

CUMBERLAND CITY COUNCIL

Council Meeting

Wednesday, 17 February 2021 at 6:30pm

Cumberland City 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 Joseph Rahme | 0418 995 471 | Joseph.Rahme@cumberland.nsw.gov.au |
| Clr Ola Hamed | 0405 070 007 | Ola.Hamed@cumberland.nsw.gov.au |
| Greystanes Ward | | |
| Clr Eddy Sarkis (Deputy Mayor) | 0418 306 918 | Eddy.Sarkis@cumberland.nsw.gov.au |
| Clr Greg Cummings | 0417 612 717 | Greg.Cummings@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 |
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| South Granville Ward | | |
| Clr Paul Garrard | 0414 504 504 | Paul.Garrard@cumberland.nsw.gov.au |
| Clr Tom Zreika | 0400 805 303 | Tom.Zreika@cumberland.nsw.gov.au |
| Clr Glenn Elmore | 0418 459 527 | Glenn.Elmore@cumberland.nsw.gov.au |
| Wentworthville Ward | | |
| Clr Michael Zaiter | 0418 432 797 | Michael.Zaiter@cumberland.nsw.gov.au |
| Clr Suman Saha | 0419 546 950 | Suman.Saha@cumberland.nsw.gov.au |
| Clr Lisa Lake | 0418 669 681 | Lisa.Lake@cumberland.nsw.gov.au |

For information on Council services and facilities please visit www.cumberland.nsw.gov.au



ORDER OF BUSINESS

| 1 | Opening Pra | yer / Acknowledgement of Country / National Anthem |
|----|--------------------|--|
| 2 | Notice of Liv | ve Streaming of Council meeting |
| 3 | Apologies / | Requests for Leave of Absence |
| 4 | Declarations | of Pecuniary & Non Pecuniary Conflicts of Interest |
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| | Nil | |
| 10 | Reports of C | Council Committees |
| | Nil | |
| 11 | Motions Pur | suant to Notice |
| | Nil | |



12 Notices of Rescission

Nil

13 Questions on Notice

Nil

14 Closed Session Reports

C02/21-682 Local Infrastructure Contributions on Complying Development Certificate for 25 Daniel Street, Granville

Note: Included in Closed Council in accordance with Section 10A(2)(b) of the Local Government Act as the information involves discussion in relation to the personal hardship of a resident or ratepayer.

C02/21-683 Proposed New Council Administration Building - Completed Feasibility Study

Note: Included in Closed Council in accordance with Section 10A(2)(d)(iii) of the Local Government Act as the information involves information that would, if disclosed, reveal a trade secret.

15 Other / General Matters

16 Close



Item No: C02/21-674

MINUTES OF THE ORDINARY MEETING OF COUNCIL - 03 FEBRUARY 2021

Responsible Division: Finance & Governance

Officer: Director Finance & Governance

RECOMMENDATION

That Council confirm the minutes of the Ordinary Meeting of Council held on 03 February 2021.

ATTACHMENTS

1. Draft Minutes - 3 February 2020 J

DOCUMENTS ASSOCIATED WITH REPORT C02/21-674

Attachment 1 Draft Minutes - 3 February 2020





Minutes of the Council Meeting 3 February 2021

Present:

Steve Christou (Mayor) Councillor Eddy Sarkis (Deputy Mayor) Councillor Ned Attie Councillor

George Campbell Councillor (via web conferencing)

Greg Cummings Councillor Glenn Elmore Councillor Paul Garrard Councillor Ola Hamed Councillor Kun Huang Councillor Lisa Lake Councillor Councillor Joseph Rahme Suman Saha Councillor Michael Zaiter Councillor

Tom Zreika Councillor (via web conferencing)

Hamish McNulty General Manager

Melissa Attia Director Community & Organisation Development

Daniel Cavallo Director Environment & Planning
Richard Sheridan Director Finance & Governance
Brendan Govers Acting Director Works & Infrastructure

Also Present:

Charlie Ayoub Executive Manager Corporate Services

Colin McFadzean General Counsel

Carol Karaki Senior Coordinator Governance & Civic Events

Olivia Shields Senior Governance Officer

The Mayor, Councillor Christou declared the meeting open at 6:33pm.

Opening Prayer

The opening prayer was read by Reverend Brian Rensford from Holroyd New Life Church.

Acknowledgement of Country

The Mayor, Councillor Christou read 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

There were no declarations of interest.

Confirmation of Minutes

Min.1002 C02/21-663 Minutes of the Ordinary Meeting of Council - 16
December 2020

Resolved (Attie/Cummings)

That Council confirm the minutes of the Ordinary Meeting of Council held on 16 December 2020.

Min.1003 MM02/21-51 Mayoral Minute – Update on Maintenance of Grave – Arthur Todd Holroyd

Resolved (Christou)

That Council:

- Endorse the Mayoral Minute, noting the action undertaken; and
- Commit to the annual upkeep of the site, at a cost of \$165 per annum, funded by Council's maintenance budget.

Min.1004 Matter of Urgency – Councillor Sarkis

Resolved (Sarkis/Cummings)

That in accordance with Clause 9.3(b) of the Cumberland City Council Code of Meeting Practice, Standing Orders be suspended to permit the Matter of Urgency in relation to increasing Police patrols in the Pemulwuy area.





Min.1005 Matter of Urgency – Police Patrols in Pemulwuy Area

Resolved (Sarkis/Cummings)

That Council lobby the Local State Members, write to the NSW Premier and the NSW Police to increase Police patrols in the Pemulwuy area due to recent events of break and enters and children being approached by strangers.

Min.1006 Resumption of Standing Orders

Resolved (Sarkis/Zaiter)

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

Public Forum:

Speakers on Items on the Council Meeting Agenda

| Speaker | Item # | Suburb |
|-------------------|---|------------|
| Mrs Julie Overton | C02/21-672 Response to Notice of Motion - Skate | Greystanes |
| | Park in Greystanes | |

Min.1007 Suspension of Standing Orders

Resolved (Sarkis/Garrard)

That in accordance with Clause 8.2 of the Code of Meeting Practice, Council suspend standing orders to allow Item C02/21-672 to be brought forward for consideration at this time of the Meeting.

Min.1008 C02/21-672 Response to Notice of Motion - Skate Park in Greystanes

Resolved (Sarkis/Cummings)

That Council receive and note the report.

Carried Unanimously

Min.1009 Items by Exception

Resolved (Sarkis/Cummings)

That Council adopt items C02/21-665, C02/21-666 and C02/21-668 on the Council Agenda in bulk as per the recommendations in the reports.





Min.1010

C02/21-665 Investment Report - December 2020

Resolved (Sarkis/Cummings)

That Council receive the 31 December Investment Report.

Min.1011 C02/21-666 Council Meeting Schedule 2021

Resolved (Sarkis/Cummings)

That Council adopt the Council Meeting Schedule as outlined in the report.

Min.1012 C02/21-668 Report on Outstanding Council Resolutions

Resolved (Sarkis/Cummings)

That Council receive the report.

Min.1013 C02/21-664 Disability Inclusion Action Plan 2017-2021 Progress Report

Resolved (Lake/Saha)

That Council:

- Receive and note the progress report on the implementation of the Cumberland Disability Inclusion Action Plan 2017-2021.
- 2. Note the new deadline for the development of a new Disability Inclusion Action Plan to be 1 July 2022; and
- Receive and note the extension of the current Cumberland Disability Inclusion Action Plan for one year to 30 June 2022.

C02/21-665 Investment Report - December 2020

This item was dealt with earlier in the meeting.

C02/21-666 Council Meeting Schedule 2021

This item was dealt with earlier in the meeting.





Min.1014 C02/2

C02/21-667 Update on Approved Mayoral Community Fund Applications

Resolved (Sarkis/Cummings)

That Council receive the report.

C02/21-668 Report on Outstanding Council Resolutions

This item was dealt with earlier in the meeting.

Min.1015 C02/21-669 Bi-Annual Report on Councillor Expenses and Facilities

Resolved (Hamed/Elmore)

That Council:

- 1. Receive the information contained in this report; and
- Place a copy of the Councillor Expenses and Facilities Expenditure included under Attachment 1 of this report on Council's website in accordance with clause 15.2 of the Councillor Expenses and Facilities Policy.

Min.1016 C02/21-670 Finalised Internal Audit into Councillor Expenses

Resolved (Attie/Garrard)

That Council:

- Receive the report.
- Note the General Manager will immediately implement the recommendations of the report.

During the consideration of this item, Councillor Hamed raised a point of order in accordance with clause 10.22 of the Code of Meeting Practice advising that she had been misrepresented by Councillor Zaiter in his comments regarding her expense claims. The Mayor, Councillor Christou ruled against her point of order.

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, Hamed,

Huang, Lake, Rahme, Saha, Sarkis, Zaiter and

Zreika.

Councillor(s) Against the Motion: Campbell and Elmore.

Councillor Rahme left the Meeting at 7:59pm and returned to the Meeting at 8:02pm during the consideration of this item.





Councillor Garrard left the Meeting at 8:00pm and returned to the Meeting at 8:02pm during the consideration of this item.

Min.1017 C02/21-671 Outcome of Lease Negotiations - Oriole Park Site

Motion (Elmore/Campbell)

That Council:

- Enter into an Agreement for Lease with West Sydney Wolves over the site area outlined in this report for a period of 18 months, contingent on funding being sought to deliver the project based on an approved program of works and relevant planning approvals.
- Delegate authority to the General Manager to finalise the agreement documentation.
- Consider a long term lease further once a Plan of Management has been adopted for the site.

Amendment (Zreika/Attie)

That Council:

- Enter into an Agreement for Lease with West Sydney Wolves over the site area outlined in this report for a period of 18 months per the amount in point 2, for a facility generally consistent with their EOI submission, contingent on funding being sought to deliver the project based on an approved program of works and relevant planning approvals.
- Subject to point 1 and a Plan of Management being adopted which incorporates the site, enter into a lease for 20 years with West Sydney Wolves for a commencing annual rent amount of \$505 per annum in lieu of the capital works program being undertaken; and
- Delegate authority to the General Manager to finalise the agreement documentation.

The Amendment moved by Councillor Zreika seconded by Councillor Attie on being Put was declared CARRIED.

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 Amendment: Attie, Christou, Cummings, Garrard, Rahme,

Sarkis, Zaiter and Zreika.

Councillor(s) Against the Amendment: Campbell, Elmore, Hamed, Huang, Lake and

Saha.

The Amendment moved by Councillor Zreika seconded by Councillor Attie then became the motion.





The motion moved by Councillor Zreika seconded by Councillor Attie on being Put was declared CARRIED to become the resolution of Council (as shown in the amendment).

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, Rahme,

Sarkis, Zaiter and Zreika.

Councillor(s) Against the Motion: Campbell, Elmore, Hamed, Huang, Lake and

Saha.

Councillor Saha left the Meeting at 8:36pm and returned to the Meeting at 8:40pm during the consideration of this item.

Councillor Cummings left the Meeting at 8:44pm and returned to the Meeting at 8:46pm during the consideration of this item.

Councillor Sarkis left the Meeting at 8:53pm and returned to the Meeting at 8:55pm during the consideration of this item.

Min.1018 Closed Session

Resolved (Attie/Sarkis)

At this stage of the meeting being 8:57pm, the Mayor advised that in accordance with Section 10a of the *Local Government Act 1993* the meeting would move into Closed Session, with the members of the press and public excluded from the closed session and access to the correspondence and reports relating to the items considered during the course of the closed session being withheld. This action was taken as the items listed were within the following provisions under Section 10a of the *Local Government Act:*-

- (2) The matters and information are the following:
- (d) commercial information of a confidential nature that would, if disclosed,
- (i) prejudice the commercial position of the person who supplied it.

Min.1019 Open Session

Resolved (Attie/Sarkis)

Council returned to Open Session at 9:04pm to resolve the below Confidential Item:

C02/21-673 Approval of Contract - Procurement Exemption





| Min.1020 | C02/21-673 Approval of Contract - Procurement Exemption |
|--------------|---|
| Resolved (| Garrard/Attie) |
| That Council | defer this matter for a workshop. |
| Carried Una | nimously |
| | |
| The Mayor, C | ouncillor Christou closed the meeting at 9:04pm. |
| | |
| Chairperson_ | General Manager |



Item No: C02/21-675

LEGAL REPORT

Responsible Division: General Manager Officer: General Manager

File Number: 2041456

Community Strategic Plan Goal: Transparent and accountable leadership

SUMMARY

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

RECOMMENDATION

That the report be received.

REPORT

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 1 February 2021. It does not capture changes that have occurred between that date and the date the report is considered by Council.

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

This is an information report with the legal register of current cases provided as a confidential attachment.

ATTACHMENTS

1. Legal report (confidential)



Item No: C02/21-676

QUARTER 2 PERFORMANCE REPORT ON THE OPERATIONAL PLAN 2020-21 AND QUARTERLY BUDGET REVIEW STATEMENT

Responsible Division: Community and Organisation Development

Officer: Director Community and Organisation Development

File Number: S-57-50

Community Strategic Plan Goal: Transparent and accountable leadership

SUMMARY

This report and attachments summarise the results of the Quarterly Budget Review Statement for Quarter 2, 2020-21. Also outlined in this report is an update for Council and the community on the progress made in implementing the activities outlined in the Operational Plan 2020-21.

Quarterly Budget Review Statement

As at the end of Quarter 2, Council is forecasting a recurring budget surplus of \$4.015m which after distribution is a break-even position for statutory reporting due to one-off losses in Federal Grants. This forecast assumes that current temporary and permanent savings measures continue and also that income estimates are realised. Should the estimates for either the income or expenditure differ significantly from the forecasts, it is highly likely that the unrestricted cash balance will return another negative result. The increase in the unrestricted cash is solely related to deferred capital investments from general fund which will need to be spent in future years.

In the context of the path of the pandemic and its significant impact on Council's income remaining largely unknown, there is really little room for movement with respect to the budget at this stage. This is due to the fact that the need to build Council's unrestricted cash reserves is ever-present but is heightened by the challenges of this crisis and the absence of any certainty about its impact on revenue in the short to medium term.

Considering this, it is imperative that the short- and medium-term measures identified as being necessary to achieve economic recovery continue and that the measures identified to address the budget pressures are implemented as a priority.

Progress Against Operational Plan Projects:

In total, 77% of Operational Plan projects for 2020-21 are running on track or were completed during the quarter. Of all the projects in the Operational Plan, 9 have been placed on hold and 3 have been discontinued, including one additional project recommended to be discontinued this quarter. The number of minor delays needing attention during the quarter was nil.



RECOMMENDATION

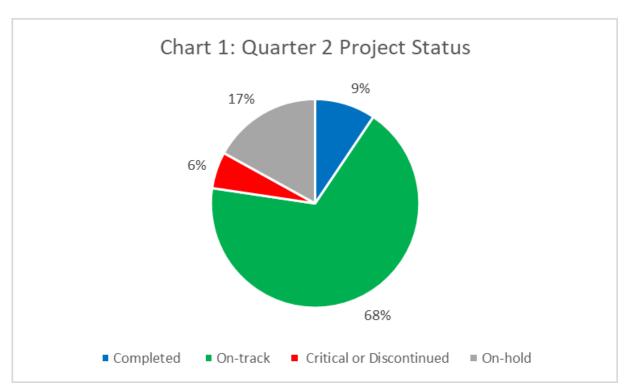
That Council:

- 1. Receive the report.
- 2. Approve the revised estimates of income and expenditure for 2019/20 contained in the Quarterly Budget Review Statement.
- 3. Discontinue 2 projects outlined in the report

REPORT

The Operational Plan 2020-21 identifies the key projects and programs planned for delivery throughout the year, as well as the allocated budget. These activities are in direct response to the strategic goals and community vision contained within the Community Strategic Plan 2017-27. The Quarter Two Performance Report highlights progress in implementing the planned activities over the period 1 October to 31 December 2020 and is provided under attachment 1 to this report.

The overall project status as at the end of the first quarter period is shown in Chart 1 below:



During the second quarter, 2 additional projects were completed which are:

- Civic Park and Pendle Hill Wetlands Masterplan and Development.
- Implement relevant actions identified under environmental strategies and plans.

During the second quarter, 2 additional projects were recommended to be discontinued.



The first for administrative reasons – The Completion of Granville Park Pavilion and Playing Surface Renewal Works. The project was repeated in two Service Areas and for greater statistical accuracy in reporting has been removed from one of them. This will not affect reporting on this project as it is still listed as the "Granville Park Pavilion" project in Service Area 2.

The second has resulted from a review of legacy activities in Council's record of previous plans and Council resolutions. The project "Auburn South Community and Recreation Centre Community Engagement" (Min.606) made at the Council Meeting on 17 July 2019, is recommended to be discontinued due to a lack of funding. This resolution was that Council:

- Receive and note the outcomes of the community engagement program undertaken to inform the development of the Auburn South Community and Recreation Centre
- 2. Proceed to the detailed phase for the new community facility
- 3. Exhibit the detailed design for public comment

While the first point above has been completed, points 2 and 3 are recommended to be discontinued, as there is no longer funding attached and the project does not exist in any current plan of Council. It would be futile to commence detailed plans or invite public comment for a project which Council has no money to fund.

Council has a total of 9 projects placed on hold in response to service impacts with the COVID-19 pandemic and resourcing constraints from the budget and staffing requirements. These projects included:

- Widening of Boundary Road / Wolumba Street Bridge, Regents Park.
- Investigate the widening of bridges over Duck River
- Design and acquisition for Merrylands Ring Road
- Develop Pedestrian Access Management Plan
- Improve customer satisfaction in open space provision and presentation
- Deliver a Play Space Infrastructure Plan
- Develop a plan for the upgrade of all public amenity blocks in Cumberland
- Prospect Hill Integrated Interpretation Plan
- Development Operations Program (including fire safety and external cladding).

COVID-19 Update

The following activities were undertaken throughout the quarter in response to the COVID-19 Pandemic:

- The Environmental Health team assisted NSW Health to address COVID-19 related concerns raised by the community.
- In response to the Berala and Wentworthville clusters, Council redirected staff from the Food Inspection Program to assist businesses in the Cumberland area with developing communications to food businesses around face mask use and QR Code requirements.



- Nutrition Services kitchen staff have returned to work at the Guildford Community Centre with new COVID-19 safe practices.
- Council meetings are adhering to the NSW Public Health Orders, and amendments made to maintain COVID safe practices.
- Education and Care Services has continued to provide educational services and programs online for children and their families.
- Council hosted the COVID safe Schools Expo 2020 across 4 schools, with 52 workshops held for 658 students over 4 days.
- Library Services developed and enhanced online programs for the community to enjoy, such as, Online story times and the Zoom Book Club.
- Library Services has created ongoing safe spaces for the dissemination of information and for public access to library spaces.

Highlights this Quarter:

- Over 500 attendees participated in the Christmas in the Gardens event, that was held in December at Auburn Botanic Gardens.
- 75% completion of new footpath construction Capital Works Program.
- Ministerial approval for the Draft Wyatt Park Plan of Management was received.
- Bush School Nature Play and Story Times has been extended to twice monthly due to community feedback and popularity.
- Keep Australia Beautiful Awards 2020, Council received the 'Highly Commended' award for 'Response to Climate Change Award' category for Benchmarking Urban Heat in Cumberland Study.
- Council hosted the NSW Keep Australia Beautiful Sustainable Cities Awards 2020 at The Granville Centre and was presented a Sustainable Cities Overall Finalist Award and a Highly Commended Award in the Response to Climate Change Category.
- Adoption of the Housing Strategy and Planning Agreements Policy.
- Council developed impounding tags for the placement of shopping trolleys that have been abandoned.
- Planning is underway for opening the Wentworthville Swimming Pool, which is 90% completed.
- Community centres are now operating to the pre-COVID levels and revenue targets are more in line with forecasts.

COMMUNITY ENGAGEMENT

The Quarter 2 Performance Report will be placed on the website for public viewing.

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

Whilst current budget forecasting sees Council realising a surplus of \$4.02m, it is important to note that surplus funds for general reserve is forecast to be a break even position, at best. This is due to the fact that the surplus will be distributed as follows: \$2m to the external waste reserve and \$1m in interest to the external reserve for developer contributions. The \$9m in improvements to the unrestricted cash is due to a \$9.1m reduction in general funded capital. The opening balance of unrestricted cash \$(3.361)m as at 30 Jun 2020 is now \$3.895m due to the significant reduction in capital expenditure. It should be noted that this money will need to be reinvested in the future as the measures which have had to be taken to achieve these results become a permanent saving in the future.

Whilst the measures being taken present important milestones in the journey towards Council's goal of achieving financial recovery demonstrated by a minimum \$10m unrestricted cash balance, these figures remain forecasts and it is important to note that at this stage, the unrestricted cash position is still volatile.

In view of this, it is critical that Council maintain the financial discipline and rigour which has been implemented over the last 12-18 months. These measures will need to be in place for at least the next 12-18 months and include no funding for new projects/services and a continuing concerted focus on the mid-term strategies outlined in the Long-Term Financial Plan.

The COVID-19 crisis is ongoing and has the potential to place additional pressures on Council's income which was included in the budget 20/21 and calculated prior to the onset of this crisis. Any further losses of income will significantly impact the financial recovery timeline. The fact that the potential for such losses remains largely unknown means continued vigilance is required to ensure any such losses will not spell disaster for Council due to the work being done now to create some buffer for such circumstances.

CONCLUSION

With respect to project delivery Council has begun the 2020-21 year well with most projects on track. Some projects are on hold, the majority of which have been carried over from the previous Operational Plans and have maintained their status.

Council's budget situation, however, continues to present challenges and continued scrutiny of expenditure and close monitoring of income is required to ensure that Council's plan to financial recovery in the medium to longer term remains on course to be achieved.

ATTACHMENTS

- 1. Quarter 2 Performance Report \downarrow
- 2. Q2 Financial Analysis J.
- 3. Q2 Quarterly Budget Review Statement 4.
- 4. Major Project Report Granville Stadium J.
- 5. Major Project Report Merrylands CBD Upgrade \downarrow



6. Major Project Report - Swim Centre Upgrades &

DOCUMENTS ASSOCIATED WITH REPORT C02/21-676

Attachment 1 Quarter 2 Performance Report



















Cumberland City Council

Quarter 2 Performance Report

October to December 2020

C02/21-676 – Attachment 1 Page 27



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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 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 second quarter (1 October 2020 - 31 December 2020), in implementing the Operational Plan 2020-21 which is year four of the Delivery Program 2017- 2021 (shown in the diagram below).



3



GUIDE TO READING THE QUARTERLY REPORT

There are two main sections in the Quarterly Report:

 The Service Area Status Update section is where Council provides a snapshot of the 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 helps 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 Performance Measures or Key Performance Indicators (KPI's).

PERFORMANCE MEASURES (KPI's)

| Performance Measure | Result |
|---|---|
| Performance Measure Indicator such as the number of attendees or the provision of programs. | The data relevant to the indicator measure. |

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

| Key Project | Responsible Officer | Project Status Update | Status |
|---|---|---|---|
| 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

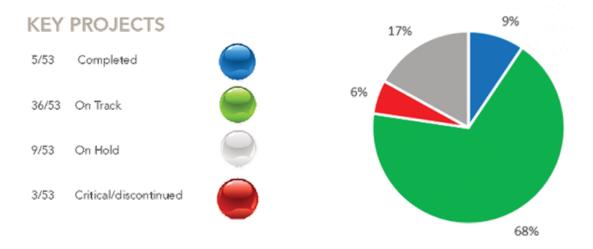


4



EXECUTIVE SUMMARY

At the end of Quarter 2, 77% of key projects were completed or on track. There were 9 projects placed on hold and 3 projects have been recommended to be discontinued.



COVID-19 Support during Quarter 2

To ensure the safety and well-being of the Cumberland area, wider community and public health, Council has undertaken the following activities in response to the COVID-19 Pandemic:

- The Seniors and Disability Team and Nutrition Services Team has developed and implemented new COVID-19 safe
 practices for hosting community events for the isolated elderly and seniors. Kitchen staff have also returned to the
 kitchen at Guildford Community Centres in a COVID-safe environment.
- · Education and Care Services have been providing online education support to children and their families
- The Environmental Health Team assisted NSW Health to address COVID-19 concerns raised by the community.
- In response to the Berala and Wentworthville COVID-19 clusters, Council redirected staff from the Food Inspection Program to assist businesses in the Cumberland area with developing communications to food businesses around face mask use and QR Code requirements.
- Council meetings have continued to adhere to NSW Public Health orders. The livestream meetings were modified to be engaging to the audience, captured all attendees and the recording of live minutes.
- Council hosted the COVID-19 safe Schools Expo 2020 across 4 schools, with 52 workshops held for 658 students over 4 days.
- Library Services has developed and enhanced its online programs (e.g. Zoom Book Club) and provided ongoing safe
 places across Council's library branches to maintain social distancing.
- Council issued a letter to all residents, which was translated into community languages, to reiterate the advice from NSW Health.
- Council continued to promote health messaging via our web and social media platforms.



HIGHLIGHTS THIS QUARTER

During the quarter, Council successfully delivered and implemented projects and programs across the Cumberland area. Some of these highlights included the following:

- Granville Centre Art Gallery opened in November 2020 with an inaugural exhibition Ngaliya Diyam, that means 'We are Here' in the language of traditional custodians the Darug people.
- Completion of 90% of the roads resealing Capital Works Program.
- Ministerial approval was recieved for the Draft Wyatt Park Plan of Management was received.
- Council's Environmental Programs received two awards for Greening our City
- Awarded \$60,000 to plant 2,500 trees across Cumberland to increase tree canopy cover.
- Awarded \$171,000 to build prototype green carpark at Holroyd Gardens to address urban heat and build community resilience.
- At the 2020 Keep Australia Beautiful Awards, Council was 'Highly Commended' under the 'Response to Climate Change Award' category for the Benchmarking Urban Heat in Cumberland Study.
- Council hosted the NSW Keep Australia Beautiful Sustainable Cities Awards 2020 at The Granville Centre and was
 presented a Sustainable Cities Overall Finalist Award and a Highly Commended Award in the Response to Climate
 Change Category.
- Additional grant funding was received from the NSW Government Community Recycling Centre (CRC) Program for the Mobile Community Recycling Service (problem waste collection). The funding was used to promote this service and to install 7 Problem Waste Small Drop Off Stations at Council's facilities.
- Council received Litter Grant funding from NSW EPA to install new bin infrastructure for Wentworthville and Lidcombe litter hotspots.
- Council Officer Gabrielle Whitbread was named Family Day Care Coordinator of the year for NSW/ACT.
- Adoption of the Housing Strategy and Planning Agreements Policy at Council.
- Daniel Cavallo, Director of Environment and Planning received a commendation of Planner of the Year from the Planning Institute of Australia.
- Completion of the annual Skin Penetration and Cooling Tower Programs.
- The Wentworthville Swimming Pool upgrade is 90% complete.
- Community centres are now operating at pre-COVID levels and are now meeting or exceeding revenue budget targets.



6



1. COMMUNITY PROGRAMS AND EVENTS

SERVICE AREA STATUS UPDATE

| | Granville Centre Art Gallery opened in November 2020. The Gallery opened with the inaugural exhibition Ngaliya Diyam, which means "We are Here' in the language of traditional custodians the Darug people. |
|------------------------------------|---|
| | The Granville Centre presented four live music sessions, as part of Great Southern Nights (GSN), an initiative of Destination NSW and the Australian Recording Industry Association (ARIA). Over 300 attendees experienced the live local performance. |
| | The Christmas in the Gardens event was hosted by Council and attended by over 500 attendees. The event was also livestreamed to online audiences. |
| | The Regents Park Pedestrian Subway Upgrade Project has been completed. The works included improved lighting, accessibility and mobility for prams and wheelchairs users and an established connection to an adjacent local park. |
| Key Achievements and Highlights | There were 5 Christmas lunches hosted by the Social Inclusion Team with COVID-19 safe practices. This enabled 93 isolated seniors to enjoy a festive meal with entertainment. |
| | There were 130 'Care Packs' containing a mask, sanitiser and notebook distributed to volunteers for their contribution and services for assisting the Seniors and Disability team. |
| | An extra 225 frozen meals were delivered to the community, to cover the Christma period closure. The total number of meals delivered over 3 days was 625. |
| | Nutrition Services kitchen staff were returned to the Guildford Community Centre in November, with new COVID safe practices in place. |
| | Suzanne Gatt received Council's Award of Excellence, for her outstanding work and in recognition for the delivery of COVID-19 Safe Cooking Lessons. |
| | Over 600 food hampers were handed out from AC4C and Guildford CC. |
| | The COVID-19 pandemic and Public Health orders, have adversely impacted Council's operations by: |
| Issues and Setbacks | Restricting the number of programs and services offered by the Seniors and Disability team, in return impacting revenue. However, the revised service delivery models and their implementation have ensured the Seniors and Disability Team car continue to increase participation in services and programs to contribute to both services and revenue. |
| | Staffing constraints which include a large number of volunteers that are unable to return to their roles because they fall in the vulnerable category will continue to impact resourcing as Council moves to reinstate services. |



1. COMMUNITY PROGRAMS AND EVENTS (CONTINUED)

PERFORMANCE MEASURES (KPIs)

| Performance Measure | Result Q1 | Result Q2 | |
|---|---|---|--|
| Percentage of community organisation satisfied with support and capacity building initiatives provided | N/A for this quarter | N/A this quarter | |
| Percentage of community reporting an improvement with their health and wellbeing after accessing Council's Aged and Disability Services | N/A for this quarter | N/A this quarter | |
| Number of customers accessing Council's Aged and Disability Services | 463 | 321 | |
| Number of transport trips provided to seniors | 390 | 400 | |
| Number of hours of social inclusion, individual and group support programs provided to seniors and people with a disability | 3,934 | 3,560 | |
| Number of meals provided by Cumberland's Nutrition Services to seniors and people with a disability | 11,515 | 10,156 | |
| Community satisfaction levels met with the provision of Aged and Disability N/A for this quarter. | | N/A this quarter. | |
| Percentage of young people participating in Council's youth programs who would recommend the program to another young person. (Average Target <75%) | 100% | 100% | |
| Percentage of Council's youth programs that involve youth participation in their planning | 100% | 100% | |
| Community Satisfaction levels met for Council festivals, events and programs delivered | None delivered during Q1 | 100% | |
| Number of visitors to staffed community centres (Auburn, Berala, Guildford) | Auburn Centre for Community: 11,401 visitors. Guildford Community Centre: 98,706 visitors. Berala Community Centre: 22,646 visitors. Granville Centre: No people Counter in place at Granville Centre. The Granville Centre Art Gallery - no visitors in Q1. | Granville Centre Art Gallery 700 visitors since opening November 6 2020. Auburn Centre for Community: 18,076 visitors. Guildford Community Centre: 1,595 visitors. Berala Community Centre: 6,274 visitors. Granville Community Centre: N/A for Q2, no counter installed. | |



1. COMMUNITY PROGRAMS AND EVENTS (CONTINUED)

KEY PROJECTS

| Key Project | Responsible Officer | Project Status Update | Status Q1 | Status Q2 |
|--|--|---|--------------|--------------|
| Deliver economic development initiatives to promote local economic growth | Director Environment and Planning | Council's economic development initiatives included: Preparation of an Economic Investment Prospectus Business Engagement in Town Centres Engagement: Shop Local Campaign Employ Local Campaign 6 information webinars | | |
| Peacock Gallery precinct artist studio project* | Director Community and Organisation Development | Renovation concepts refined by the Events and Culture team in preparation for the site to be used as an artist studio. Program development of artist program. | | |

^{*}Previously known as "Deliver the Peacock Gallery and Auburn Artist Studio expansion project". This project was scheduled for completion in 2019/20, and has been carried forward into 2020/21 due to a lack of funding.



Image: Gallery Event



2. ROADS, STORMWATER AND STREET CLEANING

| SERVICE AREA S | TATUS UPDATE |
|------------------------------------|--|
| Key Achievements and Highlights | 90% of roads resealing Capital Works complete. Major milestone achieved in Neil Street Drainage project with completion of electrical work on Neil Street. 75% of new footpath construction Capital Program completed. The modification of building structure at 219 Merrylands Road 95% complete. Design for Dellwood Street Streetscape Improvement project completed. Manufactured timber items for Granville Park Pavilion roof arrived on time from Italy despite COVID and design issues. |
| Issues and Setbacks | Wet weather delays in major projects. Contaminated liquids found during excavation of culvert on Neil Street. This will require further design work for culvert footing. Removal of contaminated liquids and modified footing will incur additional costs. Contaminated soil removal costs at Wentworthville Swim Centre during contruction. |

PERFORMANCE MEASURES (KPIs)

| Performance Measure | Result Q1 | Result Q2 | |
|--|------------|------------|--|
| Kilometres of local roads renewed | 2 km | 2.34 km | |
| Number of potholes repaired | 1,346 | 1,088 | |
| New footpath construction program completed | Nil | 3.45 km | |
| Maintenance inspections of roads | 10% | 50% | |
| Maintenance inspection of CBD/high profile footpaths (daily) | 100% | 100% | |
| Inspection of bridges | 31 | 24 | |
| Number of stormwater pits inspected | 10 | 20 | |
| Maintenance and cleaning of town centres | 100% daily | 100% daily | |
| Square metres of graffiti removed | 1,482 | 959 | |
| Number of instances of illegally dumped rubbish collected | 2,866 | 2,860 | |
| Number of clean up services provided | 12,744 | 12,389 | |



Image: Construction at Granville Park



2. ROADS, STORMWATER AND STREET CLEANING (CONTINUED)

KEY PROJECTS

| Key Project | Responsible Officer | Project Status Update | Status Q1 | Status Q2 |
|--|---|---|--------------|--------------|
| Investigate options for bridges over Woodville Road | Director Works and Infrastructure | Council is currently undertaking a strategic land use study of the Woodville Road corridor and the potential for a pedestrian bridge crossing at Woodville Road will be investigated by Council's Engineering team concurrently. | | |
| Widening of Hector Street Bride, Regents Park | Director Works and Infrastructure | Bridge works in progress. Project delayed due to Sydney Water's delay in providing necessary approvals. The expected likely completion date is April 2021. | | • |
| Widening of Boundary Road / Wolumba Street Bridge, Regents Park | Director Works and Infrastructure | This work will commence only after Hector Street bridge works are completed. | 9 | 9 |
| Merrylands CBD Revitalisation Project - Development | Director Works and Infrastructure | Contractor has been selected. Contractor will commence works on site (in McFarlane Street Park) once all approvals from Sydney Water have been obtained. This is likely to occur by the end of February 2021. Extensive community consultation has been carried out with shop owners and this will continue during all stages of the project. | | |
| Investigate options for bridges over Wellington Road | Director Works and Infrastructure | Discontinued in Q1. | | |
| Bridge Road Overbridge | Director Works and Infrastructure | Council Officers are providing advice on this project being undertaken by Sydney Trains in relation to the design impacts on Council infrastructure and the traffic impact on local roads during construction. | | |
| Granville Park Pavilion | Director Works and Infrastructure | Field Works: RMZ material being installed from 4 January 2020 and completion for mid-January 2021. Eastern and Northern mound construction nearing completion. Stadium: Second floor concrete slab has been poured and tensioned with form work stripped. Structural timber columns and rafters are being erected and due to be complete by February. Lower level services rough is underway with the erection of light weight wall frames. Grandstand seating will begin in the coming weeks, weather permitting. | | |
| Merrylands CBD Drainage | Director Works and Infrastructure | Neil Street Road and Drainage Works is 75% complete. Estimated date for completion is April 2021. | | |
| Investigate the widening of bridges over Duck River | Director Works and Infrastructure | This project has been identified in Council's Local Infrastructure Contributions Plan. This project is on hold until significant contribution is collected. | 0 | 0 |
| Design and acquisition for Merrylands Ring Road | Director Works and Infrastructure | The project is anticipated to commence late in the 2020-21 Operational Plan period during Q3 or Q4. | 9 | 0 |
| Develop Pedestrian Access Management Plan | Director Works and Infrastructure | The works are underway however not complete due to the impacts of COVID-19 on the pedestrian flow which will not represent accurate data. | 0 | 9 |

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3. PARKS AND RECREATION

| SERVICE AREA ST | TATUS UPDATE |
|------------------------------------|---|
| Key Achievements and Highlights | Greystanes Sportsground Playground opened. Unveiling of the Granville Park Heritage Interpretation signage. Installation of the new pedestrian bridge Duck River. Reopening Merrylands Community Garden following COVID-19 closure. Minister approval for Draft Wyatt Park Plan of Management received. |
| Issues and Setbacks | Ongoing adjustments to COVID- 19 Public Orders and social distancing rules. Continuing to plan for excessive leave clearing of staff, many critical roles impacted. |

PERFORMANCE MEASURES (KPIs)

| Performance Measure | Result Q1 | Result Q2 |
|--|---|--|
| Number of plans of management reviewed | 6 | 3 |
| | Open space projects completed - 10% | |
| | Works awarded or in progress – 20% | |
| Percentage of Capital Works and Park Renewal projects completed within the specified time and budget | • Evaluation stage – 20% | 100% |
| | RFQ/RFT Stage – 20% | |
| | Design/scoping stage 30% | |
| | Open Space: 3 network meetings. | |
| Number of organisational and network meetings attended | Recreational assets: 6 organisation meetings and 12 swim club meetings. | 6 |
| Amount of grant funding received annually for parks and recreation projects | \$50,000 | \$525,000 |
| Percentage increase in seasonal occupancy rates at sportsgrounds | Nil due to COVID-19 | 98% |
| Number of Council's representatives at sports club and local park committee meetings | Clubs: 16 Committees: 5 Bush care: 3 | Clubs: 9 Committees: 8 Bushcare: 9 |
| Number of Sports Forum and Recreation and Sport Advisory Panel (RSAP) meetings held | Nil due to COVID-19 | Nil due to COVID-19 |
| Number of work orders completed against amount recieved | 200/228 | 277/238 |



3. PARKS AND RECREATION (CONTINUED)

KEY PROJECTS

| Key Project | Responsible Officer | Project Status Update | Status Q1 | Statu: Q2 |
|--|---|--|--------------|--------------|
| Deliver Wyatt Park Plan of Management | Director Works and Infrastructure | Draft plan on public exhibition from 11 January to 14 February 2021 with a public hearing. | | |
| Complete Granville Park Pavilion and playing surface renewal works | Director Works and Infrastructure | Discontinued for administative reasons. Project has been repeated in 2 Service Areas. Project still appears in Service Area 2. | | |
| Improve customer satisfaction in open space provision and presentation | Director Works and Infrastructure | Placed on hold due to COVID-19. | 0 | 0 |
| Develop a Cumberland Synthetic Surfaces Plan | Director Works and Infrastructure | Preparation of draft document is underway. | | |
| Deliver a Play Space Infrastructure Plan | Director Works and Infrastructure | The Open Space and Recreation Strategy includes an action to deliver a Play Space Strategy. This strategy will consider the outcomes of the Open Space and Golf Course Review and Plan. This project would also benefit from a comprehensive community engagement process that would not be possible with the current COVID-19 restrictions. Therefore, the project has been recommended to be placed on-hold and in the 2021-22 Operation Plan. | 0 | 9 |
| Develop a plan for the upgrade of all public amenity blocks in Cumberland | Director Works and Infrastructure | Audit on condition of the parks amenity blocks will be carried out in the 2021/22 financial year with a view to formalise a generic parks amenity block design. This will reduce the time lost and costs in carrying out a bespoke design on each park's amenity block. | 9 | 9 |
| Commence a Sportsground Plan of Management Review Program | Director Works and Infrastructure | Planning phase completed. | | |
| Deliver an Urban Tree Strategy | Director Environment and Planning | Completed in Q1. | | |
| Implementation of Park Management Plan | Director Works and Infrastructure | Planning phase completed. | | |
| Deliver a Trails Strategy | Director Works and Infrastructure | Discontinued in Q1. | | |
| RAAF Stores Park - RAAF Stores Depot Memorial Plaques | Director Works and Infrastructure | Federal grant and Cumberland RSL funded. Engagement is ongoing with the project now at detailed design and costing. The existing structure will be demolished next quarter with new interpretive wall and landscape embellishment planned for quarter 3 in preparation for the ceremonial event in September 2021. | | |

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3. PARKS AND RECREATION (CONTINUED)

KEY PROJECTS (CONTINUED)

| Key Project | Responsible Officer | Project Status Update | Status Q1 | Status Q2 |
|--|---|---|--------------|--------------|
| Prospect Hill Integrated Interpretation Plan | Director Works and Infrastructure | NSW Office of Environment and Heritage grant placed on hold awaiting approval of the accessible pathway to Prospect Hill. | 0 | 0 |
| Civic Park and Pendle Hill Wetlands Masterplan and Development | Director Works and Infrastructure | Project completed during Q2. | | |
| Deliver Granville Park Plan of Management | Director Works and Infrastructure | Submitted for endorsement to the Minister following Council approval of the draft. | | |



Image: Greystanes Sports Ground Play Equipment



4. ENVIRONMENTAL PROGRAMS

SERVICE AREA STATUS UPDATE

- Greening our City: Stream 1 Awarded \$60,000 to plant 2,500 trees across Cumberland to increase tree canopy cover.
- Greening our City: Stream 2 Awarded \$171,000 to build prototype green carpark at Holroyd Gardens to address urban heat and build community resilience.
- Keep Australia Beautiful Awards 2020 Received 'Highly Commended' award for 'Response to Climate Change Award' category for Benchmarking Urban Heat in Cumberland Study.
- Schools Expo 2020: COVID safe schools expo held with 4 schools participating, 52 workshops held for 658 students over 4 days.
- Community Environment Program Grant (CEP) has commenced for:
 - Ray Marshall Reserve: Council has replaced the stairs to wooden walking track along Duck River with replas recycled material, cleared weedy vegetation and replant the natives using Bushcare groups. The project is expected to be completed in April 2021
 - Princes Park: Clean-up of litter and overgrown weedy material. The program is expected to be completed in April 2021.
- Native Bee Program: 10 new hives given to new participants. 7 additional expected to be completed and given to new participants in March 2021.

PERFORMANCE MEASURES (KPIs)

| Result Q1 | Result Q2 |
|-----------------------|----------------------------|
| 1 | 1 |
| 15 | 10 |
| Nil, due to COVID-19. | Nil due to COVID-19. |
| Nil. | 10 |
| 7 | 7 |
| | 1 15 Nil, due to COVID-19. |

KEY PROJECTS

Key Achievements and

Highlights

| Key Project | Responsible Officer | Project Status Update | Status Q1 | Status Q2 |
|---|---|---|--------------|--------------|
| Develop an Asbestos Management Plan | Director Environment and Planning | Work is continuing to delevelop the plan. | | |
| Implement relevant actions identified in environmental strategies and plans | Director Environment and Planning | Actions identified environmental strategies and plans are underway. | | |

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HOUSEHOLD WASTE AND RECYCLING

SERVICE AREA STATUS UPDATE

- The Mobile Community Recycling Service (problem waste collection) has continued to record high numbers with 1,228 bookings completed this quarter. Council also received additional grant funding from the NSW Government Community Recycling Centre (CRC) Program to further promote the service and to install 7 Problem Waste Small Drop off stations at Council facilities, such as libraries and community centres.
- The Bin Inspection Program continues to provide recognition to residents using the Garden and Recycling bins appropriately and reducing contamination. Of the 3,569 bins inspected during the quarter, 9 bins were categorised as 'Heavy Contamination' (red tag).
- Council hosted the NSW Keep Australia Beautiful Sustainable Cities Awards 2020 at The Granville Centre and was presented a Sustainable Cities Overall Finalist Award and a Highly Commended Award in the Response to Climate Change Category.
- The Multi Unit Dwelling (MUDs) Engagement Program provided auditing and education material to 637 properties during the quarter. The program has seen a 2% reduction in contamination compared to quarter 1.
- Council received an NSW EPA litter grant to install new bin infrastructure for Wentworthville and Lidcombe litter hotspots.
- Council is in collaboration with the Western Sydney Regional Illegal Dumping (RID) squad carried out the Spring Blitz Campaign (10 to 11 November 2020) which targeted known illegal dumping hotspot zones across the local area. 69 incidents were investigated, resulting in 2 investigations, 1 PIN issued for deposit letter from a vehicle and 1 waste removed back by the resident. In addition, there were 38 instances were education material was provided to residence within the Cumberland Local Government Area (LGA).
- Implementation of a 3-month recycling bin contamination education program was undertaken at targeted apartment complexes across the LGA. Resources were developed in partnership with Monash University. Furthermore, Council implemented social media engagement trials to target recycling bin knowledge and contamination for all residents with Consultant Behaviour Works Australia.

