Guildford Swimming Centre**

Design consultants have produced 80% Design Documentation. The Review of Environmental Factors, including the results of the Community Consultation process, was lodged with Council on 20 June, 2019 in accordance with the requirements of the planning requirements (Infrastructure SEPP). A pre Development Application meeting with Council's development section has been undertaken. The Tender for the construction of pool upgrade was nearing completion. Following a Council Workshop on 25 July, 2019, all work on Guildford Swimming Centre has been deferred until the finalisation of Wentworthville Memorial Swimming Centre.

### Budget Summary

The total project budget for this project is \$17.9M. (All figures below exclude GST).

To date total spend on this project over its life totals \$2,112,389.

A breakdown of the project expenditure is in the following table (note all figures exclude GST):

<b>Project Description</b>	<b>YTD Actual 2019/20</b>	<b>Commitments</b>	<b>Approved budget 2019/20</b>	<b>Proposed Q1 budget 2019/20</b>	<b>Uncommitted</b>
Guildford Swim Centre Upgrade	107,104	91,459	7,950,000	603,379	404,816
Wentworthville Swim Centre Modernisation	533,076	201,400	7,650,000	8,433,730	7,699,253
<b>Total</b>	<b>640,180</b>	<b>292,859</b>	<b>15,600,000</b>	<b>9,037,109</b>	<b>8,104,069</b>

Item No: C11/19-282

## REPORT ON OUTSTANDING COUNCIL RESOLUTIONS

Responsible Division: Finance & Governance  
Officer: Director Finance & Governance  
File Number: SC492  
Community Strategic Plan Goal: *Transparent and accountable leadership*

### SUMMARY

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This report presents to Council the current list of outstanding Council resolutions.

### RECOMMENDATION

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**That Council receive the report.**

### REPORT

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This report provides Council an update on the current outstanding Council resolutions. A total of 42 resolutions are currently in progress.

The list of outstanding Council resolutions and a status update is provided as Attachment 1 to this report.

Year	Resolutions Passed	Resolutions Enacted/Completed	Resolutions in Progress
2017	150	149	1
2018	258	254	4
2019	257	220	37

### COMMUNITY ENGAGEMENT

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There are no consultation processes for Council associated with this report.

### POLICY IMPLICATIONS

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There are no policy implications for Council associated with this report.

## RISK IMPLICATIONS

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This report provides Council with added transparency in relation to the progress of outstanding Council resolutions.

## FINANCIAL IMPLICATIONS

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There are no financial implications for Council associated with this report.

## CONCLUSION

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The update on outstanding Council resolutions is provided for the information of Council.

## ATTACHMENTS

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1. Outstanding Council Resolutions List [↓](#) 



DOCUMENTS  
ASSOCIATED WITH  
REPORT C11/19-282

Attachment 1  
Outstanding Council Resolutions  
List



## OUTSTANDING COUNCIL RESOLUTIONS

Date of Meeting	Minute No / Subject	Council Decision	Responsible Directorate	Status	Estimated Completion Date
5/07/2017	<b>Min. 165 - Item 108/17 - Wentworthville Town Centre Planning Proposal - Reclassification Of Public Land</b>	1. Defer the reclassification of The Kingsway Carpark site and the Lane Street Community Facilities site to 'operational' pending the preparation of a Property and Facilities Strategy for Wentworthville Town Centre. 2. Proceed with the Wentworthville Town Centre Planning Proposal as per Council's resolution of 3 August 2016, excluding any reclassification of land. 3. That the Property and Facilities Strategy be reported to Council for adoption prior to preparation of a Planning Proposal to reclassify the subject sites.	Finance and Governance	TfNSW is currently undertaking due diligence on the Kingsway Carpark site for a multi-deck carpark as an alternate location for a commuter carpark at the Pendle Hill station site. Balance of site to be addressed in Property Strategy.	March 2020
5/12/2018	<b>Min. 377 - C12/18253 - Notice of Motion - Melita Stadium and Everley Park Upgrade Works</b>	That: 1. Council receive a report on the feasibility of: a) OHS (and other) improvements to Melita Stadium ('Stadium'); b) Renewing/rejuvenating the toilet block/change rooms behind the Stadium; c) Installation of new seats at the Stadium; d) Installation of a new state of the art score board at the Stadium; and e) At Everley Park, the installation of a suitable: i. Irrigation system; ii. Flood lighting; iii. Canteen; and iv. Clubhouse. 2. If the above is deemed to be feasible, that funds be drawn off the Woodville Fund. 3. Council investigate the opportunity to seek external grant funding and corporate sponsors.	Works and Infrastructure	Report (Everley Park only) to Council in December 2019.	December 2019
5/12/2018	<b>Min. 380 - Oriole Park Baseball Club Demolition</b>	That Council receive a report on the potential uses of the property and costs associated with the refurbishment of the property.	Works and Infrastructure	Report to Council - December 2019	December 2019
19/12/2018	<b>Min. 398 - C12/18-264 Wentworthville Town Centre Bypass</b>	That Council: 1. Proceed with the acquisition of the 6 lots required (48-50 Station Street and 53 Station Street, Wentworthville) to facilitate the full bypass option as outlined in this report; 2. Amend the Wentworthville Centre Planning Proposal to include the properties required to implement the full bypass option on the Land Reservation Acquisition Map and Zoning Map; 3. Amend the draft Wentworthville Centre DCP to reflect the full bypass option, prior to public exhibition; and 4. Progress the full bypass option in the draft Wentworthville Public Domain Plan.	Environment and Planning	Further report to Council in December 2019	December 2019
19/12/2018	<b>Min. 399 - C12/18-265 Wentworthville Centre Draft DCP Controls</b>	That Council: 1. Place the draft Development Controls (draft DCP Controls) for the Wentworthville Centre on public exhibition for a minimum 6 weeks, concurrently with the public exhibition of the Wentworthville Centre Planning Proposal. 2. That the exhibition period not commence prior to 14 January 2019 and that, in accordance with Council resolution of 3 August 2016, a public meeting be held on a Saturday afternoon in Wentworthville in February to allow the community to discuss with Council the planning proposal and draft Development Control Plan 3. Receive a further report, following the community consultation, which will outline and respond to any submissions received as well as the way forward for the Development Controls for the Wentworthville Centre.	Environment and Planning	Further report to Council in December 2019	December 2019

## OUTSTANDING COUNCIL RESOLUTIONS

Date of Meeting	Minute No / Subject	Council Decision	Responsible Directorate	Status	Estimated Completion Date
6/02/2019	<b>Min. 414 - C02/19-9</b> <b>Eric Crescent, Lildcombe Lot 3 and Lot 22</b>	That Council: 1. Authorise the General Manager to negotiate and execute documentation associated with the sale of Council land in Eric Crescent, Lildcombe known as Lot 22 DP 219238 in accordance with valuation advice and in conjunction with L J Usher Pty Limited, the owner of the adjoining Lot 3 DP 555190. 2. Share the proceeds of sale and all costs incurred with the owner of Lot 3 DP 555190 in accordance with each Lot's area.	Finance and Governance	Deed of Agreement received on 4 November 2019, executed and returned to Council's Solicitor to forward onto L J Usher Pty Limited. Property to be marketed and auctioned in December, with settlement to occur in early 2020.	February 2020
06/03/2019	<b>Min. 439 - C03/19-24</b> <b>- Development of a Greystanes Skate Park</b>	That Council: 1. Defer the matter pending a further report to Council on the feasibility of establishing a Skate Park in Glpps Rd Park, and that the Skate Park be incorporated into Council's Open Space and Recreation Strategy. 2. Receive a briefing from the facilitator of the community forum which was held on 10 November 2018.	Works and Infrastructure	1. Work has commenced to assess alternate site. 2. Officers are in contact with consultant to propose a briefing with Councillors.	December 2019
3/04/2019	<b>Min. 478 - C04/19-55</b> <b>- Proposed Closure and Sale of Part of Finns Lane, Merrylands</b>	That Council delegate authority to the General Manager to consider any submissions made to Council with respect to the closing of a portion of Finns Lane, Merrylands, and to report to Council about this matter.	Finance and Governance	In accordance with the Traffic Committee recommendation, Council is undertaking an updated Traffic Management Plan to support the closure. On 6 November 2019, Cumberland Traffic Committee has submitted a report recommending: i) The proposed Finns Lane closure between McFarlane St and Main Lane be approved in principle. ii) A Traffic Management Plan be submitted to the Roads and Maritime Services for approval following the completion of the traffic modelling.	February 2020
19/06/2019	<b>Min. 557 C06/19-109</b> <b>Parramatta Road Urban Amenity Improvement Program</b> <b>- Land Acquisition for Auburn Park Expansion</b>	That Council: 1. Endorse the acquisitions of 45, 47, 49 and 55 Karrabah Road, Auburn by compulsory process for the purposes of expanding Auburn Park. 2. Approve and authorise the necessary application to be made to the Minister for Local Government and the Governor. 3. Delegate authority to the General Manager to execute all documents associated with the acquisition of these properties. 4. Give public notice of its intention to classify all seven properties (43, 45, 47, 49, 51, 53 and 55 Karrabah Road, Auburn) as Community Land in accordance with the provisions of section 34 of the Local Government Act 1993 and make the classification if no adverse submissions are received.	Finance and Governance	The OLG has a service guarantee of approximately 90 days for the approval of applications and it was expected that Council's application for compulsory acquisition be approved by about 25 October 2019. However, Council has been advised that there are delays which prevents OLG from meeting its service guarantee timeframe and as such Council's application will not be approved by 25 October	February 2020



## OUTSTANDING COUNCIL RESOLUTIONS

Date of Meeting	Minute No / Subject	Council Decision	Responsible Directorate	Status	Estimated Completion Date
				2019. Awaiting ministerial approval on Council's application.	
19/06/2019	<b>Min.559 C06/19-111</b> <b>Draft Cumberland 2030: Our Local Strategic Planning Statement</b>	That Council place the Draft Cumberland 2030: Our Local Strategic Planning Statement on public exhibition, with a report to be provided back to Council following the conclusion	Environment and Planning	Public exhibition completed, incorporating community and agency feedback. Further report to be provided to Council	November 2019
19/06/2019	<b>Min.569 C06/19-119</b> <b>Response to Notice of Motion - Cumberland Council Administration Building</b>	That Council: 1. Note the report of 18 July 2018, noting the existing Council Administration site in Merrylands and the commuter carpark site in Granville as the two potential locations identified for the development of a new Cumberland Council Administration Building. 2. That a workshop be held with Council as soon as practicable to further discuss this matter, with a report to be returned to Council.	Finance and Governance	Business Case for Merrylands has been prepared by PwC. RPS is preparing a feasibility analysis report for the Granville commuter carpark site and a strategic comparison of both sites will be discussed at the Council briefing of 11 December.	December 2019
17/07/2019	<b>Min.606 C07/19-146</b> <b>Auburn South Community and Recreation Centre - Community Engagement Outcomes</b>	That Council: 1. Receive and note the outcomes of the community engagement program undertaken to inform the development of the Auburn South Community and Recreation Centre detailed in Attachment 1. 2. Proceed to the detailed design phase for the new community facility in 2019/20. 3. Exhibit the detailed design for public comment.	Community Development	Detailed design to be undertaken throughout 2019/20 in accordance with the budget available.	June 2020
21/08/2019	<b>Min.647 C08/19-174</b> <b>Road Naming Proposal for Margaret Street, Mays Hill</b>	That Council: 1. No longer seek to rename Margaret Street, Mays Hill, to Margaret Street North and Margaret Street South. 2. Consider the application of unique road names for the two segments of Margaret Street located south of the M4 Motorway.	Environment and Planning	Further work being undertaken in accordance to Council Resolutions.	December 2019
21/08/2019	<b>Min.651 C08/19-181</b> <b>Notice of Motion - Anchor Fees</b>	That: 1. Council investigate the costs of Anchor Fees contained within the Cumberland Council Schedule of Fees and Charges 2019/2020 as compared to other local Councils that impose such fees and charges. 2. Council be provided with a report into comparable costs of anchor fees with similar Councils. 3. A fair and equitable cost structure be developed for anchors (similar to Burwood or Canada Bay Councils) and provided to Council for comment or otherwise.	Works and Infrastructure	Report to Council on 4 December 2019	4 December 2019

## OUTSTANDING COUNCIL RESOLUTIONS

Date of Meeting	Minute No / Subject	Council Decision	Responsible Directorate	Status	Estimated Completion Date
4/09/2019	<b>Min.674 C09/19-194</b> <b>Planning Proposal for 2-22 William Street, Granville</b>	That Council: 1. Prepare a planning proposal for 2-22 William Street, Granville, with the following land use and built form controls: a. Floor Space Ratio of 1.7:1 b. Height of Building control of 16 metres c. Removal of local heritage item I205 known as 10 William Street (Lot 27 DP 2371) from Schedule 5 of the Parramatta Local Environmental Plan 2011. 2. Endorse that the planning proposal for 2-22 William Street, Granville, be forwarded to the Department of Planning, Industry and Environment for a Gateway Determination. 3. Prepare a Development Control Plan to provide further planning controls for the site, should a Gateway Determination be received. 4. Prepare a Voluntary Planning Agreement to derive public benefit, should a Gateway Determination be received.	Environment and Planning	Planning Proposal submitted to DPIE. Awaiting Gateway Determination.	June 2020
4/09/2019	<b>Min.679 C09/19-205</b> <b>Notice of Motion - Naming Proposal - Mona Park Sportsground 3</b>	That Council: 1. Mona Park Sportsground 3 be named after Mr Michael John Wood, the long term Auburn Shire District Cricket Club Secretary; and 2. The proposal be placed on public exhibition for 28 days.	Works and Infrastructure	Report to Council on 18 December 2019	December 2019
4/09/2019	<b>Min.681 C09/19-207</b> <b>Notice of Motion - Westmead Residential Parking Supply</b>	That Council: 1. Receive a report on the current supply and status of the existing residential parking scheme and time limited on street parking within the Westmead precinct East and West of Hawkesbury Road. 2. That Council undertake a parking survey in the streets between Hawkesbury Road, Bridge Road, Church Avenue and the Great Western Highway Westmead, identifying the saturation rate, usage and the number of available on street car parking spaces. 3. That the report include, if feasible, opportunities to improve on street car parking for residents	Works and Infrastructure	Report to Council on 20 November 2019	November 2019
18/09/2019	<b>Min.686 C09/19-219</b> <b>Planning Proposal for the New Cumberland Local Environmental Plan</b>	That Council: 1. Endorse that the planning proposal for the new Cumberland Local Environmental Plan, as provided in Attachment 1, be forwarded to the Department of Planning, Industry and Environment for a Gateway Determination. 2. Delegate to the General Manager the authorisation to make minor revisions to the planning proposal and supporting documentation, as necessary, following Council's deliberations, to ensure the desired objectives and intended outcomes can be achieved. 3. Consult with the community and the Cumberland Local Planning Panel on the planning proposal for the new Cumberland Local Environmental Plan, following Gateway Determination by the Department of Planning, Industry and Environment. 4. Consider the planning proposal for the new Cumberland Local Environmental Plan, prior to finalisation and gazettal by the Department of Planning, Industry and Environment.	Environment and Planning	Planning Proposal for the new Cumberland LEP submitted to DPIE on 30 September 2019. Awaiting Gateway Determination.	June 2020



## OUTSTANDING COUNCIL RESOLUTIONS

Date of Meeting	Minute No / Subject	Council Decision	Responsible Directorate	Status	Estimated Completion Date
18/09/2019	<b>Min.687 C09/19-220</b> <b>Local Infrastructure Contribution Planning Activities for the Cumberland Area</b>	That Council: 1. Note the audit and acquittal reporting for the current local infrastructure contribution plans that apply in the Cumberland area. 2. Endorse the allocation of existing contribution plan funds for projects identified in Attachment 1, as a future funding reservation for local infrastructure identified in Council's Capital Works Program. 3. Endorse the public exhibition of the draft Cumberland Local Infrastructure Contributions Plan, as provided in Attachment 2, for a period of 28 days, with a further report to be provided to Council.	Environment and Planning	Public exhibition completed. Further report to be prepared for Council.	December 2019
18/09/2019	<b>Min.689 C09/19-223</b> <b>Notice of Motion - Responsible Pet Ownership Education Program</b>	That Council: 1. Prepare a report on the development and delivery of an ongoing pet education program for members of the community that explains the responsibilities, costs and benefits associated with responsible pet ownership; 2. Investigate whether it is possible to provide an incentive to those that participate in Council's pet education program, such as free or subsidised microchipping and animal de-sexing, that would encourage the uptake of the pet education program; 3. Investigate the issue of stray and feral cats in the local government area and devise a plan to efficiently and effectively control them in order to improve public health and safety; and 4. Undertake consultation with the Companion Animals Advisory Committee in relation to the items above.	Works and Infrastructure	Officers currently preparing a report to be presented at the 4 December Council meeting.	December 2019
18/09/2019	<b>Min.690 C09/19-208</b> <b>Notice of Motion - Dog Parks Granville Area</b>	That Council: 1. Provide a report identifying potential locations of installing and constructing new dog parks within the current open space areas of Granville Ward. 2. The report provide detailed costings of constructing the dog parks in the selected locations.	Works and Infrastructure	Preliminary site visits have been made and Officers are currently developing and reviewing options for the preparation of a report to Council. Report to be presented to Council on 4 December 2019.	December 2019
18/09/2019	<b>Min.691 C09/19-224</b> <b>Notice of Motion - Lidcombe Town Centre Parking Supply</b>	That Council: 1. Undertake a parking survey in the streets within the Lidcombe Town Centre and surrounding streets identifying the saturation rate, usage and the number of available on street car parking spaces; 2. At the conclusion of the parking survey, consult and engage with the community on the results and options to improve parking within the Lidcombe Town Centre and surrounds; and 3. Receive a report outlining the results of both the parking survey and community consultation outcomes at the conclusion of the above processes.	Works and Infrastructure	Officers currently undertaking parking survey as per the resolution. Report to be prepared for the 18 December Council meeting.	December 2019

## OUTSTANDING COUNCIL RESOLUTIONS

Date of Meeting	Minute No / Subject	Council Decision	Responsible Directorate	Status	Estimated Completion Date
18/09/2019	<b>Min.697 C09/19-214 Rates Harmonisation Update</b>	That Council: 1. Note the information and options for rates harmonisation. 2. Take the maximum 4 years allowed in section 218CB of the Local Government Act 1993 to implement the new rates. The implementation date will be by June 2021. 3. Make an application to the Minister for Local Government for a variation to section 218CB, outlining a solution that no increases in residential rates for 2020-2021 be implemented in the former Holroyd City Council area to reduce the overall impact on rates harmonisation. 4. Write to the Minister for Local Government and the Independent Pricing and Regulatory Tribunal in relation to the loss of business rates of \$5.0m per annum from the former Auburn City Council area, highlighting the financial sustainability issue this has created and requesting approval to make an application to increase the rates cap from 2020-2021.	Finance and Governance	Letters were sent to the Minister for Local Government, the Office of Local Government (OLG) and the Independent Pricing & Regulatory Tribunal (IPART) in late September. No responses have been received yet. Item 4 has now been resolved as Local Government Act has been amended to allow this to occur from 2019-20. Council is just awaiting an item 3 about amending rate path while under rate freeze.	March 220
18/09/2019	<b>Min.704 C09/19-213 Local Government Election 2020 - Engagement of the NSW Electoral Commissioner</b>	That Cumberland Council ("the Council") resolves: 1. Pursuant to s. 296(2) and (3) of the Local Government Act 1993 (NSW) ("the Act") that an election arrangement be entered into by contract for the Electoral Commissioner to administer all elections of the Council. 2. Pursuant to s. 296(2) and (3) of the Act, as applied and modified by s. 18, that a council poll arrangement be entered into by contract for the Electoral Commissioner to administer all council polls of the Council. 3. Pursuant to s. 296(2) and (3) of the Act, as applied and modified by s. 18, that a constitutional referendum arrangement be entered into by contract for the Electoral Commissioner to administer all constitutional referenda of the Council.	Finance and Governance	Electoral Commissioner engaged; contract to be finalised by December 2019.	December 2019
2/10/2019	<b>Min.715 MM10/19-11 Mayoral Minute - Enhancement of Business and Employment Opportunities in Cumberland</b>	That Council: 1. Be provided with a report that will further enhance land identified within the LGA that can be rezoned to suitable employment zoning to increase the opportunities for companies and address some of the shortages in such land types. 2. Approach companies such as but not limited to Kaufland to consider the Cumberland LGA as a prime position for a future outlet location. 3. Promote Cumberland through our website, The Western Sydney Business Chamber and council's existing quarterly publications as a central location for future business operations an employment hub. 4. Arrange a possible deputation to the office of small business upon receipt of the report.	Environment and Planning/Community Development	Report back to Council being prepared for 18 December 2019.	December 2019



## OUTSTANDING COUNCIL RESOLUTIONS

Date of Meeting	Minute No / Subject	Council Decision	Responsible Directorate	Status	Estimated Completion Date
16/10/2019	<b>Min.728 C10/19-255</b> <b>Notice of Motion - Council Committees</b>	That Council: 1. Combine the Access Committee and Community Safety Committee to form the Access and Safety Committee; 2. Abolish the following Committees: a. Arts Advisory Committee; b. Culturally & Linguistically Diverse (CALD) Advisory Committee; c. Library Committee; and d. Companion Animals Advisory Committee. 3. Amend the terms of reference for remaining committees with the exception of Civic Risk Mutual, Civic Risk Metro (Which remain as the Mayor or nominee & General Manager) and Wentworthville Community Garden Committee (Which will become 1 Ward Councillor) to have a maximum of 2 Councillors as representatives.	Community Development/ Works and Infrastructure/	Notice being prepared to Inform community members of abolished Committees. Draft Terms of Reference under review for remaining Committees, including Combined Access and Safety Committee. Combined Access and Safety Committee meeting to be held with existing members to obtain feedback on the new Terms of Reference prior to being reported to Council.	December 2019
16/10/2019	<b>Min.736 C10/19-249</b> <b>Compliance and Enforcement Policy and Guideline</b>	That Council place the Compliance and Enforcement Policy and Compliance and Enforcement Guideline on public exhibition for a period of 28 days, with a report to be provided back to Council following the conclusion of the exhibition period.	Environment and Planning	On public exhibition from 29 October - 26 November 2019. Further report to be provided to Council	December 2019
16/10/2019	<b>Min.737 C10/19-258</b> <b>Request from Fire &amp; Rescue NSW for a Fire Safety Audit on Identified Building</b>	That appropriately delegated Council officers conduct a fire safety audit as requested by Fire & Rescue NSW [Ref: BFS19/1258 (7139)] and take appropriate regulatory action to ensure all essential fire safety measures are in accordance with the National Construction Code Volume One 2019 Building Code of Australia.	Environment and Planning	A fire safety audit has now been conducted at the premises. Further regulatory action to be undertaken by Council.	March 2020
16/10/2019	<b>Min.740 C10/19-240</b> <b>Draft Risk Management Policy</b>	That Council place the Draft Risk Management Policy on public exhibition for a period of 28 days, with a report to be provided back to Council following the conclusion of the exhibition period subject to a minor amendment to expand on the definition of operational risk.	Finance and Governance	Exhibition period from 29 October - 26 November 2019.	December 2019
16/10/2019	<b>Min.748 C10/19-256</b> <b>Notice of Motion - Council Members for Sydney Central</b>	That Council: 1. Appoint Councillors Attie and Sarkis as the Council Members for the Sydney Central City Planning Panel; 2. Appoint Councillors Garrard and Zalter as the Alternate Council Members for the Sydney Central City Planning Panel; and 3. Notify the Sydney Central City Planning Panel of Council's decision.	Environment and Planning	Formalisation of resolution underway, as per NSW Government requirements.	November 2019
6/11/2019	<b>Min.750 MM11/19-12</b> <b>Mayoral Minute - Keep Australia Beautiful NSW Awards 2019</b>	That Council congratulate and thank all staff and volunteers that contributed to the Keep Australia Beautiful NSW 2019 Sustainable Cities Awards received and that Council amend the gateway signs on entering the LGA to promote this achievement.	Community Development	Council is currently preparing options for gateway signage to acknowledge this achievement.	February 2020
6/11/2019	<b>Min.756 Matter of Urgency - Illegal Dumping at Pemulwuy Lake</b>	That Council install a relocatable CCTV Camera at Pemulwuy Lake to address the issue of illegal dumping at the site.	Works and Infrastructure	Camera scheduled to be relocated by 15 November 2019.	November 2019

## OUTSTANDING COUNCIL RESOLUTIONS

Date of Meeting	Minute No / Subject	Council Decision	Responsible Directorate	Status	Estimated Completion Date
6/11/2019	<b>Min.758 Matter of Urgency – Dumping of Trolleys from Pemulwuy Shopping Centre</b>	That Council Officers provide a report investigating the options of restricting access to the walkway from Pemulwuy Shopping Centre through to Driftway Drive to avoid the dumping of trolleys.	Works and Infrastructure	Report to Council on 4 December 2019	4 December 2019
6/11/2019	<b>Min.760 Matter of Urgency – Illegal Dumping at Esplanade Reserve, Guildford</b>	That Council install a relocatable CCTV Camera at the Esplanade Reserve on Clyde Street, Guildford to address the issue of illegal dumping at the site.	Works and Infrastructure	Camera scheduled to be relocated by 15 November 2019.	November 2019
6/11/2019	<b>Min.764 C11/19-265 Review of Governance Policies</b>	That Council: 1. Re-adopt the Councilor and Staff Interaction Policy, General Manager Expenses and Facilities Policy, Statement of Business Ethics and Privacy Management Plan following the updates to pages 12 and 13 of the Privacy Management Plan to reference current NSW Legislation and update to the template in Appendix 1; 2. Exhibit for 28 days the revised Public Interest Disclosures Policy, with a report to be returned to Council at the conclusion of the public exhibition period.	Finance and Governance	Documents for re-adoption to be updated with adoption dates and uploaded onto the website. Exhibition period for Public Interest Policy to commence Tuesday 19 November 2019.	January 2020
6/11/2019	<b>Min.765 C11/19-266 Response to Notice of Motion - Granville Boundary Adjustment</b>	That Council: 1. Receive and note the outcome of the community engagement program undertaken in relation to the proposed boundary adjustments for Granville and Mays Hill. 2. Not proceed with a submission under Section 218E of the Local Government Act to alter the boundary between Council and the City of Parramatta. 3. Notify the City of Parramatta Council and residents that made a submission during the community engagement process of the outcome. 4. Write a letter to the City of Parramatta Council and the residents affected in relation to the City of Parramatta Council's obligations under the SRV.	Community Development	Correspondence to the City of Parramatta and residents that made a submission is in preparation. All correspondence to be distributed by 22 November 2019.	22 November 2019
6/11/2019	<b>Min.769 C11/19-274 Notice of Motion - Upgrade of the Mona Street, Clyde Street and Redfern Street Intersections</b>	That Council: 1. Provide a report into options for the upgrade of the Mona Street, Clyde Street and Redfern Street Intersections in an attempt to alleviate the congestion and provide better traffic flow; and 2. Take into consideration: a. Possible changes to signage and parking restrictions in Mona Street (both north and south sides if required) during morning and afternoon peak periods; b. Widening of Clyde Street between Mona and Redfern Streets; c. Dedicated left turn lane from Clyde Street into Redfern Street; d. Dedicated left and right turn lanes from Clyde Street into Mona Street; e. Possible dual lane right turn from Mona Street into Clyde Street; and f. Possible changes to parking restrictions and signage in Redfern and Hudson Streets.	Works and Infrastructure	Report to be prepared for May 2020 Council meeting.	6 May 2020
6/11/2019	<b>Min.772 C11/19-262 Road Closure of Milton Street between Railway Parade and Clarence Street, Lidcombe</b>	That Council: 1. Approve the permanent closure of Milton Street between Railway Parade and Clarence Street, Lidcombe to expand the open space (park) area for the community for recreational purposes; 2. Advertise in the local newspaper, for a period of 28 days, the proposal to permanently close the section of Milton Street;	Finance and Governance	Documentation to be prepared to advertise the proposal and process any required documents to facilitate the closure.	January 2020



## OUTSTANDING COUNCIL RESOLUTIONS

Date of Meeting	Minute No / Subject	Council Decision	Responsible Directorate	Status	Estimated Completion Date
		3. Authorise the General Manager to process and resolve any submissions received with respect to the proposal; 4. Prepare the necessary documentation to complete the road closure under the provisions of the Roads Act 1993; and 5. Notify the affected residents in Clarence Street of Council's action accordingly.			
6/11/2019	<b>Min.773 C11/19-267 Proposed Changes to Long Day Care Centre Fees and Charges</b>	That Council place the Draft Long Day Care Centre Fees and Charges on public exhibition for a period of 28 days, with a report to be provided back to Council following the conclusion of the exhibition period.	Community Development	Draft Fees and Charges on public exhibition from 11 November to 8 December 2019. Report due to be reported to Council on 18 December 2019.	18 December 2019
6/11/2019	<b>Min.777 C11/19-277 Tender Evaluation Report - Large Billboard Advertising</b>	That Council: 1. Accept the Tender Evaluation Panel's recommendation to award the contract to QMS Media Limited Ltd (ABN 71 603 037 341) in accordance with Clause 178(1)(a) of the Local Government (General) Regulation 2005, for advertising services at Site 1 located at 10 Robert Street, Holroyd and Site 4 located at Holroyd Sportsground, Holroyd both for a term of eight (8) years plus an option of two (2) years for the contract amount identified in the confidential Tender Evaluation Report. 2. Delegate to the General Manager the authority to execute the contract and any associated documents to allow the development of billboard advertising.	Finance and Governance	Contract documentation to reflect QMS Media Limited Ltd and have execution arranged.	January 2020
6/11/2019	<b>Min.778 C11/19-263 Update on NSW Local Government Grants Commission's Review of Financial Assistance Grants</b>	That Council receive the information and note the attached letter, and write to the NSW Local Government Grants Commission requesting the correction of page 2 to their letter (Item A) to amend Holroyd to reflect Parramatta residents.	Finance and Governance	Letter to NSW Local Government Grants Commission being drafted.	December 2019
6/11/2019	<b>Min. 779 C11/19-264 Draft Outdoor Dining Policy</b>	That Council place the Draft Outdoor Dining Policy and the Draft Outdoor Dining Guidelines on public exhibition for a period of 28 days, with a report to be provided back to Council following the conclusion of the exhibition period subject to the following amendments to the guidelines: a) Add Miller Street to the "Merrylands Centre" Location; and b) Remove the following words from paragraph one of Clause 16: "and vary depending on the commercial zoning of the subject location".	Finance and Governance	Exhibition period to commence Tuesday, 19 November 2019.	January 2020





Item No: C11/19-283

## **INVESTMENT REPORT - OCTOBER 2019**

Responsible Division: Finance & Governance  
 Officer: Director Finance & Governance  
 File Number: A-05-01/05  
 Community Strategic Plan Goal: *Transparent and accountable leadership*

### **SUMMARY**

This is a report from the Director Finance & Governance providing an update on the performance of Council's investment portfolio to 31 October 2019.

### **RECOMMENDATION**

**That Council receive the October 2019 Investment Report.**

### **REPORT**

Included in this report are the following items that highlight Council's investment portfolio performance for the month, year-to-date to 31 October 2019 and an update of the investment environment.

#### ***Council Investments as at 31 October 2019***

Council's investment portfolio has a current market value of \$163,824,201. This represents a premium of \$1,472,390 above the face value of the portfolio, being \$162,351,811, and generates a 2.04% average purchase yield. The following table reflects Council's holding in various investment categories.

Categories	Face Value (\$)	Current Value (\$)	Current Yield (%)
Bonds	4,750,000	5,065,777	3.0474
Cash	5,715,753	5,715,753	0.4638
Floating Rate Note	48,650,000	48,863,547	2.0222
Managed Funds	8,236,058	8,236,058	0.1847
Term Deposit	95,000,000	95,943,066	2.2642
	<b>162,351,811</b>	<b>163,824,201</b>	<b>2.0442</b>

## ***Investment Portfolio Performance***

The investment returns for the month and year-to-date of 31 October 2019 outperformed the current month benchmark and exceeded the year to date benchmark.

### Performance – Current month 31 October 2019

For the month of October, Council's portfolio generated interest earnings of \$292,564. This is \$30,775 lower than the budget of \$323,339 and outperformed the AusBond Bank Bill Index by 0.79%, as detailed below:-

Monthly Results	Income	Budget	Variance	Portfolio Performance	AusBond BB Index	Outperformance
Total Portfolio	292,564	323,339	- 30,775	1.74%	0.95%	0.79%

### Performance – Year-to-date 31 October 2019

For the year-to-date, Council's portfolio generated interest earnings of \$1,221,876. This is \$73,567 lower than the budget of \$1,295,443 and outperformed the AusBond Bank Bill Index by 1.15%, as per below:-

FYTD Results	Income	Budget	Variance	Portfolio Performance	AusBond BB Index	Outperformance
Total Portfolio	1,221,876	1,295,443	- 73,567	2.25%	1.10%	1.15%

## **COMMUNITY ENGAGEMENT**

There are no consultation processes for Council associated with this report.

## **POLICY IMPLICATIONS**

There are no policy implications for Council associated with this report.

## **RISK IMPLICATIONS**

To manage risk, key criteria are incorporated into Cumberland Council's investment making decisions, as detailed below:-

### ***Preservation of Capital***

The requirement for preventing losses in an investment portfolio's total value (considering the time value of money).

### ***Diversification***

Setting limits to the amounts invested with a particular financial institution or government authority to reduce credit risk.

**Credit Risk**

The risk that an investment of Council fails to pay the interest and/or repay the principal of an investment.

**Maturity Risk**

The longer the term of the investment, the greater the exposure to potential changes in interest rates, market volatility and credit quality of an issuer.

**FINANCIAL IMPLICATIONS**

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There are no financial implications for Council associated with this report.

**CONCLUSION**

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Council hereby certifies that the investments listed above have been made in accordance with section 625 of the *Local Government Act 1993*, clause 212 of the *Local Government (General) Regulation 2005* and Council's *Investment Policy*.

**ATTACHMENTS**

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1. Investment Summary Report October 2019 [↓](#) 
2. Economic and Investment Portfolio Commentary October 2019 [↓](#) 





DOCUMENTS  
ASSOCIATED WITH  
REPORT C11/19-283

Attachment 1  
Investment Summary Report  
October 2019





**Investment Summary Report  
October 2019**

**Cumberland Council**

Investment Summary Report - October 2019

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**Cumberland Council**

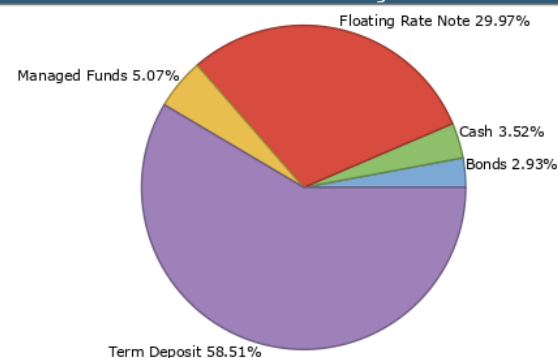
Executive Summary - October 2019



**Investment Holdings**

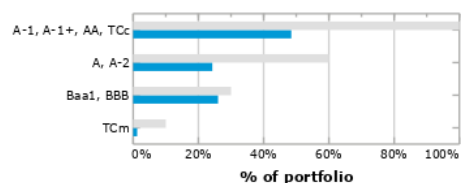
By Product	Face Value (\$)	Current Value (\$)	Current Yield (%)
Bonds	4,750,000.00	5,065,777.26	3.0474
Cash	5,715,752.63	5,715,752.63	0.4638
Floating Rate Note	48,650,000.00	48,863,547.03	2.0222
Managed Funds	8,236,057.90	8,236,057.90	0.1847
Term Deposit	95,000,000.00	95,943,065.74	2.2642
	<b>162,351,810.53</b>	<b>163,824,200.56</b>	<b>2.0442</b>

**Investment Holdings**



**Investment Policy Compliance**

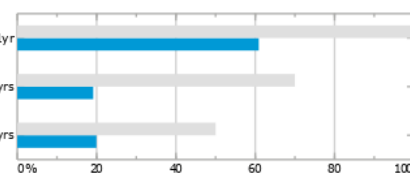
**Total Credit Exposure**



Portfolio Exposures Investment Policy Limits

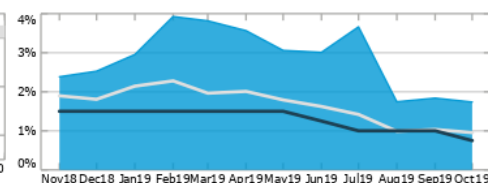
**Investment Policy Compliance**

**Term to Maturity**



Portfolio Exposures Investment Policy Limit

**Investment Performance**



Portfolio Return Bank Bill Index RBA Cash Rate

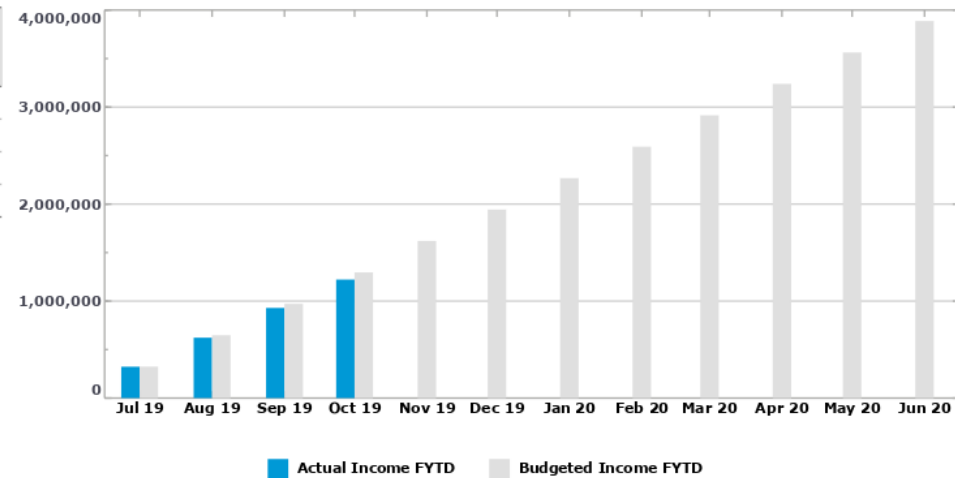


**Cumberland Council**  
Actual Interest Report - October 2019

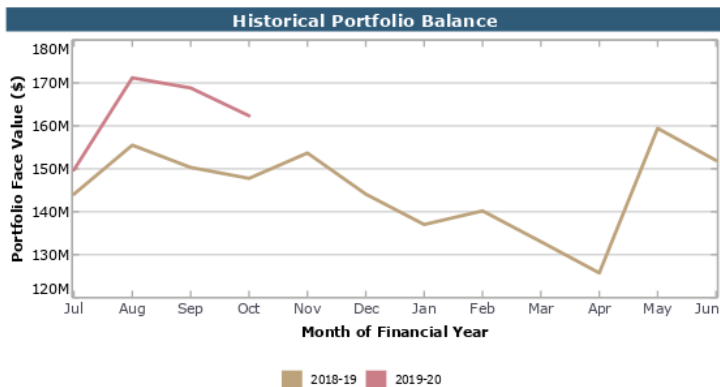


**Budgeted vs Actual Returns**

	Monthly Income	YTD Actual	YTD Budgeted
July 2019	323,339	323,339	323,861
August 2019	299,143	622,482	647,722
September 2019	306,831	929,313	971,582
October 2019	292,564	1,221,876	1,295,443



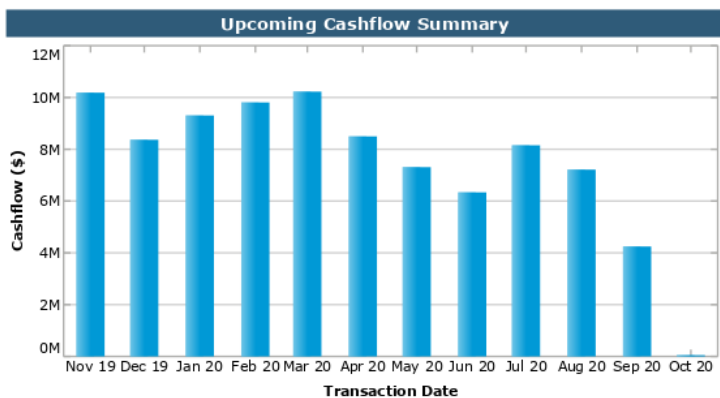
**Cumberland Council**  
Investment Cashflows - October 2019



**Historical Portfolio Balance**

	2019-20	2018-19
July	149,746,425	144,080,941
August	171,194,994	155,505,088
September	168,825,526	150,313,187
October	162,351,811	147,766,470
November		153,672,885
December		144,091,226
January		137,015,520
February		140,191,555
March		133,016,214
April		125,735,228
May		159,429,160
June		151,946,000

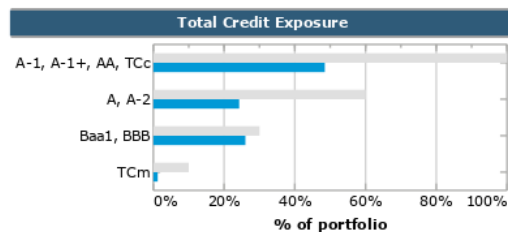
Average 12 month Portfolio Balance 149,768,045



**Upcoming Cashflow Summary**

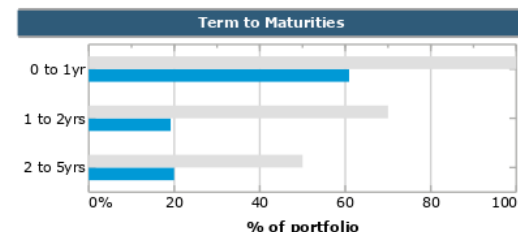
	Amount
November 19	10,184,730
December 19	8,365,605
January 20	9,304,492
February 20	9,806,719
March 20	10,224,617
April 20	8,496,749
May 20	7,308,740
June 20	6,335,117
July 20	8,152,710
August 20	7,213,153
September 20	4,244,516
October 20	47,636

**Cumberland Council**  
Investment Policy Compliance Report - October 2019



■ Portfolio Exposure ■ Investment Policy Limit

Credit Rating		Exposures		Policy Max	
		(\$)	(%)		
Long Term	AA	13,750,000			
Short Term	A-1	4,000,000			
Short Term	A-1+	54,715,753			
Short Term	TCc	6,240,909			
		<b>78,706,661</b>	<b>48%</b>	<b>100%</b>	✓
Long Term	A	5,500,000			
Short Term	A-2	33,900,000			
		<b>39,400,000</b>	<b>24%</b>	<b>60%</b>	✓
Long Term	Baa1	2,100,000			
Long Term	BBB	40,150,000			
		<b>42,250,000</b>	<b>26%</b>	<b>30%</b>	✓
Short Term	TCm	1,995,149			
		<b>1,995,149</b>	<b>1%</b>	<b>10%</b>	✓
		<b>162,351,811</b>	<b>100%</b>		



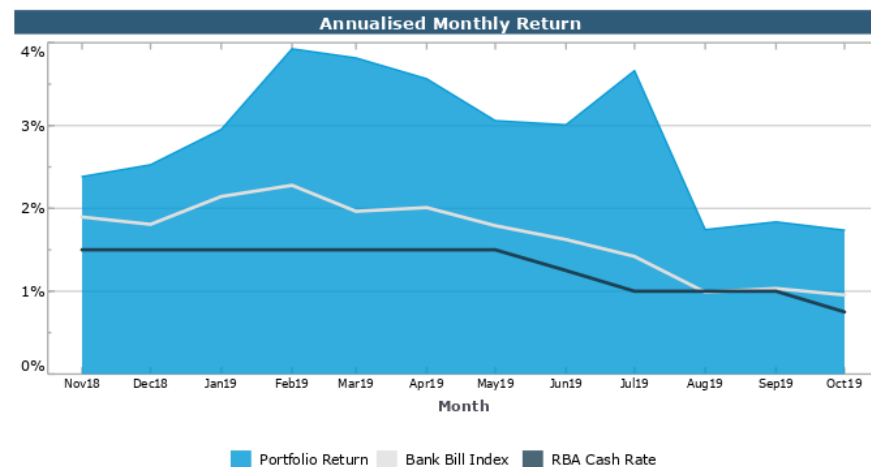
■ Portfolio Exposure ■ Investment Policy Limit

Policy Minimum		Exposures		Min
		(\$)	(%)	(%)
Less than 3 months		40,951,811	25%	10% ✓
Between 3 months and 1 year		59,900,000	37%	20% ✓
Policy Maximum		Exposures		Max
		(\$)	(%)	(%)
Between 1 and 2 years		31,095,149	19%	70% ✓
Between 2 and 5 years		32,400,000	20%	50% ✓
		<b>162,351,811</b>		

✓ = compliant  
✗ = non compliant

**Cumberland Council**

Investment Performance Report - October 2019



**Historical Portfolio Return vs Bloomberg Bank Bill Index**

	1 Month	3 Months	6 Months	FYTD	12 months
Portfolio Return (1)	1.74%	1.77%	2.51%	2.25%	2.84%
Index Return (2)	0.95%	0.99%	1.30%	1.10%	1.65%
Outperformance (4)	0.79%	0.78%	1.21%	1.15%	1.19%

- (1) Portfolio Return is the annualised rate of return for the portfolio for the specified period  
 (2) The Index Return is the Bloomberg AusBond Bank Bill Index  
 (4) Outperformance is the excess of the Portfolio Return over the Index Return

**Historical Portfolio Return vs RBA Cash Rate**

	1 Month	3 Months	6 Months	FYTD	12 months
Portfolio Return (1)	1.74%	1.77%	2.51%	2.25%	2.84%
Index Return (3)	.75%	.92%	1.08%	.94%	1.29%
Outperformance (4)	.99%	.86%	1.42%	1.31%	1.55%

- (1) Portfolio Return is the annualised rate of return for the portfolio for the specified period  
 (3) The Index Return is the RBA Cash Rate  
 (4) Outperformance is the excess of the Portfolio Return over the Index Return

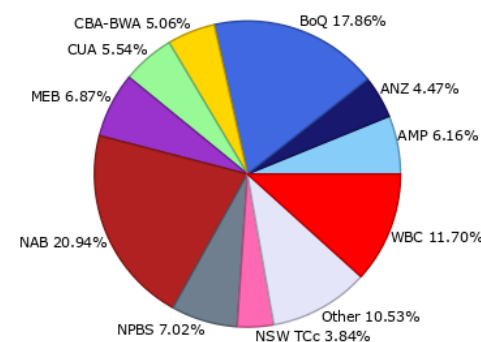
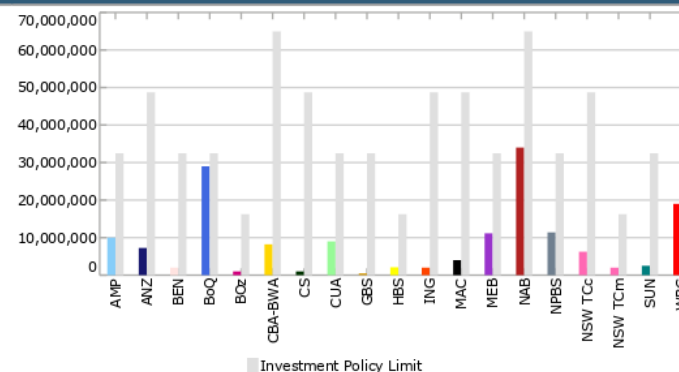
**Cumberland Council**  
Individual Institutional Exposures Report - October 2019



Individual Institutional Exposures

Parent Group	Credit Rating	Portfolio Exposure (\$)	% of portfolio
AMP Bank	A-2, BBB+	10,000,000	6%
ANZ Group	A-1+, AA-	7,250,000	4%
Bank Australia	A-2, BBB	1,000,000	1%
Bank of Queensland	A-2, BBB+	29,000,000	18%
Bendigo and Adelaide Bank	A-2, BBB+	2,000,000	1%
Commonwealth Bank of Australia	A-1+, AA-	8,215,753	5%
Credit Suisse AG (Syd Branch)	A-1, A	1,000,000	1%
Credit Union Australia	A-2, BBB	9,000,000	6%
Greater Bank	A-2, BBB	500,000	0%
Heritage Bank	P-2, Baa1	2,100,000	1%
ING Bank (Australia)	A-1, A	2,000,000	1%
Macquarie Bank	A-1, A	4,000,000	2%
Members Equity Bank	A-2, BBB	11,150,000	7%
National Australia Bank	A-1+, AA-	34,000,000	21%
Newcastle Permanent Building Society	A-2, BBB	11,400,000	7%
NSW T-Corp (Cash)	TCc, TCc	6,240,909	4%
NSW T-Corp (MT)	TCm, TCm	1,995,149	1%
Suncorp Bank	A-1, A+	2,500,000	2%
Westpac Group	A-1+, AA-	19,000,000	12%
		<b>162,351,811</b>	

Individual Institutional Exposure Charts





**Cumberland Council**  
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**Cash Accounts**

Face Value (\$)	Current Yield	Institution	Credit Rating	Current Value (\$)	Deal No.	Reference
5,572,088.75	0.4500%	Commonwealth Bank of Australia	A-1+	5,572,088.75	250385	3010516
143,663.88	1.0000%	Commonwealth Bank of Australia	A-1+	143,663.88	533672	3010516
<b>5,715,752.63</b>	<b>0.4638%</b>			<b>5,715,752.63</b>		

**Managed Funds**

Face Value (\$)	Current Yield	Institution	Credit Rating	Fund Name	Current Value (\$)	Deal No.	Reference
3,149,509.81	1.1054%	NSW T-Corp (Cash)	TCc	Cash Fund	3,149,509.81	204877	3120516
3,091,398.96	1.3089%	NSW T-Corp (Cash)	TCc	Short Term Income Fund	3,091,398.96	204878	3120516
1,995,149.13	-3.0104%	NSW T-Corp (MT)	TCm	Medium Term Growth Fund	1,995,149.13	538647	3021019
<b>8,236,057.90</b>	<b>0.1847%</b>				<b>8,236,057.90</b>		

**Term Deposits**

Maturity Date	Face Value (\$)	Rate	Institution	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Coupon Frequency	Reference
11-Nov-19	3,000,000.00	2.2000%	ME Bank	A-2	3,000,000.00	11-Jun-19	3,025,857.53	538027	25,857.53	At Maturity	3110619
18-Nov-19	2,000,000.00	2.7500%	National Australia Bank	A-1+	2,000,000.00	16-Nov-18	2,052,739.73	537330	52,739.73	At Maturity	3161118
20-Nov-19	3,000,000.00	2.5500%	AMP Bank	A-2	3,000,000.00	24-May-19	3,033,743.84	537976	33,743.84	At Maturity	3240519
9-Dec-19	3,000,000.00	2.7800%	National Australia Bank	A-1+	3,000,000.00	4-Dec-18	3,075,859.73	537383	75,859.73	Annually	3041218
9-Dec-19	2,000,000.00	2.8500%	ING Bank (Australia)	A-1	2,000,000.00	8-Dec-17	2,050,909.59	536073	50,909.59	Annually	3081217
16-Dec-19	3,000,000.00	2.1500%	ME Bank	A-2	3,000,000.00	11-Jun-19	3,025,269.86	538028	25,269.86	At Maturity	3110619
13-Jan-20	4,000,000.00	2.2400%	National Australia Bank	A-1+	4,000,000.00	29-May-19	4,038,294.79	537985	38,294.79	At Maturity	3290519
20-Jan-20	3,000,000.00	2.8300%	Credit Union Australia	A-2	3,000,000.00	11-Feb-19	3,061,174.52	537534	61,174.52	At Maturity	3110219
20-Jan-20	2,000,000.00	2.5000%	AMP Bank	A-2	2,000,000.00	24-May-19	2,022,054.79	537977	22,054.79	At Maturity	3240519
3-Feb-20	4,000,000.00	2.2500%	National Australia Bank	A-1+	4,000,000.00	29-May-19	4,038,465.75	537986	38,465.75	At Maturity	3290519
17-Feb-20	4,000,000.00	1.7500%	National Australia Bank	A-1+	4,000,000.00	13-Aug-19	4,015,342.47	538385	15,342.47	At Maturity	3130819
21-Feb-20	1,000,000.00	3.2000%	Bank of Queensland	A-2	1,000,000.00	22-Feb-17	1,022,180.82	534971	22,180.82	Annually	2220217



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**Term Deposits**

Maturity Date	Face Value (\$)	Rate	Institution	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Coupon Frequency	Reference
9-Mar-20	4,000,000.00	1.9100%	Westpac Group	A-1+	4,000,000.00	10-Sep-19	4,010,884.38	538511	10,884.38	At Maturity	3100919
4-May-20	3,000,000.00	1.9500%	National Australia Bank	A-1+	3,000,000.00	3-Jul-19	3,019,393.15	538171	19,393.15	At Maturity	3030719
4-May-20	3,000,000.00	1.6300%	National Australia Bank	A-1+	3,000,000.00	4-Sep-19	3,007,770.41	538485	7,770.41	At Maturity	3040919
18-May-20	1,000,000.00	3.0000%	Bank of Queensland	A-2	1,000,000.00	19-May-17	1,013,561.64	535254	13,561.64	Annually	3190517
15-Jun-20	3,000,000.00	2.0500%	National Australia Bank	A-1+	3,000,000.00	11-Jun-19	3,024,094.52	538029	24,094.52	Annually	3110619
22-Jun-20	3,000,000.00	1.9500%	National Australia Bank	A-1+	3,000,000.00	24-Jun-19	3,020,835.62	538069	20,835.62	At Maturity	3240619
5-Jul-20	3,000,000.00	1.9500%	National Australia Bank	A-1+	3,000,000.00	27-Jun-19	3,020,354.79	538085	20,354.79	Annually	3270619
13-Jul-20	4,000,000.00	1.8200%	Westpac Group	A-1+	4,000,000.00	5-Sep-19	4,011,368.77	538499	11,368.77	At Maturity	3050919
10-Aug-20	4,000,000.00	1.8200%	Westpac Group	A-1+	4,000,000.00	5-Sep-19	4,011,368.77	538500	11,368.77	At Maturity	3050919
24-Aug-20	2,000,000.00	3.0000%	Bank of Queensland	A-2	2,000,000.00	24-Aug-18	2,011,013.70	537008	11,013.70	Annually	3240818
14-Sep-20	4,000,000.00	1.8100%	Westpac Group	A-1+	4,000,000.00	10-Sep-19	4,010,314.52	538512	10,314.52	At Maturity	3100919
8-Dec-20	3,000,000.00	3.0000%	Bank of Queensland	BBB+	3,000,000.00	5-Dec-17	3,081,616.44	536048	81,616.44	Annually	3051217
22-Feb-21	3,000,000.00	2.9500%	Newcastle Permanent Building Society	BBB	3,000,000.00	22-Feb-19	3,061,101.37	537561	61,101.37	Annually	3220219
8-Mar-21	3,000,000.00	2.8500%	Newcastle Permanent Building Society	BBB	3,000,000.00	6-Mar-19	3,056,219.18	537619	56,219.18	Annually	3060319
8-Jun-21	2,000,000.00	3.1400%	Westpac Group	AA-	2,000,000.00	8-Jun-18	2,009,118.90	536727	9,118.90	Quarterly	3080618
28-Jun-21	2,000,000.00	2.0500%	Bank of Queensland	BBB+	2,000,000.00	27-Jun-19	2,014,265.75	538086	14,265.75	Annually	3270619
4-Oct-21	3,000,000.00	1.7000%	Bank of Queensland	BBB+	3,000,000.00	4-Sep-19	3,008,104.11	538486	8,104.11	Annually	3040919
11-Oct-21	3,000,000.00	1.7000%	Bank of Queensland	BBB+	3,000,000.00	4-Sep-19	3,008,104.11	538488	8,104.11	Annually	3040919
23-May-22	2,000,000.00	2.4000%	Bank of Queensland	BBB+	2,000,000.00	24-May-19	2,021,172.60	537973	21,172.60	Annually	3240519
30-May-22	2,000,000.00	2.4000%	Bank of Queensland	BBB+	2,000,000.00	30-May-19	2,020,383.56	537991	20,383.56	Annually	3300519
14-Jun-22	2,000,000.00	2.2500%	Bank of Queensland	BBB+	2,000,000.00	11-Jun-19	2,017,630.14	538030	17,630.14	Annually	3110619
22-May-23	2,000,000.00	2.5500%	Bank of Queensland	BBB+	2,000,000.00	24-May-19	2,022,495.89	537974	22,495.89	Annually	3240519
<b>95,000,000.00</b>		<b>2.2642%</b>			<b>95,000,000.00</b>		<b>95,943,065.74</b>		<b>943,065.74</b>		

**Cumberland Council**  
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**Floating Rate Notes**

Maturity Date	Face Value (\$)	Current Coupon	Security Name	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Next Coupon Date	Reference
6-Nov-19	1,000,000.00	2.0586%	BoQ Snr FRN (Nov19) BBSW+1.07%	A-2	1,000,000.00	6-Nov-14	1,004,942.68	496124	4,906.80	6-Nov-19	3061114
6-Nov-19	1,000,000.00	2.0586%	BoQ Snr FRN (Nov19) BBSW+1.07%	A-2	1,000,000.00	6-Nov-14	1,004,942.68	533673	4,906.80	6-Nov-19	2061114
24-Feb-20	500,000.00	2.4100%	GBS Snr FRN (Feb20) BBSW+1.45%	A-2	502,730.00	15-Sep-17	502,221.60	535783	2,211.92	25-Nov-19	3150917
3-Mar-20	1,000,000.00	2.0613%	MAC Snr FRN (Mar20) BBSW+1.10%	A-1	1,000,000.00	3-Mar-15	1,005,521.96	502272	3,331.96	3-Dec-19	3030315
20-Mar-20	3,000,000.00	2.2200%	CUA Snr FRN (Mar20) BBSW+1.30%	A-2	3,002,640.00	19-Sep-17	3,017,593.56	535800	7,663.56	20-Dec-19	3190917
20-Mar-20	500,000.00	2.2200%	CUA Snr FRN (Mar20) BBSW+1.30%	A-2	500,925.00	28-Sep-17	502,932.26	535801	1,277.26	20-Dec-19	3280917
20-Mar-20	1,500,000.00	2.2200%	CUA Snr FRN (Mar20) BBSW+1.30%	A-2	1,500,000.00	20-Mar-17	1,508,796.78	535160	3,831.78	20-Dec-19	2200317
6-Apr-20	500,000.00	2.0884%	ME Bank Snr FRN (Apr20) BBSW+1.25%	A-2	502,965.00	1-Sep-17	501,956.60	535763	686.60	6-Jan-20	3010917
6-Apr-20	2,000,000.00	2.0884%	ME Bank Snr FRN (Apr20) BBSW+1.25%	A-2	2,006,700.00	15-May-17	2,007,826.39	535233	2,746.39	6-Jan-20	3150517
7-Apr-20	900,000.00	2.1884%	NPBS Snr FRN (Apr20) BBSW+1.35%	A-2	907,083.00	24-Aug-17	904,310.05	535630	1,295.05	7-Jan-20	3240817
7-Apr-20	3,000,000.00	2.1884%	NPBS Snr FRN (Apr20) BBSW+1.35%	A-2	3,033,480.00	30-Nov-17	3,014,366.84	535999	4,316.84	7-Jan-20	3301117
7-Apr-20	1,000,000.00	2.1884%	NPBS Snr FRN (Apr20) BBSW+1.35%	A-2	1,000,000.00	7-Apr-15	1,004,788.95	533676	1,438.95	7-Jan-20	2070415
29-Apr-20	1,000,000.00	2.0398%	CS Snr FRN (Apr20) BBSW+1.15%	A-1	1,000,000.00	29-Apr-15	1,003,343.04	533688	167.65	29-Jan-20	2290415
28-Jul-20	1,000,000.00	1.7850%	WBC Snr FRN (Jul20) BBSW+0.90%	A-1+	1,000,000.00	28-Jul-15	1,004,395.62	507261	195.62	28-Jan-20	3280715
18-Aug-20	1,000,000.00	2.0700%	BEN Snr FRN (Aug20) BBSW+1.10%	A-2	1,000,000.00	18-Aug-15	1,009,066.71	533677	4,196.71	18-Nov-19	2180815
29-Mar-21	2,100,000.00	2.1750%	HBS Snr FRN (Mar21) BBSW+1.23%	Baa1	2,100,000.00	29-Mar-18	2,117,675.38	536457	4,004.38	30-Dec-19	3290318
16-Apr-21	1,000,000.00	2.1217%	ME Bank Snr FRN (Apr21) BBSW+1.27%	BBB	1,000,000.00	17-Apr-18	1,006,640.06	536509	930.06	16-Jan-20	3170418
30-Aug-21	1,000,000.00	2.2728%	BOz 'SRI' Snr FRN (Aug21) BBSW+1.30%	BBB	1,000,000.00	30-Aug-18	1,009,132.92	536987	3,922.92	29-Nov-19	3300818
6-Sep-21	1,000,000.00	2.2530%	CUA Snr FRN (Sep21) BBSW+1.25%	BBB	1,000,000.00	6-Sep-18	1,011,536.66	537050	3,456.66	6-Dec-19	3060918
10-Sep-21	2,000,000.00	2.0924%	AMP Snr FRN (Sep21) BBSW+1.08%	BBB+	2,000,000.00	10-Sep-18	2,001,781.91	537065	5,961.91	10-Dec-19	3100918
10-Sep-21	3,000,000.00	2.0924%	AMP Snr FRN (Sep21) BBSW+1.08%	BBB+	3,021,240.00	31-May-19	3,002,672.86	537992	8,942.86	10-Dec-19	3310519
18-Jul-22	1,650,000.00	1.8700%	ME Bank Snr FRN (Jul22) BBSW+0.98%	BBB	1,650,000.00	18-Jul-19	1,654,532.98	538175	1,183.48	20-Jan-20	3180719
25-Jan-23	1,000,000.00	1.9300%	BEN Snr FRN (Jan23) BBSW+1.05%	BBB+	1,000,000.00	25-Jan-18	1,006,210.14	536142	370.14	28-Jan-20	3250118
6-Feb-23	500,000.00	2.3886%	NPBS Snr FRN (Feb23) BBSW+1.40%	BBB	501,370.00	21-Mar-18	507,566.69	536444	2,846.69	6-Nov-19	3210318
9-May-23	3,000,000.00	1.8659%	ANZ Snr FRN (May23) BBSW+0.90%	AA-	3,000,000.00	9-May-18	3,032,322.38	536582	12,882.38	11-Nov-19	3090518

**Cumberland Council**  
Investment Summary Report - October 2019



**Floating Rate Notes**

Maturity Date	Face Value (\$)	Current Coupon	Security Name	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Next Coupon Date	Reference
19-Jun-24	2,000,000.00	1.8930%	NAB Snr FRN (Jun24) BBSW+0.92%	AA-	2,000,000.00	19-Jun-19	2,019,680.22	538035	4,460.22	19-Dec-19	3190619
11-Jul-24	4,000,000.00	1.9200%	BoQ Snr FRN (Jul24) BBSW+1.03%	BBB+	4,021,640.00	29-Aug-19	3,999,065.75	538417	2,945.75	20-Jan-20	3290819
30-Jul-24	2,500,000.00	1.6879%	SUN Snr FRN (Jul24) BBSW+0.78%	A+	2,495,800.00	12-Aug-19	2,488,806.22	538383	231.22	30-Jan-20	3120819
7-Aug-24	3,000,000.00	1.8048%	MAC Snr FRN (Aug24) BBSW+0.80%	A	3,000,000.00	7-Aug-19	3,001,855.34	538349	12,757.22	7-Nov-19	3070819
29-Aug-24	2,000,000.00	1.7365%	ANZ Snr FRN (Aug24) BBSW+0.77%	AA-	2,000,000.00	29-Aug-19	2,007,061.80	538412	6,089.64	29-Nov-19	3290819
		<b>48,650,000.00</b>	<b>2.0222%</b>			<b>48,746,573.00</b>	<b>48,863,547.03</b>			<b>114,159.42</b>	

**Fixed Rate Bonds**

Maturity Date	Face Value (\$)	Coupon	Security Name	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Purchase Yield	Reference
11-Jan-24	2,500,000.00	3.0000%	CBA Snr Bond (Jan24) 3.00%	AA-	2,478,775.00	11-Jan-19	2,662,657.26	537455	22,782.26	3.1850%	3110119
8-Feb-24	2,250,000.00	3.1000%	ANZ Snr Bond (Feb24) 3.10%	AA-	2,248,717.50	8-Feb-19	2,403,120.00	537488	15,937.50	3.1125%	3080219
		<b>4,750,000.00</b>	<b>3.0474%</b>			<b>4,727,492.50</b>	<b>5,065,777.26</b>			<b>38,719.76</b>	<b>3.1507%</b>

DOCUMENTS  
ASSOCIATED WITH  
REPORT C11/19-283

Attachment 2

Economic and Investment  
Portfolio Commentary October  
2019





## Cumberland Council Economic and Investment Portfolio Commentary October 2019

### Global issues:

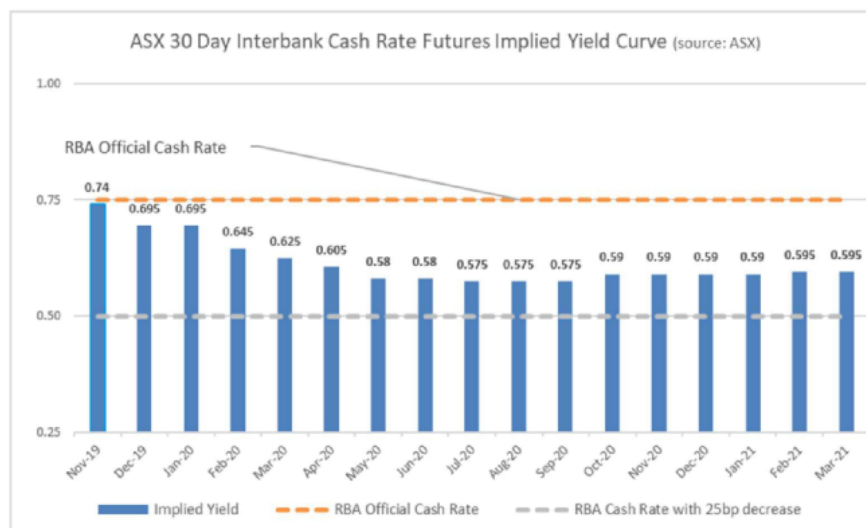
- In the US, the Federal Reserve cut their key interest rate by another 25bps to the 1.50-1.75% range. This round of interest rate cuts, aimed to help offset the impacts of the US/China trade war and global economic slowdown, has now totalled an easing of 75bps with expectations that the Fed may be finished for this cycle.
- Latest US economic data was sound, with consumer spending aiding a higher than expected 2%pa increase in GDP. Consumer surveys reflected positive sentiment and inflation remains in check, even with a low unemployment environment.
- Economic indicators out of Europe, Japan and China were not as positive as the US. The Eurozone GDP was up only 1.1% for the year; the Bank of Japan is indicating a possible cut in rates as inflation remains low; and China's economic growth continues to reflect pressure from the ongoing trade war with the US.

### Domestic issues:

- In Australia, the latest inflation data showed price growth still well below the RBA target range of 2-3%pa. The 1.70%pa annual increase was inflated by a sharp increase in tobacco prices. Excluding tobacco, inflation was closer to 1.3%pa.
- Australian house prices, however, are showing improvement with the largest monthly increase in over four years. The 1.2% gain in October was led by Melbourne (up 2.3%; their largest monthly gain in 10yrs) and Sydney (up 1.7%).

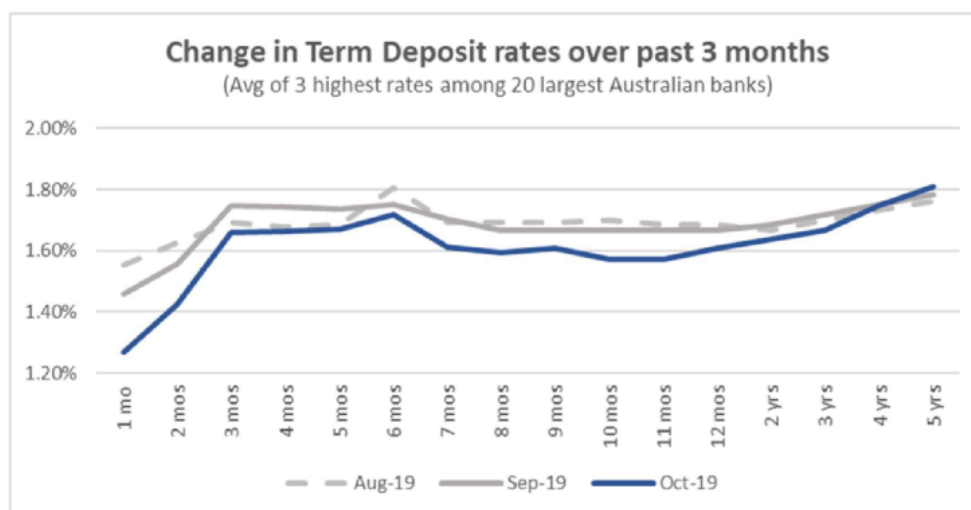
### Interest rates

- The RBA cut the official cash rate by a further 25bps to 0.75% at its October meeting. The market is pricing in a 60% chance of another cut by Q1 2020:





- Term deposit rates across 1mo-3yrs slipped lower in October, with the steepest declines in the 1 & 2 month area. The average highest rates on offer for 3-month TDs at month end was 1.66%, down from 1.75% in September. The average of the highest 12 month rates was 1.61%, down from 1.67% last month. The best rates among the lower rated banks were largely in the 1.30%-1.65% area across 1-12 months range.



### Investment Portfolio Commentary

Council's investment portfolio posted a return of 1.74%pa for the month of October versus the bank bill index benchmark return of 0.95%pa. For the financial year to date, the investment portfolio returned 2.25%pa, exceeding the bank bill index benchmark's 1.10%pa by 1.15%pa.

Without marked-to-market influences, Council's investment portfolio yielded 2.14%pa for the month. This is based on the actual interest rates being received on existing investments and excludes the underlying changes to the market value of the securities/deposits.

During October, Council's investment portfolio had \$6m in 11 & 12 month term deposits mature which were paying an average of 2.93%pa. No new deposits were made during the month.

\$2m was placed in the NSW TCorpIM Medium Term Growth Fund. This professionally managed diversified fund provides Council with exposure to growth assets such as domestic & international shares and property. Growth assets are suited to investors, such as Council, that have a portion of its investment portfolio with longterm investment horizons, thereby better matching Council's long-term obligations with long-term assets. Growth funds have historically outperformed cash and fixed interest portfolios when held over the long-term (7+ years), however there is a higher risk of a sub-cash rate or negative return on a monthly basis.



Council has a well-diversified portfolio invested among a range of term deposits and floating rate notes from highly rated Australian ADIs. 74% of the portfolio is spread among the top three credit rating categories (A long term/A2 short term and higher) and NSW TCorpIM managed funds. It is expected that Council can continue to achieve above benchmark returns with prudent investment selection for its short and long term holdings.

**Disclaimer:** The statements and opinions contained in this report are based on currently prevailing conditions in financial markets and are so contained in good faith and in the belief that such statements and opinion are not false or misleading. In preparing this report, Prudential Investment Services Corp has relied upon information which it believes to be reliable and accurate. Prudential Investment Services Corp believes that this report and the opinions expressed in this report are accurate, but no warranty of accuracy or reliability is given. Prudential Investment Services Corp does not warrant that its investigation has revealed all of the matters which a more extensive examination might disclose. This report may not be reproduced, transmitted, or made available either in part or in whole to any third party without the prior written consent of Prudential Investment Services Corp. AFS Licence No. 468145.



Item No: C11/19-284

## UPDATE ON COMMUNITY SAFETY AND CRIME PREVENTION INITIATIVES

Responsible Division: Community Development  
Officer: Director Community Development  
File Number: C-37-01/09  
Community Strategic Plan Goal: *A safe accessible community*

### SUMMARY

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This report provides an update on community safety and crime prevention initiatives undertaken by Council during the August to October 2019 period.

### RECOMMENDATION

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**That Council receive and note the information in this report.**

### REPORT

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The *Cumberland Community Safety and Crime Prevention Plan 2018 - 2022* was adopted in July 2018. The Plan identifies ten priority areas and 74 strategic actions to address priority crime related issues and improve community safety in Cumberland. The Plan is a whole-of-Council document which is overseen by Council's Crime Prevention Officer.

The following provides a summary of some of the key community safety and crime prevention initiatives undertaken during the August to October 2019 period.

#### ***Safety Site Assessments Undertaken***

Nine safety site assessments have been undertaken by Council and Police in the following areas in response to community concerns:

- Erie Street Reserve (Granville)
- Bright Street Park (Guildford)
- Coleman Street Park (Berala)
- Lytton Street Park (Wentworthville)
- Auburn Park (Auburn)
- Colquhoun Street Park (South Granville)
- Clunies Ross Street, Prospect Hill Entrance (Pemulwuy)
- Reconciliation Rise, access to Prospect Hill (Pemulwuy)
- Fifth Street Reserve (Granville)
- Guildford Community Centre (Guildford)



These assessments focus on CPTED (Crime Prevention Through Environmental Design) to identify opportunities to improve safety outcomes in an area.

The following actions have been implemented and/or recommendations for improved infrastructure have been identified as a result of the audits:

- Erie Street Reserve (Granville) - Additional police patrols have been implemented to monitor the area and move people on which has improved the safety of the area. Lighting improvements have also been recommended and are being explored.
- Bright Street Park (Guildford) - Two CCTV cameras have been relocated to monitor the park. Illegal dumping has also been removed.
- Coleman Street Park (Berala) - Additional external lighting and securing of the amenities blocks whilst the park is not in use has been recommended to minimise antisocial behaviour. Given the size of the park, opportunities to improve activation of the park and improve incidental surveillance are also being explored.
- Lytton Street Park (Wentworthville) - Improved lighting on the footpaths has been recommended.
- Auburn Park - Additional patrols have been requested by the Police in response to resident concerns regarding antisocial behaviour. Lighting in the Park was deemed adequate.
- Colquhoun Street Park (South Granville) - Lighting in the Park was deemed adequate.
- Clunies Ross Street, Prospect Hill Entrance (Pemulwuy) - Lighting is recommended for installation at the lower end of the street to address anti-social behaviour.
- Reconciliation Rise, Prospect Hill Entrance (Pemulwuy) - Although the area is well lit, passive surveillance is minimal. Additional footpath lighting and CCTV has been installed to monitor the antisocial behaviour in this area. Sandstone blocks have also been placed along the gate area to minimise access to the Hill.
- Fifth Street Reserve (Granville) - The installation of lighting in the reserve has been recommended to improve the safety of the area as there is no lighting in the park.
- Guildford Community Centre (Guildford) - Lighting has been installed in the carpark areas of the Centre. Additional lighting at the laneway entrance or spotlights on the exterior of the community centre are recommended.

### ***Lighting Audits***

Four lighting audits were undertaken at Greystanes Library Carpark, Daniel Street Park (Greystanes), Byrnes Street (Granville) and Auburn Park.

Additional lighting requirements have been identified for the Greystanes Library Carpark and Byrnes Street. All lighting in Daniel Street Park and Auburn Park was found to be sufficient and operational.

### ***Pool Safety Assessment and Upgrades***

A CPTED safety site assessment was undertaken at Ruth Everuss Aquatic Centre in Lidcombe. Upgrades of safety and security measures and process improvements will be implemented across all Council pools.

***Grant Received to Improve Subway Link***

Council received a \$20,000 grant through the Stronger Communities Fund to undertake repairs, lighting and general improvement of the subway link between Dawes Avenue and Lewis Street in Regents Park.

***Homelessness***

Council has continued to respond to ongoing issues of rough sleeping, health and safety issues particularly in Merrylands Town Centre and Guildford. Responses involve engaging local services, Council and Police to support referrals related to addressing complex issues such as health, anti-social, drug and alcohol issues.

Council has also supported the Salvation Army to establish a weekly Tuesday night outreach service covering the Cumberland LGA.

***CCTV in Public Places***

- CCTV camera relocations this quarter: 2
- CCTV footage extraction requests: 36

***Graffiti Removal***

- Business Graffiti Removal Kits were distributed to businesses in: Pendle Hill (56), Wentworthville (47), Guildford (49) and Toongabbie (52).
- A focused Town Centre graffiti removal campaign was undertaken in Guildford Town Centre (library side), Granville, Pendle Hill and Merrylands.
- Council coordinated a Graffiti Removal Day event in partnership with Holroyd Rotary, Girl Guides volunteers and local residents to remove 170sqm metres of graffiti in Toongabbie.
- Council has introduced a new DA condition to address graffiti by including the application of anti-graffiti coating on new developments in town centres.

***Steal from Motor Vehicle Signage***

100 new Steal from Motor Vehicle signs have been designed and fabricated to be installed in various locations (private and public carparks) across the LGA in response to Police identified hotspots. The signs will be installed at various locations to remind motorists to lock their car and check that they have removed valuables.

A communications campaign will be rolled out concurrently with the installation of new signage as part of Council's Living Safely in Cumberland education campaign.

***Road and Pedestrian Safety at Schools***

Council has established a new process involving Council Rangers, Council's Road Safety Officer and Police. This involves rangers patrolling all schools across the LGA to identify unsafe parking practices and parking offences. Council is also promoting the

delivery of road safety workshops to schools. Where issues continue to persist, the Highway Patrol will monitor those particular schools.

Highway Patrol requests have been implemented at the following schools:

- Cerdon College (August and October 2019)
- Greystanes Public School (September 2019).

### ***Domestic and Family Violence***

Council hosted a Cumberland Domestic and Family Violence Action Planning Workshop (CDFVAP) on 28 August 2019 at Wentworthville Community Centre. The workshop brought together 60 participants from across the sector to develop collaborative actions to work together to address Domestic and Family Violence in Cumberland.

### ***Personal Safety Community Education Program***

Council has developed the 'Living Safely in Cumberland' personal safety education program. The program comprises six workshop modules, designed to be interactive and based on adult learning principles, for co-delivery by a Council staff member and Police. A train-the-trainer workshop was held on 6 September 2019 with 19 facilitators trained including Council's Bilingual Community Educators, staff and Police from Cumberland and Auburn Police Area Commands. Two out of three initial pilot workshops have been conducted with the program to be officially launched in November 2019. 40 workshops will be delivered across the Cumberland LGA in 2019/2020.

### ***Police Liaison and Responding to Community Safety Issues and Concerns***

On average, Council's Crime Prevention Officer responds to approximately three community safety reports or concerns per week from residents. These include a range of issues such as anti-social behaviour, vandalism, graffiti, drug and alcohol issues, homelessness and illegal dumping. Many of these issues are referred to the Police for joint action and to ensure a coordinated and appropriate level of response.

Council also regularly liaises with both the Cumberland and Auburn Police Area Commands (PACs) in relation to a range of community, Police or Council identified crime prevention and safety issues. This includes facilitating site assessments, requesting high visibility Police patrols, investigating damage to Council property and other matters. Council also regularly attends Police Community Precinct Meetings held by both PACs.

## **POLICY IMPLICATIONS**

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Community safety is a key priority identified in the *Community Strategic Plan*, Goal 2: 'A safe and accessible community'. Council's Community Satisfaction Survey 2019 also identifies community safety/crime prevention as a key priority area for Council.

The initiatives outlined in this report align with the priorities and actions identified in the *Cumberland Community Safety and Crime Prevention Plan 2018 - 2022*.

## RISK IMPLICATIONS

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The key risks associated with responding to community safety concerns and crime prevention initiatives include:

- Council has a limited supply of relocatable CCTV cameras to install in locations in response to emerging community priorities as well as Police identified hotspots.
- The potential for time and resourcing involved in responding to emerging and individual community safety concerns to impact on the ability of Council to focus on other more strategic/LGA wide, evidence-based priorities.
- Council has limited capital budget allocation to immediately implement recommendations arising from CPTED site assessments.

## FINANCIAL IMPLICATIONS

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Funding of \$44,000 has been allocated in the approved Operational Budget 2019/20 to implement the Year 2 actions identified in the *Community Safety and Crime Prevention Plan*. Council has also received grant funding of \$94,986 to support the implementation of initiatives such as community safety education and lighting upgrades.

Some actions within the Plan require further scoping to identify the financial resources required to implement an appropriate solution. There is limited capital funding available to address lighting and CCTV infrastructure needs across Cumberland, which are frequently identified.

Council proactively seeks funding to support the implementation of community safety initiatives and the delivery of actions outlined in the Plan, however, Council has been unsuccessful to date in a number of State and Federal grants submitted to support the provision and expansion CCTV infrastructure.

## CONCLUSION

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It is recommended that the information on Council's recent community safety and crime prevention initiatives be received and noted. Council will continue to work with Police and the community to respond to priority and emerging community safety needs.

Council will also continue to identify suitable funding opportunities to support the implementation of local safety initiatives. There are also ongoing opportunities for Council to advocate to the NSW and Federal Government to support Council's work in this area.

**ATTACHMENTS**

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Nil

Item No: C11/19-285

## CUMBERLAND 2030: OUR LOCAL STRATEGIC PLANNING STATEMENT

Responsible Division: Environment & Planning  
Officer: Director Environment & Planning  
File Number: SUB543  
Community Strategic Plan Goal: *A resilient built environment*

### SUMMARY

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This report outlines the key areas of feedback from State agencies, stakeholders and the community during the exhibition of the *Draft Cumberland 2030: Our Local Strategic Planning Statement*, and details refinements made to the document to address feedback received.

It is recommended that Council endorse the updated *Cumberland 2030: Our Local Strategic Planning Statement* for submission to the Greater Sydney Commission. This endorsement is required by 25 November 2019 to finalise the Local Strategic Planning Statement, and for the document to be published on the NSW planning portal.

### RECOMMENDATION

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That Council:

1. Note the outcomes of the public exhibition of the *Draft Cumberland 2030: Our Local Strategic Planning Statement*, and refinements made to address feedback from the community, stakeholders and State agencies;
2. Endorse the updated *Cumberland 2030: Our Local Strategic Planning Statement*, as provided in Attachment 1, for submission to the Greater Sydney Commission;
3. Delegate to the General Manager the authorisation to make minor revisions to *Cumberland 2030: Our Local Strategic Planning Statement*, as necessary, following Council's deliberations and advice from the Greater Sydney Commission, to ensure the desired objectives and intended outcomes can be achieved;
4. Delegate to the General Manager the authorisation to finalise *Cumberland 2030: Our Local Strategic Planning Statement*, following the issue of a letter of support from the Greater Sydney Commission subject to no further major changes; and
5. Note that *Cumberland 2030: Our Local Strategic Planning Statement* will be forwarded to the Department of Planning, Industry and Environment for publication on the NSW planning portal following finalisation.



## REPORT

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### ***Background***

*Cumberland 2030: Our Local Strategic Planning Statement* has been prepared to provide strategic direction and a coordinated approach to effectively manage growth and development in the Cumberland area. It sets a land use vision and structure plan and identifies priorities and actions to support the vision.

The Local Strategic Planning Statement has been prepared in close collaboration with the Greater Sydney Commission through their assurance program to ensure it, and other strategic work, is aligned with the Central City District Plan.

### ***Exhibition of Draft Cumberland 2030: Our Local Strategic Planning Statement***

#### Consultation Approach

The *Draft Cumberland 2030: Our Local Strategic Planning Statement* was placed on public exhibition for an extended period, beyond the minimum period of 28 days, in July and August 2019. As part of this exhibition, an extensive communication and engagement program was undertaken which ensured we received feedback from a broad range of stakeholders and the community.

The exhibition of the draft Statement included:

- A series of face-to-face 'drop-in' sessions held in each of the five Council Wards.
- Two Community Information and Feedback Sessions, one each at Auburn and Merrylands.

At all engagement activities, information was made available in print and digital formats and staff were on hand to provide advice and to facilitate the collection of feedback.

Council also utilised a variety of different platforms to reach and engage with stakeholders and the Cumberland community, including:

- Social Media: Facebook, Instagram, Twitter and LinkedIn.
- Digital: Information provided on Council's main website and 'Have Your Say' page.
- Traditional Media: Advertisements placed in local papers (Auburn Review and Parramatta Advertiser) on 14 occasions during the exhibition period.
- Letters: Mailed to all landowners and residents in the Cumberland area.
- Printed collateral: A range of posters, leaflets and corflute display boards created to support the plan.

- Newsletter: Council's external e-news.
- Surveys: Electronic and paper-based surveys.

In addition to the above, a cornerstone of Council's community engagement was the preparation of two videos designed to help our diverse community understand the importance of *Cumberland 2030: Our Local Strategic Planning Statement*, and how they could have their say. One of these videos was translated into Cumberland's top five languages, as a targeted strategy to engage with non-English speaking groups within our community.

### Feedback Received

A total of 647 submissions were received during the exhibition period from the community, stakeholders and State agencies, as follows:

- 117 written submissions
- 392 short surveys
- 138 long surveys, including detailed comments

In addition, over 500 people attended one or more of the Face to Face Sessions or the Community Information and Feedback Sessions held throughout the exhibition period, providing Council with valuable insight into the community sentiment and key land use priorities to be addressed.

The community feedback received can be classified into four main issues: development and infrastructure; jobs and investment; environment and open spaces; and, traffic and transport. Further details on these issues is outlined in Figure 1.

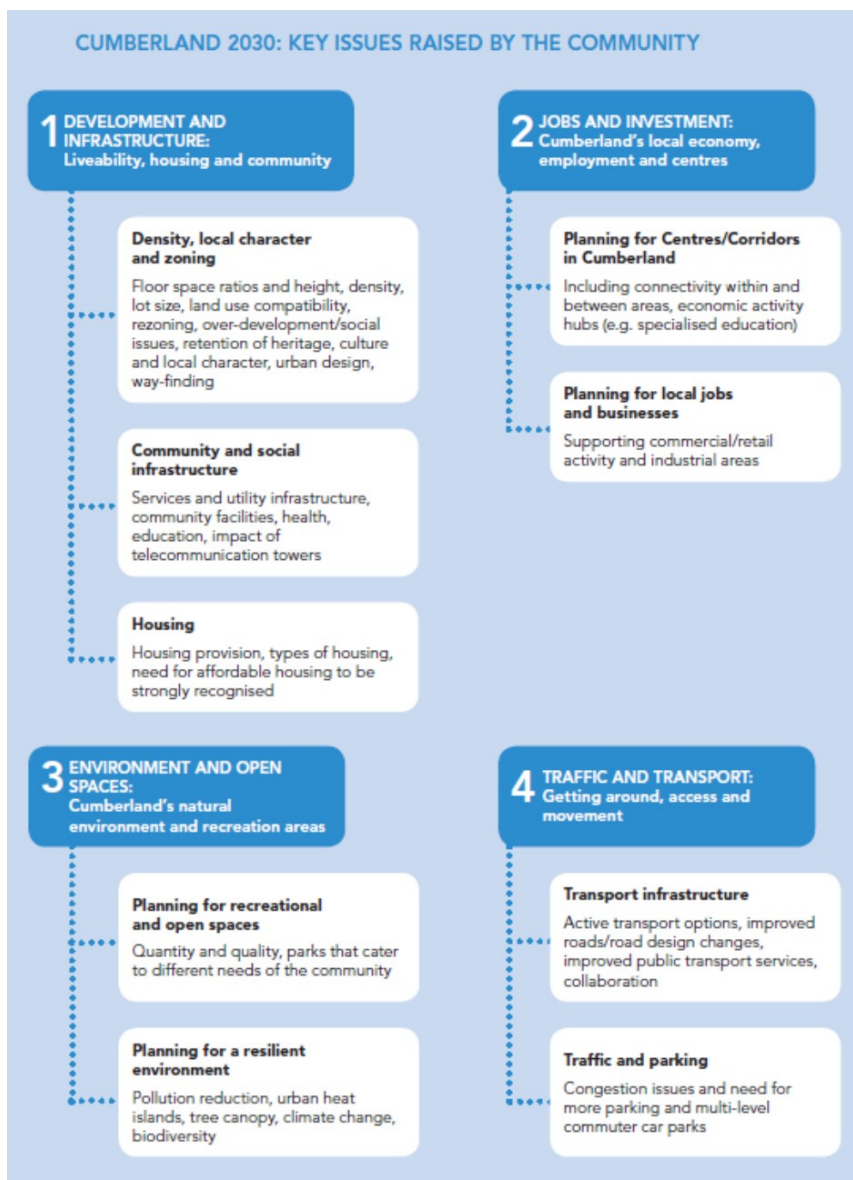


Figure 1: Key issues raised from community feedback

### ***Updated Cumberland 2030: Our Local Strategic Planning Statement***

An updated version of *Cumberland 2030: Our Local Strategic Planning Statement* has now been prepared for consideration, as provided in Attachment 1, and is recommended for endorsement by Council. The updated version includes additional information and context in response to community feedback, refinements to priorities and actions arising from State agency advice, and improved graphics and maps on key elements within the Statement.

## Next Steps

Subject to Council endorsement, the updated *Cumberland 2030: Our Local Strategic Planning Statement* will be submitted to the Greater Sydney Commission for assurance.

Following this process, a letter of support from the Greater Sydney Commission is anticipated to be provided, which will then enable the Statement to be finalised. It is recommended that Council delegate the finalisation to the General Manager should a letter of support be provided and no major changes be required.

Upon finalisation, *Cumberland 2030: Our Local Strategic Planning Statement* will then be forwarded to the Department of Planning, Industry and Environment for publication on the NSW planning portal.

## COMMUNITY ENGAGEMENT

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Community engagement activities undertaken for *Cumberland 2030: Our Local Strategic Planning Statement* is outlined in the main body of the report.

## POLICY IMPLICATIONS

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The preparation of *Cumberland 2030: Our Local Strategic Planning Statement* is required under the *Environmental Planning and Assessment Act 1979*. The Statement also informs the preparation of the new Cumberland Local Environmental Plan and Development Control Plan. The updated *Cumberland 2030: Our Local Strategic Planning Statement* also complements the strategic directions and priorities outlined in Cumberland Council's Community Strategic Plan.

## RISK IMPLICATIONS

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The funding agreement for Council's accelerated Local Environmental Plan Funding Grant requires finalisation of *Cumberland 2030: Our Local Strategic Planning Statement* by 31 March 2020. To achieve this milestone, the updated Statement is required to be submitted to the Greater Sydney Commission by 25 November 2019.

## FINANCIAL IMPLICATIONS

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Work undertaken on *Cumberland 2030: Our Local Strategic Planning Statement* is funded from Council's accelerated Local Environmental Plan Funding Grant.

## CONCLUSION

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*Cumberland 2030: Our Local Strategic Planning Statement* has been prepared to provide strategic direction and a coordinated approach to effectively manage growth and development in the Cumberland area. It has been prepared in close collaboration with the Greater Sydney Commission.

Following public exhibition and consideration of feedback from the community, stakeholders and State agencies, an updated version of *Cumberland 2030: Our Local*

*Strategic Planning Statement* is provided for consideration and is recommended for endorsement by Council. This endorsement is required by 25 November 2019 to finalise the Local Strategic Planning Statement and for the document to be published on the NSW planning portal.

## **ATTACHMENTS**

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1. Updated Cumberland 2030: Our Local Strategic Planning Statement [↓](#) 

**DOCUMENTS  
ASSOCIATED WITH  
REPORT C11/19-285**

**Attachment 1**

**Updated Cumberland 2030: Our  
Local Strategic Planning  
Statement**







# *Cumberland 2030:* Our Local Strategic Planning Statement

NOVEMBER 2019

**Acknowledgement of Traditional Custodians**

Cumberland 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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# Vision

## OUR CUMBERLAND: 2030 AND BEYOND

**‘Cumberland is a diverse and inclusive community, offering easy access to jobs and services, with places and spaces close to home that take advantage of our natural, built and cultural heritage.’**

By the 2030s, Cumberland will be supported as a vibrant and sustainable metropolitan area with a diverse land use mix that supports our residents, visitors and workers.

Cumberland will develop as a unique and vibrant part of the Central City District. It will be distinct from, but connected to, Greater Parramatta, Sydney Olympic Park and other key centres and employment areas in Western Sydney. Cumberland’s strategic location between the Sydney and Parramatta CBDs will be enhanced and exploited for the benefit of our community.

Cumberland’s ‘sense of place’ in the Central City District will be strengthened, as we continue to build connections through collaboration with our neighbouring councils. Merrylands will be recognised as a Strategic Centre in the District hierarchy.

Cumberland will be distinguished by its high quality employment lands, diverse and inclusive town centres and urban areas supported by a network of green open spaces, activated streets and accessible community facilities. The distinct and contrasting cultural and urban character of our different centres and suburbs are supported and further opportunities for improvements will be facilitated.

Our plans and policies will support the integration of land use activities throughout the area, with a continued emphasis on growing retail, commercial and entertainment opportunities in our business zones, supporting small businesses that offer convenience services in our local centres, and promoting innovation and technology based industries in our employment zones.

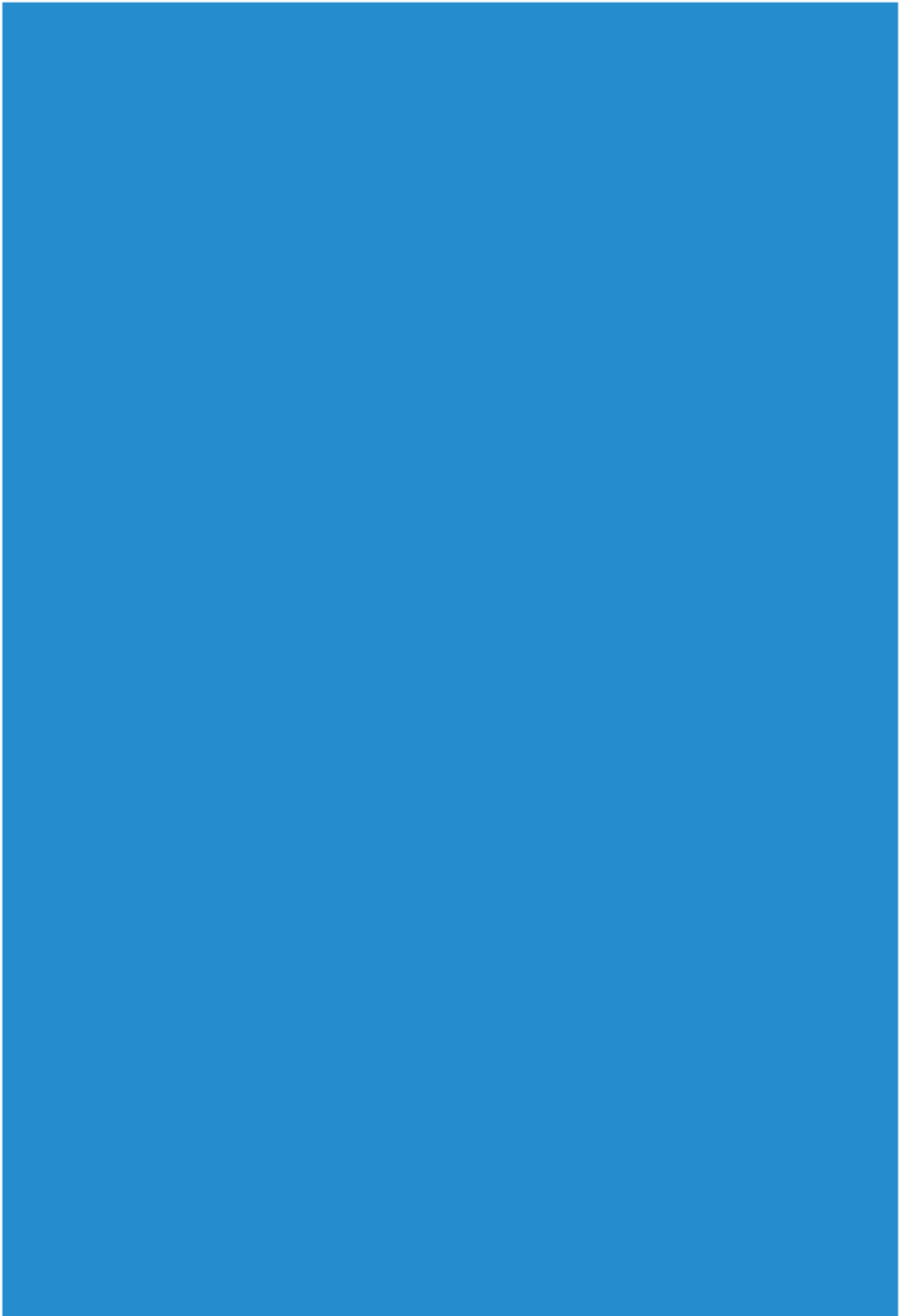
Cumberland will have excellent transport connections that drive a strong economy, support great centres, and provide easy access to jobs for all. Better roads, transport services, suitably designed freight and logistic corridors as well as walking and cycling links will make Cumberland easy to get around for residents, workers and visitors.

Cumberland will offer opportunities for housing growth in planned centres and corridors, whilst protecting the existing character and amenity of the surrounding established residential areas, with a focus on delivering diversity and affordability in the local housing market to meet the needs of our community.

Cumberland will be an ecologically sustainable area that enhances biodiversity and is achieving a progressive reduction in local energy and water consumption, and urban heat island effects.







# Part A: CONTEXT

# 1. Introduction

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## ABOUT THE LOCAL STRATEGIC PLANNING STATEMENT

Cumberland 2030: Our Local Strategic Planning Statement is our Local Strategic Planning Statement (LSPS) that plans for the Cumberland area's economic, social and environmental land use needs over the next 10 years, and is aligned to the 20 year vision for Cumberland. It sets clear planning priorities about what will be needed, such as jobs, homes, services and parks. Cumberland 2030 also sets out actions to deliver the priorities for the community's future vision.

Cumberland 2030 will guide the content of Council's Local Environmental Plan (LEP) and Development Control Plan (DCP) to achieve both State and local priorities, and deliver the key ingredients of a highly liveable, environmentally sustainable and socially diverse urban area. It will also inform broader council policy and other local planning tools, such as our Local Infrastructure Contributions Plan, to ensure that local facilities are provided as the community's needs change. By setting clear directions and priorities for the future, Cumberland 2030 will be a tool to seek support from the State and Federal Government for projects and funding in Cumberland.

The purpose of Cumberland 2030 is to:

- articulate the land use planning vision for the Cumberland area
- outline the characteristics which make our area special
- identify our shared values to be enhanced or maintained
- direct how future growth and change will be managed
- implement the Greater Sydney Region Plan and Central City District Plan where relevant to the Cumberland local area
- identify where further detailed strategic planning may be needed.

## POLICY CONTEXT AND PLANNING FRAMEWORK

Cumberland 2030: Our Local Strategic Planning Statement has been prepared in accordance with clause 3.9 of the Environmental Planning and Assessment Act 1979, which sets out the requirement for Council to prepare a Local Strategic Planning Statement that provides a strategic vision for land use planning.

The overall policy context is established by State planning policy, with a detailed context provided by the Cumberland Community Strategic Plan and local planning policy.

Cumberland 2030 gives effect to the *Greater Sydney Regional Plan: A Metropolis of Three Cities* and *Central City District Plan*, implementing the directions and actions at a local level. It is also informed by other state-wide and regional policies including *Future Transport 2056* and the *State Infrastructure Strategy*. Cumberland 2030 outlines how these plans will result in changes at the local level.

## PLANNING TIMEFRAME

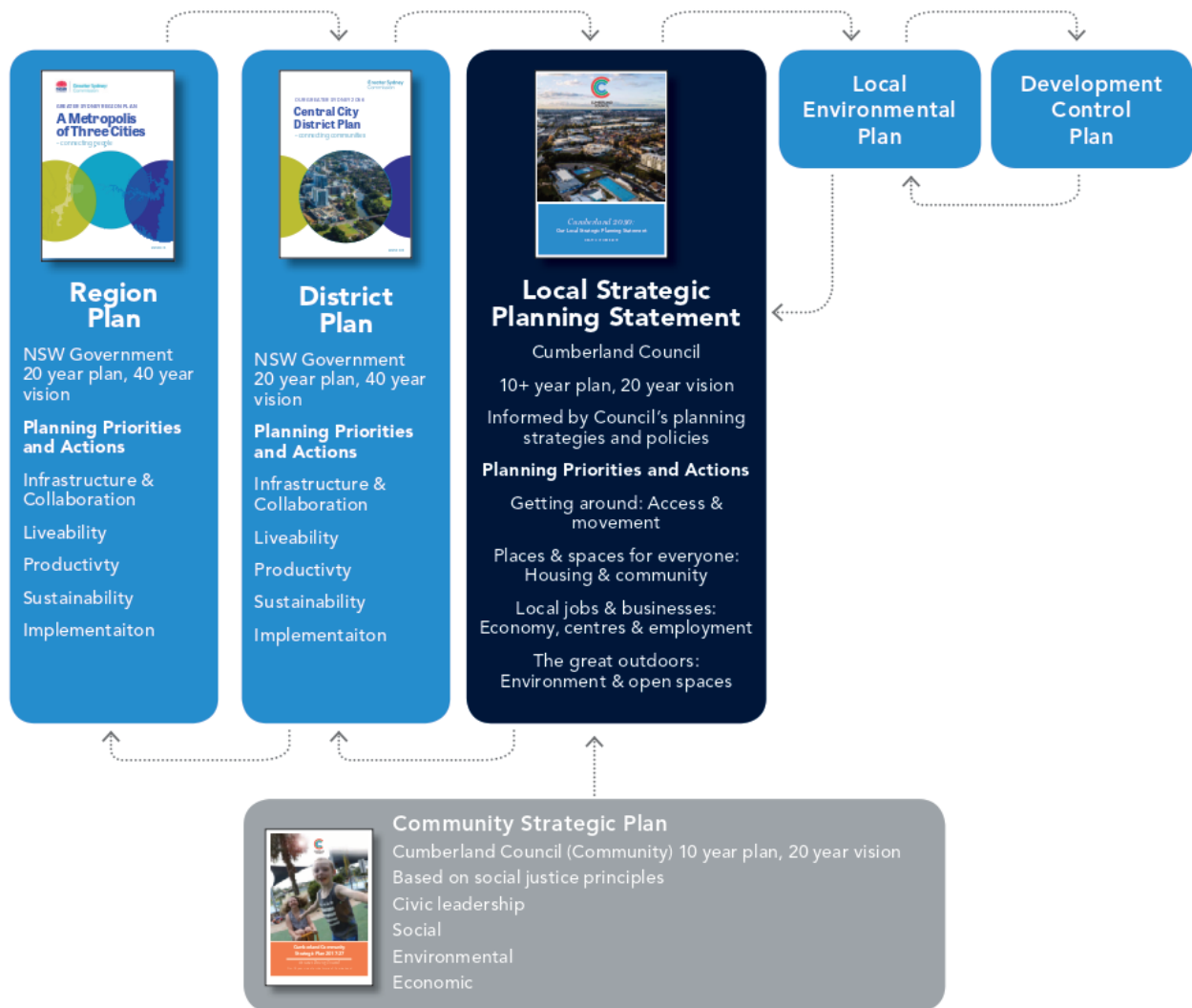
Cumberland 2030 primarily addresses Cumberland's land use planning needs over the next 10+ years. This provides the scope to articulate a longer-term vision for the area (20 years), whilst developing short, medium, long term and ongoing strategies and actions that can progressively occur over the life of the plan.