Key Achievements and Highlights

PERFORMANCE MEASURES (KPIs)

| Performance Measure | Result Q1 | Result Q2 |
|---|--------------|--------------|
| Percentage of waste diverted from landfill | 39% | 37% |
| Percentage of illegal dumping incidents reported that are investigated and/or collected | 100% | 100% |
| Number of bookings for the Asbestos Collection Program | 11 | 23 |
| Tonnes collected from bookings for the Asbestos Collection Program | 1.08 | 2.1 |
| Number of Mobile Problem Waste Collection bookings | 1,364 | 1,228 |
| Number of Waste Education workshops and events held | 3 | 9 |
| Number of people attending Waste Education workshops and events | 85 | 425 |

KEY PROJECTS

| Key Project | Responsible Officer | Project Status Update | Status Q1 | Status Q2 |
|--|---|---|--------------|--------------|
| Undertake identified actions in Council's Waste and Resource Recovery Strategy | Director Environment and Planning | There are 14 actions from Council's Waste and Resource Recovery Strategy which commenced in 2020-21. This is in addition to the ongoing projects that run across the strategy's entirety. | | |
| Conduct a tender to select a new service provider for reviewing and processing Council's recycling material | Director Works and Infrastructure | Completed in Q1. | | |

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6. CHILDREN'S SERVICES

| SERVICE AREA S | STATUS UPDATE |
|------------------------------------|---|
| Key Achievements and Highlights | "Sticks Stones and Storytelling" Workshop was delivered to the Cumberland Educators United Interagency, highlighting the importance of nature play and the environment. Bush School nature play, and story times has been extended to twice monthly due to community feedback and popularity. The Community School Holiday Program was at capacity for each session with fantastic community feedback. The Children and Youth Development Team participated in the first Council run event of the year; Christmas in the Gardens, engaging with families, children and young people in a Christmas themed activity. The Eco Hub Group hosted a successful reduce, reuse, recycle workshop at the October Vacation Care services in partnership with Reverse Garbage. This encouraged children and their families, to reuse items they would normally throw away. Council Officer Gabrielle Whitbread was named Family Day Care Coordinator of the year for NSW/ACT and will be representing the state at the national award ceremony in February 2021. The Healthy Kids Initiative continued to have an extensive reach with 4-week sports programs and healthy mindset workshops being delivered in local schools. The Healthy Kids Pitch Competition was finalised, and 4 winning schools were funded to run their healthy idea within the school community. |
| Issues and Setbacks | COVID-19 has placed restrictions on Council's childcare and educational workers, and their children and families. These restrictions included: Educators are finding it challenging to keep the families engaged and informed about the availability of activities at each service. Families remain hindered in accessing services provided by Educators. Postponement of events such as, graduations and end of year celebrations. |

PERFORMANCE MEASURES (KPIs)

| Performance Measure | Result Q1 | Result Q2 |
|--|-----------|-----------|
| Percentage of Children's Services operating at "meeting or exceeding" the National Quality Standards | 100% | 100% |
| Number of Children Transitioning to school | | 199 |
| Utilisation of available childcare spots across all centres: | | |
| Long Day Care utilisation | 87.38% | 87.69% |
| Before School Care utilisation - 60 students | 40.51% | 31.25% |
| Before School Care utilisation - 120 students | 20.25% | 15.62% |
| After School Care utilisation - 60 students | 68.43% | 55.51% |
| After School Care utilisation - 120 students | 34.21% | 27.75% |
| School Holiday Program utilisation - 60 students | 55.83% | 45.79% |
| School Holiday Program utilisation - 120 students | 27.92% | 22.89% |
| Family Day Care utilisation - Equivalent Full Time | 107 | 116.57 |

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6. CHILDREN'S SERVICES (CONTINUED)

KEY PROJECTS

| Key Project | Responsible Officer | Project Status Update | Status Q1 | Status Q2 |
|--|---|---|--------------|--------------|
| Develop and deliver a Professional Development Program that targets specific areas of Education and Care | Director Community and Organistion Development | The following Professional development opportunities were offered to the Children Youth and Families Team during the quarter: PR Refresher Training First Aid Training OIP Writing Becoming a Responsible Person Selective Mutism Training | | |
| Implement the Cumberland Children and Families Services Strategy 2019-2023 | Director Community and Organisation Development | Year 1 of the Children and Families Strategy 2019-2023 has been completed in the areas of: Child Protection Education and Care Community Participation Health and Wellbeing Action items for Year 1 remain on track for completion. | | |
| Provide inclusive programs and activities that support the educational engagement of children and provide pathways into preschool | Director Community and Organisation Development | During the quarter, Council's Education and Care Services focussed on completing the Transition to School Statements. These statements were completed by the child's early childhood educator and to sent to their new schools. The statement provided: • A summary of the child's strengths, interests and approaches to learning. • Passes information between families, early childhood educators and teachers. • Gives children a voice in the process of meeting new people in the school environment. | | |
| Lead the development and implementation of a best practice Child Protection Framework and training model | Director Community and Organisation Development | The following activities were undertaken during the quarter: Continuing to be an active member of the Child Safe Local Government Working Group. Sharing the Cumberland Child Protection Framework documentation with other Local Councils, such as, North Sydney, Burwood and Wingecarribee. The Office of The Children's Guardian is inviting submissions and feedback on the Exposure Draft of the Children's Guardian Amendment (Child Safe Scheme) Bill 2020. The Child Safe Organisation Guideline is nearing completion in final draft form. | | |



7. URBAN PLANNING AND DEVELOPMENT

| SERVICE AREA ST | ATUS UPDATE |
|----------------------|--|
| | Affordable Housing Strategy adopted by Council in November 2020. |
| Key Achievements and | Planning Agreements Policy adopted by Council in December 2020. |
| | Draft Community Wellbeing Report endorsed and placed on public exhibition. |
| Highlights | Completion of early consultation on Woodville Road Corridor Strategy. |
| | The Director of Environment and Planning, Daniel Cavallo received a commendation of Planner of the year from the Planning Institute of Australia 2020 Planning Awards. |
| Issues and Setbacks | Nil this quarter. |

PERFORMANCE MEASURES (KPIs)

| Performance Measure | Result Q1 | Result Q2 |
|--|--------------|--------------|
| Number of community consultations on urban planning proposals, agreements, policies and strategies | 2 | 7 |
| Average processing times for development applications (days) | 100 | 86 |
| Median processing times for development applications (days) | 89 | 73 |
| Development applications proceed within 90 days | 52% | 57% |
| Development applications processed within 40 days | 29% | 31% |

KEY PROJECTS

| Key Project | Responsible Officer | Project Status Update | Status Q1 | Status Q2 |
|---|---|---|--------------|--------------|
| Develop Granville Town Centre Planning Strategy | Director Environment and Planning | Council endorsed the strategic planning work program in July 2020, which includes a review of planning consideration for the Granville Town Centre. This work is underway. | | |
| Progress town centre, precinct and corridor reviews | Director Environment and Planning | Council endorsed the strategic planning work program in July 2020, which includes a review of planning consideration for various town centres. This work is underway. | | |
| Develop new Cumberland LEP to implement studies and strategies (employment, residential, heritage and bushfire) | Director Environment and Planning | Completion of post-exhibition report on the new Cumberland Local Environmental Plan, and submitted to Department of Planning, Industry and Environment for finalisation and gazettal. | | |
| Develop a Bike Plan | Director Environment and Planning | Council is currently reviewing resources and planned works to determine project viability and when this could be delivered. | | |
| | | | | |

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8. REGULATORY PROGRAMS

| SERVI | DEA | STATI | IC I | IDD / | ATE |
|--------------|-----|-------|------|-------|------------|
| DEK VI | NEA | DIALL | リコリ | ノトレル | $A \cap E$ |

| Key Achievements and Highlights | The Environmental Health team have assisted NSW Health on a number of public health matters over the last few months, including response to COVID-19 related concerns raised by the community, as well as assistance in two separate legionnaires case investigations. HAZMAT/EPA and Council's Environmental Health Officers responded to a pollution incident at Prospect Creek which resulted in a discharge of chemicals from a chemical manufacturer into Prospect Creek. The creek was subsequently cleaned up by the polluter. The Skin Penetration and Cooling Tower Programs have now been completed for this financial period. Councils Rangers have developed impounding tags for the placement of shopping trolleys that have been abandoned. These tags assist as an indicator to members of the public that the trolleys are subject to impounding. |
|------------------------------------|--|
| fssues and Setbacks | The recent COVID-19 cluster at the end of this quarter around Berala and Wentworthville resulted in the suspension of the Food Inspection Program and staff were redirected back to assist with the COVID-19 response by developing communications to food businesses around face mask use and QR Code requirements. Health & Regulatory Services has been subject to a workplace change process, which has impacted the service delivery of the business unit. |

PERFORMANCE MEASURES (KPIs)

| Performance Measure | Result Q1 | Result Q2 |
|---|----------------------------------|--------------|
| Percentage of complaints about unauthorised building works responded to | 96% | 95.24% |
| Number of swimming pool inspections carried out | 33 | 44 |
| Percentage of food premises inspected under Council's Food Surveillance Program | 10% plus 454 for COVID safety | 30% |
| Percentage of skin penetration premises inspected under Council's Public Health Surveillance Program | 87% plus 67 for COVID safety. | 100% |
| Percentage of cooling towers inspected under the Legionella Surveillance Program | 13% | 100% |
| Percentage of heavy vehicle complaints investigated (number) | 100% | 100% |
| Percentage of companion animal registrations | 100% | 100% |
| Percentage of development applications assessed within 10 days | 82% | 85% |

KEY PROJECTS

| Key Project | Responsible Officer | Project Status Update | Status Q1 | Status Q2 |
|---|---|---|--------------|--------------|
| Development Operations Program* (including fire safety and external cladding) | Director Works and Infrastructure | This project has been placed on hold and will be reviewed following recruitment of staff in the Development Programs team. | | 9 |
| Undertaking enforcement program relating to the parking of heavy vehicles in residential areas | Director Works and Infrastructure | The enforcement of heavy vehicles continued with 828 visits occurring resulting in 617 Penalty Notices being issued for the reporting period. | | |

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9. LIBRARIES

SERVICE AREA STATUS UPDATE

| | Library developed and enhanced online programs, such as, Online story times and the Zoom Book Club. |
|------------------------------------|--|
| Key Achievements and Highlights | Managing the opening of library spaces to the public with COVID-19 restrictions, and ongoing safe places for the dissemination of information. |
| | Returning to the delivery of face to face activities, such as, provision of Justice of the Peace services in a COVID-19 safe environment. |
| Issues and Setbacks | Ongoing issues with face to face services and program restrictions. |

PERFORMANCE MEASURES (KPIs)

| Performance Measure | Result Q1 | Result Q2 |
|---|--------------|--------------|
| Public Library PC usage | 8,453 | 9,579 |
| WiFi own devices usage | 21,921 | 25,225 |
| Number of new library memberships | 1,647 | 1,700 |
| Number of visitors to libraries | 110,194 | 112,923 |
| Number of library loans | 124,532 | 108,947 |
| Number of library programs delivered | 149 | 162 |
| Number of attendees at library programs | 1,249 | 5,762 |



KEY PROJECTS

| Key Project | Responsible Officer | Project Status Update | Status Q1 | Status Q2 |
|--|---|--|--------------|--------------|
| Small Library spaces and Granville Technology grants | Director Community and Organisation Development | Acquit the two current library grants to update small library spaces, at five of Council's branch libraries and technology at Granville Branch Library. | | |
| Library Management System review | Director Community and Organisation Development | The Library Management System is currently being reviewed, with a view to moving all paid module services to the cloud and preparing for an external tender for services in Year 2022. | | |
| Continue to Implement the reviewed Library Strategy | Director Community and Organisation Development | There is a progress review and report underway for Council's Library Strategy Actions for 2020-2021. | | |

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10. POOLS

SERVICE AREA STATUS UPDATE

| Key Achievements and Highlights | Partnering with Autism Community Network funded for the delivery of swimming lessons for 11 students with special requirements. |
|------------------------------------|--|
| | Opening of the Merrylands Swim Centre for the summer season. |
| | Significant growth and return of customers in swim school, increasing from 300 in quarter 1 to 1,150 participants in quarter 2. |
| | The Wentworthville Swimming Pool upgrade is 90% complete, with planning for the opening of the centre underway with Facility Manager Belgravia Leisure. |
| | COVID-19 restrictions continue to limit patronage at the facilities and make it difficult to schedule staffing. |
| Issues and Setbacks | The facilities at Merrylands, Guildford and Granville are old with ongoing maintenance and repairs. Critical plant and infrastructure failures are impacting service operations. |

PERFORMANCE MEASURES (KPIs)

| Performance Measure | Result Q1 | Result Q2 |
|--|--------------|--------------|
| Number of attendees at Council's pools (Guildford, Merrylands and Granville) | 18,352 | 110,358 |
| Subsidy per attendee at Council's pools | \$22.16 | \$6.75 |
| Percentage water quality compliance with health regulations | 100% | 100% |
| Number of attendees at Council's Learn-to-Swim program (Guildford, Merrylands and Granville) | 2,822 | 13,645 |
| Number of workplace near misses and safety incidences reported at Council's Pools | Nil | 1 |

KEY PROJECTS

| Key Project | Responsible Officer | Project Status Update | Status Q1 | Status Q2 |
|--------------------|------------------------|---|--------------|--------------|
| | | The Wentworthville swim centre is progressing with the opening date planned in quarter 3. The following activities were undertaken: | | |
| | | All internal wall & floor tiling to entry and amenity building complete | | |
| | Director Works and | 25 metre pool tiling complete | | |
| Wentworthville | | Existing 50 metre pool tiling rectification works commenced | | |
| Memorial | | All roofing complete | | |
| Swimming Centre | Infrastructure | Rendering commenced | | |
| Centre | | Splash pad equipment installed | | |
| | | External electrical works complete | | |
| | • | Shade structure posts installed | | |
| | | Landscaping commenced including palm trees planted | | |
| | | Pool mechanical plant 90% installed | | |
| | | Scheduled to open early March 2021. | | |



11. GOVERNANCE AND ADMINISTRATION

SERVICE AREA STATUS UPDATE

| Key Achievements and Highlights | Ensured that Council meetings continued to adhere to the COVID-19 amendments to the Local Government Act and the NSW Public Health Order. The livestream of Counci meetings has been modified to engage the online audience and capture all attendees and the recording of live minutes. Maintained professional delivery of Civic Events during the reporting period. |
|------------------------------------|---|
| Issues and Setbacks | Nil this quarter |

PERFORMANCE MEASURES (KPIs)

| Performance Measure | Result Q1 | Result Q2 |
|---|--------------|--------------|
| Percentage of compliance with Office of Local Government statutory reporting | 100% | 100% |
| Percentage of Access to Information Applications (GIPA Act) completed within timeframe | 100% | 100% |
| Percentage of Internal Audit recommendations implemented within due date | 92% | 75% |
| Percentage of Customer Calls answered in 60 seconds on average | 90.7% | 88.7% |
| Percentage of customer service counter service enquiries attended to within three minutes | 84% | 85% |
| Counter contact average wait time | 2 min 28 sec | 2 min 14 sec |
| Customer contact average wait time | 38s | 44 Sec |
| Percentage of Abandoned calls | 2.2% | 2.3% |
| Percentage of Tier one Complaints resolved within 15 days | 94% | N/A for Q2 |
| Percentage of business papers and meeting minutes published on time | 92% | 100% |
| Percentage of compliance with Integrated Planning & Reporting legislative requirements | 100% | 100% |
| Percentage of Council meetings livestreamed and widely accessible to public | 100% | 100% |



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11. GOVERNANCE AND ADMINISTRATION (CONTINUED)

KEY PROJECTS

| Key Project | Responsible Officer | Project Status Update | Status Q1 | Status Q2 |
|--|---|---|--------------|--------------|
| Enhancement of Council's Performance Reporting* | Director Community and Organisation Development | Some very minor delays during end user training were experienced due to the Christmas period so go live will occur during quarter 3. | | |
| End of Term Report* | Director Community and Organisation Development | Work is continuing for the project and has been postponed for another 12 months due to change in date for the local government elections, as a result of COVID-19. Work will begin in early 2021. Early scoping work for this project has begun. | | |
| Annual Satisfaction Survey* | Director Community and Organisation Development | Project completed in quarter 1, 2019-20 as per year Operational Plan project, that was scheduled for 2018-19 to 2020-21. Project will move to bi-annual with another wellbeing survey taking place in the alternate years, pending Council resolution. Next survey is scheduled for the 2021-22 financial year. | | |
| Council establishes regular market testing of its services | Director Finance and Governance | Council continues to undertake market testing of contracts via the procurement team to ensure value for money outcomes are being achieved for the community's funds. | | |
| Annual Customer Satisfaction Survey* | Director Community and Organisation Development | Annual Customer Satisfaction Survey is commencing in February 2021 with the engagement of consultants. Report will be delivered during August and September 2021. | | |
| Implementation of the Customer Experience Strategy* | Director Community and Organisation Development | Annual Benchmarking Program is commencing in January 2021. Council will explore the expansion of customer service functions to Community Centres and deliver formal Customer Service Training. | | |

^{*}Project names changed. Scope has not changed just the decrption to improve project clarity and for accuracy with Council's internal Project Register. See previous report for original project titles.



12. COMMUNITY FACILITIES AND PROPERTY

| SERVICE AREA STATUS UPDATE | | | | |
|------------------------------------|---|--|--|--|
| Key Achievements and Highlights | Community centres are now operating to the pre-COVID levels and are now exceeding revenue budget targets. | | | |
| Issues and Setbacks | Nil this quarter. | | | |

PERFORMANCE MEASURES (KPIs)

| Performance Measure | Result Q1 | Result Q2 |
|--|-----------------------|----------------------|
| Number of ECM Booking tasks (applications) received | 3,905 | 1,920 |
| Number of ECMs completed within SLA 10 days | 99% | 93% |
| Community Satisfaction levels met for all Council Community centres and facilities | N/A for this quarter. | N/A for this quarter |
| Percentage of Service Contracts renewed and up to date | 84% | 80% |

KEY PROJECTS

| Key Project | Responsible Officer | Project Status Update | Status Q1 | Status Q2 |
|---|---|--|--------------|--------------|
| Implement a new online bookings system | Director Community and Organisation Development | Soft launch completed, Go Live during February 2021. | | |
| Deliver the Granville Multipurpose Community Facility | Director Community and Organisation Development | Project completed in Quarter 1. | | |





Quarterly Performance Report

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f Cumberland City Council Sydney

DOCUMENTS ASSOCIATED WITH REPORT C02/21-676

Attachment 2
Q2 Financial Analysis



FORECAST FOR DECEMBER 31, 2020

Report from Director Finance and Governance

Summary:

The attached Quarterly Budget Review Statement (QBRS) refers to the period ended 31 December 2020. The QBRS indicates that Council's financial position continues to improve due to actions taken to reduce costs from restructuring as outlined in the July Council report. The implementation of cost savings initiatives is on track.

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 deficit of \$0.87m to a surplus of \$0.075m, excluding capital income, as per below table.

| Report | Current Budget | Revised Budget | Budget Movements |
|--|----------------|-----------------------|-------------------------|
| | 000s | 000s | 000s |
| Operating Income | 202,048 | 203,236 | 1,188 |
| Capital Income | 12,545 | 13,515 | 970 |
| Total Revenue | 214,593 | 216,751 | 2,158 |
| Operating Expenses | 202,921 | 203,161 | 240 |
| Net Operating Result from Continuing Operations | 11,672 | 13,590 | 1,918 |
| Net Operating Result before Capital Items | (873) | 75 | 948 |

Significant material Operational Plan revisions arising in the September 2020 quarter forecast are as follows:

Increases to Surplus Total identified savings/increased income:

- \$276k additional income from rates & annual charges.
- \$56k increase in user fees & charges.
- \$122k increase in investment interest income.
- \$418k increase in other revenues.
- \$216k increase in grant income.

Ordinary Meeting of the Council - 17 February 2021 Page 1



- 618k reduction in employee costs.
- \$548k decrease in other expenses.

Decreases to Surplus Total identified below:

- \$929k increase in material and contract expenses.
- \$311k increase in depreciation expense.

The projected total capital expenditure has increased by \$4.54m mainly attributable to the following:

- Increase in funds allocated from s7.11 developer contributions \$380k.
- New grant funded projects totalling \$931k.
- Increase in funds allocated towards The Granville Centre (\$200k).
- Increase in funds towards Fraser Street Auburn Remediation (\$90k), funded by land reserve.
- New project for Woodville Golf Course Turf Renewal (\$100k), funded by Woodville reserve.
- New project for clubroom at Everley Park North (\$30k), funded by Woodville reserve.
- Increase in funds towards Traffic Committee projects (\$100k).
- New project for Auburn Depot Amenities upgrade (\$20k).
- Increase funds towards new Granville Stadium (\$2.7m).

The projected Cash and Investments position of Council is forecast to decrease from \$124.1m to \$121.9m. Council's estimated unallocated cash balance is forecast to increase to \$3.9m.

Conclusion:

As at the end of the second quarter, Council's is forecasting to have net operating result before capital is projected to finish the year with a surplus of \$0.075m.

Consultation:

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

Financial Implications:

The only financial implication of this report an increase in unrestricted cash to \$3.9m, which will have a positive impact to future budgets.

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.

Cumberland Council

DOCUMENTS ASSOCIATED WITH REPORT C02/21-676

Attachment 3 Q2 Quarterly Budget Review Statement



Quarterly Budget Review Statement for the period 01/10/20 to 31/12/20

| Ta | Table of Contents | |
|----|--|---|
| 1. | Responsible Accounting Officer's Statement | 2 |
| 2. | Income & Expenses Budget Review Statements | 3 |
| 3. | Capital Budget Review Statement | 5 |
| 4. | Cash & Investments Budget Review Statement | 7 |
| 5. | Contracts & Other Expenses Budget Review Statement | 9 |



Quarterly Budget Review Statement for the period 01/10/20 to 31/12/20

Report by Responsible Accounting Officer

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

31 December 2020

It is my opinion that the Quarterly Budget Review Statement for Cumberland Council for the quarter ended 31/12/20 indicates that Council's projected financial position at 30/6/21 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 | | |



Quarterly Budget Review Statement

for the period 01/10/20 to 31/12/20

Income & Expenses Budget Review Statement

Budget review for the quarter ended 31 December 2020

Income & Expenses - Council Consolidated

| | Original Approved Changes | | | | | Revised | Variations | | Projected | Actual | |
|---|---------------------------|-----------|-----------|----------|------|---------|------------|---------|-----------|--------------------|---------|
| (\$000's) | Budget | | | | Dec | Mar | Forecast | | Notes | Year End | _ |
| | 2020/21 | Forwards* | by QBRS** | QBRS | QBRS | QBRS | 2020/21 | Dec Qtr | | Result | figures |
| Income | | | | | | | | | | | |
| Rates and Annual Charges | 140,687 | | - | 1,555 | | | 142,242 | 276 | 1 | 142,518 | 141,474 |
| User Charges and Fees | 30,634 | | 1,123 | (4,293) | | | 27,464 | 56 | 2 | 27,520 | 6,738 |
| Interest and Investment Revenues | 3,068 | | - | (753) | | | 2,315 | 122 | 3 | 2,436 | 604 |
| Other Revenues | 11,016 | | 4 | (84) | | | 10,935 | 418 | 4 | 11,353 | 2,638 |
| Grants & Contributions - Operating | 18,708 | | 955 | (1,345) | | | 18,318 | 216 | 5 | 18,533 | 4,913 |
| Grants & Contributions - Capital | 18,812 | | - | (6,267) | | | 12,545 | 971 | 6 | 13,515 | 3,147 |
| Net gain from disposal of assets | 350 | | - | - | | | 350 | 100 | | 450 | 209 |
| Share of Interests in Joint Ventures | 425 | | - | - | | | 425 | - | | 425 | |
| Total Income from Continuing Operations | 223,699 | | 2,082 | (11,188) | | | 214,593 | 2,158 | | 216,751 203,236 | 159,724 |
| Expenses | | | | | | | | | | 200,200 | |
| Employee Costs | 86,679 | | 1,074 | (5,742) | | | 82.012 | (618) | 7 | 81,394 | 19,142 |
| Borrowing Costs | 1,030 | | 1,074 | (0,142) | | | 1,035 | 166 | * | 1,200 | 243 |
| Materials & Contracts | 58,419 | | (415) | 883 | | | 58,887 | 929 | 8 | 59,816 | 12,550 |
| Depreciation | 33,579 | | 1,410 | 1,694 | | | 36,683 | 311 | 9 | 36,994 | 8,823 |
| Other Expenses | 24,615 | | 13 | (324) | | | 24,305 | (548) | 10 | 23,756 | 5,190 |
| Total Expenses from Continuing Operations | 204,322 | | 2,082 | (3,484) | | | 202,921 | 240 | - | 203,161 | 45,948 |
| Net Operating Result from Continuing Operation | 19,377 | | (0) | (7,704) | | | - 11,672 | 1,918 | - | 13,590 | 113,776 |
| not operating neodivising continuing operation | 10,077 | | (0) | (1,104) | | | 11,012 | 1,010 | | 10,000 | 110,110 |
| Discontinued Operations - Surplus/(Deficit) | | | | | | | - | | | - | |
| Net Operating Result from All Operations | 19,377 | | (0) | (7,704) | | | - 11,672 | 1,918 | | 13,590 | 113,776 |
| Net Operating Result before Capital Items | 565 | | (0) | (1,437) | | | (872) | 947 | | 75 | 110,629 |
| Adjustments for Recurring Budget | 363 | | (0) | (1,457) | | - | (672) | 547 | | 75 | 110,623 |
| Federal Grants - advance payment reversed | | | | | | | 4,390 | 4,390 | | 4,390 | |
| Net gain from disposal of assets (as above) | (350) | | | | | | (350) | (100) | | (450) | (205 |
| Recurring Net Operating Result before Capital Items | 215 | | (0) | (1,437) | | | 3,168 | 5,237 | | 4,015 | 110,420 |

This statement forms part of Council's Quarterly Budget Review Statement (QBRS) for the quarter ended 31/12/2020 and should be read in conjuction with the total QBRS report

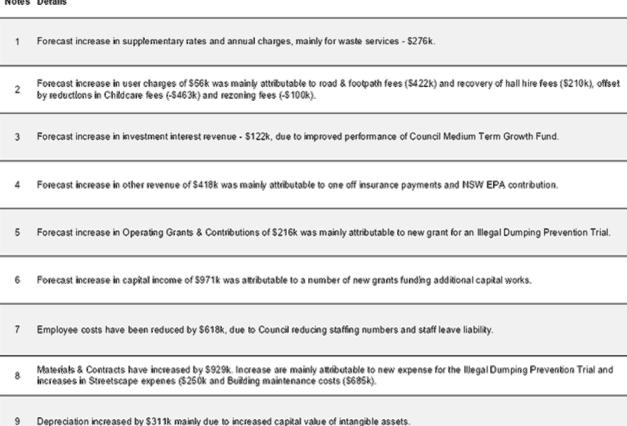


Quarterly Budget Review Statement for the period 01/10/20 to 31/12/20

Income & Expenses Budget Review Statement Recommended changes to revised budget

Budget Variations being recommended include the following material items:

Notes Details



Other expenses have decreased by \$548k. Decrease is mainly attributable to staff training expenses (\$250k), and utility costs (\$415k), offset by increase in engagement expenses (\$109k).



Quarterly Budget Review Statement for the period 01/10/20 to 31/12/20

Capital Budget Review Statement

Budget review for the quarter ended 31 December 2020

Capital Budget - Council Consolidated

| | Original | Approve | d Changes | | | Revised | Variations for this Dec Qtr | | Projected | Actual |
|--|----------------------|-----------------------|-------------|-------------|-------------|-------------------|-----------------------------------|-----|--------------------|-------------|
| (\$000's) | Budget 2020/21 Fo | Other than by QBRS | Sep QBRS | Dec QBRS | Mar QBRS | Budget 2020/21 | | | Year End Result | YTD figures |
| Capital Expenditure | | | | | | | | | | |
| New Assets | | | | | | | | | | |
| - Plant & Equipment | - | | | | | - | - | | - | 41 |
| - Land & Buildings | 10,253 | (3,919) | (3,739) | | | 2,595 | 250 | 2,3 | 2,845 | 1,104 |
| Roads, Bridges, Footpaths | 6,000 | (3,608) | 1,143 | | | 3,535 | 100 | 4. | 3,635 | 664 |
| - Parks and Open Spaces | 5,299 | 1,434 | 4,236 | | | 10,969 | 3,429 | | 14,398 | 5,094 |
| - StormWater Drainage | 10,000 | - | 111 | | | 10,111 | - | | 10,111 | 8,297 |
| - Other | - | | | | | | 2,008 | 2 | 2,008 | 852 |
| Renewal Assets (Replacement) | | | | | | - | | | | |
| - Plant & Equipment | 1,000 | (1,000) | | | | - | - | | - | - |
| - Land & Buildings | 10,950 | (783) | 2,491 | | | 12,658 | 310 | 5 | 12,968 | 8,141 |
| Roads, Bridges, Footpaths | 8,909 | (3,359) | 926 | | | 6,476 | 350 | 8 | 6,826 | 2,409 |
| - Parks and Open Spaces | 5,310 | (3,813) | 403 | | | 1,901 | 90 | | 1,991 | 528 |
| - Storm Water/ Drainage | 1,487 | 520 | (711) | | | 1,296 | | | 1,296 | 809 |
| - Other | 1,485 | (652) | 1,165 | | | 1,998 | (1,998) | 6 | | |
| Total Capital Expenditure | 60,693 | (15,180) | 6,025 | | | 51,538 | 4,539 | | 56,078 | 27,938 |
| Capital Funding | | | | | | | | | | |
| Rates & Other United Funding | 23,369 | (9,286) | (1,387) | | | 12,696 | 235 | | 12,931 | 5,394 |
| Capital Grants & Contributions | 2,675 | 3,378 | 527 | | | 6,580 | 1,016 | | 7,596 | 4,650 |
| Reserves: | | | | | | | | | - | |
| External Restrictions/Reserves | 15,464 | (8,698) | 5 | | | 6,771 | 380 | | 7,151 | 2,261 |
| Internal Restrictions/Reserves | 19,185 | (574) | 6,880 | | | 25,491 | 2,908 | | 28,399 | 15,632 |
| New Loans | | | | | | - | - | | - | |
| Loan Repayment | | | | | | - | | | - | |
| Carryovers | | | | | | - | | | - | |
| Total Capital Funding | 60,693 | (15,180) | 6,025 | | | 51,538 | 4,540 | | 56,078 | 27,938 |
| Net Capital Funding - Surplus/(Deficit) | (0) | 0 | (0) | | | (0) | 0 | | (0) | 0 |

This statement forms part of Council's Quarterly Budget Review Statement (QBRS) for the quarter ended 31/12/2020 and should be read in conjuction with the total QBRS report



Quarterly Budget Review Statement for the period 01/10/20 to 31/12/20

Capital Budget Review Statement Recommended changes to revised budget

Budget Variations being recommended include the following material items:

| Notes | Details |
|-------|--|
| 1 | Increase in s7.11 funded projects totalling \$380k. |
| 2 | New grant funded projects totalling \$931k. Made up of Holroyd SG path (\$513k), Webbs Avenue Playground (\$73k), Wenty Local Centre Dunmore St Popup Park (\$95k), and Granville Pool Amenities Upgrade (\$250k). |
| 3 | Increase in funds allocated towards The Granville Centre of \$200k for insurance works caused by accident. |
| 4 | Increase in funds towards Fraser Street Auburn Remediation (\$90k), funded by land reserve. |
| 5 | New project for Woodville Golf Course Turf Renewal (\$100k), funded by Woodville reserve. |
| 6 | New project for clubroom at Everley Park North (\$30k), funded by Woodville reserve. |
| 7 | Increase in funds towards Traffic Committee projects (\$100k). |
| 8 | New project for Auburn Depot Amenities upgrade (\$20k). |



Quarterly Budget Review Statement

for the period 01/10/20 to 31/12/20

Cash & Investments Budget Review Statement

Budget review for the quarter ended 31 December 2020 Cash & Investments - Council Consolidated

| | Original | | Approve | d Chang | es | | Revised | Variations | Projected | Actua |
|---|----------|----------|------------|----------|------|------|---------|--------------|----------------|---------|
| (\$000's) | Budget | Carry | Other than | Sep | Dec | Mar | Budget | for this | Notes Year End | YTD |
| | 2020/21 | Forwards | by QBRS | QBRS | QBRS | QBRS | 2020/21 | Dec Qtr | Result | figures |
| Externally Restricted (1) | | | | | | | | | | |
| Developer Contributions | | | | | | | | | | |
| Accessibility & Traffic | 1,557 | | | 965 | | | 2,522 | (0) | 2,522 | 2,061 |
| Administration | 1,077 | | | (562) | | | 515 | 182 | 697 | 2,230 |
| Car Park | (1,742) | | | - | | | (1,742) | 0 | (1,742) | (1,768 |
| Community Facilities | 15,090 | | | 1,464 | | | 16,554 | (0) | 16,554 | 16,094 |
| Drainage | (314) | | | (2,000) | | | (2,314) | 0 | (2,314) | |
| Local Transport | (1,104) | | | 350 | | | (754) | 0 | (754) | (1,023 |
| Merrylands Town Centre | 2,840 | | | - | | | 2,840 | (0) | 2,840 | 2,858 |
| Open Space | 33,442 | | | 3,300 | | | 36,742 | (0) | 36,742 | 35,248 |
| Parking | 163 | | | - | | | 163 | (0) | 163 | 164 |
| Public Domain | 13,444 | | | (755) | | | 12,689 | (0) | 12,689 | 14,004 |
| Woodville Ward | 2,418 | | | (1,242) | | | 1,176 | (0) | 1,176 | 1,590 |
| s94A Levies | 4,429 | | | 714 | | | 5,143 | (594) | 4,549 | 4,523 |
| SEPP 59 Agreements(Pem) | 4,777 | | | 0 | | | 4,777 | 0 | 4,777 | 4,808 |
| S7.12 levies – under a plan | | | | | | | | 594 | 594 | 1,720 |
| Developer Contributions Total | 76,077 | | | 2,234 | | | 78,311 | 181 | v 78,493 | 80,179 |
| | , | | | -, | | | , | | | |
| External Reserves - Other | | | | | | | | | | |
| Domestic Waste Management External Reserve | 2,549 | | | (362) | | | 2,187 | (205) | 1,982 | 1,951 |
| Stormwater Levy External Reserve | 2,223 | | | (2, 178) | | | 45 | 0 | 45 | 1,933 |
| Specific Purpose Grants External Reserve | | | | 3,445 | | | 3,445 | - | 3,445 | 3,378 |
| Internal Ombudsman | 27 | | | (64) | | | (37) | 13 | (24) | |
| External Reserves - Other Total | 4,799 | | | 841 | | | 5,640 | (193) | 5,447 | 7,335 |
| Yatal Eutarnally Destricted | 80,876 | | | 3,075 | | | 83,951 | 193 | 02.040 | 87,514 |
| Total Externally Restricted (1) Funds that must be spent for a specific purpose | 80,876 | | | 3,075 | | | 83,951 | (12) - 12 | 83,940 | 87,514 |
| | | | | | | | | 1.62 | | |
| Internally Restricted (2) | | | | | | | | | | |
| Employees Leave Entitlement - Internal Reserve | 5,314 | | | 738 | | | 6,052 | - | 6,052 | 6,052 |
| S355 Park Committee | 200 | | | 704 | | | 904 | - | 904 | 924 |
| Marrong Reserve South from Boral | 2,599 | | | 555 | | | 3,154 | - | 3,154 | 3,154 |
| SRV Reserve | 5,127 | | | (1,751) | | | 3,376 | 477 | 3,853 | 3,376 |
| Woodville Reserve | 4,771 | | | (874) | | | 3,897 | (2,776) | 1,121 | 6,083 |
| Merryland CBD Low Cost Loan | 9,066 | | | 4,724 | | | 13,790 | - | 13,790 | 15,604 |
| Land Reserve | 5,064 | | | 199 | | | 5,263 | (90) | 5,173 | 5,247 |
| Financial Assistance Grant Reserve | _ | | | | | | | - | | |
| Unclaimed bond reserve | - | | | - | | | | - | - | |
| Total Internally Restricted - | 32,141 | | | 4,295 | - | | 36,436 | (2,389) | 34,047 | 40,440 |
| (2) Funds that Council has earmarked for a specific purpose | 024141 | | | 4,200 | | | 50,450 | (5)003) | 54,041 | 40,440 |
| Unrestricted (ie. available after the above Restrictions) | (6,211) | | | | | | 3,692 | 203 | 3,895 | 27,399 |
| | | | | | | | | | | |



Quarterly Budget Review Statement

for the period 01/10/20 to 31/12/20

Cash & Investments Budget Review Statement

Comment on Cash & Investments Position

Investments

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

<u>Cash</u>

The Cash at Bank figure included in the Cash & Investment Statement totals \$144,298

This Cash at Bank amount has been reconciled to Council's physical Bank Statements. The date of completion of this bank reconciliation is 24/12/2020

Reconciliation Status

| The YTD Cash & Investment figure reconciles to the actual | balances held as follows: | \$ 000's |
|--|--|-------------------|
| Cash at Bank (as per bank statements) Investments on Hand | | 21,045 123,251 |
| less: Unpresented Cheques/ EFTs add: Undeposited Funds | (Timing Difference) (Timing Difference) | (206) 15 |
| less: Identified Deposits (not yet accounted in Ledger) add: Identified Outflows (not yet accounted in Ledger) | (Require Actioning) (Require Actioning) | (536) 1,912 |
| less: Unidentified Deposits (not yet actioned) add: Unidentified Outflows (not yet actioned) | (Require Investigation) (Require Investigation) | (3) |
| Reconciled Cash at Bank & Investments | = | 145,478 |
| Balance as per Review Statement: | = | 145,478 |
| Difference: | | - |



Quarterly Budget Review Statement

for the period 01/10/20 to 31/12/20

Contracts Budget Review Statement

Budget review for the quarter ended 31 December 2020

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

| Contractor | Contract detail & purpose | | Contract Value | Start Date | End Date |
|--|--|----|-------------------|---------------|-------------|
| | | | | | |
| D & M Excavations & Asphalting Pty Ltd | Auburn Tennis Court Drainage | \$ | 154,000.00 | 01/10/20 | 22/10/2020 |
| 2020 Projects Pty Ltd | Alterations to Existing Building at 219 Merrylands Road | \$ | 325,763.90 | 01/10/20 | 19/11/2020 |
| My Business App Pty Ltd | Community Engagement Online Platform | \$ | 79,920.00 | 01/10/20 | 29/09/2023 |
| Acron Building Services Pty Ltd | Banksia Babies Playground renewal | \$ | 64,761.40 | 01/10/20 | 1/10/2021 |
| Degotardi Smith & Partners | Park Site Surveys | \$ | 29,359.00 | 05/10/20 | 26/10/2020 |
| Sydney Childcare Sales | Project Poly | s | 40,000.00 | 08/10/20 | 8/03/2021 |
| JB Hi Fi | Procurement of new Samsung Phones | \$ | 27,532.89 | 12/10/20 | 2/11/2020 |
| Origin Energy Retail | Supply of Natural gas for Council Facilities | Sc | hedule of Rates | 13/10/20 | 28/06/2024 |
| James Bennett Pty Ltd | 2020/2021 Library Books and DVDs/CDs purchases | \$ | 60,000.00 | 20/10/20 | 26/02/2021 |
| Parkequip Pty Ltd | Martin Cr, Canal Rd & Holroyd Gardens Play Equipment Renewal | \$ | 118,316.00 | 26/10/20 | 25/01/2021 |
| Christmas Concepts Australia Pty Ltd | Cumberland City Christmas Program 2020 | \$ | 148,984.00 | 02/11/20 | 1/01/2021 |
| Avant Constructions Pty Ltd | Merrylands Oval Grandstand - Remidiation Works | S | 242,880.00 | 02/11/20 | 19/03/2021 |
| Celtic Civil Pty Ltd | Parramatta Road Urban Amenity Improvement Program - Construction | \$ | 13,927,901.37 | 16/11/20 | 16/11/2021 |

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 31/12/2020 and should be read in conjuction with the total QBRS report



Quarterly Budget Review Statement

for the period 01/10/20 to 31/12/20

Consultancy & Legal Expenses Budget Review Statement

Consultancy & Legal Expenses Overview

YTD Expenditure Expense (Actual Dollars) 63300 - Consultancies 735,124

63243 - Legal Fees 191,935

<u>Definition of a consultant:</u>
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.

| Consultancies | | YTD Actual | YTD Budget | Full Yea |
|---|--|-------------------------|--------------------------|--------------------------------|
| City Services | Assets | 0 | 4.087 | 17,14 |
| Chitdren Youth & Families | Children's Community Projects | ő | 9,007 | 30,00 |
| City Services | Cleansing | ğ | 2.000 | 6,00 |
| Environment & Precincts | Communities Environment Program | 16,260 | 16,260 | 84,26 |
| Information Services | Corporate Information Systems | 75,150 | 80,436 | 175,00 |
| Strategy & Improvement | Corporate Planning | 7,440 | 7,440 | 61,78 |
| Customer Experience & | Colporate F tollimity | 1,440 | 1,440 | 01,10 |
| Engagement | Customer Experience | 0 | 10,000 | 40.80 |
| Regulatory & Technical | Development Operations | 7,610 | 11,960 | 20,00 |
| Finance & Governance | Director Finance & Governance | 0 | 5,853 | 140.00 |
| Environment & Planning | Director Planning & Environment | 136,351 | 180,199 | 358.0 |
| Works & Infrastructure | Director Works & Infrastructure | 83,305 | 78,080 | 138,0 |
| Recreation and Facilities | Facilities | 05,505 | 0,000 | 5,0 |
| Finance | Financial Services | 13.823 | 13,180 | 29,9 |
| Environment & Precincts | Food Donakon Education | 0 | 0 | 1,8 |
| City Services | Footpath Maintenance | Ğ | 9.090 | 18,1 |
| | GM Administration | ŏ | 8,304 | 16,6 |
| General Manager | Governance | 9 | | |
| Corporate Services | ************ | | 2,420 | 21,0 |
| Recreation and Facilities | Granville Zone | 3,150 | 0 | 24.0 |
| Environment & Precincts | Greening our City | 0 | 0 | 24,0 |
| Recreation and Facilities | Greystanes Zone | 2,178 | 2,178 | 3,4 |
| Community & Culture | Homework Help Program | 22,500 | 22,500 | 50,0 |
| Human Resources | Human Resources Services | 1,170 | 1,170 | 45,0 |
| Internal Ombudsman | Internal Ombudsman | G | 5,046 | 10,0 |
| City Strategy | LEP review program. | 187,714 | 249,788 | 566,4 |
| Environment & Precincts | Next-generation Green Prototype Carpark for Urban Re | 0 | 0 | 68,5 |
| Environment & Precincts | Precinct Planning | -13,106 | 0 | |
| Corporate Services | Procurement Administration | 22,146 | 14,946 | 35,0 |
| Corporate Services | Properties | 15,526 | 16,700 | 45,0 |
| Corporate Services | Property Development | G | 273 | 50,0 |
| Corporate Services | Risk & Audit | 12,300 | 10,250 | 40,0 |
| Environment & Precincts | Section 7.11 Contributions | 825 | 825 | 50,0 |
| Regulatory & Technical | Stormwater Management | 0 | 5,000 | 30,0 |
| Strategic Communications | Strategic Communications | ő | 1,000 | 1,0 |
| City Strategy | Strategic Communications Strategic Planning | 1,330 | 1,000 | 1,0 |
| nformation Services | Technology Services | 5,640 | 6,476 | 130,0 |
| Information Services | Technology Services Administration | 5,000 | 0,470 | 40,0 |
| | | - 6 | | |
| Regulatory & Technical | Traffic Engineering | 22,458 | 16,058 | 20,9 |
| City Services | Urban Road Maintenance | 10,845 | 1,668 | 5,0 |
| Environment & Precincts | UV-smart and cool playgrounds | 59,795 | 59,795 | 62,4 |
| Regulatory & Technical | Waste- Domestic Waste Management | 34,505 | 35,000 | 70,0 |
| Recreation and Facilities | Wentworthville Zone | 1,210 | 1,210 | 1,2 |
| Children Youth & Families | Youth Programs | 0 | 0 | 10,0 |
| | | 735,124 | 879,192 | 2,521,8 |
| | | | | Full Ye |
| Legal | | YTD Actual | YTD Budget | Budg |
| Corporate Services | Corporate Services | 16,560 | 16,560 | 16,5 |
| Development & Building | Development Assessment | 83,024 | 127,045 | 335,2 |
| Regulatory & Technical | Development Operations | 33,343 | 81,269 | 125,0 |
| Community & Org Development | Director Community & Organisational Development | 0 | 0 | 10,0 |
| Environment & Planning | Director Planning & Environment | 0 | 0 | 5,0 |
| Norks & Infrastructure | Director Works & Infrastructure | 3,450 | 7,500 | 15,0 |
| Regulatory & Technical | Environmental Health | 1,162 | 5,277 | 17,5 |
| Regulatory & Technical | Environmental Protection | 0 | 1,333 | 4,0 |
| General Counsel | General Counsel | 13,172 | 0 | |
| Seneral Manager | GM Administration | 19,550 | 22,752 | 45,5 |
| Environment & Precincts | Precinct Planning | 0 | 0 | 15,0 |
| | Properties | 10,308 | 8,346 | 43,4 |
| Corporate Services | | -0,000 | 0,040 | |
| | | 1 155 | 1 155 | 25.0 |
| Corporate Services Corporate Services Finance | Property Development | 1,155 | 1,155 36,112 | 25,0 149.1 |
| | | 1,155 1,021 9,189 | 1,155 36,112 7,500 | 25,0 149 <u>,</u> 1 15,0 |

DOCUMENTS ASSOCIATED WITH REPORT C02/21-676

Attachment 4 Major Project Report - Granville Stadium



Project Summary Report - Granville Park

Stadium Construction Commencement Date: 6th July 2020

Field Construction Commencement Date: 17th July 2020

Total Project Budget (Includes Design, Authority Fee and Construction):

Main Contractor: Belmadar Pty Ltd Field Upgrade: Delaney Civil

Project Background and Scope

Granville Park (188 Woodville Road, Merrylands NSW 2160) is a regional park facility and is home to numerous sports and activities including; rugby union, soccer, cricket, social basketball and touch football along with high school use, water play area, shared path and a fitness station. It is located on 13.2 hectares of land (Lot 1 DP 1170952) and is bound by Woodville Rd, Merrylands Rd, Montrose Ave and Claremont St. The proposed Community Sports Pavilion is to be located on the east side of Montrose Avenue, between Merrylands Road and Claremont Street.