## EVIDENCE BASE FOR ANALYSIS

A suite of local strategies and background analysis has informed development of our land use structure plan and provide greater detail on key issues and outcomes for the Cumberland area.

Local Strategies include the Cumberland Employment and Innovation Lands Strategy, Cumberland Biodiversity Strategy and Cumberland Community Facilities Strategy. Background analysis includes, but is not limited to, relevant studies on local housing, transport and traffic, heritage and bushfire.

1. Introduction



### Cumberland Community Strategic Plan

The first Cumberland Community Strategic Plan was adopted by Council in 2017. It establishes a vision for Cumberland and a series of long-term strategic goals and measures that balance Council's commitment to social and cultural cohesion, the local economy, our natural and built environments and all members of the Cumberland community.

Cumberland 2030 is informed by Council's Community Strategic Plan, which has a similar but broader focus on how Council will work to meet on the community's needs. The planning priorities, strategic directions and actions in Cumberland 2030 provide the rationale for decisions about how we will use our land to achieve the community's broader goals.

Cumberland 2030 works with Council's Community Strategic Plan, recognising that many of the directions in the Central City District Plan align closely with the priorities expressed by the Cumberland community.

## CONSULTATION AND COMMUNITY INVOLVEMENT

Cumberland 2030 has been prepared through research and analysis, consideration of key issues and opportunities, and the development of local planning priorities and actions that will achieve Council's vision and desired future outcomes for the Cumberland area.

The local planning priorities and actions build on the community's vision and aspirations for the area. These were expressed during a range of community and stakeholder consultations since the establishment of Cumberland Council.



**Community feedback stalls during the exhibition of Cumberland 2030**



## EXHIBITION OF DRAFT CUMBERLAND 2030

Cumberland 2030: Our Local Strategic Planning Statement was exhibited from 1 July 2019 to 30 August 2019.

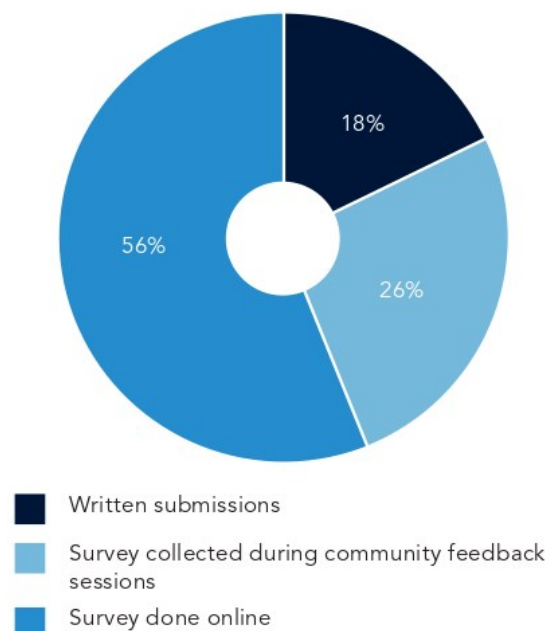
The community was engaged through multiple activities including:

- 5 community feedback stalls
- 2 information sessions
- newspaper advertisements
- paper and electronic surveys collected during engagement sessions
- notification letters sent to all land owners
- online publication on Council's Have Your Say Page.

Over 640 submissions were made on Cumberland 2030.

Key issues raised included:

- development and infrastructure
- jobs and investment
- environment and open space
- traffic and transport.





## CUMBERLAND 2030: KEY ISSUES RAISED BY THE COMMUNITY

### 1 DEVELOPMENT AND INFRASTRUCTURE: Liveability, housing and community

#### Density, local character and zoning

Floor space ratios and height, density, lot size, land use compatibility, rezoning, over-development/social issues, retention of heritage, culture and local character, urban design, way-finding

#### Community and social infrastructure

Services and utility infrastructure, community facilities, health, education, impact of telecommunication towers

#### Housing

Housing provision, types of housing, need for affordable housing to be strongly recognised

### 2 JOBS AND INVESTMENT: Cumberland's local economy, employment and centres

#### Planning for Centres/Corridors in Cumberland

Including connectivity within and between areas, economic activity hubs (e.g. specialised education)

#### Planning for local jobs and businesses

Supporting commercial/retail activity and industrial areas

### 3 ENVIRONMENT AND OPEN SPACES: Cumberland's natural environment and recreation areas

#### Planning for recreational and open spaces

Quantity and quality, parks that cater to different needs of the community

#### Planning for a resilient environment

Pollution reduction, urban heat islands, tree canopy, climate change, biodiversity

### 4 TRAFFIC AND TRANSPORT: Getting around, access and movement

#### Transport infrastructure

Active transport options, improved roads/road design changes, improved public transport services, collaboration

#### Traffic and parking

Congestion issues and need for more parking and multi-level commuter car parks







## HOW TO READ CUMBERLAND 2030: OUR LOCAL STRATEGIC PLANNING STATEMENT

### VISION

- Local vision which sets the strategic planning context for Cumberland
- 'Cumberland is a diverse and inclusive community, offering easy access to jobs and services, with places and spaces close to home that take advantage of our natural, built and cultural heritage'.



### THEMES

- Cumberland 2030 is underpinned by the four key themes from the Greater Sydney Region Plan and the Central City District Plan

#### INFRASTRUCTURE & COLLABORATION

- Getting around: Access and movement

#### LIVEABILITY

- Place and spaces for everyone: Housing and community

#### PRODUCTIVITY

- Local jobs and businesses: Economy, employment and centres

#### SUSTAINABILITY

- The great outdoors: Environment and open spaces



### PLANNING PRIORITIES

- Cumberland 2030 identifies local planning priorities which collectively provide the key ingredients of a highly liveable, environmentally sustainable and socially diverse urban area



### ACTIONS

- Each planning priority is supported by actions which specify what Council will do to address the priority and give effect to the District Plan



### IMPLEMENTATION

- Each action has a delivery time frame, either short term (0-2 years), medium term (3-7 years), long term (7+ years), or ongoing which will be monitored and reported

## 2. Strategic and local context

Proclaimed on 12 May 2016, Cumberland Council covers more than 72 sq.km stretching from Rookwood Cemetery in the east, along the M4 Motorway and Western Rail Line in the north, and Prospect Creek in the south to Prospect Hill in the west.

The Cumberland LGA is strategically located in the Central City District, 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.

### OUR PLACE IN THE REGION

Cumberland is strategically situated in the Greater Sydney Region with easy access to the Parramatta CBD (Central River City), Sydney CBD (Eastern Harbour City) and Western Sydney Aerotropolis (Western Parkland City). Cumberland is also advantageously positioned within the Central City District, identified as one of the fastest growing in Greater Sydney and Australia.

Cumberland sits on the doorstep of the Greater Parramatta and Olympic Park growth area (GPOP) and is set to benefit from a range of committed and planned investments in major infrastructure. Cumberland 2030 seeks to strengthen Cumberland's place in the Central City District by promoting and supporting our natural, built and cultural assets, and by leveraging off investment in GPOP to benefit our local economy and community. Cumberland's distinctive and valued 'urban' character will play a critical role in delivering housing opportunities and key support services within a 30-minute catchment of Parramatta CBD and GPOP.

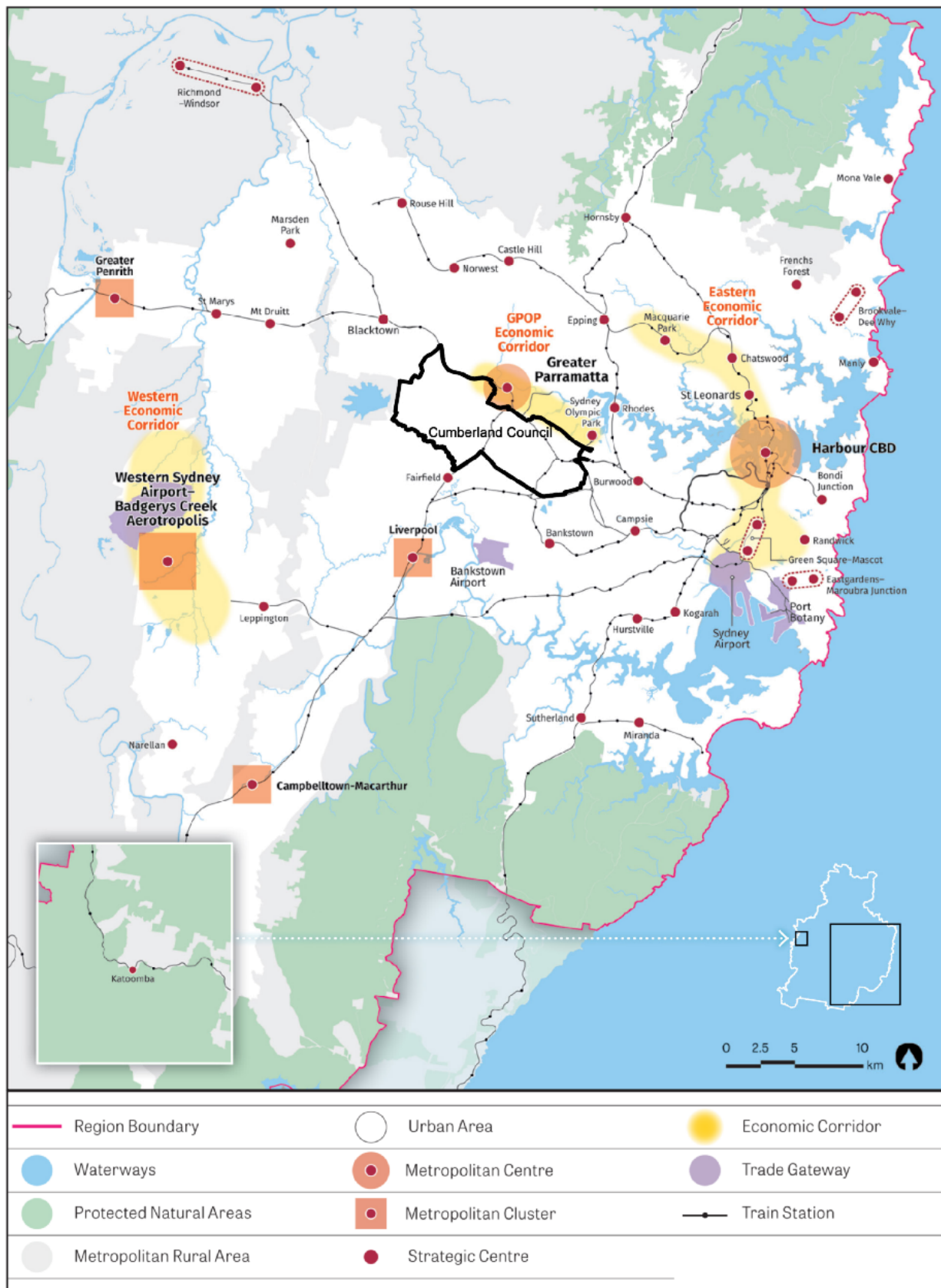
Cumberland is a vibrant, diverse, active, economically progressive LGA contributing significantly to the regional economy due to its thriving employment base. For example, the freight and logistics sector contribute at least \$709 m in wages to Cumberland and, if considered together with advanced manufacturing and food and beverage manufacturing, has considerably higher contributions to industry value addition and incomes paid than in the Greater Sydney Region.

Cumberland has a distinct locational advantage for these and other sectors due to its connectivity and location at the geographic heart of the Sydney region. It is serviced by the motorway network and centrally located between Parramatta and Sydney CBDs. Cumberland's most competitive feature is its accessibility to various distribution catchments across metropolitan Sydney.

Many of Cumberland's centres and employment precincts play a critical and symbiotic role in strengthening the regional economy, Parramatta CBD and Greater Parramatta. Council considers Greater Parramatta to include the arc of centres stretching from Lidcombe to Westmead. Cumberland 2030 emphasises the importance of this two-way relationship. Merrylands as a strategic centre forms a key component of the continuing story of economic success for Cumberland. Our plans and policies support the complementary relationship between Merrylands and Parramatta CBD to capitalise on the synergies between these two key centres.



2. Strategic and local context

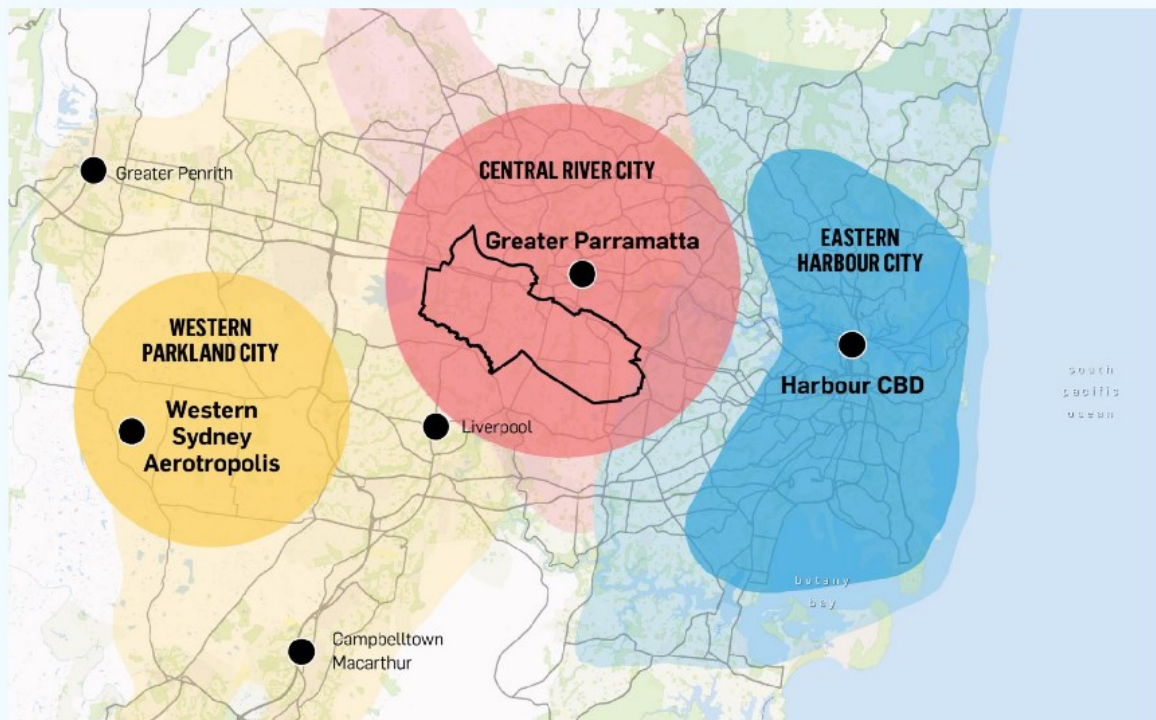


## REGION, DISTRICT AND LOCAL STRATEGIC PLANS

**The Greater Sydney Region Plan: A Metropolis of Three Cities** sets a 40-year vision and establishes a 20-year plan to manage growth and change for Greater Sydney in the context of social, economic and environmental matters. The Plan is built on the premise of a 30-minute city, where most residents live within 30 minutes of their jobs, education and health facilities, services and great places. Cumberland is one of four council areas (along with Parramatta, Blacktown and The Hills) that make up the Central City District, within the Central River City.

**The Central City District Plan** provides a more detailed context to the directions and objectives of the Greater Sydney Region Plan specific to the area. It describes how the District will grow substantially, capitalising on its location close to the geographic centre of Greater Sydney, with unprecedented public and private investment contributing to new transport and other infrastructure leading to major transformation. Greater Parramatta is the core of the Central River City and Central City District.

**Cumberland 2030: Our Local Strategic Planning Statement** describes how the Cumberland area will develop and grow over the next 10 years, consistent with State and local policy, and community aspirations. It sets a land use vision and establishes priorities and actions for Council to manage growth and change. The document also outlines how it aligns with Region and District Plans.



## 2. Strategic and local context

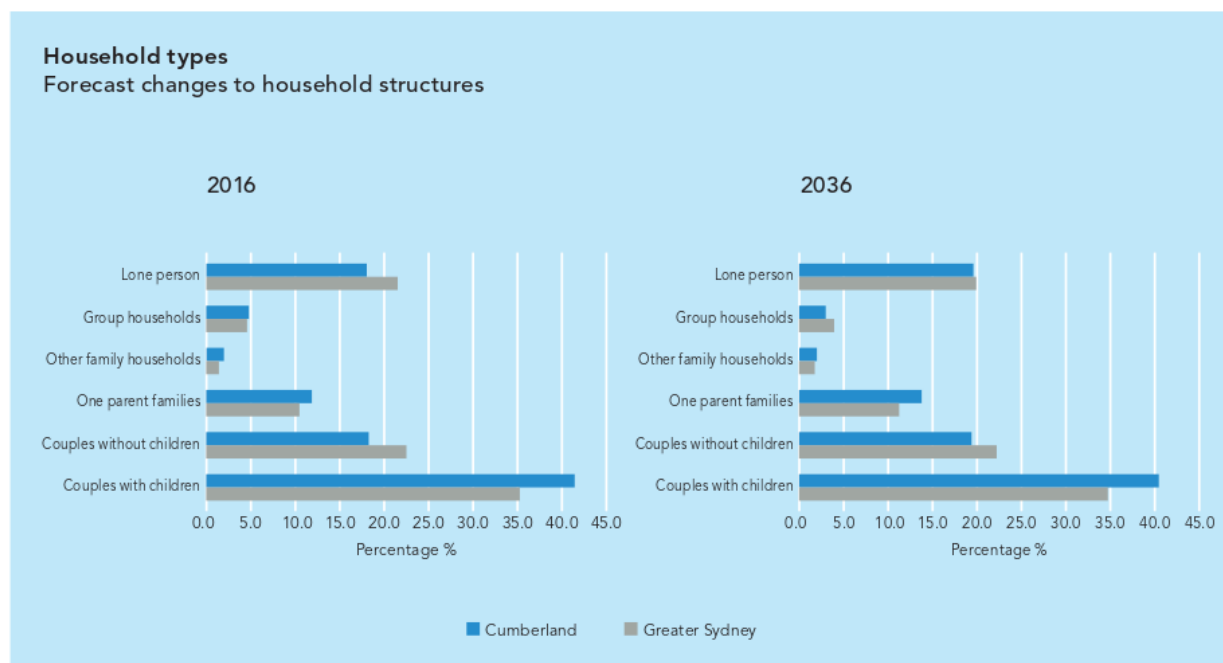
### OUR GROWTH IN CONTEXT

Cumberland is experiencing population growth, new infrastructure plans and a changing economic landscape that presents opportunities for industry, culture and city planning.

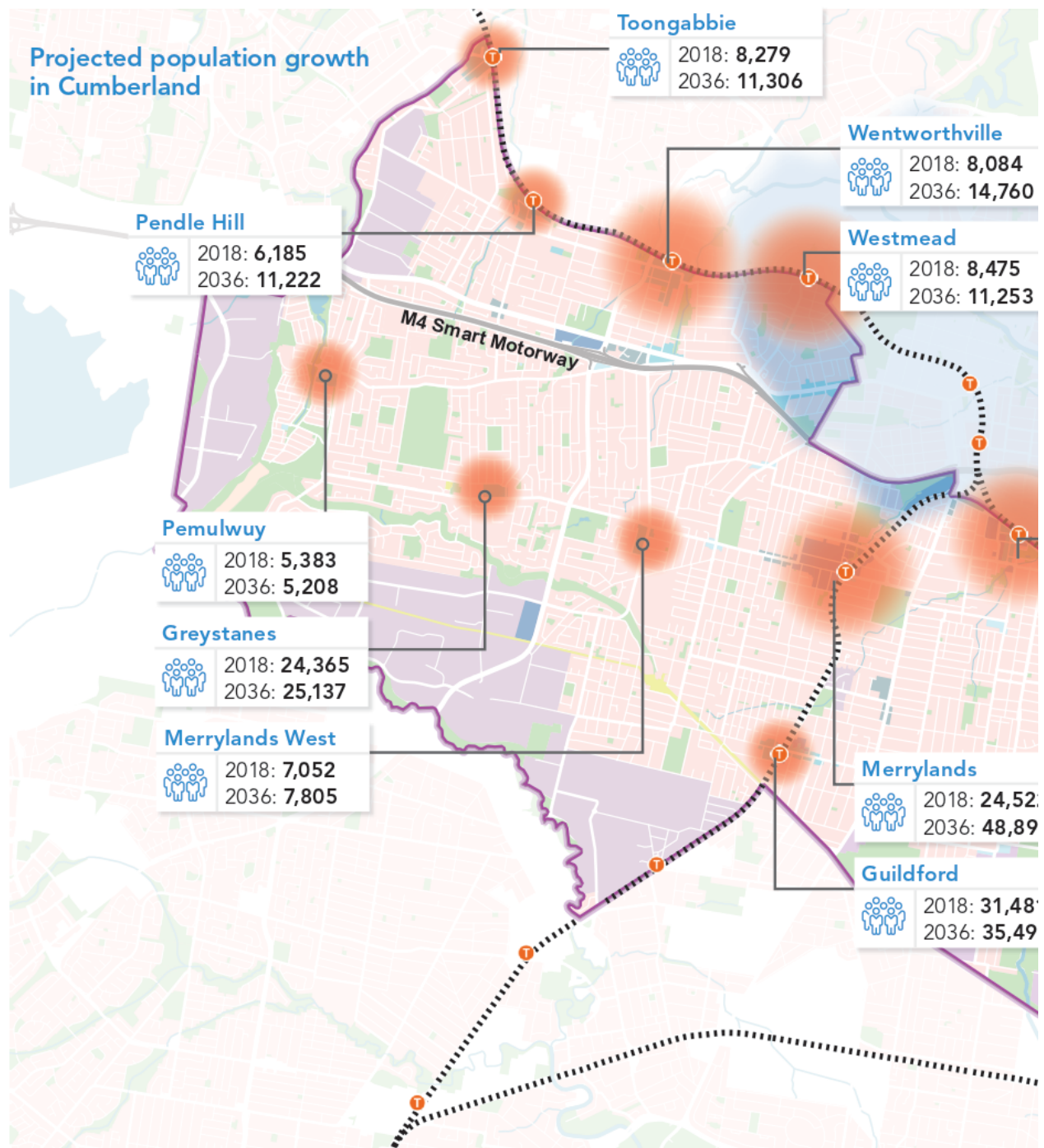
The Cumberland population is forecast to grow by around 30% over the next 20 years to reach approximately 300,000 people by 2036. This requires a strategic approach that caters for this growth. Increases are forecast for couple families with dependants, meaning that young families will be attracted to Cumberland and will continue to grow in number. Access to education, care and services for young people will be among our community's highest priorities.

The population and number of households in Cumberland has increased substantially over the past years and are forecast to continue to increase. Correspondingly, the number of dwellings needed to house the future population is forecast to increase. Based on the projected growth, it is essential to recognise the number of households and dwellings required to meet the housing needs of the population and to ensure that an appropriate supply of housing can be delivered to meet the population targets.

	Historical		Forecast			
	2011	2016	2021	2026	2031	2036
<b>Population</b>	203,181	225,691	260,173	279,636	293,373	304,811
<b>Households</b>	63,721	71,366	82,078	88,926	94,107	98,574
<b>Dwellings</b>	67,208	72,154	72,991	91,401	96,827	101,510







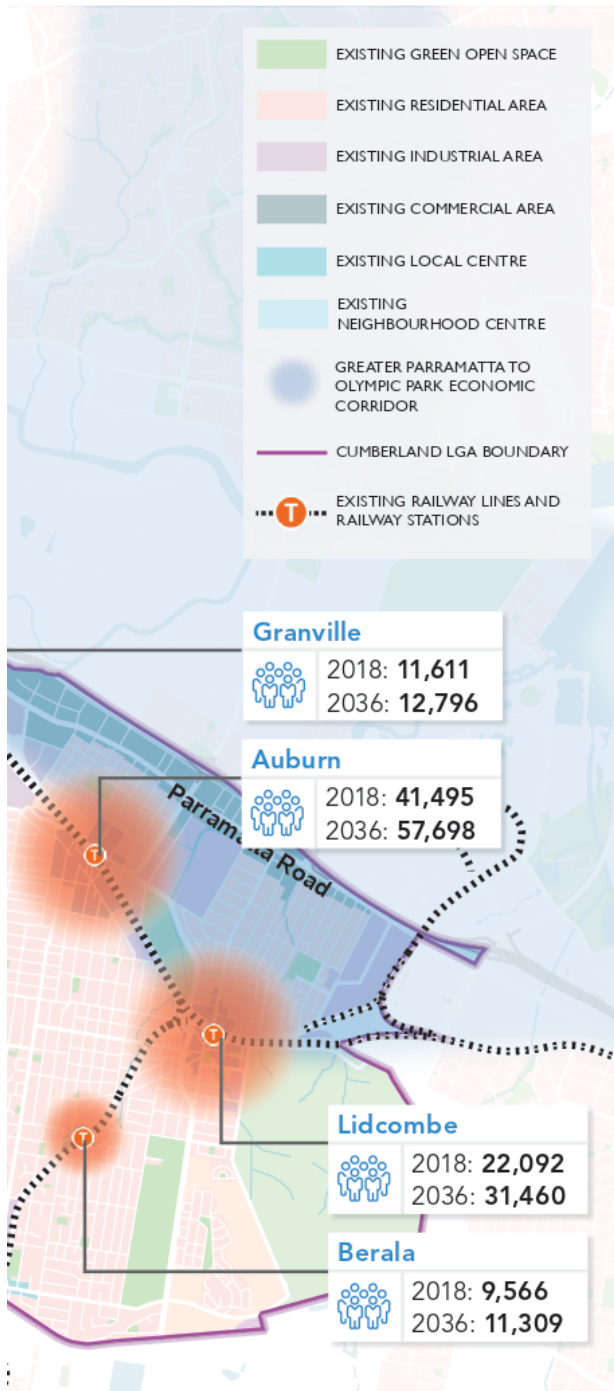
Council has progressed planning for a number of centres and strategic corridors to facilitate additional housing supply and jobs growth. The Merrylands and Wentworthville Centres and Parramatta Road Corridor are the focus of much of this planning for growth.

Approximately 4,200 additional dwellings are proposed for Merrylands (McFarlane and Neil Street Precincts), while a total of around 2,500 additional dwellings are

planned for Wentworthville. The Parramatta Road Corridor Urban Transformation Strategy has also identified potential for around 1,000 dwellings in the Cumberland area.

To balance this planned growth in our centres, Council has also progressed planning to introduce a minimum lot size provision of 585 square metres for

## 2. Strategic and local context



dual occupancy development to retain the general low-density scale and character of our suburbs. This approach is intended to mitigate any unintended implications of the State Government's Low Rise Medium Density Housing Code on the amenity of our low and medium density residential zones, and on the capacity of local infrastructure. It is estimated that

over 10,600 lots may be capable of developing dual occupancies under this proposal in the existing R2 zones, and over 1,700 lots in the R3 zones, which is well above Cumberland's 0-5 year housing supply target of 9,350 collectively.

Cumberland has potential to provide more housing opportunity across the area, with the future transport initiatives that the NSW Government has planned out for Greater Sydney. The execution of Sydney Metro West and potentially Kogarah to Parramatta mass transit corridor, along with the Parramatta to Western Sydney Airport mass transit corridor, will improve connectivity within Cumberland and existing capacity of the public transport network. More notably, the recent initiative of a bus priority corridor along Blaxcell Street, travelling from Bankstown to Parramatta, has contributed to a multimodal transport network where communities can easily commute to work.

Cumberland is serviced by social infrastructure, including schools and health care facilities. As the population increases, there is growing need to address current school capacity and the ability to meet future demands.

Several state-led initiatives such as the Greater Parramatta to the Olympic Peninsula (GPOP), Westmead Health and Education Precinct and Parramatta Road Corridor Urban Transformation Strategy, aim to provide future employment opportunities for the Cumberland community. The Employment and Innovation Lands Strategy identifies further opportunities for economic development within the area to provide employment opportunities locally.

Strategic planning for open space and recreation has identified gaps and opportunities to cater to the future growth of Cumberland over the next 20 years. Council will ensure that future initiatives provide better open space and recreational needs for the community in line with future growth.

Cumberland 2030 is focused on place-based centres to promote the 30-minute city and the need for future housing, and employment needs to be based around public transport nodes. Council will implement the relevant priorities and actions to ensure that the objectives of each are realised.

## OUR LOCAL ADVANTAGES AND OPPORTUNITIES

### Location

Cumberland benefits from its location and proximity to strategic centres and employment hubs immediately surrounding the area. The Interim Land Use and Implementation Plan for Greater Parramatta presents opportunities for growth and development in jobs and housing, particularly in Wentworthville and Westmead. Our own centres and employment lands are also valuable assets with potential to provide local jobs and services for our growing population. Council is committed to supporting and promoting our centres and employment lands to benefit the Cumberland community and local economy.

### Economy

Cumberland is home to substantial industrial and employment lands accommodating a diverse range of jobs and services. The Cumberland economy provides over 86,000 local jobs in over 20,000 businesses. The main industries in Cumberland contributing to local employment are manufacturing, retail trade, transport, postal and warehousing, construction, healthcare and social assistance, and education and training. Cumberland appeals to these sectors as a destination due to accessibility to various distribution catchments across metropolitan Sydney.

Council recognises the opportunity to transition the area's economy into high order and productive industries and the knowledge based intensive economy. Council actively seeks to leverage its employment and innovation lands to increase economic efficiencies and ultimately grow Cumberland's local economy to help create more local employment and investment.

The prospect of a better connected area will be a catalyst for investment in our employment lands precincts. Our traditional industrial base continues to offer strong employment opportunities, while at the same time our employment precincts are transitioning to embrace innovation, creative and technology-based industries. Our population is young and increasingly tertiary educated, providing a ready workforce to support new and emerging enterprises.

### Land use

The majority of land use in Cumberland is residential (56.9%), with the second major contributor being industrial/employment (16.2%). The land use framework in Cumberland is well placed to support additional growth in both jobs and housing in the short to medium term, particularly in our key centres. Whilst land in and around these centres is zoned for higher density development, there is opportunity to explore options for medium density development as transitions zones, and in supported areas around our local centres and transport nodes to support the 30-minute city.

### Centres

Our town centres have a range of services and facilities to support future growth. They are a focus for community life, retailing and entertainment, providing a highly valued 'cultural' atmosphere. With opportunities for markets, festivals and other community events, our centres are an important part of the social fabric of Cumberland and a meeting place for the community. Council recognises the importance of retaining and promoting the essential role and character of our centres, and especially the small businesses they support as the backbone of our local economy and culture.

### Transport

Cumberland is generally well serviced by rail, with a major interchange at Lidcombe. The road network is also extensive and includes cross-regional connections through Woodville Road (north and south connection) and M5 Motorway and Parramatta Road (east and west connection). There is also an extensive bus network serving the Cumberland area.

Planned investment in regional transport upgrades and infrastructure by the State Government will significantly improve access for residents and visitors, both within and beyond the Central City District and Cumberland, to Sydney's key centres. Our industry and businesses will also benefit from improved connections to key markets, major ports and airports.

Our local plans and policies will focus on improving transport accessibility and options throughout Cumberland.



## 2. Strategic and local context

Regional planned transport investment	Opportunity for Cumberland
<b>WestConnex</b>	Reduced congestion, traffic diverted from Parramatta Road. Opportunity to accelerate pedestrian and public transport improvements along Parramatta Road
<b>Parramatta Light Rail</b>	Opportunity to integrate the public transport network by connecting buses to Parramatta Light Rail at Westmead
<b>Sydney Metro City and Southwest</b>	Potential for increase in Sydney Trains services once the project fully opens, which could benefit Cumberland stations
<b>Sydney Metro West</b>	Additional connection between Parramatta and Sydney CBD to alleviate crowding on existing main line services, which could benefit some Cumberland stations
<b>Parramatta-Bankstown-Hurstville/Kogarah Transit Corridor</b>	Opportunity to serve multiple Cumberland centres as part of the route, including Merrylands and Guildford. Could consider potential for Woodville Road as an option for the corridor
<b>Western Sydney Freight Line</b>	Opportunity to consider options to use the alignment for passenger transit between Cumberland and Western Sydney Airport as well as freight movements

### Open space

The natural environment in Cumberland, including our network of parks and open spaces, is highly valued by residents and visitors. The Duck River (the largest tributary of the Parramatta River) is the 'green heart' of Cumberland providing excellent opportunities for both passive and active recreation and biodiversity. Several highly valued community and tourism assets exist along the corridor, including the Auburn Botanic Gardens and various sporting fields and parks.

Whilst the quality of our existing open space is generally high, there are gaps in the provision of open space in some areas. There are opportunities to improve liveability standards by addressing the gap in open space in these areas to better meet current and future needs.

### Social infrastructure

Cumberland is serviced by a range of community services, schools and childcare centres. Many of our existing youth, senior and health services are located within proximity of train stations making them highly accessible to our community. However, the distribution of these services is not evenly spread throughout the area. Council continues to identify opportunities to address the gap in provision and distribution of social infrastructure throughout Cumberland.

### Heritage

Cumberland has a rich history, which contributes to our 'sense of place' and cultural identity. Council recognises the significance of Granville as one of Sydney's oldest suburbs and continues to explore ways of preserving and incorporating heritage elements in the built form and streetscape, not only within Granville but also throughout the Cumberland area.

## OUR COMMUNITIES

Cumberland is one of the most culturally diverse and vibrant areas in NSW, known for its international food, welcoming community events and festivals, high-quality community programs and extensive networks of green spaces. The community is diverse with many young families who are professionals, speak multiple languages and have a range of backgrounds and experiences that contribute to Cumberland's unique flavour.

Located in the geographical heart of Sydney, Cumberland is the epicentre of modern multicultural Australia. With just over half of all residents born overseas and almost a quarter having arrived in Australia in the last five years, the area is for many their first introduction to life in Australia.

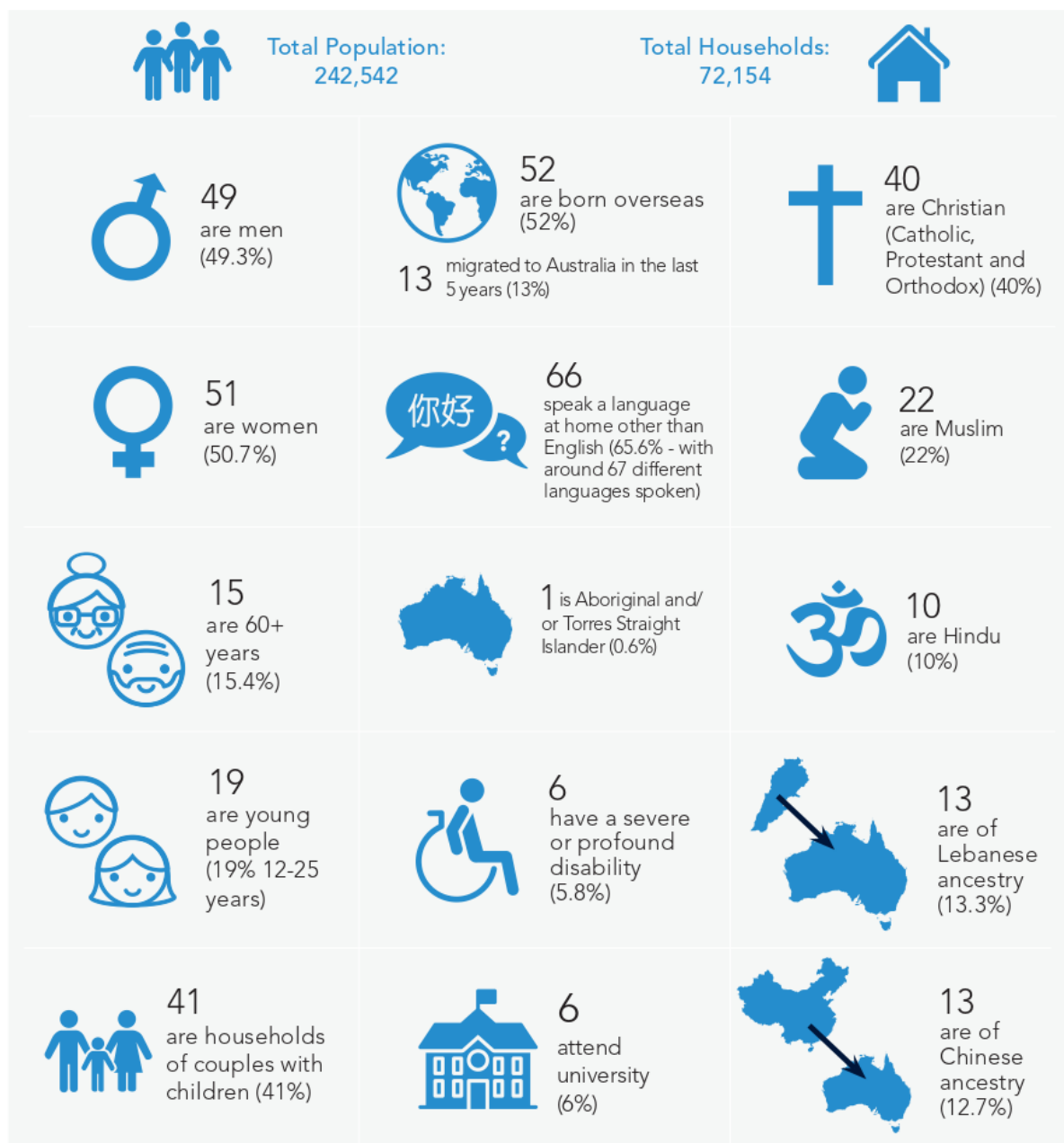
## What makes Cumberland unique?

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



# Cumberland Community Snapshot

If our community was 100 people...\*

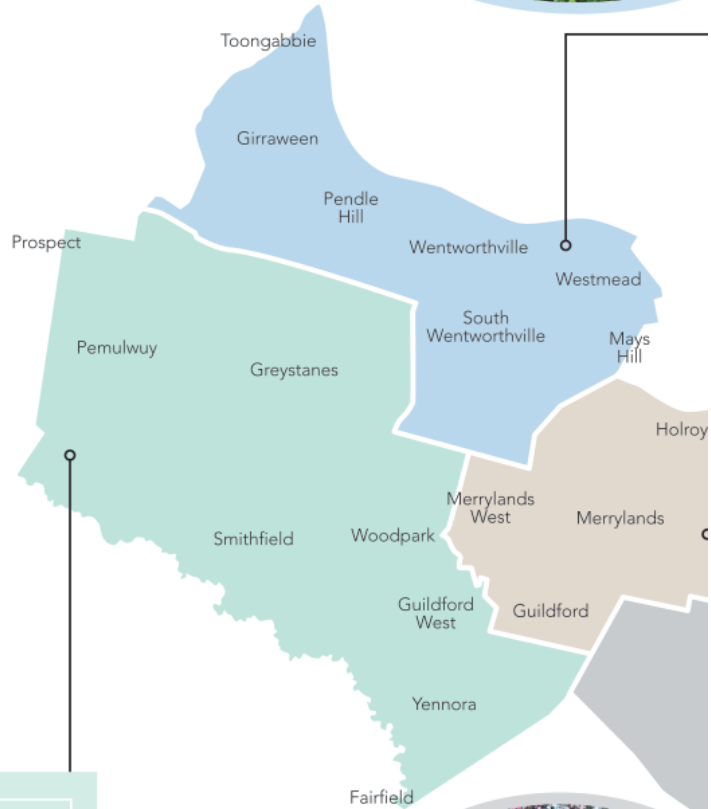


Reference: All statistics from the Australian Bureau of Statistics 2016 Census of Population and Housing (accessed on 22/09/2017) [profile.id.com.au/cumberland](http://profile.id.com.au/cumberland) \* Please note that all statistics have been rounded to the nearest whole number.



## OUR UNIQUE NEIGHBOURHOODS

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.



### Greystanes Ward

- The Greystanes Ward is one of the least dense communities in Cumberland with around 80% of all dwellings being low density. Correspondingly, it has one of the lowest public transport access and usage rates.
- The Greystanes Ward includes a diverse mix of land uses, including the significant employment lands precincts of Pemulwuy, Smithfield and Yennora.
- The area is rich in open space and biodiversity, including the Prospect Creek Green Grid Corridor, the Lower Prospect Canal Reserve and Holroyd Central Gardens. These spaces and corridors present excellent opportunities for recreation and active transport connectivity.



### South Granville Ward

- The South Granville Ward is predominately low density residential, with higher densities adjacent to the Auburn and Guildford centres.
- The Ward is bisected by the Duck River corridor, an important Green Grid and environmental asset that connects to other recreational uses and green places, including the Auburn Botanical Gardens.
- Industrial and employment precincts are located in South Granville and Regents Park, as well as Clyde, which also contains a key railway stabling yard and maintenance centre for the network.

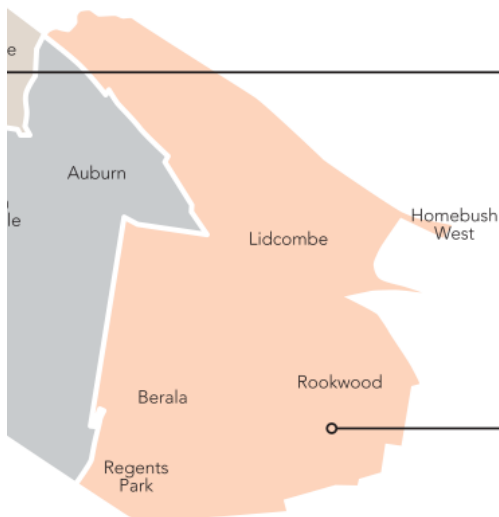
## 2. Strategic and local context

### Wentworthville Ward

- The Wentworthville Ward comprises a mix of residential areas with higher densities near centres and transport corridors.
- In Westmead to the north of the boundary, is the medical and education precinct with several hospitals, research facilities, specialist services, and university campuses, with further growth and increased services anticipated.
- Council will implement its strategic planning work for the Wentworthville centre to revitalise and improve the public domain, traffic management and changes to potential urban form.
- The Ward also has the Finlayson Creek corridor and surrounding public open space.

### Granville Ward

- The Granville Ward is one of the denser communities in Cumberland.
- The strategic centre of Merrylands is at the core of this Ward and offers a diverse range of retail, commercial and residential opportunities.
- The northern side of the rail line at Granville is undergoing significant change and redevelopment as part of the Parramatta Road Corridor Urban Transformation Strategy.
- The Granville Ward houses key social and community infrastructure supporting residents from the local area and beyond. This includes the Granville Swimming Centre, Youth and Recreation Centre, Memorial Park, Holroyd Sports Ground, Merrylands Park Regional Sports Ground, Granville Park and Holroyd Gardens.



### Regents Park Ward

- The Regents Park ward is predominately low density, with higher density housing around key centres, including Lidcombe.
- Lidcombe is located centrally within the Regents Park Ward. The Ward contains several large areas of public space, including Rookwood Cemetery, Wyatt Park with a number of sports facilities and grounds, and the Carnarvon Golf Club.
- Industrial and employment land uses are located in the northern portion, connecting with and adjacent to, Parramatta Road and extending beyond the Cumberland area as part of larger industrial precincts.
- This Ward also contains parts of the Parramatta Road Corridor which is currently being reviewed under the Parramatta Road Corridor Urban Transformation Strategy.

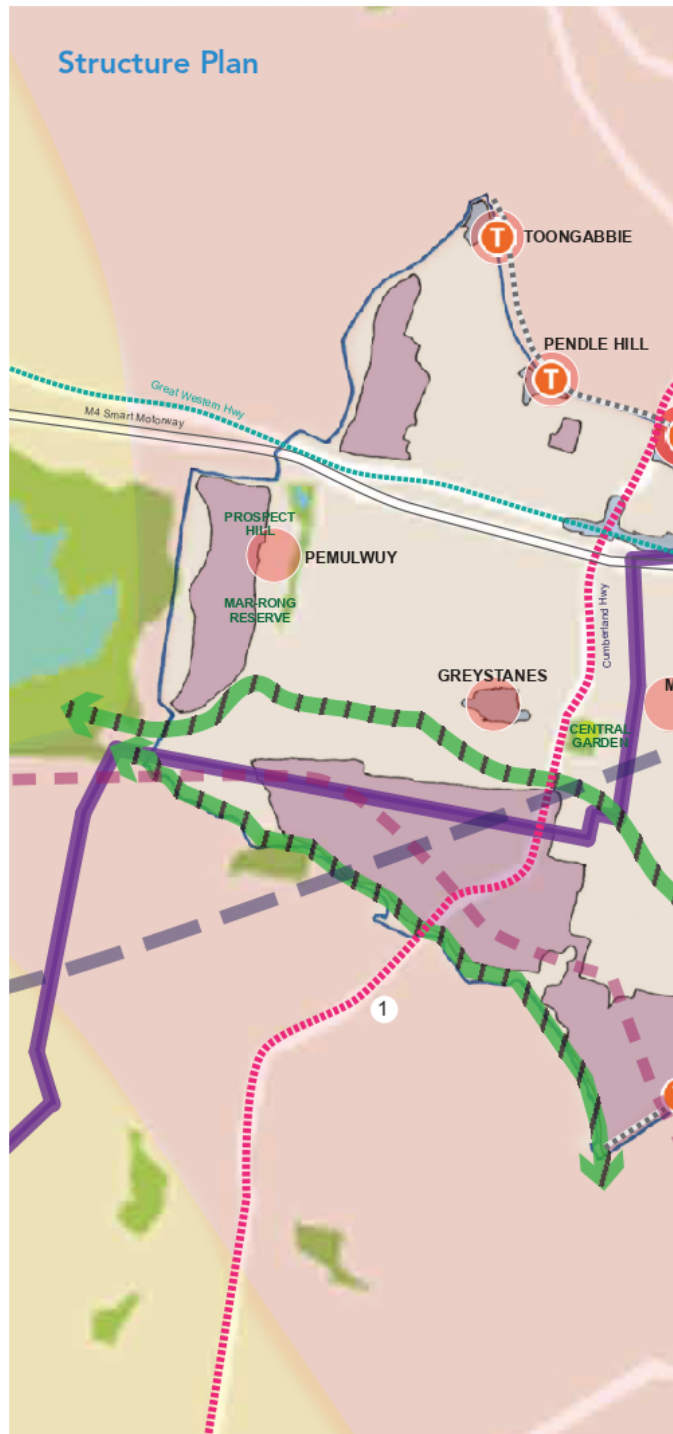


# 3. Strategic land use framework

Cumberland 2030 plans for the Cumberland area's economic, social and environmental land use needs, aligned to the 20 year vision for Cumberland. A strategic land use framework is identified to guide the planning and delivery of the future Cumberland area.

## OUR CUMBERLAND STRUCTURE PLAN

Cumberland 2030 outlines a strategic land use framework that delivers the land use vision of the Cumberland area. The structure plan provides an integrated approach as Cumberland grows and evolves, including land use, infrastructure, environment and culture. The structure plan also aligns with the regional and district strategic directions outlined in the Greater Sydney Region Plan and Central City District Plan.





3. Strategic Land Use Framework



## OUR CENTRES

Cumberland has a strong local identity which it derives from a network of centres that foster a range of small and medium businesses. Our centres include many of the District's great places. They are highly accessible and provide access to key social and employment destinations within our areas, and to broader strategic centres on the doorstep of Cumberland. Our centres also have an important role in providing local employment as well as a variety of businesses and retail opportunities of many sizes and formats. Our centres are well served by public transport and contribute to the vision of a 30-minute city.

Cumberland 2030 recognises the importance of our centres as places with high levels of accessibility offering opportunities for growth in local jobs and housing. Council will continue to plan for and support our local centres through place-based planning that provides opportunities to grow and evolve over time.

A framework of centres has been identified to support the land use vision for the Cumberland area. It includes:

- Merrylands as the proposed strategic centre for Cumberland, providing higher order services and facilities to meet the needs of the Cumberland area, and complementing the role of Greater Parramatta
- principal local centres at Auburn, Granville, Lidcombe and Wentworthville, providing services and facilities to meet the needs of the broader local community
- strategic precinct at Westmead, providing a specialised health and education role for Cumberland and the Greater Parramatta area
- local centres at Berala, Greystanes, Guildford, Merrylands East, Merrylands West, Pemulwuy, Pendle Hill, Toongabbie and Regents Park, providing services and facilities to meet the needs of each local community
- a range of neighbourhood centres across the Cumberland area providing targeted services and facilities.

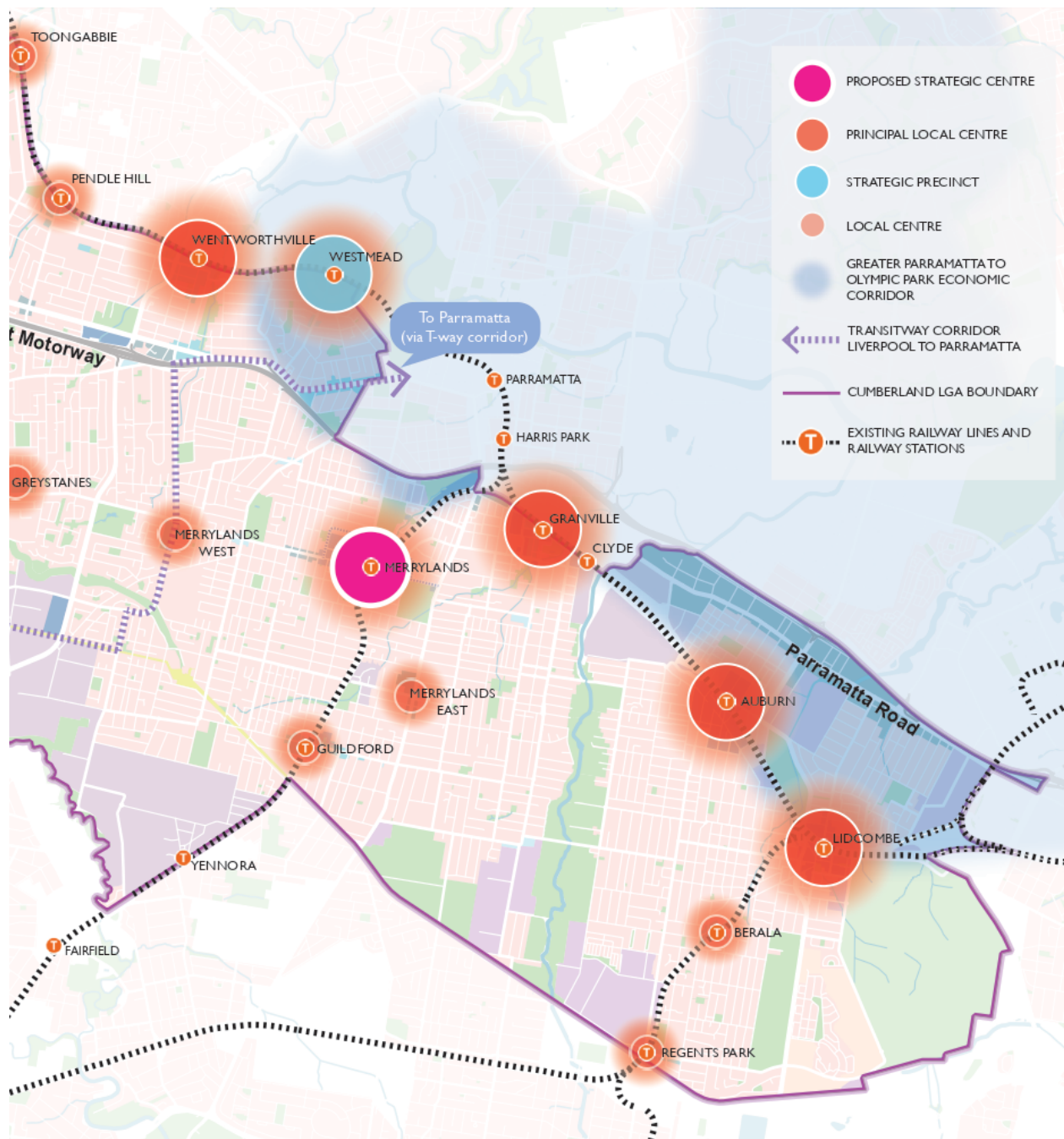


### Proposed Strategic Centre: Merrylands

Acts as a strategic centre with a highly complementary and reciprocal relationship to Parramatta CBD.

Provides higher order retail and commercial services, with significant private sector and Council investment in infrastructure occurring, and strong population and jobs growth forecast.





### Principal Local Centres: Auburn, Granville, Lidcombe, Wentworthville

Meets the criteria for 30 minute access to a Strategic Centre, with access to a high frequency railway station.

Supported by a mix of commercial and retail services, and community facilities.

### Local Centres: Berala, Greystanes, Guildford, Merrylands East, Merrylands West, Pemulwuy, Pendle Hill, Regents Park, Toongabbie

Meets the criteria for 30 minute access to a strategic centre with access to public transport services.

Supported by retail and other local services.

### Strategic Precinct Westmead (South):

Provides and supports a specialised health and education services for Cumberland and the Greater Parramatta area.

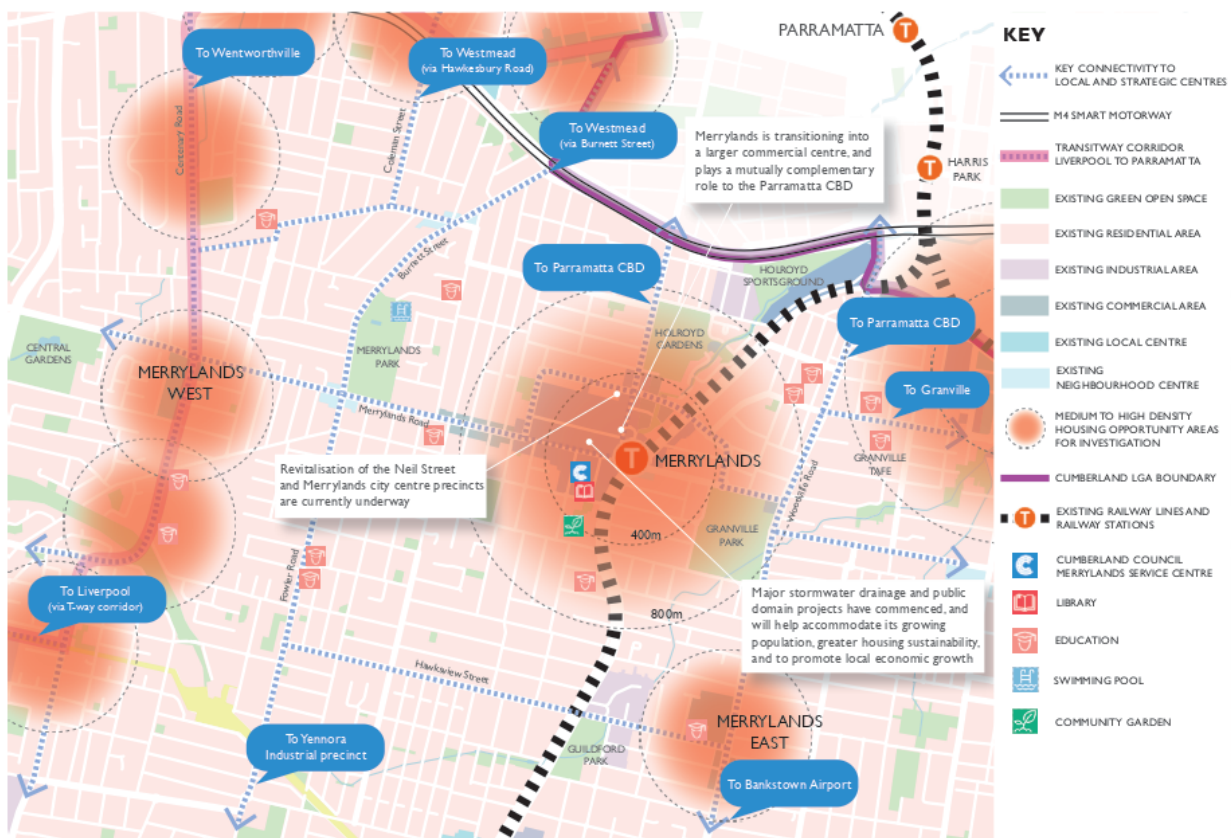
## PROPOSED STRATEGIC CENTRE: MERRYLANDS

Situated at the core of the Cumberland area, Merrylands is our largest centre. It has been, and will continue to be, the focus of planning for growth and development. The centre plays a key supporting role for surrounding areas and this will grow in importance with the continued growth and investment in Greater Parramatta.

Council believes that Merrylands has the potential to be defined as a strategic centre in the District hierarchy, based on the range of services and

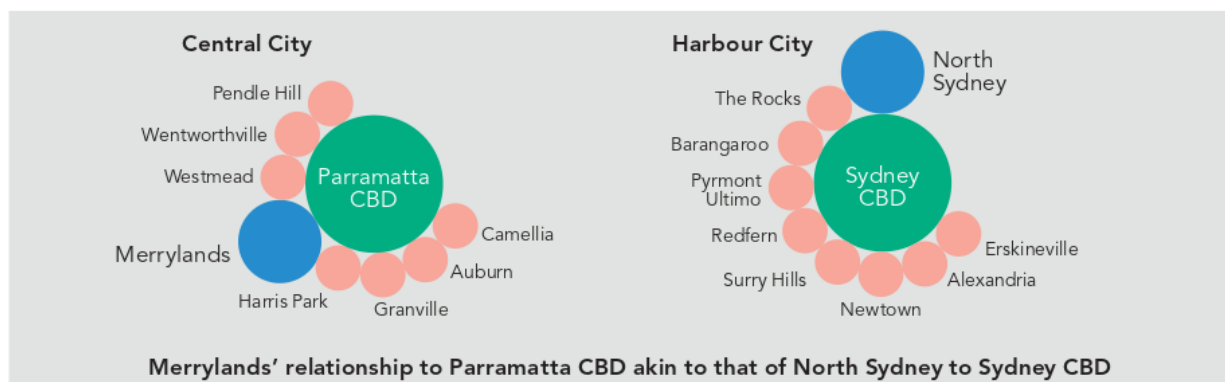
potential to expand to provide additional housing. It is recognised in the Central City District Plan as the District's great place with thriving social connectors including a large and expanding retail centre providing a diverse range of activities, local services and jobs to a growing population catchment.

Council will continue to advocate and plan for Merrylands as a strategic centre for Cumberland and work with relevant agencies to ensure the delivery of necessary social, community and education facilities.



### 3. Strategic Land Use Framework

Strategic considerations	Opportunities
<p>Advocating Merrylands as a new strategic centre in the Central City District to:</p> <ul style="list-style-type: none"> <li>i. Deliver better public transport infrastructure connecting centres across Cumberland LGA</li> <li>ii. Attract high level of public/private sector investment for expanding local economy and housing supply.</li> </ul> <p>Delivering housing choice for growing households, in a comparatively dense urban environment.</p> <p>Managing land use and infrastructure provision in the key areas where future corridors are identified under Greater Sydney Initiatives for Investigation in Future Transport 2056.</p> <p>Balancing increasing movements and potential conflicts between freight, local traffic and pedestrians in the core of the centre.</p> <p>Improving urban canopy cover to mitigate urban heat island effects.</p>	<p>Strategic merit at the core of Merrylands centre to deliver additional housing and jobs supply.</p> <p>Improve accessibility to key social, community and open space assets.</p> <p>Investigate opportunities to deliver shared-use and co-locate community facilities via Council-owned and State-owned assets.</p> <p>Promote active transport by improving pedestrian and cycle links, connections to/from Merrylands to key locations.</p> <p>Improve public safety in Merrylands centre, with particular attention to the station and local parks through passive surveillance design.</p>



Merrylands plays a highly complementary role to Parramatta CBD, akin to the reciprocal relationship of North Sydney to Sydney CBD. Already an established major centre, Merrylands is transitioning into a higher order centre with a growing commercial and retail core. Proximity to Parramatta city centre, together with current private sector and Council investment in excess of \$1 billion, will continue to facilitate this transition in the short to medium term.

Importantly, Merrylands will continue to provide office space which complements that of Parramatta city

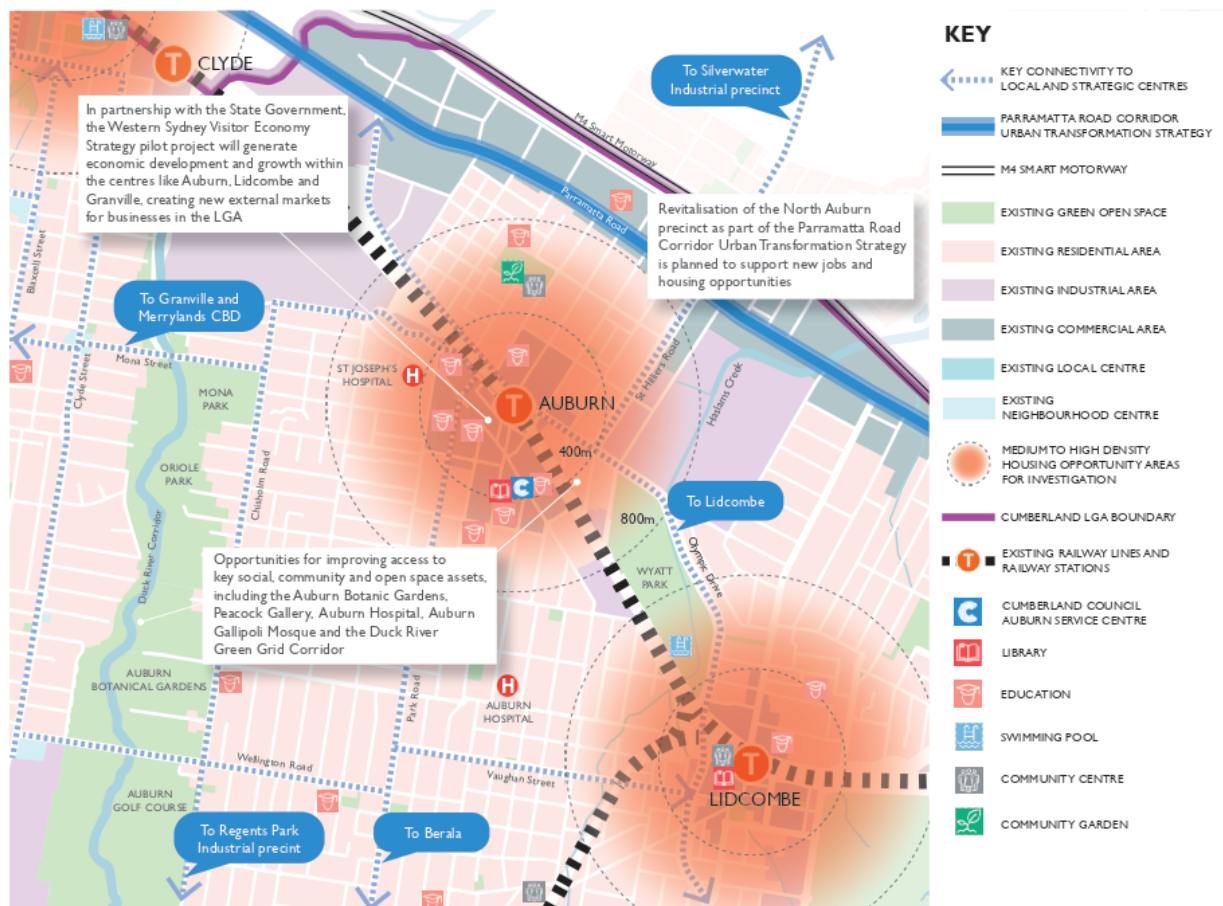
centre. It will also accommodate key services which may be displaced as Parramatta matures in role as one of metropolitan Sydney's three city centres.

The surrounding neighbourhoods, including Granville, Wentworthville, and Westmead, each with their own distinctive character and flavour and strong transport connections, will increasingly act as the inner city suburbs of Greater Parramatta, providing attractive places to live for the growing workforces of Merrylands and Parramatta city centre.



## PRINCIPAL LOCAL CENTRE: AUBURN

Auburn is a culturally vibrant centre, boasting multicultural shops, restaurants and cafes specialising in Middle Eastern and East Asian products and cuisine. The centre supports a lively night-time economy and is a focal point for significant cultural events. The Gallipoli Mosque defines the skyline to the south-east of the centre and is one of the main reasons why the area is a popular point of settlement for many new migrants. The traditional commercial and industrial area to the north of the town centre, along Parramatta Road, has been identified for future revitalisation under the Parramatta Road Corridor Urban Transformation Strategy offering opportunities for new jobs and housing.



### 3. Strategic Land Use Framework

Strategic considerations	Opportunities
<p>Delivering housing choice for a culturally diverse community, in a comparatively dense urban environment.</p> <p>Providing local jobs for a comparatively young workforce.</p> <p>Improving urban canopy cover to mitigate urban heat island effects.</p> <p>Overcoming the challenges of a highly fragmented subdivision (and ownership) pattern to achieve a cohesive urban form.</p> <p>Reducing high private vehicle usage in the town centres.</p> <p>Managing the interface of employment lands with adjoining uses.</p>	<p>Development opportunities have been identified along the Parramatta Road Corridor to capitalise on travel and transport connections to GPO and the Sydney CBD.</p> <p>A range of large industrial precincts and employment lands (mix of IN1, IN2, B4 and B6 zones) have potential to provide local jobs and economic growth.</p> <p>Potential for the B6 Enterprise Corridor along Parramatta Road to function as a future 'Creative and Commercial Corridor'.</p> <p>Improve walkability (pedestrian links) and cycle paths connecting Auburn Town Centre to the Parramatta Road Corridor and Auburn Hospital.</p> <p>Improve access to key social, community and open space assets, including the Auburn Botanic Gardens, Peacock Gallery, Auburn Gallipoli Mosque and the Duck River Green Grid Corridor.</p>





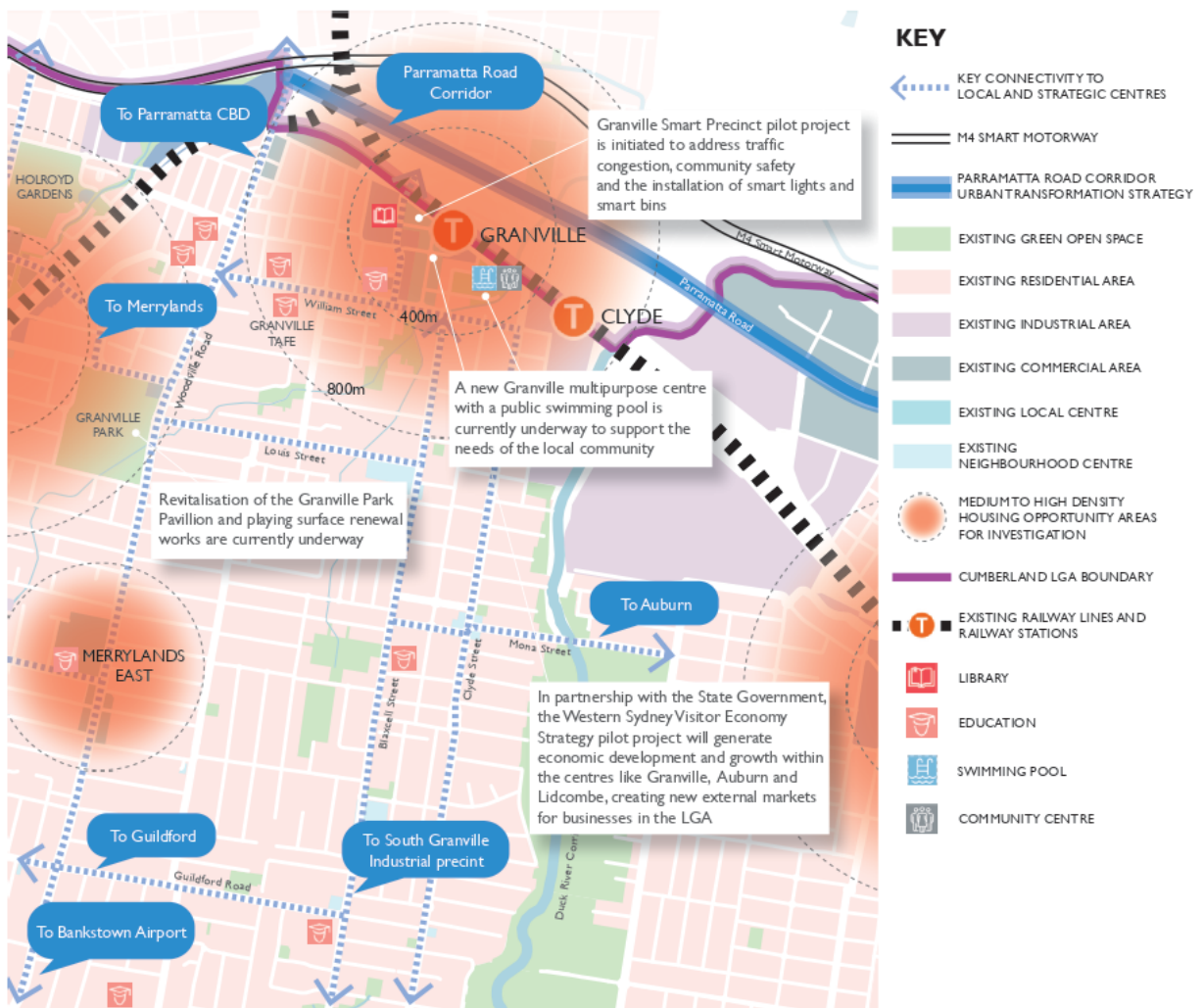
## PRINCIPAL LOCAL CENTRE: GRANVILLE

Granville is a centre rich in history, with areas to the south west of the railway recognised as a heritage conservation area with a number of heritage listed items. Given its locational advantage and proximity to Greater Parramatta, Granville continues to grow.

Granville communities are well serviced with a good access to social and cultural assets, including

Granville Town Hall, library and swimming pool. A new multipurpose centre is also underway to support the needs of the local community.

Granville has been identified under the Parramatta Road Corridor Urban Transformation Strategy. The strategy will help to revitalise this corridor with new jobs and housing.



### 3. Strategic Land Use Framework

Strategic considerations	Opportunities
<p>Delivering transit-oriented development and place-based planning to deliver localised jobs and to accommodate growing population.</p> <p>Delivering housing choice for a culturally diverse community and growing young workforce, in a comparatively dense urban environment.</p> <p>Collaborating with educational industries in Granville to deliver a vision for Creative Learning Precinct by equipping businesses and communities with the skills that promote innovative outcomes.</p> <p>Improving urban canopy cover to mitigate urban heat island effects.</p> <p>Managing the interface of employment lands with adjoining uses.</p> <p>Mitigating high traffic volumes generated from major road network to the low density residential areas to enhance pedestrian safety.</p> <p>Applying movement and place framework to the future planning of Woodville Road corridor.</p>	<p>Areas in the north-west of Granville near Holroyd are identified as a Frame Boundary of the PRCUTS to deliver more jobs and housing diversity.</p> <p>Improve walkability (pedestrian links) and cycle path connecting Granville Town Centre to Granville TAFE and Duck River Corridor.</p> <p>Provision of high quality public domain in Granville Town Centre to enhance the centre's popular eat street in support of the Western Sydney Visitor Economy Strategy Project.</p> <p>Investigate opportunities for shared-use and co-location of community facilities via Council-owned and State-owned assets.</p> <p>Improve traffic congestion, community safety and waste management through public domain improvements through the Granville Smart Precinct Pilot Project (Smart Technology).</p> <p>Renewal and upgrade of Granville Park.</p> <p>Recognising heritage precincts in Granville.</p>

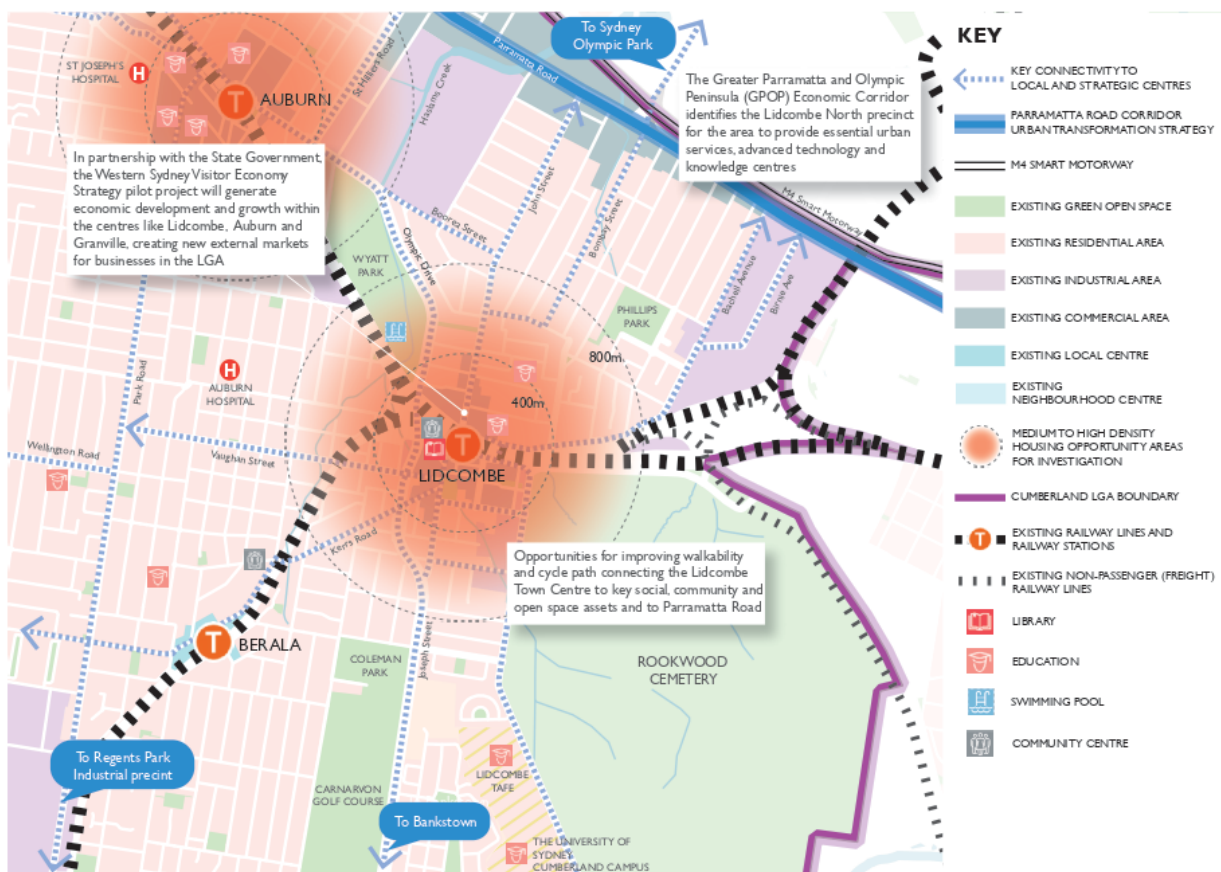


## PRINCIPAL LOCAL CENTRE: LIDCOMBE

Lidcombe is a town centre with popular eat streets and a vibrant night time economy. As recognised in the Central City District Plan, Lidcombe is also growing as a key employment generating centre through its locational advantage as a part of the Greater Parramatta and Olympic Peninsula (GPOP).

Lidcombe North along Parramatta Road, has been identified for future revitalisation under the Parramatta Road Corridor Urban Transformation Strategy, offering opportunities for new jobs and housing.

There are three large employment generating precincts in Lidcombe to the north, east and south, with a range of industrial, educational and health facilities.





### 3. Strategic Land Use Framework

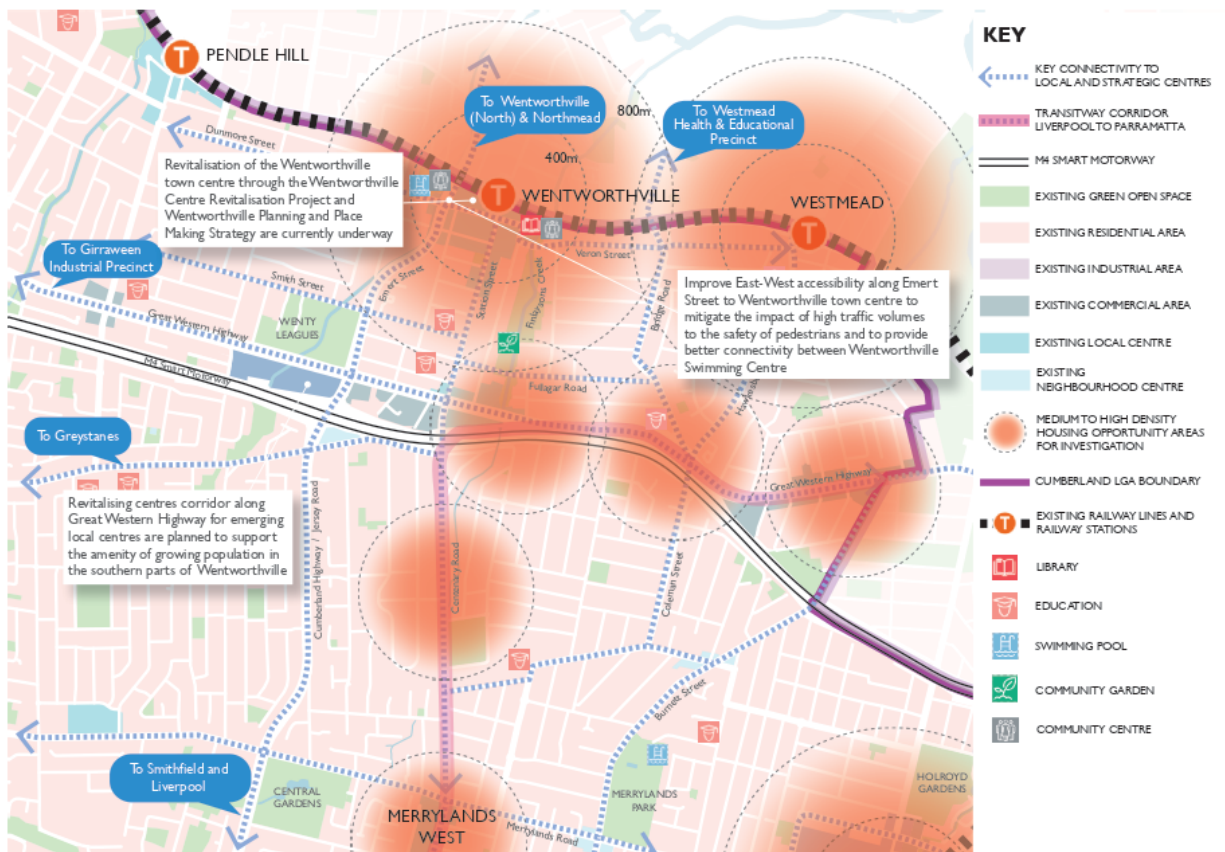
Strategic considerations	Opportunities
<p>Delivering transit-oriented development and place-based planning in the centre.</p> <p>Delivering housing choice for growing households, in a comparatively dense urban environment.</p> <p>Improving urban canopy cover to mitigate urban heat island effects.</p> <p>Managing the interface of employment lands with adjoining uses.</p> <p>Mitigating high traffic volumes generated from major road networks to the low density residential area to enhance pedestrian safety</p> <p>Relationship with the Parramatta Road Corridor.</p>	<p>The GPOP Economic Corridor identifies opportunities in the Lidcombe North precinct to provide essential urban services, advanced technology and knowledge centres. Key industrial precincts along Parramatta Road corridor have potential to transition from industrial-only uses to a more knowledge-intensive economy, delivering job diversity.</p> <p>Provision of high quality public domain within Lidcombe town centre to reinforce the centre's role in creating healthy, creative, culturally rich and socially connected communities.</p> <p>Investigate opportunities for shared-use and co-location of community facilities via Council-owned and State-owned assets.</p> <p>Investigate for opportunities for reinstating more natural conditions for Haslams Creek at Wyatt Park.</p> <p>Improve walkability (pedestrian links) and cycle path connecting Lidcombe Town Centre to Parramatta Road Corridor and educational precinct.</p> <p>Introduce artisan industry to boost tourism and promote active and safer street in support of the Western Sydney Visitor Economy Strategy project.</p> <p>Investigate a potential site for a new high school in align with the population growth.</p> <p>Investigate improvements for multi-modal access to Lidcombe Station, given Lidcombe's locational advantage with good access to a frequent train service.</p>



## PRINCIPAL LOCAL CENTRE: WENTWORTHVILLE

The Wentworthville centre continues to evolve with a large community and commercial activities, with the train station at its centre. Council is currently facilitating the renewal of Wentworthville through the Wentworthville Centre Revitalisation Project.

The area between the station and Great Western Highway continues to evolve, with a mix of retail and residential development.





### 3. Strategic Land Use Framework

Strategic considerations	Opportunities
<p>Delivering housing and job choice for a growing population through the Wentworthville Centre Revitalisation Project and Wentworthville Planning and Place Making Strategy.</p> <p>Revitalising the B6 Enterprise Corridor along Great Western Highway to create new local centres to support the amenity of growing population in the southern parts of Westmead and Wentworthville.</p> <p>Improving urban amenity and applying pedestrian safety design to mitigate high traffic volumes on major road network such as Great Western Highway and Cumberland Highway.</p> <p>Improving urban canopy cover to mitigate urban heat island effects.</p>	<p>Expand retail and commercial job opportunities to reinforce the growth of town centre and new local centres along Great Western Highway.</p> <p>Improve east-west accessibility along Cumberland Highway (Emert Street) to Wentworthville Town Centre to mitigate the impact of high traffic volumes to the safety of pedestrians and to provide better connectivity between Wentworthville Swimming Centre.</p> <p>Investigate opportunities for shared-use and co-location of community facilities via Council-owned and State-owned assets.</p> <p>Investigate opportunities for reinstating more natural conditions for Finlayson Creek.</p>



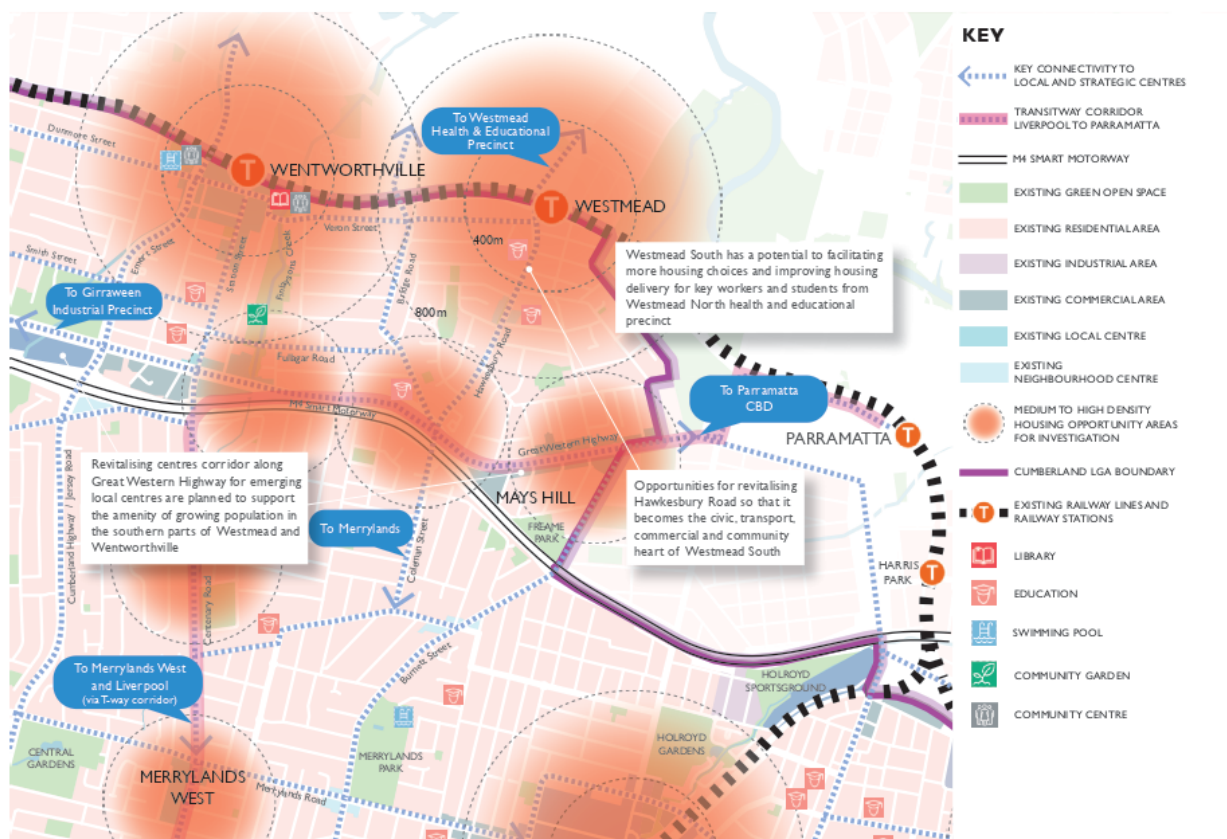
## STRATEGIC PRECINCT: WESTMEAD (SOUTH)

The Westmead Strategic Precinct is planned to become Western Sydney's economic powerhouse with a cluster of up to 50,000 knowledge jobs by 2036.

Westmead (South) within Cumberland comprises the predominately low density residential area to the south of the railway, including significant Land and Housing Corporation assets and landholdings with potential for strategic redevelopment focussed around the new Westmead Metro West station. Hawkesbury Road is a key connector through the precinct providing

access across the railway, and to a vibrant group of neighbourhood shops. The Precinct is well placed and has potential to facilitate housing opportunities to support the Westmead health and educational precinct.

The corridor along Great Western Highway adjoining the Westmead (South) Precinct is also evolving due to its connectivity with Parramatta Road and Hawkesbury Road.





### 3. Strategic Land Use Framework

Strategic considerations	Opportunities
<p>Advocating for the future extension of light rail to the south of Westmead onto Hawkesbury Road.</p> <p>Hawkesbury Road plays a pivotal role connecting major traffic movements between Westmead South and Merrylands to Westmead Health and Educational Precinct.</p> <p>Revitalising Hawkesbury Road (South) to become the civic, transport, commercial and community heart of Westmead South.</p> <p>Delivering housing opportunities to support the needs of the Westmead health and educational precinct.</p> <p>Revitalising the B6 Enterprise Corridor along Great Western Highway to create new local centres to support the amenity of the growing population in the southern parts of Westmead and Wentworthville.</p> <p>Improving urban amenity and applying pedestrian safety design to mitigate high traffic volumes on major road network such as Great Western Highway and Hawkesbury Road.</p> <p>Improving urban canopy cover to mitigate urban heat island effects.</p>	<p>Expand Green Grid link connecting Westmead town centre to Pemulwuy Reserve near Parramatta Park through collaboration with City of Parramatta and the Parramatta Park Trust's 'Mays Hill Precinct Master Plan 2017' by improving urban tree canopy cover and pedestrian and cycle path.</p> <p>Provision of open spaces, parks and playgrounds to support social connections in Westmead (South) and Wentworthville (South) through place-based planning.</p> <p>Expand retail and commercial job opportunities along Great Western Highway.</p> <p>Investigate opportunities for shared-use and co-location of community facilities via Council-owned and State-owned assets.</p> <p>Collaborative approach with State Government and City of Parramatta Council to the strategic planning of the Westmead precinct and Metro West.</p>



## OUR STRATEGIC CORRIDORS

Cumberland has a number of strategic corridors within the area that provide opportunities for housing and jobs, supported by government investment. Cumberland 2030 recognises the importance of our strategic corridors to facilitate sustainable growth in the area. These include the Greater Parramatta to Olympic Park Economic Corridor, Parramatta Road Corridor, Woodville Road Corridor and T-way Corridor.

### Greater Parramatta to Olympic Park (GPOP)

A number of the key visions under the Greater Parramatta to Olympic Peninsula (GPOP) Economic Corridor plan present opportunities for Cumberland.

#### Parramatta CBD and Westmead Health and Education Strategic Precinct:

The employment opportunities to be developed for the Parramatta CBD will provide local jobs and reduce travel times to work. Sector specialisation in health and education in Westmead will provide job opportunities for residents working in health such as an education super precinct will attract students to Cumberland due to its proximity to Westmead. As part of future housing, worker and student accommodation will need to be considered to ensure the Cumberland community benefits from the prospects presented in the Greater Parramatta area.

#### Essential Urban Services, Advanced Technology and Knowledge Sectors:

The benefits of the specialisation sectors and urban services improvements proposed for Auburn will further encourage local employment opportunities and provision of necessary services for the Cumberland community and surrounding areas.

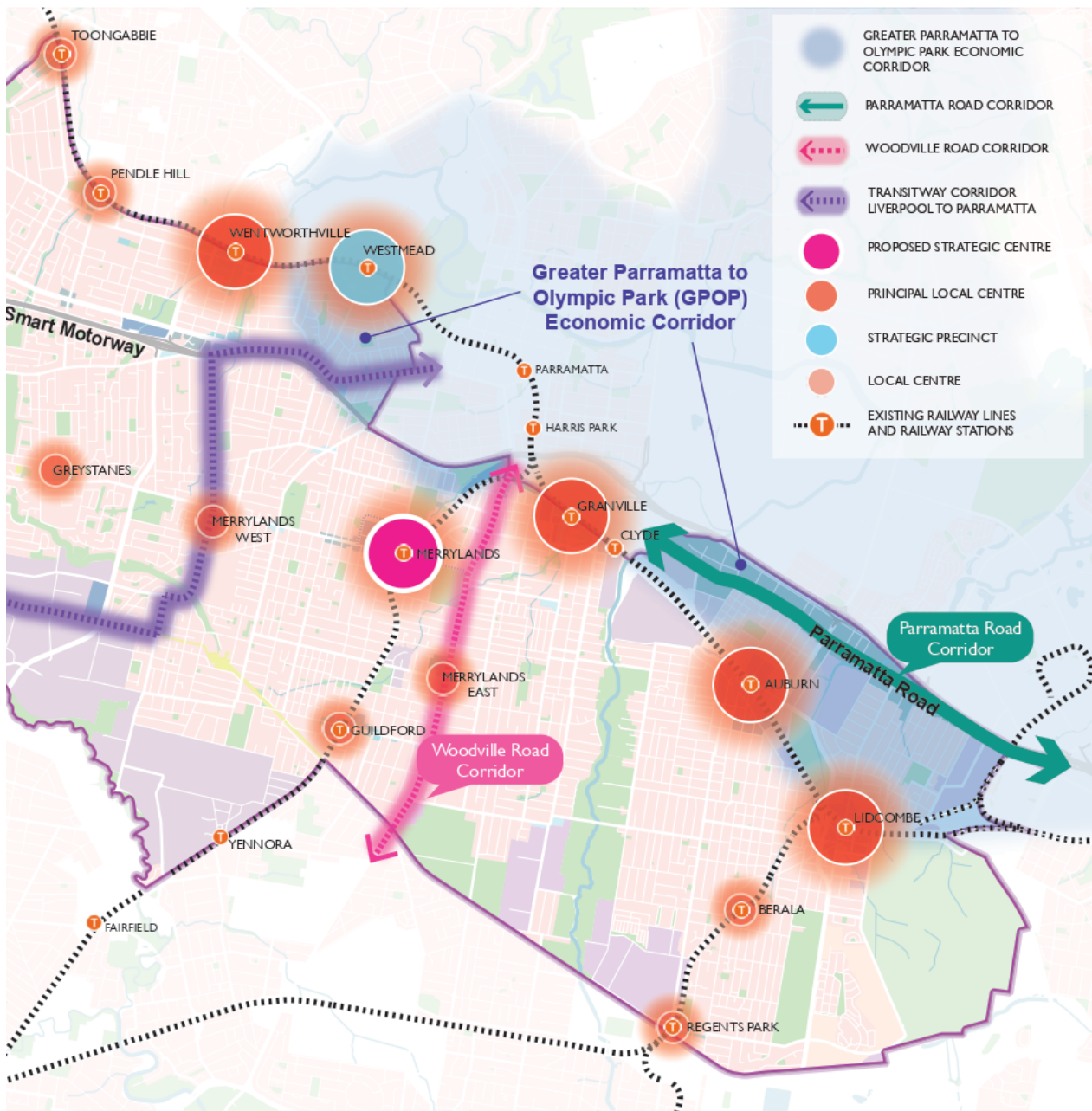
### Parramatta Road Corridor

The Parramatta Road Corridor is a priority project under the Central City District Plan. Council is working with the State Government to deliver on its 30-year strategic plan to transform the Corridor. The Parramatta Road Corridor Urban Transformation Strategy will bring a coordinated approach to development inside the Parramatta Road corridor. Council is committed to supporting new jobs and houses in the Auburn precincts and Granville West Frame Area.

Council will work with utility providers to encourage the investigation of opportunities for low carbon high performance precincts as part of the implementation of the Parramatta Road Corridor Urban Transformation Strategy. Council continues to work with State Government on further studies for this corridor, including traffic and transport. These studies, together with the existing corridor strategy, will inform future planning for this corridor.







### Woodville Road Corridor

The Draft Woodville Road Strategy seeks to provide renewal opportunities that improve the amenity of the Woodville Road corridor and provide development that is complementary to the growth of the existing network of centres.

Council will continue to investigate the potential of the Woodville Road corridor to provide jobs and housing growth and improve the amenity of the road corridor.

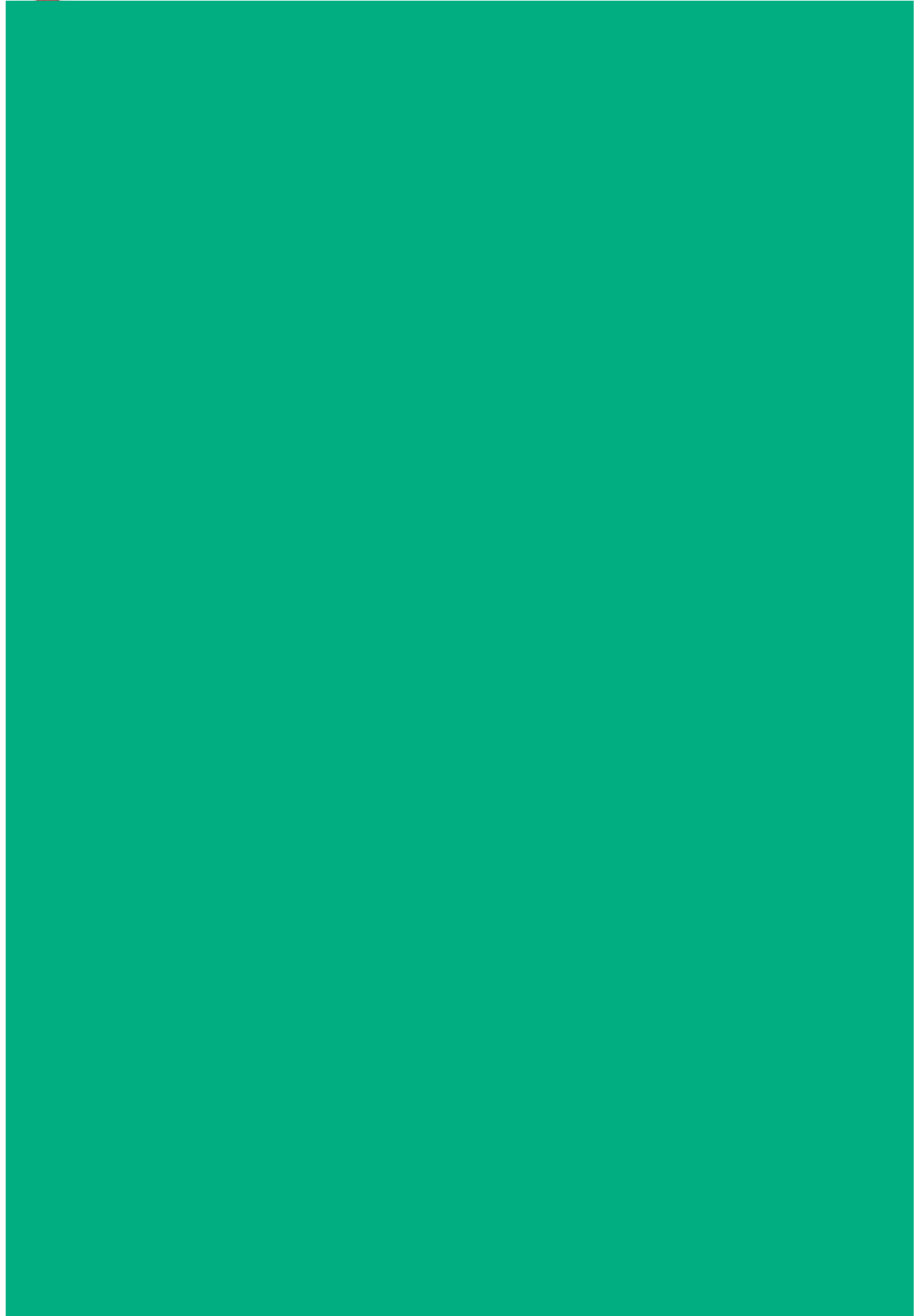
As part of future strategies and plans Council will consider how to accommodate a diverse range of vehicles and activities, while reducing conflicts between essential freight, delivery and service works.

### T-way Corridor

The Liverpool to Parramatta T-way is a continuous series of bus-only lanes and bus roadways between Parramatta and Liverpool in Western Sydney. This corridor operates in the Westmead, South Wentworthville and Merrylands area.

Council will consider strategic opportunities along the corridor to support jobs and housing, with direct access to Parramatta CBD.









# Part B: OUR PLAN

## 4. Our 'plan on a page'

A series of local priorities are identified to progress the planning and implementation of Cumberland 2030: Our Local Strategic Planning Statement. Further details on these planning priorities and associated actions are provided in sections 5 to 8.