Cumberland Council (Council) proposes to construct a Community Sports pavilion building and associated field works (Project) including, but not limited to the following:

- Grandstand for 750 spectators
- Change rooms, multipurpose room, office, amenities, community function room, canteen, kitchen and a covered viewing deck
- Renewal of carparking area to accommodate 127 at-grade spaces (incl associated lighting)
- Landscaping incl trees, shrubs, turf, sandstone bench, fencing, etc
- Underground Filtration System
- Substation
- Rugby field includes field re-construction (project boundary 130m x 82m), mound reconstruction, stormwater drainage, irrigation, field lighting, field fencing, establishment period, etc

Project Status

Field Works:

RMZ material being installed from 4-01-2020 completion mid-January 2021 Eastern & Northern mound construction nearing completion

Stadium

Second floor concrete slab has been poured and tensioned with form work stripped. Structural Timber columns and rafters are being erected and due to be complete by Feb. lower level services rough in is underway with the erection of light weight wall frames. Grand stand seating will begin in the coming weeks, weather permitting.



Budget Summary

The total project budget for this project is \$13.4m. (All figures below exclude GST).

To date total spend on this project totals \$6,194,336.

A breakdown of the project expenditure for 2020/21 is in the following table (note all figures exclude GST):

| Project Description | Actual 31 Dec 2020 | Commitments | Approved budget | Proposed Q2 budget 20/21 | Uncommitted |
|---------------------------|-----------------------|--------------|-----------------|-----------------------------|-------------|
| Granville Park Stadium | \$4,966,129 | \$ 7,219,215 | \$9,511,793 | \$12,200,000 | |

DOCUMENTS ASSOCIATED WITH REPORT C02/21-676

Attachment 5 Major Project Report - Merrylands CBD Upgrade



Project Summary Report - Merrylands CBD Major Drainage Upgrade

Construction Commencement Date: Forecast April 2020 (CBD Project)

Estimated "Practical Completion" Date: Forecast mid-2022 (CBD Project)

Total Project Budget (Includes Design and Negotiations): \$31,900,000

Main Contractor: Landmark (WIKA); Statewide Civil (Neil Street); Dyldam (proposed WIKA);

CA&I (CBD Project)

Project Status: December 2020

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 new stormwater upgrades and roads 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 Neil 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 (WIKA) and/or Voluntary Planning Agreements (VPA).

Project Status

The Landmark WIKA was finalised with works commencing in October 2018 and completed in October 2020.

The design of the CBD infrastructure upgrades have been completed and approved by all relevant authorities. Adjustment to the building structure to the rear of 219 Merrylands Road to enable the construction of the new stormwater and roads is underway and expected to reach Practical Completion late January 2021. The Contract for road and drainage and other infrastructure upgrades was awarded to CA&I who will commence works on the CBD Project mid-April 2021 and are expected to be completed mid-2022.

The Contract to carry out road and drainage works on the Hb Home Improvements site (i.e., Neil Street) was awarded to Statewide Civil in January 2020. Works commenced in late February 2020 and are due to be completed in March 2021.

Negotiations for the Dyldam WIKA are ongoing.



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 \$15,302,136.

A breakdown of the project expenditure for 2020/21 is in the following table (note all figures exclude GST):

| Project Description | Actual 31 Dec 2020 | Commitments | Approved budget | Proposed Q2 budget 20/21 | Uncommitted |
|-------------------------------|--------------------------|-------------|-----------------|--------------------------------|-------------|
| Merrylands CBD Drainage | \$8,296,778 | \$2,353,416 | \$10,111,075 | \$10,111,075 | - |

DOCUMENTS ASSOCIATED WITH REPORT C02/21-676

Attachment 6 Major Project Report - Swim Centre Upgrades



Project Summary Report – Cumberland Swimming Centre Modernisation for the Wentworthville and Guildford Centres

Construction Commencement Date Forecast:

Wentworthville: January 2020

Guildford: TBA

Estimated "Practical Completion" Date Forecast:

Wentworthville: Mid-March 2021

Guildford: TBA

Total Project Budget (Includes Design, Authority Fee and Construction): \$17,037,000

Main Contractor for construction phase at Wentworthville is Omnistruct Building (NSW) Pty Ltd

Project Status: 31 December 2020

Project Background and Scope

The Cumberland Council Swimming Centre Modernisation includes the centres located in Guildford, Wentworthville, Granville & Merrylands. The upgrades of the pools are to address statutory requirements such as water quality and disability access. Following community consultation, the modernisation of the pools will include 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. Subsequently the redevelopment of Wentworthville Swimming Centre is the key priority with the design phase of Guildford, Merrylands and Granville have been deferred, 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.

Council resolved to accept the Tender Evaluation Panel's recommendation to award the construction contract for the Wentworthville Memorial Swim Centre Modernisation to Omnistruct Building (NSW) Pty Ltd for the amount of \$8,887,581(excluding GST) with construction works commencing 20th January 2020 and a construction program completion date late. January 2021.

Works completed to date on site include the following:

- · Completion of all demolition works
- Construction of 25m pool balance tank and pool structure up to waterproofing and tiling works



- · Construction of splash pad balance tank
- Upgrade of amenity blocks and entry building at about 90%.
- Construction and upgrade of plant room at 90%
- Landscape works are at 20%

Works are continuing under the appropriate controls brought about by COVID-19 restrictions, yet to date there does not appear to be any expectation of significant effect on supply lines from both locally and overseas sourced materials.

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. Following a Council Workshop on 25 July,2019, work on the Guildford Swimming Centre has been deferred until the finalisation of the construction works at the Wentworthville Memorial Swimming Centre.

Budget Summary

The total project budget for this project is \$17.037m. (All figures below exclude GST).

To date total spend on this project over its life totals \$9,803,782.

A breakdown of the project expenditure for 2020/21 is in the following table (note all figures exclude GST):

| Project Description | Actual 31 Dec 2020 | Commitments | Approved budget | Proposed Q2 budget 20/21 | Uncommitted |
|--|-----------------------|-------------|-----------------|-----------------------------|-------------|
| Guildford Swim Centre | - | - | \$5,000 | \$5,000 | \$5,000 |
| Upgrade | | | | | |
| Wentworthville Swim Centre Modernisation | \$6,118,159 | \$2,871,345 | \$9,544,648 | \$9,544,648 | \$555,144 |
| Total | \$6,118,159 | \$2,871,345 | \$9,549,648 | \$9,549,648 | \$560,144 |



Item No: C02/21-677

AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION (ALGA) - NATIONAL GENERAL ASSEMBLY OF LOCAL GOVERNMENT

Responsible Division: Finance & Governance

Officer: Director Finance & Governance

File Number: HC-08-02-3/10

Community Strategic Plan Goal: Transparent and accountable leadership

SUMMARY

The National General Assembly (NGA) of Local Government is the peak annual event for Local Government, organised by the Australian Local Government Association (ALGA). Councils may develop and submit motions for debate at the 2021 National General Assembly by 11:59pm on Friday, 26 March 2021. The NGA provides Council with a valuable opportunity to influence the national policy agenda.

RECOMMENDATION

That Council:

- 1. Confirm its participation in the annual ALGA National General Assembly 2021.
- 2. Give consideration to nominating the Mayor and/or Councillor(s) to attend the 2021 National General Assembly of Local Government to be held in Canberra from 20 23 June 2021; and
- 3. Give consideration to submitting motion(s) to the 2021 National General Assembly of Local Government.

REPORT

The ALGA National General Assembly of Local Government will be held in Canberra from 20-23 June 2021. This peak event attracts in excess of 800 mayors and councillors each year, offering an opportunity for local government to engage directly with federal government.

The ALGA has called for councils to submit motions for debate at the annual event. All motions require, among other things, a contact officer, a clear national objective, a summary of the key arguments in support of the motion, and endorsement of Council. Motions should be received no later than 11:59pm on Friday, 26 March 2021.



There are strict guidelines on suitable motions for consideration, detailed in Attachment 1 'Call for Motions Discussion Paper 2021' provided by the ALGA.

If Council is considering proposing a motion to be discussed at the National General Assembly, it should be aware that motions must meet the following criteria to be eligible for inclusion in the NGA Business Papers and subsequent debate on the floor of the NGA:

- 1. Be relevant to the work of local government nationally
- 2. Not be focussed on a specific location or region unless the project has national implications
- 3. Be consistent with the themes of the NGA
- 4. Complement or build on the policy objectives of your state and territory local government association
- 5. Be submitted by a council which is a financial member of their state or territory local government association
- 6. Propose a clear action and outcome
- 7. Be a new motion that has not already been debated at an NGA in the preceding two years
- 8. Not be advanced on behalf of external third parties that may seek to use the NGA to apply pressure to Board members, or to gain national political exposure for positions that are not directly relevant to the work of, or in the national interests of, local government.

The costs associated with the event are as follows:

- Early bird registration (payment received by 7 May 2021) \$989.00
- Standard registration (payment received by 4 June 2021) \$1,099.00
- Late registration (payment received on/after 4 June 2021) \$1,209.00
- General Assembly Dinner \$175.00 per person

Accommodation will be booked in close proximity to the venue in accordance with the *Councillor Expenses and Facilities Policy* provisions.

COMMUNITY ENGAGEMENT

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

POLICY IMPLICATIONS

Councillor attendance to the ALGA National General Assembly is included under the adopted *Councillor Expenses and Facilities Policy and* is considered as Councillor professional development. Travel arrangements are made in accordance with the above Policy.



RISK IMPLICATIONS

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

FINANCIAL IMPLICATIONS

Should Council proceed with sending representation to the ALGA National General Assembly, there is an appropriate allocation within the 2020/21 Elected Officials budget to fund this.

CONCLUSION

The ALGA's National General Assembly 2021 is Australia's largest gathering for Local Government involving mayors, councillors, chairs and officials.

The event also provides a unique opportunity for Local Government to engage directly with the Federal Government to develop national policy and influence the future direction of councils and communities.

Council is to consider and determine its participation in this event.

ATTACHMENTS

1. Call for Motions Discussion Paper 2021 J

DOCUMENTS ASSOCIATED WITH REPORT C02/21-677

Attachment 1 Call for Motions Discussion Paper 2021





Call for Motions

20 - 23 June 2021

National Convention Centre Canberra





KEY DATES

16 November 2020 Opening of Call for Motions

26 March 2021 Acceptance of Motions Close

20 - 23 June 2021 National General Assembly

To submit your motion go to: alga.asn.au



SUBMITTING MOTIONS

The National General Assembly of Local Government (NGA) is an important opportunity for you and your council to influence the national policy agenda.

The 2020 NGA "Working Together for Our Communities" was unfortunately cancelled due to COVID-19 but the ALGA Board has decided to retain the theme and emphasise the importance of partnerships to building and maintaining resilience in our councils and our communities.

To assist you to identify motions that address the theme of the 2021 NGA, the Australian Local Government Association (ALGA) Secretariat has prepared this short discussion paper. You are encouraged to read all the sections of the paper but are not expected to respond to every question. Your motion/s can address one or more of the issues identified in the discussion paper.

Remember that the focus of the NGA is on partnerships, working together, and resilience so your questions could focus on how local governments can work in partnership with the Australian Government to address the challenges our communities face, or the opportunities that are arising to build back better.

Criteria for motions

To be eligible for inclusion in the NGA Business Papers, and subsequent debate on the floor of the NGA, motions must meet the following criteria:

- be relevant to the work of local government nationally;
- not be focussed on a specific location or region unless the project has national implications. You will be asked to justify why your motion has strategic national importance and should be discussed at a national conference;
- 3. be consistent with the themes of the NGA;
- complement or build on the policy objectives of your state and territory local government association;
- be submitted by a council which is a financial member of their state or territory local government association;
- propose a clear action and outcome i.e. call on the Australian Government to do something;
- be a new motion that has not already been debated at an NGA in the preceding two years; and
- not be advanced on behalf of external third parties that may seek to use the NGA
 to apply pressure to Board members, or to gain national political exposure for
 positions that are not directly relevant to the work of, or in the national interests
 of, local government.

3



OTHER THINGS TO CONSIDER

Motions should generally be in a form that seeks the NGA's support for a particular action or policy change at the Federal level which will assist local governments to meet local community needs. Motions should commence as follows: This National General Assembly calls on the Australian Government to restore funding for local government Financial Assistance Grants to a level equal to at least 1% of Commonwealth taxation revenue.

To ensure efficient and effective debate where there are numerous motions on a similar issue, the ALGA Board NGA Subcommittee will group the motions together under an overarching strategic motion. The strategic motions have either been drafted by ALGA or are based on a motion submitted by a council which best summarises the subject matter. Debate will focus on the strategic motions. Associated sub-motions will be debated by exception only.

Motions should be lodged electronically using the online form available on the NGA website at: www.alga.asn.au. All motions require, among other things, a contact officer, a clear national objective, a summary of the key arguments in support of the motion, and the endorsement of your council. Motions should be received no later than 11:59pm AEST on Friday 26 March 2021.

Please note that for every motion it is important to complete the background section on the form. The background section helps all delegates, including those with no previous knowledge of the issue, in their consideration of the motion. There is a word limit of 150 for the motion and 200 for the national objective and 300 for the key arguments.

All motions submitted will be reviewed by the ALGA Board's NGA Sub-Committee, as well as by state and territory local government associations to determine their eligibility for inclusion in the NGA Business Papers. When reviewing motions, the Sub-Committee considers the importance and relevance of the issue to local government and whether the motions meet all the criteria detailed above.

Please note that motions should not be prescriptive in directing how the matter should be pursued.

With the agreement of the relevant council, motions may be edited before inclusion in the NGA Business Papers to ensure consistency. If there are any questions about the substance or intent of a motion, the ALGA Secretariat will raise these with the nominated contact officer.

Any motion deemed to be primarily concerned with local, state or territory issues will be referred to the relevant state or territory local government association and will not be included in the NGA Business Papers.

There is an expectation that any council that submits a motion will be present at the National General Assembly to move and speak to the motion.



INTRODUCTION

2020 has been a year like no other. A year that many individuals and organisations, including councils, would wish to forget. While the drought lessened its hold on parts of the country to be replaced by floods, more than 110 local government areas were severely impacted by the Black Summer (2019-20) bushfires - and no one was spared the effects of the battle against COVID-19. The 2020-21 storm and fire season may add to the sense that it was a year of disasters.

Friedrich Nietzsche said: "That which does not kill us, makes us stronger." So how can councils become stronger after 2020? How can we ensure that our communities are stronger and more resilient? How do we work together and with our partners to ensure that we build back better from the series of unprecedented events that have marked 2020?



COUNCIL RESILIENCE

In the first quarter of 2020, state and territory Governments closed facilities where people gathered in numbers to reduce the probability that hospitals would be overwhelmed by a rise in COVID-19 cases. This included a substantial number of council owned and operated revenue generating facilities which had flow-on effects for other revenue- generating enterprises such as paid parking. Major funding gaps rapidly emerged in many councils that typically generated significant amounts of own revenue.

Councils that cannot generate significant amounts of the own revenue are typically dependent on grant funding from other levels of government, including Financial Assistance Grants from the Australian Government. These councils tend to service rural, regional and remote communities that are often large in area but small in terms of population. The capacity of these councils to deliver all their required services and infrastructure can be severely strained at any time.

With local government funding under pressure across the nation, and other levels of government facing fiscal constraints, councils may need to do more with less in the near term and be innovative with both budgeting, service delivery, balancing competing demands and longer term financial planning. Services may need to be scaled down or delivered in innovative ways. Asset management and maintenance programs may need to be varied. Working collaboratively with neighbouring councils or forming alliances may be a way of achieving efficiencies and enhancing service delivery along with fostering innovation, cutting red tape, and working in partnership with third parties may be others.

Digital service delivery and working from home - adopted during the height of the pandemic - may become the new norm. This may increase opportunities for councils to innovate, work together and share resources, and fill long term skill gaps. New challenges may emerge including how staff are supported and how productivity, collaboration and motivation maintained. There may be significant consequences for local democracy and council's ability to engage authentically with their communities. Digital transformation and technology modernisation will be essential for some councils. Even already well-established adopters of digital technology may need to rethink their approach.



Can the Australian Government assist councils with efficiency measures that reduce the cost of services without a major change in service levels experienced by the community?

What opportunities are available to enhance the adaptive capacity of councils and its potential to 'weather the storm' through innovation and creativity? How can the Australian Government assist?

Apart from Financial Assistance Grants, how can the Australian Government assist councils to become more financially sustainable and able to better meet the needs of their communities? Are there new partnership programs or policy changes the Government





COMMUNITY RESILIENCE

Community resilience is the capicity of communities to respond to, withstand, and recover from adverse situations including natural disasters, persistent drought, pandemics, fluctuations in global trade, recession, and a rise in inequality. In some circumstances in response to these pressures and stresses, local communities are not able to recover to their previous state. Instead they need to adapt to cope with long term stresses. But ideally, we want all communities to not only survive but thrive.

Local governments play a critical role in building resilient and sustainable communities and helping to buffer people and places against social, economic, and environmental disruptions and overcome adversity. One critical area is through the provision of resilient infrastructure. Councils' infrastructure should meet the community's current and future demand, be built to contemporary standards, be affordable for both the council and the user, and be reliable with appropriate asset management practices in place to ensure maximum return on investment.

In addition to physical infrastructure, social infrastructure is also vital for resilience. Social infrastructure is broader than just buildings, it includes the individuals and groups, places, and institutions, including councils, that foster community cohesion and social support. Communities and individuals with good social networks and connections demonstrate greater resilience.

The loneliness epidemic is challenging social resilience. Research produced before the coronavirus pandemic revealed that one in four adult Australians are experiencing loneliness with over half the nation reporting they feel lonely for at least one day each week. In addition to its impacts on community resilience, feeling lonely can pose a bigger risk for premature death than smoking or obesity and can be associated with depression, poorer cardiovascular health and, in old age, a faster rate of cognitive decline and dementia.

Communities that are more vulnerable to shocks and disasters are often reliant on only one industry, have minimal redundancy or no backups for essential services and infrastructure such as only one source of water, one powerline or one access road. They also often only have few voluntary or charitable organisations working in the community. Often community leadership is weak or fails to inspire, engage, and unleash the power of other leaders and critical social networks.

Community resilience cannot be built and then left to its own devices. It needs to be strengthened continuously, not just in times of crisis. It involves people getting together to create sustainable links within their community and the community and its leaders having the ability to learn from experience and improve over time.



How can councils work in partnership with the other tiers of government to adopt a community development approach that builds resilience?

What are the best models available to councils to ensure that our communities thrive and focus on prevention and preparation rather than relief and recovery? How can the Australian Government partner with councils to ensure thriving communities?

What actions can councils take, in partnership with others including the Australian Government to promote community resilience and protect against external shocks such as industry closures or natural disasters? Are tools available to assist councils build community resilience or do we need new or different tools?



COLLABORATION AND PARTNERSHIPS

Creating a resilient community and ensuring a resilient and sustainable council requires partners. Councils can work with partners in different ways to find local solutions to local problems. They can partner with a wide range of organisations including other councils, other levels of government, the voluntary and community sector or business and research sector organisations. The aims of these partnerships are typically to improve services and deliver changes to benefit the local area.

Collaboration and partnerships with other councils and public or private organisations can also bring benefit from economies of scale in providing services or purchasing in bulk for example. Procurement partnerships have been a particularly successful example of this. Working in partnership can make a considerable contribution to efficiency improvements, such as through cost savings in back-office functions or sharing of plant and equipment.

Other benefits associated with partnerships and collaboration include opening the way for local communities to share ideas and connect with others. Partnerships enhance the ability of a council to access innovation, enhance skills development, work across council boundaries to address regional issues, and maximise competitive advantage in the delivery of major infrastructure projects.

Strategic collaboration is not just about savings and sharing resources. It is also about maximising capacity in addressing community expectations, or working with members of the community to overcome challenges and seize opportunities. For example, building and maintaining productive partnerships with Aboriginal and Torres Strait Islander people and communities is critical for councils committed to Closing the Gap and involving Aboriginal and Torres Strait Islander communities in decision-making and service development and delivery.

Collaboration and partnerships that work well are underpinned by good governance, an agreed purpose, and mutual benefit.

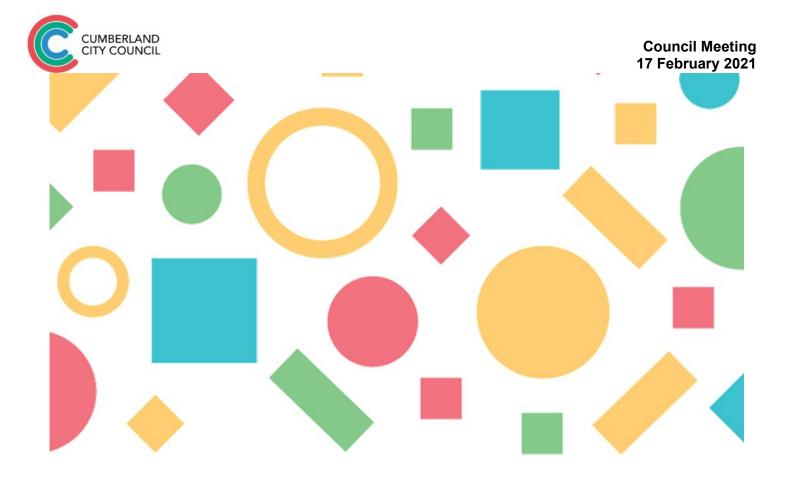
There is a long history of local government partnering with the Australian Government to deliver projects and programs that benefit local communities, achieve fairness and equity across the nation, and support local delivery of services and infrastructure. In the absence of constitutional change, how do we further build and strengthen this partnership with the Australian Government?



How do we encourage and incentivise councils to embrace partnerships and collaborative arrangements more enthusiastically including those which seek to ensure the development of economic development supporting infrastructure?

What are the obstacles to working in partnership with other councils or organisations? Can the Australian Government help overcome these?

How do councils, together with their communities, work in partnership to build resilience and entrench it into everyday life?





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Item No: C02/21-678

MONTHLY MANAGEMENT ACCOUNTS DECEMBER 2020

Responsible Division: Finance & Governance

Officer: Director Finance & Governance

File Number: HC-06-13-22

Community Strategic Plan Goal: Transparent and accountable leadership

SUMMARY

The purpose of this report is to provide an update to Council regarding Council's financial performance.

RECOMMENDATION

That Council receive the information contained in this report.

REPORT

The following is the year-to-date (YTD) December 2020 report for Council and attached are the directorate reports and quarterly service reports. The following table provides a summary of the YTD actual against the approved budget. The YTD actual is favourable to the approved Q1 revised budget by \$3.9 million as at 31 December 2020.

The budget variances are mainly due to additional salary vacancies in the Community and Organisational Development and General Manger's budgets. The budget variance is 5.4%, driven by the combination of \$2.9m in timing differences in Income \$1.9m, Other Expenses \$1.01m and net savings \$0.9m mainly due to Salary and Wages.

EXECUTIVE SUMMARY - PROFIT AND LOSS

The following table provides a summary of YTD Actual against Forecast and reflects a YTD surplus of \$3.9 million as at 31 December 2020.

| OPERATING | ORIGINAL BUDGET '\$000 | APPROVED BUDGET '\$000 | YTD ACTUAL \$000 | YTD FORECAST \$000 | YTD VARIANCE \$000 | VARIANCE % |
|---------------------------------------|------------------------------|------------------------------|------------------------|--------------------------|--------------------------|------------|
| Operating Income | 204,887 | 202,049 | 174,637 | 172,662 | \$1,975 | 1.1% |
| Capital Income | 18,812 | 12,545 | 9,208 | 5,775 | \$3,434 | 59.5% |
| Operating Expenses | 204,322 | 202,922 | 98,673 | 100,594 | \$1,921 | 1.9% |
| Surplus/-Deficit | 19,377 | 11,671 | 85,172 | 77,842 | \$7,329 | 9.4% |
| Surplus/-Deficit (Excl. Capital Inc.) | 565 | -873 | 75,963 | 72,068 | \$3,895 | 5.4% |



Discussion December Year-to-date

Operating Income YTD \$174.6m, \$1.98m higher than budget.

Income is higher than the revised budget as at December 2020 and is comprised of \$1.5m in timing differences and \$0.5m additional income related to rates. These variances are mainly due:

- \$0.47m for rates, mainly due to waste income from new properties.
- \$0.60m user fees and charges, due to road hoardings \$0.4m and additional health inspections \$0.2m.
- \$0.6m operating grants from LEP \$0.4m and Disability \$0.3m.

Operating Expenses YTD \$100.6m, \$1.9m better than budget.

The expenses are \$1.9m lower than the budget due to the following:

- Employee Costs \$1.128m There are vacancies of \$0.5m in Community and Organisational Development and \$0.4m in the General Manger's budgets.
- Other Expenses \$1.02m There was a timing difference for events costs \$0.25m, staff training \$0.2m, software \$0.15m, postage \$0.1m and utilities \$0.1m.

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. The revenue and expenses will remain closely monitored.

CONCLUSION

The December year-to-date recurring budget position is 5.4% favourable to the budget. There is an expectation that 4% of this is related to timing differences, which means the savings are still around 1%. Council will recommend that these savings are adopted into the Q2 revised budget.

ATTACHMENTS

- 1. Directorate December YTD Reports J.
- 2. Service Level December YTD Reports J.

DOCUMENTS ASSOCIATED WITH REPORT C02/21-678

Attachment 1 Directorate December YTD Reports



DIRECTORATE FINANCIAL PERFORMANCE

| Works & Infrastructure | YTD ACTUAL \$m | YTD FORECAST Sm | VARIANCE Better/ (Worse) \$m | ORIGINAL BUDGET '\$m | APPROVED QI Revised BUDGET '\$m | VARIANCE Better/ (Worse) \$m |
|--|----------------------|-----------------------|---------------------------------------|----------------------------|--|---------------------------------------|
| Rates & Annual | 41.77 | 41.26 | 0.51 | 40.10 | 41.32 | 1.22 |
| User charges | 5.52 | 4.90 | 0.62 | 10.99 | 9.46 | (1.52) |
| Interest | 0.00 | 0.00 | 0.00 | 0.05 | 0.02 | (0.03) |
| Other revenue | 4.21 | 3.98 | 0.24 | 7.89 | 7.97 | 9.98 |
| Operating Grants | 1.76 | 1.96 | (0.20) | 4,69 | 4.69 | 0.01 |
| Capital Grants | 1.79 | 1.21 | 0.58 | 0.72 | 3.31 | 2.59 |
| Total Operating Income | 55.05 | 53.31 | 1.74 | 64.44 | 66.78 | 2.34 |
| Employee costs | 15.71 | 15.85 | 0.14 | 33.42 | 31.89 | 1.53 |
| Borrowing Costs | 0.05 | 0.05 | (0.00) | 0.00 | 0.10 | (0.10) |
| Materials | 24.52 | 24.51 | (0.00) | 53.07 | 52.06 | 1.01 |
| Other expenses | 3.43 | 3.60 | 0.17 | 7.04 | 7.36 | (0.32) |
| Depreciation | 16.86 | 16.83 | (0.03) | 30.83 | 33.63 | (2.80) |
| Internal charges | 4.84 | 4.77 | (0.08) | 9.40 | 9.54 | (9.14) |
| Total Operating Expenses | 65.41 | 65.60 | 0.19 | 133.76 | 134.58 | (0.82) |
| Surplus/(Deficit) | (1036) | (12.29) | 1.93 | (69.32) | (67.80) | 1.52 |
| Surplus/(Deficit (Excl. Capital Inc.)) | (12.15) | (13.50) | 1.36 | (70.04) | (71.11) | (1.07) |

| Community Development | YTD ACTUAL \$m | YTD FORECAST Sm | VARIANCE Better/ (Worse) \$m | ORIGINAL BUDGET '\$m | APPROVED QI Revised BUDGET '\$m | VARIANCE Better/ (Worse) \$m |
|--|----------------------|-----------------------|---------------------------------------|----------------------------|--|---------------------------------------|
| User charges | 6.15 | 6.08 | 0.07 | 14:41 | 12.98 | (1.43) |
| Other revenue | 0.11 | 0.12 | (0.01) | 0.31 | 0.21 | (0.10) |
| Operating Grants | 4.21 | 3.82 | 0.40 | 2.28 | 5.33 | 3.05 |
| Capital Grants | 0.19 | 0.21 | (0.01) | 0.00 | 0:21 | 0:21 |
| Total Operating Income | 10.67 | 10.22 | 0.45 | 17.00 | 18.72 | 1.73 |
| Employee costs | 12.53 | 12.99 | 0.47 | 26.31 | 25.69 | 0.62 |
| Materials | 0.84 | 0.98 | 0.13 | 1.44 | 2.21 | (9.76) |
| Other expenses | 0.79 | 1.37 | 0.58 | 4.64 | 3.61 | 1.03 |
| Depreciation | 0.23 | 0.22 | (0.01) | 0.45 | 0.45 | 0.00 |
| Internal charges | 2.49 | 2.52 | 0.03 | 5.19 | 5.05 | 0.13 |
| Total Operating Expenses | 16.88 | 18,07 | 1,20 | 38.02 | 37.01 | 1.01 |
| Surplus/(Deficit) | (621) | (7.86) | 1.65 | (21.03) | (18.29) | 2.74 |
| Surplus/(Deficit (Excl. Capital Inc.)) | (6.41) | (8.06) | 1.66 | (21.03) | (18.49) | 2.53 |

| Finance & Governance | YTD | YTD | VARIANCE | | APPROVED | VARIANCE |
|--|--------|----------|----------|---------|------------|----------|
| | ACTUAL | FORECAST | Better/ | BUDGET | Q1 Revised | Better/ |
| | \$m | \$m | (Worse) | '\$m | BUDGET | (Worse) |
| | | | \$m | | '\$m | \$m |
| Rates & Annual | 100.48 | 100.52 | (0.04) | 100.59 | 100.92 | 0.33 |
| User charges | 0.55 | 0.53 | 0.02 | 1.62 | 1.30 | (0.31) |
| Interest | 1.32 | 1.21 | 0.11 | 3.01 | 2.29 | (0.72) |
| Other revenue | 1.07 | 1.14 | (0.07) | 3.23 | 3.22 | (0.01) |
| Operating Grants | 3.63 | 3.54 | 0.09 | 19.77 | 6.27 | (4.49) |
| Capital Grants | 1.09 | 0.37 | 0.72 | 0.00 | 9.82 | 0.82 |
| Total Operating Income | 108,14 | 107.31 | 0.82 | 119.22 | 114.84 | (4.38) |
| Employee costs | 5.04 | 5.12 | 0.07 | 10.53 | 10.23 | 0.30 |
| Borrowing costs | 0.65 | 0.49 | (0.16) | 1.03 | 0.93 | 0.09 |
| Materials | 0.74 | 0.87 | 0.13 | 2.14 | 2.08 | 9.96 |
| Other expenses | 6.94 | 7.23 | 0.30 | 12.64 | 11.98 | 9.66 |
| Depreciation | 1.52 | 1.35 | (0.17) | 2.30 | 2.60 | (0.30) |
| Internal charges | (9.17) | (9.19) | (0.03) | (18.38) | (18.38) | 0.00 |
| Total Operating Expenses | 5.72 | 5.87 | 0.15 | 10.25 | 9.44 | 0.81 |
| Surplus/(Deficit) | 102.41 | 101.44 | 0.97 | 108.97 | 105.39 | (3.58) |
| Surplus/(Deficit (Excl. Capital Inc.)) | 101.32 | 101.07 | 0.25 | 108.97 | 104.57 | (4.40) |



| Environment & Planning | YTD ACTUAL \$m | YTD FORECAST Sm | VARIANCE Better/ (Worse) Sm | ORIGINAL BUDGET '\$m | APPROVED QI Revised BUDGET 'Sm | VARIANCE Better/ (Worse) Sm |
|--|----------------------|-----------------------|--------------------------------------|----------------------------|--------------------------------|--------------------------------------|
| User charges | 1.93 | 2.04 | | 3.62 | | |
| Other revenue | 0.13 | 0.11 | 0.02 | 0.26 | 0.21 | (0.05) |
| Operating Grants | 1.18 | 0.85 | 0.34 | 0.28 | 1.32 | 1.05 |
| Capital Grants | 6.13 | 3.98 | 2.15 | 18.09 | 8:21 | (9.88) |
| Total Operating Income | 9.38 | 6.98 | 2.40 | 22.24 | 13.46 | (8.78) |
| Employee costs | 4.65 | 4.72 | 0.07 | 9,66 | 9.37 | 0.29 |
| Materials | 0.77 | 0.92 | 0.15 | 1.35 | 2.08 | (0.74) |
| Other expenses | 0.05 | 0.06 | 0.01 | 0.40 | 0.46 | (0.06) |
| Internal charges | 2.66 | 2.69 | 0.03 | 5.40 | 5.39 | 0.01 |
| Total Operating Expenses | 8.14 | 8.40 | 9.26 | 16.80 | 17.31 | (0.51) |
| Surplus/(Deficit) | 1.24 | (1.42) | 2.66 | 5.44 | (3.85) | (9.29) |
| Surplus/(Deficit (Excl. Capital Inc.)) | (4.90) | (5.40) | 0.51 | (12.65) | (12.05) | 0.60 |

| General Manager | ALD | YTD | VARIANCE | ORIGINAL | APPROVED | VARIANCE |
|--|--------|----------|----------|----------|------------|----------|
| | ACTUAL | FORECAST | Better/ | BUDGET | Q1 Revised | Better/ |
| | \$m | \$m | (Worse) | '\$m | BUDGET | (Worse) |
| | | | \$m | | '\$m | \$m |
| Other revenue | 0.03 | 0.04 | (0.01) | 0.10 | 0.10 | (0.01) |
| Operating Grants | 0.58 | 0.58 | 0.00 | 0.69 | 0.69 | 0.00 |
| Total Operating Income | 0.61 | 9.61 | (0.01) | 9.79 | 0.79 | (0.01) |
| Employee costs | 2.36 | 2.75 | 0.38 | 5.68 | 4.82 | 0.86 |
| Materials | 0.60 | 0.35 | (0.25) | 0.43 | 9.46 | (0.03) |
| Other expenses | 0.38 | 0.34 | (0.03) | 0.97 | 0.89 | 0.08 |
| Depreciation | 0.00 | 0.01 | 0.01 | 0.01 | 9.91 | 0.00 |
| Internal charges | (0.81) | (0.80) | 0.01 | (1.60) | (1.60) | 0.00 |
| Total Operating Expenses | 2.53 | 2.64 | 0.11 | 5.48 | 4.58 | 0.90 |
| Surplus/(Deficit) | (1.92) | (2.03) | 0.10 | (4.69) | (3.79) | 0.90 |
| Surplus/(Deficit (Excl. Capital Inc.)) | (1.92) | (2.03) | 0.10 | (4.69) | (3.79) | 0.90 |

DOCUMENTS ASSOCIATED WITH REPORT C02/21-678

Attachment 2 Service Level December YTD Reports





SERVICE FINANCIAL PERFORMANCE

| Community Programs and Events | ORIGINAL BUDGET '\$000 | APPROVED BUDGET '\$000 | YTD ACTUAL \$000 | YTD FORECAST \$000 | | VARIANCE % |
|---------------------------------------|------------------------------|------------------------------|---------------------|--------------------------|-------|---------------|
| User charges | 1.655 | 736 | 530 | 328 | 202 | 61,34% |
| Other revenue | 138 | 79 | 36 | 33 | 2 | 2.46% |
| Operating Grants | 1.302 | 1.770 | 1.209 | 399 | 290 | 29,03% |
| Capital Grants | 0 | 205 | 272 | 205 | 67 | 32.59% |
| Total Income | 3,175 | 2789 | 2,127 | 1.566 | 561 | 35.82% |
| Employeecosts | 6.760 | 5577 | 2,708 | 2.906 | 198 | 6.02% |
| Materials | 276 | 266 | 93 | 113 | 20 | 17.03% |
| Other expenses | 3.143 | 1,827 | 350 | 666 | 309 | |
| Internal charges | 5009 | 4972 | 2.466 | 2,484 | 18 | 0.72% |
| Total Expense | 15,188 | 12641 | 5.624 | 6,169 | 545 | |
| Surplus/-Deficit | (12,013) | (9,852) | (3,498) | (4,603) | 1,106 | -24.02% |
| Surplus/-Deficit (Excl. Capital Inc.) | (12,013) | (10,057) | (3,770) | (4,808) | 1,039 | -21.61% |

| PY | \$000 | VARIANCE % |
|---------|-------|------------|
| 1,169 | (637) | -54.68% |
| 58 | (22) | -37.82% |
| 864 | 425 | 49.12% |
| 0 | 272 | #D1V/0: |
| 2.091 | 35 | 1.69% |
| 3.360 | 653 | 19:42% |
| 161 | 68 | 42.26% |
| 1,334 | 977 | |
| 2:293 | (173) | -7.54% |
| 7.149 | 1,324 | |
| (5,057) | 1,560 | -30.84% |
| (5,057) | 1,288 | -25.46% |

| Roads and Stormwater | ORIGINAL | APPROVED | YTD ACTUAL | YTD | VARIANCE | VARIANCE |
|---------------------------------------|----------|----------|------------|----------|----------|----------|
| | BUDGET | BUDGET | \$000 | FORECAST | \$000 | |
| | '\$000 | 15000 | | \$000 | | |
| fixes & Annial | 1.820 | 1.775 | 1.760 | 1.769 | 410 | 0.0% |
| User charges | 3:003 | 2483 | 1.793 | 1.382 | 411 | 29.7% |
| Other revenue | 333 | 122 | 139 | 6.1 | 78 | 127.4% |
| Operating Grants | 4,137 | 4,189 | 1.735 | 1.560 | 17-4 | 11.2% |
| Capital Grants | 64 | 2,104 | 1.163 | 791 | 372 | 47.0% |
| Total Income | 9.358 | 10.874 | 6.598 | 5.564 | 1.034 | 18.58% |
| Employee costs | 6.095 | 5541 | 3.153 | 2.863 | (287) | -10.7% |
| Materials | 3517 | 3434 | 1.609 | 1.550 | (50) | -3.6% |
| Other expenses | 3235 | 3227 | 1.590 | 1.417 | 27 | |
| Depreciation | 18761 | 18761 | 9.462 | 9.457 | (5) | 0.0% |
| Internal charges | 10.024 | 9.620 | 4850 | 4.810 | (40) | -0.8% |
| Total Expense | 41.631 | 40.784 | 20.663 | 20.297 | (345) | -1.77% |
| Surplus/-Deficit | (32,273) | (29,910) | (14,065) | (14,734) | 668 | -454% |
| Surplus/-Deficit (Excl. Capital Inc.) | (32,337) | (32,014) | (15,228) | (15,525) | 296 | -1.91% |

| PY | VARIANCE \$000 | VARIANCE % |
|----------|-------------------|------------|
| 1,741 | 7 | 0.41% |
| 1.518 | 275 | 18.09% |
| 129 | (3.9) | -22,10% |
| 1.047 | 668 | 62.53% |
| | 1.163 | #D1V/0: |
| 4.525 | 2.073 | 45.81% |
| 2.352 | (801) | -34,06% |
| 2.130 | 322 | 24.49% |
| 1.434 | 46 | 2,79% |
| 9:253 | (20%) | -2.26% |
| 3,140 | (1.710) | -54.44% |
| 18,511 | -2.152 | -11.63% |
| (13,986) | (79) | 0.57% |
| (13,986) | (1,242) | 8.88% |

| Parks and Recreation | ORIGINAL BUDGET '\$000 | APPROVED BUDGET '\$000 | YTD ACTUAL \$000 | YTD FORECAST \$000 | | VARIANCE % | |
|---------------------------------------|------------------------------|------------------------------|---------------------|--------------------------|-------|---------------|----|
| User charges | 2385 | _ | 1,398 | | (12) | -0.9% | |
| Osher revenue | 504 | 348 | 207 | 196 | 0.0 | -53% | |
| Operating Grants | 10 | 0 | , | 0 | (9) | WDFV:0: | |
| Capital Grants | 458 | 1.208 | 502 | +21 | (8.0) | -193% | ı |
| Yotal Income | 3.560 | 3,973 | 271 FQ | 2,003 | (112) | -5.62% | ١. |
| Employee cosss | 9,945 | 9,625 | 4500 | 4.759 | \$259 | 5.4% | ı |
| Maserialic | 3.840 | 3.713 | 2.101 | 1.758 | (343) | -19.5% | ı |
| Osher expenses | 129 | 45 | 2.9 | 19 | 8100 | | ı |
| Depreciation | 2834 | 3.734 | 1.832 | 1.834 | 3 | 0.2% | |
| hservall charges | 5,991 | 5275 | 2748 | 2.438 | (110) | -4.2% | |
| Yotal Expense | 22,740 | 22,414 | 11.210 | ((,009 | (201) | -1.83% | 4 |
| Surplus'-Deficit | (19,180) | (18,441) | (9,095) | (9,006) | (89) | 0.99% | |
| Surplus'-Deficit (Excl. Capital Inc.) | (19,838) | (19,649) | (9,597) | (9,427) | (170) | 1.80% | |

| PY | VARIANCE | VARIANCE % |
|----------|----------|------------|
| | \$000 | |
| | | |
| 1,118 | 290 | 25.06% |
| 285 | (74) | -27.40% |
| 10 | (1) | -14.62% |
| (18) | 820 | -2887.44% |
| 1,395 | 720 | 51.63% |
| 4.923 | -03 | 8.59% |
| 1.410 | (49.2) | -30.54% |
| 33 | 4 | 12,37% |
| 1,395 | (438) | -31.37% |
| 3.7-4 | 998 | 26.65% |
| 11,707 | 496 | 4.24% |
| (10,312) | 1,217 | -11.80% |
| (10,294) | 697 | -6.77% |

| Environmental Programs | ORIGINAL | | YTD ACTUAL | | VARIANCE | |
|---------------------------------------|----------|---------|------------|----------|----------|---------|
| | BUDGET | BUDGET | \$000 | FORECAST | \$000 | |
| | '\$000 | '\$000 | | \$000 | | |
| User charges | 329 | 229 | 229 | 74 | 152 | 199-45 |
| Osher revenue | 23 | 30 | 22 | 1.7 | 5 | 31.45 |
| Operating Grants | 255 | 503 | 324 | 3:40 | (17) | -4.95 |
| Internals | | | | | | |
| Capital Grants | 0 | 148 | 54 | 52 | 2 | 3.25 |
| Total Income | 608 | 910 | 628 | 486 | 143 | 29,385 |
| Employee cosss | 2,070 | 1.90\$ | 1.004 | 970 | (3-4) | -3.55 |
| Marerials | 370 | 401 | 125 | 2.05 | 80 | 38.85 |
| Osher expenses | 89 | 88 | 38 | 33 | (5) | |
| Interval charges | 895 | 895 | 448 | 40 | (0) | -0.25 |
| Total Expense | 3,424 | 3,288 | 1,615 | 1,656 | 40 | |
| Surplus/-Deficit | (2,816) | (2,379) | (987) | (1,170) | 183 | -15.63% |
| Surplus/-Deficit (Excl. Capital Inc.) | (2,816) | (2,526) | (1,041) | (1,222) | 181 | -14.825 |

| PY | VARIANCE \$000 | VARIANCE % |
|-------|-------------------|------------|
| 314 | (85) | -27.05% |
| 16 | 4 | 36.66% |
| 325 | 49 | -0.38% |
| l | 0 | #D (V/0) |
| 0 | 54 | #D IV/0 |
| 454 | -26 | -4.00% |
| 1,173 | 169 | 14.43% |
| 129 | 4 | 3.06% |
| -0 | 9 | 19.37% |
| 138 | (290) | -183.63% |
| 1,308 | -108 | (9) |
| (853) | (134) | 15.70% |
| (853) | (188) | 22.02% |