Getting around	Place and spaces for everyone	Local jobs and businesses	The great outdoors
 <p>Access and movement</p>	 <p>Housing and community</p>	 <p>Economy, employment and centres</p>	 <p>Environment and open spaces</p>
<p><b>Planning Priority 1:</b> Strengthening Cumberland's position in the District through collaboration</p> <p><b>Planning Priority 2:</b> Advocating for a range of transport options that connect our town centres and employment hubs, both locally and to Greater Sydney</p> <p><b>Planning Priority 3:</b> Aligning local infrastructure delivery with planned growth</p> <p><b>Planning Priority 4:</b> Improving accessibility within our town centres</p>	<p><b>Planning Priority 5:</b> Delivering housing diversity to suit changing needs</p> <p><b>Planning Priority 6:</b> Delivering affordable housing suitable for the needs of all people at various stages of their lives</p> <p><b>Planning Priority 7:</b> Design vibrant and attractive centres and encourage healthy living</p> <p><b>Planning Priority 8:</b> Celebrating our natural, built and cultural diversity</p> <p><b>Planning Priority 9:</b> Providing high quality, fit-for-purpose community and social infrastructure in line with growth and changing requirements</p>	<p><b>Planning Priority 10:</b> Supporting a strong and diverse local economy across town centres and employment hubs</p> <p><b>Planning Priority 11:</b> Promoting access to local jobs, education opportunities and care services</p> <p><b>Planning Priority 12:</b> Facilitating the evolution of employment and innovation lands to meet future needs</p>	<p><b>Planning Priority 13:</b> Protecting, enhancing and increasing natural and green spaces</p> <p><b>Planning Priority 14:</b> Improving access to and health of waterways</p> <p><b>Planning Priority 15:</b> Planning for a resilient city that can adapt to natural hazards and climate change</p> <p><b>Planning Priority 16:</b> Supporting urban cooling to minimise heat island effects</p>







# 5. Getting around

## ACCESS AND MOVEMENT



### PRIORITY

**1**



Strengthening Cumberland's position in the District through collaboration

### PRIORITY

**2**



Advocating for a range of transport options that connect our town centres and employment hubs, both locally and to Greater Sydney

### PRIORITY

**3**



Aligning local infrastructure delivery with planned growth

### PRIORITY

**4**



Improving accessibility within our town centres



This chapter is aligned to the following Directions and Priorities under the Infrastructure and collaboration theme in the Central City District Plan:

- Direction 1 – A city supported by infrastructure  
Priority C1 – Planning for a city supported by infrastructure
- Direction 2 – A collaborative city  
Priority C2 – Working through collaboration

In giving effect to the District Plan, *Cumberland 2030* focuses on the following key actions and corresponding strategies:

- Sequencing of growth across the 3 cities to promote north-south and east-west connections
- Aligning forecast growth with major infrastructure
- Sequencing infrastructure provision using a place-based approach
- Westmead Planned Precinct
- Parramatta Road Urban Transformation Corridor – Auburn and Granville
- Train/mass transit investigation corridors – Greater Parramatta to Western Sydney Airport and Bankstown/Kogarah
- Rapid bus link between Bankstown and Parramatta
- Employment and Innovation Lands strategy – Council-led collaborative process to set strategic direction for employment and innovation land in Cumberland

At a local level, Council will prioritise:

- Strengthening Cumberland's position in the District through collaboration
- Advocating for a range of transport options that connect our town centres and employment hubs, both locally and to Greater Sydney
- Aligning local infrastructure delivery with planned growth
- Improving accessibility within our town centres

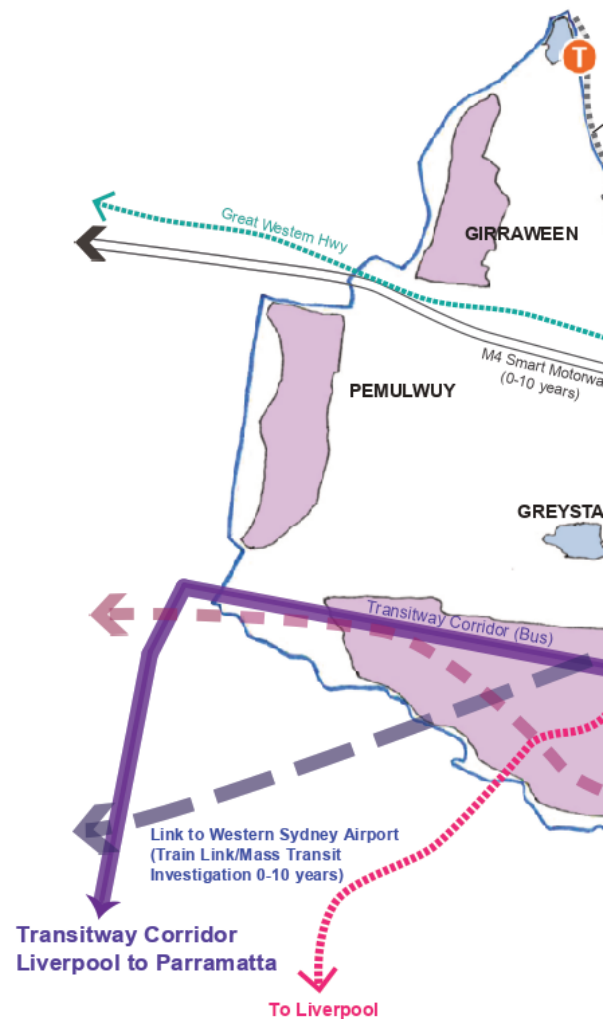
## GETTING AROUND: ACCESS AND MOVEMENT

Access and movement (including roads, public transport, cycling and walking) is an important part of land use planning. It determines how easy it is to get around our centres and suburbs and is vitally important for sustaining economic activity in our employment lands. Ensuring capacity within our transport network is essential to support our forecast growth.

Cumberland is surrounded by strategic road corridors including the M4, the A44 Parramatta Road/Great Western Highway, the A4 and A28 Cumberland Highway, with the M4 and A28 being part of the Parramatta Outer Ring Road and the A4 providing access to the Sydney CBD.

The area is also serviced by public transport, with the T1, T2, T3 and T5 train services all running through the area, and the Liverpool to Parramatta T-way providing a rapid public transport connection for much of the western part of Cumberland which isn't directly served by the Sydney Trains network. The western half of Cumberland, along with a small pocket in the east, is not within an 800 m walking catchment, creating opportunities to increase public transport uptake.

A number of natural and built features throughout the area act as barriers to car, cycling and pedestrian movements. These include the M4, Parramatta Road/Great Western Highway and the Main Western Train Line in an east-west direction, and the Cumberland Highway, A6, Cumberland Train Line and the Duck River in the a north-south direction. Various crossings are located along the railway lines and major roads to connect different part of Cumberland to each other, although the distances between them can sometimes be significant, particularly for pedestrians and cyclists.

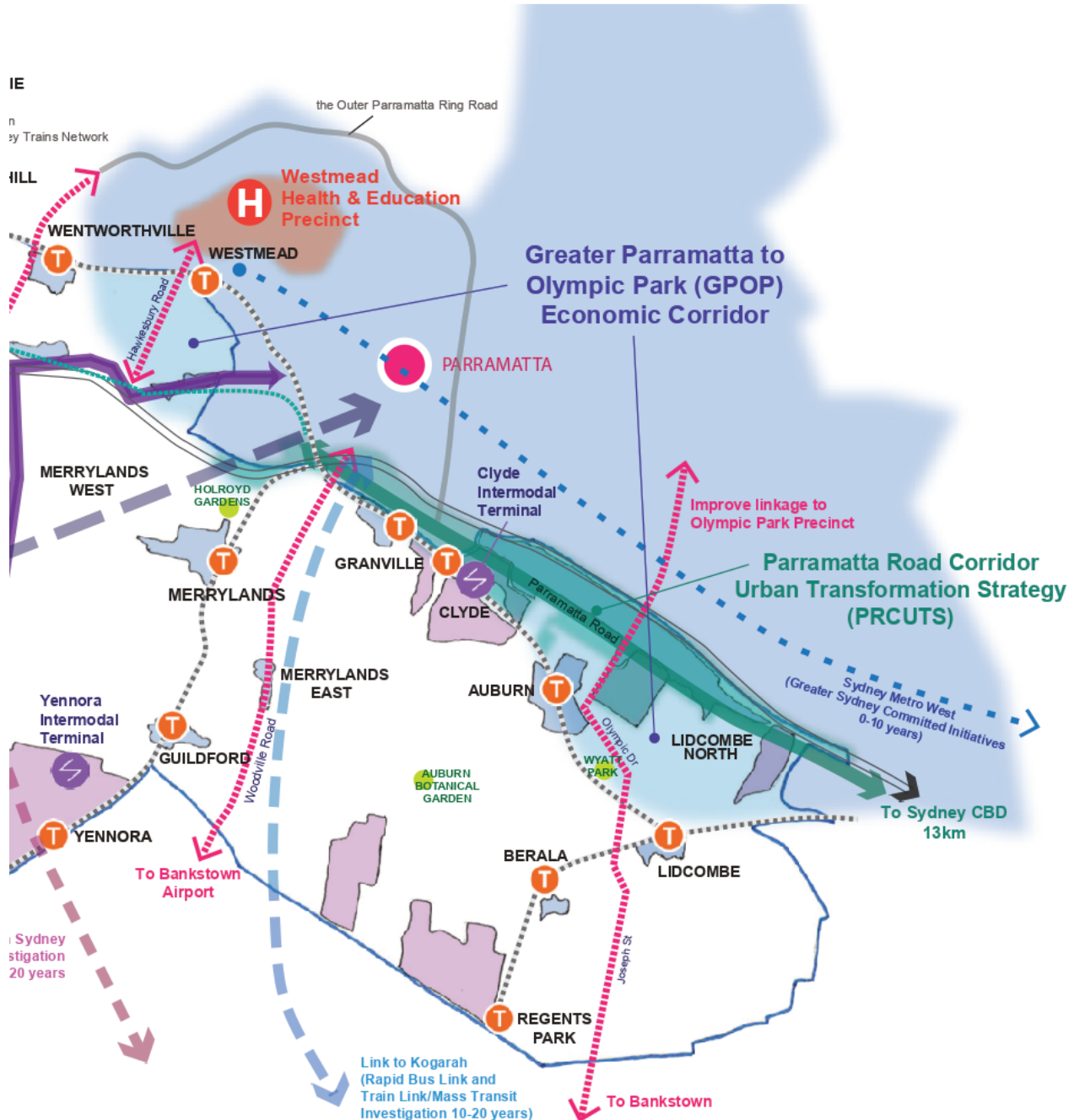


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Both the Western Sydney Airport to Parramatta train/mass transit link and the Parramatta to Kogarah via Cumberland and Bankstown train/mass transit link could potentially increase the population catchment with access to a train station. Investigation of these corridors and their alignments as they pass through Cumberland will be carefully considered by Council, along with any future station/location to support future growth. Council will continue to advocate for both the investigation and delivery of these future public transport links.

5. Getting around: Access and movement



In addition to these planned initiatives, opportunities exist for the extension of the Parramatta Light Rail to better support the Cumberland area. This includes:

- an extension of the Stage 1 light rail route from Westmead Station via Hawkesbury Road to run
- west along the Great Western Highway (along the existing large median)

- an extension of the Stage 2 light rail corridor from Carter Street south to Lidcombe Station
- a link from Sydney Olympic Park to Parramatta CBD via Parramatta Road, connecting the North Auburn and Granville precincts in the Parramatta Road Corridor.



### Local Planning Priority 1 – Strengthen Cumberland’s position in the Central City District through collaboration

Implementing the infrastructure priorities of the District Plan will necessarily require a collaborative approach with our neighbouring councils and relevant State agencies to address big picture and cross boundary issues. Council will work to ensure our local advantages and opportunities are key factors of consideration in broader planning and decision making for the District/ Region.

The Cumberland Employment and Innovation Lands Strategy is a Council-led initiative which involved collaboration with stakeholders such as tertiary institutions, State agencies and the private sector to develop a land use planning framework to set the direction for employment and innovation land within the Cumberland area.

Council is also working in collaboration with the NSW government on the Parramatta Road Corridor Urban Transformation Strategy to provide additional capacity for growth along this important transport corridor. Council will work with both public and private stakeholders to ensure adequate social infrastructure and green open space for new residential developments.

#### Actions

- i. Continue to collaborate with government, industry and community stakeholders to deliver Cumberland’s land use outcomes – ongoing.
- ii. Work with Transport for NSW and surrounding councils to accelerate the delivery of infrastructure identified in Future Transport 2056, such as future freight and mass transit corridors - ongoing
- iii. Collaborate with Transport for NSW/Roads and Maritime Services, adjoining council’s and relevant state agencies and statutory authorities to improve regional and local transport links particularly frequency of rail and bus services, buses, cycling and walking – ongoing
- iv. Work with Local Aboriginal Land Councils to ensure their needs are identified and considered – ongoing



## 5. Getting around: Access and movement

### Local Planning Priority 2 – Advocate for a range of transport options that connect our town centres and employment hubs, both locally and to Greater Sydney

Over the next 10 years, the delivery of major transformative infrastructure by the State Government will significantly influence Cumberland's growth and development. As we grow and change, the efficient use of our transport infrastructure will be critical to retaining the quality of life enjoyed by residents.

There are opportunities to improve transport options on existing infrastructure and services in the Cumberland area. These include faster and more frequent train services to the Sydney CBD and Parramatta CBD, high capacity turn-up-and-go bus services along the Liverpool to Parramatta T-way, targeted road improvements to support safe and reliable journeys and opportunities for additional commuter car parking at stations.

A range of planned and committed major infrastructure will significantly improve access to the Sydney CBD, Parramatta and Western Sydney Airport from Cumberland via a range of modes, including private and public transport. Council will actively lobby the Government to progress the planning and delivery of these future major transport infrastructure and services that will benefit Cumberland.

The strength of Cumberland's jobs base is in the manufacturing, wholesale trade and transport, postal and warehousing sectors. The largest concentrations of employment are in the south-west of the area, including the large industrial and warehousing areas at Yennora, Smithfield and Pemulwuy. There are also jobs clusters at Merrylands, Auburn, Lidcombe and Regents Park.

Whilst a significant number of Cumberland's residents work within Cumberland, the majority travel outside the area. Outside of Cumberland, Parramatta is the largest employment location with 15% of all Cumberland workers, followed by City of Sydney at 14%. Blacktown and Canterbury-Bankstown also attract significant numbers of Cumberland based workers.

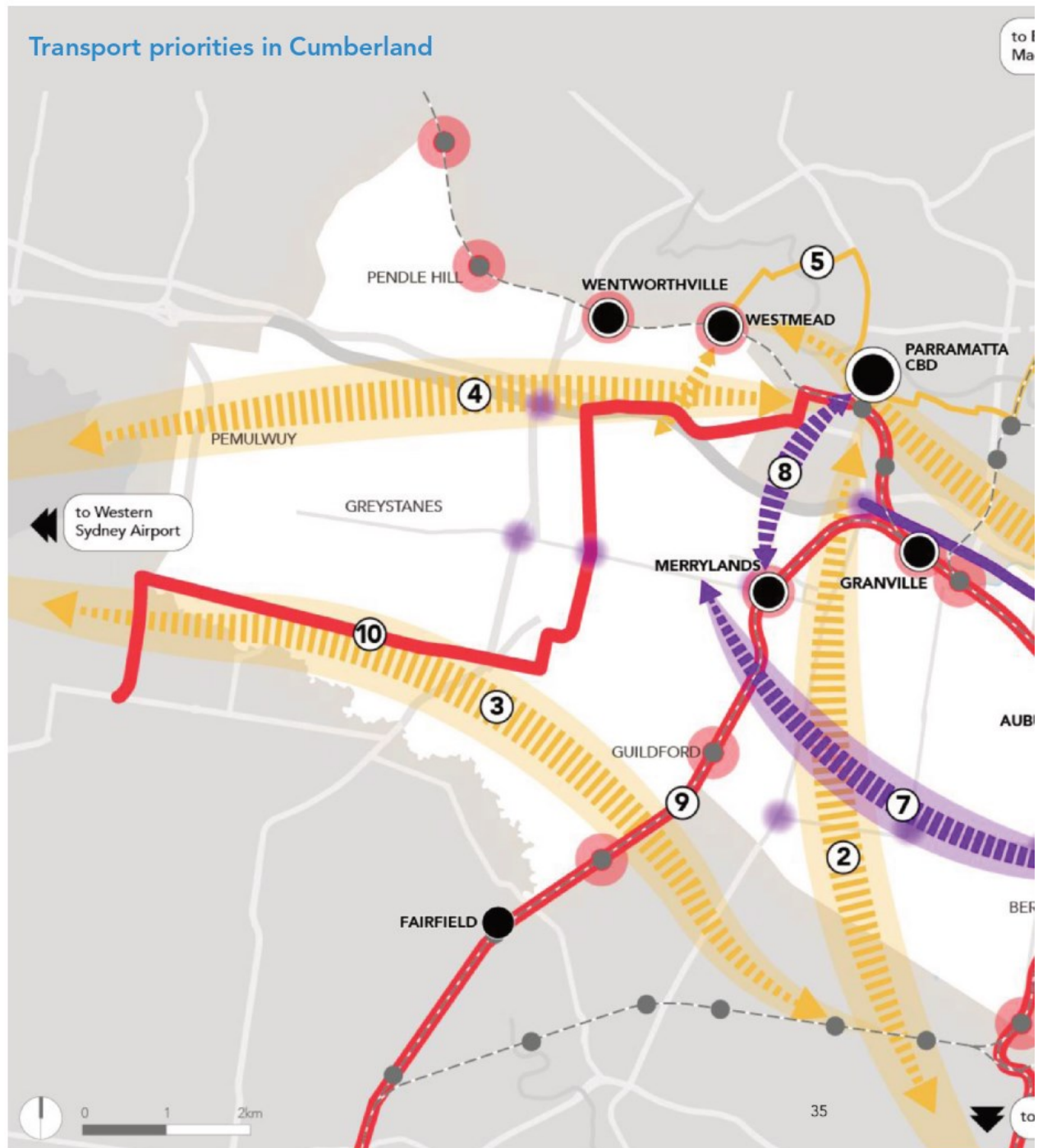
In conjunction with Council's focus on promoting local jobs, Council will explore and prioritise local improvements to transport infrastructure, to make travel within Cumberland easier and more effective for residents.

#### Actions

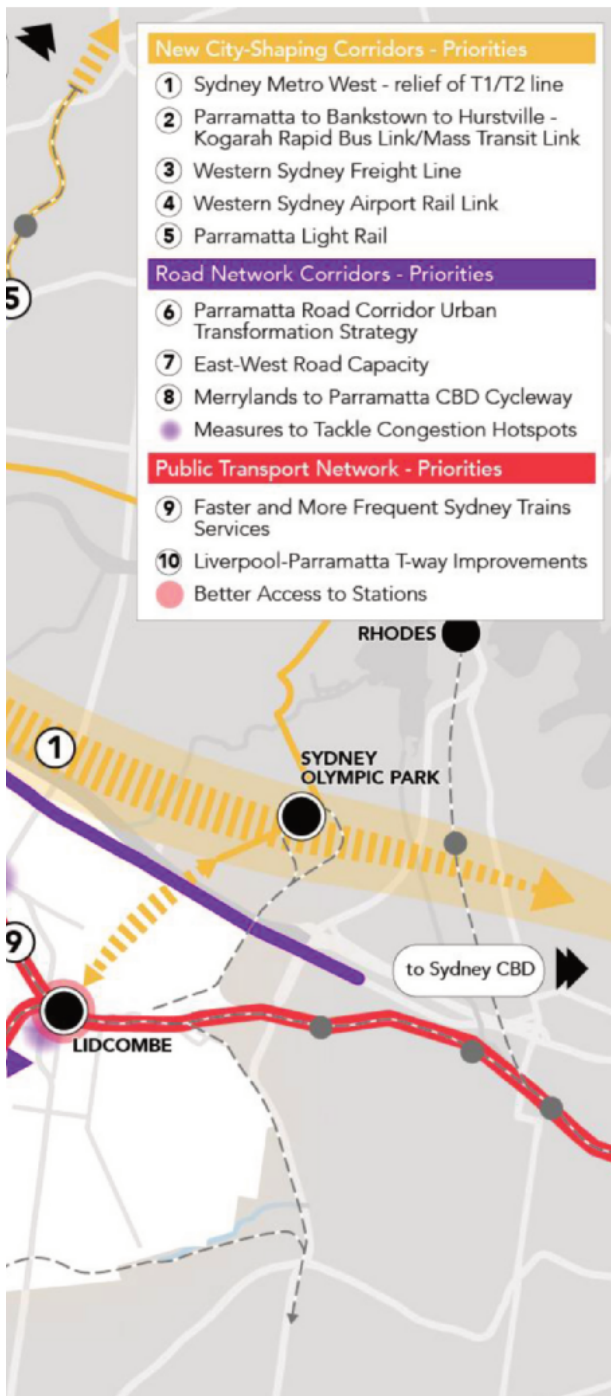
- i. Advocate for short term improvements to transport infrastructure and services, including:
  - faster and more frequent train services – short and medium term
  - high capacity turn-up-and-go bus services on the Liverpool to Parramatta T-way – short and medium term
  - improved access to Westmead – short and medium term
  - improved access to key employment lands precincts at Smithfield, Yennora and Pemulwuy – short and medium term
  - targeted road improvement to support safe and reliable journeys – short and medium term
  - opportunities for additional commuter car parking at stations – short and medium term
- ii. Advocate for improved transport options for Cumberland, including:
  - new city-shaping regional transport corridor that serve Cumberland's commuters – short and medium term
  - safe and reliable road network for all users – short and medium term
  - new transport technologies are used effectively to help achieve our objectives – short and medium term
- iii. Support investment in infrastructure and services where it will create the greatest impact – especially where it will provide 30 minute access for more people to major centres – ongoing
- iv. Support greater walking and cycling in the Cumberland area, including targeted investments to support access to centres, corridors and public transport services – short and medium term
- v. Connections of parks and cycle ways within the District and adjoining local government areas – short and medium term

With a population density of approximately 30 people per km<sup>2</sup> at the 2016 census, Cumberland is the most densely populated council area within the Central City District. Council will continue to advocate and work with State government agencies for public transport improvements to support Cumberland's recent and projected continued population growth.





## 5. Getting around: Access and movement



### Cumberland Traffic and Transport Study

The delivery of the Future Transport Strategy 2056, Greater Sydney Region Plan and Central City District Plan will all cater to growth across Greater Sydney. Cumberland Council will work with State Government agencies to help cater to this growth.

Council has completed a Traffic and Transport Study which will play a vital part in making sure Cumberland's future transport plans are developed in line with the NSW Government's plans. The study reviews transport infrastructure needs in the Cumberland area to address future population and jobs growth.

The Traffic and Transport Study brings together existing transport plans which Council has developed, or is already implementing, including the Parramatta Road Corridor Urban Transformation Strategy, the Auburn and Holroyd Bike Plans and the Auburn Traffic and Transport Study. The consolidation of these plans has defined future priorities for Cumberland. The study also identifies new opportunities and issues in or around the Cumberland area.

### Sydney Metro West

The Sydney Metro West project is designed to improve access between Parramatta and Sydney CBD through fast and frequent metro services. The NSW Government has announced a number of station locations for the project, including a station at Westmead. This station will provide access to the unique health and education precinct, as well as making it easier for Cumberland residents to travel to Parramatta, Sydney Olympic Park, the Inner West and Sydney CBD. Integrated transport services from the Cumberland area to Westmead station is also essential to make the most of this city shaping investment.



### Local Planning Priority 3 – Align local infrastructure delivery with planned growth

Most of the growth in Cumberland is expected to occur in and around our centres and strategic corridors. Council has in place various centre strategies and masterplans in order to provide enough development capacity to manage the growth demands for the area in alignment with the availability of existing and forecast infrastructure. Council will work with other planning authorities and State agencies to ensure that land use and transport plans deliver a 30-minute city in Cumberland.

Council will also continue to work with transport agencies to align infrastructure with areas that have already been identified for, or are experiencing, significant growth.

#### Actions

- i. Finalise the consolidated local infrastructure contributions plan for Cumberland, to ensure that new infrastructure is aligned with forecasted growth and meets the changing needs of the Cumberland community – short term
- ii. Continue to work with government, industry and community stakeholders to align local infrastructure delivery with planned growth – ongoing
- iii. Actively encourage the shared use of land and facilities, including schools, where it will not reduce the existing availability of public open space for general community use – ongoing
- iv. Investigate and develop innovative funding mechanisms for the delivery of local infrastructure – short and medium term



## 5. Getting around: Access and movement

### Local Planning Priority 4 – Improve accessibility within our town centres

To meet the needs of our local population, Council will plan for our centres and suburbs to be easily accessed by walking, cycling, public transport or car. Safe and attractive shared paths and on-road cycle routes, with safe and improved crossings where needed, will ensure it is easy to get around Cumberland and will encourage more people to leave their car at home.

Council recognises the benefits of place management to make improvements to a local area by driving social, economic and environmental outcomes. Cumberland Council is introducing a place management approach to better respond to the unique and diverse needs of our centres and neighbourhoods and provide improved support and engagement with local communities. Council understands that a 'one size fits all' approach does not effectively meet the expectations of the community, particularly given the size and diversity of Cumberland.

#### Actions

- i. Advocate for improved transport options for Cumberland's vibrant centres to support walking, cycling and public transport access – short and medium term
- ii. Work collaboratively with the Greater Sydney Commission, State Government and other stakeholders to implement the 'movement and place' framework when undertaking planning for local centres and key road corridors, and deliver social infrastructure, high quality public domain and local open space – ongoing
- iii. Provide for a range of retail, commercial, community uses in town centres to provide services for the community and local employment opportunities in accordance with adopted plans and strategies – ongoing
- iv. Plan for suitably designed spaces in retail and commercial areas that cater to freight and logistics operations, including last mile delivery and logistics - ongoing





# 6. Place and spaces for everyone

## HOUSING AND COMMUNITY



### PRIORITY

**5**



Delivering housing diversity to suit changing needs

### PRIORITY

**6**



Delivering affordable housing suitable for the needs of all people at various stages of their lives

### PRIORITY

**7**



Design vibrant and attractive centres and encourage healthy living

### PRIORITY

**8**



Celebrating our natural, built and cultural diversity

### PRIORITY

**9**



Providing high quality, fit-for-purpose community and social infrastructure in line with growth and changing requirements



This chapter is aligned to the following Directions and Priorities under the Liveability theme in the Central City District Plan:

- **Direction 3 – A city for people**  
 Priority C3 – Providing services and social infrastructure to meet people’s changing needs  
 Priority C4 – Fostering healthy, creative, culturally rich and socially connected communities
- **Direction 4 – Housing the city**  
 Priority C5 – Providing housing supply, choice and affordability with access to jobs, services and public transport
- **Direction 5 – A city of great places**  
 Priority C6 – Creating and renewing great places and local centres, and respecting the District’s heritage

In giving effect to the District Plan, *Cumberland 2030* focuses on the following key actions and corresponding strategies:

- Delivering social infrastructure that reflects the needs of the community now and in the future
- Optimising the use of available public land for social infrastructure
- Recognising and strengthening Merrylands’ symbiotic relationship with Parramatta CBD
- Development focused on housing diversity around centres and transit node/rail stations – 800 m walking catchment

At a local level, Council will prioritise:

- Delivering housing diversity to suit changing needs
- Delivering affordable housing suitable for the needs of all people at various stages of their lives
- Designing vibrant and attractive town centres
- Celebrating our natural, built and cultural diversity
- Providing high quality, fit-for-purpose community and social infrastructure in line with growth and changing requirements

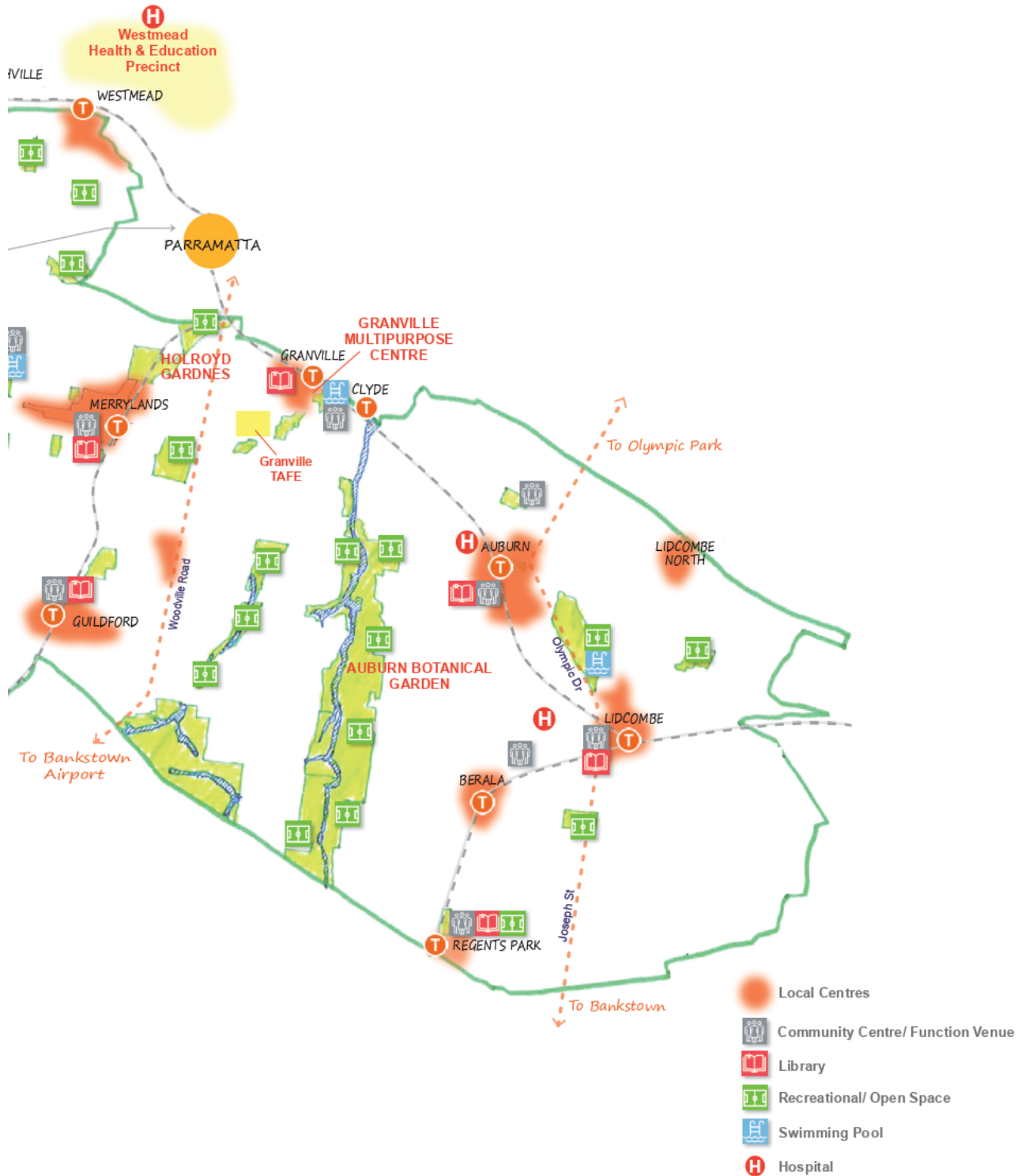
## PLACES AND SPACES FOR EVERYONE: HOUSING AND COMMUNITY

Cumberland is experiencing strong growth, and this is set to continue. By 2036, Cumberland is forecast to welcome around 60,000 additional people in our community. This growth in population will include a range of age groups from all different life-stages. Planning for our growing population will deliver services and infrastructure tailored to meet the varying needs of population groups.

For Cumberland, most of the growth is expected to occur in and around our centres and strategic corridors. There are opportunities in the short and medium term to progress planning for these locations to ensure a feasible pipeline of land aligned with community needs.



6. Places and spaces for everyone: Housing and community



## Local Planning Priority 5 – Deliver housing diversity to suit changing needs

Housing needs for the future are an important part of land use planning. How we deliver opportunities for housing growth will be critical to retaining the quality of life enjoyed by residents. By providing greater housing choice for our community, we can meet the housing needs of our increasingly diverse population throughout their life. Housing diversity also encourages active lifestyles and increases the number of people living and working close to jobs, services and amenities.

Our plans and policies will identify how the local population is changing and what this means for existing and future housing needs. Consideration will be given to local heritage, access to local shops, services, transport and needs of an ageing population, along with the impacts of increased densities, such as traffic, and demand for services and infrastructure.

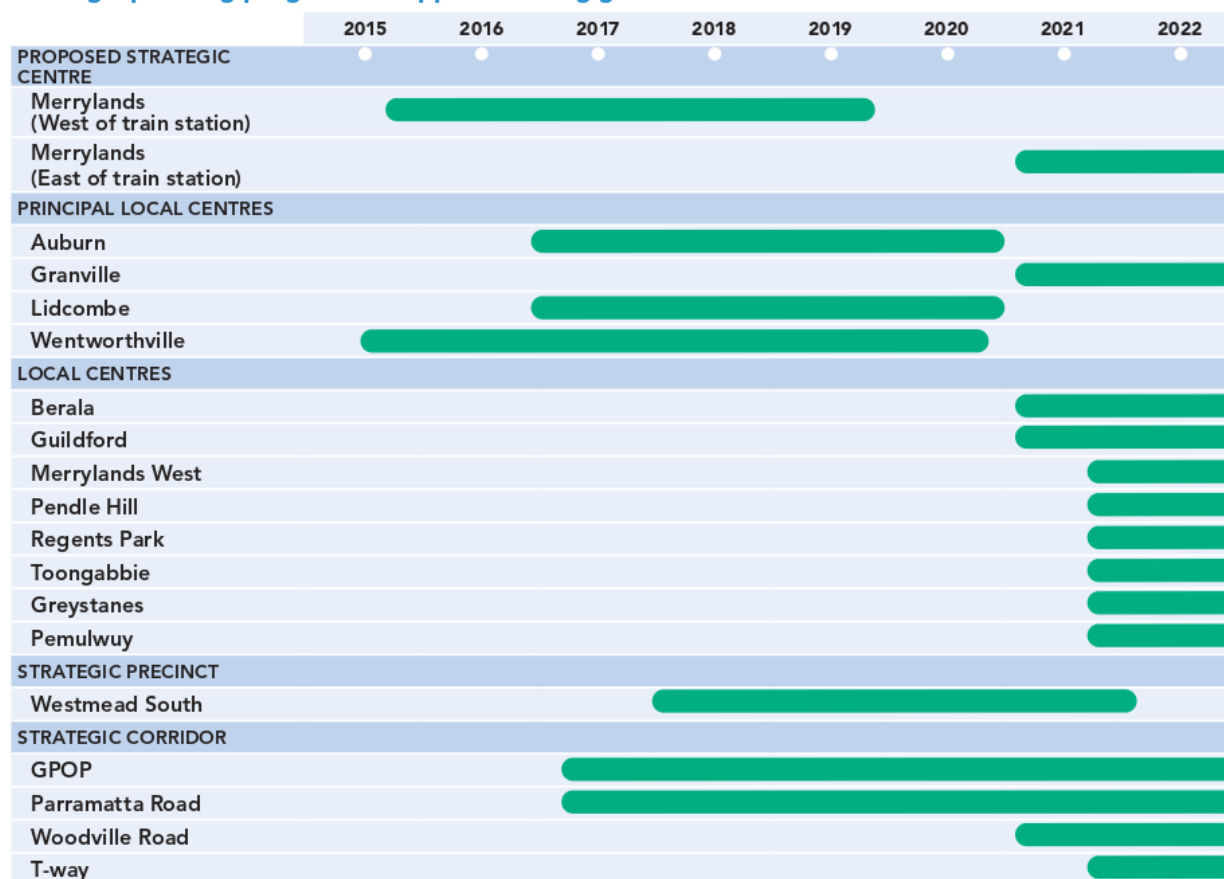
Council is well on track to deliver its five year housing target, with NSW Department of Planning, Industry and Environment data indicating over 5,000 dwelling completions and over 8,400 development approvals during the 2016-2018 period.

### Actions

- Prepare and implement a Local Housing Strategy for Cumberland – short term
- Review planning controls to ensure housing meets current and future needs – short and medium term
- Facilitate the planned residential growth of Cumberland, consistent with the Centres Framework - ongoing

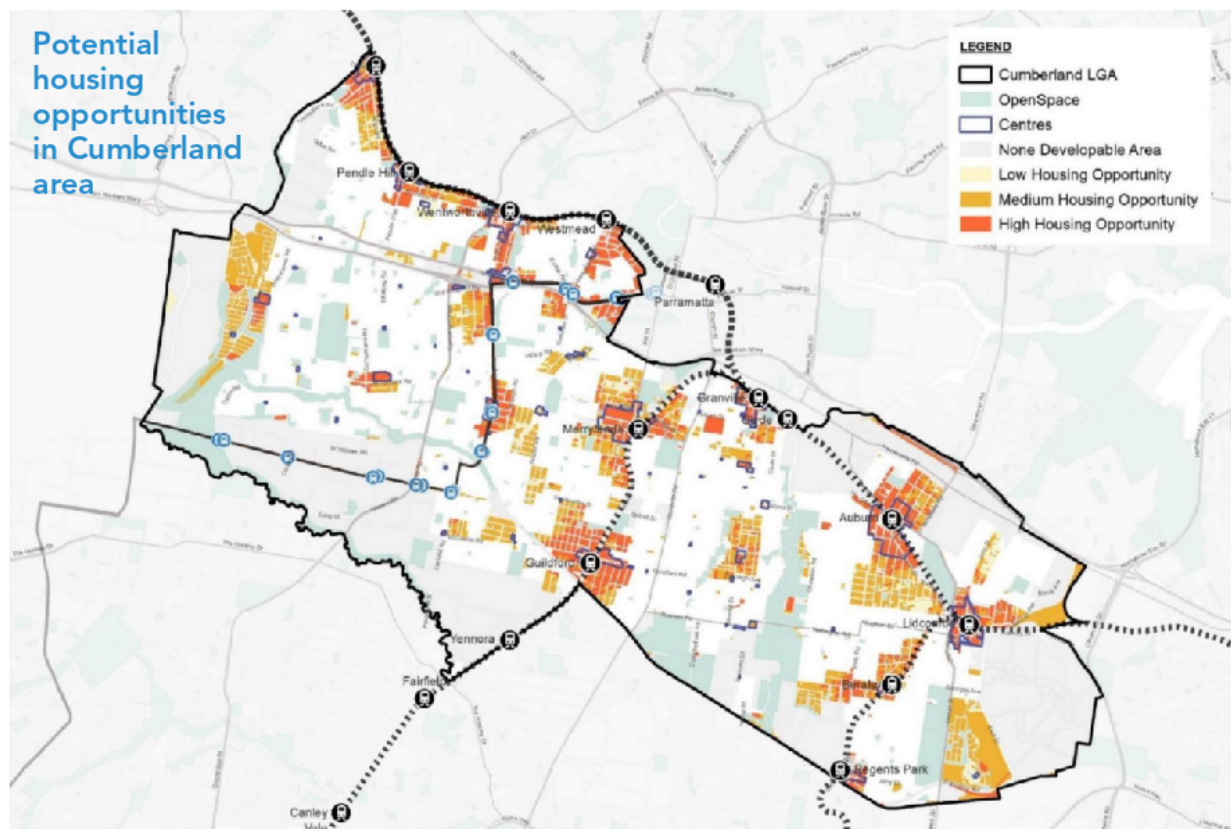
Council will also continue work to deliver a pipeline of housing supply that supports housing targets for Greater Sydney. An initial focus will be a review of planning controls in centres, strategic precincts and strategic corridors, aligned with the outcomes of the Local Housing Strategy. For the medium term, the challenge will be development feasibility rather than capacity, particularly for affordable housing development.

## Strategic planning program to support housing growth in Cumberland





6. Places and spaces for everyone: Housing and community



**Cumberland Local Housing Strategy**

Council will prepare a new Local Housing Strategy that considers Cumberland as a whole, and will include further details on housing diversity, current housing stock, local housing demand, housing market analysis, housing affordability (including affordable housing), new housing being delivered under current plans, and provision of housing within Cumberland in the future.

Council will also consider planning proposals from applicants to support housing diversity and supply. These proposals would need to demonstrate Strategic alignment and be assessed on its merits. Advice on Planning Proposals would also be sought from the Cumberland Local Planning Panel.

**Housing targets**





## **Local Planning Priority 6 – Deliver affordable housing suitable for the needs of all people at various stages of their lives**

Housing affordability and mix are important considerations for the Cumberland community, particularly given the diverse household structures within the area and the identified priorities in the Cumberland Community Strategic Plan.

Council recognises the need for affordable housing and has already shown its commitment and desire to deliver affordable housing for the Cumberland community by endorsing the Cumberland Interim Affordable Housing Policy (2017). This policy includes a 15% affordable housing target that is applied to planning proposals to improve housing affordability for very low and low income households. However, further work is needed on investigating a range of mechanisms that support an increase in the provision of affordable housing.

Council will continue to work with the NSW Government to determine the implementation arrangements for affordable rental housing, and an appropriate affordable rental housing target for Cumberland as part of an Affordable Housing Policy.

The assistance of State and Federal Government agencies in collaborating with private sector and local government will be increasingly important in the delivery of affordable housing, especially where Council does not own significant or appropriate land or property that can be developed for affordable housing.

Council will also work with the NSW Land and Housing Corporation (LAHC) to support the renewal of social housing within the LGA, consistent with the Future Directions for Social Housing policy, including through facilitating changes to the planning framework for public housing assets where required. Council will, jointly with LAHC, investigate potential for renewal of social housing in conjunction with renewal investigations for Westmead and future planning for new public transport corridors.

### **Actions**

- i. Complete studies on affordable housing considerations for Cumberland – short term
- ii. Review the Interim Affordable Housing Policy to ensure this continues to support affordable housing outcomes in Cumberland – short term
- iii. Identify opportunities to support the planning and delivery of affordable housing in Cumberland – short and medium term
- iv. Promote and encourage investment in/increased supply of affordable housing by the public, private and community sectors – ongoing
- v. Adopt effective planning mechanisms and policies that increase the supply of affordable housing in Cumberland – medium term

### **Affordable Housing Study**

Cumberland Council recognises the local need for affordable housing in the LGA. While Council already has an Interim Affordable Housing Policy, further work is needed to inform a detailed policy, as well as to confirm the scale of demand for such housing and the potential opportunities for this to be delivered. As such, Council is undertaking an Affordable Housing Study that will research, analyse and establish the unmet need for affordable housing at different income levels. It will also consider the mechanisms under which affordable housing can currently be realised, and recommend any new policies, plans or approaches that may increase the supply of affordable housing in appropriate locations in the Cumberland area.

6. Places and spaces for everyone: Housing and community

**What is the difference between housing affordability and affordable housing?**

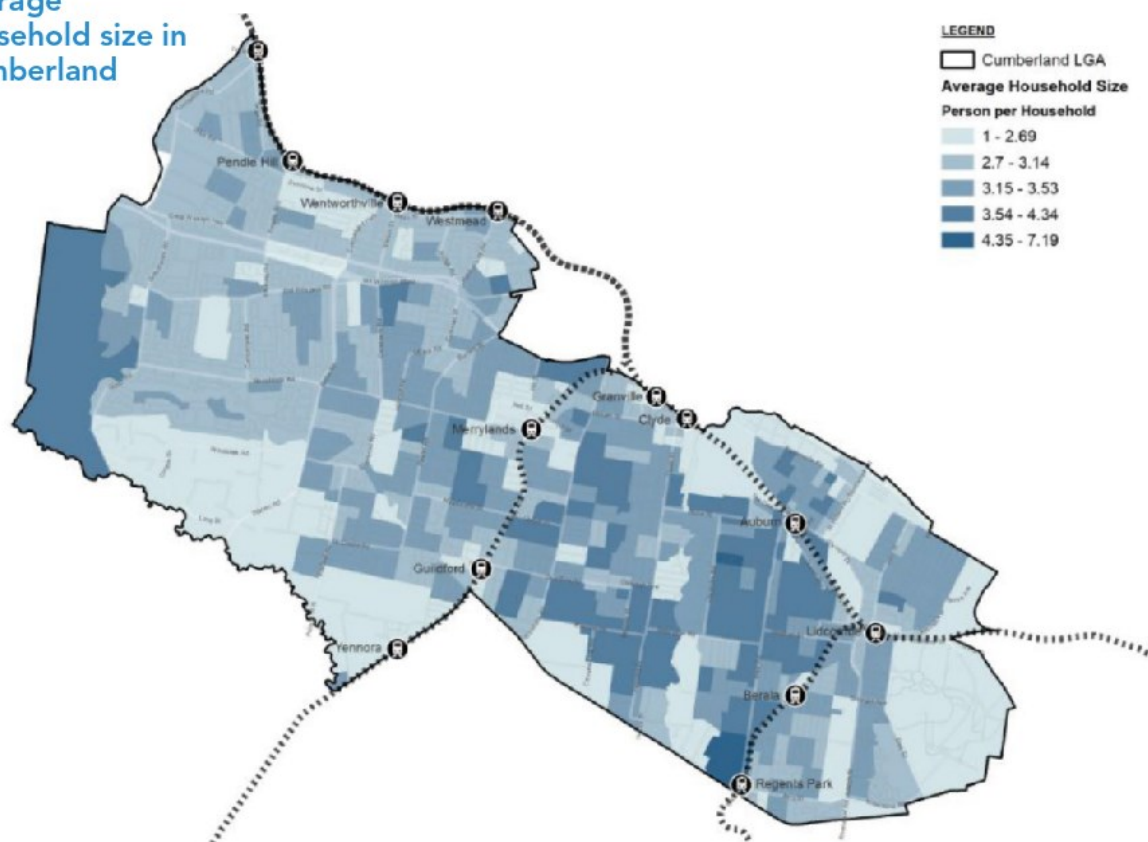
Sometimes these terms are used interchangeably but have different meanings.

**Housing Affordability:** Relates to the general affordability of both rental and purchase housing on the open market, and is not limited to those on low to moderate incomes.

**Affordable Housing:** Relates to homes for very low income households, low income households or moderate income households. This is often provided through a housing assistance program that provides rental dwellings for a specified level of below market rent price. As a rule of thumb, housing is usually considered affordable if it costs less than 30% of gross household income.



**Average household size in Cumberland**





## Local Planning Priority 7 - Design vibrant and attractive centres and encourage healthy living

Local centres and business zones are an important part of land use planning. They are places where you can shop, work and find essential services. They are also a focus for community life and entertainment, providing a highly valued 'cultural' atmosphere. Vibrant and attractive centres offer well-designed, well-managed public places that deliver economic, social and environmental benefits to enhance the daily lives of residents and the community and improve options for leisure time.

Council will implement placed-based planning for our centres to deliver walkable places, well-designed buildings, attractive streetscapes, parks and public spaces that reflect the urban vitality of our culturally diverse population, prioritise access to public transport and community facilities. This will be supported at the development application stage by the newly instituted Cumberland Design Excellence Panel.

Planning controls will also continue to be reviewed and refined to ensure that centres continue to meet the needs of the Cumberland community.

### Actions

- i. Implement the Cumberland Design Excellence Panel to support improved design outcomes for buildings at key centres – short and medium term
- ii. Progress planning and development work that support vibrant and attractive centres – short and medium term
- iii. Promote and encourage walkability through a connected pedestrian network which includes safe and improved crossings, wayfinding signage, shade and seating – ongoing
- iv. Planning for renewal and revitalisation of Cumberland's local centres – ongoing

Council acknowledges the link between parking and the public realm, with direct impacts that can impact urban design, streetscapes, accessibility and public safety. Council will consider a range of strategies to improve, manage and facilitate car parking in our centres and surrounding residential areas as part of its consideration of future development and planning proposals in our centres and strategic corridors.





## 6. Places and spaces for everyone: Housing and community

### Local Planning Priority 8 – Celebrate our natural, built and cultural diversity

Council is determined to provide places where Cumberland's diverse community can come together. Council owns and operates a large number of community facilities used by the community to deliver social, cultural and recreational programs. These facilities include multipurpose community centres, arts and cultural facilities, halls and meeting rooms. Users of facilities are primarily not-for-profit community organisations, but also include private bookings for functions and commercial use.

Council has a number of highly valued community and cultural assets such as Holroyd Gardens, The Peacock Gallery, Central Gardens and Auburn Botanic Gardens that provide creative spaces where the community can interact and participate. The new Granville multi-purpose centre, once completed, will enable arts enterprises/facilities and creative industries to flourish, as well as providing space for interim and temporary uses.

Council continues to plan and develop strategies and plans that support our diversity. This includes:

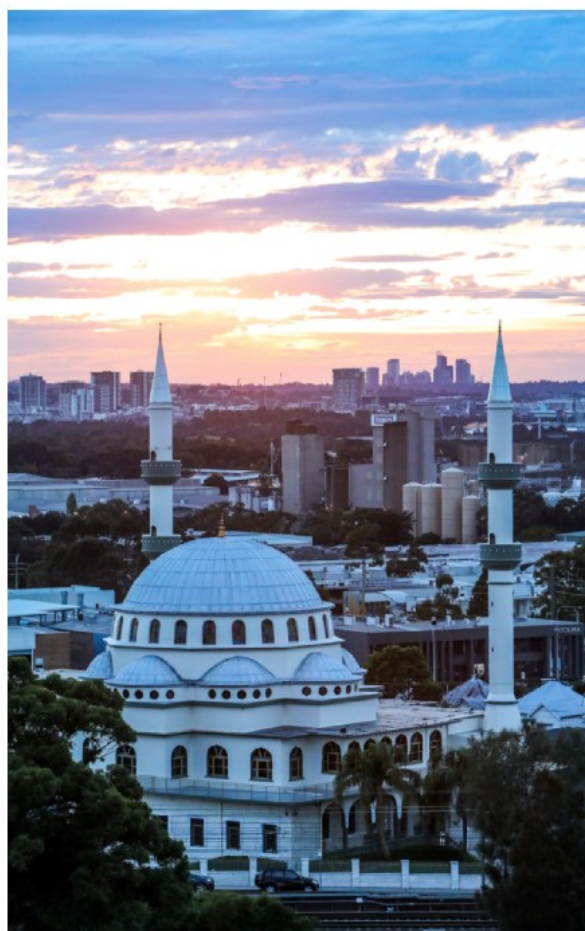
- co-locating recreation facilities, sports facilities and district open spaces with other key activity nodes such as schools, transport hubs and town or local centres.
- planning of Council's services and programs in arts, culture and town centre based initiatives such as public art, place activation and business engagement.
- review of heritage items and consideration of new items as part of an integrated approach for Cumberland.

Council will continue to work with our community to strengthen social connections within and between communities.

Council will also implement the Cumberland Events Strategy and continue to review and refine its annual events program. The strategy provides the foundation for events in Cumberland, and covers everything from small events that enable active participation in community life, right through to outdoor festivals that attract visitors from across Sydney.

#### Actions

- Support Cumberland's natural, built and cultural diversity through Council's strategies, plans and programs, including protecting listing under the Cumberland Local Environment Plan and the State Heritage Act – ongoing
- Continue to promote appreciation and conservation of Cumberland's heritage through Council's annual Heritage Awards and Heritage Rebate Programs – ongoing
- Implement the Cumberland Cultural Plan – short and medium term
- Investigate opportunities to foster creative participation throughout Cumberland – ongoing
- Progress heritage studies on potential new items for consideration – short term
- Continue engagement and collaboration with Council's committees – ongoing





## Cumberland Cultural Plan



Cumberland Council recognises the important role that culture plays in shaping and defining communities; influencing our sense of self and our individual and collective identities. The Cumberland Cultural Plan 2019 - 2029 has been developed to guide Council's planning of events, programs and infrastructure to support a creative, culturally active and vibrant community. The Cultural Plan sets the long term vision for culture in Cumberland and will help guide Council's decisions and work over the next ten years. The Plan sets a roadmap for how cultural outcomes can be achieved collectively by Council, other levels of government and community partners. The Plan identifies a suite of priorities and actions that aim to increase opportunities for creative and cultural expression, improve access to the arts and strengthen Cumberland's unique identity. Investment and increased engagement in culture can produce numerous social and economic benefits including cohesive and connected communities, increased community health and wellbeing, reduced crime, skills development and creative and cultural industry growth. Developed with wide input from the community, the Cumberland Cultural Plan 2019 - 2029 provides a shared vision for a creative, engaged and connected community as we grow and change.

## 'Refugee Camp in my Neighbourhood' project

Each year Cumberland runs the 'Refugee Camp in My Neighbourhood' project as a joint community education initiative with the Auburn Centre for Community. A Refugee Welcome Zone has been established in Cumberland, in the spirit of welcoming refugees into our community, upholding the human rights of refugees, demonstrating compassion for refugees and enhancing cultural and religious diversity. This project set up a simulated refugee journey and camp where former refugees guide participants through interactive exhibitions, and showcase their food, music and culture to the broader community.