| Household Waste and | ORIGINAL | APPROVED | YTD ACTUAL | YTD | VARIANCE | VARIANCE |
|---------------------------------------|----------|----------|------------|----------|----------|----------|
| Recycling | BUDGET | BUDGET | \$000 | FORECAST | \$000 | |
| | '\$000 | *\$000 | | \$000 | | |
| Rates & Annual | 38,280 | 39.546 | 40.006 | 39,490 | (516) | -1.3% |
| User charges | 592 | 612 | 492 | 543 | 51 | 9.5% |
| Interest | 53 | 20 | 0 | 0 | 9 | #DIY:10 |
| Other revenue | 671 | 765 | 466 | 523 | 57 | 10.9% |
| Operating Grants | 390 | 360 | 0 | 360 | 360 | 100.0% |
| Total Income | 39.987 | 41.303 | 40.963 | 40.916 | 47 | 0.12% |
| 5m přoyee costs | 7.259 | 7.232 | 3:293 | 3.532 | (237) | -6.6% |
| Borrowing costs | 0 | | | 0 | 03 | #DIV:00 |
| Materials | 33.913 | 34260 | 15.522 | 16.077 | 55.6 | 3.5% |
| Other expenses | (3-7-6) | 43 | 10 | 25 | 15 | 61.3% |
| Depreciation | 383 | 583 | 310 | 283 | (28) | -9.9% |
| Internal charges | 4.709 | 4.460 | 2.278 | 2:230 | (48) | -2.2% |
| Total Expense | 45,868 | 46.578 | 21.414 | 22-147 | 733 | 3,42% |
| Surplus/-Deficit | (5,881) | (5, 275) | 19,549 | 18,769 | 780 | 4.16% |
| Surplus/-Deficit (Excl. Capital Inc.) | (5,881) | (5,275) | 19,549 | 18,769 | 780 | 4.16% |

| PY | VADIANCE | VARIANCE % |
|--------|---------------------|-------------|
| - " | \$000 | VARIAINCE A |
| | | |
| 33,595 | 6.411 | 19:08% |
| 460 | 32 | 6.88% |
| 26 | (26) | -100.00% |
| 465 | 1 | 0.24% |
| 21 | (21) | -100.00% |
| 34,567 | 6,397 | 18,50% |
| 3,696 | 403 | 10.91% |
| 0 | 4.0 | #D IV/0 |
| 13,940 | (1,581) | -11.34% |
| 13 | 3 | 25.27% |
| 187 | (123) | -65.84% |
| 2,138 | (140) | -6.57% |
| 19,975 | -1. 44 0 | -6.723% |
| 14,592 | 4,957 | 33.97% |
| 14,592 | 4,957 | 33.97% |

| Children's Services | ORIGINAL | APPROVED | YTD ACTUAL | YTD | VARIANCE | VARIANCE |
|---------------------------------------|----------|----------|------------|----------|----------|----------|
| | BUDGET | BUDGET | \$000 | FORECAST | \$000 | |
| | '\$000 | 16000 | | \$000 | | |
| User charges | 12714 | 12208 | 5451 | 5.740 | 89 | 1.6% |
| Other revenue | 3-5 | 70 | 63 | 54 | (7) | -12.2% |
| Operating Grants | 235 | 2,522 | 2003 | 2.002 | (8.0) | -4.1% |
| Total Income | 12983 | 14801 | 7.797 | 7.790 | - 1 | 0.01% |
| Employee costs | 10.544 | 11.343 | 5564 | 5.447 | 103 | 1.8% |
| Materials | 631 | 5,467 | 644 | 721 | 78 | 10.8% |
| Other expenses | 278 | 300 | 114 | 124 | 10 | 8.3% |
| Internal charges | 4419 | 4327 | 2,162 | 2.165 | 3 | 0.8% |
| Total Expense | 15.895 | 12/39 | 8,484 | 8,677 | 294 | 2.23% |
| Surplus/-Deficit | (2,911) | (2,638) | (687) | (879) | (193) | 21.90% |
| Surplus/-Deficit (Excl. Capital Inc.) | (2,911) | (2,638) | (687) | (879) | (193) | 21.90% |

| PY | VARIANCE \$000 | VARIANCE % |
|---------|-------------------|------------|
| | | |
| 5.835 | (184) | -3.16% |
| 47 | 16 | 33.36% |
| 835 | 1.248 | 149.52% |
| 4.717 | 1.080 | 16.07% |
| 6.133 | 369 | 9.27% |
| 752 | 108 | 14.40% |
| 147 | 33 | 22.62% |
| 2.839 | 737 | 25.42% |
| 9,931 | 1.447 | 17:038N |
| (3,214) | 2,527 | -78.63% |
| (3,214) | 2,527 | -78.63% |

| Urban Planning and | ORIGINAL | APPROVED | YTD ACTUAL | YTD | VARIANCE | VARIANCE | ı |
|---------------------------------------|----------|----------|------------|----------|----------|-----------|---|
| Development | BUDGET | BUDGET | \$000 | FORECAST | \$000 | % | |
| | '\$000 | 15000 | | \$000 | | | ı |
| User charges | 3.288 | 3,488 | 1.704 | 1.944 | (240) | -13.2% | 1 |
| Other revenue | 220 | 124 | 102 | 84 | 15 | 17.8% | |
| Operating Grants | ٥ | 544 | 457 | 2.83 | 374 | 132.8% | |
| Capital Grants | 18090 | 8040 | 6.081 | 3.931 | 2,150 | 54.7% | |
| Total Income | 21,598 | 12288 | 8544 | 4.244 | 2280 | 36,40% | 2 |
| Implaye e costs | 7.027 | 4917 | 3.515 | 3.486 | (25) | -0.8% | 1 |
| Maserialis | 955 | 1.645 | 507 | 705 | 198 | 28.3% | |
| Osher expenses | 309 | 342 | 5 | 7 | 2 | | |
| h sernall charges | 4.462 | 4.457 | 2,197 | 2.226 | 29 | 13% | |
| Total Expense | 12753 | 13.340 | 6224 | 4:424 | 200 | | 1 |
| Surplus'-Deficit | 8,845 | (1,072) | 2,320 | (159) | 2,480 | -1556.78% | ı |
| Surplus/-Deficit (Excl. Capital Inc.) | (9.245) | (9,132) | (3.761) | (4.090) | 329 | -8.05% | ı |

| PY | YARIANCE \$000 | VARIANCE % |
|---------|-------------------|------------|
| | | 14.74 |
| 1,839 | (195) | -10.26% |
| 123 | (21) | -17.06% |
| 2 | 455 | 28938.91% |
| 4,392 | (31.0) | -4.87% |
| 8,416 | 128 | 1.52% |
| 3.820 | 5 | 0.15% |
| 741 | 234 | 31.58% |
| 311 | 304 | 98.44% |
| 3.480 | 1.283 | 36.87% |
| 8.053 | 1,829 | 22.71% |
| 363 | 1,957 | 538.46% |
| (6,029) | 2,268 | -37.62% |

| Regulatory Programs | ORIGINAL | APPROVED | YTD ACTUAL | YTD | VARIANCE | VARIANCE |
|---------------------------------------|----------|----------|------------|----------|----------|----------|
| | BUDGET | BUDGET | \$000 | FORECAST | \$000 | |
| | '\$000 | '\$000 | | \$000 | | |
| User charges | 1.057 | 909 | 523 | 343 | 160 | 44.2% |
| Osher revenue | 5.402 | 5.591 | 2416 | 2.542 | (146) | -5.7% |
| Operating Grants | 147 | 155 | 202 | 223 | (2.0) | -9.4% |
| Total Income | 6,606 | 4,855 | 3,142 | 3.149 | (7) | -0.225 |
| Employee costs | 6.491 | 6.259 | 3.30 (| 3.151 | (150) | -4.8% |
| Marerials | 1.759 | 1.553 | 668 | 773 | 10\$ | 13.5% |
| Other expenses | 108 | 142 | 100 | 134 | 34 | 25.25 |
| Internal charges | 4624 | 4624 | 2296 | 2.312 | 16 | |
| Total Expense | 12,992 | 12578 | 4366 | 4,370 | 4 | |
| Surplus/-Deficit | (6,386) | (5,722) | (3, 22-4) | (3,221) | (3) | 0.099 |
| Surplus/-Deficit (Excl. Capital Inc.) | (6,386) | (5,722) | (3,224) | (3,221) | (3) | 0.095 |

| PY | VARIANCE \$000 | VARIANCE % |
|---------|-------------------|------------|
| 375 | 148 | 39.44% |
| 2.446 | (30) | -1.24% |
| 28 | 174 | 627.87% |
| 2.850 | 292 | 10.25% |
| 3, 157 | (144) | -4.56% |
| 1,061 | 393 | 37:01% |
| 29 | (22) | -27.73% |
| 2.113 | (183) | -8.66% |
| 4,410 | -44 | -0.492% |
| (3,560) | 336 | -9.44% |
| (3,560) | 336 | -9.44% |

| Libraries | ORIGINAL | APPROVED | YTD ACTUAL | YTD | VARIANCE | VARIANCE |
|---------------------------------------|----------|----------|------------|----------|----------|----------|
| | BUDGET | BUDGET | \$000 | FORECAST | \$000 | |
| | '\$000 | '\$000 | | \$000 | | |
| User charges | 93 | 86 | 46 | -6 | 3 | 7.2% |
| Other revenue | 117 | 42 | 3 | (8 | (15) | -83.7% |
| Operating Grants | 664 | 1,057 | 861 | 835 | 26 | 3.2% |
| Total Income | 873 | 1.185 | 911 | 896 | 15 | 1.65% |
| Employee cosss | 4825 | 4759 | 2,150 | 2,370 | 220 | 9.3% |
| Macerials | 237 | 224 | 45 | 96 | 30 | 31.8% |
| Osher expenses | 221 | 547 | 188 | 248 | 53 | 22.1% |
| Depreciation | 447 | 447 | 232 | 223 | (9) | |
| Internal charges | 2,100 | 2,099 | 1,048 | 1.049 | 1 | 0.1% |
| Total Expense | 7,830 | 8,076 | 3,685 | 3,980 | 296 | 7.43% |
| Surplus/-Deficit | (6,956) | (6,891) | (2,774) | (3,085) | 311 | -10.07% |
| Surplus/-Deficit (Excl. Capital Inc.) | (6,956) | (6,891) | (2,774) | (3,085) | 311 | -10.07% |

| PY | YARIANCE \$000 | VARIANCE % |
|---------|-------------------|------------|
| 47 | (0) | -1:02% |
| 39 | (57) | -95.17% |
| 477 | 184 | 27.18% |
| 783 | 12.7 | 16.23% |
| 2,433 | 283 | 11.62% |
| 76 | 11 | 14.42% |
| 166 | (82) | -77.50% |
| 216 | (14) | -7.43% |
| 985 | (63) | -6.44% |
| 3,817 | ~132 | ~12696% |
| (3,033) | 259 | -8.55% |
| (3,033) | 259 | -8.55% |





| Pools | ORIGINAL | APPROVED | YTD ACTUAL | YTD | VARIANCE | VARIANCE |
|---------------------------------------|----------|----------|------------|----------|----------|----------|
| | BUDGET | BUDGET | \$000 | FORECAST | \$000 | |
| | '\$000 | *\$000 | | \$000 | | |
| User charges | 1.955 | 1.368 | 597 | 461 | (126) | -29.6% |
| Other revenue | 418 | 418 | 127 | 198 | 21 | 10.6% |
| Total income | 2373 | 1.786 | 224 | 659 | (115) | -17.53% |
| Employee costs | 2,072 | 1.701 | 666 | 810 | 143 | 12.7% |
| Materials | 1.1177 | 1.367 | 600 | 625 | 17 | 2.7% |
| Other expenses | 1.223 | 51 | 2 | 13 | 12 | 87.4% |
| Depreciation | 490 | 240 | 110 | 1 06 | 5 | 4.6% |
| Internal charges | 426 | 426 | 213 | 2/3 | 0 | 0.0% |
| Total Expense | 5,388 | 3.866 | 1,600 | 1.777 | 177 | 9.97% |
| Surplus/-Deficit | (3,016) | (2,080) | (82.6) | (1,118) | 293 | -26.17% |
| Surplus/-Deficit (Excl. Capital Inc.) | (3,016) | (2,080) | (826) | (1,118) | 293 | -26.17% |

| PY | VARIANCE \$000 | VARIANCE % |
|---------|-------------------|------------|
| 777 | (189) | -23.15% |
| 272 | (95) | -34.81% |
| 1.049 | (274) | -26.17% |
| 1175 | 509 | 43.28% |
| 726 | 118 | 16,21% |
| 528 | 526 | 99.68% |
| 241 | 131 | 54.31% |
| 472 | 259 | |
| 3,142 | -1,542 | -96.422% |
| (2,093) | 1,268 | -60.57% |
| (2,093) | 1,268 | -60.57% |

| Governance | ORIGINAL | APPROVED | YTD ACTUAL | YTD | VARIANCE | VARIANCE |
|---------------------------------------|----------|----------|------------|----------|----------|----------|
| | BUDGET | BUDGET | \$000 | FORECAST | \$000 | |
| | '\$000 | 15000 | | \$000 | | |
| Internal charges | \$0 | \$0 | \$0 | \$0 | \$0 | 100.0% |
| Total income | 0 | | 0 | Φ | 0 | 100,00% |
| Employee costs | 112 | 116 | 60 | 58 | (2) | -3.7% |
| Materials | 12 | 12 | | 2 | | 46.0% |
| Other expenses | 1.971 | 1241 | 294 | 359 | 66 | 18.2% |
| Internal charges | 294 | 294 | 150 | 145 | (5) | -3.7% |
| Total Expense | 2,394 | 1.663 | 505 | 564 | 59 | 10.44% |
| Surplus/-Deficit | (2,394) | (1,663) | (505) | (564) | 59 | -10.44% |
| Surplus/-Deficit (Excl. Capital Inc.) | (2,394) | (1,663) | (505) | (564) | 59 | -10.44% |

| PY | VARIANCE \$000 | VARIANCE % |
|------|-------------------|------------|
| | | #D IV/0 |
| - 0 | 0 | #D IV/0 |
| 61 | 1 | 0.99% |
| 2 | 1 | 40.74% |
| 344 | 30 | 14.64% |
| -368 | (51%) | 140.83% |
| 38 | -543 | 107.573% |
| (38) | (467) | 1220.56% |
| (38) | (467) | 1220.56% |

| Community Facilities | ORIGINAL | APPROVED | YTD ACTUAL | YTD | VARIANCE | VARIANCE |
|---------------------------------------|----------|----------|------------|----------|----------|----------|
| | BUDGET | BUDGET | \$000 | FORECAST | \$000 | |
| | *\$000 | *\$000 | | \$000 | | |
| User charges | 1.945 | 1,445 | 634 | 734 | 97 | 13.3% |
| Other revenue | 144 | 283 | 445 | 227 | (218) | -96.2% |
| Operating Grants | 25 | 27 | | 25 | 24 | 96.0% |
| Capital Grants | 0 | φ. | 45 | 0 | (45) | #D4V:0: |
| Total Income | 2,115 | 1.755 | 1.125 | 983 | 142 | 14.48% |
| Employee costs | 1.734 | 1.613 | 751 | 808 | 5.7 | 7.0% |
| Maserialis | 5.403 | 5.545 | 3304 | 2.84 | (44.0) | -16.2% |
| Other expenses | 2726 | 3.823 | 1.644 | 1.780 | 114 | |
| Depreciasion | 4,532 | 2,432 | 3.700 | 3.487 | 61/36 | -0.3% |
| Internal charges | (10.889) | (10.908) | 逐州为 | (5.460) | 9128 | 0.2% |
| Total Expense | 5.506 | 7.525 | 3.976 | 3.664 | -315 | -8.60% |
| Surplus/-Deficit | (3,391) | (5,770) | (2,851) | (2,679) | (173) | 6.44% |
| Surplus/-Deficit (Excl. Capital Inc.) | (3,391) | (5,770) | (2,897) | (2,679) | (218) | 8.14% |

| PY | VARIANCE \$000 | VARIANCE % |
|---------|-------------------|------------|
| 998 | (344) | -36.48% |
| 90 | 353 | 395.22% |
| 23 | (24) | -95.97% |
| 0 | 45 | WD (V/0: |
| 1.113 | 12 | 1.10% |
| 1.084 | 333 | 30.71% |
| 2.845 | (441) | -15,38% |
| 1.338 | (324) | -24.53% |
| 3.220 | (400) | -14.90% |
| (4.112) | 1,335 | -32.47% |
| 4.396 | 420 | 9.55% |
| (3,283) | 432 | -13.16% |
| (3,283) | 387 | -11.77% |

| Corporate | ORIGINAL | APPROVED | YTD ACTUAL | YTD | VARIANCE | VARIANCE |
|---------------------------------------|----------|----------|------------|----------|----------|----------|
| | BUDGET | BUDGET | \$000 | FORECAST | \$000 | % |
| | '\$000 | '\$000 | | \$000 | | |
| Races & Annual | 100.586 | (00.920 | (00,477 | 100.522 | (45) | 0.0% |
| User charges | 1.616 | 1.303 | \$49 | 533 | 16 | 2.9% |
| hseress | 3:0:15 | 2295 | 1.319 | 1.208 | 112 | 9.2% |
| Osher revenue | 3.783 | 3.748 | 1.478 | 1.402 | 74 | 5.4% |
| Operating Grants | 11:463 | 6968 | 4207 | 4.115 | 91 | 2.2% |
| Capital Grants | 0 | 821 | 1.091 | 3.75 | 716 | 191,3% |
| Totali încome | 120,463 | 116,075 | 109,(21 | 108,154 | 967 | 0.89% |
| Employee costs | 20.641 | 19343 | 9,637 | (0.050 | 433 | 4.3% |
| Barrawing casts | 1.030 | 1.035 | 498 | \$39 | (140) | |
| Marerialz | 6330 | 4778 | 2226 | 2.165 | (8.0) | -2.8% |
| Osher expenses | 12657 | 12610 | 7.186 | 7.577 | 39 (| 5.2% |
| Depre ciasion | 4.132 | 5.486 | 2949 | 2,809 | (140) | -5.7% |
| Internal charges | (32074) | (30,542) | (15.4)0) | (15.276) | 133 | -0.9% |
| Tarail Expense | 12715 | 12710 | 7.307 | 7.842 | 555 | |
| Surplus/-Deficit | 107,749 | 103,364 | 101,814 | 100,292 | 1,522 | 1.52% |
| Surplus/-Deficit (Excl. Capital Inc.) | 107,749 | 102,544 | 100,723 | 99,917 | 806 | 0.81% |

| PY | YARIANCE \$000 | VARIANCE % |
|----------|-------------------|------------|
| 97.400 | 2.477 | 2.95% |
| 474 | 75 | 15.73% |
| 1,932 | (613) | -31,74% |
| 1,646 | (168) | -10.18% |
| 2.770 | 1.437 | 51.88% |
| 3.37 | 554 | 103.22% |
| 104,939 | 4,162 | 3.97% |
| 9,348 | (28.9) | -3.10% |
| 482 | (14) | -2.37% |
| 3.258 | 1.032 | 31.67% |
| 4,723 | (463) | -6.89% |
| 2.006 | (563) | - 1 |
| (16,944) | (1.534) | 9.05% |
| 3,073 | -2.234 | -44:03% |
| 99,886 | 1,928 | 1.93% |
| 99,349 | 1,374 | 1.38% |



Item No: C02/21-679

INVESTMENT REPORT - JANUARY 2021

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 January 2021.

RECOMMENDATION

That Council:

- 1. Receive the 31 January Investment Report.
- 2. Note the recommendation of Prudential Investments to increase the medium term growth fund from 5% of total balance to 10% noting this change is compliant with the Investment Policy.

REPORT

Included in this report are the following items that highlight Council's investment portfolio performance for the month, year-to-date to 31 January 2021 and an update of the investment environment.

Council Investments as at 31 January 2021

Council's investment portfolio has a current market value of \$137,913,852. This represents a premium of \$1,392,792 above the face value of the portfolio being \$136,521,059 and generates a 0.95% average purchase yield. The following table reflects Council's holding in various investment categories.



| Categories | Face Value (\$) | | Current Yield (%) |
|--------------------|-----------------|-------------|----------------------|
| Bonds | 4,750,000 | 5,161,596 | 3.0474 |
| Cash | 20,286,704 | 20,286,704 | 0.6278 |
| Floating Rate Note | 33,750,000 | 34,241,056 | 1.0312 |
| Managed Funds | 16,734,355 | 16,734,355 | - 1.1585 |
| Term Deposit | 61,000,000 | 61,490,141 | 1.4321 |
| | 136,521,059 | 137,913,852 | 0.9521 |

Investment Portfolio Performance

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

Performance – Current Month 31 January 2021

For the month of January, Council 's portfolio generated interest earnings of \$169,484. This is \$17,802 lower than the budget of \$133,333 and outperformed the AusBond Bank Bill Index by 0.08%, as detailed below:-

| Monthly Results | Income | Budget | Variance | Portfolio Performance | AusBond BB Index | Outperformance |
|-----------------|---------|---------|----------|--------------------------|---------------------|----------------|
| Total Portfolio | 115,531 | 133,333 | - 17,802 | 0.08% | 0.00% | 0.08% |

Performance – Year-to-date 31 January 2021

For the year-to-date, Council 's portfolio generated interest earnings of \$1,424,738. This is \$278,092 higher than the budget of \$1,146,646 and outperformed the Ausbond Bank Bill Index by 1.22%, as per below:-

| FYTD Results | Income | Budget | Variance | Portfolio Performance | AusBond BB Index | Outperformance |
|-----------------|-----------|-----------|----------|--------------------------|---------------------|----------------|
| Total Portfolio | 1,424,738 | 1,146,646 | 278,092 | 1.27% | 0.05% | 1.22% |

COMMUNITY ENGAGEMENT

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

POLICY IMPLICATIONS

The Investment advisors has recommended Council consider addition investments into Short Term Account as per page 11 Investment Portfolio Review. With the long-term projection of RBA cash rate at 0.1% this would be a good Investment in current market which has very low interest rate market. This is also a good Investment as we can realign our long-term Investment Strategy which is does not have enough long-term holdings.



RISK IMPLICATIONS

To manage risk, key criteria are incorporated into 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 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

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

CONCLUSION

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

- 1. Investment Report January 2021 J
- 2. Investment Portfolio Commentary January 2021 J
- 3. Investment Portfolio Review as at December 2020 J

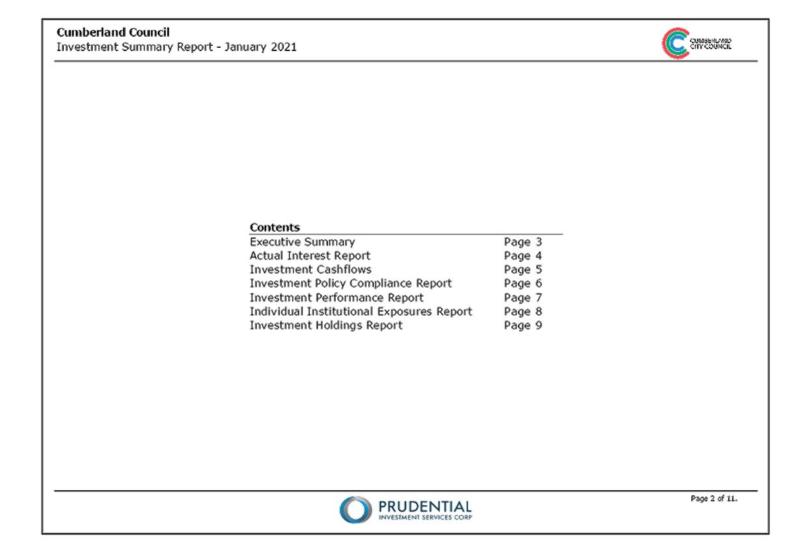
DOCUMENTS ASSOCIATED WITH REPORT C02/21-679

Attachment 1 Investment Report January 2021

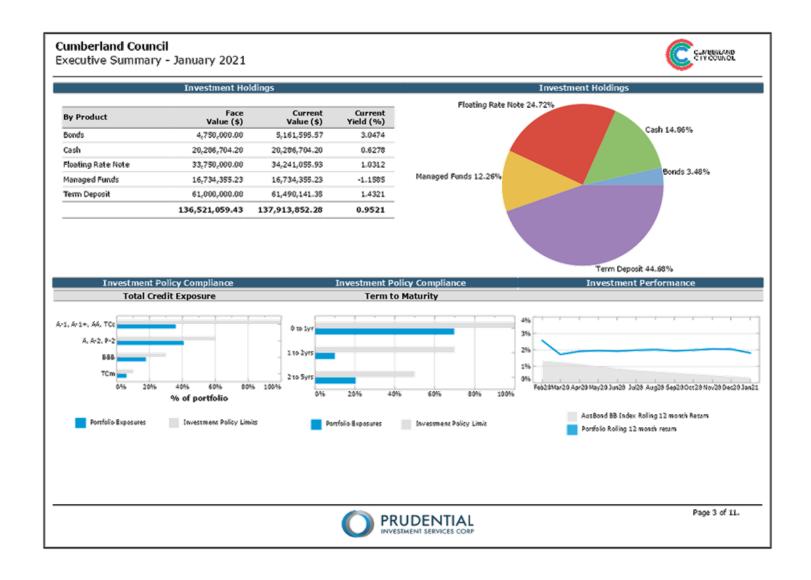




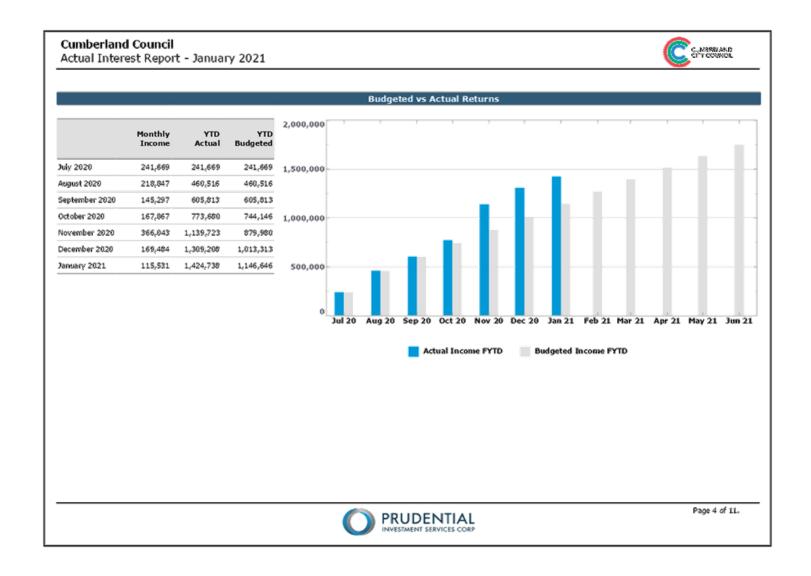




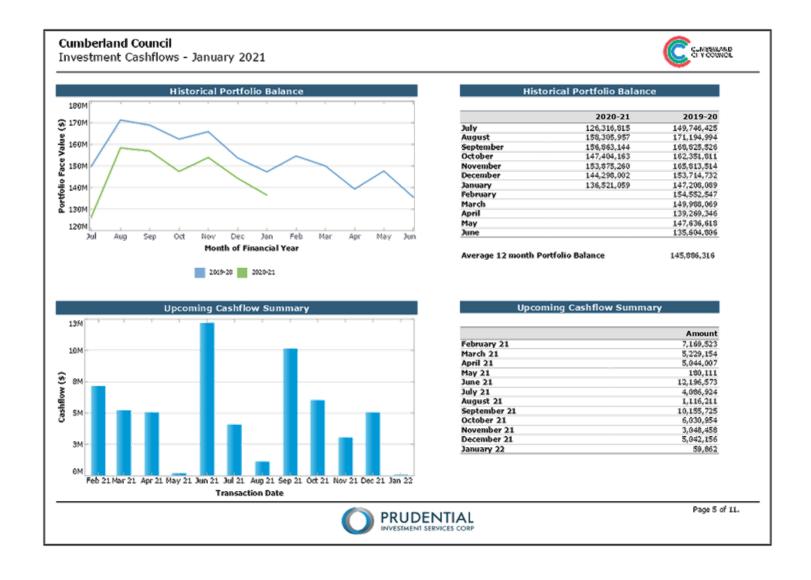




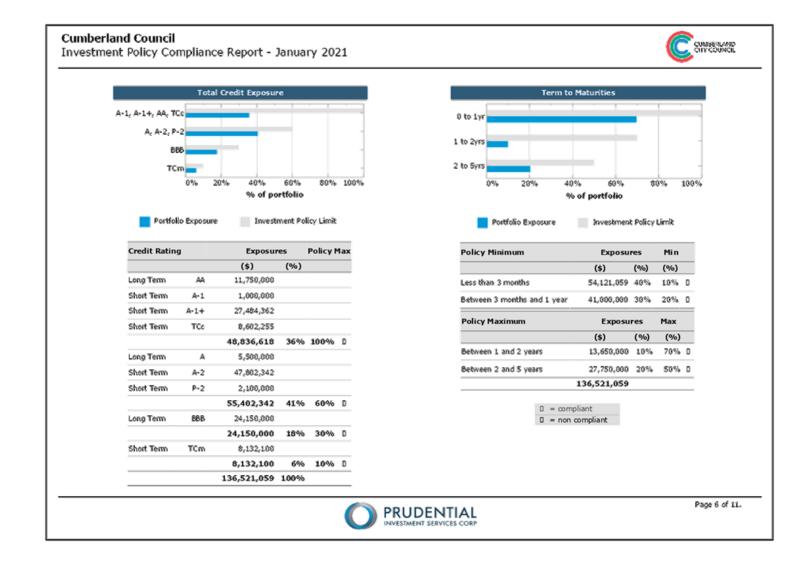




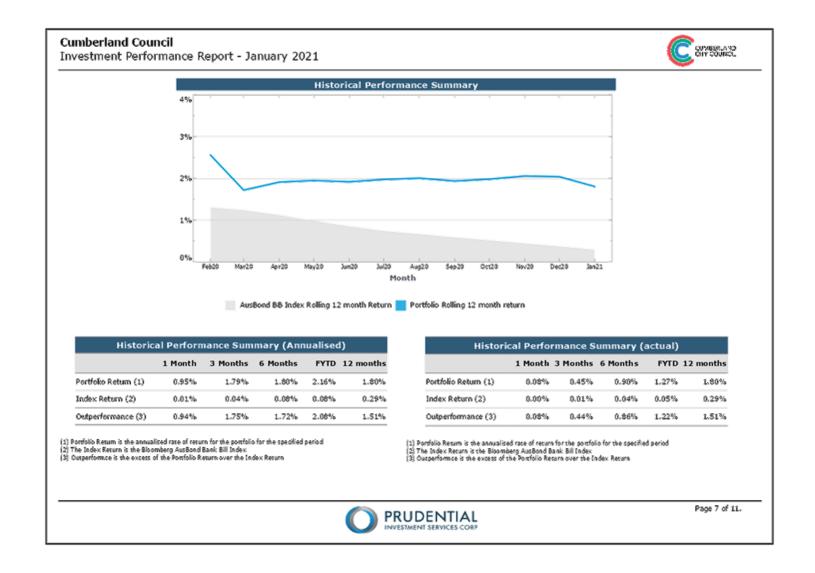




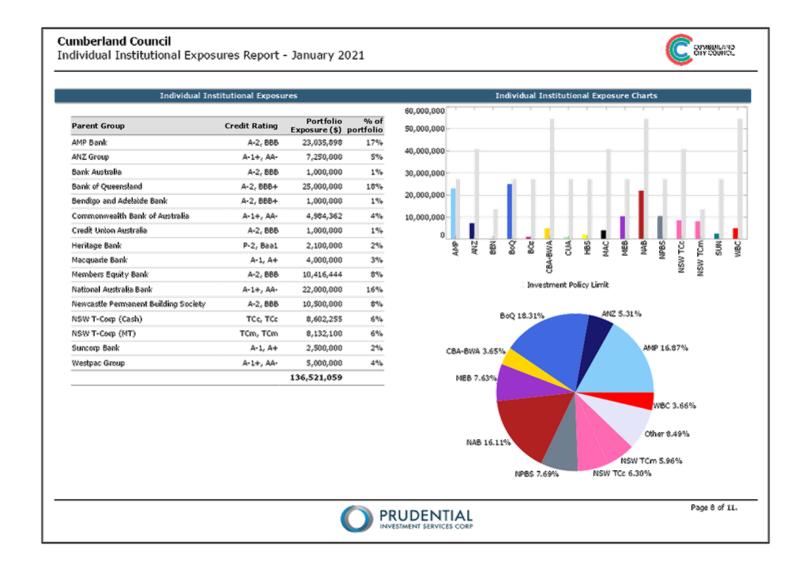














Cumberland Council

Investment Summary Report - January 2021



| Cash Accounts | | | | | | |
|--------------------|---------------|--------------------------------|------------------|-----------------------|----------|-----------|
| Face Value (\$) | Rate (%pa) | Institution | Credit Rating | Current Value (\$) | Deal No. | Reference |
| 2,484,362.35 | 0.0000% | Commonwealth Bank of Australia | A-1+ | 2,484,362.35 | 250385 | 3010516 |
| 0.00 | 0.1000% | Commonwealth Bank of Australia | A-1+ | 0.00 | 533672 | 3010516 |
| 3,766,443.63 | 0.4000% | ME Bank | A-2 | 3,766,443.63 | 539882 | 3040620 |
| 14,035,898.22 | 0.8000% | AMP Bank | A-2 | 14,035,898.22 | 540125 | 3180820 |
| 20,286,704.20 | 0.6278% | | | 20,286,704.20 | | |

| П | Managed Funds | | | | | | | | |
|---|--------------------|--------------------------|-------------------|------------------|-------------------------|-----------------------|----------|-----------------------------------|-----------|
| | Face Value (\$) | Monthly Return (%) | Institution | Credit Rating | Fund Name | Current Value (\$) | Deal No. | Capital _B Base (\$) | Reference |
| П | 5,450,990.07 | 0.0074% | NSW T-Corp (Cash) | TCc | Cash Fund | 5,450,990.07 | 204877 | 4,985,661.91 | 3120516 |
| П | 3,151,265.23 | 0.0584% | NSW T-Corp (Cash) | TCc | Short Term Income Fund | 3,151,265.23 | 204878 | 2,734,286.39 | 3120516 |
| П | 8,132,099.93 | -0.2330% | NSW T-Corp (MT) | TCm | Medium Term Growth Fund | 8,132,099.93 | 538647 | 8,999,999.09 | 3021019 |
| П | 16,734,355.23 | | | | | 16,734,355.23 | | | |

| Term Dep | osits | | | | | | | | | | |
|------------------|--------------------|---------------|--------------------------------------|------------------|------------------------|------------------|-----------------------|----------|--------------------------|---------------------|-----------|
| Maturity Date | Face Value (\$) | Rate (%pa) | Institution | Credit Rating | Purchase Price (\$) | Purchase Date | Current Value (\$) | Deal No. | Accrued Interest (\$) | Coupon Frequency | Reference |
| 8-Feb-21 | 4,000,000.00 | 0.7300% | National Australia Bank | A-1+ | 4,000,000.00 | 31-Aug-20 | 4,012,320.00 | 540169 | 12,320.00 | At Maturity | 3310820 |
| 22-Feb-21 | 3,000,000.00 | 2.9500% | Newcastle Permanent Building Society | A-2 | 3,000,000.00 | 22-Feb-19 | 3,083,165.75 | 537561 | 83,165.75 | Annually | 3220219 |
| 8-Mar-21 | 3,000,000.00 | 2.8500% | Newcastle Permanent Building Society | A-2 | 3,000,000.00 | 6-Mar-19 | 3,077,769.86 | 537619 | 77,769.86 | Annually | 3060319 |
| 19-Apr-21 | 4,000,000.00 | 0.7300% | National Australia Bank | A-1+ | 4,000,000.00 | 26-Aug-20 | 4,012,720.00 | 540147 | 12,720.00 | At Maturity | 3260820 |
| 7-Jun-21 | 4,000,000.00 | 1.1500% | ME Bank | A-2 | 4,000,000.00 | 2-Jun-20 | 4,030,750.68 | 539865 | 30,750.68 | At Maturity | 3020620 |
| 8-Jun-21 | 2,000,000.00 | 3.1400% | Westpac Group | A-1+ | 2,000,000.00 | 8-Jun-18 | 2,009,463.01 | 536727 | 9,463.01 | Quarterly | 3080618 |
| 28-Jun-21 | 2,000,000.00 | 2.0500% | Bank of Queensland | A-2 | 2,000,000.00 | 27-Jun-19 | 2,024,375.34 | 538086 | 24,375.34 | Annually | 3270619 |
| 30-Jun-21 | 4,000,000.00 | 0.8000% | National Australia Bank | A-1+ | 4,000,000.00 | 2-Sep-20 | 4,013,326.03 | 540181 | 13,326.03 | At Maturity | 3020920 |
| 12-Jul-21 | 4,000,000.00 | 0.8000% | National Australia Bank | A-1+ | 4,000,000.00 | 2-Sep-20 | 4,013,326.03 | 540180 | 13,326.03 | At Maturity | 3020920 |
| 27-Sep-21 | 4,000,000.00 | 0.7600% | National Australia Bank | A-1+ | 4,000,000.00 | 14-Sep-20 | 4,011,660.27 | 540238 | 11,660.27 | At Maturity | 3140920 |



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Cumberland Council

Investment Summary Report - January 2021



| Term De | posits | | | | | | | | | | |
|------------------|--------------------|---------------|--------------------|------------------|------------------------|------------------|-----------------------|----------|--------------------------|---------------------|-----------|
| Maturity Date | Face Value (\$) | Rate (%pa) | Institution | Credit Rating | Purchase Price (\$) | Purchase Date | Current Value (\$) | Deal No. | Accrued Interest (\$) | Coupon Frequency | Reference |
| 4-0ct-21 | 3,000,000.00 | 1.7000% | Bank of Queensland | A-2 | 3,000,000.00 | 4-Sep-19 | 3,020,958.90 | 538486 | 20,958.90 | Annually | 3040919 |
| 11-0ct-21 | 3,000,000.00 | 1.7000% | Bank of Queensland | A-2 | 3,000,000.00 | 4-Sep-19 | 3,020,958.90 | 538488 | 20,958.90 | Annually | 3040919 |
| 19-Nov-21 | 3,000,000.00 | 0.6000% | Westpac Group | A-1+ | 3,000,000.00 | 19-Nov-20 | 3,003,649.32 | 540583 | 3,649.32 | At Maturity | 3191120 |
| 15-Dec-21 | 4,000,000.00 | 0.7500% | AMP Bank | A-2 | 4,000,000.00 | 15-Dec-20 | 4,003,945.21 | 540706 | 3,945.21 | At Maturity | 3151220 |
| 21-Dec-21 | 1,000,000.00 | 0.7500% | Macquarie Bank | A-1 | 1,000,000.00 | 21-Dec-20 | 1,000,863.01 | 540719 | 863.01 | At Maturity | 3211220 |
| 23-May-22 | 2,000,000.00 | 2.4000% | Bank of Queensland | +888 | 2,000,000.00 | 24-May-19 | 2,033,139.73 | 537973 | 33,139.73 | Annually | 3240519 |
| 30-May-22 | 2,000,000.00 | 2.4000% | Bank of Queensland | *888 | 2,000,000.00 | 30-May-19 | 2,032,613.70 | 537991 | 32,613.70 | Annually | 3300519 |
| 14-Jun-22 | 2,000,000.00 | 2.2500% | Bank of Queensland | +888 | 2,000,000.00 | 11-Jun-19 | 2,028,972.60 | 538030 | 28,972.60 | Annually | 3110619 |
| 24-Aug-22 | 5,000,000.00 | 0.9500% | Bank of Queensland | 888* | 5,000,000.00 | 24-Aug-20 | 5,020,952.05 | 540138 | 20,952.05 | Annually | 3240820 |
| 22-May-23 | 2,000,000.00 | 2.5500% | Bank of Queensland | 888* | 2,000,000.00 | 24-May-19 | 2,035,210.96 | 537974 | 35,210.96 | Annually | 3240519 |
| | 61,000,000.00 | 1.4321% | | | 61,000,000.00 | | 61,490,141.35 | | 490,141.35 | | |

| Floating R | Floating Rate Notes | | | | | | | | | | |
|------------------|---------------------|---------------|--------------------------------------|------------------|------------------------|------------------|-----------------------|----------|--------------------------|--------------------------|-----------|
| Maturity Date | Face Value (\$) | Rate (%pa) | Security Name | Credit Rating | Purchase Price (\$) | Purchase Date | Current Value (\$) | Deal No. | Accrued Interest (\$) | Next Coupon F Date | Reference |
| 29-Mar-21 | 2,100,000.00 | 1.2500% | HBS Snr FRN (Mar21) BBSW+1.23% | P-2 | 2,100,000.00 | 29-Mar-18 | 2,105,668.10 | 536457 | 2,445.21 | 29-Mar-21 | 3290318 |
| 16-Apr-21 | 1,000,000.00 | 1.2800% | ME Bank Snr FRN (Apr21) BBSW+1.27% | A-2 | 1,000,000.00 | 17-Apr-18 | 1,002,505.65 | 536509 | 490.96 | 16-Apr-21 | 3170418 |
| 30-Aug-21 | 1,000,000.00 | 1.3200% | BOz 'SRI' Snr FRN (Aug21) BBSW+1.30% | A-2 | 1,000,000.00 | 30-Aug-18 | 1,007,258.36 | 536987 | 2,278.36 | 26-Feb-21 | 3300818 |
| 6-Sep-21 | 1,000,000.00 | 1.2691% | CUA Snr FRN (Sep21) BBSW+1.25% | A-2 | 1,000,000.00 | 6-Sep-18 | 1,008,057.11 | 537050 | 1,947.11 | 8-Mar-21 | 3060918 |
| 10-Sep-21 | 2,000,000.00 | 1.1000% | AMP Snr FRN (Sep21) BBSW+1.08% | A-2 | 2,000,000.00 | 10-Sep-18 | 2,006,454.52 | 537065 | 3,194.52 | 10-Mar-21 | 3100918 |
| 10-Sep-21 | 3,000,000.00 | 1.1000% | AMP Snr FRN (Sep21) BBSW+1.08% | A-2 | 3,021,240.00 | 31-May-19 | 3,009,681.78 | 537992 | 4,791.78 | 10-Mar-21 | 3310519 |
| 18-Jul-22 | 1,650,000.00 | 0.9900% | ME Bank Snr FRN (Jul22) BBSW+0.98% | 888 | 1,650,000.00 | 18-Jul-19 | 1,664,981.55 | 538175 | 626.55 | 19-Apr-21 | 3180719 |



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Investment Summary Report - January 2021



| Floating | Rate Notes | | | | | | | | | | |
|------------------|---------------|---------------|---------------------------------|------------------|------------------------|------------------|---------------|----------|--------------------------|--------------------------|----------|
| Maturity Date | | Rate (%pa) | Security Name | Credit Rating | Purchase Price (\$) | Purchase Date | | Deal No. | Accrued Interest (\$) | Next Coupon I Date | Referenc |
| 25-Jan-23 | 1,000,000.00 | 1.0603% | BEN Snr FRN (Jan23) BBSW+1.05% | 888+ | 1,000,000.00 | 25-Jan-18 | 1,014,993.35 | 536142 | 203.35 | 27-Apr-21 | 325011 |
| 6-Feb-23 | 500,000.00 | 1.4212% | NPBS Snr FRN (Feb23) BBSW+1.40% | 888 | 501,370.00 | 21-Mar-18 | 509,983.76 | 536444 | 1,693.76 | 8-Feb-21 | 321031 |
| 9-May-23 | 3,000,000.00 | 0.9210% | ANZ Snr FRN (May23) BBSW+0.90% | дд | 3,000,000.00 | 9-May-18 | 3,057,208.68 | 536582 | 6,358.68 | 9-Feb-21 | 309051 |
| 19-Jun-24 | 2,000,000.00 | 0.9338% | NAB Snr FRN (Jun24) BBSW+0.92% | дд | 2,000,000.00 | 19-Jun-19 | 2,049,249.02 | 538035 | 2,149.02 | 19-Mar-21 | 319061 |
| 18-Jul-24 | 4,000,000.00 | 1.0400% | BoQ Snr FRN (Jul24) BBSW+1.03% | 888+ | 4,021,640.00 | 29-Aug-19 | 4,089,435.62 | 538417 | 1,595.62 | 19-Apr-21 | 329081 |
| 30-Jul-24 | 2,500,000.00 | 0.7900% | SUN Snr FRN (Jul24) BBSW+0.78% | A+ | 2,495,800.00 | 12-Aug-19 | 2,534,812.33 | 538383 | 162.33 | 30-Apr-21 | 312061 |
| 7-Aug-24 | 3,000,000.00 | 0.8210% | MAC Snr FRN (Aug24) BBSW+0.80% | A+ | 3,000,000.00 | 7-Aug-19 | 3,048,537.37 | 538349 | 5,668.27 | 8-Feb-21 | 307061 |
| 29-Aug-24 | 2,000,000.00 | 0.7900% | ANZ Snr FRN (Aug24) BBSW+0.77% | AA- | 2,000,000.00 | 29-Aug-19 | 2,041,863.02 | 538412 | 2,727.12 | 26-Feb-21 | 329081 |
| 4-Feb-25 | 4,000,000.00 | 1.1489% | NPBS Snr FRN (Feb25) BBSW+1.12% | 888 | 4,000,000.00 | 4-Feb-20 | 4,090,365.71 | 539180 | 11,205.71 | 4-Feb-21 | 304022 |
| | 33,750,000.00 | 1.0312% | | | 33,790,050.00 | | 34,241,055.93 | | 47,538.35 | | |

| Fixed Rate | Fixed Rate Bonds | | | | | | | | | | |
|------------------|--------------------|---------------|----------------------------|------------------|------------------------|------------------|-----------------------|----------|--------------------------|-------------------|-----------|
| Maturity Date | Face Value (\$) | Rate (%pa) | Security Name | Credit Rating | Purchase Price (\$) | Purchase Date | Current Value (\$) | Deal No. | Accrued Interest (\$) | Purchase Yield | Reference |
| 8-Feb-24 | 2,250,000.00 | 3.1000% | ANZ Snr Bond (Feb24) 3.10% | AA- | 2,250,000.00 | 8-Feb-19 | 2,465,918.65 | 537488 | 33,533.65 | 3.1125% | 3080219 |
| 11-Jan-24 | 2,500,000.00 | 3.0000% | CBA Snr Bond (Jan24) 3.00% | AA- | 2,500,000.00 | 11-Jan-19 | 2,695,676.92 | 537455 | 4,326.92 | 3.1850% | 3110119 |
| | 4,750,000.00 | 3.0474% | | | 4,750,000.00 | | 5,161,595.58 | | 37,860.58 | 3.1507% | |



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DOCUMENTS ASSOCIATED WITH REPORT C02/21-679

Attachment 2 Investment Portfolio Commentary January 2021





Cumberland Council Economic and Investment Portfolio Commentary January 2021

Global issues:

- In the US, economic growth slowed in the December quarter to just 1% quarter on quarter as a flare up in coronavirus cases put the brakes on activity. This was down from the +7.5% rise seen in the September quarter.
- Other data releases were largely good with continuing strong capital goods orders, a slight rise in consumer confidence, and continuing strength in mortgage applications, home sales and home prices.
- In Europe, upcoming data releases are predicted to be weak, with unemployment expected to show a rise to 8.4%, GDP to show a -1.7% quarterly contraction and core inflation is expected to have remained around 0.2% for the year.

Domestic issues:

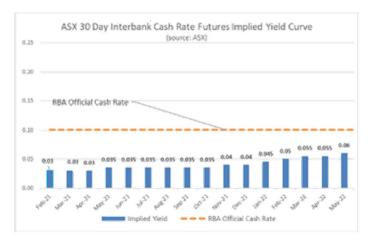
- In Australia, despite a drop in business confidence, economic releases and surveys
 have been sound as business conditions rose to their highest since mid-2018,
 consumer confidence rose further above pre coronavirus levels, national income
 lifted sharply in the December quarter reflective of strong export prices and falling
 import prices and credit growth accelerated a bit in December driven by owner
 occupiers and business loans.
- December quarter consumer price inflation (CPI) was slightly stronger than expected, up 0.90% for the year. The increase was driven mainly by higher tobacco tax, the impact of the removal of free childcare and free before and after school care and higher domestic travel costs.
- The Australian share market ended the month with modest gains, extending its solid performance over the past 3 months. The AUD/USD was largely unchanged for the month at 0.765c.

Interest rates

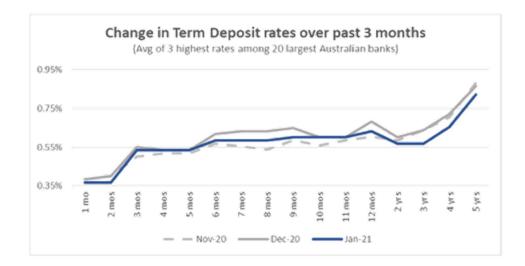
With no Board meeting in January, the RBA is expected to keep the official cash
rate target at 0.10% following its first meeting of the year in February. The market
will be watching the post-meeting comments closely for any signs that the past few
months of good economic data will change the Board's expectation to not raise the
cash rate for at least three years.







 In January, average TD rates in the 1-12 month range slipped backward by an average of 3 basis points (0.03%) after having gone up between November and December. Average rates in the 2-5 year range were 0.05%pa lower versus December month end:







Investment Portfolio Commentary

Council's investment portfolio posted a return of 0.95%pa for the month of January versus the bank bill index benchmark return of 0.01%pa. For the past 12 months, the investment portfolio returned 1.80%pa, exceeding the bank bill index benchmark's 0.29%pa by 1.51%pa.

Without marked-to-market influences, Council's investment portfolio yielded 1.20% 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 January, Council's investment portfolio had \$7m in maturities between a 4 month TD and two 12 month TDs with a weighted average rate of 1.60%pa and Council also drew on its ME Bank at call account for \$500k. No new investments were made during the month.

The TCorpIM MT Growth Fund fell 0.2% in January. The Australian share market gained 0.3% for the month with Consumer Discretionary (+4.8%) the best performing sector as retailers announced better than expected sales figures. Real Estate (-4.1%) and Industrials (-3.1%) were the worst performing sectors. Overseas markets were mixed with the US S&P 500 (-1.0%) and European S&P350 (-0.8%) both down while the Japanese S&P 500 (+0.3%), and Chinese S&P 300 (+3.2%) were up.

Council has a well-diversified portfolio invested among a range of term deposits and floating rate notes from highly rated Australian ADIs. 82% 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.

DOCUMENTS ASSOCIATED WITH REPORT C02/21-679

Attachment 3 Investment Portfolio Review as at December 2020







Investment Strategy and Portfolio Review 2020/21 Financial Year to Date





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Cumberland City Council - Investment Strategy and Portfolio Review 2020/21 FYTD





Executive Summary

Investment Climate:

- As 2020 came to an end, glimmers of a better year ahead began flickering through as a few COVID-19 vaccines with high efficacy rates began to be rolled out across the world.
- Global economic activity bounced back faster than anticipated in the September quarter, but with the sharp declines in the March and June quarters, the GDPs of most G20 economies remained well below their levels from a year ago.
- Australia's recovery has established reasonable momentum. Expectations
 for GDP growth in the December quarter has been upgraded over the
 preceding months and employment has recovered faster than anticipated.
- Economists warn that the recovery is still expected to be uneven and protracted, with inflation remaining low. Substantial fiscal and monetary policy support is expected to be required for a considerable period.

Investment Portfolio:

- Council's portfolio remains well diversified, and within policy limits, across investment grade rated banks and NSW TCorpIM funds.
- The portfolio has strongly outperformed the bank bill index for the 2020/21 FYTD ending December: 2.36%pa versus 0.09%pa on a market to market basis.
- Council's \$8m holding in the NSW TCorpIM Medium Term Growth Fund has generated a return of \$150,000 since initial investment in late 2019, a sound achievement in what has been a particularly tumultuous period.

Investment Strategy:

- Despite the low interest rate environment, there remain specials across all time periods offering good value. Competitively priced term deposits in the 6-12 month range are good value now as reinvestment rates upon their maturities will likely be similar to current levels.
- A floating rate TD or FRN may be a better option than fixed rate alternatives for maturities of 3 years and greater, but long dated fixed rate specials will be considered.
- It is recommended Council consider investing a further 5% into the NSW TCorpIM Medium Term Growth Fund over the course of 2021, but only if these holdings remain viewed as a long term investment and monthly marked-to-market volatility can be sustained.

Cumberland City Council - Investment Strategy and Portfolio Review 2020/21 FYTD





The Investment Climate

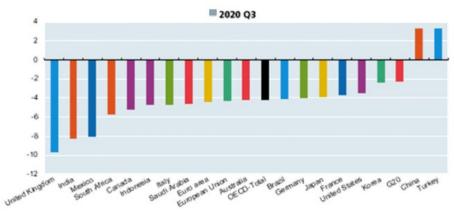
International Economic Overview

As 2020 came to an end, glimmers of a better year ahead began flickering through as a few COVID-19 vaccines with high efficacy rates began to be rolled out in the United States, United Kingdom and the European Union. If the vaccines prove effective in practice and are widely available on a timely basis then families, healthcare systems and economies around the world will have a chance to slowly recover from what has been a devastating year for millions of people.

Global economic activity bounced back faster than anticipated in the September quarter, but with the sharp declines in the March and June quarters, the GDPs of most G20 economies remained well below their levels from a year ago:

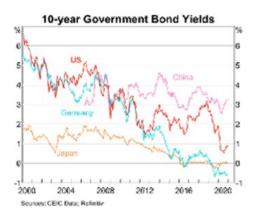
Quarterly GDP in volume terms for the G20 economies

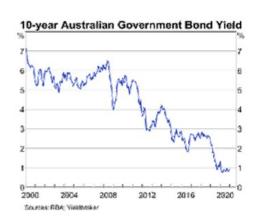
Cumulative growth over the last 3 quarters, seasonally adjusted data



A surge in virus infections since September, triggering renewed lockdowns and a loss of momentum across many of the world's advanced economies, is expected to result in deeper negative growth for the year ending December.

By the end of the year, yields on long-term government bonds in advanced economies had risen a little in response to the positive news on the COVID-19 vaccines, but remain at very low levels overall.





Cumberland City Council - Investment Strategy and Portfolio Review 2020/21 FYTD

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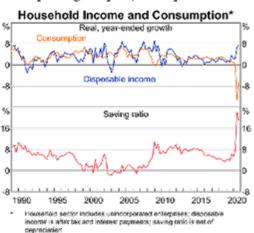




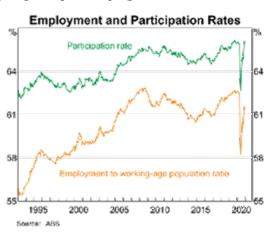
Australian Economic Overview

By the end of 2020, Australia's recovery had established reasonable momentum. Expectations for GDP growth in the December quarter has been upgraded over the preceding months and employment has recovered faster than anticipated. Cautiously, economists warn that the recovery is still expected to be uneven and protracted, with inflation remaining low. Substantial fiscal and monetary policy support is expected to be required for a considerable period.

Household consumption is rebounding following a record contraction in the June quarter. Latest retail trade, new car sales, payments information and consumer confidence ended the year strongly and high household savings is expected to support consumption going into the new year. Favourable employment data is also indicating that the labour market is more advanced than many economists were expecting, despite JobKeeper and other support packages being tapered back.



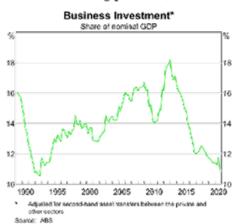
Sources: ABS: RBA



Despite these positive developments, there are areas of lingering concern regarding labour market, namely:

- many employed workers were still on reduced or zero hours;
- the recovery in employment and average hours worked for full-time workers has been much more subdued compared with those working part time;
- latest wage growth data showed the slowest increase in at least 20 years.

The other area of concern has been anaemic business investment. Surveys of businesses' investment intentions indicate that expenditure on machinery and equipment and on non-residential construction will remain weak going into 2021 and would be worse if not for policy measures designed to encourage some firms to bring forward investment.



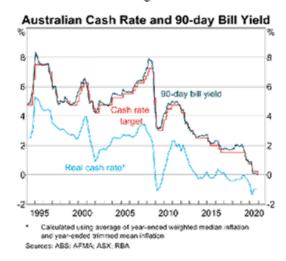
Cumberland City Council - Investment Strategy and Portfolio Review 2020/21 FYTD





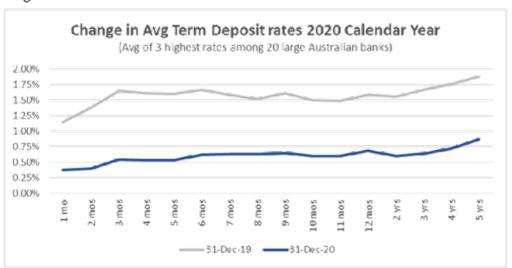
Interest Rate Environment and Forecasts

The Australian Government and the RBA have taken aggressive fiscal and monetary action since the onset of Covid-19 to help offset the detrimental effects of mandatory lockdowns. To provide cheap funding to the financial markets aimed at filtering through to businesses and consumers, the RBA slashed the official cash rate by 65 basis points over the course of 2020 taking the benchmark rate to 0.10%pa.



Another RBA initiative has been the introduction of the Term Funding Facility which provides banks with 3 year funds at 0.10%pa, thereby limiting their appetite for more expensive funding options such as term deposits and bond issues. These factors, along with a drop in commercial loan demand as businesses cautiously curtail their spending, have helped to drive market interest rates lower.

Over 2020, the average term deposit rates on a selection of the largest Australian banks have declined by an average of 100 basis points across the 1 month to 5 year range:



Cumberland City Council - Investment Strategy and Portfolio Review 2020/21 FYTD





The RBA has stated its commitment to not increasing the cash rate until actual inflation is sustainably within the 2-3% target range. For this to occur, private sector wages growth, only 1.2% pa at its latest release, would have to be materially higher than current levels. This would require significant gains in employment and a return to a tight labour market.

Treasury has forecast that wage growth will remain at just 1.25% through to June 2021 before rising to 1.50% for 2021-22. Given this, it is not expected that the RBA will increase the cash rate until 2023/24.

Forecast inflation, benchmark rate levels and investment returns are shown below. Assumptions for the returns are shown in parentheses:

| Long Term Inflation and Returns Forecasts | 1 2021/22 Forecast | 2 2022/23 Forecast | 3 2023/24 Forecast | 4 2024/25 Forecast | 5 2025/26 Forecast | 6 2026/27 Forecast | 7 2027/28 Forecast | 8 2028/29 Forecast | 9 2029/30 Forecast | 10 2030/31 Forecast |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|---------------------------|
| Australian CPI | 2.00% | 2.00% | 2.00% | 2,50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% |
| RBA Cash Rate | 0.10% | 0.10% | 0.25% | 0.50% | 1.00% | 1.25% | 1.50% | 1.50% | 1.75% | 1.75% |
| 90 Day Bank Bill | 0.14% | 0.28% | 0.48% | 0.85% | 1.01% | 1.30% | 1.54% | 1.70% | 1.85% | 2.00% |
| TD Returns (90d BB + 0.5%) | 0.64% | 0.78% | 0.98% | 1.35% | 1.51% | 1.80% | 2.04% | 2.20% | 2.35% | 2.50% |
| FRN Returns (BBSW + 0.8% until 2023/24, then BBSW+0.4%) | 0.94% | 1.08% | 1.28% | 1.25% | 1.41% | 1.70% | 1.94% | 2.10% | 2.25% | 2.40% |
| TCorp MTGF Target Returns (CPI + 2.0%) | 4.00% | 4.00% | 4.00% | 4.50% | 4.50% | 4.50% | 4.50% | 4.50% | 4.50% | 4.50% |

Sources: International Monetary Fund; Reuters; Reserve Bank of Australia; Commonwealth Budget forecasts

Cumberland City Council - Investment Strategy and Portfolio Review 2020/21 FYTD

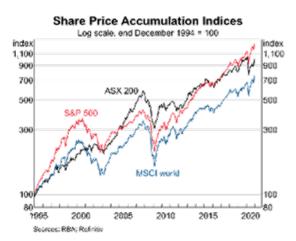




International & Australian Equities

Despite the pandemic, recession and a 35% plunge in shares by mid-March, 2020 was better than feared for share investors as:

- Massive fiscal support shielded businesses, jobs & incomes.
- Debt forbearance schemes headed off defaults.
- Massive monetary stimulus saw interest rates plunge helping borrowers service loans.
- Economies reopened after social distancing helped contain the virus albeit much better in some countries than others.
- The election of Joe Biden as President in the US offered the prospect of less global policy uncertainty & tensions ahead.
- Good news on the effectiveness of vaccines later in the year offered the hope of a return to something more normal.



After having run up so hard since early November, some forecasters predict shares are vulnerable to a short term pull back (of 5 to 15%) and 2021 is likely to see a few rough patches along the way. But, the combination of improving global growth and low interest rates bodes well for growth assets generally in 2021. Some experts' views going forward:

- The market is likely to see a continuing shift in performance away from investments that benefitted from the pandemic and lockdowns - like US shares, technology and health care stocks & bonds - to investments that benefit from recovery - resources, industrials, tourism stocks and financials.
- Global shares are expected to return around 8%, but expect a rotation away from tech heavy US shares to more cyclical markets in Europe, Japan and emerging countries.
- Australian shares are also likely to be relative outperformers returning around 12% helped by better virus control, enabling a stronger recovery in the near term, stronger stimulus, sectors like resources, industrials and financials benefitting from the rebound in growth and as investors continue

Cumberland City Council - Investment Strategy and Portfolio Review 2020/21 FYTD





to drive a search for yield benefitting the share market as dividends are increased.

- Unlisted commercial property and infrastructure are ultimately likely to benefit from a resumption of the search for yield but the hit to space demand and hence rents from the virus will continue to weigh on near term returns.
- Australian home prices are may rise 5% or so this year being boosted by record low mortgage rates, government home buyer incentives, income support measures and bank payment holidays. Outer suburbs, houses, smaller cities and regional areas will see stronger gains in 2021.

Commentary sources: AMP Capital Markets, International Monetary Fund, Reserve Bank of Australia, World Bank Group

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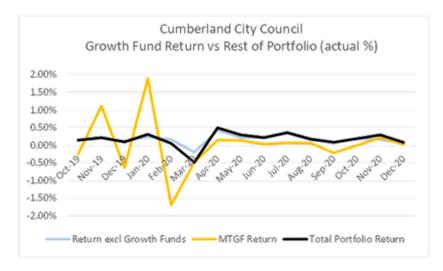


Medium Term Growth Fund Exposure – 12 month Review

Following consultation and careful consideration, Council made its initial investment into the NSW TCorpIM Medium Term Growth Fund in October 2019. The diversified fund has exposure to growth assets such as shares and property along with defensive assets such as cash and fixed interest. As growth asset returns can be volatile on a month by month basis, Council undertook the NSW TCorp investment with a long-term view.

An initial \$2m investment was made in October 2019 followed by a further two lots of \$3m in November and December 2019, taking the total investment to \$8m representing 5% of Council's total portfolio.

The first few months of exposure were quite volatile in the global financial markets as the world came to grips with how the coronavirus would impact businesses and economies. As governments and central banks around the world stepped up to provide relief programs and stimulus packages the share markets began to stabilise and resume an upward trajectory. Bond markets firmed as well as governments, both here and abroad, initiated large scale bond purchases in an effort to drive interest rates lower.



The return on the Medium Term Growth Fund has lagged Council's cash, TD, and bond holdings since initial investment, as shown in the chart above. However, the modest exposure of 5% in the fund caused only caused limited volatility in the total portfolio's monthly returns (gold line versus black line above).

Council's \$8m holding in the Medium Term Growth Fund has generated a return of \$150,000 since initial investment, a sound achievement in what has been a particularly tumultuous 12+ months.

It is recommended Council consider investing a further 5% into the Medium Term Growth Fund over the course of 2021, but only if these holdings remain viewed as a long term investment and monthly marked-to-market volatility can be sustained.

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Good Governance: Investment Portfolio vs Policy Limits

The following tables summarise Council's Investment Portfolio, as at the end of December 2020, in terms of its Investment Policy Framework:

- A. Overall Portfolio Credit Limits;
- B. Individual Institution Limits; and
- C. Term to Maturity Limits.

A. Overall Portfolio Credit Limits:



| _ | |
|--------------------|-----------------------------|
| Portfolio Exposure | Investment Policy Limit |
| . c. c. c. c c. c | and decirion and a contract |

| Credit Ratin | g | Exposur | res | Policy N | 1ax |
|--------------|------|-------------|------|----------|-----|
| | | (\$) | (%) | | |
| Long Term | AA | 11,750,000 | | | |
| Short Term | A-1 | 1,000,000 | | | |
| Short Term | A-1+ | 29,754,494 | | | |
| Short Term | TCc | 8,600,015 | | | |
| | | 51,104,509 | 35% | 100% | • |
| Long Term | A | 5,500,000 | | | |
| Short Term | A-2 | 53,292,400 | | | |
| Short Term | P-2 | 2,100,000 | | | |
| | | 60,892,400 | 42% | 60% | • |
| Long Term | 888 | 24,150,000 | | | |
| | | 24,150,000 | 17% | 30% | v |
| Short Term | TCm | 8,151,093 | | | |
| | | 8,151,093 | 6% | 10% | • |
| | | 144,298,002 | 100% | | |

Council's portfolio remains well diversified, and within policy limits, across investment grade rated banks and NSW TCorpIM funds.

A list of Australian ADIs with their current credit ratings are included in Appendix C of this review.

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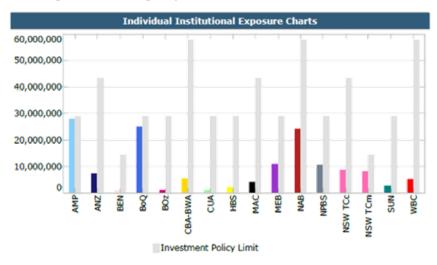


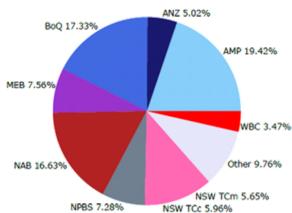


B. Individual Institution Limits:

Council's investments are predominately in deposits/securities with highly rated Australian Authorised Deposit taking Institutions (ADIs) regulated by the Australian Prudential Regulation Authority (APRA).

Council's exposures versus policy limits as at 31 December:





All of Council's portfolio exposures comply with legislation and are within Council's investment policy limits.

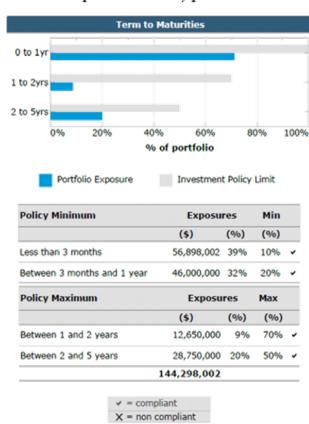
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C. Term to Maturity Limits:

Council's investment portfolio maturity profile as at 31 December:



Council's portfolio has an approximate 70%/30% ratio between its short & long term holdings. Depending on Council's expenditure requirements, there is scope to increase Council's long term holdings as opportunities arise.

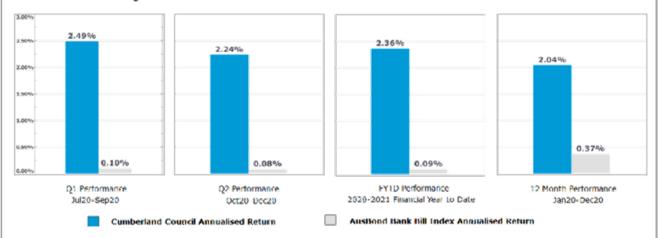
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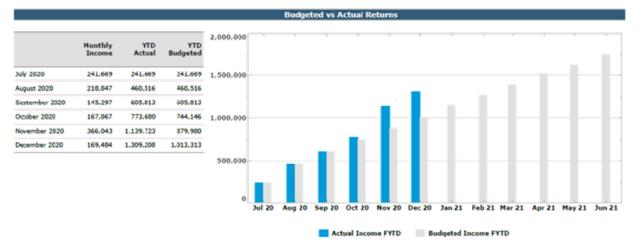
Portfolio Performance, Interest Details & Capital Movements

The charts below show Council's 2020/21 quarterly and FYTD investment portfolio returns against benchmark:



The portfolio outperformed the bank bill index generating a return of 2.36% pa on a marked-to-market basis versus the benchmark's 0.09% pa return for the 2020/21 Financial Year to Date. (Marked-to-market returns include any changes on underlying security valuations based upon current market interest rates).

The solid returns on investments in the portfolio has resulted in actual income exceeding budget over the first half of the financial year:



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Interest Accrued



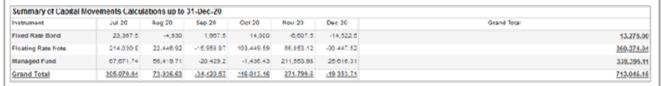
Council has accrued just under \$970,000 in interest for the 2020/21 Financial Year to Date.

Interest Received



Council has received just over \$1.00m in interest/coupons in the 2020/21 Financial Year to Date.

Capital Movements



The capital value of Council's fixed rate bonds, were purchased in early 2019, have increased by a further \$13,275 as their 3%pa+ fixed coupons are now more valuable in a lower interest rate environment.

The capital value of Council's floating rate notes increased by over \$360,000. Floating rate notes typically trade above their par prices in the final 12-18 months of their life which can bring about opportunities to sell for capital gains.

Council's investment in the NSW TCorp Medium Growth Fund increased by nearly \$340,000 over the six months ending December.

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Purchase/Maturities/Sales

| Summary of Purchases/ | Summary of Purchases/Maturities/Sales Calculations up to 31.Dec.20 | | | | | | | | |
|-----------------------|--|------------|-----------|------------|--------|-----------|----------------------|--|--|
| Instrument | Jul 20 | Aug 20 | Sep 20 | Oct 20 | Nov 20 | Dec 20 | Grand Total | | |
| Floating Rate Note | -1,000,000 | -1,000,000 | | | | | <u>-2.000,000.00</u> | | |
| Term Deposit | -7,C00,000 | 7,000,000 | 0,000,000 | -3,000,000 | 0 | 6.000,000 | -3,000,000.00 | | |
| Grand Total | 8,000,000 | 6,000,000 | 6,000,000 | 3,000,000 | 0 | 6,000,000 | -5,000,000.00 | | |

During the financial year, Council:

- Decreased its floating rate note exposure by \$2m (\$2m in maturities)
- Decreased its term deposit exposures by \$3m (\$38m in maturities and \$35m in new investments), with new term deposits earning a weighted average rate of 0.79%pa.

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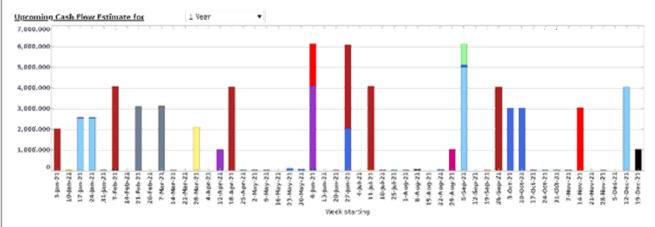


Investment Strategy Recommendations

Upcoming cash flow (existing investments):

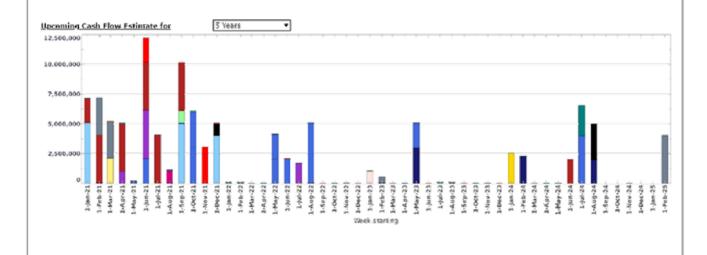
Council continues to take advantage of market opportunities as they arise compiling a sound and diversified portfolio with a good spread of near term maturities to cater for upcoming cash requirements.

Short-term: weekly maturity schedule for 12 months:



Long-term: monthly maturity schedule for 5 years:

Council's anticipated expenditure requirements has kept it from locking into any long dated securities over the past six months, however past investments are providing Council with a sound range of long dated maturities in its portfolio.



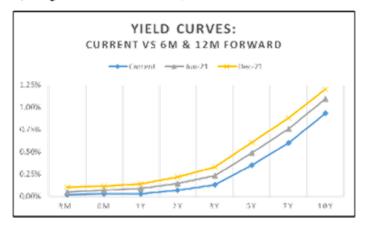
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Looking Forward - Value in the Market

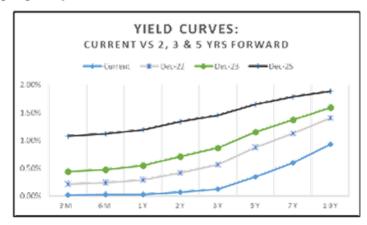
Short-term Outlook (up to 12 months): short term interest rates are expected to remain largely unchanged for the next six months (difference between the blue and grey lines below) and only a modest increase in the 12 month rate. By the end of the 2020/21 financial year, market rates are expected to be only slightly higher than current levels (orange line versus blue line):



This indicates that competitively priced term deposits in the 6-12 month range are good value now as reinvestment rates upon their maturities will likely be similar to current levels.

The gap between today's rates and those expected to be offered in the future begins to widen at 12 months onward, therefore it is recommended to be particularly selective with longer dated TDs in the current environment to help minimise reinvestment risk.

Long-term Outlook (12 months and greater): The market is expecting interest rates to only gradually increase across the yield curve between now and 3 years, with a bigger jump higher by the end of 2025:



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This implies that interest rates on floating rate securities that use the 3mo BBSW as its base is expected to increase markedly. Therefore, a floating rate TD or FRN may be a better option than fixed rate alternatives for maturities of 3 years and greater.

There remains a lack of new domestic bank bond issuance as the RBA's Term Funding Facility (TFF) remains in place. The TFF provides Australian banks with 3 year funds at 0.10%pa, consequently their appetite for more expensive customer and market funding options such as term deposits and bond issues has decreased.

Despite the low interest rate environment, there remain specials across all time periods offering good value:

| At Call | Macquarie Bank Accelerator paying 0.50%pa variable on |
|-----------------------|---|
| | balances up to \$10m |
| Notice Account | AMP Bank 31 day Notice Account paying 0.80%pa |
| | variable, plus commission rebate |
| <12 month investments | AMP Bank TDs: |
| | 6 months @ 0.70%pa / 12 months @ 0.75%pa, plus |
| | commission rebate |
| >12 month investments | Northern Territory Treasury Corp Bonds: |
| | June 2022 @ 0.60%pa / June 2023 @ 0.70%pa |
| | June 2024 @ 0.80%pa / June 2025 @ 0.90% |
| | NAB term deposits: |
| | 2yrs @ 0.60%pa / 3yrs @ 0.65%pa |
| | 4yrs @ 0.80%pa / 5yrs @ 0.95%pa |
| | NSW TCorpIM Medium Term and Long Term Growth |
| | Funds for holdings available for 5yr+ |

Note: prevailing interest rates, appropriateness for Council and compliance with policy limits are always reviewed at time of consideration.

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.

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Appendix A - Asset Allocation and Investment Security Review

The following is a synopsis of Council's investment holdings as of 31 December 2020 with comments on the underlying structures:

| By Product | Face Value (\$) |
|--------------------|--------------------|
| Bonds | 4,750,000.00 |
| Cash | 21,046,894.12 |
| Floating Rate Note | 33,750,000.00 |
| Managed Funds | 16,751,107.49 |
| Term Deposit | 68,000,000.00 |
| | 144,298,001.61 |

Term Deposits and At Call Accounts

- Term Deposits with Australian licenced ADIs
- \$68,000,000 investments in fixed rate term deposits
- Maturity: Jan 2021 to May 2023
- \$7,019,300 invested at call
- \$14,027,595 invested in 31 day notice account
- Risk of Capital Loss: Low

Term Deposits are hold to maturity investments which generally offer a fixed rate for terms under 12 months while terms over 12 months can be offered in both fixed and floating rate options. Rates offered by banks are often more dependent on the bank's funding requirements than the bank's credit ratings, as evidenced by the four major banks frequently paying higher rates than lower rated or unrated banks.

Council's term deposit exposures as at 31 December 2020 included:

| Rank | Credit Rating | Geographic Operation | Bank Total Assets (\$m) | Capital Adequacy Ratio (%) | Current Exposure (\$) |
|--------------------------------------|------------------|------------------------------------|----------------------------|----------------------------------|--------------------------|
| AMP Bank | A-2, 898 | Australia wide and internationally | 29,565 | 11.4 | 9,000,000 |
| Bank of Queensland | A-2, 888* | Australia wide | 65,710 | 9.8 | 21,000,000 |
| Macquarie Bank | A-1, A+ | Australia wide and internationally | 147,608 | 13.5 | 1,000,000 |
| Members Equity Bank | A-2, 888 | Australia wide | 24,820 | 10.24 | 4,000,000 |
| National Australia Bank | A-1+, AA- | Australia wide and internationally | 778,744 | 11.47 | 22,000,000 |
| Newcastle Permanent Fullding Society | A-2. 888 | Predominately NSW | 13.992 | 20.23 | 6.000.000 |
| Westpac Group | A-1+, AA- | Australia wide and internationally | 910,526 | 11.1 | 5,000,000 |
| | | | | | 65,000,000 |

Bank Issued Fixed and Floating Rate Notes

- 16 floating rate notes from 13 ADIs
- \$33,750,000 investment

These investments are senior ranked debt obligations of Australian ADIs. They are intended to be held to maturity but can be sold in the market if liquidity is required or if a favourable switch opportunity arises; the price obtained would be dependent upon market conditions and demand at the time. They are also subject to the market's scrutiny of the underlying risk of the issuer's ability to repay its obligations. Therefore, unlike term deposits, these securities provide a

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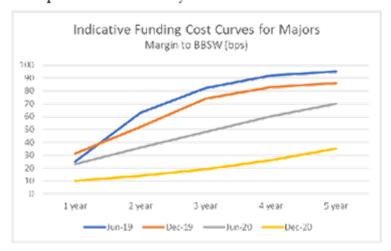




- Maturity: Mar 2021 to Feb 2025
- 2 fixed rate bonds from 2 ADIs
- \$4,750,000 investment
- Maturity: Jan 2024 to Feb 2024
- Risk of Capital Loss: Low

more transparent risk assessment of the ADI with lower rated banks paying higher margins than higher rated banks.

The RBA established a Term Funding Facility (TFF) in March 2020 which allowed ADIs to borrow at a rate of 0.25%pa for 3 years. The rate was subsequently reduced to 0.10%pa for 3 years in November 2020. With this cheap source of money, major banks have shunned capital markets with none of the 4 major banks issuing AUD senior debt since the TFF was set up. This in turn has driven down spreads in the secondary market:



Source: CBA and ANZ

The significant contraction in spreads has made Council's existing debt securities more valuable. Opportunities exist to lock in capital gains, especially for major bank debt that are maturing within 2 years, and reinvest the proceeds into term deposits.

Council's fixed/floating rate note exposures as at 31 December 2020 included:

| Bank | Credit Rating | Geographic Operation | Bank Total Assets (\$m) | Capital Adequacy Ratio (%) | Current Exposure (\$m) |
|--------------------------------------|------------------|------------------------------------|----------------------------|----------------------------------|---------------------------|
| AMP Eank | A-2, 888 | Australia wide and internationally | 28,565 | 11.4 | 5,000,000 |
| ANZ Group | A-1+, AA- | Australia wide and internationally | 649,054 | 11.3 | 7,250,000 |
| Bank Australia | A-2, BBB | Precominately VIC | 9,142 | 15.3 | 1,000,000 |
| Bank of Queensland | A-2, RRR+ | Australia wide | 65,710 | 9.8 | 4,000,000 |
| Bendigo and Adelaice Bank | A-2, BBB+ | Australia wide | 91,268 | 9.26 | 1,000,000 |
| Commonwealth Bank of Australia | A-1+, AA- | Australia wide and internationally | 980,903 | 11.8 | 2,500,000 |
| Credit Union Australia | A-2, BBB | Australia wide | 19,358 | 14.1 | 1,000,000 |
| Heritage Bank | P-2, Bas1 | Predominately QL9 | 13,435 | 13.2 | 2,100,000 |
| Macquarie Bank | A-1, A+ | Australia wide and internationally | 147,608 | 13.5 | 3,000,000 |
| Members Equity Bank | A-2, BBB | Australia wide | 24,820 | 10.24 | 2,650,000 |
| National Australia Bank | A-1+, AA- | Australia wide and internationally | 778,744 | 11.47 | 2,000,000 |
| Newcastle Permanent Building Society | A-2, BBB | Predominately NSW | 13,992 | 20.23 | 4,500,000 |
| Suncorp Bank | A-1, A+ | Australia wide | 76,901 | 9.6 | 2,500,000 |
| | | | | | 38,500,000 |

These securities continue to deliver a high, consistent income stream in line with Council's original investment objectives.

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Managed Funds

NSW TCorp Medium Term Growth Fund

- \$8,151,093 investment
- Unrated

The NSW TCorp Medium Term Growth Fund aims 'to provide potential for capital growth, while maintaining a high exposure to defensive assets'. It is intended to be at least a 3 to 7 year investment, with occasion periods of negative monthly returns. The long run expectation of the fund is to provide a return of CPI plus 2%pa over a 7 year period with greater than 50% probability.

The fund has a 50% strategic asset allocation towards defensive assets, a 24% strategic asset allocation towards alternative assets, and a 26% strategic asset allocation towards growth assets:

| | NSW TCorpIM Medium T | Term Growth | Fund |
|------------|---------------------------------|---|-------------------------------------|
| | | Strategic Asset Allocation (%) | 2020-21 FYTD Asset Return (%) |
| Ď | Cash | 30 | 0.5 |
| Defensives | Australian bonds | 15 | 1.6 |
| 188 | Inflation linked bonds | 5 | 5.6 |
| | Alternatives | 9 | 1.6 |
| A R | Global credit | 2 | 5.6 |
| Altemative | Bank loans | 5 | 7.5 |
| 3 | Emerging market debt | 6 | -1.3 |
| | High yield | 2 | 12.4 |
| | Australian shares | 6 | 13.4 |
| ۵ | International shares (unhedged) | 15 | 8.7 |
| Growth | International shares (hedged) | 0 | N/A |
| 5 | Emerging market shares | 0 | N/A |
| | Listed property | 5 | 11.8 |

The NSW TCorpIM Medium Term Growth Fund gained 4.3% for the 2020-21 Financial Year to Date, and 2.0% for the 2020 Calendar Year.

Australian shares were up 16% in the financial year to date, with IT (+39%), Consumer Discretionary (+22%), Real Estate (+22%), and Materials (+21%) leading the gains. Utilities (-13%) and Healthcare (-0%) were the only sectors down. Overseas sharemarkets also performed solidly with the US S&P (+22%), European S&P (+11%), Japanese S&P (+18%) and Chinese S&P (+28%) all ending up for the financial year to date, although gains were tempered by the rise in the Australian dollar.

| | Pe | Performance to December 2020 | | | | |
|--------------------------------------|--------|------------------------------|--------|--------------------|--|--|
| | 1 year | 1 year CPI+2.0% | 7 year | 7 year CPI+2.0% | | |
| NSW TCorp Medium Term Growth Fund | 2.0% | 3.6% | 4.8%pa | 3.7%pa | | |

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NSW TCorp Cash Fund

- \$5,450,589
 investment
- Unrated

The NSW TCorp Cash Facility aims to earn an after-fee return similar to that of the Bloomberg Bank Bill Index (its benchmark). It is primarily a cash management tool allowing for same day access to funds whilst paying a slightly higher return than could be expected from a bank cash management account. This fund is designed as a high volume transactional account for investors that deposit and redeem large tranches of funds at least weekly.

The charts below show the current asset allocation, credit profile and maturity profile of the underlying holdings in the NSW TCorpIM Cash Fund:



The running yield on the fund is currently 0.12% pa or approximately 0.01% per month. With the fund still attracting a 0.01% buy and 0.02% sell spread, any funds that are deposited and withdrawn within the quarter will lose money (assuming no movement in credit spreads).

The low running yield also makes the fund susceptible to negative monthly returns if credit spreads widen during the month.

| |] | Performance to December 2020 | | | | | |
|---------------------|--------|------------------------------|--------|---------------------|--|--|--|
| | 1 year | 1 year benchmark | 3 year | 3 year benchmark | | | |
| NSW TCorp Cash Fund | 0.8% | 0.4% | 1.6%pa | 1.3%pa | | | |

NSW TCorp ST Income Fund

- \$3,149,426
 investment
- Unrated

The NSW TCorpIM Short Term Income Fund aims to earn an after-fee return above that of the Bloomberg Bank Bill Index (its benchmark). It holds longer dated securities than the Cash Fund, consequently it has potential for more volatile month-to-month returns than its sister fund. The intended investment time horizon for the Short Term Income Fund is 1½ to 3 years, making it an alternative to medium length term deposits.

The charts below show the current asset allocation, credit profile and maturity profile of the underlying holdings in the NSW TCorpIM Short Term Income Fund:



The running yield on the fund is currently 0.34% pa or approximately 0.028% per month. With the fund still attracting a 0.02% buy and 0.05% sell spread, any

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funds that are deposited and withdrawn within the quarter will lose money (assuming no movement in credit spreads).

The low running yield also makes the fund susceptible to negative monthly returns if credit spreads widen during the month.

| | Performance to December 2020 | | | | |
|-----------------------------|------------------------------|---------------------|--------|---------------------|--|
| | 1 year | 1 year benchmark | 3 year | 3 year benchmark | |
| NSW TCorp ST Income Fund | 1.6% | 0.4% | 2.1%pa | 1.3%pa | |

All of the holdings in the investment portfolio are considered to be very sound with little risk of capital loss when held for their recommended time horizons:

Other Key Risks: The following risks may also apply to Council's investments:

- Liquidity risk: The risk that Council may be unable to sell any or part of an
 investment on to the secondary market at a level suitable to them or at all.
 Tradeable securities may be liquid in normal market conditions; however
 rates/margins may change substantially in periods of market stress.
- Interest Rate Risk: The risk to the value of an investment caused by changes in market interest rates. Floating Rate Securities have limited interest rate risk;
 Fixed Rate Securities are exposed to mark-to-market changes caused by movements in swap markets.
- Market Risk: The risk to the value of an investment caused by changes in related markets. Tradeable securities are exposed to market perceptions of issuer credit and credit markets generally.
- Issuer/Credit risk: The risk of default of the Issuer/Counterparty. Note that
 any issuer default may result in partial or total investor capital loss.

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Appendix B - NSW Local Government Eligible Investments

Definitions of Eligible ADI Investments:

At call deposits: Cash invested on an overnight basis with an Australian Authorised Deposit-taking Institution (ADI). Funds can be recalled or re-invested prior to the bank's Real Time Gross Settlement cut-off each day.

Benefits

 At call accounts provides a quick and easy investment solution for current balances that are not being used otherwise.

Major Risks / Disadvantages

- Potentially a lower return investment product.
- Credit risk is a function of the creditworthiness of the issuer.

Covered Bonds: interest bearing senior ranking debt obligations of an Authorised Deposit-taking Institution (ADI) which have specific bank assets, ie loans, backing the bond. Covered bonds are market traded securities. They can be either fixed rate or floating rate interest bearing and typically are issued with 5+ year maturities. In the case of a bank failure, holders of covered bonds rank ahead of depositors and unsecured senior bond holders having first recourse to the underlying pool of assets backing the bond. If the pool's assets are not sufficient to meet the covered bond's obligations, holders then have recourse to the bank's total assets equal to other senior unsecured bondholders.

Benefits

- Highest ranking securities within a bank's capital structure.
- Securities are liquid allowing them to be sold on the secondary market.
- Fixed rate: Future coupons are known which helps with cash flow forecasting.
- Floating rate: Coupons move with the market, allowing for investor participation when interest rates increase.

Major Risks / Disadvantages

- Credit risk is a function of the creditworthiness of the issuer/underlying assets.
- Fixed rate: interest rate risk applies in that a pre-determined coupon rate is locked in.
- Floating rate: coupons move with the market, allowing for reduced earning capacity when interest rates decrease.

Current Covered Bond offerings are not representing good value for Council's portfolio, however these are being reviewed on an ongoing basis and should any issuance present an attractive proposition for Council's portfolio Prudential shall bring it to Council's attention.

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Term deposits: interest bearing deposit held at an ADI for a specific contracted period. Term deposits are not tradeable in the market. They typically have a fixed rate for their life, but floating rate term deposits are also available. Prior to the introduction of Covered Bonds into the Australian market, in early 2012, term deposits ranked at the top of an ADI's capital structure.

Benefits

- Term deposits are considered to be a relatively low-risk investment.
- As these funds are not callable prior to maturity, banks generally offer a return premium.
- This type of investment allows investors to match cash flow requirements.
- The return is known.

Major Risks/ Disadvantages

- Liquidity risk applies in that deposits are not redeemable before maturity.
 Deposits may not be breakable at all or may only be broken after a prohibitive break fee is paid.
- Interest Rate risk applies in that the rate of return is fixed.
- Credit risk is a function of the creditworthiness of the ADI.
- Counterparty/credit risk increases if invested with unrated/low rated financial institutions.

As noted, various Term Deposits are providing good value and where appropriate these are being actively recommended to Council and included in the portfolio. As with all investments there is a risk/reward trade-off - even with term deposits from Australian ADI's - and these are being actively monitored.

Bank Bills and Negotiable Certificates of Deposits (NCDs): are similar types of interest bearing securities issued/accepted by ADIs, typically short dated. Unlike term deposits, these are tradeable in the market prior to maturity.

Benefits

- Counterparty party risk is partially mitigated by the accepting/issuing bank, which is typically a bank with very high credit rating.
- The return on the bank Bill and NCD is known if held until maturity.
- Bank bills and NCDs are liquid and can be traded on the secondary market.

Major Risks / Disadvantages

- Being a lower risk investment option, Bank Bills/NCDs provide a lower return.
- Interest Rate risk is present in that the rate is locked in for a fixed term.
- Credit risk is a function of the creditworthiness of the accepting/issuing bank.

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These securities provide exceptional liquidity and in the current climate are very useful where this is a key requirement for cash flow management. However, most current offerings are not providing as attractive a return as available from Term Deposits. As with other eligible investments, these are being regularly monitored, particularly as the margins on Term Deposits narrow.