## 6. Places and spaces for everyone: Housing and community

**Prospect Hill**

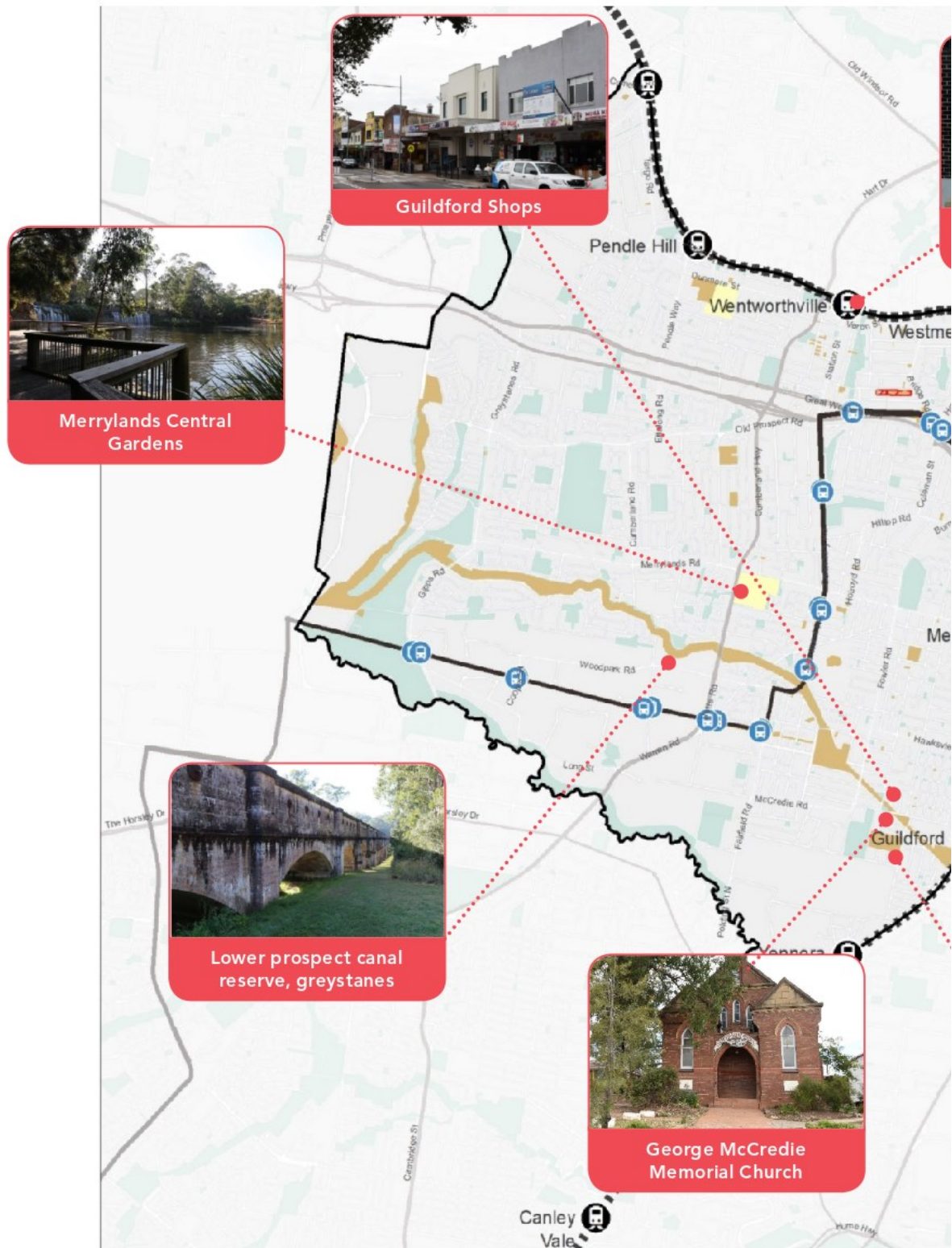
Prospect Hill, also known as Mar-Rong Reserve, is a notable landscape feature of Cumberland. It is of significant cultural importance, especially to the people of the Darug nation, and has undergone significant physical and cultural change since European settlement of the area. Prospect Hill was included on the NSW State Heritage Register on 16 October 2003 for its landscape features, potential archaeological value, and connection to important historical events.

Council is preparing a new Plan of Management, including a Landscape Masterplan for Prospect Hill that recognises and responds to its cultural importance and heritage value. It also addresses this land's natural environmental values, as part of the open space network, and that also provides wide views of Sydney from the top of the hill.





**Key local heritage and conservation areas in Cumberland**







### **Local Planning Priority 9 – Provide high quality, fit-for-purpose community and social infrastructure in line with growth and changing requirements**

Community facilities and services are an important part of land use planning. They provide space and opportunities for social and cultural interaction and are an essential building block to support our forecast growth.

Council will promote healthy, safe and inclusive places for people of all ages and abilities that support active, resilient and socially connected communities.

We will continue to work with relevant State agencies and service providers to explore opportunities for shared use of recreation facilities, including sporting grounds and courts within local private and public schools. This will offer benefits to both the school and the community and strengthen social networks between schools and communities.

Council will also work with the community and stakeholders to ensure that we provide appropriate social infrastructure and services to meet their needs. Opportunities to ensure that schools and hospitals have sufficient capacity to meet growth will also be pursued.

#### **Actions**

- i. Implement the Cumberland Community Facilities Strategy – short, medium and long term
- ii. Delivering the capital works program for community facilities, such as the Granville Centre and Auburn South Community Centre – short and medium term
- iii. Collaborate with the Department of Education, NSW Health and private providers to plan for and deliver improved schools and hospitals to meet the needs of the Cumberland area – ongoing
- iv. Support Cumberland's community and social infrastructure through Council's strategies, plans and programs – ongoing

### **Cumberland Community Facilities Strategy**



The *Cumberland Community Facilities Strategy 2019-2029* provides a direction for Council's programming, management, planning and provision of community facilities into the future.

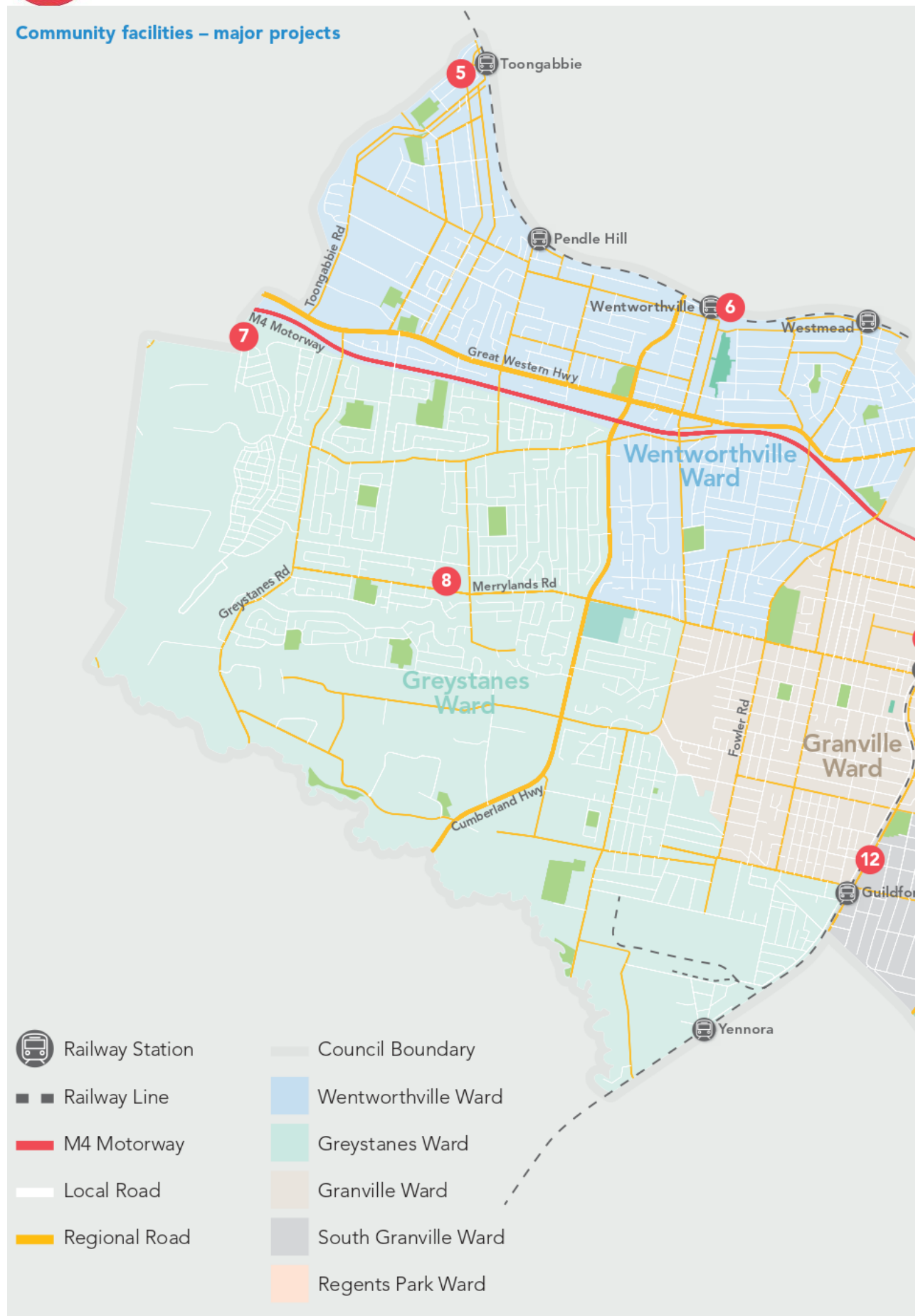
Community facilities are buildings for the community from which programs, activities, events, services and resources are provided. Council's community facilities considered in the Strategy include community hubs, centres, halls and spaces, libraries, arts and cultural facilities and early childhood education and care facilities.

A key focus in the development of the Strategy has been ensuring that community facilities in the Cumberland area meet the growing and changing interests, aspirations and needs of the Cumberland community. Development of the Strategy involved an assessment of existing facilities (to determine strengths, opportunities and areas for improvement), a detailed needs assessment and an extensive community engagement process to ensure the needs of the community for facilities will be realised.

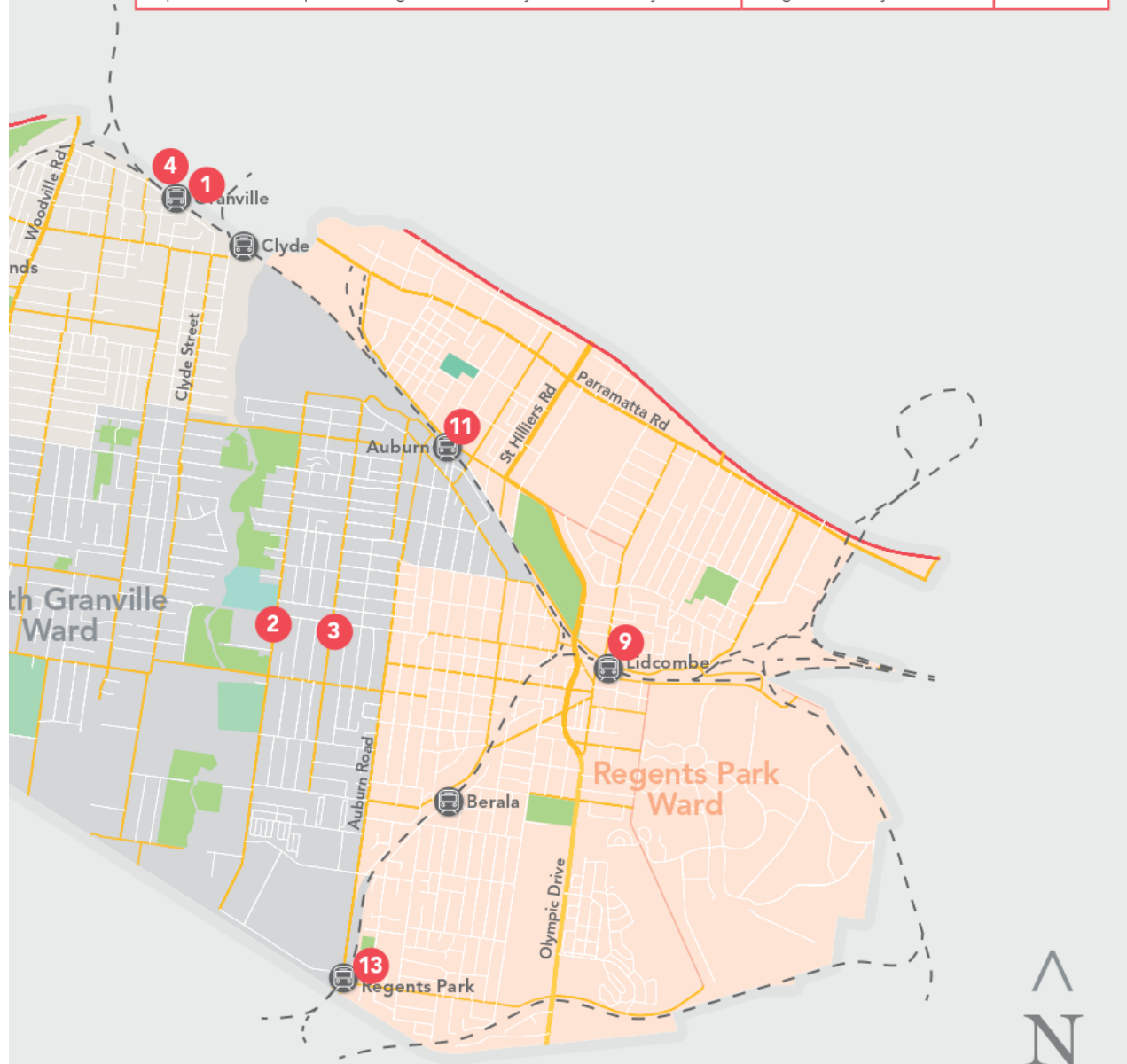




**Community facilities – major projects**



Project	Delivery Timeframe	Map ref #
Development of Granville Centre	Immediate – next 2 years	1
Expansion of Peacock Gallery and Auburn Arts Studio	Immediate – next 2 years	2
Development of Auburn South Community and Recreation Centre	Short term – 2 to 5 years	3
Development of Cumberland Heritage Centre (subject to Council resolution)	Short term – 2 to 5 years	4
Improvements to Toongabbie Community Centre	Short term – 2 to 5 years	5
Development of new community hub in Wentworthville	Medium term – 6 to 10 years	6
Development of Aboriginal Cultural Centre at Prospect Hill	Medium term – 6 to 10 years	7
Expansion of Greystanes Library / reconfiguration of Greystanes Library and Community Centre	Medium term – 6 to 10 years	8
Development of new community hub in Lidcombe	Long term – 11+ years	9
Development of new community hub in Merrylands	Long term – 11+ years	10
Development of new community hub in Auburn	Long term – 11+ years	11
Expansion / redevelopment of Guildford Library and Tom Collins Meeting Room (potential creation of new community hub in Guildford)	Long term – 11+ years	12
Expansion/ redevelopment of Regents Park Library and Community Centre	Long term – 11+ years	13



# 7. Local jobs and businesses

## ECONOMY, EMPLOYMENT AND CENTRES



### PRIORITY

10



Supporting a strong and diverse local economy across own centres and employment hubs

### PRIORITY

11



Promoting access to local jobs, education and care service

### PRIORITY

12



Facilitating the evolution of our employment and innovation lands to meet future needs



**This chapter is aligned to the following Directions and Priorities under the Productivity theme in the Central City District Plan:**

- **Direction 6 – Jobs and skills for the city**  
 Priority C8 – Delivering a more connected and competitive GPOP Economic Corridor  
 Priority C9 – Delivering integrated land use and transport planning and a 30-minute city
- **Direction 7 – A well-connected city**  
 Priority C7 – Growing a stronger and more competitive Greater Parramatta  
 Priority C10 – Growing investment, business opportunities and jobs in strategic centres  
 Priority C11 – Maximising opportunities to attract advanced manufacturing and innovation in industrial and urban services land  
 Priority C12 – Supporting growth of targeted industry sectors

In giving effect to the District Plan, *Cumberland 2030* focuses on the following key actions and corresponding strategies:

- Revitalising Hawkesbury Road so that it becomes the civic, transport, commercial and community heart of Westmead
- Prioritising infrastructure investments, focused on access to the transport network, which enhance:
  - o walkability within two kilometres of metropolitan or strategic centres or 10 minutes walking distance of a local centre
  - o cycling connectivity within five kilometres of a strategic centre or 10 kilometres of Greater Parramatta
- Prioritising public transport investment to deliver the 30-minute city objective for strategic centres along the GPOP Economic Corridor
- Co-locating health, education, social and community facilities in strategic centres along the GPOP Economic Corridor
- Investigating a freight rail corridor linking the Yennora Intermodal Terminal to WSA/proposed Western Sydney International Terminal
- Retaining and managing industrial lands, primarily for employment uses

At a local level, Council will prioritise:

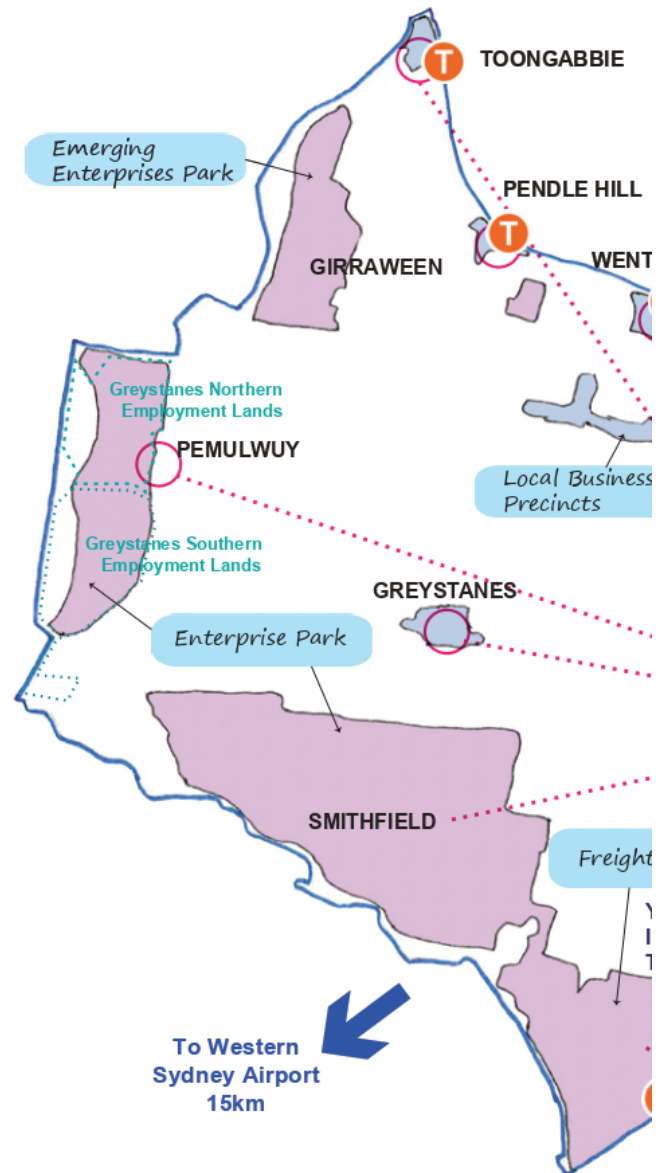
- Supporting a strong and diverse local economy across own centres and employment hubs
- Promoting access to local jobs, education and care services
- Facilitating the evolution of our employment and innovation lands to meet future needs



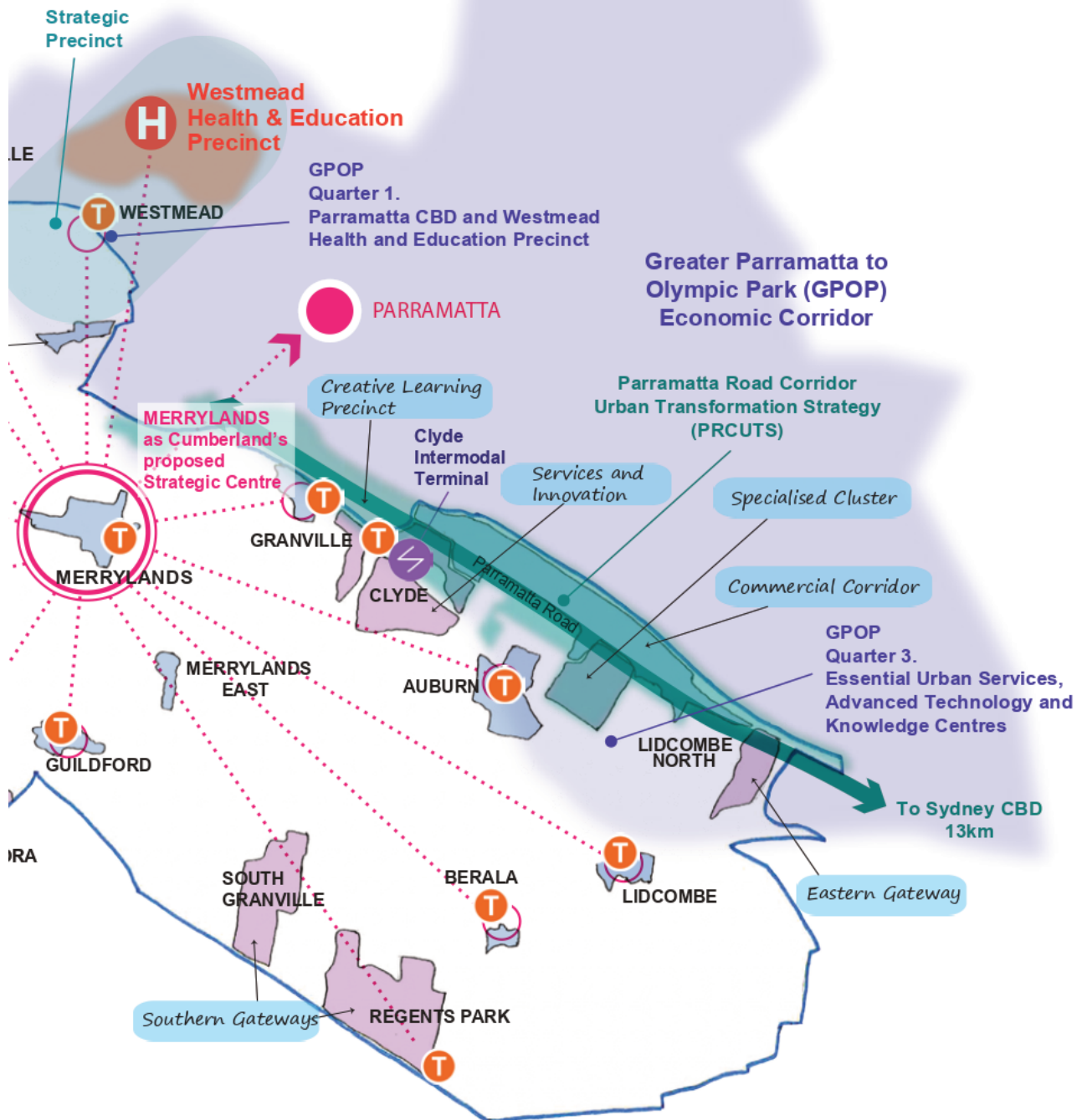
## LOCAL JOBS AND BUSINESSES: ECONOMY, EMPLOYMENT AND CENTRES

Industrial and employment lands are an important part of land use planning. They provide jobs, education and care services and are essential to supporting a strong and diverse local economy. Cumberland 2030 supports the retention of our employment (industrial) lands to provide locational opportunities for growth in new industries, such as digital innovation, media, the arts, creative, food and beverage manufacturing (underpinned by an existing and growing industry sector), allied health, research and development and advanced technology manufacturing.

Council is actively managing a transition away from traditional heavy industries, towards the industries of the future by using modern approaches to land use planning encouraging local jobs, culture and industry. Council actively seeks to leverage its employment and innovation lands to increase economic efficiencies and ultimately grow Cumberland's local economy to help create more local employment and investment. Cumberland will also benefit from the economic activity associated with Greater Parramatta and the expansion of health services surrounding Westmead Hospital.



7. Local jobs and businesses: Economy, employment and centres



### **Local Planning Priority 10 – Support a strong and diverse local economy across town centres and employment hubs**

Council considers that the Merrylands Town Centre has potential to fulfil a more significant role in the District centres hierarchy. Council strongly advocates for Merrylands as a Strategic Centre in recognition of its planned size, diversity of activities, connections to transport and supporting role it plays to Greater Parramatta.

Council has several town centre strategies and public domain plans already in place that encourage connectivity and linkages, centre activity, shopfront revitalisation, safety and security. This will ensure that our town centres are diverse and attractive places for residents and business alike.

Precinct-specific and site-specific place-based planning will revitalise centres in decline and encourage diverse activities that support the local economy and community. Council's future centres-based strategic planning will be supported by targeted retail floor space analysis.

Council has in place several initiatives to enhance the tourist and visitor experience in the Cumberland area, including an events program and activation strategy. Council is also working with the Western Sydney Business Collective Chamber to promote the tourist and visitor economy both within Cumberland and across Sydney's West.

### **Local Planning Priority 11 –Promote access to local jobs, education opportunities and care services**

The Region and District Plans place emphasis on metropolitan and strategic centres as the primary focus for investment in major infrastructure and growth in the Central City District. There is an opportunity for Cumberland to promote its own centres and employment lands to ensure that our residents can access jobs close to home, and reduce the need for residents of Cumberland to travel outside the area for employment and education opportunities.

#### **Actions**

- i. Advocate Merrylands as a Strategic Centre in recognition of its planned size, diversity of activities, connections to transport and the supporting role it plays to Greater Parramatta – short term
- ii. Support business and industry as important element of our local economy and culture – ongoing

Council recognises the importance of the night-time economy in fostering social and cultural connections, and in creating great places. Cumberland already has a vibrant night-life in many of its principal local centres that attracts visitors and boosts the local economy. Council is committed to growing a vibrant, safe and diverse night-time economy to support jobs growth and provide vibrant and diverse cultural experiences that supports artists, musicians, businesses and local communities for the long-term. Council will continue to work to further facilitate and better quantify Cumberland's already substantial and active night-time economy.

#### **Actions**

- i. Continue to promote access to local jobs, education opportunities and care services through Council's strategies, plans and programs – ongoing

Whilst Cumberland benefits from its location and proximity to strategic centres and employment hubs immediately surrounding the area, our own centres and employment lands are also valuable assets with potential to provide local jobs and services for our growing population. Council is committed to supporting and promoting our centres and employment lands to benefit the Cumberland community and local economy.



7. Local jobs and businesses: Economy, employment and centres





## Local Planning Priority 12 – Facilitate the evolution of employment and innovation lands to meet future needs

Cumberland's central location in Greater Sydney means our employment and innovation lands have good access to key freight routes. The Cumberland Employment and Innovation Lands Strategy (EILS) outlines a strategic framework that identifies the precincts and their focus to support the evolution of employment and innovation lands in Cumberland.

The EILS, Central City District Plan and Future Transport 2056 identify the Yennora Intermodal Terminal as a protected freight corridor, with an opportunity for improved accessibility. Council will work with relevant Government agencies to ensure the long-term future of the Yennora Intermodal Terminal.

Urban support services in Cumberland have an important function for Greater Sydney. As an example, Clyde Intermodal Terminal and Clyde Transfer Terminal have a critical function as part of NSW freight infrastructure. Council will continue to support the role of urban support services.

### Actions

- i. Implement the Cumberland Employment and Innovation Lands Strategy – short and medium term
- ii. Update planning controls to support employment and innovation lands in Cumberland – short term
- iii. Work with relevant Government agencies to ensure the long-term future of the Yennora Intermodal Terminal – ongoing
- iii. Promote Clyde Intermodal Terminal and Clyde Transfer Terminal as a critical function of the NSW freight infrastructure network – ongoing

The viability of our employment lands precincts is dependent on the businesses who locate there being able to carry out their operations unencumbered by sensitive adjoining land uses such as housing. Council will consider the permissibility of uses across Council's employment and business zones, together with any new supporting requirements such as floor to ceiling heights. Council will also review permitted land uses to enable opportunities to accommodate a variety of job industries in align with changing technologies and future trends.

### Cumberland Employment and Innovation Lands Strategy



The Cumberland Employment and Innovation Lands Strategy provides a framework for managing employment and innovation lands in Cumberland over a ten-year period.

The primary focus of the Cumberland Employment and Innovation Lands Strategy is to understand the composition of current employment lands in the area and identify a strategic and coordinated approach to better meet the future needs of Cumberland and the broader Greater Sydney area. This approach provides opportunities to respond to innovation and economic development in the area, and can contribute to the economic and social wellbeing of the Cumberland community now and in the future.

A strategic land use framework is then outlined to support the transition of Cumberland's employment and innovation lands to meet the future needs of residents and workers in the area. Focus areas and actions are also provided to support the implementation of the strategy.

The Cumberland Employment and Innovation Lands Study provides an understanding of the economic role of the Cumberland Council area and a framework for understanding what policy responses and investment may be appropriate to support the growth of businesses and maintenance of a vibrant economy in the future.

7. Local jobs and businesses: Economy, employment and centres



CUMBERLAND 2030: OUR LOCAL STRATEGIC PLANNING STATEMENT NOVEMBER 2019 81

## Cumberland Employment and Innovation Lands Strategic Framework

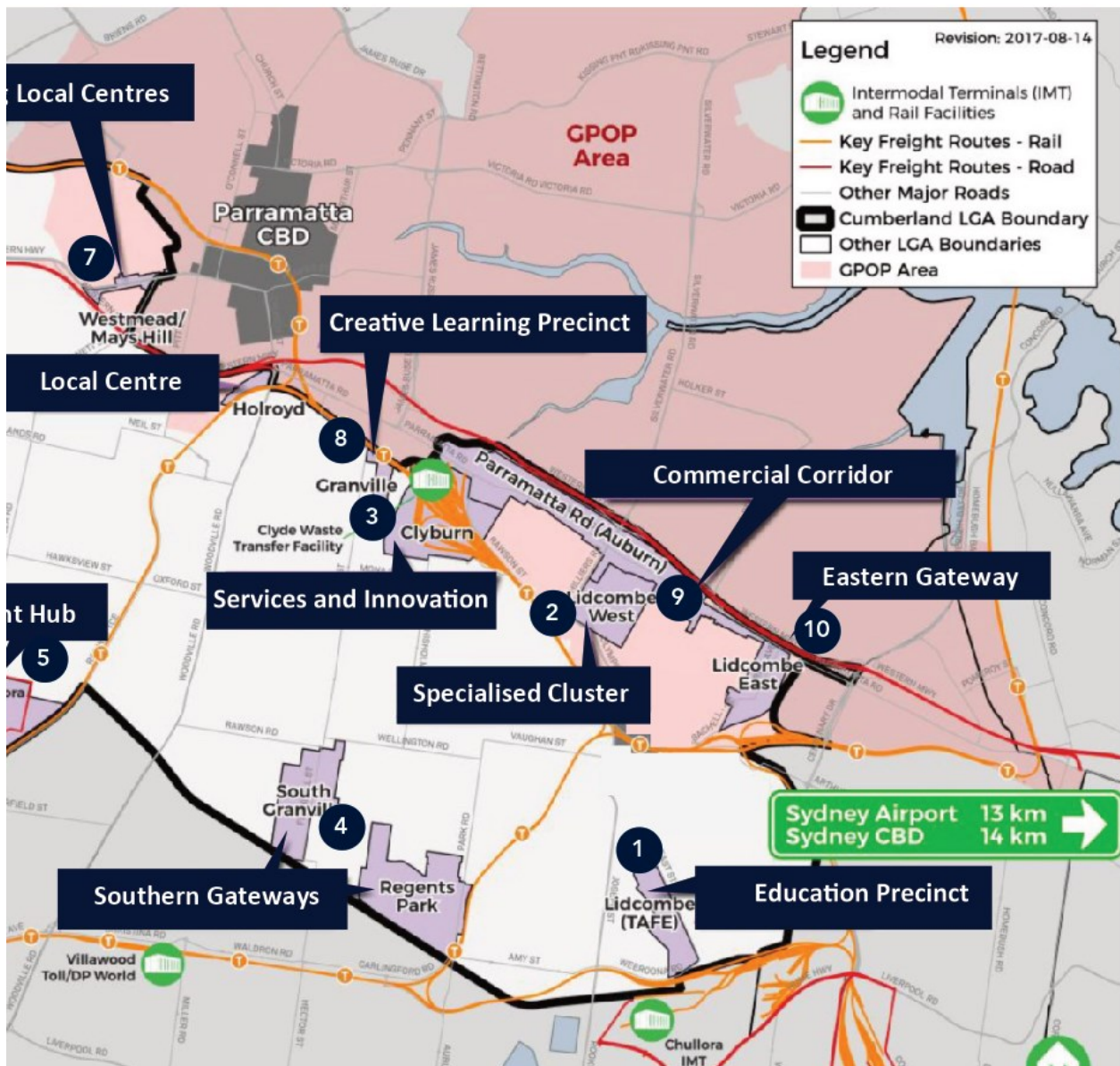
	Precinct	Strategic Focus
1	Education Precinct	Education facilities and supporting services, aligned with current and emerging industries in region
2	Specialised Cluster	Potential for renewal including uses such as advanced knowledge and manufacturing, digital and creative industries (including food)
3	Services and Innovation	Maintain support service capability (eg. train operations) and encourage new service, research and innovation activities
4	Southern Gateways	Capitalise on strategic location for Sydney metro south and south-west; retain and expand existing pharmaceutical industrial plus allied health, food/beverage
5	Freight Hub	Promote strategic importance of this major hub; strengthen road and rail connections
6	Enterprise Parks	Established and emerging business parks building on existing industry specialisations and increasing digitisation of production
7	Emerging Local Centres*	Smaller emerging centres supporting local growth; potential to target health, ancillary retail, food/beverage as well as emerging sectors (eg. artisan industries).
8	Creative Learning Precinct	Focus on industry and business collaboration, and greater alignment of education sector to equip local population with new skills and innovation capacity
9	Commercial Corridor	Renewal with employment focus, including advanced knowledge and creative industries, digital, advanced manufacturing
10	Eastern Gateway	Cluster of premium high tech industrial units, closely aligned with Commercial Corridor



\*These local centres relate to targeted precincts as outlined in this strategic employment framework, and may be different to definitions of local centres in Region and District Plans by the NSW Government.



7. Local jobs and businesses: Economy, employment and centres





# 8. The great outdoors

## ENVIRONMENT AND OPEN SPACES



### PRIORITY

13



Protecting, enhancing and increasing natural and green spaces

### PRIORITY

14



Improving access to and health of waterways

### PRIORITY

15



Planning for a resilient city that can adapt to natural hazards and climate change

### PRIORITY

16



Supporting urban cooling to minimise heat island effects

This chapter is aligned to the following Directions and Priorities under the Sustainability theme in the Central City District Plan:

- **Direction 8 – A city in its landscape**
  - Priority C13 – Protecting and improving the health and enjoyment of the District’s waterways
  - Priority C15 – Protecting and enhancing bushland, biodiversity and scenic and cultural landscapes
  - Priority C16 – Increasing urban tree canopy cover and delivering Green Grid connections
  - Priority C17 – Delivering high quality open space
- **Direction 9 – An efficient city**
  - Priority C19 – Reducing carbon emissions and managing energy, water and waste efficiently
- **Direction 10 – A resilient city**
  - Priority C20 – Adapting to the impacts of urban and natural hazards and climate change

In giving effect to the District Plan, *Cumberland 2030* focuses on the following key actions and corresponding strategies:

- Duck River and Prospect Reservoir Green Grid Priority Corridors
- Urban cooling

At a local level, Council will prioritise:

- Protecting, enhancing and increasing natural and green spaces
- Improving access to and health of waterways
- Planning for a resilient city that can adapt to natural hazards and climate change
- Supporting urban cooling to minimise heat island effects



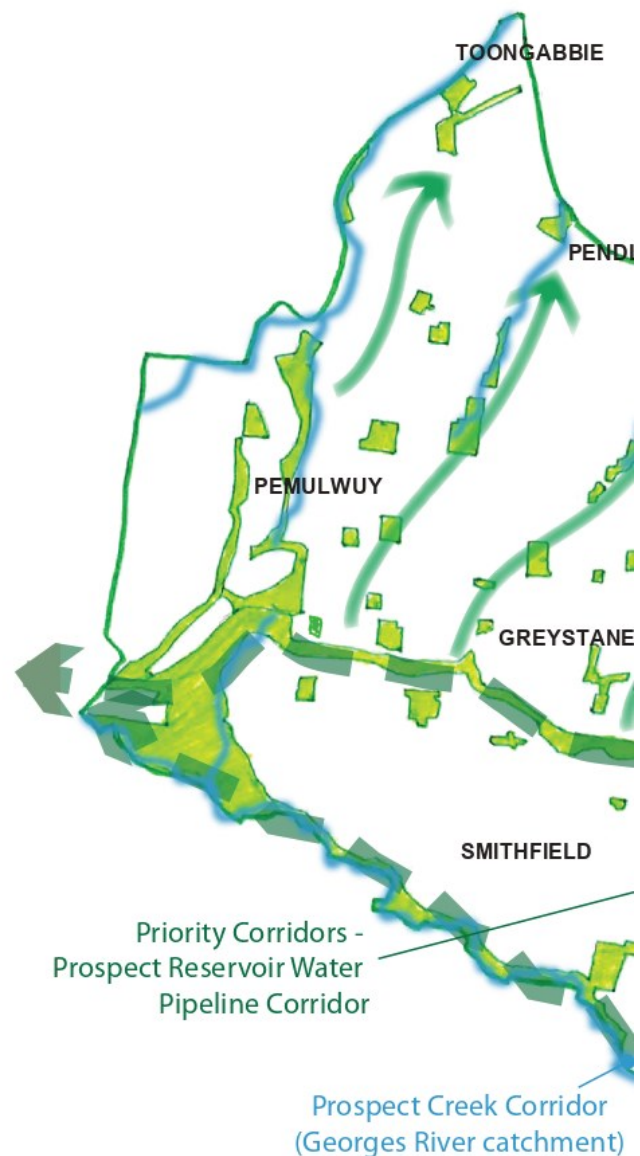
## THE GREAT OUTDOORS: ENVIRONMENT AND OPEN SPACES

Parks and natural areas are an important part of land use planning. They contribute to biodiversity outcomes and provide significant recreational opportunities for the community to interact and be active. The natural environment is a key part of Cumberland's identity and it is Council's responsibility, in partnership with the community, to manage our environment for future generations.

Council will implement best practice approaches to open spaces and recreation facilities provision and management to provide for the recreation needs of our diverse community, taking into account forecast population growth, to contribute to improved community health and wellbeing.

Council will focus on connecting and improving our green and blue grids, which includes improving the quality of our water ways and urban bushland. In addition we will continue to support well-planned and designed urban spaces and built forms that are responsive to changing climatic conditions.

Duck River corridor presents an opportunity to provide a continuous walking and cycling north-south link between Parramatta, Camellia, Granville, Auburn, and Regents Park to Bankstown. Council is already developing a strategic masterplan to shape the Duck River corridor as a green heart of the community. An opportunity exists to activate key destination points along the corridor, provide improved walking and cycling connections, conserve heritage, protect and enhance aquatic and terrestrial biodiversity, foster active sports, recreation, arts and cultural activities.



8. The great outdoors: Environment and open spaces



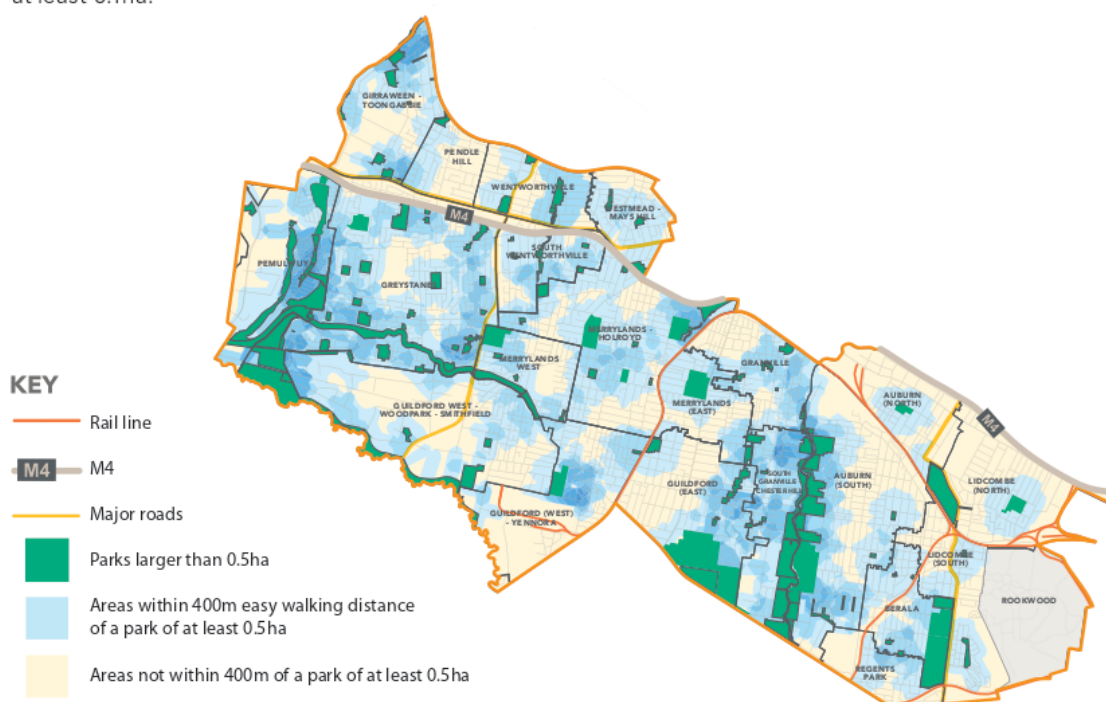


## Open space provision and proximity analysis

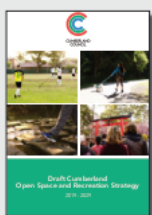
Cumberland has over 400 parks, totalling to over 550 ha of open space. However, this open space is not distributed evenly. With Cumberland forecast to grow over the next 20 years, the 'quantum' provision of open space per person will change unless new open space areas are delivered. It is important for Council to plan for the open space needs of Cumberland's residents by considering both the quantum amount and how people will access it. The Greater Sydney Commission indicates that all dwellings should be within 400m of quality open space (>0.5ha). Dwellings in high density areas should be within 200m of quality open space of at least 0.1ha.

The map below shows walking catchments of 400m from all parks over 0.5ha in Cumberland. It shows that not all residents have access to parks, and that parks are not evenly distributed.

In areas where provision and proximity is low, Council will prioritise expanding the size of existing open space areas (eg. through acquisition of adjoining sites), improving pedestrian access to existing open space (eg. through active street networks or connecting up existing parks), and creating a network of smaller spaces that provide a range of recreation functions with active street connections between.



## Open Space and Recreation Strategy



Council will finalise an Open Space and Recreation Strategy and Action Plan for Cumberland to provide direction for open space, sport and recreation services and facilities. By reviewing the existing provision and demand for open space and recreation in Cumberland, the Strategy will establish a clear open space policy and planning framework. The Strategy's guiding principles, strategic directions and actions focus on achieving social inclusion, connectivity, health and well-being, increased sport and recreation participation and social and environmental sustainability within Cumberland.

Key strategic directions of the strategy include:

- Delivering new open space and new recreation facilities that meet the needs of our growing population.
- Increasing the quality and capacity of existing open space and recreation facilities.
- Supporting inclusion and increased participation by our diverse community.
- Protecting our natural environment and increasing resilience.

## 8. The great outdoors: Environment and open spaces

### Local Planning Priority 13 – Protect and enhance natural and green spaces and sports facilities

Council is determined that the natural beauty of Cumberland's parks and green spaces are accessible to all. Council manages an extensive network of parks and recreational reserves where residents can play, socialise and connect with others. Council is responsible for planning and designing local open spaces, sportsgrounds and play spaces. Council also maintains local parks and gardens, sportsgrounds, golf courses, play spaces, hard courts, bush reserves, corridors and streetscapes that make up the approximately 700 ha of green space in Cumberland.

Council is committed to keeping Cumberland clean and green. Council provides a wide range of community-focused waste education and environmental initiatives to help residents live sustainably. Council has also partnered with external agencies to look after and improve local waterways, work with schools to engage children and families, and is developing a management plan for vegetation across Cumberland.

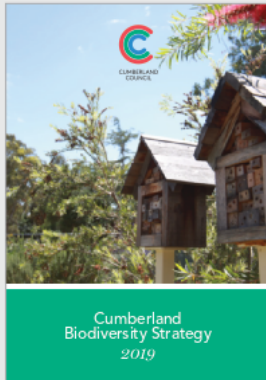
Council is pursuing a range of initiatives that support improvements to the Duck River Corridor. This includes access along its banks and improvements to the corridor's environmental habitats, water quality and environmental flows. Council's approach is consistent with the Duck River Corridor priority project identified in the District Plan to create continuous north-south walking and cycling links and a regional open space destination, while also securing improvements to habitat for ecological communities. Council will also progress strategic planning work on biodiversity and open space to identify issues and needs in Cumberland and outside the area.

Council will continue to work with State government agencies (including the NSW Office of Sport) as well as a number of stakeholders such as schools, NGOs and sporting organisations to provide for the growing recreation and facility needs of our diverse community. Council's sports and recreation planning will take into account population forecasts to adequately contribute to improved community health and wellbeing.

#### Actions

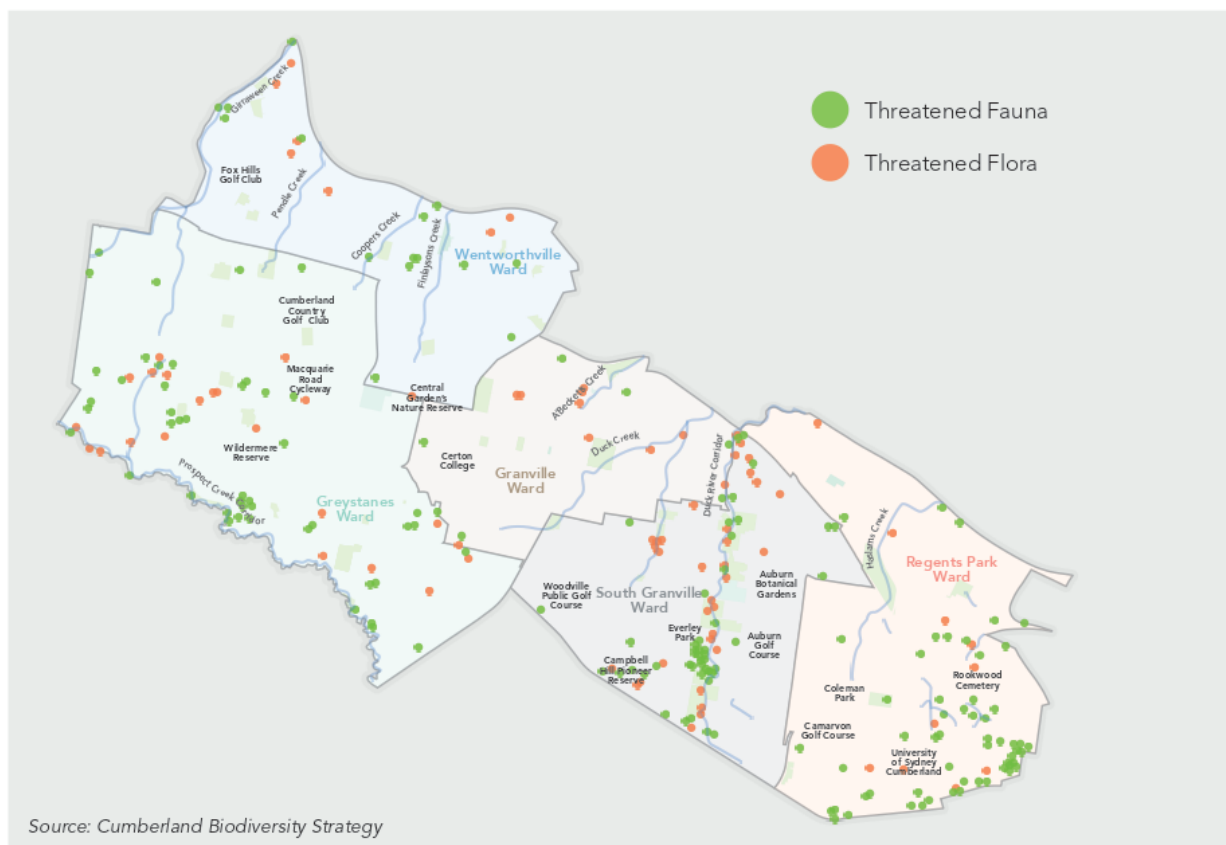
- i. Implement the Cumberland Biodiversity Strategy – short term
- ii. Progress the Cumberland Open Space and Recreation Strategy – short term
- iii. Collaborate with the Greater Sydney Commission and other relevant state agencies and statutory authorities to deliver Green Grid connections and corridors – ongoing
- iv. Continue to protect and enhance natural and green spaces through Council's strategies, plans and programs – ongoing
- v. Identify opportunities to improve biodiversity connectivity – medium to long term
- vi. Work with NSW Office of Sport and other Central City District councils to develop and implement strategic solutions for delivery of sport and recreation facilities – short and medium term
- vii. Council will explore opportunities to increase the percentage of homes within 400 m of quality green space (200 m for high density developments) as part of its passive open space hierarchy – ongoing.

## Biodiversity Strategy



Council's Biodiversity Strategy provides a framework for managing biodiversity over a ten-year period. Council will continue to work with the Cumberland community to accomplish the vision of this Strategy, which is to have "a clean and green environment for current and future generations to enjoy by protecting and enhancing Cumberland Council's natural areas and green infrastructure". Council is determined to protect and manage local biodiversity and will endeavour to avoid, minimise, mitigate and as a last resort, offset our impact where possible. Council will also focus on three Key Areas under this Strategy – (1) Community awareness, engagement and action, (2) Improving habitat connectivity and condition, and (3) Strategic planning and innovation.

## Threatened native flora and fauna species in Cumberland





8. The great outdoors: Environment and open spaces





## Local Planning Priority 14 – Improve access and health of waterways

The access and health of waterways is an increasingly important issue. This includes the ability of the community to use waterways and the environmental condition of waterways in Cumberland.

Council is progressing a range of opportunities in this area. This includes reduction in stormwater run-offs, through water sensitive urban design, role of planning controls and initiatives to improve water quality and ecosystem diversity.

Council will also continue to work with stakeholders, including Sydney Water, catchment groups and adjoining councils, to implement a range of initiatives that support improvements to the access and health of waterways.

### Actions

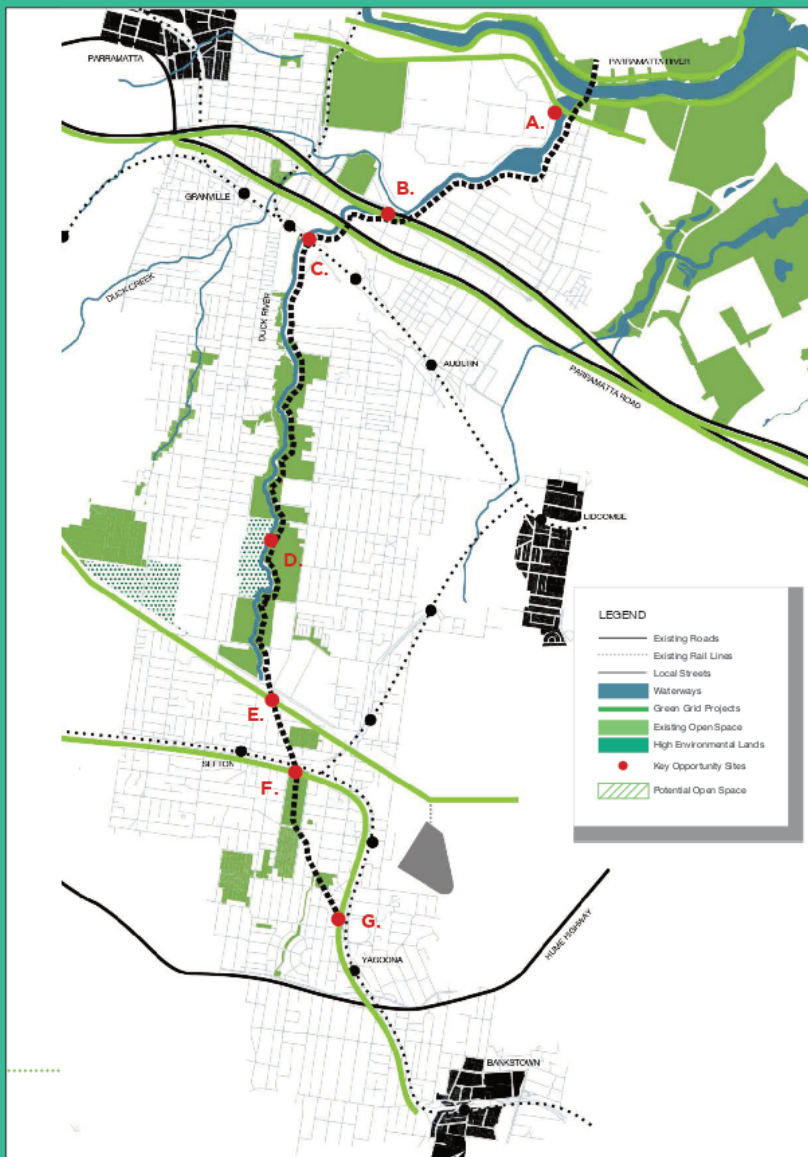
- i. Work with stakeholders of local catchments to develop whole of catchment land use policy and statutory planning mechanisms that improve water quality across the whole catchment – short and medium term
- ii. Explore options to reduce stormwater runoff through water sensitive urban design approaches – short and medium term
- iii. Finalise and implement the Duck River Masterplan – short to medium term
- iv. Collaborate with stakeholders of local catchments to work towards reinstating more natural conditions in highly modified waterways, including sections of Finlaysons Creek, Duck River, Haslam's Creek, A'Becketts Creek, Coopers Creek, Pendle Creek and Girraween Creek – medium to long term
- v. Continue to work with the Parramatta River Catchment Group and Sydney Water to implement the Parramatta River Masterplan – ongoing.



8. The great outdoors: Environment and open spaces

### Duck River Corridor Masterplan

The Duck River corridor is identified as a top priority for the Green Grid within the Central City District Plan. It is also the main tributary of the Parramatta River. The corridor has regional significance in connecting communities through improved waterways and recreational open spaces such as the Auburn Botanical Garden and the Duck River Walk as well as enhancing biodiversity networks between the Parramatta River and Georges River via Salt Pan Creek. The Duck River provides district-scale connections between Parramatta, Camellia, Granville, Auburn, Regents Park to Bankstown. At a local level, Council is preparing a Duck River Corridor Masterplan to guide the planning and transformation of the Duck River Corridor as a quality green asset for the Cumberland community. The Duck River corridor is a significant green asset for the Cumberland community and beyond, providing a cool and tranquil retreat during summer, and a green heart within our urban environment. Improvements to the corridor will have many positive social, environmental and community benefits.



### Sydney Green Grid: Spatial Framework and Project Opportunities.

Source: Department of Planning, Industry and Environment in association with the Office of the Government Architect



## Local Planning Priority 15 – Plan for a resilient city that can adapt to natural hazards and climate change

There is increasing global focus and support for pursuing resilience for our cities and urban populations.

Our environment is changing due to a variable climate, and the way in which we position ourselves to respond is a priority consideration for Council. A key objective of Cumberland 2030 is to facilitate an environmentally sustainable and energy efficient environment. Council will encourage all new development to incorporate energy efficient building design and 'water-wise' landscaping measures. To lessen the heat island effect of highly impervious developed areas, Council will investigate ways to create a green space network of public open space and tree-lined streetscapes.

Council is mindful of not locating new urban development in areas exposed to natural and urban hazards and will consider options to limit the intensification of development in existing urban areas most exposed to hazards, particularly flooding and bushfire. Minimising exposure to air and noise pollution along major road corridors, such as Parramatta Road, is also a key consideration for Council's future planning. This will be progressed through our planning controls and delivery initiatives.

Council recognises that infrastructure changes in the built environment, resulting from population growth, will significantly influence the way we consume energy and our resulting carbon signature. Council will explore a range of initiatives to reduce the carbon footprint of Cumberland, with key consideration being given to integrating the interlinked aspects of energy, water, waste, transport and buildings – all of which have significant carbon signatures as well as human health impacts. This may include focussing beyond individual buildings to the neighbourhood as a whole – considering aspects such as transport, infrastructure, land use and waste management.

Council will continue to explore options for improved waste management, including re-use, recycling activities and resource recovery technologies.

### Actions

- i. Progress work for a resilient city through Council's strategies, plans and programs – ongoing
- ii. Implement Council's Waste and Resource Recovery Strategy – short and medium term

### Cumberland Waste and Resource Recovery Strategy



Council has adopted the Cumberland Waste and Resource Recovery Strategy to manage the burden on the environment. The strategy recognises the need to change the traditional view of waste management, one of 'produce – consume – dispose' (a linear way of thinking) to the principles of a 'circular economy'. A circular economy places greater value on our resources, driving innovative waste management and recycling solutions for recovery and recirculation of materials back into our economy.

Council will continue to address these challenges with its community through the implementation of the Cumberland Waste and Resource Recovery Strategy. Council is committed to leading by example and will make improvements to internal department resource use and recycling to demonstrate that taking responsibility for wastes generated by activities, regardless of the amount, is necessary to the achievement of greater sustainable outcomes.

### Cumberland Environmental Management Framework



Council has adopted an Environmental Management Framework which brings together Council's environmental strategies, plans and policies to address current and emerging environmental issues. Council will continue to lead by example to deliver a clean, green and sustainable environment for current and future generations.

## 8. The great outdoors: Environment and open spaces



### Cumberland Native Stingless Bee Hive Program

Honey bees, wild and domestic, perform about 80 percent of all pollination worldwide. A single bee colony can pollinate 300 million flowers each day. Grains are primarily pollinated by the wind, but fruits, nuts and vegetables are pollinated by bees. Seventy out of the top 100 human food crops, which supply about 90 percent of the world's nutrition, are pollinated by bees.

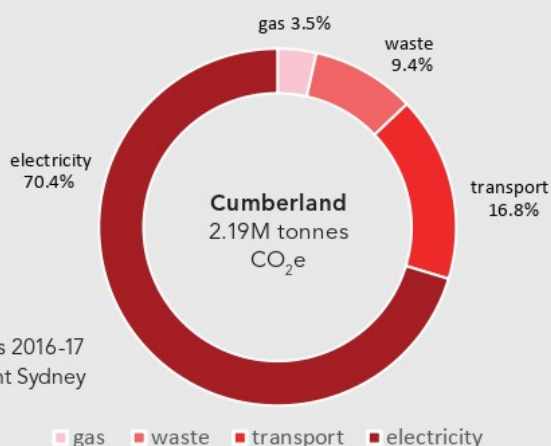
Since 2013, bee populations around the world have fallen by a third, with climate change amongst other factors identified for blame. In a widely-shared post on Facebook that has inspired hashtag #savethebees, the Attenborough fan page warned the disappearance of bees would spell the end of humanity within four years. "If bees were to disappear from the face of the earth, humans would have just four years left to live", it said.

Australia has over 1,500 species of native bee, and the Sydney region is home to about 200 species. The Native Stingless Bee Hive Program provides an opportunity for Cumberland Council residents to host a Bee Hive in a bid to support our local bee colonies.

### Carbon emissions

Cumberland's carbon emissions profile for 2016-17 shows the majority of emissions are from electricity use. This profile is similar to that of other large councils in Sydney's west, including Blacktown, Canterbury-Bankstown, City of Parramatta, and Penrith. Council will use emissions data to inform local initiatives to address this issue.

Cumberland carbon emissions 2016-17  
Source: Resilient Sydney





## Local Planning Priority 16 – Support urban cooling to minimise heat island effects

Our urban areas create their own microclimates through influencing the surrounding atmosphere and interacting with climate processes. This is known as the urban heat island effect, as typically urban areas have higher air temperatures than surrounding non-urban areas.

This effect is expected to increase in Sydney as urban development continues. The effect is often worsened by development activities that replace green spaces with more hard surfaces that absorb heat. Human activities such as traffic, industry and electricity usage generate heat and exacerbate the urban heat island effect.

Council will deliver urban form in new development areas that is landscape led, where water is retained within a landscape through permeable surfaces and an irrigated tree canopy, with compact urban form. Council will continue to engage with government and industry stakeholders to ensure regulatory frameworks and planning decisions aim to minimise extreme heat in urban environments.

The impacts of urban heat stress are already evident in Cumberland Council. Cumberland experiences hotter days and higher temperatures compared to its coastal and surrounding neighbours. This is due to our changing climate, landscape, urban development and increased use of materials that retain and absorb heat for longer. The impacts of urban heat include more extreme hot days, health impacts on vulnerable groups such as the elderly and very young, heat stress on our local flora and fauna, as well as higher energy use.

To help mitigate urban heat, Council is developing its Urban Tree Strategy to increase greenery and partnering with agencies like WSROC to deliver the 'Turn Down the Heat' Strategy. Council has also recently completed an urban heat research project (the 'Outdoor Ambient Air Temperature Project') to map its thermal outdoor environment at the community level.

### Actions

- i. Embed references to urban cooling in the new Cumberland Local Environmental Plan and Development Control Plan – short term
- ii. Developing an Urban Tree Strategy for Cumberland – short term
- iii. Progress work on urban cooling through Council's strategies, plans and programs – ongoing

### Bushfire prone land

Whilst the Cumberland area is largely urbanised, and a relatively low bushfire risk area, there are pockets of substantial bushland which help support a range of ecosystems. Council will continue to monitor its bushland and consider relevant planning legislation and guidelines provided by the NSW Rural Fire Service.

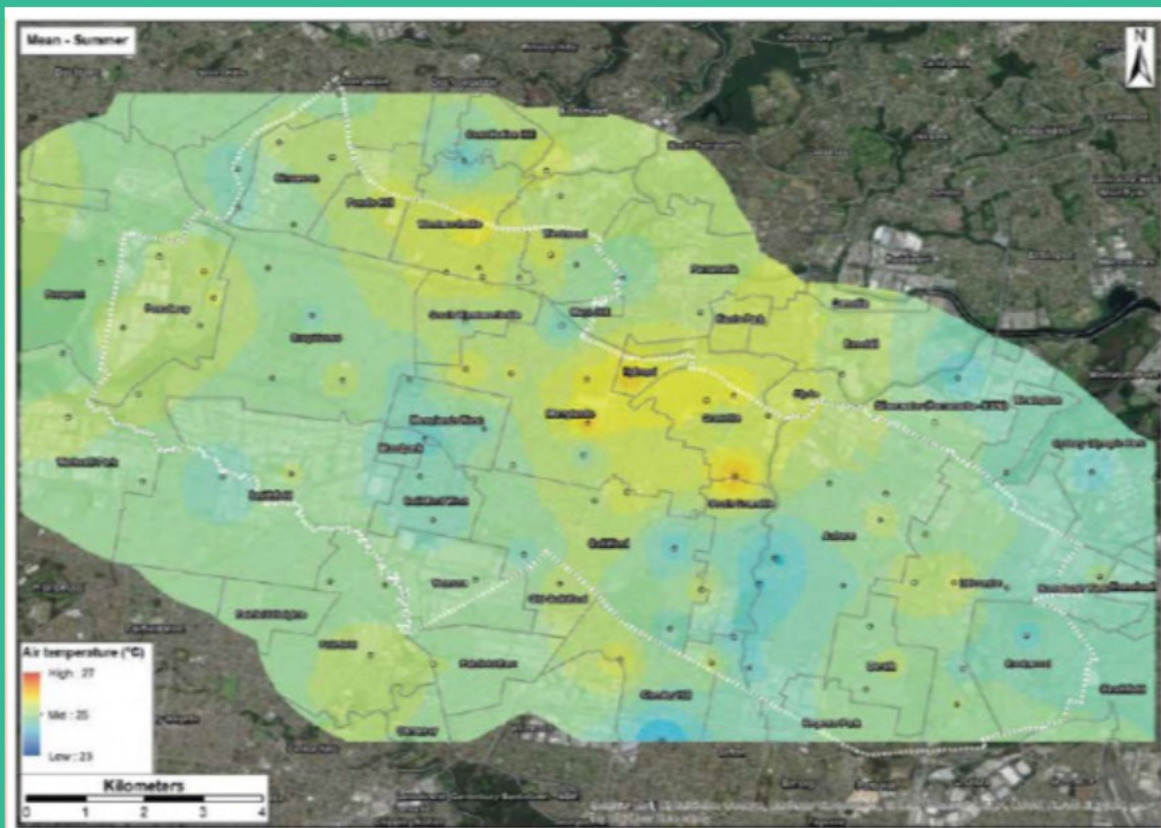


9. Implementation, monitoring and reporting

**Cumberland Outdoor Ambient Air Temperature Project**

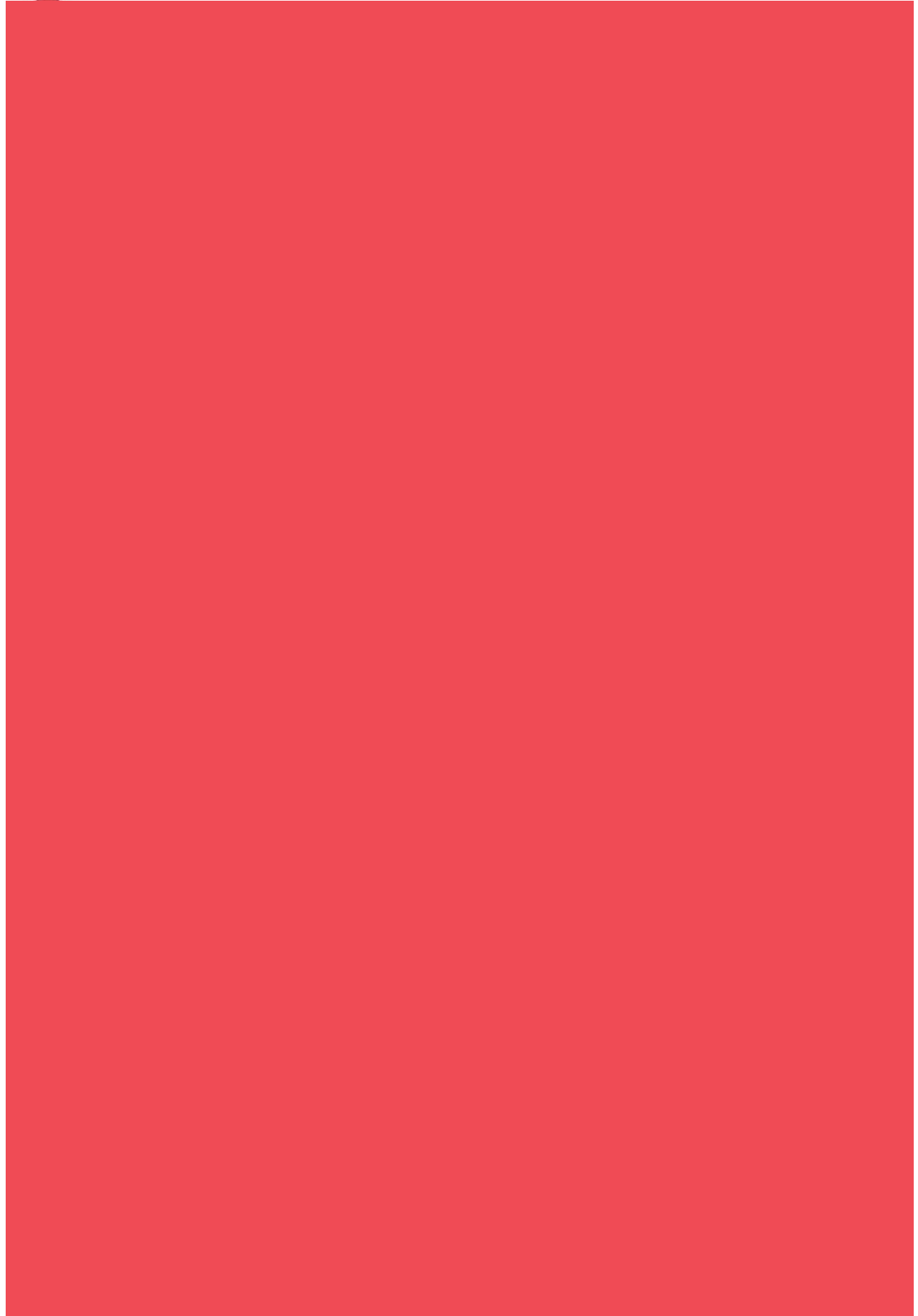
Cumberland Council is one of the first councils in Australia to map its thermal outdoor environment at the community level. Cumberland partnered with Western Sydney University (WSU) to install 100 heat sensors spread evenly across the Cumberland area which took ambient air temperature readings at 10 minute intervals. This data was collated and used to build a detailed and accurate heat map at a microclimate level.

This project was conceived to better understand the emerging issue of the urban heat island (UHI) effect in the Cumberland Council local government area. Council collaborated with Western Sydney University to install 100 heat sensors, throughout the LGA, collecting air temperature readings at ten-minute intervals for three months during the summer of 2018/19, to identify microclimates and other locally-specific insights. The sensors logged data to enable analysis of analysis of temperature variations across the city at different times and evidence of heat wave conditions.



Indicative heat map showing mean air temperature during the summer 2019 (20 December 2018 – 28 February 2019). Colour gradations represent 0.25°C increments.

Source: Benchmarking heat across Cumberland Council, New South Wales (Urban Ecosystem Research, Western Sydney University in collaboration with Cumberland Council).



# Part C: IMPLEMENTATION



## 9. Implementation, monitoring and reporting

### IMPLEMENTATION

Cumberland 2030 presents an opportunity for Council to create a planning vision for the Cumberland area that respects and strengthens the character of our suburbs and the social, environmental and economic values of our community. It communicates the land use strategy for Cumberland over a 10-year horizon, aligned with a 20 year vision for the area. To realise this vision, a series of amendments to other Council plans which provide the delivery framework for Council's strategic planning will be required.

Key mechanisms for implementation include the implementation of a new Cumberland Local Environment Plan and Development Control Plan, Council's capital works program and other programs and services, and partnerships with traders, community organisations and other government bodies.

The strategic directions and initiatives outlined in Cumberland 2030 will be reviewed every seven years to consider the changing regional and district context of the Cumberland area.

The implementation of Cumberland 2030 will be an ongoing program of work through the delivery of the identified actions. The actions contained within

### Actions

- i. Prepare a new Cumberland Local Environmental Plan – short term
- ii. Prepare a new Cumberland Development Control Plan – short term
- iii. Review Cumberland 2030: Our Local Strategic Planning Statement, supported by updated background studies as needed – ongoing

Cumberland 2030 have been assigned a delivery timeframe in order to allow ongoing monitoring of implementation and to assist with future planning:

- **Short term** – 0 to 2 years  
This will align with the new Cumberland LEP to give effect to Cumberland 2030 and the Central City District Plan.
- **Medium term** – 3 to 7 years  
This will align with the planned first review of Cumberland 2030.
- **Long term** – 7+ years
- **Ongoing** – continuing initiatives



## 9. Implementation, monitoring and reporting

### MONITORING

Cumberland has an Integrated Planning and Reporting (IP&R) framework under the Local Government Act 1993. It is proposed to use Council's existing IP&R framework for the purposes of monitoring and reporting on the LSPS. This will be through:

- progress status reporting on specific land use related actions in Council's four year delivery program and annual operational plan
- monitoring of relevant performance indicators within the community strategic plan, delivery program and operational plan.

### REPORTING

Section 3.9 of the Environmental Planning and Assessment Act 1979 requires that Local Strategic Planning Statements must be reviewed at least every 7 years. Council will review its LSPS as needed in order to align with Council's overarching Community Strategic Plan and IP&R Framework. This regular review will ensure the LSPS continues to reflect the views and priorities the community has for the future of Cumberland and is aligned with the latest data and studies.

Potential indicators have been identified to track the implementation of the Cumberland 2030 and these are provided in the table below.

### Potential reporting indicators

Priorities	Potential indicator
<b>Getting around</b>	
<b>Planning Priority 1:</b> Strengthening Cumberland's position in the District through collaboration	Merrylands recognised as a strategic centre for Cumberland Increase percentage of Cumberland residents within 30-minutes of a strategic centre
<b>Planning Priority 2:</b> Advocating for a range of transport options that connect our town centres and employment hubs, both locally and to Greater Sydney	Increase in new and improved transport options Increase in the number of weekly public transport services
<b>Planning Priority 3:</b> Aligning local infrastructure delivery with planned growth	Implement the Cumberland Local Infrastructure Contributions Plan
<b>Planning Priority 4:</b> Improving accessibility within our town centres	New and /or improved footpaths and cycleways
<b>Places and spaces for everyone</b>	
<b>Planning Priority 5:</b> Delivering housing diversity to suit changing needs	Increased housing mix
<b>Planning Priority 6:</b> Delivering affordable housing suitable for the needs of all people at various stages of their lives	Increase in affordable dwellings
<b>Planning Priority 7:</b> Design vibrant and attractive centres and encourage healthy living	More centres have an urban design and/or public domain plan
<b>Planning Priority 8:</b> Celebrating our natural, built and cultural diversity	Implementation of Council's Cultural Plan
<b>Planning Priority 9:</b> Providing high quality, fit-for-purpose community and social infrastructure in line with growth and changing requirements	New and/or improved open space and community facilities
<b>Local jobs and businesses</b>	
<b>Planning Priority 10:</b> Supporting a strong and diverse local economy across town centres and employment hubs	Increase in Gross Regional Product for Cumberland
<b>Planning Priority 11:</b> Promoting access to local jobs, education opportunities and care services	Increase in local jobs on offer More Cumberland residents working in LGA
<b>Planning Priority 12:</b> Facilitating the evolution of employment and innovation lands to meet future needs	Implementation the Cumberland Employment and Innovation Lands Strategy
<b>The great outdoors</b>	
<b>Planning Priority 13:</b> Protecting, enhancing and increasing natural and green spaces	Implementation of the Cumberland Open Space and Recreation Strategy and Biodiversity Strategy
<b>Planning Priority 14:</b> Improving access to and health of waterways	Increase number of re-naturalised waterways Implementation of the Parramatta River Masterplan and Duck River Masterplan
<b>Planning Priority 15:</b> Planning for a resilient city that can adapt to natural hazards and climate change	Reduction in local energy and water consumption No additional properties affected by natural hazards (flooding, bushfire)
<b>Planning Priority 16:</b> Supporting urban cooling to minimise heat island effects	Increase in tree canopy cover

## CUMBERLAND: BEYOND 2030

Cumberland beyond 2030 will continue and build on the planning vision as well as delivery of that vision. Beyond 2030, we will also need to be open to new ideas, and to recognise and respond to change within the area. Our long term strategic planning will need to provide for flexibility, and incorporate anticipated change such as innovation and new technology in transport, business and industry.

An ongoing focus for Cumberland beyond 2030 will be to continue to enhance the quality of places particularly our green spaces and the design of buildings, to support provision of housing to meet the changing and diverse needs of the community and foster resilience to regional challenges. The Cumberland LEP and DCP will be key tools to achieve these outcomes, and the review of these supported by updated background documents and the reality of the area, will assist in keeping these tools relevant and applicable.

We will continue to work collaboratively with our neighbouring councils and the State Government on broader local, district and metropolitan challenges, particularly on the provision of public transport, social and community infrastructure.

The integration of land use, infrastructure and transport, and the concept of the 30 minute city, are key elements of the Greater Sydney Region Plan, prepared in conjunction with Future Transport 2056, and the Central City District Plan. In responding to this framework, Cumberland will continue to focus attention for housing and commercial and retail activities in existing centres and along significant corridors with transport access. We will also continue to protect and support our employment and innovation lands, recognising the importance of these areas for local job opportunities and their important contribution to the regional economy. Protecting and enhancing our green spaces and natural environment, will continue to be an important priority for Council. The environmental and recreational quality, together with biodiversity values of these spaces will continue to be a key focus for Council and the community, strengthening the blue and green grids both locally and beyond our boundaries. This will be achieved through programs such as under the Duck River Masterplan, Hyland Road Reserve Masterplan and the Prospect Hill Plan of Management.

### Focus areas for Cumberland: Beyond 2030

- Review the Cumberland Local Strategic Planning Statement, supported by updated background studies as needed
- Review the Cumberland LEP, supported by updated background studies as needed.
- Review the Cumberland DCP
- To implement and deliver applicable Council policies, directions and projects such as the next Community Strategic Plan, Local Strategic Planning Statement, Capital Works Program and specific masterplans.
- Continue to support the provision of housing to meet the needs of the community and with a focus on greater diversity of housing choice across the LGA
- Develop and introduce tools to foster innovation and incorporate technological change within the LGA to support and enhance outcomes for transport, business, industry, and other activities.
- Continue to improve the quality and resilience of the LGA including urban and natural environments, culture and heritage.
- Continue to collaborate with State and other local governments to improve transport networks particularly for active and public transport options, and for the provision of other community and social infrastructure.



9. Implementation, monitoring and reporting





# 10. Region and District Plan alignment

## PLANNING FRAMEWORK AND POLICY CONTEXT

Cumberland 2030 has been prepared in accordance with clause 3.9 of the Environmental Planning and Assessment Act 1979. It gives effect to the Greater Sydney Regional plan and the Central City District Plan, implementing the directions and priorities in these plans at the local level.

Cumberland 2030 is also informed by other state-wide policies including Future Transport 2056 and the State infrastructure Strategy, outlining how these plans will be implemented at the local level.

Underpinned by extensive community engagement, Cumberland 2030 has been developed through an iterative process, both informing and being informed by key local plans, policies and strategies. The local implementation roadmap on the following pages outlines Cumberland's approach to delivering on the regional and district plans, including ongoing collaboration with key state government agencies and our community.



10. Region and District Plan Alignment



## LINE OF SIGHT

The following tables provide a clear line-of-sight from *Cumberland 2030: Our Local Strategic Planning Statement* to relevant Region and District Plan Directions and Priorities.

### GREATER SYDNEY REGION PLAN DIRECTIONS

 <p>A city supported by infrastructure</p>  <p>A collaborative city</p>	 <p>A city for people</p>  <p>Housing the city</p>  <p>A city of great places</p>
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### CENTRAL CITY DISTRICT PLAN PRIORITIES

<p><b>A city supported by infrastructure</b>  <b>Planning Priority C1</b> Planning for a city supported by infrastructure  <b>Planning Priority C2</b> Working through collaboration</p>	<p><b>A city for people</b>  <b>Planning Priority C3</b> Providing services and social infrastructure to meet people's changing needs  <b>Planning Priority C4</b> Fostering healthy, creative, culturally rich and socially connected communities</p> <p><b>Housing the city</b>  <b>Planning Priority C5</b> Providing housing supply, choice and affordability with access to jobs, services and public transport</p> <p><b>A city of great places</b>  <b>Planning Priority C6</b> Creating and renewing great places and local centres, and respecting the District's heritage</p>
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### CUMBERLAND 2030: OUR LOCAL STRATEGIC PLANNING STATEMENT

  <p>Getting around Access and movement</p>	 <p>Place and spaces for everyone Housing and community</p>
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## 10. Region and District Plan Alignment

 <p>A well connected city</p>  <p>Jobs and skills for the city</p>	 <p>A city in its landscape</p>  <p>An efficient city</p>  <p>A resilient city</p>
<p><b>A well-connected city</b>  <b>Planning Priority C7</b> Growing a stronger and more competitive Greater Parramatta</p> <p><b>Jobs and skills for the city</b>  <b>Planning Priority C8</b> Delivering a more connected and competitive GPOP Economic Corridor  <b>Planning Priority C9</b> Delivering integrated land use and transport planning and a 30-minute city  <b>Planning Priority C10</b> Growing investment, business opportunities and jobs in strategic centres  <b>Planning Priority C11</b> Maximising opportunities to attract advanced manufacturing and innovation in industrial and urban services land  <b>Planning Priority C12</b> Supporting growth of targeted industry sectors</p>	<p><b>A city in its landscape</b>  <b>Planning Priority C13</b> Protecting and improving the health and enjoyment of the District's waterways  <b>Planning Priority C14</b> Creating a Parkland City urban structure and identity, with South Creek as a defining spatial element  <b>Planning Priority C15</b> Protecting and enhancing bushland, biodiversity and scenic and cultural landscapes  <b>Planning Priority C16</b> Increasing urban tree canopy cover and delivering Green Grid connections  <b>Planning Priority C17</b> Delivering high quality open space  <b>Planning Priority C18</b> Better managing rural areas</p> <p><b>An efficient city</b>  <b>Planning Priority C19</b> Reducing carbon emissions and managing energy, water and waste efficiently</p> <p><b>A resilient city</b>  <b>Planning Priority C20</b> Adapting to the impacts of urban and natural hazards and climate change</p>
 <p>Local jobs and businesses Economy, employment and centres</p>	 <p>The great outdoors Environment and open spaces</p>





## GETTING AROUND: ACCESS AND MOVEMENT

Local Planning Priorities	Cumberland 2030 Actions
<p>1 – Strengthening Cumberland's position in the District through collaboration</p> <p><b>Alignment to Central City District Plan Priority – C2, C8</b></p>	<p>i. Continue to collaborate with government, industry and community stakeholders to deliver Cumberland's land use outcomes - ongoing</p> <p>ii. Work with Transport for NSW and surrounding councils to accelerate the delivery of infrastructure identified in Future Transport 2056 - ongoing</p> <p>iii. Collaborate with Transport for NSW/Roads and Maritime Services, adjoining councils and relevant state agencies and statutory authorities to improve regional and local transport links particularly frequency of rail services, buses, cycling and walking - ongoing</p> <p>iv. Work with Local Aboriginal Land Councils to ensure their needs are identified and considered - ongoing</p>
<p>2 – Advocating for a range of transport options that connect our town centres and employment hubs, both locally and to Greater Sydney</p> <p><b>Alignment to Central City District Plan Priority – C7, C8, C9, C10</b></p>	<p>i. Advocate for short term improvements to transport infrastructure and services, including:</p> <ul style="list-style-type: none"> <li>• faster and more frequent train services - short and medium term</li> <li>• high capacity turn-up-and-go bus services on the Liverpool to Parramatta T-way - short and medium term</li> <li>• improved access to Westmead – short and medium term</li> <li>• improved access to key employment lands precincts at Smithfield, Yennora and Pemulwuy – short and medium term</li> <li>• targeted road improvement to support safe and reliable journeys – short and medium term</li> <li>• opportunities for additional commuter car parking at stations – short and medium term</li> </ul> <p>ii. Advocate for improved transport options for Cumberland, including:</p> <ul style="list-style-type: none"> <li>• new city-shaping regional transport corridors that serve Cumberland's commuters – short and medium term</li> <li>• safe and reliable road network for all users - short and medium term</li> <li>• new transport technologies are used effectively to help achieve our objectives - short and medium term</li> </ul> <p>iii. Support investment in infrastructure and services where it will create the greatest impact – especially where it will provide 30 minute access for more people to major centres - ongoing</p> <p>iv. Support greater walking and cycling in the Cumberland area, including targeted investments to support access to centres, corridors and public transport services - short and medium term</p> <p>v. Connections of parks and cycle ways within the District and adjoining local government areas - short and medium term</p>
<p>3 – Aligning local infrastructure delivery with planned growth</p> <p><b>Alignment to Central City District Plan Priority – C1</b></p>	<p>i. Finalise the new consolidated infrastructure contributions plan for Cumberland, to ensure that new infrastructure is aligned with forecasted growth and meets the changing needs of the Cumberland community – short term</p> <p>ii. Continue to work with government, industry and community stakeholders to align local infrastructure delivery with planned growth - ongoing</p> <p>iii. Actively encourage the shared use of land and facilities, including schools, where it will not reduce the existing availability of public open space for general community use - ongoing</p> <p>iv. Investigate and develop innovative funding mechanisms for the delivery of local infrastructure – short and medium term</p>
<p>4 – Improving accessibility within our town centres</p> <p><b>Alignment to Central City District Plan Priority – C4, C5</b></p>	<p>i. Advocate for improved transport options for Cumberland's vibrant centres to support walking, cycling and public transport access – short and medium term</p> <p>ii. Work collaboratively with the Greater Sydney Commission, State Government and other stakeholders to implement the 'movement and place' framework when undertaking planning for local centres and key road corridors, and deliver social infrastructure, high quality public domain and local open space – ongoing</p> <p>iii. Provide for a range of retail, commercial, community uses in town centres to provide services for the community and local employment opportunities in accordance with adopted plans and strategies – ongoing</p> <p>iv. Plan for suitably designed spaces in retail and commercial areas that cater to freight and logistics operations, including last mile delivery and logistics – ongoing</p>

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## 10. Region and District Plan Alignment



### Alignment to Regional Plan Directions



### Alignment to District Plan

A city supported by infrastructure  
A city for people  
Housing the City

A well connected city  
Jobs and skills for the city



### Cumberland Community Strategic Plan Goals

2 – A safe accessible community  
5 – A resilient built environment  
6 – Transparent and accountable leadership





**PLACES AND SPACES FOR EVERYONE: HOUSING AND COMMUNITY**

Local Planning Priorities	Cumberland 2030 Actions
<p>5 – Delivering housing diversity to suit changing needs</p> <p><b>Alignment to Central City District Plan Priority – C5</b></p>	<ul style="list-style-type: none"> <li>i. Prepare and implement a Local Housing Strategy for Cumberland – short term</li> <li>ii. Review planning controls to ensure housing meets current and future needs – short and medium term</li> <li>iii. Facilitate the planned residential growth of Cumberland, consistent with the Centres Framework – ongoing</li> </ul>
<p>6 – Delivering affordable housing suitable for the needs of all people at various stages of their lives</p> <p><b>Alignment to Central City District Plan Priority – C5</b></p>	<ul style="list-style-type: none"> <li>i. Complete studies on affordable housing considerations for Cumberland – short term</li> <li>ii. Review the Interim Affordable Housing Policy to ensure this continues to support affordable housing outcomes in Cumberland – short term</li> <li>iii. Identify opportunities to support the planning and delivery of affordable housing in Cumberland – short and medium term</li> <li>iv. Promote and encourage investment in/increased supply of affordable housing by the public, private and community sectors – ongoing</li> <li>v. Adopt effective planning mechanisms and policies that increase the supply of affordable housing in Cumberland – medium term</li> </ul>
<p>7 – Designing vibrant and attractive town centres</p> <p><b>Alignment to Central City District Plan Priority – C4, C5, C6</b></p>	<ul style="list-style-type: none"> <li>i. Implement the Cumberland Design Excellence Panel to support improved design outcomes for buildings at key centres – short and medium term</li> <li>ii. Progress planning and development work that support vibrant and attractive centres – short and medium term</li> <li>iii. Promote and encourage walkability through a connected pedestrian network which includes safe and improved crossings, wayfinding signage, shade and seating – ongoing</li> <li>iv. Planning for renewal and revitalisation of Cumberland's local centres – ongoing</li> </ul>
<p>8 – Celebrating our natural, built and cultural heritage</p> <p><b>Alignment to Central City District Plan Priority – C6</b></p>	<ul style="list-style-type: none"> <li>i. Support Cumberland's natural, built and cultural diversity through Council's strategies, plans and programs, including protecting listing under the Cumberland LSPS and the State Heritage Act – ongoing</li> <li>ii. Continue to promote appreciation and conservation of Cumberland's heritage through Council's annual Heritage Awards and Heritage Rebate Programs – ongoing</li> <li>iii. Implement the Cumberland Cultural Plan – short and medium term</li> <li>iv. Investigate opportunities to foster creative participation throughout Cumberland – ongoing</li> <li>v. Progress heritage studies on potential new items for consideration – short term</li> <li>vi. Continue engagement and collaboration with Council's committees – ongoing</li> </ul>
<p>9 – Providing high quality, fit-for-purpose community and social infrastructure in line with growth and changing requirements</p> <p><b>Alignment to Central City District Plan Priority – C3, C4</b></p>	<ul style="list-style-type: none"> <li>i. Implement the Cumberland Community Facilities Strategy – short, medium and long term</li> <li>ii. Delivering the capital works program for Community Facilities, such as the Granville Centre and Auburn South Community Centre – short and medium term</li> <li>iii. Collaborate with the Department of Education, NSW Health and private providers to plan for and deliver improved schools and hospitals to meet the needs of the Cumberland area – ongoing</li> <li>iv. Support Cumberland's community and social infrastructure through Council's strategies, plans and programs – ongoing</li> </ul>



10. Region and District Plan Alignment

	<p><b>Alignment to Regional Plan Directions</b></p> <div>     </div>		
	<p><b>Alignment to District Plan</b></p> <table border="1"> <tr> <td data-bbox="343 582 877 705"> <p>A city for people Housing the City A city of great places</p> </td><td data-bbox="877 582 1409 705"></td></tr> </table>	<p>A city for people Housing the City A city of great places</p>	
<p>A city for people Housing the City A city of great places</p>			
	<p><b>Community Strategic Plan Goals</b></p> <ul style="list-style-type: none"> <li>1 – A great place to live</li> <li>2 – A safe and accessible community</li> <li>5 – A resilient built environment</li> </ul>		







## LOCAL JOBS AND BUSINESSES: ECONOMY, EMPLOYMENT AND CENTRES

Local Planning Priorities	Cumberland 2030 Actions
<p>10 – Supporting a strong and diverse local economy across town centres and employment hubs</p> <p><b>Alignment to Central City District Plan Priority – C7, C8, C10</b></p>	<p>i. Advocate Merrylands as a Strategic Centre in recognition of its planned size, diversity of activities, connections to transport and the supporting role it plays to Greater Parramatta – short term</p> <p>ii. Support business and industry as important element of our local economy and culture – ongoing</p>
<p>11 – Promoting access to local jobs, education opportunities and care services</p> <p><b>Alignment to Central City District Plan Priority – C11</b></p>	<p>i. Continue to promote access to local jobs, education opportunities and care services through Council's strategies, plans and programs – ongoing</p>
<p>12 – Facilitating the evolution of employment and innovation lands to meet future needs</p> <p><b>Alignment to Central City District Plan Priority – C11</b></p>	<p>i. Implement the Cumberland Employment and Innovation Lands Strategy – short and medium term</p> <p>ii. Update planning controls to support employment and innovation lands in Cumberland – short term</p> <p>iii. Work with relevant Government agencies to ensure the long-term future of the Yennora Intermodal Terminal – ongoing</p> <p>iv. Promote Clyde Intermodal Terminal and Clyde Transfer Terminal as a critical function of the NSW freight infrastructure network – ongoing</p>

10. Region and District Plan Alignment

	<div>Alignment to Regional Plan Directions</div> <div></div>				
	<div>Alignment to District Plan</div> <table><tr><td>A well-connected city</td><td></td></tr><tr><td>Jobs and skills for the city</td><td></td></tr></table>	A well-connected city		Jobs and skills for the city	
A well-connected city					
Jobs and skills for the city					
	<div>Cumberland Community Strategic Plan Goals</div> <div>2 – A safe accessible community</div> <div>4 – A strong local economy</div> <div>5 – A resilient built environment</div>				





## THE GREAT OUTDOORS: ENVIRONMENT AND OPEN SPACES

Local Planning Priorities	Cumberland 2030 Actions
<p>13 – Protecting, enhancing and increasing natural and green spaces</p> <p><b>Alignment to Central City District Plan Priority – C15, C16, C19</b></p>	<ul style="list-style-type: none"> <li>i. Implement the Cumberland Biodiversity Strategy – short term</li> <li>ii. Progress the Cumberland Open Space and Recreation Strategy – short term</li> <li>iii. Collaborate with the Greater Sydney Commission and other relevant state agencies and statutory authorities to deliver Green Grid connections and corridors – ongoing</li> <li>iv. Continue to protect and enhance natural and green spaces through Council's strategies, plans and programs – ongoing</li> <li>v. Identify opportunities to improve biodiversity connectivity – medium to long term</li> <li>vi. Work with NSW Office of Sport and other Central City District councils to develop and implement strategic solutions for delivery of sport and recreation facilities – short and medium term</li> <li>vii. Council will explore opportunities to increase the percentage of homes within 400 m of quality green space (200 m for high density developments) as part of its passive open space hierarchy – ongoing</li> </ul>
<p>14 – Improving access to and health of waterways</p> <p><b>Alignment to Central City District Plan Priority – C13, C17</b></p>	<ul style="list-style-type: none"> <li>i. Work with stakeholders of local catchments to develop whole of catchment land use policy and statutory planning mechanisms that improve water quality across the whole catchment – short term</li> <li>ii. Explore options to reduce stormwater runoff through water sensitive urban design approaches – short and medium term</li> <li>iii. Finalise and implement the Duck River Masterplan – short to medium term</li> <li>iv. Collaborate with stakeholders of local catchments to work towards reinstating more natural conditions in highly modified waterways, including sections of Finlaysons Creek, Duck River, Haslam's Creek, A'Becketts Creek, Coopers Creek, Pendle Creek and Girraween Creek – medium to long term</li> <li>v. Continue to work with the Parramatta River Catchment Group and Sydney Water to implement the Parramatta River Masterplan – ongoing</li> </ul>
<p>15 – Planning for a resilient city that can adapt to natural hazards and climate change</p> <p><b>Alignment to Central City District Plan Priority – C19, C20</b></p>	<ul style="list-style-type: none"> <li>i. Progress work for a resilient city through Council's strategies, plans and programs – ongoing</li> <li>ii. Implement Council's Waste and Resource Recovery Strategy – short and medium term</li> </ul>
<p>16 – Supporting urban cooling to minimise heat island effects</p> <p><b>Alignment to Central City District Plan Priority – C16, C20</b></p>	<ul style="list-style-type: none"> <li>i. Embed references to urban cooling in the new Cumberland Local Environmental Plan and Development Control Plan – short term</li> <li>ii. Developing an Urban Tree Strategy for Cumberland – short term</li> <li>iii. Progress work on urban cooling through Council's strategies, plans and programs – ongoing</li> </ul>





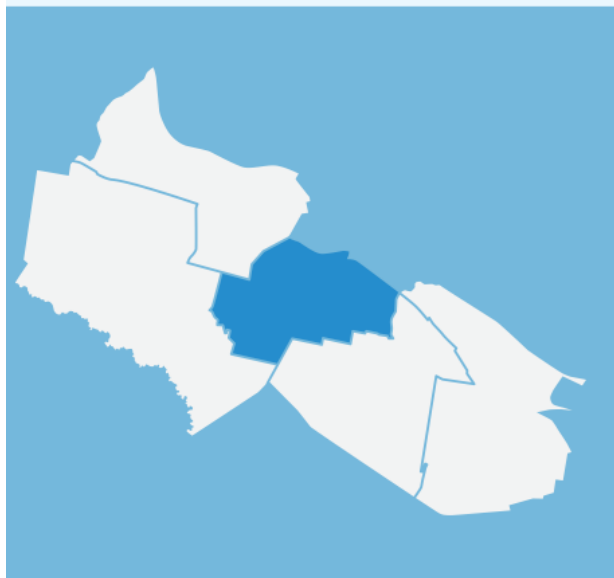


# Appendix 1

## Council Wards

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## GRANVILLE WARD






Sixty-seven per cent of Granville residents are under the age of 50, with an equal amount born in Australia and overseas. The majority of residents are second generation from those born overseas, with 70 per cent speaking a language other than English at home. Granville residents are more likely to be single with and without children. Unemployment rates in Granville are also higher.



The T2 Inner West/Leppington and T5 Cumberland rail lines service the centres of Merrylands and Guildford, while the Granville centre is served by the T1 Western, T2 Leppington and T5 Cumberland lines.

### Other key characteristics

	A high number of residents require <b>disability assistance</b>
	<b>Lower</b> income earners
	<b>66 per cent</b> drive a car to work

### Strategic considerations

Manage the interface between the wide mix of land uses along the Parramatta Road and Woodville Road corridors (large format commercial uses, show rooms, office buildings, car yards, and petrol stations) and adjoining residential uses.

Manage the flow-on effects of the Parramatta Road Corridor Urban Transformation Strategy putting pressure on traffic and transport and community and social infrastructure in the Granville town centre.

Preserve and enhance the many distinct local heritage items and qualities that are dotted throughout the area.

### Opportunities

Explore opportunities for development along the Parramatta Road and Woodville Road Corridors to capitalise on proximity to the Parramatta CBD.

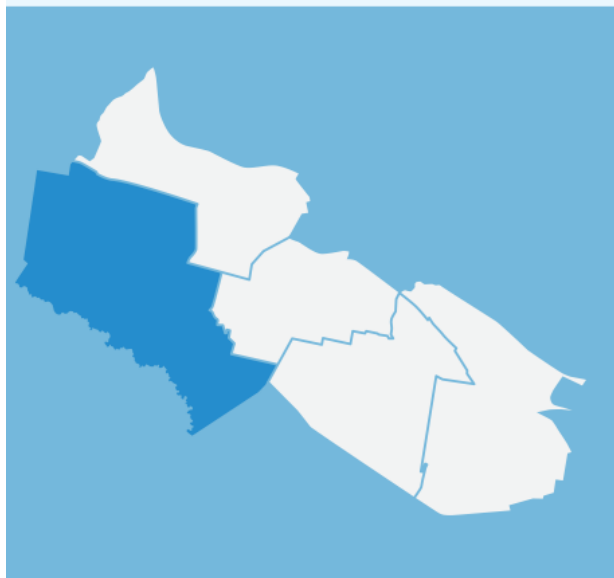
Support Merrylands to reach its potential as a Strategic Centre.

Improve active and public transport connections to/from Parramatta to deliver 30-minute city objectives.

Improve access to key community, sporting and open space areas.

Improve access to Duck River and investigate additional crossing options.

## GREYSTANES WARD



### Other key characteristics



A greater amount of residents are in **full-time employment** and have **vocational qualifications**



**Higher** individual and household incomes



More likely to rate their quality of life **significantly higher**

Greystanes residents are significantly more likely to have lived in the area for more than 20 years, with 65 per cent born in Australia and 56 per cent speaking only English. Higher amount of those aged 60 years and older, and living in low density, detached housing.

### Strategic considerations

Manage the interface between industrial-employment lands and residential areas, and the road transport implications.

Protect and maintain the important industrial and employment lands of Pemulwuy, Smithfield and Yennora.

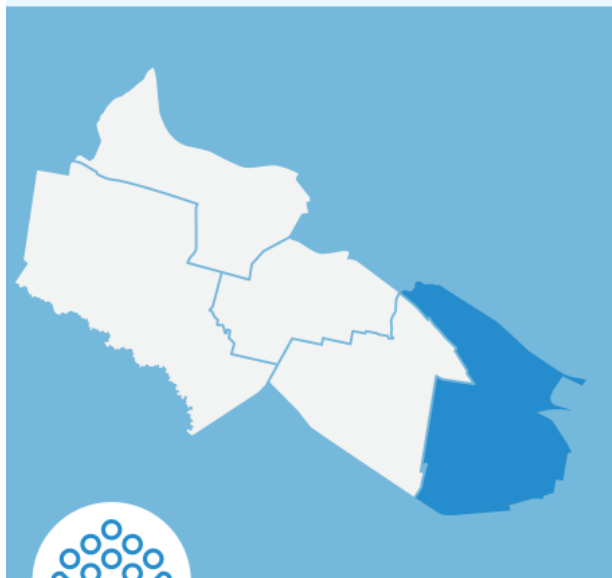
Maintain the natural environment of Prospect Creek.

### Opportunities

Support the transition of traditional employment lands to include new technologies and innovation, research, and creative and niche industries, as appropriate to the location.

Enhance active transport and recreational uses along Prospect Creek and the Lower Prospect Canal Reserve

## REGENTS PARK WARD



Regents Park residents are very diverse in their ages, culture, employment and education. 53 per cent of residents are aged between 25-49, living in medium to high-density housing. 68 per cent were born overseas and 82 per cent speak a language other than English at home.



Lidcombe is serviced by the T1 Western, T2 Leppington, T3 Bankstown and T7 Olympic Park lines. Berala and Regents Park are serviced by the T3 Bankstown line. The M4 Western Motorway forms the northern boundary of the Ward, with Parramatta Road nearby. Joseph Street is another key road within the area.

### Other key characteristics



Higher number of residents are living in a **group household** and are **couples with no children**



**54 per cent** have no qualifications



**36 per cent** utilise the train network to get to and from work. Walking and cycling are also popular



The number of residents with internet connection is **higher**

### Strategic considerations

Recognise the importance of Lidcombe Centre given its access to Parramatta and Sydney CBD, and existing commercial and retail base.

Recapture the role of Rookwood Cemetery and its place in the area.

Manage the flow-on effects of Parramatta Road Corridor Urban Transformation Strategy on the existing employment lands in north Auburn and north Lidcombe and traffic implications to adjacent residential areas.

Manage the potential flow-on effects on traffic associated with the future light rail terminus (stage 2) and potential redevelopment of the Carter street Precinct in Lidcombe (Olympic Park).

Consider potential implications of a future Metro station in the Olympic Park Precinct.

### Opportunities

Explore opportunities for development along the Parramatta Road Corridor to capitalise on proximity to the Parramatta CBD.