Senior Debt Bonds: interest bearing securities which are senior debt obligations of the issuing ADI. Senior bonds are tradeable in the market. They can be either fixed rate or floating rate interest bearing and are typically issued with 3+ year maturities. Interest is paid at scheduled intervals based on the face value of the bond with repayment of capital paid upon maturity. In the case of a bank failure, senior bond holders rank above subordinated debt holders and shareholders but below covered bond holders and depositors.

Benefits

- High ranking securities within a bank's capital structure.
- · Securities are liquid allowing them to be sold on the secondary market.
- Fixed rate: Future coupons are known which helps with cash flow forecasting.
- Floating rate: Coupons move with the market, allowing for investor participation when interest rates increase.

Major Risks / Disadvantages

- Credit risk is a function of the creditworthiness of the issuer/underlying assets.
- Interest rate risk applies in that a pre-determined coupon rate is locked in.
- Fixed rate: interest rate risk applies in that a pre-determined coupon rate is locked in.
- Floating rate: coupons move with the market, allowing for reduced earning capacity when interest rates decrease.

Senior ranked bank issued bonds often provide good value for Council's long term portfolio. Issues are reviewed and recommended on a case-by-case basis taking Council's policy, strategy and cash flow into consideration. These securities will continue to be brought to Council's attention when appropriate issues come to market.

Other NSW Local Government Eligible Investments (Non-ADI):

Commonwealth/State/Territory Government securities e.g. bonds:-

These are interest paying securities which are issued by one of the above Australian government bodies and are guaranteed by that issuer. As such, these securities carry the same credit rating as the issuing government body.

Benefits

- Among the most secure investments available to Australian investors.
- Future coupons are known which helps with cash flow forecasting.

Major Risks / Disadvantages

- Typically much lower yielding than other investment options due to low investment risk of issuer.
- Interest rate risk applies in that a pre-determined coupon rate is locked in.

Cumberland City Council - Investment Strategy and Portfolio Review 2020/21 FYTD





Commonwealth and State and Territory Bond offerings are being reviewed on an ongoing basis and should any issuance present an attractive proposition for Council's portfolio Prudential shall bring it to Council's attention.

Deposits with NSW Treasury &/or Investments in NSW Treasury Corporation's Investment Management Funds:-

The NSW Treasury Corporation Investment Management Funds (TCorpIM Funds) comprises a number of pooled managed funds options each set up as a unit trust. The current cash and fixed income options available through TCorpIM are the Cash Fund and the Short Term Income Fund.

The Cash Fund provides the more transactional type option and is designed for investments ranging from overnight to 1.5 years, whilst the Short Term Income Fund is designed for investments ranging from 1.5 years out to 3 years. Both investments will pay back the balance of the investment generally within 24 to 72 hours.

In addition, the NSW TCorpIM Medium Term Growth and Long Term Growth Funds provide Councils with access to growth assets which are not available via direct investment. Full details of the asset classes and their risks is available via the NSW TCorp website at https://www.tcorp.nsw.gov.au/html/tcorpim.cfm

Benefits

- Investments are pooled and as such a much more diversified pool of underlying investment is possible over investing in securities directly – particularly for small investment amounts.
- A broader investment pool usually allows for a smoothing of any volatility in the underlying investments.

Major Risks/Disadvantages

- As a unit trust, investment in the TCorpIM Funds are not deposits or liabilities of NSW TCorp.
- The TCorp IM Funds are subject to market and liquidity risk associated with their underlying securities.
- Usually an additional layer of fees is incurred via a managed fund to pay for fund manager costs.

Council currently has holdings in the Cash and Short Term Income Funds and the NSVV TCorpIM Medium Term Growth Fund.

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Appendix C - Australian ADI Credit Ratings

| S&P Ratings (unless noted otherwise) | ^ | s at 31 Dec 2020 (Chan | yes mainin past 12 | vikilo ili yelivil) | |
|--|-------------------|--------------------------|-----------------------------|----------------------|-----------------|
| Issuer Name | Rating Type | Long Term Rating | Ratings Date | Short Tern Rating | Ratings Date |
| Long term 'AA' rating category | | | | | |
| ANZ Bank New Zealand Ltd | Essuer Outlook | AA- Negative | 01-Dec-2011 07-Apr-2020 | A-1+ | 11-Sep-19 |
| Commonwealth Bank of Australia | Essuer | AA | 01-Dec-2011 07-Apr-2020 | A-1+ | 14-Jun-19 |
| National Australia Bank Limited | Outlook Issuer | Negative AA- | 91-Dec-2911 | A-1+ | 15-Nov-19 |
| | Outlook Issuer | Negative A4- | 07-Apr-2020 01-Dec-2011 | A-1+ | 12-Sep-19 |
| Westpac Banking Corporation | Outlook | Negative | 07-Apr-2020 | 10-1- | 12.000 |
| Bank of Melbourne | | Refer to Westpac | Banking Corp | Refer to Westpac | Banking Corp |
| Bankwest | | Refer to Commonwe | aith Bank of Aust | Refer to Commonw | ealth Bank of A |
| St George Bank | | Refer to Westpac | Banking Corp | Refer to Westpoo | Banking Corp |
| Rabobank Australia Ltd | Essuer | A+ (parent rating) | 94-Nov-2014 | A-1 (parent_rating) | 04-Nov-2014 |
| Long term 'A' rating category | Outlook | Negative | 23-Apr-2020 | | |
| | Essuer | A* | 22-Dec-2010 | A-1 | 22-Dec-20 |
| Cuscal Limited | Qualoo k | Stable | 95-Nov-2016 | | |
| HSBC Bank Australia Limited | Essuer | At- | 39-Jul-2013 | | 30-Jul-20 |
| TSSC Dank Australia Limited | Outlook | Stable | 39-Jul-2013 | | |
| Suncorp-Metway Limited | Essuer | A+ | 94-Oct-2010 | A-1 | 11- Dec-20 |
| various anniva | Outlook | Positive | 31-Jan-2020 | | |
| ABN AMRO Bank N.V. | Kssuer Outlook | A Negative | 16-Nov-2012 09-Apr-2020 | A-1 | 05-Feb-20 |
| Bank of China Ltd | Essuer | A | 39-Nov-2011 | A-1 | 33-Nov-2 |
| | Outlook | Stable | 30-Nov-2011 | | |
| Citigroup Pty Ltd | issuer | A | 17- Dec-2016 | | 17- Dec-2 |
| orings step 1 by Eco. | Outlook | Stable | 17- Dec-2016 | | |
| Macquarie Bank Ltd | issuer Outlook | A* Negative | 11- Dec-2019 07-Apr-2020 | A-1 | 17-Jan-1 |
| NG Bank (Australia) Ltd | Essuer | A | 27-Jul-2017 | | 27-Jul-20 |
| Long term 'BBB' rating category | Outlook | Stable | 27-Jul-2017 | 1 | |
| | Essuer | 888 | 07-Sep-2020 | A-2 | 01-Mar-20 |
| AMP Bank Ltd | Outlook | Stable | 07-Sep-2020 | 77.2 | V - 1100 .20 |
| Bank of Queensland Limited | Kssuer | 989+ Stable | 22-May-2017 | | 04-Sep-20 |
| Bendigo & Adelaide Bank Limited | Outlook Issuer | 999* | 22-May-2017 22-May-2017 | A-2 | 29-May-20 |
| | Outlook Essuer | Stable Baa1 (Moody's) | 22-May-2017 20-Jun-2017 | | 20-Jun |
| Heritage Bank Ltd | Outlook | Stable | 20-Jun-2017 | | |
| Mystate Financial Ltd | issuer Outlook | Saa1 (Moody's) Stable | 17-Oct-2017 17-Oct-2017 | | 17-10ct |
| QT Mutual Bank Limited | issuer | 999* | 16-Jul-2012 | | 16-July-20 |
| 21 Mutual Bank Limited | Outlook | Stable | 24-Nov-2016 | | |
| Rural Bank Ltd | | Refer to Bendigo & | | Refer to Bendigo | |
| Australian Central Credit Union Ltd (Peoples | issuer | 666 | 22-May-2017 | | 15-Jun-20 |
| Choice Credit Union) | Outlook | Stable | 22-May-2017 | | 18-Sep-20 |
| Auswide Bank Ltd | issuer Outlook | Baa2 (Moody's) Stable | 16-Sep-2017 16-Sep-2017 | | 16-3:ep-20 |
| Barata Karatarika | issuer | 888 | 22-May-2017 | | 21-Jan-20 |
| Bank Australia | Outlook | Stable | 22-May-2017 | | |
| Credit Union Australia Ltd | issuer | 888 | 22-May-2017 | | 15-Oct-20 |
| Defence Bank Ltd | issuer | 500 le 888 | 22-May-2017 22-May-2017 | A-2 | 22-Apr-20 |
| | Outlook Issuer | 5able 888 | 22-May-2017 22-May-2017 | | 12-Oct-20 |
| Greater Bank Ltd | Outlook | Stable | 22-May-2017 | | |
| IMB Ltd | Outlook | Baa1 (Moody's) Stable | 22-Dec-2017 22-Dec-2017 | | 22-Dec-20 |
| Members Equity Bank Pty Ltd | issuer Outlook | 888 Stable | 22-May-2017 22-May-2017 | | 25-Aug-20 |
| Newcastle Permanent Building Society Ltd | issuer Outlook | Sable | 22-May-2017 22-May-2017 | A-2 | 12-Oct-20 |
| Police & Nurses Ltd | Kssuer | 888 | 01-Sep-2014 | A-2 | 02-Feb-20 |
| Police Bank Ltd | Outlook Issuer | Sable 888 | 22-May-2017 22-May-2017 | | 02-Feb-20 |
| Fonce Bank Ltd | Outlook | Stable | 22-May-2017 | | A4 4 A4 |
| Teachers Mutual Bank Ltd | Outlook | 999 Stable | 22-May-2017 22-May-2017 | | 04-Aug-20 |
| | lissuer | Baa1 (Moody's) | 29-Jul-2019 | P-2 (Moody's) | 29-Jul-20 |
| Qudos Bank (Qantas Staff Credit Union Ltd) | Outlook | Stable | 29-Jul-2019 | | |

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Appendix D - Standard & Poor's Credit Ratings Definitions

| Category | Definition |
|----------|--|
| A-1 | A short-term obligation rated 'A-1' is rated in the highest category by Standard & Poor's. The obligor's capacity to meet its financial commitment on the obligation is strong. Within this category, certain obligations are designated with a plus sign (+). This indicates that the obligor's capacity to meet its financial commitment on these obligations is extremely strong. |
| A-2 | A short-term obligation rated 'A-2' is somewhat more susceptible to the adverse effects of changes in circumstances and economic conditions than obligations in higher rating categories. However, the obligor's capacity to meet its financial commitment on the obligation is satisfactory. |
| A-3 | A short-term obligation rated 'A-3' exhibits adequate protection parameters. However, adverse economic conditions or changing circumstances are more likely to lead to a weakened capacity of the obligor to meet its financial commitment on the obligation. |
| В | A short-term obligation rated 'B' is regarded as vulnerable and has significant speculative characteristics. The obligor currently has the capacity to meet its financial commitments; however, it faces major ongoing uncertainties which could lead to the obligor's inadequate capacity to meet its financial commitments. |
| с | A short-term obligation rated 'C' is currently vulnerable to nonpayment and is dependent upon favorable business, financial, and economic conditions for the obligor to meet its financial commitment on the obligation. |
| D | A short-term obligation rated 'D' is in default or in breach of an imputed promise. For non-hybrid capital instruments, the 'D' rating category is used when payments on an obligation are not made on the date due, unless Standard & Poor's believes that such payments will be made within any stated grace period. However, any stated grace period longer than five business days will be treated as five business days. The 'D' rating also will be used upon the filing of a bankruptcy petition or the taking of a similar action and where default on an obligation is a virtual certainty, for example due to automatic stay provisions. An obligation's rating is lowered to 'D' if it is subject to a distressed exchange offer. |

| | Issue Credit Ratings* |
|--------------------------|--|
| Category | Definition |
| AAA | An obligation rated 'AAA' has the highest rating assigned by Standard & Poor's. The obligor's capacity to meet its financial commitment on the obligation is extremely strong. |
| AA | An obligation rated 'AA' differs from the highest-rated obligations only to a small degree. The obligor's capacity to meet its financial commitment on the obligation is very strong. |
| A | An obligation rated 'A' is somewhat more susceptible to the adverse effects of changes in circumstances and economic conditions than obligations in higher-rated categories. However, the obligor's capacity to meet its financial commitment on the obligation is still strong. |
| ВВВ | An obligation rated 'BBB' exhibits adequate protection parameters. However, adverse economic conditions or changing circumstances are more likely to lead to a weakened capacity of the obligor to meet its financial commitment on the obligation |
| BB; B; CCC; CC; and C | Obligations rated 'BB', 'B', 'CCC, 'CC', and 'C' are regarded as having significant speculative characteristics. 'BB' indicates the least degree of speculation and 'C' the highest. While such obligations will likely have some quality and protective characteristics, these may be outweighed by large uncertainties or major exposures to adverse conditions. |
| ВВ | An obligation rated 'BB' is less vulnerable to nonpayment than other speculative issues. However, it faces major ongoing uncertainties or exposure to adverse business, financial, or economic conditions which could lead to the obligor's inadequate capacity to meet its financial commitment on the obligation. |
| В | An obligation rated 'B' is more vulnerable to nonpayment than obligations rated 'BB', but the obligor currently has the capacity to meet its financial commitment on the obligation. Adverse business, financial, or economic conditions will likely impair the obligor's capacity or willingness to meet its financial commitment on the obligation. |
| ccc | An obligation rated 'CCC' is currently vulnerable to nonpayment, and is dependent upon favorable business, financial, and economic conditions for the obligor to meet its financial commitment on the obligation. In the event of adverse business, financial, or economic conditions, the obligor is not likely to have the capacity to meet its financial commitment on the obligation. |
| cc | An obligation rated 'CC' is currently highly vulnerable to nonpayment. The 'CC' rating is used when a default has not yet occurred, but Standard & Poor's expects default to be a virtual certainty, regardless of the anticipated time to default. |
| c | An obligation rated 'C' is currently highly vulnerable to nonpayment and the obligation is expected to have lower relative seniority or lower ultimate recovery compared to obligations that are rated higher. |
| D | An obligation rated 'D' is in default or in breach of an imputed promise. For non-hybrid capital instruments, the 'D' rating category is used when payments on an obligation are not made on the date due, unless Standard & Poor's believes that such payments will be made within five business days in the absence of a stated grace period or within the earlier of the stated grace period or 30 calendar days. The 'D' rating also will be used upon the filing of a bankruptcy petition or the taking of similar actionand where default on an obligation is a virtual certainty, for example due to automatic stay provisions. An obligation's rating is lowered to 'D' if it is subject to a distressed exchange offer. |
| NR | This indicates that no rating has been requested, or that there is insufficient information on which to base a rating, or that Standard & Poor's does not rate a particular obligation as a matter of policy. |

^{*}The ratings from 'AA' to 'CCC' may be modified by the addition of a plus (+) or minus (·) sign to show relative standing within the major rating categories.

Cumberland City Council - Investment Strategy and Portfolio Review 2020/21 FYTD



Item No: C02/21-680

REPORT ON VARIATIONS TO DEVELOPMENT STANDARDS APPROVED UNDER DELEGATION - OCTOBER TO DECEMBER QUARTER

Responsible Division: Environment & Planning

Officer: Director Environment & Planning

File Number: PS20/002

Community Strategic Plan Goal: A resilient built environment

SUMMARY

The purpose of this report is to provide details of the development applications where a variation to a development standard has been approved under delegation by Council staff in accordance with the reporting requirements of the Planning Circular PS 20-002 issued by the Department of Planning, Industry and Environment on 5 May 2020.

RECOMMENDATION

That Council note this report.

REPORT

Context

On 5 May 2020, the Department of Planning, Industry and Environment issued Planning Circular PS 20-002 Variations to Development Standards. The purpose of the circular is as follows:

"to advise consent authorities of arrangements for when the Secretary's concurrence to vary development standards may be assumed (including when council or its Independent Hearing and Assessment Panel are to determine applications when development standards are varied) and clarify requirements around reporting and record keeping where that concurrence has been assumed."

Scope and purpose of clause 4.6 variations

By way of background, the objective of clause 4.6 of a Local Environmental Plan (LEP) is to provide an appropriate degree of flexibility in applying certain development standards so as to achieve better outcomes for and from development. The clause is a mechanism by which a development standard within a planning instrument can be varied, provided that particular requirements are satisfied. A planning instrument includes an LEP or a State Environmental Planning Policy. In the case of Cumberland City Council, the relevant LEPs are the Auburn LEP 2010, Holroyd LEP 2013 and Parramatta LEP 2011.



Clause 4.6 also requires that development consent must not be granted for development that contravenes a development standard unless the concurrence of the Planning Secretary has been obtained. The circular, however, provides that consent authorities can assume the concurrence of the Planning Secretary under clause 4.6 of an LEP (which adopts the Standard Instrument (Local Environmental Plans) Order 2006), or any other provision of an environment planning instrument to the same effect, in accordance with Clause 64 of the Environmental Planning and Assessment Regulation 2000 with the following exceptions of relevance to the purpose of this report:

 A delegate of Council cannot assume the Secretary's concurrence if the development contravenes a numerical standard by greater than 10%; or the variation is to a non-numerical standard.

This restriction does not apply to decisions made by the Cumberland Local Planning Panel and the Sydney Central City Planning Panel who are not legal delegates of Council.

Clause 4.6 variations during reporting period

In addition to maintaining a publicly available online register of all variations to development standards approved by a consent authority or its delegates and submitting a report of all approved variations (including those made under delegation) through the NSW Planning Portal, the Department is now also requiring that a report of variations approved under delegation by council staff be provided to a meeting of the Council at least once each quarter.

Details of the clause 4.6 variations to development standards approved under delegation by council staff for the reporting period (October – December 2020 quarter) is outlined in the table below.

| CLAUSE 4.6 VARIATIONS TO DEVELOPMENT STANDARDS APPROVED UNDER DELEGATION | | | | | |
|--|---------|----------------------------|-------------------------|---------------------|--|
| DA No. & Determination date | Address | Description of Development | Development Standard | Extent of Variation | |
| October – December Quarter | | | | | |
| NIL | NIL | NIL | NIL | NIL | |

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

The reporting obligations required by Planning Circular PS 20-002 issued by the Department of Planning, Industry and Environment on 5 May 2020, with regards to variations to development standards approved under delegation have been satisfied. It is recommended that Council note this report.

ATTACHMENTS

1. Planning Circular – Variations to Development Standards J

DOCUMENTS ASSOCIATED WITH REPORT C02/21-680

Attachment 1 Planning Circular – Variations to Development Standards





Planning circular

| PLANNING SYSTEM | | | |
|-------------------------------|--|--|--|
| Varying Development Standards | | | |
| Circular | PS 20-002 | | |
| Issued | 5 May 2020 | | |
| Related | Revokes PS 17-006 (December 2017), PS 19-005 | | |

Variations to development standards

This circular is to advise consent authorities of arrangements for when the Secretary's concurrence to vary development standards may be assumed (including when council or its Independent Hearing and Assessment Panel are to determine applications when development standards are varied) and clarify requirements around reporting and record keeping where that concurrence has been assumed.

Overview of assumed concurrence

This circular replaces Planning Circular PS 18-003 and issues assumed concurrence, governance and reporting requirements for consent authorities. It also advises that council reports are to come through the Planning Portal, and of the repeal of SEPP 1.

All consent authorities may assume the Secretary's concurrence under:

- clause 4.6 of a local environmental plan that adopts the Standard Instrument (Local Environmental Plans) Order 2006 or any other provision of an environmental planning instrument to the same effector
- State Environmental Planning Policy No 1 Development Standards for land included in an old Interim Development Order (IDO) or Planning Scheme Ordinance (PSO).

However, the assumed concurrence is subject to conditions (see below).

The assumed concurrence notice takes effect immediately and applies to pending development applications.

Any existing variation agreed to by the Secretary of Planning, Industry and Environment to a previous notice will continue to have effect under the attached notice.

Assumed concurrence conditions

Lot size standards for dwellings in rural areas

The Secretary's concurrence may not be assumed for a development standard relating to the minimum lot size required for erection of a dwelling on land in one of the following land use zones, if the lot is less than 90% of the required minimum lot size:

 Zone RU1 Primary Production, Zone RU2 Rural Landscape, Zone RU3 Forestry, Zone RU4 Primary Production Small Lots, Zone RU6 Transition

- Zone R5 Large Lot Residential
- Zone E2 Environmental Conservation, Zone E3 Environmental Management, Zone E4 Environmental Living
- a land use zone that is equivalent to one of the above land use zones

This condition will only apply to local and regionally significant development.

Numerical and non-numerical development standards

The Secretary's concurrence may not be assumed by a delegate of council if:

- the development contravenes a numerical standard by greater than 10%; or
- · the variation is to a non-numerical standard.

This restriction does not apply to decisions made by independent hearing and assessment panels, formally known as local planning panels, who exercise consent authority functions on behalf of councils, but are not legally delegates of the council (see section 231).

The purpose of the restriction on assumed concurrence for variations of numerical and non-numerical standards applying to delegates is to ensure that variations of this nature are considered by the council or its independent hearing and assessment panel and that they are subject to greater public scrutiny than decisions made by council staff under delegation.

In all other circumstances, delegates of a consent authority may assume the Secretary's concurrence in accordance with the attached written notice.

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Department of Planning, Industry and Environment - Planning Circular PS 20-002

Independent hearing and assessment panels

From 1 March 2018, councils in Sydney and Wollongong were required to have independent hearing and assessment panels that will determine development applications on behalf of councils (see section 231).

The attached notice allows independent hearing and assessment panels to assume the Secretary's concurrence because they are exercising the council's functions as a consent authority.

Independent hearing and assessment panels established by councils before 1 March 2018 also make decisions on behalf of councils. The attached notice applies to existing panels in the same way as it applies to panels established after 1 March 2018.

Regionally significant development

Sydney district and regional planning panels may also assume the Secretary's concurrence where development standards will be contravened.

The restriction on delegates determining applications involving numerical or non-numerical standards does not apply to all regionally significant development. This is because all regionally significant development is determined by a panel and is not delegated to council staff

However, the restriction on assuming concurrence to vary lot size standards for dwellings in rural areas will continue to apply to regionally significant development. The Secretary's concurrence will need to be obtained for these proposals in the same way as it would for local development.

State significant development and development where a Minister is the consent authority

Consent authorities for State significant development (SSD) may also assume the Secretary's concurrence where development standards will be contravened. This arrangement also applies to other development for which a Minister is the consent authority for the same reasons.

Any matters arising from contravening development standards will be dealt with in Departmental assessment reports.

The restriction on assuming concurrence to vary lot size standards for dwellings in rural areas will not apply to SSD or where a Minister is the consent authority for the same reasons.

Notification of assumed concurrence

Under clause 64 of the Environmental Planning and Assessment Regulation 2000, consent authorities are notified that they may assume the Secretary's concurrence for exceptions to development standards for applications made under clause 4.6 of the SILEP (or any other provision of an environmental planning instrument to the same effect).

The notice takes effect on the day that it is published on the Department of Planning, Industry and Environment's website (i.e. the date of issue of this circular) and applies to pending development applications.

Procedural and reporting requirements

In order to ensure transparency and integrity in the planning framework the below Departmental monitoring and reporting measures must be followed when development standards are being varied:

- Proposed variations to development standards cannot be considered without a written application objecting to the development standard and dealing with the matters required to be addressed by the relevant instrument.
- A publicly available online register of all variations to development standards approved by the consent authority or its delegates is to be established and maintained. This register must include the development application number and description, the property address, the standard to be varied and the extent of the variation.
- A report of all variations approved (including under delegation) must be submitted through the NSW Planning Portal at https://www.planningportal.nsw.gov.au/reporting/online-submission-planning-data within four weeks of the end of each quarter (i.e. March, June, September and December) in the form provided by the Department.
- A report of all variations approved under delegation from a council must be provided to a meeting of the council meeting at least once each quarter.

Councils are to ensure these procedures and reporting requirements are carried out on behalf of Independent Hearing and Assessment Panels and Sydney district or regional planning panels.

Audit

The Department will continue to carry out random audits to ensure the monitoring and reporting measures are complied with. The Department and the NSW Independent Commission Against Corruption will continue to review and refine the audit strategy.

Should ongoing non-compliance be identified with one or more consent authorities, the Secretary will consider revoking the notice allowing concurrence to be assumed, either generally for a consent authority or for a specific type of development.

Repeal of State Environmental Planning Policy No 1 – Development Standards (SEPP 1)

The repeal of SEPP 1 came into effect from 1 February 2020 as part of the SEPP Review Program to update and simplify the NSW Planning system.

SEPP 1 is repealed in circumstances where a standard instrument LEP applies in a local council

2/3



Department of Planning, Industry and Environment - Planning Circular PS 20-002

area. The amendments included the insertion of two clauses into the SEPP (Concurrences and Consents) 2018. Clause 6 provides for the continued operation of SEPP 1 where an Interim Development Order (IDO) or a Planning Scheme Ordinance (PSO) is in effect. Clause 7 is a savings provision which continues to apply SEPP 1 for applications that were made prior to the repeal but are yet to be determined.

Further information

A Guide on Varying Development Standards 2011 is available to assist applicants and councils on the procedures for managing SEPP 1 and clause 4.6 applications to vary standards.

Links to the Standard Instrument can be found on the NSW Legislation website at: www.legislation.nsw.gov.au

For further information please contact the Department of Planning, Industry and Environment's information centre on 1300 305 695.

Department of Planning, Industry and Environment circulars are available at: planning.nsw.gov.au/circulars

Authorised by:

Marcus Ray Group Deputy Secretary, Planning and Assessment Department of Planning, Industry and Environment

Important note: This circular does not constitute tegal advice. Users are advised to seek professional advice and refer to the retevant legislation, as necessary, before taking action in retation to any matters covered by this circular.

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Item No: C02/21-681

WESTMEAD - SUBMISSION ON THE DRAFT WESTMEAD 2036 PLACE STRATEGY AND INCLUSION OF WESTMEAD SOUTH PRECINCT IN COUNCIL'S STRATEGIC PLANNING WORK PROGRAM

Responsible Division: Environment & Planning

Officer: Director Environment & Planning

File Number: CS-218

Community Strategic Plan Goal: A great place to live

SUMMARY

In December 2020, the NSW Government released the *Draft Westmead 2036 Place Strategy* for stakeholder feedback. This report provides an overview of the *Draft Westmead Place Strategy* and key considerations for Cumberland City. It is recommended that Council provide a submission on the Draft Westmead Place Strategy, which needs to be forwarded to the Department of Planning, Industry and Environment by 1 March 2021. The report also recommends the formal inclusion of Westmead South precinct in Council's strategic planning work program, consistent with the approach outlined in the Draft Strategy where Council is the lead in progressing the detailed planning and implementation of land use outcomes in Westmead.

RECOMMENDATION

That Council:

- 1. Endorse the draft submission on the *Draft Westmead 2036 Place Strategy* in Attachment 2 and forward to the Department of Planning, Industry and Environment;
- 2. Delegate authority to the General Manager to finalise the draft submission, including minor typographical changes; and
- 3. Endorse that Westmead South precinct be included in Council's strategic planning work program, as provided in Attachment 3, with the following activities to be undertaken prior to further reports being considered by Council:
 - a. Completion of background analysis
 - b. Early community consultation on the planning proposal
 - c. Preparation of draft planning proposal
 - d. Preparation of draft planning controls associated with the planning proposal
 - e. Consideration of draft planning proposal by the Cumberland Local Planning Panel



f. Councillor briefings prior to early community consultation and prior to consideration by the Cumberland Local Planning Panel.

REPORT

Context

The Draft Westmead 2036 Place Strategy (Draft Strategy) (Attachment 1) outlines the vision for Westmead to become a world-class health and innovation district over the next 20 years and will guide the future planning needs of the Precinct. It identifies five key ideas, twelve directions, 47 planning priorities and 45 specific actions for implementation that will enable transformation of the Precinct to meet its 2036 vision. It identifies the further analysis required to support the infrastructure needs of the future population in the Precinct and provides Council, State agencies and the private sector a framework for the delivery of employment and housing.

The Draft Strategy will have relevance during strategic planning processes, and/or planning proposals through a future Ministerial Direction under Section 9.1 of the *Environmental Planning and Assessment Act 1979*. The Direction will require planning authorities to give effect to the Draft Strategy when finalised by considering the vision, objectives, planning priorities and actions set out in the Strategy.

The Westmead Precinct

The Precinct will have a prominent role within the Greater Parramatta and Olympic Park (GPOP) economic corridor and will make significant contributions to Greater Parramatta, the broader Sydney Region and nationally.



Figure 1: The Westmead Precinct within GPOP (Source: *The Draft Westmead Place Strategy*)



The Precinct has been divided into several sub-precincts with the Westmead South Sub-Precinct located within the Cumberland local government area. The Precinct also consists of the Health and Innovation Sub-Precinct, defined in the Draft Strategy as 'Westmead's engine room' and which would consist of world-class health, research, education, and innovation facilities.

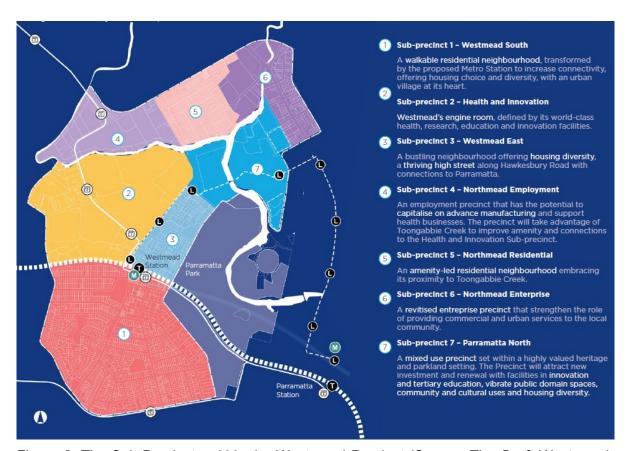


Figure 2: The Sub-Precincts within the Westmead Precinct (Source: The *Draft Westmead 2036 Place Strategy*)

Vision for the Westmead Precinct

As outlined in the Draft Strategy, the vision for Westmead is to be Australia's premier health and innovation district – an ecosystem for new discoveries, economic growth, and global recognition. The Draft Strategy also envisions the delivery of exceptional place outcomes for the Central River City, with enhanced heritage and environmental assets, activated places, connected communities and housing choice.

Westmead Precinct Planning Framework

The Draft Strategy proposes the vision for future land use changes to drive new jobs in health, education, and innovation. A Structure Plan in the Draft Strategy outlines the land use vision for the Precinct.



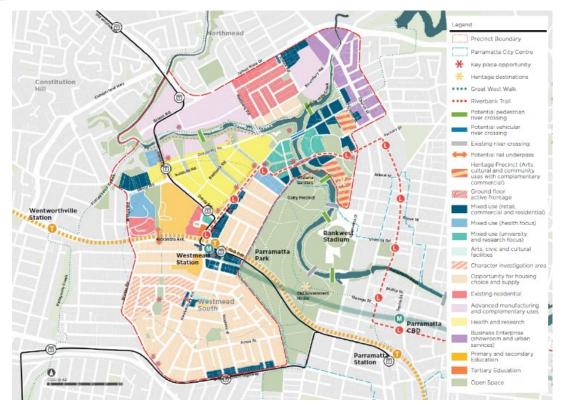


Figure 3: Structure Plan of the Westmead Precinct (Source: The *Draft Westmead 2036 Place Strategy*)

The South Westmead Sub-Precinct comprises of 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.



Figure 4: Structure Plan of the South Westmead Sub-Precinct (Source: The *Draft Westmead 2036 Place Strategy*)



Draft submission

Council officers have reviewed the Draft Strategy. While the contents of the document are consistent with current and future strategic planning work, there are some aspects that require further consideration, as summarised in Table 1. The Draft Strategy also indicates that detailed planning and implementation of land use outcomes for Westmead South, located within Cumberland City, will be undertaken by Council. It is recommended that Council provide a submission on the Draft Strategy as part of the exhibition period for the document, as provided in Attachment 2.

| Issue | Council's Response | | | |
|---|--|--|--|--|
| General | Council supports, in-principle, the broader future vision of Westmead. This is subject to continued investment by the NSW Government to ensure that growth is aligned with infrastructure delivery and service provision. | | | |
| | Council also supports its role as the lead in undertaking the detailed planning and implementation of land use outcomes for Westmead South, which is located in Cumberland City. This work has been formally endorsed by Council for inclusion in the strategic planning work program. | | | |
| Provision of Housing and Employment Generating Uses | The proposed increase in housing diversity at appropriate locations within a ten-minute walk (800 metres) to the south of Westmead Metro Station is supported. | | | |
| | Council's vision for high-quality and diverse forms of housing to attract and accommodate the future growing population of the Westmead Precinct (including researchers, academics, students, health and other professionals, key workers) has been articulated in the submission. | | | |
| | Mixed uses (retail, commercial and retail) are supported at the Westmead Metro site, the existing retail area between Nolan Crescent and Church Avenue, and along Great Western Highway. | | | |
| | Council's vision for future-oriented start-ups, allied health/professional suite, convenience retail and other similar employment generating uses at the future Westmead Metro site and where suitable, within a tenminute walk (800 metres) to the south of Westmead Metro Station has been articulated in the submission with a recommendation that this be reflected in the Draft Strategy. | | | |



| Issue | Council's Response | | | | |
|---|---|--|--|--|--|
| Revitalisation of Hawkesbury Road with vibrant activity nodes | The Draft Strategy's vision for Hawkesbury Road to form the main activity and movement spine with vibrant activity nodes at the future Metro Station Gateway with its active ground floor uses and at the intersection with the Great Western Highway, and reinforcement of the existing retai area between Nolan Crescent and Church Avenue, is supported. | | | | |
| Enhanced Connectivity | The enhancement of existing rail crossings and the development of potential new rail crossings for active transport (such as the proposed rail underpass at Alexander Avenue, to connect to Darcy Road), and to connect to the green grid as outlined in the Draft Strategy is supported. | | | | |
| | The submission advocates for the extension of the light rail or the provision of a wide walkway along Hawkesbury Road into the South Westmead Sub-Precinct. | | | | |
| Enhanced Open Spaces and Green Grid Connections | The Draft Strategy's vision for amenity-led development that maximises access to waterways, existing open spaces, and places of activity is supported. | | | | |
| | The proposed enhancement of existing open spaces (MJ Bennett Reserve and Sydney Smith Park) through upgrades to their program, functionality, connectivity, and landscape character, and improving the walkability of streets (e.g. tree planting) to connect to these open spaces and to the wider Precinct, is supported. | | | | |
| | The embellishment and improvement of Sydney Smith Park through site amalgamation of areas around the park, to improve its address and usability is supported. The submission, however, notes that any acquisition of land is not within Council's capacity without State Government support. | | | | |
| Wayfinding and Placemaking | The Draft Strategy's approach to protect sightlines along Hawkesbury Road as well as view corridors to heritage sites is supported. | | | | |
| | The submission notes that the introduction of pedestrian cross block links to improve permeability of the precinct by foot is supported, subject to funding availability and the outcomes of detailed planning work. | | | | |



| Issue | Council's Response | | | |
|--|--|--|--|--|
| Traffic and Transport | The submission has requested consideration be given to attenuating for any overlap that would occur with the anticipated durations of the phases/stages of construction of the Sydney Metro West project and the implementation of the <i>Westmead 2036 Place Strategy</i> , and its impact on the local and regional traffic network. | | | |
| Commuter Parking | The submission has requested consideration of the impacts on commuter parking, which could be expected to be exacerbated by proposed precinct development. | | | |
| Social Infrastructure | The submission requests consideration of pressure on the existing social infrastructure such as schools due to population growth resulting from the implementation of the Westmead 2036 Place Strategy. | | | |
| Mixed Use along Great Western Highway | The mixed-use retail identified in the Draft Strategy along the Great Western Highway between Anderson Street and Good Street is supported. | | | |

Strategic planning work program

As outlined in *Cumberland 2030: Our Local Strategic Planning Statement*, a high level strategic planning work program was identified to progress more detailed planning for Cumberland City's key centres and strategic corridors (Figure 5). Since the preparation of this high level program, Council officers have further considered the scope and implementation approach for this planning work.



Figure 5: High level strategic planning work program



In July 2020, Council endorsed the strategic planning work program for Cumberland City's key centres and strategic corridors. The focus of this work is to review the existing planning framework and consider future requirements to ensure that planning controls are appropriate to support development in the area. Site specific requests received as part of the Cumberland LEP process may be further considered as part of this program.

At the time, Westmead South was identified in the program but the timing was not confirmed, subject to work being undertaken by the NSW Government. With the Draft Strategy for Westmead released, it is recommended that Council endorse the formal inclusion of Westmead South in Council's strategic planning work program. It is proposed that the timing of this work is aligned with planning activities for the T-way Corridor, as this is located at the southern end of the Westmead South precinct and allows Council officers to provide a holistic approach for planning in this area. Further details on the strategic planning work program, including the staging of planning reviews, key activities and milestones, are provided in Attachment 3.

As part of this program, it is also recommended that Council endorse the preparation of a planning proposal for the Westmead South precinct. This will enable planning work to be progressed that is supported by background analysis, early community consultation, feedback from Councillor briefings, and advice from the Cumberland Local Planning Panel. A further report to Council will be provided following the completion of these activities for the precinct.

COMMUNITY ENGAGEMENT

The exhibition on the Draft Strategy commenced on 14 December 2020 and ends on 1 March 2021. Community engagement associated with planning work on the precinct is outlined in the main body of the report.

POLICY IMPLICATIONS

There are no policy implications for Council associated with this report. Westmead (South) is identified as a Strategic Precinct in *Cumberland 2030: Our Local Strategic Planning Statement*. The *Draft Westmead 2036 Place Strategy* provides a framework for future land use planning in Westmead South to integrate with significant infrastructure investment such as Sydney Metro West.

RISK IMPLICATIONS

There are minimal risk implications for Council associated with this report. The public exhibition process enables Council to make a submission and to raise any relevant issues that can be addressed.

FINANCIAL IMPLICATIONS

The detailed planning for Westmead South to be progressed as part of Council's strategic planning work program will be undertaken using existing resources and funding allocations.



CONCLUSION

This report provides an overview of the Draft Strategy, and the attached submission outlines key issues identified by Council officers. It is recommended that Council forward the submission to the Department of Planning, Industry and Environment for consideration as part of the strategic planning process. It is also recommended that the Westmead South precinct is formally included in Council's strategic planning work program, consistent with the approach outlined in the Draft Strategy where Council is the lead in progressing the detailed planning and implementation of land use outcomes in Westmead.

ATTACHMENTS

- 1. Draft Westmead 2036 Place Strategy J.
- 2. Draft Cumberland City Council Submission on Draft Westmead Place Strategy J
- 3. Strategic Planning Work Plan for Westmead South J.

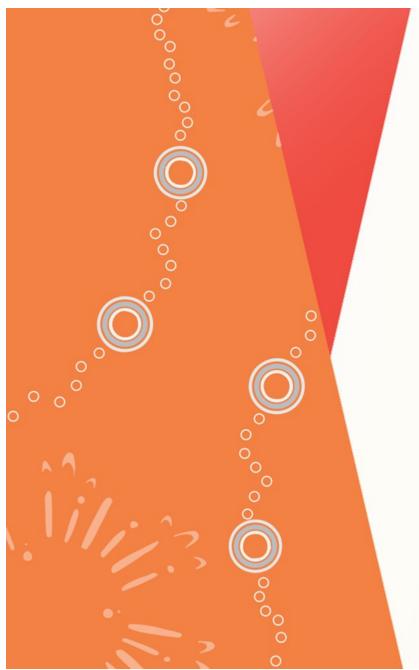
DOCUMENTS ASSOCIATED WITH REPORT C02/21-681

Attachment 1 Draft Westmead 2036 Place Strategy







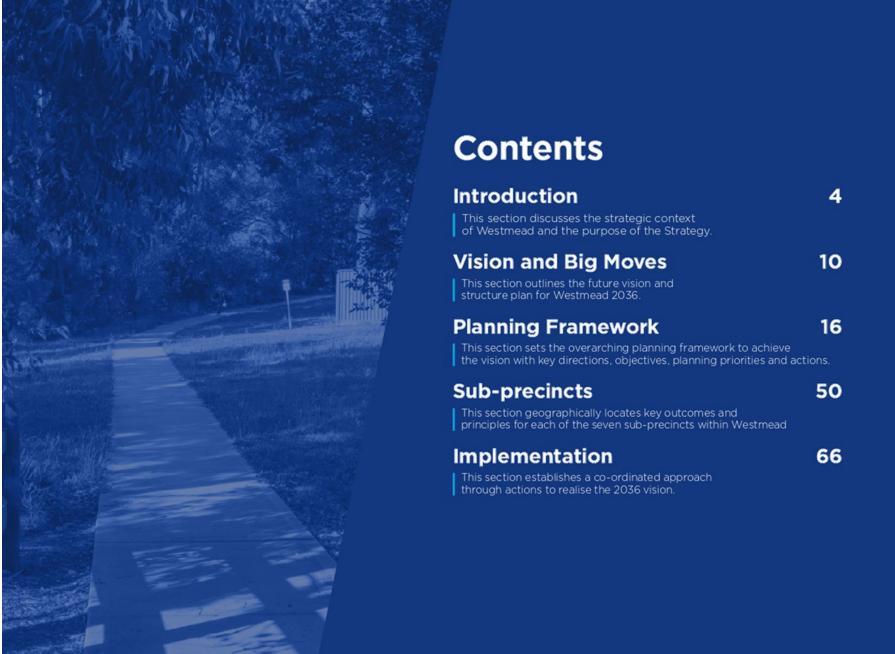


Acknowledgement of Country

We acknowledge the
Traditional Owners of the
Country, the Burramattagal
people, and recognise their
continuing connection to land,
waters and culture. We pay
our respects to their Elders
past, present and emerging.

Artwork on left by Nikita Ridgeway





The Street Months and Discourse

Vestmead 2036 The vision for We Australia's premi

The vision for Westmead is to be Australia's premier health and innovation district - an ecosystem for new discoveries, economic growth and global recognition Westmead will also deliver exceptional place outcomes for the Central River City, with enhanced heritage and environmental assets, activated places, connected communities and housing choice.

Page 4 | Introductio



Investment in health, transport and heritage will further Westmead as the health jobs accelerator for Sydney.

Driven by Westmead Hospital and the Children's Hospital at Westmead, and connections to Western Sydney University and Sydney University, health and research jobs will grow.

Westmead's desirability as a place will also grow with improved connections to Parramatta with its strong cultural, retail and commercial offerings, drawing people in.







rages | Intro



Strategically Aligned

Over the next 40 years, the population of Greater Sydney is projected to grow to 8 million. The region will need an additional 817,000 jobs and 725,000 new dwellings. New. infrastructure. protection of the environment and important resources will be essential to manage such growth. A Metropolis of Three Cities, Greater Sydney's Region Plan identifies 10 directions. planning priorities and actions for implementation by the various levels of government, the private sector and wider community. The plan is integrated with the intentions for Greater Sydney in Building Momentum - State Infrastructure Strategy 2018-2038 and Future Transport 2056.

Sydney is a polycentric city and is supported by a series of centres which need to play a stronger role in supporting jobs and the local economy. There is a need for close to half of Sydney's jobs to be located in major centres that are serviced by public transport. The notion of the three cities were formed with the vision that most residents will live within 30 minutes of jobs, education and health facilities, services

and great places captured under the overarching framework of infrastructure, liveability, productivity and sustainability.

The Central River City is recognised as a developing City with a clear focus on investment in a variety of infrastructure and improving the amenity of the area.

Greater Parramatta at the centre of the Central City, will have a significant role in shaping the NSW economy centred on worldclass health, education, and research institutions including finance, business services and administration.

Westmead will be a world-class health and innovation district. Westmead adjoins Parramatta CBD and is well serviced by an enhanced transport network system both existing and planned. This will enable Westmead to be a 30-minute city for residents. workers and visitors, supported by high quality public transport services.



Page 6



Purpose of the Plan

Westmead is strategically aligned to become a world-class innovation, education and health precinct. It will have a prominent role within the GPOP economic corridor and will make significant contributions to the Greater Parramatta and broader Sydney Region.

The Westmead Place Strategy is key to guiding the future planning needs of the Precinct to meet its regional relevance, anticipated growth and renewal to deliver its 2036 vision. The Strategy identifies five big moves, ideas that will enable transformation of the place from what it is now, to what the 2036 vision.

Twelve directions will drive the vision of the Westmead Place Strategy, centralised through the **47 planning priorities** for the Precinct and **45 specific actions** for implementation.

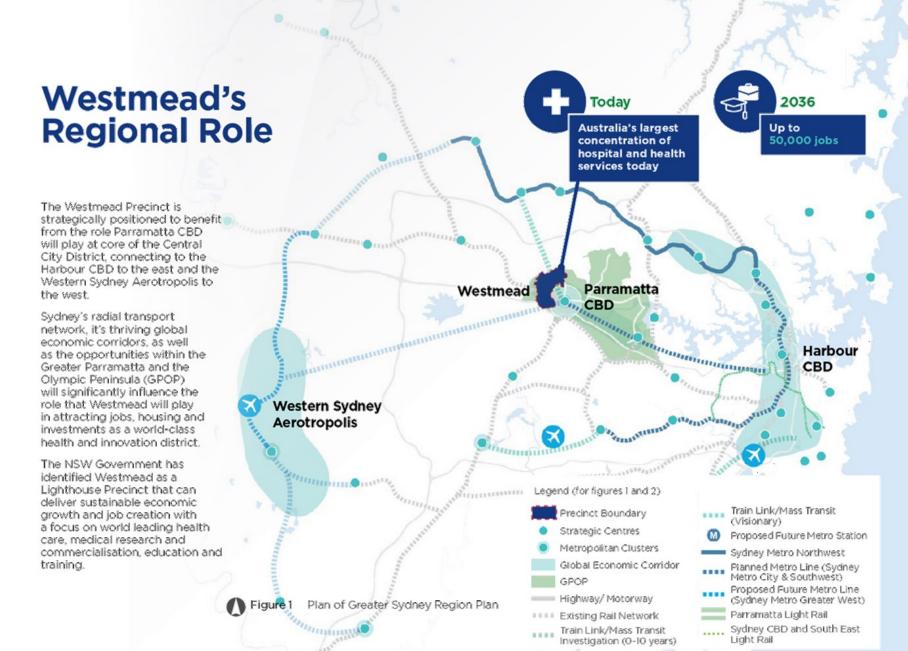
The Westmead Place Strategy will have relevance during strategic planning processes, and/or planning proposals through future Ministerial Direction under Section 9.1 of the Environmental Planning and Assessment Act.

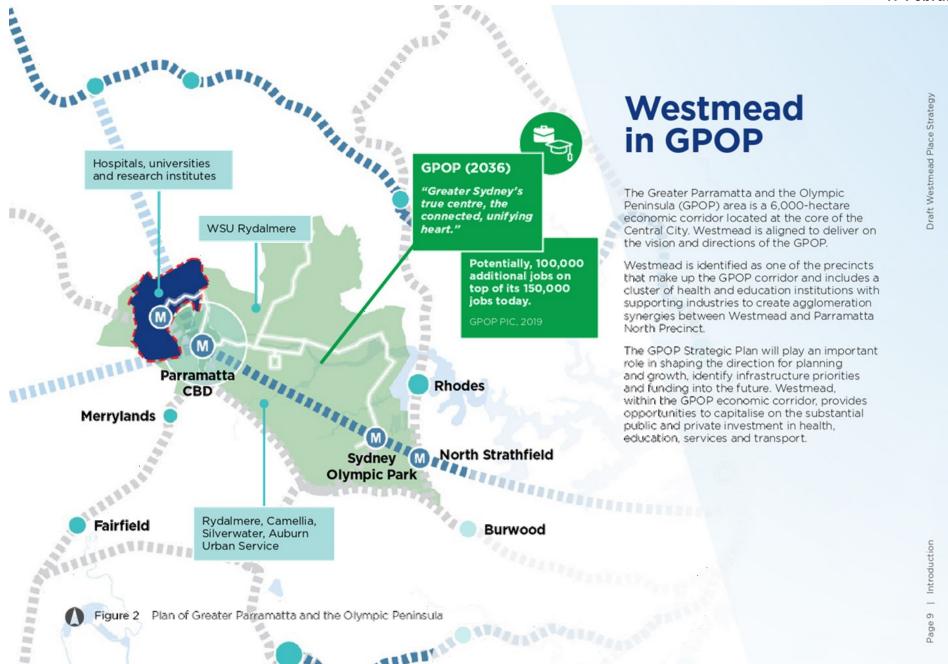
The Direction will require planning authorities to give effect to the Strategy by considering the vision, objectives, planning priorities and actions set out in the Strategy.

The Westmead Place Strategy:

- Provides a framework to capitalise on opportunities created by new transport infrastructure (Sydney Metro West, Parramatta Light Rail) and major developments (Westmead Health Precinct).
- Proposes the vision for future land use changes to drive new jobs in health, education and innovation.
- Puts people at the centre of future development, with a focus on pedestrian-friendly streets and provision of community amenities.
- Aims to protect heritage buildings and find ways they can be repurposed for new community uses, where appropriate.
- Identifies opportunities for increased open space, active transport such as walking and cycling, tree planting and sustainability.
- Aims to ensure a diversity of housing, including social and affordable, is available in the precinct.

Page 7 | Introduction





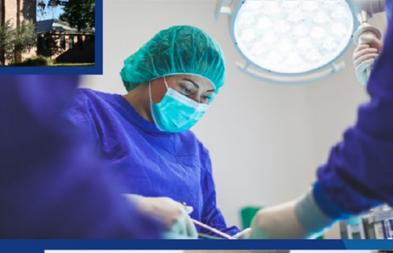
Vision

The vision for Westmead is to be Australia's premier health and innovation district – an ecosystem for new discoveries, economic growth and global recognition. Westmead will also deliver exceptional place outcomes for the Central River City, with enhanced heritage and environmental assets, activated places, connected communities and housing choice.



Existing heritage character retained and celebrated.

Excellence in health, innovation and education





Parks and open space for the community to enjoy.

10 | Vision and Big Mo

Big Moves

- Drive change in the innovation eco-system to accelerate delivery of Australia's premier health and innovation district.
 - Coordinate development of Westmead, Parramatta North and CBD to leverage joint opportunities and realise the Central River City vision as an economic powerhouse.
 - Deliver a highly integrated mix of uses, including health and medical care; education and training; research and development; innovation commercialisation and industry.
 - Drive new, innovative models of health care in more cost effective ways and grow the research profile and presence of Westmead in the medical sphere and beyond.
 - Secure a global top 100 mixed use multi-disciplinary university anchor.
 - Protect land zoned for employment uses to create a cluster of advance manufacturing industries which may assist with translation of discoveries into health care and commercial applications.
 - · Advance a smart city strategy for Westmead.

- 2 Cherish and protect places of significance, conserve and revitalise heritage and cultural assets to create exceptional places.
 - Connecting to Country celebrate culture, build empowerment and allow for healing.
 - Respect and enhance the places of First Peoples and European cultural and heritage significance, particularly across Parramatta North.
 - Conserve, sensitively update and activate the national heritage listed Parramatta North Heritage Core in line with the Place Principles developed with the community in 2018
 - Operate and curate museum, cultural and event programming, aligned with Parramatta Gaol, Riverside Theatre, Powerhouse Parramatta and other Parramatta and GPOP cultural and community planning initiatives.
 - Protect significant heritage view corridors.
 - Encourage opportunities to celebrate history in everyday experiences.
 - Encourage a geotechnical archaeological study to understand the pre 1788 landscape.

Draft Westmead Place Strategy

rage II | VISION and Dig Move



Big Moves

Activate and connect our community with vibrant, diverse and well connected public spaces and places.





- Create a network of villages and commercial activity centres along transport corridors and nodes.
- Target night time economy activities and prioritise upgrades to public spaces, including streets, which are vital to promoting inclusive social interaction and idea exchange.
- Improve overall connectivity with active transport, wayfinding, pedestrian links and new river and rail crossings; and maximise access to waterways, open spaces and places of activity.
- Protect and enhance expansive riparian, green space and environmental assets, including the river, increased tree canopy and foster sustainability outcomes for future generations.
- Support day and night activation to create a vibrant and safe precincts.
- Establish a connected public space green grid through the Heritage Spine from Parramatta Gaol extending through the Parramatta North Heritage Core and Parramatta River corridor; Stadium Precinct and then through to the new Powerhouse Precinct in Parramatta CBD.
- Establish connected green grid from the Toongabbie Creek corridor through the Health Core and then into Parramatta Park.

Page 12

Deliver high quality and diverse housing for students, workers and professionals with optimal liveability outcomes.

- Deliver diverse housing and accommodation that will attract desired industries, occupants, workers and professionals (including students, key workers and health workers).
- Provide amenity-led development that maximises access to waterways, open spaces and places of activity, creates a unique sense of place and contributes to a high quality public domain.

5 3

 Capitalise on transport connectivity and reduce car dependency.

- Capitalise on connectivity from Parramatta Light Rail and Sydney Metro to reduce car dependency.
- Create an integrated multimodal interchange from Sydney Metro West with Sydney Trains, T-way buses, Parramatta Light Rail and active transport thereby improving the accessibility and connectivity of Westmead.
- Make walking and cycling the mode of choice for short trips.
- Prepare integrated transport and traffic study which considers significant modal shift to public and active transport.
- Improve connections between North and South Westmead by enhancing existing and creating new rail crossings.
 Explore the function of these rail crossings for active transport to create one connected green grid.
- Explore opportunities to improve bus connections, including those south to Merrylands and Prariewood and those north to Castle Hill, with consideration of customer movement needs throughout the day and across the week.

Page 13 | Vision and Big Moves





Connecting the brightest minds in a living thriving ecosystem.



Vibrant activity nodes with spaces and places to gather, interact and dine.



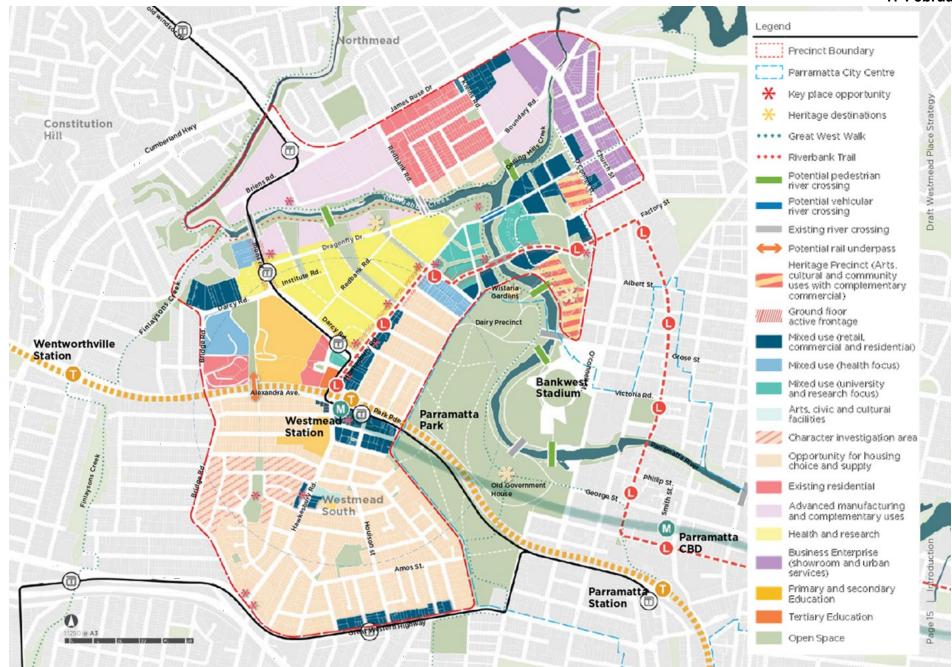
Spaces for children

Structure Plan

In 2036 Westmead is a thriving hub and ecosystem driving a new economy centered on innovation, health and education. It has a regional role in servicing the needs of the Greater Sydney region.

Westmead is home to leading researchers, entrepreneurs, health workers and students, resulting in a highly qualified and ambitious community. It is a proud community that celebrates its cultural heritage - past and present.







Planning Framework

Realising the Place Strategy Directions and Planning Priorities for the Future Westmead



Connectivity

A well connected city

Direction 1

Evolve Westmead to be a truly connected 30-minute city by leveraging new transport connections and improving existing networks within the Precinct, GPOP and neighboring centres.

Direction 2

Encourage initiatives towards a safe walking and cycling city that is centred on pedestrian and cycleway connections that link to wider regional networks and surrounding places of interest.

A city supported by infrastructure

Direction 3

Enable Westmead to be a smart city incorporating cutting edge technologies and digital collaboration to meet the day to day needs of the community.

A collaborative city

Direction 4

Foster a strong collaborative relationship and pride between government, local community, industry and investors to collectively deliver the Westmead vision.

Ø

Productivity

Jobs and skills for the city

Direction 5

Protect and enhance existing employment areas with a focus on job creation to transform the existing health and education precinct into the Westmead Health and Innovation District.

Direction 6

Intensify commercial and retail uses around transport nodes to provide a more productive economy.



協 Liveability

A city for people

Direction 7

Deliver a range of social infrastructure and services that diversity and wellbeing to enhance the appeal and competitiveness of Westmead.

Housing the city

Direction 8

Encourage an array of housing choices that includes affordable options to meet the housing needs of the future

A city of great places

Direction 9

Develop opportunities to celebrate and reinforce Westmead's history and culture with the protection of heritage places, inclusion of cultural and social spaces and enhancement of significant view

Sustainability

A city in its landscape

Direction 10

Expand the urban tree canopy and create active and connected places that integrate with green infrastructure including neighbouring waterways and parklands for the enjoyment of the

An efficient city

Direction 11

Encourage best practice sustainability measures in every planning and design decision to promote a low carbon, low resource, and low waste precinct.

A resilient city

Direction 12

Promote a precinct that is resilient and responsive to future climate conditions.

Draft Westmead Place Strategy

Connectivity An overview

Connect

A well connected city

Direction 1

Evolve Westmead to be a truly connected 30-minute city by leveraging new transport connections and improving existing networks within the Precinct, GPOP and neighbouring centres.

Direction 2

Encourage initiatives towards a safe walking and cycling city that is centreed on pedestrian and cycleway connections that link to wider regional networks and surrounding places of interest.

A city supported by infrastructure

Direction 3

Enable Westmead to be a smart city incorporating cutting edge technologies and digital collaboration to meet the day to day needs of the community.

A collaborative city

Direction 4

Foster a strong collaborative relationship and pride between government, local community, industry and investors to collectively deliver the Westmead vision.

Page 18 | Planning Framewo







Direction 1

A well connected city

Direction 1 Evolve Westmead to be a truly connected 30-minute city by leveraging new transport connections and improving existing networks within the **Precinct, GPOP and** neighbouring centres.



Precinct Boundary Parramatta City Centre Boundary Major Transport Interchange

Focal Point/ Active Corner — Activation Core

Street Activation

Existing Train Stations and Network

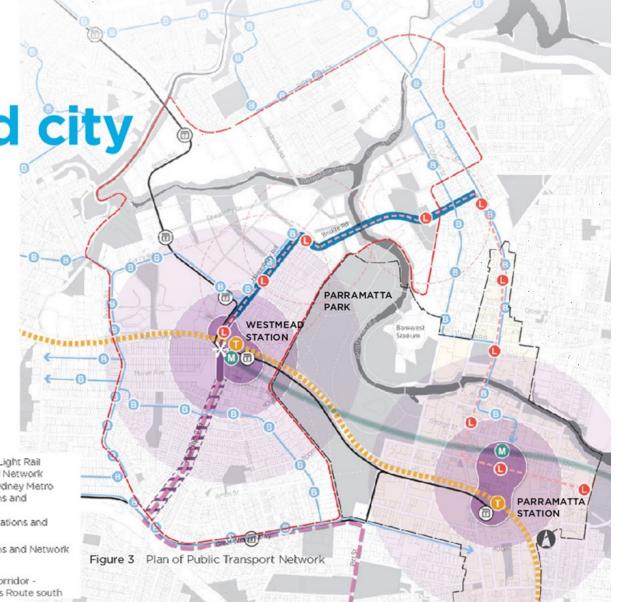
Parramatta Light Rail Stations and Network Proposed Sydney Metro West Stations and Alignment

Local Bus Stations and Network

Tway Stations and Network

High Street

Transport Corridor -Potential Bus Route south







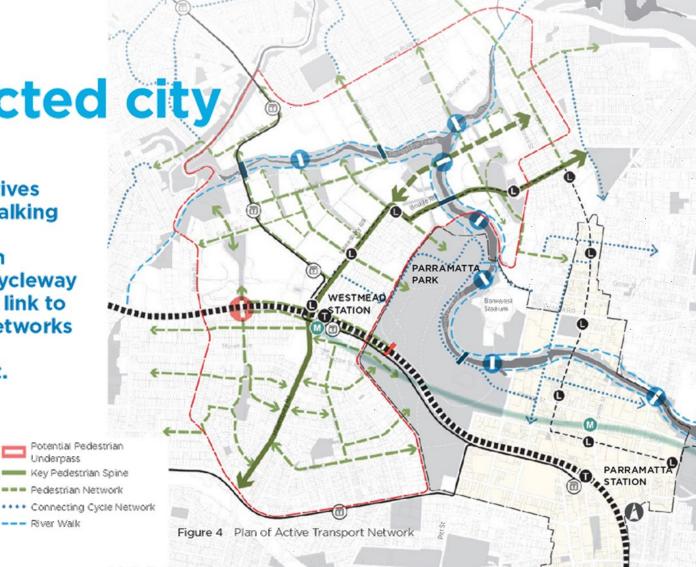
Direction 2

A well connected city

Direction 2 Encourage initiatives towards a safe walking and cycling city that is centred on pedestrian and cycleway connections that link to wider regional networks and surrounding places of interest.

Underpass

--- River Walk



LEGEND

Precinct Boundary - Parramatta City Centre Boundary

Existing River Crossings Potential New River

Existing Pedestrian Underpass



Direction 3

A city supported by infrastructure

Direction 3 Enable Westmead to be a smart city incorporating cutting edge technologies and digital collaboration to meet the day to day needs of the community.



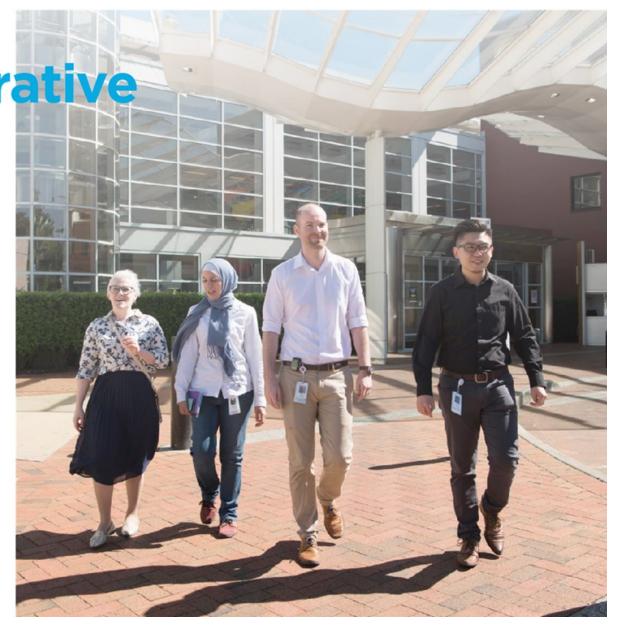




Direction 4

A collaborative city

Direction 4 Foster a strong collaborative relationship and pride between government, local community, industry and investors to collectively deliver the Westmead vision.









Draft Westmead Place Strategy

Productivity An overview



Product

Jobs and skills for the city

Direction 5

Protect and enhance existing employment areas with a focus on job creation to transform the existing health and education precinct into the Westmead Health and Innovation District.

Direction 6

Intensify commercial and retail uses around transport nodes to provide a more productive economy.

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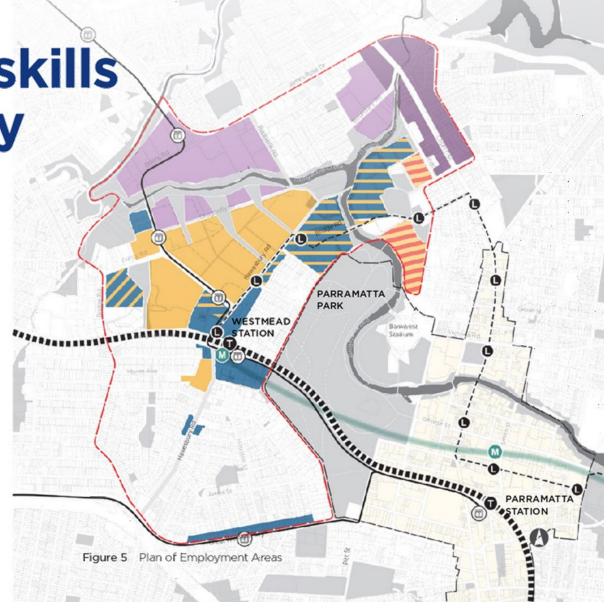
Productivity

Direction 5

Jobs and skills for the city

Direction 5
Protect and enhance
existing employment
areas with a focus on
job creation to transform
the existing health and
education precinct into
the Westmead Health
and Innovation District.









Transform existing employment areas into high-tech manufacturing leveraging strengths of the health and education institutions.

2

Foster partnerships and initiatives between industry, health, educational institutions and researchers to promote learning and collaboration.

- D5.P1 Continue to advance the growth of the health core with the expansion of existing education, research and health facilities.
- D5.P2 Attract leading researchers, clinicians, academics, skilled knowledge workers and entrepreneurs through the cluster of land uses and the provision of high quality places.
- D5.P3 Cluster public and private facilities to encourage opportunities for knowledge sharing, networking and business development.
- D5.P4 Protect land zoned for employment uses to create a cluster of advance manufacturing industries.

Actions

- D5.A1 Review land uses within Westmead East and Former Cumberland Hospital Precinct to incorporate research and education uses.
- D5.A2 Prepare an economic development strategy that outlines the priorities for delivering an innovation ecosystem, a diversity of employment uses and jobs, and development of new industries from world-leading research.
- D5.A3 Provide amenity-led development that maximises access to waterways, open spaces and places of activity.

Waller | 10 mg

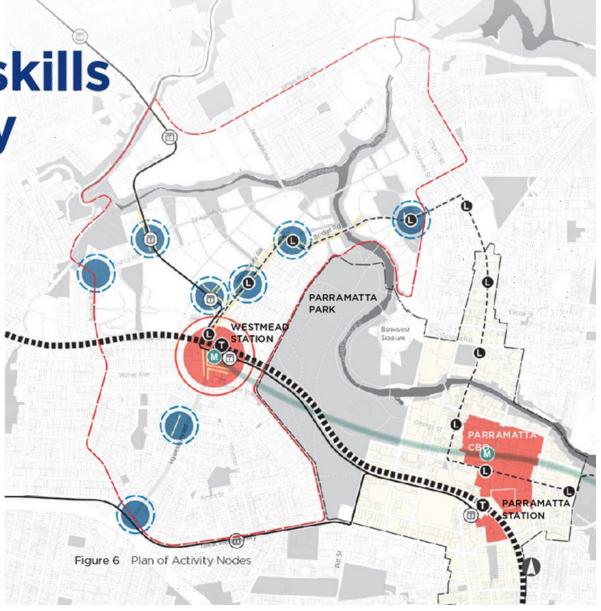
Productivity

Direction 6

Jobs and skills for the city

Direction 6
Intensify commercial
and retail uses around
transport nodes
to provide a more
productive economy.

Precinct Boundary Parramatta City Centre Boundary Parramatta CBD Commercial Core Street Activation Gateway Activity Node







1

Leverage public transport infrastructure to make Westmead accessible to the broader Sydney Metropolitan area, while maintaining local jobs for the community.

2

Create transport-orientated activity nodes which promote vibrant places and community interaction.

- D6.P1 Built form intensification around future public transport stations and corridors (Hawkesbury Road, Bridge Street, Great Western Highway).
- D6.P2 Expand retail and commercial job opportunities at activity nodes and along Hawkesbury Road and Great Western Highway.

Actions

- **D6.A1** Investigate the proposed land use mix within activity nodes with a focus on the public domain.
- D6.A2 Explore opportunities to improve connections between:
 - Westmead North (as the main employment hub) and Westmead South; and
 - · Cumberland East and Cumberland West.

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ft Westmead Place Strategy

A city for peo

Direction 7

Open Spaces

Deliver a range of social infrastructure and services that support community diversity and wellbeing to enhance the appeal and competitiveness of Westmead.



PARRAMATTA PARK PARRAMATTA Open Spaces Figure 7 Plan of Social Infrastructure

de 36 | Planning Eramewo

C02/21-681 - Attachment 1



Support the changing needs of Westmead's future population.

2

Drive social connections, cohesion and a sense of community.

- Deliver social infrastructure through urban renewal opportunities.
- D7.P2 Encourage the delivery of community facilities, such as libraries, parks, recreational facilities, cycleways and much more
- D7.P3 Promote co-location of active high-order community facilities in accessible locations to create neighbourhood hubs.
- **D7.P4** Revitalise Hawkesbury Road to become the civic, transport, commercial and community heart of Westmead.

- D7.A1 Prepare an open space and social infrastructure needs assessment based on projected population growth and identify mechanisms for future funding.
- D7.A2 Investigate opportunities for primary and secondary school needs, noting projected residential growth in Westmead South and Parramatta North.
- D7.A3 Prepare a Special Infrastructure
 Contribution or other regional infrastructure
 funding mechanism for GPOP, including
 Westmead, to assist in the provision
 of infrastructure through development
 contributions for a growing Precinct.
- D7.A4 Investigate opportunities for shared-use and co-location of community facilities on Council-owned and State-owned assets.
- **D7.A5** Develop a public domain plan for Hawkesbury Road with a focus on street trees, lighting, furniture and material palette.

age 57 | Flaming Hamework



Liveability

Direction 8

Housing the city

Direction 8

Encourage an array of housing choices that includes affordable options to meet the housing needs of the future community.

LEGEND

Precinct Boundary

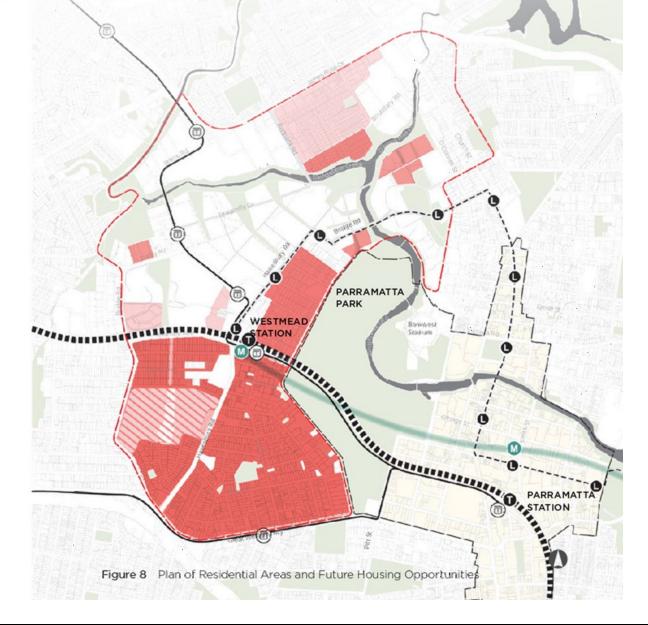
[[]] Parramatta City Centre Boundary

Open Spaces

Existing Residential Area

Opportunity for housing supply

Character Investigation Area



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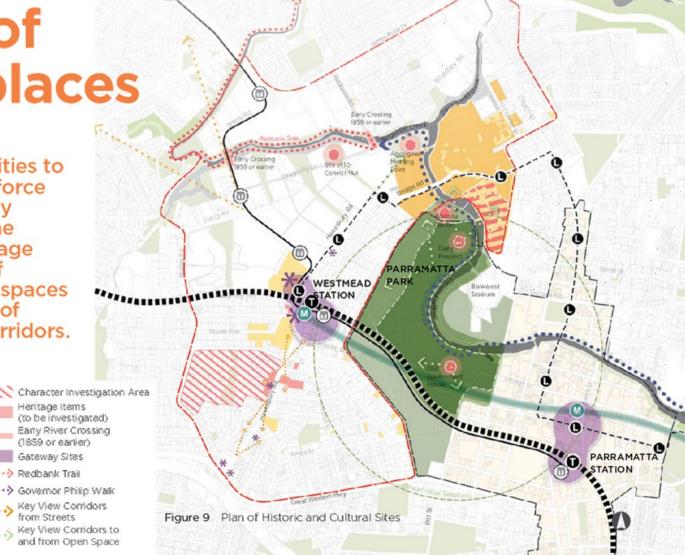


Direction 9

A city of great places

Direction 9

Develop opportunities to celebrate and reinforce Westmead's history and culture with the protection of heritage places, inclusion of cultural and social spaces and enhancement of significant view corridors.



LEGEND



Heritage Items (1859 or earlier) Gateway Sites ····> Redbank Trail · · · · › Governor Philip Walk from Streets



Provide a diversity of places for gathering to foster social interaction and a sense of community.

Build a strong community anchored by social, economic and cultural wellbeing.

Encourage day and night activation to create a vibrant and safe precinct.

- D9.P1 Encourage sensitive and adaptive re-use of heritage buildings to renew their role in the community.
- D9.P2 Enhance a sense of place and embrace a brand that represents Westmead
- D9.P3 Activate and link activity nodes with high quality public domain outcomes that are inviting and appealing.
- **D9.P4** Encourage opportunities to celebrate history in everyday experience.
- **D9.P5** Explore opportunities to implement and activate the night time economy.
- D9.P6 Ensure future development respects protected views and vistas to world heritage items.
- D9.P7 Support the relocation of Willow Grove to the Parramatta North sub-precinct, outside the heritage core, ensuring its future use and siting integrates with surrounds. Willow Grove reconstruction will be subject to planning approvals.

- D9.A1 Prepare a place brand strategy to communicate Westmead's identity.
- D9.A2 Ensure development and planning proposals identified within activation areas and nodes create a unique sense of place and contribute to a high quality public domain, with consideration to Government Architect's 'Designing with Country'.
- D9.A3 Prepare an activation and events program that brings together Councils, key stakeholders, industry partners and community groups to raise the profile of Westmead.
- **D9.A4** Prepare a built form strategy that considers visual impact to heritage view corridors.
- D9.AS Review planing controls to provide foundations of growth for Westmead's nightlife into the future including provision of a 18 hour night-time economy, review of hours of operation for uses, identification of new activation areas, new cultural precincts, cultural and entertainment focus to be allowed additional hours for performance and activity.

Page 41 | Planning Framewo



An overview A city in its landscape A resilient city An efficient city Direction 10 Direction 11 Direction 12 Expand the urban tree canopy Encourage best practice Promote a precinct that is resilient and create active and connected sustainability measures in every and responsive to future climate places that integrate with planning and design decision conditions. green infrastructure including to promote a low carbon, low neighbouring waterways and resource, and low waste precinct. parklands for the enjoyment of the community.



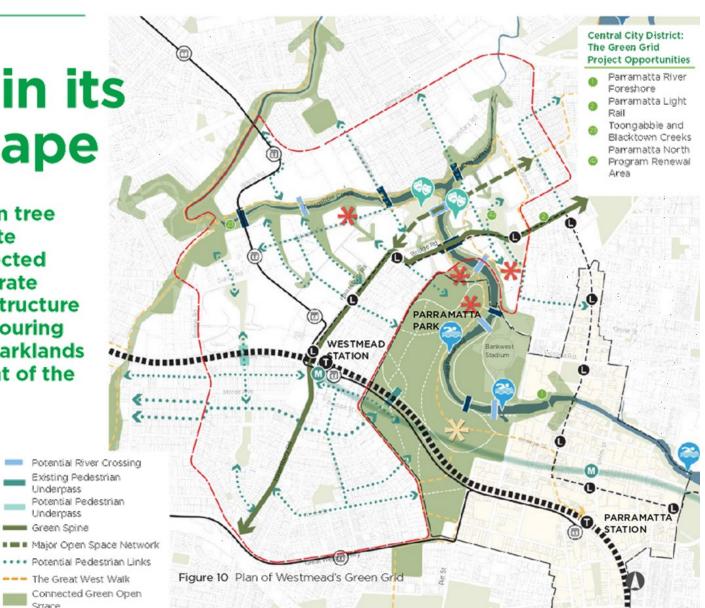


Sustainability

Direction 10

A city in its landscape

Direction 10 Expand the urban tree canopy and create active and connected places that integrate with green infrastructure including neighbouring waterways and parklands for the enjoyment of the community.



LEGEND

Precinct Boundary

Parramatta City Centre Boundary

Major Heritage Destination

Other Heritage Destinations Potential Sites for River Activities

(e.g. Swimming Pools) Potential Sites for Recreational Activities

Existing River Crossing

Potential River Crossing Existing Pedestrian Underpass Potential Pedestrian

Underpass Green Spine

· · · · Potential Pedestrian Links

--- The Great West Walk Connected Green Open Space



Sustainability

Direction 10

Objectives

1 Celebrate Westmead's unique natural landscape character as a key driver for defining place.

2 Create an integrated, connected and high quality green and blue grid.

Encourage accessible, multi-purpose open spaces as part of the everyday experience at Westmead.

Planning priorities

- Integrate open spaces from Toongabbie Creek, Darling Mills Creek and Parramatta River into surrounding precincts.
- DIO.P2 Improve the quality and usability of existing parks through innovative solutions.
- DIO.P3 Improve access to parks through street improvements, wayfinding, visual access, and markers in the landscape.
- P10.P4 Reinstate the significance and role of Parramatta Park by protecting view corridors and creating green links.
- Promote a healthy river system with improved water quality to make Parramatta River "a living river" and swimmable by 2025.
- D10.P6 Increase tree canopy cover to support sustainable and liveable neighbourhoods and mitigate urban heat island effects.

Actions

- Dio.Al Develop a precinct-wide open space strategy and identify opportunities to improve existing parks, connect cultural spaces, historic sites and key places with consideration to Government Architect NSW 'Draft Greener Places Design Guide'.
- Deliver a range of diverse, new and/or enhanced open spaces, parks, playgrounds to support social connections through localised place based planning, with consideration to Government Architect NSW 'Draft Greener Places Design Guide'.
- Provide new pedestrian crossings across Toongabbie Creek and Parramatta River to create enhanced connectivity throughout the precinct.
- D10.A4 Prepare a precinct-wide urban tree canopy and streetscape plan which increases tree canopy cover, and improves the amenity of streets and open space, with consideration to Government Architect NSW 'Draft Greener Places Design Guide'.

Traft Westmead Place Strates

6 | Planning Framew

Sustainability

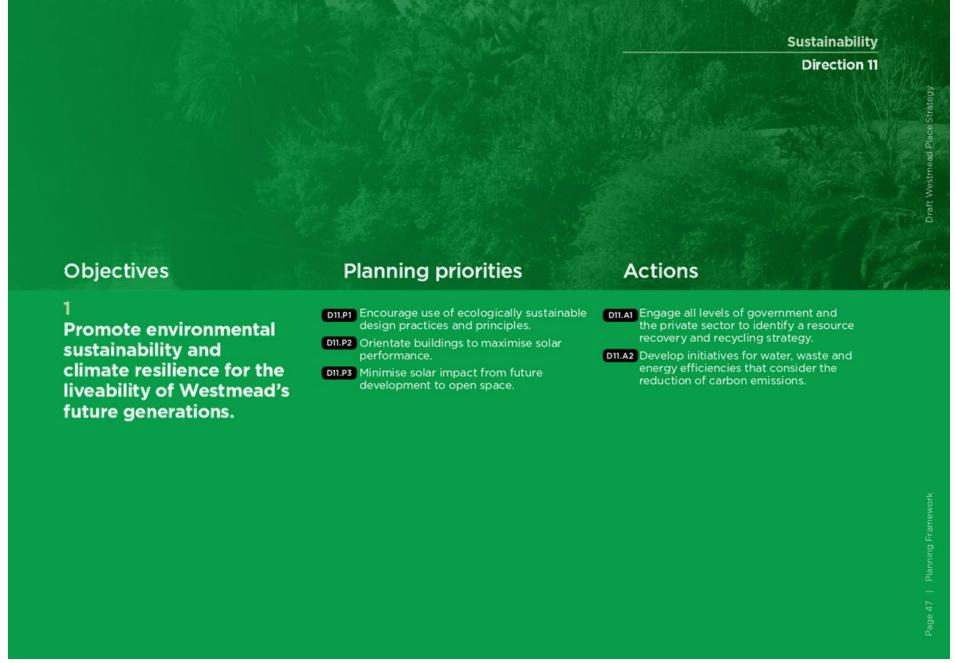
Direction 11

An efficient city

Direction 11
Encourage best practice
sustainability measures in
every planning and design
decision to promote a low
carbon, low resource, and
low waste precinct.







Westmead Plane Strates

Diamond Eramonth

Sustainability

Direction 12

A resilient city

Direction 12
Promote a precinct that is resilient and responsive to future climate condition.



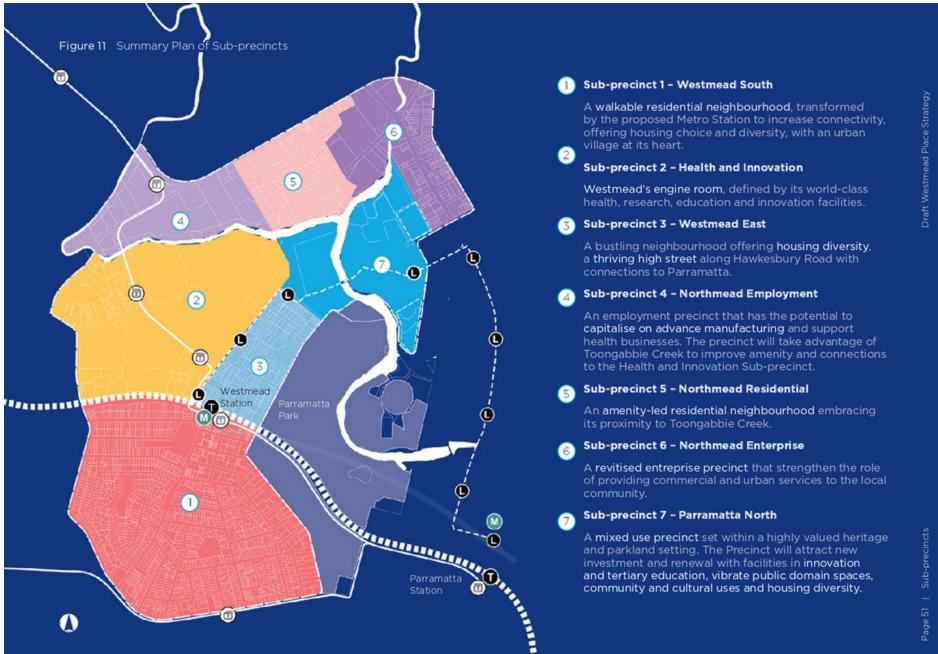




Subprecincts

Overview

To facilitate the renewal initiatives and actions throughout Westmead, the Precinct has been divided into seven sub-precincts. Each is defined by its own purpose and distinct character to create an integrated, coherent and sustainable community.







Sub-precinct 1

Westmead South

A walkable residential neighbourhood, transformed by the proposed Metro Station to increase connectivity, offering housing choice and diversity, with an urban village at its heart.

Key Outcomes

Housing Choice and Supply

Increase residential density and choice within a ten minute walk (800 metres) to the south of Westmead station. Provide options for student accommodation, key worker, social and affordable housing. Concentrate density adjacent to the rail corridor and station.

There are opportunities for further studies to better understand heritage, local character and potential future housing supply in the Character Investigation Area. These homes including the Oakes Centre were built from the 1948 Housing Commission Estate Development, which was subject of an international design competition.

2 Activity Spine and Nodes

Reinforce Hawkesbury Road as the main activity and movement spine. Create vibrant activity nodes with active ground floor uses at the Metro station and at the intersection with the Great Western Highway, while reinforcing the exiting retail area between Nolan Crescent and Church Street.

Concentrate density around nodes and improve quality of built form radiating along activity spines. Provide variation in building heights with an emphasis on tall, slender building envelopes rather than short squat massing.

3 Amenity-Led Development

Improve the quality of existing open spaces through upgrades to their program, functionality, connectivity and landscape character. Provide amenity-led development that maximises access to existing open spaces. For Sydney Smith Park, explore embellishment and improvement opportunities through site amalgamation to improve it's address and usability.

Explore opportunities for potential green infrastructure open space and social infrastructure subject to further analysis of projected population growth and funding.

4 Green Grid Connections

Connect the green grid and improve walkability through green streets that improve access to pocket parks scattered within Westmead South, Parramatta Park, Mays Hill, Sydney Smith Park, MJ Bennett Reserve, the new Metro station, and other key destinations.

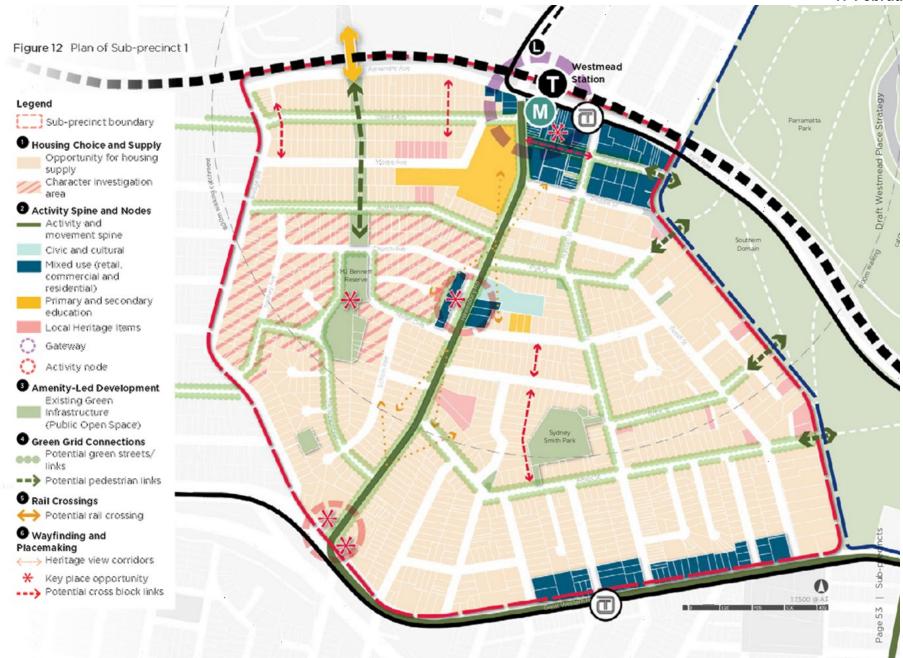
5 Rail Crossings

Investigate opportunity for improved connections between North and South Westmead through a new pedestrian underpass at Alexandra Avenue.

6 Wayfinding and Placemaking

Protect sightlines along Hawkesbury Road as well as view corridors to heritage sites. Investigate opportunities to introduce pedestrian cross block links to improve permeability of the precinct by foot. Improve the pedestrian experience through new place-making interventions such as public art, signage, seating, or new public spaces for gathering.









Sub-precinct 2

Health and Innovation

Westmead's engine room, defined by its world-class health, research, education and innovation facilities.

Key Outcomes

1 Excellence in Health and Innovation

Focus on specialised and integrated health. with new and innovative models of health care driven through faster translation of research, commercialisation of research, enhanced health data analytics and industry partnerships. The workforce of the future will be supported through workplace integrated learning and technology infused clinical teaching. New industries will be developed from world-class research in viral vectors, cell and gene therapy, phages and infectious diseases. Support such uses with housing density and diversity that maximises access to open space. particularly Milson Park.

2 Permeability and Wayfinding

Improve permeability and wayfinding through a new street grid with a focus on establishing clear sightlines within the precinct. Extend Hawkesbury Road towards the confluence of Toongabbie Creek. Darling Mills Creek and the Parramatta River. Improve the pedestrian experience through new place-making interventions such as public art, signage, seating, or a plaza for gathering.

3 High Quality Public Domain

Create a vibrant and attractive built environment through complementary land uses and the provision of high quality public spaces, plazas and parks. Ensure that existing and potential green infrastructure open spaces are publicly accessible and features passive and active uses.

Ensure that the public domain around integrated public transport interchange facilitates convenient, smooth and efficient transfer between different modes of public transport for pedestrians.

4 Activity Spine and Nodes

Reinforce Hawkesbury Road as the main activity and movement spine. Create vibrant activity nodes that are co-located with the Metro, Parramatta Light Rail and T-way stations. Encourage activity nodes with mixed use developments that have active ground floor uses, spaces for meeting and gathering, and co-locates social infrastructure.

Concentrate density around nodes and improve quality of built form radiating along activity spines. Provide variation in building heights with an emphasis on tall. slender building envelopes rather than short squat massing.

5 Green Grid Connections

Connect the green grid and improve walkability through green streets that improve access to Milson Park, Toongabbie Creek, Parramatta River, the new Metro Station and other key destinations. Integrate publicly accessible open spaces, with passive and active uses along Dragonfly Drive and Redbank Road. Future ownership and embellishment of potential green infrastructure is subject to further investigations and funding mechanisms to be explored.

6 Rail Crossings

Enhance pedestrian amenity on Hawkesbury Road and Bridge Road between North and South Westmead. Consider a new underpass between these roads. Explore the function of these rail crossings for active transport to create one connected green grid.









Sub-precinct 3

Westmead **East**

A bustling neighbourhood offering housing diversity, a thriving high street along Hawkesbury Road with connections to Parramatta.

Key Outcomes

1 Excellence in Health and Innovation

Advance the growth of health and innovation with the expansion of education, research and health facilities along Hawkesbury Road and Hainsworth Street.