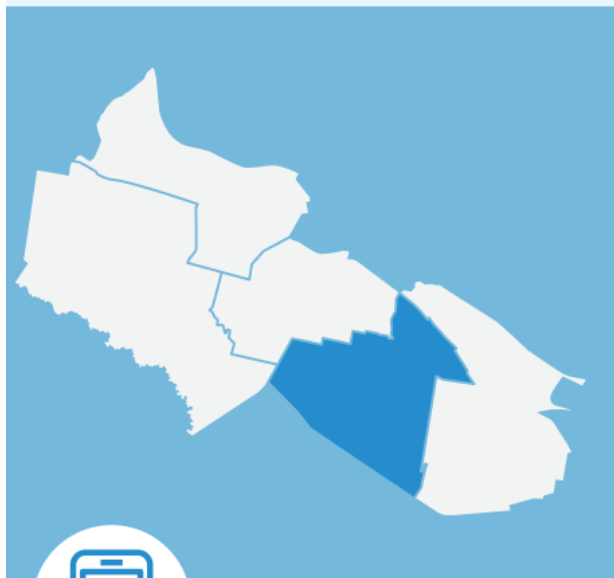
Lidcombe is an existing centre that is well serviced by public transport that connects with Parramatta and the Sydney CBDs.

Build on the existing educational precinct in south Lidcombe.

Support concepts for reimagining of employment lands to also include new technologies and innovation, research, and creative and niche industries, as appropriate for north Lidcombe and north Auburn.



## SOUTH GRANVILLE WARD



Three train stations are located on different boundaries of the ward. Guildford is on the western boundary and is serviced by the T2 Leppington and T5 Cumberland lines. Auburn on the northern boundary is serviced by the T1 Western and T2 Leppington lines. Regents Park is serviced by the T3 Bankstown line.



Forty-three per cent of South Granville residents are under the age of 35, with an equal amount born in Australia and overseas and 79 per cent being multilingual. Residents are more likely to require disability assistance. A greater proportion live in separate housing and are unemployed. Education levels are lower with 60 per cent indicating they have no qualifications. This is further represented in the lower income levels of the area.

### Other key characteristics



Quality of life was rated **significantly lower** in the South Granville Ward



Internet connection within South Granville is **lower**

### Strategic considerations

To recognise Auburn as an important centre for the Cumberland Area.

To retain the local character of the Guildford centre.

To protect the environmental qualities of the Duck River Corridor.

To retain the employment lands of Clyde, south Granville and Regents Park, recognising the traffic and residential interface challenges that may be associated with these areas.

### Opportunities

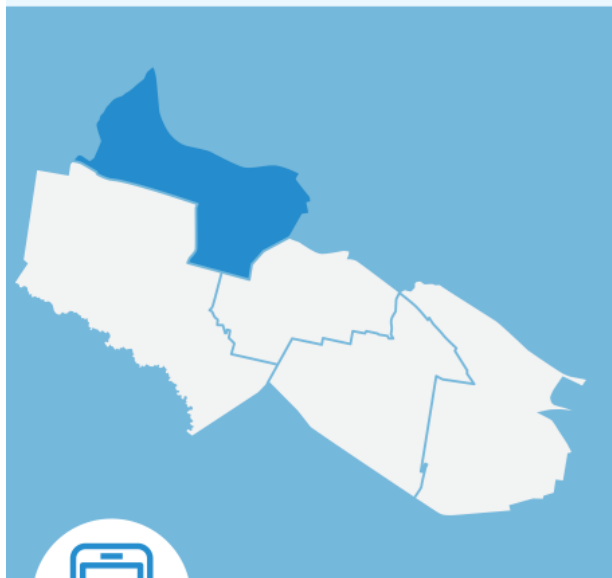
Improve access to key community, sporting and open space areas.

Strengthen Auburn centre for commercial and retail activity.

Improve access to Duck River.

Advocate for improvements to transportation to support growth.

## WENTWORTHVILLE WARD



The centres of Wentworthville, Toongabbie, Pendle Hill and Westmead are all located on the northern boundary, and provide some retail and services to the community. These centres are all serviced by the T1 Western line.



Thirty per cent of Wentworthville residents are parents and homebuilders (aged 35-49) living in medium-density housing with 64 per cent currently in full-time employment. 57 per cent of residents were born overseas and 66 per cent are multilingual. Education levels are also higher with a greater amount having a bachelor or higher degree. Residents are more likely to travel for work by public transport and more residents in the ward also work from home.

### Other key characteristics



**Higher** income earners



Wentworthville residents appear **more connected and engaged**, receiving information about Council through the internet, libraries, community organisations/groups and Council community centres



Significantly more likely to have lived in the area for **less than two years**

### Strategic considerations

Implications of the Westmead Planned precinct as well as the Medical and Educational precinct focus of North Westmead to the South Westmead area.

The location of the future Metro Station in Westmead is likely to affect the local and surrounding area development.

The terminus of the Parramatta Light Rail (stage 1) in north Westmead may have travel and land use implications for South Westmead that will need to be considered and managed.

To manage the employment and industrial lands of Girraween and their relationship to the surrounding residential area.

Implementation of Council's Wentworthville Revitalisation Project including public domain and built form upgrade with increased retail and residential activity will affect the centre and local area.

### Opportunities

Transport infrastructure, educational and medical project Investment in the north Westmead area could have direct and indirect flow on opportunities for south Westmead and Wentworthville centre.

To implement and optimise the opportunities of the Wentworthville Revitalisation project.

Redevelopment, particularly with higher density residential buildings, in the local centres can further support and enhance the human and economic activity of those centres which should be fostered and managed.

Particularly for Toongabbie and Pendle Hill, the local character of those smaller centres will need to be considered.

The proximity and access of the local centres of Westmead Wentworthville Pendle Hill and Toongabbie to the Parramatta CBD (within 30 minutes).

The existing green corridors of Pendle Creek, Finlaysons Creek and also of Girraween Creek.

**Cumberland Council**

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Item No: C11/19-286

## **PROPOSED BUSINESS PLANNING CONTROLS FOR INCLUSION IN THE NEW CUMBERLAND DEVELOPMENT CONTROL PLAN**

Responsible Division: Environment & Planning  
Officer: Director Environment & Planning  
File Number: S-5750-01  
Community Strategic Plan Goal: *A resilient built environment*

### **SUMMARY**

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The preparation of a new Cumberland Development Control Plan (DCP) is underway, with the focus on harmonising the planning controls of the three DCPs in operation across Cumberland into a single set of detailed planning controls under a comprehensive DCP.

This report outlines some of the proposed planning controls to be included in the new Cumberland DCP. It recommends that Council endorse the planning approach for business planning controls in the Cumberland area. This information will be included in the draft new Cumberland DCP that is currently being prepared.

### **RECOMMENDATION**

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**That Council:**

- 1. Endorse the planning approach to controls for business development in the Cumberland area, as provided in Attachment 1; and**
- 2. Note that the above items will be included in the draft Cumberland Development Control Plan.**

### **REPORT**

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#### ***Background***

Cumberland Council is currently operating under three separate sets of planning controls, known as a Development Control Plans (DCP), which are available on Council's website. The current approach does not provide an integrated planning framework for the Cumberland areas, with inconsistent planning controls in place, and is not aligned to current strategic plans and policies from Council and the NSW Government.



## ***New Cumberland Development Control Plan (DCP)***

The preparation of a new Cumberland DCP will complement the work being undertaken on the new Cumberland LEP, by providing more detailed planning controls for development in the area. This report focuses on proposed business planning controls within the new Cumberland DCP, as shown in Figure 1.



Figure 1: Proposed Planning Controls Covered in Council Report

### ***Part C – Development in the Business Zones***

This part of the DCP contains the controls which apply to all business development (including commercial and mixed use development) within the B1 Neighbourhood Centre zone, B2 Local Centre zone, B4 Mixed Use zone, B5 Business Development zone and B6 Enterprise Corridor zone. In some cases, development within the business zones includes residential components (such as boarding houses and shop top housing) and some light industrial uses (such as light industries).

The DCP provides detailed design controls and development principles for a range of development types, including:

- Commercial and business development, such as retail and office premises
- Mixed use development, such as shop top housing

The recommended DCP controls address a range of general and locally specific matters that are not covered by mandatory provisions in relevant SEPPs, Codes and/or

Guidelines (e.g. SEPP (Exempt and Complying Development), and SEPP 65 Design Quality of Residential Apartment Development and Apartment Design Guidelines).

All three existing DCPs have site specific controls which relate to certain centres. These site specific town centre controls will be carried over into the new DCP, as previously resolved by Council (C10/19-248).

The DCP review will result in consistent controls applied across Cumberland. This report recommends that Council adopt the planning approach to these parts of the DCP as outlined in Attachment 1.

### **Next Steps**

Subject to endorsement, the proposed planning controls will be included in the draft Cumberland DCP. The draft new Cumberland DCP will be provided for consideration by Council in late 2019 or early 2020 prior to proceeding to public exhibition.

## **COMMUNITY ENGAGEMENT**

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Consultation will be undertaken on the draft new Cumberland DCP, and this is anticipated to occur in early 2020.

## **POLICY IMPLICATIONS**

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The preparation of the Cumberland DCP supports the new Cumberland Local Environmental Plan, which is required under the *Environmental Planning and Assessment Act 1979*. The Cumberland DCP will also align with the strategic directions outlined in Council's Community Strategic Plan and Cumberland 2030: Our Local Strategic Planning Statement.

## **RISK IMPLICATIONS**

---

The preparation of a new Cumberland DCP is designed to align with the milestones on work for the new Cumberland Local Environmental Plan, which is required to be completed by mid-2020. The release of funds from the grant is also linked to these milestones. Endorsement of the proposed planning controls will assist Council in meeting these milestones.

## **FINANCIAL IMPLICATIONS**

---

Work undertaken on the Cumberland DCP, including analysis, document preparation and planned community consultation activities, will be funded from the accelerated Local Environmental Plan Funding Grant provided by the NSW Government.

## **CONCLUSION**


---

The preparation of a new Cumberland Development Control Plan (DCP) is underway. This report outlines some of the proposed planning controls to be included in the new Cumberland DCP. It recommends that Council endorse the planning approach for

business development controls in the Cumberland area. This information will be included in the draft Cumberland DCP that is currently being prepared.

## **ATTACHMENTS**

---

1. Proposed Business Planning Controls [↓](#) 

DOCUMENTS  
ASSOCIATED WITH  
REPORT C11/19-286

Attachment 1  
Proposed Business Planning  
Controls

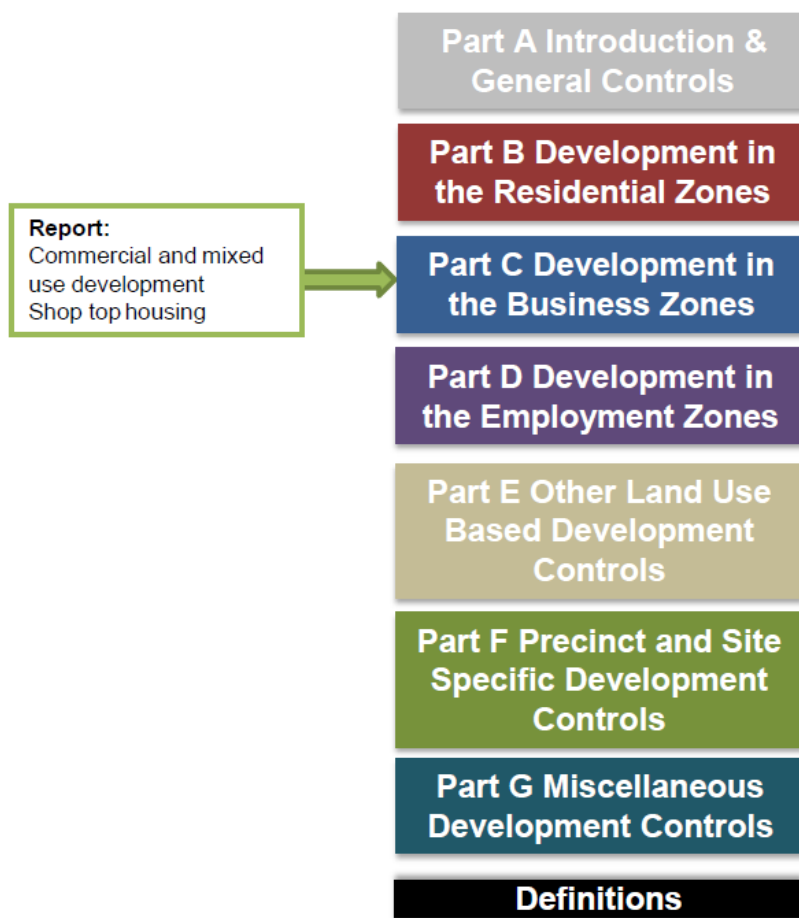






# Cumberland Development Control Plan

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## Part C

# Development in the Business Zones

### Commercial and mixed use development

#### Auburn DCP Contents

- 1.0 Introduction
- 2.0 Built form
- 3.0 Streetscape and urban form
- 4.0 Mixed use developments
- 5.0 Privacy and security
- 6.0 Access and car parking
- 7.0 Landscaping
- 8.0 Energy efficiency and water conservation
- 9.0 Ancillary site facilities
- 10.0 Other relevant controls
- 11.0 Public domain
- 12.0 Subdivision
- 13.0 Residential Interface
- 14.0 Auburn Town Centre
- 15.0 Lidcombe Town Centre
- 16.0 Newington Small Village

#### Holroyd DCP Contents

- 1. Building Envelope
  - 1.1. Lot size and frontage
  - 1.2. Site coverage, floor area and building use
  - 1.3. Building Height
  - 1.4. Setbacks, Separation and Depth
  - 1.5. Landscaping and Open Space
- 2. Movement
  - 2.1. Rear Laneways and Private Accessways
  - 2.2. Pedestrian access
  - 2.3. Building entries
  - 2.4. Vehicle access
  - 2.5. Parking
- 3. Design and Building Amenity
  - 3.1. Safety and Security
  - 3.2. Façade design and Building materials
  - 3.3. Laneway and Arcade Design
  - 3.4. Shopfronts
  - 3.5. Daylight Access
  - 3.6. Visual + Acoustic Privacy
  - 3.7. Managing External Noise and Vibration
  - 3.8. Awnings
  - 3.9. Apartment Layout
  - 3.10. Flexibility and Adaptability- Residential Mix
  - 3.11. Corner buildings
  - 3.12. Ground floor apartments
  - 3.13. Internal circulation & storage for residential uses
  - 3.14. Balconies
  - 3.15. Natural Ventilation
  - 3.16. Roof design
  - 3.17. Maintenance
  - 3.18. Waste Management
- 4. Environmental
  - 4.1. Wind Mitigation
- 5. General
  - 5.1. Public art
  - 5.2. Signage
  - 5.3. Hours of Operation
- 6. Large Store/Mall Development



## Part C

# Development in the Business Zones

### Commercial and mixed use development

#### Recommendation:

- Adopt the Codes SEPP where applicable.
- Specific DCP controls for commercial and mixed use development, including awnings, active street frontages, hours of operation, safety/security, large stores/mall development and floor to ceiling heights (commercial).
- Site specific town centre controls to be carried over into new DCP.
- Removal of selected controls to align with new Cumberland LEP, including residential flat buildings in business zone and residential accommodation in B6 enterprise zone.
- No minimum lot size frontage adopted at this time, can be considered in the future.

#### Current position

- Commercial and mixed use controls are prescribed together within each DCP.
- All DCPs have site specific controls which relate to certain centres.
- Similarities between Holroyd and Auburn - DCP drafting will look to simplify wording to ensure controls are clear and measurable.

#### Key considerations

- The Codes SEPP allows some forms of complying commercial development which gives a framework for the different which controls which could apply.
- Apartment Design Guide controls residential element (i.e. shop top housing).
- Implications of LEP changes on DCP controls (eg. residential in B4 and B6 zones).





## Part C

# Development in the Business Zones

### Commercial and mixed use development

#### Mandated development controls

- The Apartment Design Guide (ADG) specifies floor to ceiling heights for retail and commercial floors of mixed use developments

#### Floor to ceiling heights (commercial) ADG



Figure AC.1 Greater than minimum ceiling heights for retail and commercial floors of mixed use developments are encouraged to provide flexibility of use. Cafe and restaurant users need greater minimum ceiling heights of six to allow for additional servicing needs.

86 Apartment Design Guide



Figure AC.3 Ground floor units need to accommodate a range of uses such as retail, cafes and restaurants, and should provide increased ceiling heights to allow for maximum flexibility of use.

#### Additional provisions in DCP

- Awnings*: Holroyd DCP controls applied, with controls for continuous awnings on active street frontages and with provision for street trees
- Active street frontages*: Auburn general controls applied, with relevant site specific controls from the Holroyd and Parramatta DCPs carried over
- Hours of operation*: in accordance with Codes SEPP, with ability to vary based on merit based assessment
- Safety and security*: based on CPTED principles
- Large store/mall development*: objectives of the Holroyd DCP control to be reviewed and amended to ensure clear and measurable controls
- Floor to ceiling heights (commercial)*: adopt the ADG floor to ceiling heights for all mixed use and commercial developments (irrespective of whether there is a residential component)



## Part C

# Development in the Business Zones

### Shop top housing

#### Recommendation:

- Adopt Apartment Design Guide (ADG) as minimum standard for shop top housing.
- Specific DCP controls for shop top housing where not mandated in SEPPs/Guidelines, including corner buildings, lot size and frontage, site coverage, safety and security, laneways, wind mitigation, public art, and delivery of goods and mail.
- numeric values to be included to supplement matters covered under the ADG
- Removal of site coverage control (covered by ADG).

Control	Summary	Covered by ADG
Corner Buildings	None of DCP controls are consistent with each other.	X
Lot size and frontage	None of DCP controls are consistent with each other.	X
Wind mitigation	Only Auburn has DCP controls	X
Public art	Only Holroyd has DCP controls	X
Delivery of goods	Only Auburn has DCP controls (e.g courier carparking space and combined delivery)	X



## Part C

# Development in the Business Zones

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### Shop top housing

#### Mandated development controls

- SEPP 65 Design Quality of Residential Apartment Development and associated Apartment Design Guide (ADG)
- SEPP 65 sets out 9 design principles for this building type
- The ADG comprises four parts that consider development from broad scale to detail, and provides objectives and design guidance
- ADG Part 2 including building depth, separation and setbacks
- ADG Part 3 includes public/communal open space, visual privacy, pedestrian and vehicle access, parking
- ADG Part 4 includes amenity, configuration, and environmental performance

#### Additional provisions in DCP

- *Corner buildings*: adopt current Holroyd controls LGA wide
- *Safety and security*: promote CPTED principles
- *Laneways*: controls to be included
- *Wind mitigation*: adopt current Auburn controls LGA wide
- *Public art*: controls to be included
- *Delivery of goods and mail*: adopt current Auburn controls LGA wide

Item No: C11/19-287

## **PROPOSED EMPLOYMENT PLANNING CONTROLS FOR INCLUSION IN THE NEW CUMBERLAND DEVELOPMENT CONTROL PLAN**

Responsible Division: Environment & Planning  
Officer: Director Environment & Planning  
File Number: S-5750-01  
Community Strategic Plan Goal: *A resilient built environment*

### **SUMMARY**

---

The preparation of a new Cumberland Development Control Plan (DCP) is underway, with the focus on harmonising the planning controls of the three DCPs in operation across Cumberland into a single set of detailed planning controls under a comprehensive DCP.

This report outlines some of the proposed planning controls to be included in the new Cumberland DCP. It recommends that Council endorse the planning approach for employment planning controls in the Cumberland area. This information will be included in the draft new Cumberland DCP that is currently being prepared.

### **RECOMMENDATION**

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**That Council:**

- 1. Endorse the planning approach to controls for employment development in the Cumberland area, as provided in Attachment 1; and**
- 2. Note that the above items will be included in the draft Cumberland Development Control Plan.**

### **REPORT**

---

#### ***Background***

Cumberland Council is currently operating under three separate sets of planning controls, known as a Development Control Plans (DCP), which are available on Council's website. The current approach does not provide an integrated planning framework for the Cumberland areas, with inconsistent planning controls in place, and is not aligned to current strategic plans and policies from Council and the NSW Government.



## ***New Cumberland Development Control Plan (DCP)***

The preparation of a new Cumberland DCP will complement the work being undertaken on the new Cumberland LEP, by providing more detailed planning controls for development in the area. This report focuses on proposed employment planning controls within the new Cumberland DCP, as shown in Figure 1.



Figure 1: Proposed Planning Controls Covered in Council Report

### ***Part D – Development in the Employment Zones***

This part of the DCP contains the controls which apply to all employment development within the IN1 General Industrial zone and IN2 Light Industrial zone. It also covers commercial/business development (such as neighbourhood shops) where these are a permitted use under the Local Environmental Plan, as well as emerging industries and innovation.

The DCP provides detailed design controls and development principles for a range of development types, including:

- Industrial development
- Employment and innovation lands

The recommended DCP controls address a range of general and locally specific matters that are not covered by mandatory provisions in relevant SEPPs, Codes and/or Guidelines (e.g. SEPP (Exempt and Complying Development Codes)).

Site specific controls for employment precincts in existing DCPs will be carried over into the new DCP, as previously resolved by Council (C10/19-248).

The DCP will also support the strategic directions and land use planning framework identified in the Council adopted *Cumberland Employment and Innovation Lands Strategy*.

The DCP review will result in consistent controls applied across Cumberland. This report recommends that Council adopt the planning approach to these parts as outlined in Attachment 1.

### **Next Steps**

Subject to endorsement, the proposed planning controls will be included in the draft Cumberland DCP. The draft new Cumberland DCP will be provided for consideration by Council in late 2019 or early 2020 prior to proceeding to public exhibition.

## **COMMUNITY ENGAGEMENT**

---

Consultation will be undertaken on the draft new Cumberland DCP, and this is anticipated to occur in early 2020.

## **POLICY IMPLICATIONS**

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The preparation of the Cumberland DCP supports the new Cumberland Local Environmental Plan, which is required under the *Environmental Planning and Assessment Act 1979*. The Cumberland DCP will also align with the strategic directions outlined in Council's Community Strategic Plan and Cumberland 2030: Our Local Strategic Planning Statement.

## **RISK IMPLICATIONS**

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The preparation of a new Cumberland DCP is designed to align with the milestones on work for the new Cumberland Local Environmental Plan, which is required to be completed by mid-2020. The release of funds from the grant is also linked to these milestones. Endorsement of the proposed planning controls will assist Council in meeting these milestones.

## **FINANCIAL IMPLICATIONS**

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Work undertaken on the Cumberland DCP, including analysis, document preparation and planned community consultation activities, will be funded from the accelerated Local Environmental Plan Funding Grant provided by the NSW Government.

## CONCLUSION

---

The preparation of a new Cumberland Development Control Plan (DCP) is underway. This report outlines some of the proposed planning controls to be included in the new Cumberland DCP. It recommends that Council endorse the planning approach for employment development controls in the Cumberland area. This information will be included in the draft Cumberland DCP that is currently being prepared.

## ATTACHMENTS

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1. Proposed Employment Planning Controls [↓](#) 

DOCUMENTS  
ASSOCIATED WITH  
REPORT C11/19-287

Attachment 1  
Proposed Employment Planning  
Controls







## Cumberland Development Control Plan

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## Part D

# Development in the Employment Zones

### Industrial

#### Auburn DCP Contents

- 1.0 Introduction
- 2.0 Built form
- 3.0 Streetscape and urban character
- 4.0 Landscaping
- 5.0 Access and car parking
- 6.0 Stormwater drainage
- 7.0 Energy efficiency and water conservation
- 8.0 Operational restrictions
- 9.0 Subdivision
- 10.0 Newington Business Park provisions

#### Holroyd DCP Contents

- Introduction
- 1. Subdivision
- 2. Design Guidelines
  - 2.1. Site Area, Frontage and Gross Floor Area
  - 2.2. Site Layout
  - 2.3. Amenity Impacts on Nearby and Adjoining zones
  - 2.4. Building Design and Appearance
  - 2.5. Setbacks
  - 2.6. Parking and Vehicular Access
  - 2.7. Road Design and Construction within Industrial Zones
  - 2.8. Fences
- 3. Landscaping of Industrial Sites
- 4. Retail & Commercial uses in Industrial Zones
- 5. Pollution Control
- 6. Factory Units
- 7. Prospect Creek
- 8. Planning Controls for Sex Services Premises
  - 8.1. Location, Access and Layout
  - 8.2. Parking
  - 8.3. Hours of Operation
  - 8.4. Security and Public Safety
  - 8.5. Health and Building
- 9. Yennora Distribution Park
  - Introduction
  - Appendix 1: Site Plan for Yennora Distribution Park
  - Appendix 2: Remnant Vegetation Areas in Yennora Distribution Park



## Part D

# Development in the Employment Zones

### Industrial

#### Recommendation:

- Adopt the Codes SEPP where it relates to this form of development.
- Specific DCP controls for industrial development, including urban design and architectural form, passive design, parking, loading and access, landscaping, fencing and signage, operational management and environmental management.
- Content to reflect site specific or industry use where appropriate, including freight and logistics warehousing, general and light industrial, research and development, service industrial, artisan industry and business parks.

#### Current position

- Holroyd and Auburn DCPs have specific sections containing controls for industrial development.
- Parramatta does not have a specific industrial controls section but does set out specific building envelope requirements.

#### Key considerations

- There are no mandatory controls for industrial development.
- The Codes SEPP allows some forms of complying industrial development which gives a framework for the different elements of controls.
- Alignment with *Cumberland Employment and Innovation Lands Strategy*.





## Part D

### Development in the Employment Zones

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#### Industrial

##### Mandated development controls

- Nil

##### Additional provisions in DCP

- *Urban design and architectural form (by industrial use):* setbacks, streetscape character, siting, site analysis, built form controls, external material/colour controls, height plane controls and entrance treatment
- *Passive design:* solar access and visual impact
- *Parking, loading and access:* vehicular access, loading requirements, car parking design, road design and construction, and traffic and transport management
- *Landscaping:* minimum 10% landscaping requirement, public realm improvements, greening, biodiversity, trees and storage areas
- *Safety and security:* crime prevention (including for staff), signage
- *Fencing:* Auburn DCP controls
- *Operational management:* hours of operation for industrial and retail uses within industrial zones, hazardous goods and chemicals, noise, staff amenities, and plan of management
- *Environmental management:* water management, air quality, waste, contamination, sustainability, energy efficiency, and stormwater



## Part D

# Development in the Employment Zones

### Employment and innovation

#### Recommendation:

- Additional guidance to support the *Cumberland Employment and Innovation Lands Strategy*, including emerging and innovation industries, and enhance employee amenity.

#### Current position

- *Cumberland Employment and Innovation Lands Strategy* was adopted by Council on 1 May 2019.
- Strategy is supported by the Land Use Planning Framework which outlines actions for each identified employment precinct.

#### Key considerations

- Alignment with *Cumberland Employment and Innovation Lands Strategy* and the associated Land Use Planning Framework.
- The Strategy seeks to target specific industry sectors in identified locations, with industries to be attracted and retained through DCP measures including:
  - amenities and support services available,
  - traffic and access considerations,
  - enhance amenity
  - avoid land use conflict
- The Parramatta Road Urban Transformation Strategy outlines some amenity and public domain improvements in this area.
- Support sustainable employment zones by continuing to mitigate land use conflict and manage potential impacts.



## Part D

# Development in the Employment Zones

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### Employment and innovation

#### Mandated development controls

- Nil

#### Additional provisions in DCP

- *Emerging and innovation industries*: provide active and private access and transport options with associated facilities, hours of operation to support flexibility and be sustainable for industry activity, improve land use transition with adjoining zones by measures such as buffers, review and enhance environmental impact management (eg noise, light).
- *Employee amenity*: provide areas of green (open) space with seating; landscaping requirements; building setback requirements to improve visual aspect and provide buffers between activities and the public domain; provision of pedestrian connections between employment precincts, key public transport nodes and surrounding centres

Item No: C11/19-288

## **RESPONSE TO NOTICE OF MOTION - WESTMEAD RESIDENTIAL PARKING SUPPLY**

Responsible Division: Works & Infrastructure  
Officer: Director Works & Infrastructure  
File Number: T-28-02/08  
Community Strategic Plan Goal: *A great place to live*

### **SUMMARY**

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This report provides a response to the Notice of Motion (C09/19-207, Min.681) seeking information with regards to the residential parking supply in Westmead.

### **RECOMMENDATION**

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**That Council note the information contained in the report.**

### **REPORT**

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At Council's meeting of 4 September 2019, Council resolved the following (C09/19-207, Min.681):

*"That Council:*

- 1. Receive a report on the current supply and status of the existing residential parking scheme and timed limited on street parking within the Westmead precinct East and West of Hawkesbury Road.*
- 2. That Council undertake a parking survey in the streets between Hawkesbury Road, Bridge Road, Church Avenue and the Great Western Highway Westmead, identifying the saturation rate, usage and the number of available on street car parking spaces.*
- 3. That the report include, if feasible, opportunities to improve on street car parking for residents."*

Following receipt of this resolution Council staff undertook a survey of the on-street parking supply in Westmead in accordance with the resolution, the results of which are provided in the following tables. The information contained within Table 1 highlights the northern kerb line of Alexandra Avenue west of Hawkesbury Road and southern kerb line of Alexandra Avenue east of Hassall Street, have unrestricted parking totalling 100 spaces which is not part of the Residential Parking Scheme (RPS). Councils onsite assessment indicates that this area is generally filled during the day



by commuters using Westmead Railway Station however becomes available for residential parking at night.

With the exception of Parkside Lane (24 available on-street parking spaces) which was found to be fully parked during the night, all other streets subject to the RPS showed available capacity throughout the day and night.

**Table 1**

Westmead Existing "Resident Parking Scheme" Area							
Street Name	Available Parking Spaces	Parking occupancy					
		Mid Morning	Occupancy %	Mid Afternoon	Occupancy %	Night (9:00PM)	Occupancy %
Alexandra Avenue west of Hawkesbury Rd Northern side <i>Not part of the RPS</i>	85	85	100%	85	100%	25	29%
Alexandra Avenue west of Hawkesbury Rd Southern side	68	13	19%	17	25%	7	10%
Alexandra Avenue east of Hassal St Southern side <i>Not part of the RPS</i>	15	15	100%	15	100%	3	20%
Amos Street (part of)	71	22	31%	11	15%	13	18%
Austral Avenue	97	23	24%	30	31%	32	33%
Bailey Street	65	38	58%	40	62%	27	42%
Belgian Street	19	4	21%	7	37%	10	53%
Beryl Street	9	3	33%	2	22%	3	33%
Booth Street	52	38	73%	41	79%	16	31%
Bridge Road (part of)	6	3	50%	3	50%	3	50%
Church Avenue	44	0	0%	0	0%	5	11%
Drew Street	58	8	14%	7	12%	14	24%
Good Street (part of)	119	22	18%	19	16%	34	29%
Grand Avenue	107	21	20%	21	20%	20	19%
Hassall Street	44	25	57%	25	57%	13	30%
Hawkesbury Road (part of)	21	2	10%	6	29%	1	5%
Houison Street	126	22	17%	16	13%	31	25%
Joyner street	61	12	20%	9	15%	11	18%
Lichen Place	11	4	36%	4	36%	5	45%
Mimosa Street	38	8	21%	7	18%	9	24%
Moree Avenue	95	22	23%	17	18%	25	26%
Moss Place	10	3	30%	5	50%	6	60%
Mowle Street	58	23	40%	28	48%	34	59%
Oakes Street	20	6	30%	6	30%	13	65%
Parkside Lane	24	10	42%	13	54%	24	100%
Priddle Street	45	16	36%	10	22%	32	71%
Pye Street	52	9	17%	10	19%	13	25%
Telfer Place	24	3	13%	0	0%	12	50%
Thomas Clarke Street	23	3	13%	2	9%	5	22%
<b>TOTAL: RPS</b>	1367	363	27%	356	26%	418	31%
<b>Non RPS</b>	100	100	100%	100	100%	28	28%

Table 2 provides results of the survey for streets not currently part of the Westmead Residential Parking Scheme, the surveyed area is bound by Hawkesbury Road, Bridge Road, Church Avenue and Great Western Highway. These streets are also depicted in the map provided in Attachment 3.

The information contained within table 2 indicates that all streets within the survey area showed varying levels of available capacity throughout the day and night. The greatest occupancy throughout the day was found to be on Hawkesbury Road (94%) where 34 unrestricted angle parking spaces are provided south of Church Avenue, adjacent to the Oakes Centre Shopping area. This parking occupancy reduces to 35% at night, indicating that the parking spaces cater for the shopping centre customers during commercial hours of operation.

Other analysis from this table highlights that Jessop Place has 5 available on-street parking spaces servicing the 7 houses that front that street. Whilst parking occupancy was found to be low during the daytime period, the parking capacity was found to be 80% during the night when residents are assumed to have returned home from work.

**Table 2**

Westmead Area bound by Hawkesbury Road, Bridge Road, Church Avenue & Great Western Highway							
Street Name	Available Parking Spaces	Parking Occupancy					
		Mid Morning	Occupancy Percentage	Mid Afternoon	Occupancy Percentage	Night (9:00PM)	Occupancy Percentage
Bridge Road (part of)	114	46	40%	49	43%	47	41%
Curtin Place	8	0	0%	0	0%	2	25%
Euralla St	3	1	33%	0	0%	2	67%
Fenwick Place	14	8	57%	7	50%	3	21%
Gowrie Crescent	63	2	3%	4	6%	1	2%
Hawkesbury Road - Angle parking south of Church Avenue. <i>Angle Parking area</i>	34	32	94%	32	94%	12	35%
Hawkesbury Road south of Church avenue except the angle parking	53	26	49%	24	45%	7	13%
Jessop Place	5	1	20%	1	20%	4	80%
Nolan Crescent	28	12	43%	13	46%	7	25%
Macarthur Crescent	41	9	22%	13	32%	9	22%
School Parade	77	18	23%	18	23%	22	29%
Toohey Avenue	39	6	15%	7	18%	4	10%
Westville Place	7	0	0%	0	0%	0	0%
TOTAL:	486	161	33%	168	35%	120	25%

Table 3 provides information relating to the number of permits issued throughout the Westmead RPS area, for the 2018/19 period.

The data within this table confirms that with the exception of Moss Place and Parkside Lane, the number of permits issued for the 2018/19 period was well below the available parking spaces available on all streets throughout the existing RPS area. In the case of Parkside Lane, it has previously been identified that this situation results in 100%

parking occupancy at night when residents are assumed to have returned home from work.

**Table 3**

Westmead Existing "Resident Parking Scheme" Area		
Street Name	Available Parking Spaces	Permits issued 2018/19
Alexandra Avenue west of Hawkesbury Rd Northern side	85	N/A
Alexandra Avenue west of Hawkesbury Rd Southern side	68	11
Alexandra Avenue east of Hassal St Southern side	15	N/A
Amos Street (part of)	71	27
Austral Avenue	97	22
Bailey Street	65	33
Belgian Street	19	6
Beryl Street	9	6
Booth Street	52	5
Bridge Road (part of)	6	1
Church Avenue	44	3
Drew Street	58	18
Good Street (part of)	119	92
Grand Avenue	107	30
Hassall Street	44	33
Hawkesbury Road (part of)	21	14
Houison Street	126	33
Joyner street	61	6
Lichen Place	11	3
Mimosa Street	38	4
Moree Avenue	95	21
Moss Place	10	15
Mowle Street	58	29
Oakes Street	20	14
Parkside Lane	24	25
Priddle Street	45	20
Pye Street	52	18
Telfer Place	24	7
Thomas Clarke Street	23	5
<b>TOTAL:</b>	<b>1467</b>	<b>501</b>

In summary, Table 4 provides information on the survey findings:

**Table 4**

		Existing Westmead RPS area	Streets bound by Hawkesbury Rd, Bridge Rd, Church Ave and Great Western Highway
Total Parking Supply		1,367	486
Average % of parking Occupancy	Morning	27%	33%
	Afternoon	26%	35%
	Night	31%	25%
Maximum Occupancy % & street	Morning	73% in Booth Street	94% in Hawkesbury Rd (Angle parking)
	Afternoon	79% in Booth Street	94% in Hawkesbury Rd (Angle parking)
	Night	100% in Parkside Lane	80% in Jessop Place

The data within table 4 when analysed in conjunction with the other data contained within this report indicates that the number of available parking spaces throughout Westmead is considered adequate under the current arrangements. In this regard, the assessment undertaken by Council staff does not indicate a need to increase or improve on street parking within the surveyed area.

## COMMUNITY ENGAGEMENT

There are no consultation processes for Council associated with this report.

## POLICY IMPLICATIONS

There are no policy implications for Council associated with this report.

## RISK IMPLICATIONS

There are no risk implications for Council associated with this report.


## FINANCIAL IMPLICATIONS

There are no financial implications for Council associated with this report.


## CONCLUSION

Following the conclusion of Councils assessment of the surveyed area, the onsite parking supply at present has adequate capacity to handle the current demand from commuters and residents, any improvements to improve capacity for on street car parking is not warranted at this stage.

## ATTACHMENTS

1. Westmead RPS area West of Hawkesbury Road [!\[\]\(3292f5442e3b4027aa0bb60988f9fc82\_img.jpg\)](#) 
2. Westmead RPS area East of Hawkesbury Road [!\[\]\(655843b308847eeb6852edac6d504d04\_img.jpg\)](#) 



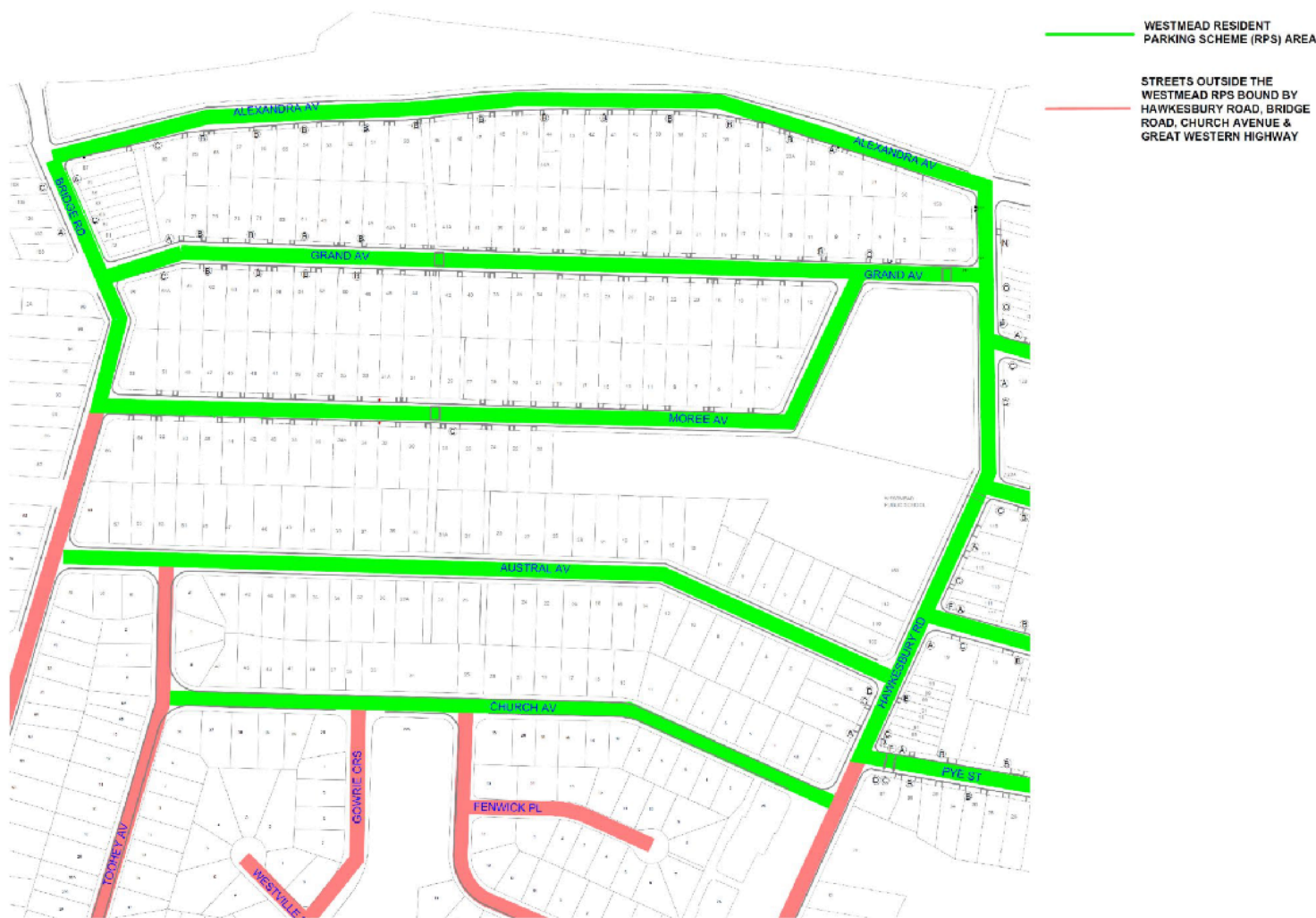
3. Area outside of Westmead RPS bound by Hawkesbury Road, Bridge Road, Church Avenue and the Great Western Highway [↓](#) 

DOCUMENTS  
ASSOCIATED WITH  
REPORT C11/19-288

Attachment 1  
Westmead RPS area West of  
Hawkesbury Road



Westmead Resident Parking Scheme (RPS) area West of Hawkesbury Road







DOCUMENTS  
ASSOCIATED WITH  
REPORT C11/19-288

Attachment 2  
Westmead RPS area East of  
Hawkesbury Road



[illegible]





DOCUMENTS  
ASSOCIATED WITH  
REPORT C11/19-288

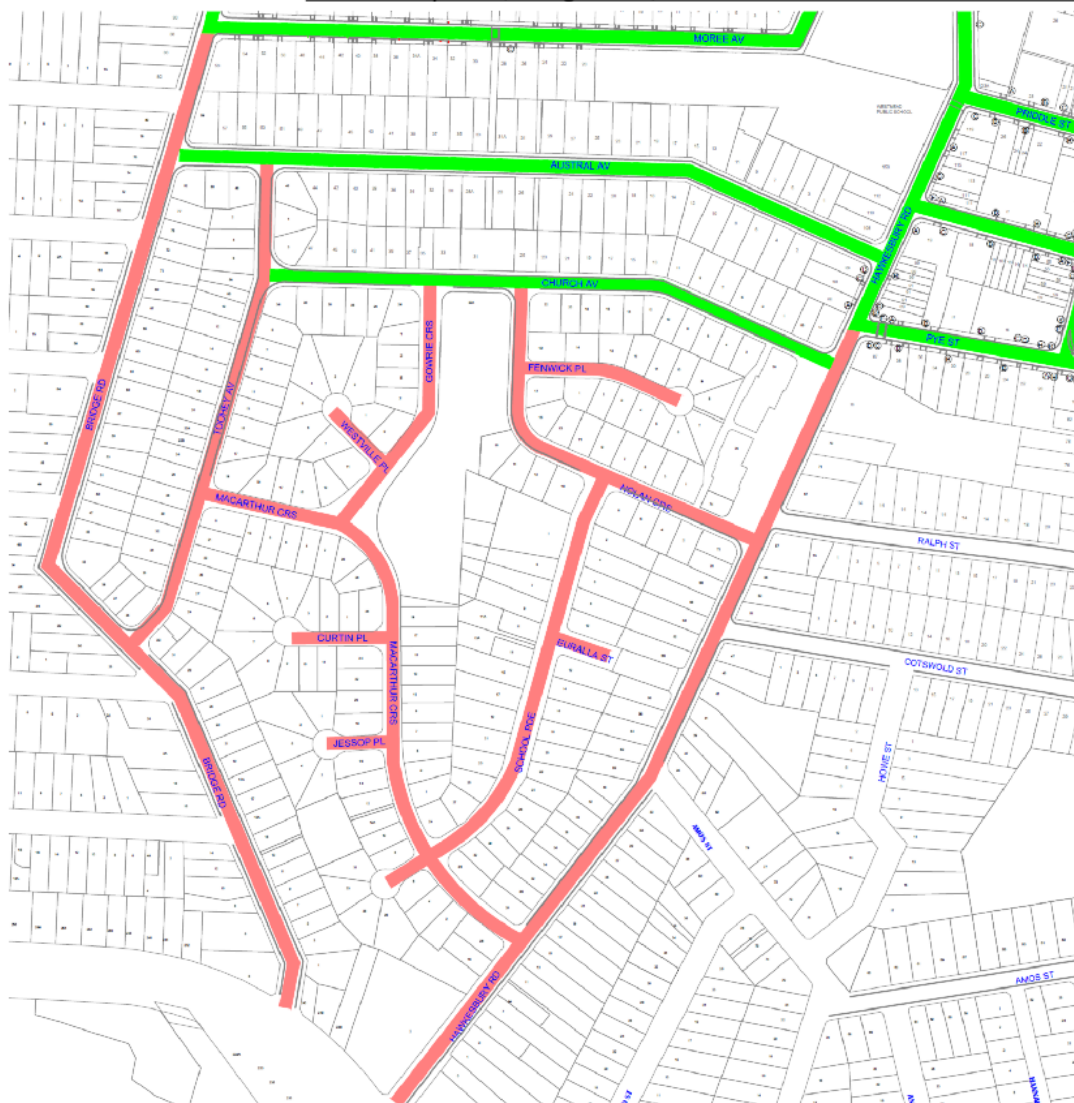
Attachment 3

Area outside of Westmead RPS  
bound by Hawkesbury Road,  
Bridge Road, Church Avenue and  
the Great Western Highway



**WESTMEAD RESIDENT  
PARKING SCHEME (RPS) AREA**

**STREETS OUTSIDE THE  
WESTMEAD RPS BOUND BY  
HAWKESBURY ROAD, BRIDGE  
ROAD, CHURCH AVENUE &  
GREAT WESTERN HIGHWAY**







Item No: C11/19-289

**NOTICE OF MOTION - REPRESENTATIVES ON THE BOARD FOR WESTERN SYDNEY REGIONAL ORGANISATION OF COUNCILS (WSROC)**

Councillor: Ned Attie and Eddy Sarkis  
File Number: SC483

**SUMMARY**

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Pursuant to Notice, Councillors Attie and Sarkis submitted the following Motion.

**NOTICE OF MOTION**

---

**That Council appoint Mayor Steve Christou along with Councillor Paul Garrard as Cumberland Council's representatives on the board for Western Sydney Regional Organisation of Councils (WSROC) and undertake the necessary notifications.**

**RESOURCING IMPLICATIONS**

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Nil

**GENERAL MANAGER ADVICE**

---

If approved, staff will advise WSROC of the resolution of Council and update these appointments.

**ATTACHMENTS**

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Nil



Item No: C11/19-290

## **NOTICE OF MOTION - YOUTH ADVISORY COMMITTEE**

Councillor: Ned Attie and Joseph Rahme  
File Number: SC483

### **SUMMARY**

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Pursuant to Notice, Councillors Attie and Rahme submitted the following Motion.

### **NOTICE OF MOTION**

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**That Council abolish the Youth Advisory Committee and take the necessary process of notification of members and public if required.**

### **RESOURCING IMPLICATIONS**

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Nil

### **GENERAL MANAGER ADVICE**

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If approved, staff will advise Youth Advisory Committee members of the resolution of Council.

### **ATTACHMENTS**

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Nil





Item No: C11/19-291

## **NOTICE OF MOTION - COUNCILLOR REPRESENTATIVES IN VARIOUS COUNCIL COMMITTEES**

Councillor: Ned Attie and Joseph Rahme  
File Number: SC483

### **SUMMARY**

Pursuant to Notice, Councillors Attie and Rahme submitted the following Motion.

### **NOTICE OF MOTION**

**That Council:**

- 1. Amend the Councillor members represented in the various Council Committees to reflect the following table; and**

<b>Committees</b>	<b>Councillors</b>
Audit, Risk and Improvement Committee	Councillor Rahme Councillor Zaiter
Traffic Committee	Councillor Garrard Councillor Sarkis
Floodplain Committee	Councillor Christou Councillor Sarkis
Aboriginal and Torres Strait Islander Consultative (ATSIC) Committee	Councillor Christou Councillor Attie
Events Committee	Councillor Rahme Councillor Attie
Access & Safety Committee	Councillor Christou Councillor Zreika
Heritage Committee	Councillor Garrard Councillor Attie
Wentworthville Community Garden Committee	Councillor Zaiter

- 2. Notify all relevant committee members of the changes.**

**RESOURCING IMPLICATIONS**

---

Nil

**GENERAL MANAGER ADVICE**

---

If approved, staff will advise the relevant committee members of the resolution of Council and update these appointments.

**ATTACHMENTS**

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Nil

Item No: C11/19-292

## **NOTICE OF MOTION - CHANGES TO THE CUMBERLAND COUNCIL INDEPENDENT HEARING AND ASSESSMENT PANEL (CIHAP) POLICY**

Councillor: Ned Attie and Eddy Sarkis  
File Number: SC483

### **SUMMARY**

---

Pursuant to Notice, Councillors Attie and Sarkis submitted the following Motion.

### **NOTICE OF MOTION**

---

**That Council:**

- 1. Change the name of the Cumberland Council Independent Hearing And Assessment Panel (CIHAP) Policy to become the Cumberland Local Planning Panel (CLPP) Policy;**
- 2. Replace all reference to Cumberland Council Independent Hearing and Assessment Panel Policy within the policy to Cumberland Local Planning Panel Policy;**
- 3. Replace all reference to "CIHAP" within the policy to "CLPP"; and**
- 4. Amend the relevant internal policy and subsequent delegation to refer Development Applications to the Cumberland Local Planning Panel when more than 10 objections are received in accordance with the Local Planning Panels Direction - Development Applications Schedule 1, Clause 2 (b) as provided by a Ministerial direction in accordance with section 9.1 of the Environmental Planning and Assessment Act 1979.**

### **RESOURCING IMPLICATIONS**

---

This motion can be delivered utilising existing staff resourcing.

### **GENERAL MANAGER ADVICE**

---

Staff will address points 1-3 of the Notice of Motion regardless, as these are minor/administrative changes which are to be undertaken.

Should Council support this motion, Council will make the necessary changes to ensure that any Development Applications being referred to the CLPP are in accordance with the Ministerial Direction.



**ATTACHMENTS**

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Nil

Item No: C11/19-293

## **NOTICE OF MOTION - NEW GLASGOW PARK**

Councillor: Joseph Rahme and Paul Garrard  
File Number: SC493

### **SUMMARY**

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Pursuant to Notice, Councillors Rahme and Sarkis submitted the following Motion.

### **NOTICE OF MOTION**

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#### **That Council:**

- 1. Name the newly constructed children's playground in New Glasgow Park on Factory Street Granville to Quanne Diec Memorial playground; and**
- 2. Construct a small remembrance monument (or similar) dedicated to Quanne Diec within the New Glasgow Park.**

### **RESOURCING IMPLICATIONS**

---

This report can be prepared utilising existing Council resources.

### **GENERAL MANAGER ADVICE**

---

Council staff will undertake community consultation in relation to the naming of the Children's playground and provide a report to Council for consideration in April 2020.

### **ATTACHMENTS**

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Nil