2 Activity Spine and Nodes

Reinforce Hawkesbury Road as the main activity and movement spine. Delineate the future Metro station as a new mixed-use landmark. Create vibrant activity nodes that are co-located with the Metro and Parramatta Light Rail stations. Encourage activity nodes with mixed use developments that have active ground floor uses, spaces for meeting and gathering, and co-locates social infrastructure.

Concentrate density around nodes and improve quality of built form radiating along activity spines. Provide variation in building heights with an emphasis on tall, slender building envelopes rather than short squat massing.

3 High Quality Public Domain

Create an vibrant and attractive built environment through the cluster of land uses and the provision of high quality public spaces and plazas.

4 Wayfinding and Placemaking

Protect sightlines along Hawkesbury Road and the views from Parramatta Park towards the sub-precinct. Improve the pedestrian experience through new placemaking interventions such as public art, signage, seating, new public spaces for gathering.

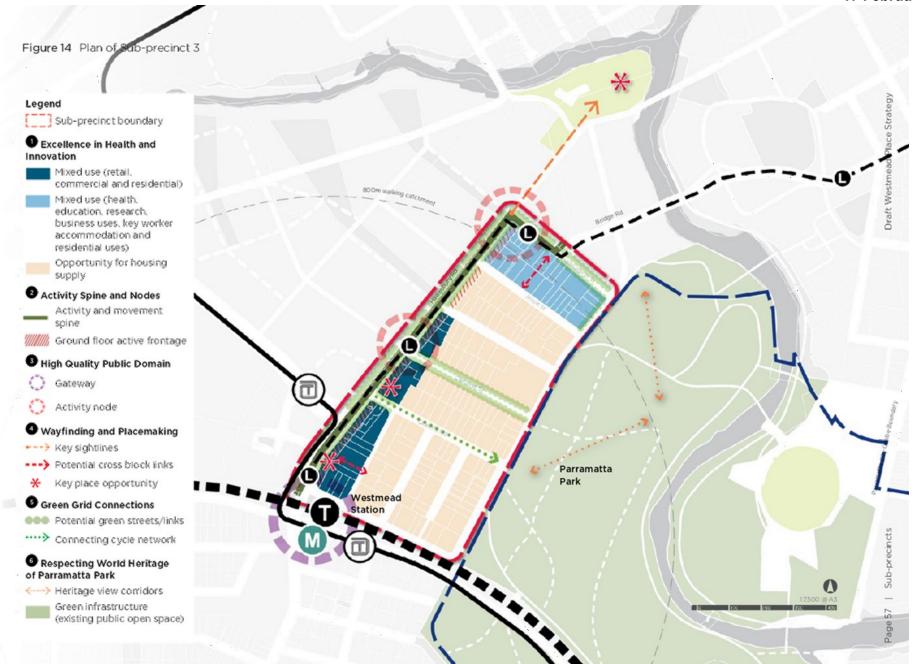
5 Green Grid Connections

Enhance the green grid and improve walkability through green streets and connectivity to Parramatta Park and the Metro station.

6 Respecting World Heritage of Parramatta

Ensure planning controls relating to built form for new development within this subprecinct are designed to promote renewal whilst limiting the scale of new buildings to respect the heritage significance of Parramatta Park.









Sub-precinct 4

Northmead Employment

An employment precinct that has the potential to capitalise on advance manufacturing and support health businesses. The precinct will take advantage of **Toongabbie Creek to** improve amenity and connections to the **Health and Innovation Sub-precinct.**

Key Outcomes

1 Excellence in Advanced Manufacturing

Protect existing employment areas with a focus on job creation. Encourage advance manufacturing businesses that can leverage from the proximity of tertiary education and research institutions.

Provide amenity-led development that maximises access and active frontages to waterways, open spaces and places of activity along Toongabbie Creek.

2 Permeability and Wayfinding

Improve permeability and wayfinding through new road connections that create a better interface with Toongabbie Creek. Investigate a central a ring road for vehicle movement that connects through the Health and Innovation Sub-precinct.

3 High Quality Public Domain

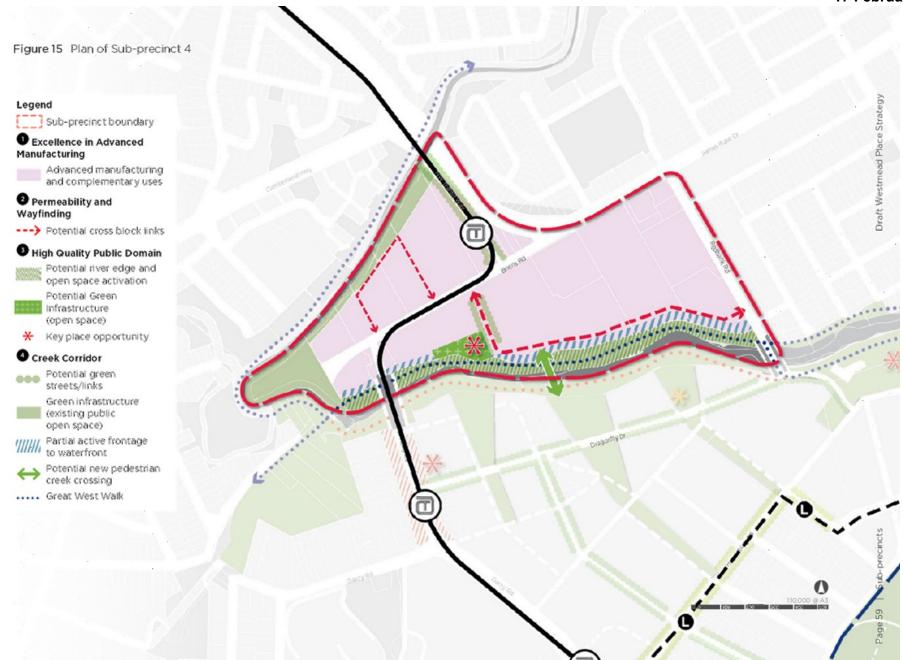
Integrate publicly accessible open spaces with passive and active uses along Toongabbie Creek to enhance green grid connections. Future ownership and embellishment of potential green infrastructure open space is subject to further investigations and funding mechanisms to be explored.

4 Creek Corridor

Improve existing open spaces along Toongabbie Creek through upgrades to program, connectivity and landscape character. Consider a potential pedestrian crossing across Toongabbie Creek to create enhanced connectivity.

Sub-precincts 28







Sub-precinct 5

Northmead Residential

An amenity-led residential neighbourhood embracing its proximity to Toongabbie Creek.

Key Outcomes

1 Amenity-Led Development

Provide amenity-led development that maximises access and active frontages to waterways, public open spaces and places of activity along Toongabbie Creek and Kleins Road.

Existing residential character in the remainder of the sub-precinct will be retained.

2 Creek Corridor

Improve existing public open spaces along Toongabbie Creek through upgrades to programming, functionality, connectivity and landscape character. Provide new pedestrian crossings across the creek to enhance connectivity of the green grid.

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Sub-precinct 6

Northmead Enterprise

A revitalised entreprise precinct that strengthens the role of providing commercial and urban services to the local community.

Key Outcomes

1 Employment Areas

Protect existing employment areas with a focus on job creation to support the provision of advanced manufacturing while maintaining urban services uses.

2 Permeability and Wayfinding

Improve permeability and wayfinding through new road connections and cross block links. Green streets to improve the overall connectivity of the green arid.

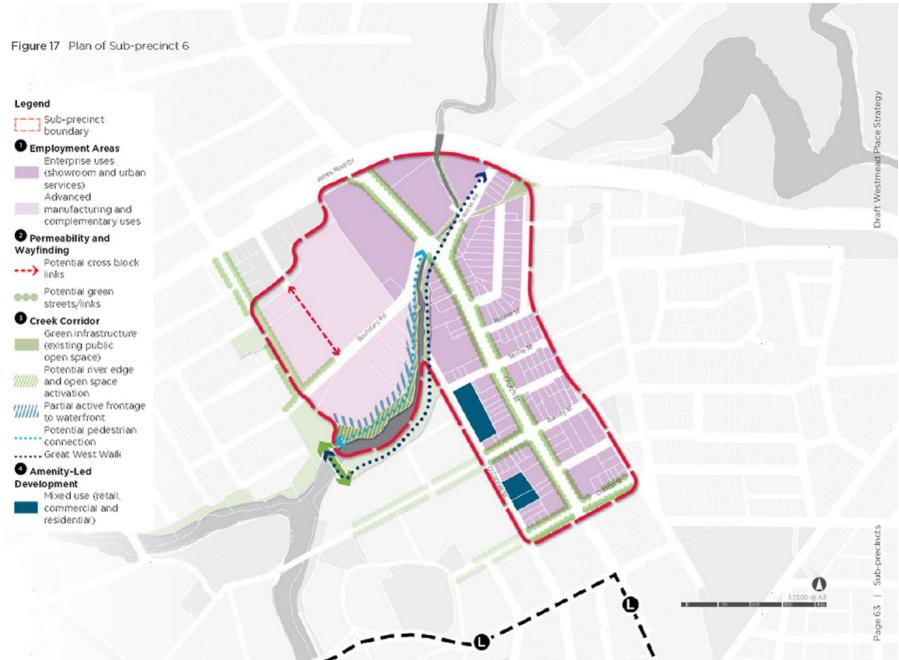
3 Creek Corridor

Connect the green grid and improve walkability through green streets to Darling Mills Creek. Improve existing open spaces along Darling Mills Creek through upgrades to programming, functionality, connectivity and landscape character.

4 Amenity-led Development

Create amenity-led development that improves pedestrian access and connections to employment areas, Darling Mills Creek and Parramatta North Sub-precinct.









Sub-precinct 7

Parramatta North

A mixed use precinct set within a highly valued heritage and parkland setting. The sub-precinct will attract new investment and renewal with facilities in innovation and tertiary education, vibrant public domain spaces, community and cultural uses and housing diversity.

Key Outcomes

1 Excellence in Innovation

Promote education, research and commercial uses across both sides of Parramatta River. Securing a multidisciplinary education anchor of scale is a key part of the innovation vision for Parramatta North and Westmead.

2 Housing Choice and Supply

Investigate opportunities to provide appropriate housing supply and choice in proximity to transport and open space amenity along Parramatta River and Darlings Mills Creek. Provide options for student accommodation, key worker, social and affordable housing.

3 Social and Cultural Infrastructure

Deliver a range of integrated social and cultural infrastructure facilities and services that support community diversity and wellbeing. Provide stronger links to Parramatta North Heritage Core.

4 Permeability and Wayfinding

Improve permeability and wayfinding through new road connections with a focus on establishing clear sightlines and protect existing sightlines to and from heritage sites. Improve the pedestrian experience through new place-making interventions such as public art, signage, seating, or new public spaces for gathering.

5 Activity Spine

Consider the extension of Bridge Road as a new high street, and transform the existing bridge as a main activity and movement corridor. Create a vibrant high street with

two activity nodes co-located with light rail stations. Delineate these nodes through mixed use development that incorporates active ground floor uses, and high quality public spaces. Leverage from the proximity of residential, education, commercial, cultural and arts uses to promote night time economy activities.

Concentrate density around nodes and improve quality of built form extending along activity spine. Provide variation in building heights with an emphasis on tall, slender building envelopes rather than short squat massing.

6 Creek Corridor

Improve existing public open spaces and spaces along Parramatta River and Darling Mills Creek through upgrades to landscape program, functionality access and connectivity. Provide new pedestrian crossings across the creek and to Parramatta Park.

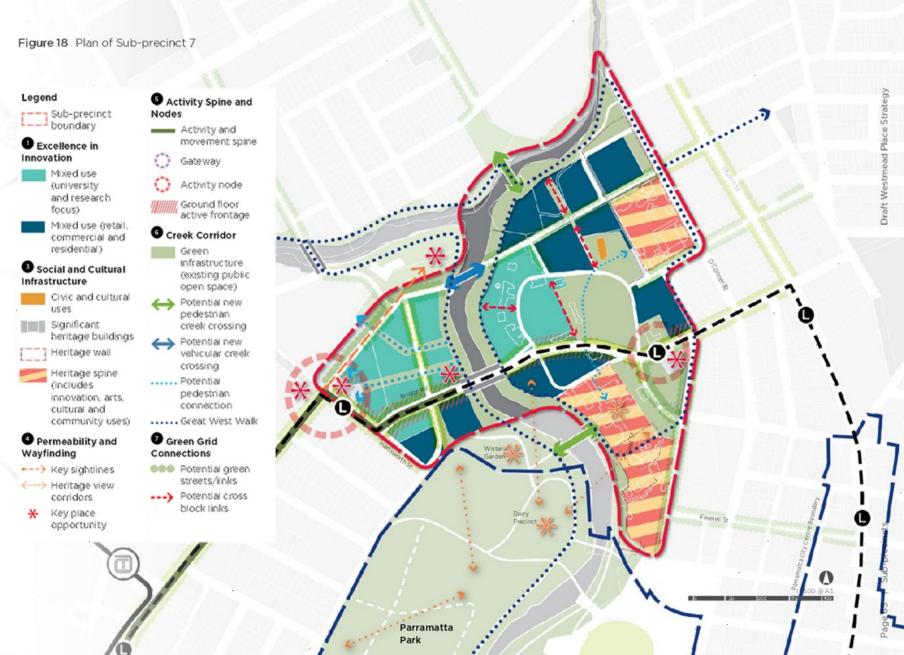
7 Green Grid Connections

Connect the green grid and improve walkability through green streets and cross block links that improve access to parks and destinations. Integrate publicly accessible open spaces, with the future ownership to be negotiated in later stages.

8 Respecting the World Heritage of Parramatta Park

Ensure built form planning controls are designed to promote renewal in balance with respecting the heritage significance of Parramatta Park, including Old Government House and Domain.





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Implementation

Overview

Delivering a coordinated approach through defined actions to realise the 2036 vision for Westmead.

age 66 | Implementation



Connectivity

| Objectives | Action | Responsibility | Timeframe |
|--|--|---|--|
| | | Councils and TfNSW | Short to medium |
| un entranced und contrected system. | Explore opportunities to improve bus connections south to Merrylands and Prariewood. | | |
| | D1.A2 | Councils and TfNSW | Medium |
| | Provide new river crossings to create enhanced connectivity throughout the precinct across Toongabbie Creek and Parramatta River. | | |
| 2. Expand the public transport network to | D1.A5 | Councils and TfNSW | Medium |
| enable reliable, convenient and frequent services. | Investigate opportunity for station at Westmead on new north-south mass transit/train links. | | |
| 3. Reduce car usage and dependency. | D1.A3 | Councils, DPIE and | Medium |
| | Explore opportunities to create new road connections throughout the Health and Innovation sub-precinct and Parramatta North with a focus on establishing clear sightlines within the precinct. | TINSW | |
| | D1.A4 | Councils, DPIE and | Medium |
| 0 0 | Investigate road network hierarchy with the objective of identifying the prioritised mode of usage. Explore a ring road for vehicle movement within the Health Enterprise sub-precinct. | TINSW | |
| | Leverage investment in existing transport for an enhanced and connected system. Expand the public transport network to enable reliable, convenient and frequent services. | Leverage investment in existing transport for an enhanced and connected system. Explore opportunities to improve bus connections south to Merrylands and Prariewood. D1.A2 | 1. Leverage investment in existing transport for an enhanced and connected system. Explore opportunities to improve bus connections south to Merrylands and Prariewood. D1.A2 |

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| A well connected city | Objectives | Action | Responsibility | Timeframe |
|---|--|---|----------------|-----------------|
| Direction 2 | Allow for better precinct permeability. | D2.A1 | Councils | Short to medium |
| Encourage initiatives towards | wayfinding and personal mobility. | Develop a Precinct-wide public domain plan with a focus on: | | |
| a safe walking and cycling city that is centred on pedestrian and cycleway connections that link to wider regional networks and surrounding places of interest. | | corridor widths, active frontages, wayfinding, high quality public domain, pedestrian safety and amenity, durability, passive surveillance and place identity. | | |
| | Deliver people-orientated streets to encourage healthy lifestyles and a strong sense of community and place. | D2.A2 Improve connections between North and South Westmead by enhancing existing and consider new rail crossings. Explore the function of these rail crossings for active transport to create one connected green grid. | TINSW | Medium |
| | | D2.A3 | Councils and | Short to medium |
| | | New development along Toongabbie Creek and Parramatta River is to encourage wayfinding, access and passive surveillance to existing walks along the waterways. | landowners | |
| | | D2.A4 | TfNSW and DPIE | Short to medium |
| | | Develop a multi-modal interchange access plan to improve pedestrian movement and travel journey. | | |
| | | D2.A5 | DPIE, Councils | Short |
| | | Prepare a place based integrated transport and traffic study to support future rezonings. | and TriNSW | |



| A city supported by infrastructure | Objectives | Action | Responsibility | Timeframe |
|--|---|--|------------------------------------|-----------|
| Direction 3 Enable Westmead to be a smart city incorporating cutting edge technologies and digital collaboration to meet the day to day needs of the community. | rection 3 able Westmead to be a hart city incorporating cutting ge technologies and digital llaboration to meet the day to y needs of the community. | Prepare a smart cities strategy for the Precinct which identifies opportunities for the provision of infrastructure including but not limited to: Drivertess and airborne vehicles. Automated wayfinding. Pedestrian movement. Lighting. CCTV. solar energy and 5G wireless public connections. | Councils, DPIE and stakeholders | Short |
| | | D3.A2 Investigate and develop innovative funding mechanisms for the delivery of smart city infrastructure identified in the Strategy. | Council, DPIE and stakeholders | Madium |

| A collaborative city | Objectives | Action | Responsibility | Timeframe |
|--|--|--|--------------------------|---------------|
| Direction 4 Foster a strong collaborative relationship and pride between | navaranant industry nartnare staliabaldare | D4.A1 Public exhibition of the Place Strategy including sub-precinct plans for local and state government, community and industry feedback. | DPIE | Short |
| | | D4.A2 Consider community and stakeholder feedback when finalising the Westmead Place Strategy. | DPIE | Short |
| | | D4.A3 Implementation of the Directions and Actions of the Westmead Place Strategy with the preparation of relevant studies, masterplans, planning proposals and development applications to revitalise Westmead by 2036. | Council and stakeholders | Short to long |



Productivity

| Jobs and skills for the city | Objectives | Action | Responsibility | Timeframe |
|---|---|--|--|-----------------|
| Direction 5 | Transform the existing employment areas to high-tech manufacturing that leverages the strengths of the health and research | D5.A1 Review land uses within Westmead East and | Councils, Greater Sydney Commission, NSW Treasury, Health. | Short to medium |
| Protect and enhance existing employment areas with a focus | institutions. | Former Cumberland Hospital Precinct to incorporate research and education uses. | and Property NSW | |
| on job creation to transform the existing health and education | Foster partnerships and initiatives between industry, health, educational institutions and researchers to promote learning and collaboration. | D5.A2 | DPIE, Industry, | Short to medium |
| precinct into the Westmead Health and Innovation District. | | Prepare an economic development strategy that outlines the priorities for delivering an innovation ecosystem, a diversity of employment uses and jobs, and development of new industries from world-leading research. | staksholders, NSW Treasury and Greater Sydney Commission | |
| | | D5.A3 | Councils and | Short to long |
| | | Provide amenity-led development that maximises access to waterways, open spaces and places of activity. | stakeholders | |

| Jobs and skills for the city | Objectives | Action | Responsibility | Timeframe |
|---|--|--|----------------------------------|-----------|
| Direction 6 | Leverage the public transport infrastructure | D6.A1 | Councils, TriNSW | Short |
| Intensify commercial and retail uses around transport nodes | to make Westmead accessible to the broader Sydney Metropolitan area, white maintaining tocal jobs for the community. | Investigate the proposed land use mix within activity nodes with a focus on the public domain. | | |
| to provide a more productive | 2. Create transport-orientated activity | D6.A2 | Councils, Industry and TriNSW | Short |
| economy. | | Explore opportunities to improve connections between: | | |
| | | Westmead North (as the main employment hub) and Westmead South; and | | |
| | | Cumberland East and Cumberland West. | | |



Liveability

| A city for people | Objectives | Action | Responsibility | Timeframe |
|---|--|--|------------------------|-----------------|
| Direction 7 | 1. Support the changing needs of Westmead's | D7.A1 | Councils | Short |
| Deliver a range of social infrastructure and services that | future population. | Prepare an open space and social infrastructure needs assessment based on projected population growth and identify mechanisms for future funding. | | |
| support community diversity and wellbeing to enhance the | | D7.A2 | Councils, DPIE and | Short to medium |
| appeal and competitiveness of Westmead. | | Investigate opportunities for primary and secondary school needs, noting projected residential growth in Westmead South and Parramatta North, | Schools Infrastructure | |
| | Drive social connections, cohesion and a sense of community. | D7.A3 | DPIE | Short |
| | | Prepare a Special Infrastructure Contribution or other regional infrastructure funding mechanism for GPOP, including Westmead, to assist in the provision of infrastructure through development contributions for a growing Precinct. | | |
| | | D7.A4 | Council and | Short |
| | | Investigate opportunities for shared-use and co-location of community facilities on Council-owned and State-owned assets. | State agencies | |
| | | D7.A5 | Councils | Short |
| | | Develop a public domain plan for Hawkesbury Road with a focus on: street trees, lighting, furniture, materials palette. | | |

CUMBERLAND CITY COUNCIL

| Housing the city | Objectives | Action | Responsibility | Timeframe |
|--|--|---|---|-----------------|
| Direction 8 | Promote housing choice and intensification | D8,A1 | Land and Housing | Short to medium |
| Encourage an array of housing choices that includes affordable | aligned with activity, transport, and open space amenity. | Engage with LAHC to identify housing intensification opportunities in Westmead South. | Corporation (LAHC). Council and DPIE | |
| options to meet the housing | | D8.A2 | Councils | Short |
| needs of the future community. | | Undertake further studies for housing intensification and diversification within 800 metres of Westmead Station and in proximity to open space amenity to provide options for student accomodation, key worker, social and affordable housing. | | |
| | | D8.A3 | Councils | Short |
| | | Undertake an urban design and supporting studies to understand the scale of future housing renewal, ensuring it respects solar as a solar spaces and vistas to open spaces and places of significance. Urban renewal must consider potential for heritage significance and character. | | |
| | | D8.A4 | Council and | Short |
| | Explore opportunities for site amalgamation in Westmead South, in particular around Sydney Smith Park to increase exposure and accessibility. | stakeholders | | |
| | | D8.A5 | Councils | Short |
| | | Undertake a study to determine the feasibility and incentive mechanisms for key worker, social and/or affordable housing. | | |



| A city of great places | Objectives | Action | Responsibility | Timeframe |
|--|--|--|---|-----------------|
| Direction 9 Develop opportunities to celebrate and reinforce Westmead's history and culture with the protection of heritage places, inclusion of cultural and social spaces and enhancement of significant view corridors. | Provide a diversity of places for gathering to foster social interaction and a sense of community. | D9.A1 Prepare a place brand strategy to communicate Westmead's competitive identity. | Council and stakeholders | Short |
| | Build a strong community anchored by social, economic and cultural wellbeing. | D9.A2 Ensure development and planning proposals identified within activation areas and nodes create a unique sense of place and contribute to a high quality public domain, with consideration to Government Architect's "Designing with Country". | Councils, stakeholders, DPIE and community | Short to long |
| | Encourage day and night activation to create a vibrant and safe precinct. | D9.A3 Prepare an activation and events program that brings together Councils, key stakeholders, industry partners and community groups to raise the profile of Westmead. | Council, stakeholders, community groups | Short to medium |
| | | D9.A4 Prepare a built form strategy that considers visual impact to heritage view corridors. | Councils | Short to madium |
| | | D9.A5 Review planning controls to provide foundations of growth for Westmead's nightlife into the future including - provision of a 18 hour night-time economy, review of hours of operation for uses, identification of new activation areas, new cultural precincts, cultural and entertainment focus to be allowed additional hours for performance and activity. | Councils | Short to medium |

CUMBERLAND CITY COUNCIL



| A city in its landscape | Objectives | Action | Responsibility | Timeframe |
|--|---|--|--|-----------------|
| Direction 10 | Celebrate Westmead's unique natural landscape character as a key driver for | D10.A1 | Councils, DPIE, state agencies and stakeholders s | Short |
| Expand the urban tree canopy and create active and connected places that integrate with | defining place. | Develop a precinct-wide open space strategy and identify opportunities to improve existing parks, connect cultural spaces, historic sites and key places with consideration to Government Architect NSW 'Draft Greener Places Design Guide'; | | |
| green infrastructure including neighbouring waterways and parklands for the enjoyment of the community. | Create an integrated, connected and high quality green and blue grid. | D10.A2 Deliver a range of diverse, new and/or enhanced open spaces, parks, playgrounds to support social connections through localised place based planning, with consideration to Government Architect NSW 'Draft Greener Places Design Guide'. | Councils, DPIE and stakeholders | Medium to long |
| | 3. Encourage accessible, multi-purpose | D10.A3 | Councils | Short to medium |
| | open spaces as part of the everyday experience at Westmead. | Provide new pedestrian crossings across Toongabbie Creek and Parramatta River to create enhanced connectivity throughout the precinct. | | |
| | | D10.A4 | Councils and DPIE | Short to medium |
| | | Prepare a precinct-wide urban tree canopy and streetscape plan which increases tree canopy cover, and improves the amenity of streets and open space, with consideration to Government Architect NSW 'Draft Greener Places Design Guide'. | | |
| An efficient city | Objectives | Action | Responsibility | Timeframe |
| Direction 11 | Promote environmental sustainability and climate resilience for the liveability | D11.A1 | Various levels of government and | Short to medium |
| Encourage best practice sustainability measures in every | of Westmead's future generations. | Engage all levels of government and the private sector to identify a resource recovery and recycling strategy. | stakeholders | |
| planning and design decision to promote a low carbon, low resource, and low waste precinct. | | D11.A2 | Council and | Short to medium |
| | | Develop initiatives for water, was te and energy efficiencies that consider the reduction of carbon emissions. | stakeholders | |
| | | | | |
| Short: 1 to 3 year | | | | |
| Short: 1 to 3 year Medium: 3 to 6 year Long: 6 to 10 year | | | | |

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| A resilient city | Objectives | Action | Responsibility | Timeframe |
|---|---|--|---|-----------------|
| Direction 12 | Develop resilience by identifying. | D12.A1 | Councils | Short |
| Promote a precinct that is resilient and responsive to future climate conditions. | understanding and planning for shocks and stresses. | Prepare an infrastructure resilience assessment and study that provides recommendations to implement the Resilient Sydney Strategy in Westmead. | | |
| | Plan for disruptions and prioritise those that are of most concern. | D12.A2 Undertake precinct-wide emergency planning and prepare recovery interventions. | Various layels of government and stakeholders | Short to medium |
| | | D12.A3 Undertake precinct-wide planning for the various flood events and address through local planning | Councils | Short to medium |
| | | D12.A4 Develop strong partnerships between public and private sectors and communities to establish a proactive stance on resilience. | Councils | Short |

Next Steps

December 2020

The draft of the Westmead Place Strategy is placed on public exhibition by the Department of Planning, Industry and Environment (the Department).

April 2021

The Department will release the final Strategy and a Submissions Report on the Department's website that summaries the feedback received during public exhibition. Updates to the Plan will be made based on feedback received during exhibition.

May 2021

Minister for Planning and Public Spaces will then determine whether to adopt the Strategy.

June 2021

The final Strategy is adopted and accompanied by a Direction issued by the Minister under s.9.1 of the Environmental Planning and Assessment Act 1979 requiring future rezoning and development to be consistent with the final Strategy.

July 2021 and onwards

The Department will assist Councils to prepare new studies and strategies with the stakeholders and local community.

Implementation of the Place Strategy

The Place Strategy provides an overarching vision and objectives for the Precinct to be achieved by 2036. It is anticipated through the recommended actions that Councils with the assistance of the Department and other stakeholders to further investigate the potential opportunities with the preparation of studies and strategies to guide future development of the sub-precincts and the entire Westmead Precinct.

Future rezonings

This new strategic and statutory planning framework will allow the Councils, developers and the state agencies to further plan for new uses. such as business, retail and community facilities and provide opportunities to allow increased building heights and densities within the Precinct. These changes will differ across the Westmead, as the proposals will respond to the characteristics and context of the concerned sub-precinct.

The Department in collaboration with Councils and TfNSW will prepare an integrated transport and traffic study to support the future rezoning of the area.

Detailed planning applications to redevelop parts of the precinct will then be lodged and assessed against the new planning controls and zones as these are developed by the respective Councils.

Inconsistencies with the Place Strategy

It is recognised that some proposals may be inconsistencies with the Place Strategy, only if it can be demonstrated to the Department that the proposal clearly demonstrates better outcomes and supporting infrastructure can be delivered and the proposal still achieves the vision, directions, objectives, planning priorities and actions identified in the Place Strategy.



Glossary

| Definition |
|---|
| A planning concept for a city in which people can easily access the places they need to visit on a daily basis within 30 minutes travel from where they live. |
| In the Greater Sydney context the focus is on access to the nearest centre within 30 minutes by public transport, walking or cycling. |
| The ability for everyone, regardless of age, disability or special needs or where they live, to use and benefit from the transport system. |
| Transport that is human powered, such as walking or cycling. |
| A node is a centralised hub outside of the city that is activated by residential, commercial and retail development and supported by infrastructure and public transport options. |
| A process that changes a disused or ineffective item into a new item that can be used for a different purpose. |
| The use of innovative technologies and methodologies for improved competitiveness in the manufacturing sectors. |
| The extent to which a place, experience or service is pleasant, attractive or comfortable. Improved features, facilities or services may contribute to increased amenity. |
| |

| Term | Definition |
|---|--|
| Built form | The function, shape and configuration of buildings as well as their relationship to streets and open spaces. |
| Burramatta People | The local Aboriginal people of Parramatta. |
| Central River City | One of the three cities of the Greater Sydney metropolis, anchored by Greater Parramatta in the Central City District. |
| Community | Communities are a specific type of stakeholder. These are groups of people in particular places who are both affected by our work and experience the outcomes and benefits of our activities. |
| Corridor | A broad, linear geographical area between places. |
| Council | The council of an area, and includes an administrator. |
| Department of Planning, Industry and Environment | The statutory authority of the New South Wales Government responsible for managing the planning, heritage, infrastructure and environment needs of New South Wales. |
| Eastern Harbour City | One of the three cities of the Greater Sydney metropolis, anchored by the Harbour CBD in the Eastern City District. |
| Ecologically sustainable design | The design of places and spaces that promote best practice approaches to minimise environmental impact by focussing on energy, water, materials, ecology, emission, transport, indoor environmental quality and innovation improvements. |

| C | CUMBERLAND CITY COUNCIL |
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| Term | Definition |
|--|---|
| Emerging technologies | New technologies that are currently developing or will be developed over the next five to ten years, and which will substantially alter the business and social environment. These include information technology, wireless data communication, manmachine communication, on-demand printing, biotechnologies, and advanced robotics. |
| Energy efficiency | Using less energy to perform the same task to eliminate energy wastage. |
| Future Transport Strategy 2056 | Refers to Transport for NSW's approach to planning transport and engaging customers, to address future technological, economic and social changes. |
| | Future Transport Strategy comprises two focus areas – planning ('Future Transport Planning') and technology ('Future Transport Technology' and 'Technology Roadmap'). |
| Greater Parramatta | Greater Parramatta is at the core of the Central River City, encompassing Parramatta CBD, North Parramatta and Westmead, connected via Parramatta Park. |
| Greater Parramatta and the Olympic Park Peninsula | 6,000-hectare area at the core of the Central City, and the centre of Greater Sydney. It spans 13 km east- west from Strathfield to Westmead, and 7 km north- south from Carlingford to Lidcombe and Granville. |
| Greater Sydney Commission | An independent cross-governmental agency responsible for leading the metropolitan planning for the Greater Sydney Region. |
| Greater Sydney's Green Grid | Links parks, open spaces, bushland and walking and cycling paths. |

| Term | Definition |
|-------------------------------|--|
| Green infrastructure | Green infrastructure is the network of natural and semi-natural systems including bushland, parks, private gardens, rivers and streams and native vegetation. In urban areas, these systems have typically been modified compared to their natural state, strategically planned, design and/or managed. These systems play an important part in supporting a good quality of life for people now and into the future |
| Health facilities | A building or place used to provide medical or other services relating to the maintenance or improvement of the health, or the restoration to health, of persons or the prevention of disease in or treatment of injury to persons, and includes any of the following— |
| | a. a medical centre, b. community health service facilities, c. health consulting rooms, d. patient transport facilities, including helipads and ambulance facilities, e. hospital. |
| Health and education precinct | An area that encompasses a mix of health and education facilities that create a cluster. |
| Innovation district | The most successful health and education precincts are internationally competitive and described as innovation districts. Innovation districts are transit-accessible precincts with an active ecosystem that includes health and education assets, surrounded by a network of medical research institutions, a mix of complementary industry tenants, housing, ancillary facilities and services. Economic productivity is created by the agglomeration benefits flowing from an active innovation ecosystem. |
| Innovation | A new idea, thought or product that will enable a better solution to make improvements or meet needs. |



| Term | Definition |
|------------------------------------|---|
| Lighthouse Precincts | Lighthouse Precincts will encourage collaboration and innovation, promote sustainable economic growth and job creation and deliver business and social benefits by clustering NSW's assets including world class universities, infrastructure and a range of competitive industries within a focused geography. |
| Liveability | The term 'liveability' is used in land use planning to focus on quality of life within a given area considering social, economic and environmental factors. It encompasses the impact of the built environment on human health and community well-being. |
| Local streets | Places that are part of the fabric of suburban neighbourhoods where we live our lives and facilitate local community access. |
| Manufacturing industries | Industries engaged in the transformation of goods, materials or substances into new products. |
| Mixed-use | A building or area containing more than one type of land use. |
| Mobility | The ability to move or be moved easily and without constraints. |
| Movement and Place Framework | A framework for planning, designing and operating our road network based on a 'one road network' approach. It considers how different parts of the network perform different functions - moving people and goods and being places for people, particularly in centres. |
| Parramatta Light Rail | Light rail infrastructure extending from Carlingford to the north and Westmead to the south via Parramatta City Centre. |
| Parramatta North Program | The PNP is a 43-hectare urban renewal program on predominantly Government owned land in Parramatta North and sitting adjacent to the Westmead Health Precinct. The PNP includes the national heritage listed Parramatta North Heritage Core. |

| Term | Definition |
|--|---|
| Place | Scoping and delivering places for the community, beyond the immediate transport infrastructure. Successful placemaking either preserves or enhances the character of our public spaces, making them more accessible, attractive, comfortable and safe |
| Precinct | A geographical area with boundaries determined by land use and other unique characteristics. |
| Public spaces | Areas that are publicly accessible where people can interact with each other and make social connections |
| Rail network | The rail infrastructure in NSW. |
| Resilience | The ability of infrastructure systems and services to withstand unexpected climate, weather and catastrophic events. |
| Shocks and stresses | Refers to acute short term damaging events or long term trends causing inequity impacting a city's resilience. |
| Social infrastructure | A range of education, community, religious facilities and services providing a hub for connections and interaction to meet the social needs of the local community. |
| Stakeholder | An individual, group or corporation that has an interest or concern in a matter or issue. |
| State Significant Precinct (SSP) | State Significant Precincts are areas with state or regional planning significance because of their social economic or environmental characteristics. |
| Strategic Vision | The Strategic Vision will address key matters including vision, priorities, public space, strategic connections, design excellence, identify sub-precinct for future detailed planning and also outlines the nex steps in the State Significant Precinct process for the Westmead Precinct. |
| Sub-precincts | Definable areas within the Westmead Precinct due to its unique local character, opportunities and constraints, either current or future. |

| C | CUMBERLAND CITY COUNCIL |
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| Term | Definition |
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| Sydney Metro | A fully-automated, high frequency rail network connecting Sydney. |
| The Minister | Planning and Public Spaces. |
| Transport | The carrying and movement of people from place to another by various modes including vehicle, metro, trains, buses, ferries and light rail. |
| | The two active transport modes are walking and cycling. |
| Transport for NSW | The statutory authority of the New South Wales Government responsible for managing transport services in New South Wales. |
| Urban renewal | A planned approach to the improvement and rehabilitation of city areas with new infrastructure, new commercial/mixed uses, improved services and renovation or reconstruction of housing and public works. |
| Vibrant streets/ places | Places that have a high demand for movement as well as place with a need to balance different demands within available road space. |
| Walkable city | A city or place designed to encourage the pedestrianisation of local communities to promote walking to places of interest or destinations rather than relying on car travel. |

| Term | Definition |
|-----------------------------|---|
| Westmead Alliance | The Westmead Alliance was formed in March 2013 comprising of City of Parramatta Council, Western Sydney Local Health District (WSLHD), The Sydney Children's Hospitals Network, Westmead Institute for Medical Research, the Children's Medical Research Institute, Westmead Private Hospital, University of Sydney, Western Sydney University, Sydney Business Chamber (Western Sydney), Cumberland Council, Deerubbin Local Aboriginal Land Council, Catholic Education Diocese of Parramatta and Parramatta Chamber of Commerce. |
| Westmead Health Precinct | Westmead Health Precinct includes Westmead Hospital, The Children's Hospital at Westmead, Cumberland Hospital, Westmead Private Hospital, the Westmead Institute for Medical Research, Children's Medical Research Institute, Kids Research Institute, Institute of Clinical Pathology and Medical Research, the University of Sydney and Western Sydney University. |
| Westmead Place Strategy | A high level Place Strategy for Westmead outlining the vision, structure plan and principles to guide future detailed land use planning. The Place Strategy will be given statutory weight through a Ministerial 9.1 Direction. |
| | The Place Strategy incorporates land in Westmead South, Westmead North (emcompassing the Health and Innovation District), Parramatta North and part of Northmead. Westmead North and Westmead South have also been identified as 'collaboration precincts' by the Minister in the new approach to precincts. |
| World Heritage Item | An item listed on World Heritage List by United Nations Educational, Scientific and Cultural Organization (UNESCO). |



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Westmead 2036 Draft Place Strategy

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DOCUMENTS ASSOCIATED WITH REPORT C02/21-681

Attachment 2 Draft Cumberland City Council Submission on Draft Westmead Place Strategy





February 2021

Department of Planning, Industry and Environment Locked Bag 5022 Parramatta NSW 2124

Attention: Jazmin Van Veen

CUMBERLAND CITY COUNCIL SUBMISSION ON THE DRAFT WESTMEAD 2036 PLACE STRATEGY

Cumberland City Council appreciates the opportunity to provide feedback on the Draft Westmead Place Strategy (Draft Strategy) and acknowledges consultation undertaken to date in the preparation of this work.

With the population of the South Westmead Sub-Precinct expected to grow to over 11,250 people by 2036, Council is keen to work closely with the NSW Government and the City of Parramatta to drive anticipated growth and renewal over the next twenty years, and to ensure any future planning for the area supports the vision for the Westmead Precinct.

Council is excited about the NSW Government's vision for the Westmead Precinct to become Australia's premier health and innovation district, with exceptional place outcomes and the creation of employment and high-quality housing that will support the establishment of the Westmead Precinct as an ecosystem for new discoveries, economic growth, and global recognition. It is important to note that while Council supports in-principle the broader vision for Westmead, this is subject to continued investment by the NSW Government to ensure that growth is aligned with infrastructure delivery and service provision.

Council is willing to play its part as the lead in undertaking the detailed planning and implementation of land use outcomes for Westmead South, which is located in Cumberland City. I am pleased to advise that this work has been formally endorsed by Council for inclusion in our strategic planning work program, showing an early commitment by Council in supporting the vision for Westmead.

Please find attached a detailed submission from Cumberland City Council on a range of areas outlined in the *Draft Westmead 2036 Place Strategy*.

Should you have any further queries, please do not hesitate to contact Daniel Cavallo, Director, Environment & Planning, on 8757 9850 or daniel.cavallo@cumberland.nsw.gov.au.

Yours faithfully,

Hamish McNulty GENERAL MANAGER

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> > Welcome Belong Succeed

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CUMBERLAND CITY COUNCIL SUBMISSION ON THE DRAFT WESTMEAD PLACE STRATEGY

Supporting the Vision for Westmead

Cumberland City Council envisions the Westmead South Sub-Precinct playing an important role in progressing the vision for Westmead as Australia's Premier Health and Innovation District through the delivery of exceptional place outcomes and the creation of employment and high-quality housing that will support the establishment of the Westmead Precinct as an ecosystem for new discoveries, economic growth, and global recognition.

Council envisions the enhancement of employment lands and intensification of land uses dedicated to health, education, research, advanced manufacturing, and commercial operations within the Westmead South Sub-Precinct. With the close proximity of this sub-precinct to the Heath and Innovation Sub-Precinct and its connectivity to multiple public transport modes, future-oriented startups, allied health/professional suite, convenience retail and other similar employment generating uses are envisioned for the future Westmead Metro Site and where suitable, within a ten-minute walk (800 metres) to the south of Westmead station.

High-quality and diverse forms of housing would be clustered in appropriate locations near public transport including the metro, T-way, and buses, community infrastructure, and active transport infrastructure. The existing character of the Sub-Precinct along with opportunities that would arise from significant State government investment in the Westmead Precinct would guide the provision of housing that respects and enhances existing heritage items and rejuvenates the character investigation area, capitalises on existing community infrastructure, and ensures the diversity required (social, affordable, key workers housing) to attract and accommodate the future growing population of the Westmead Precinct (including researchers, academics, students, health and other professionals, key workers).

Hawkesbury Road plays a pivotal role in connecting major traffic movements between Westmead South and Merrylands to the Westmead Precinct. The revitalisation of Hawkesbury Road (South) to become the civic, transport, commercial and community heart of Westmead South is, therefore, key to achieving people-centred development throughout the entire Precinct. To achieve this, Council advocates for the extension of the light rail or the provision of a wide walkway along Hawkesbury Road into the South Westmead Sub-Precinct.

Improving the overall amenity of the South Westmead Sub-Precinct will provide a foundation for the provision of high-quality housing and increased connectivity within the South Westmead Sub-Precinct, between the sub-precinct and the wider Westmead Precinct, and to other key centres in the Central River City. This would be achieved through the creation of enhanced safe and legible, green, active transport pathways that prioritise pedestrians and encourage active mobility, and that connect easily with the revitalised Hawkesbury Road, the vibrant group of neighbourhood shops at the core of the South Westmead Sub-Precinct, and the integrated transport hub (to be realised with the future Westmead Metro Station) and Parramatta Light Rail. Additionally, the mitigation of high traffic volumes on major road networks such as Hawkesbury Road and Great Western Highway through urban amenity improvement programs is central to enable a continued focus on pedestrian safety.

Council's vision aligns with the Draft Strategy's vision for the transformation of the South Westmead Sub-Precinct into a walkable residential neighbourhood, transformed by the proposed Sydney Metro West. It would provide a framework for the provision of green, pedestrian-oriented streets, enhanced open spaces and community amenities, a diversity of housing, and the protection of heritage and their



repurposing, where appropriate, to new community uses. It would also enable connections between the South Westmead Sub-Precinct and other sub-precincts though increased permeability, wayfinding, and active mobility. The following sections of this submission discuss the key outcomes for the Westmead South Sub-Precinct.

Provision of Housing and Employment Generating Uses

Given the projected growth of Westmead, there is a recognised need to strategically increase the provision of housing within the Westmead Precinct. The South Westmead Sub-Precinct is well-positioned to provide high-quality housing on land south of the existing rail corridor to cater for the increased population that would commute to the northern sub-precincts. Council supports housing diversity, including student accommodation, key worker, social and affordable housing, to accommodate the needs of the community.

The South Westmead Sub-Precinct 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. Council supports the Draft Strategy's proposed increase in housing diversity in appropriate locations within a ten-minute walk (800 metres) to the south of Westmead Metro Station. Opportunities should also be sought for potential housing provision in close proximity to other public transport options, including the T-way, which provides a fast and frequent public transport service.

Council envisions future-oriented start-ups, allied health/professional suite, convenience retail and other similar employment generating uses at the future Westmead Metro Site and where suitable, within a ten-minute walk (800 metres) to the south of Westmead Metro Station and recommends that this be reflected in the Draft Strategy. Council will work with the Department of Planning, Industry and Environment (DPIE) and other agencies such as the Land and Housing Corporation to identify opportunities for housing diversity and accommodation of other employment generating uses, whilst taking into consideration Council's local heritage items and the Character Investigation Area.

The Character Investigation Area includes a collection of commission housing built in c.1944 that form a part of the Westmead Estate designed and planned by architects Messrs Tranter and Kemsley for the Housing Commission. As the brick houses within the Character Investigation Area reflect the planning efforts of the Housing Commission and are historically linked to the Post-War development of Westmead that followed the commercial and industrial development of the area, the area is of local significance. To ensure this significance is maintained, opportunities for lower density housing in this area should be explored (Figure 12 Plan of Sub-precinct 1).

Revitalisation of Hawkesbury Road with vibrant activity nodes

Hawkesbury Road is the significant access road to the Westmead Precinct from the south. Council envisions its revitalisation to become the civic, transport, commercial and community heart of Westmead, unifying North and South Westmead. Council supports the Draft Strategy's vision for Hawkesbury Road to form the main activity and movement spine with vibrant activity nodes at the future Metro Station Gateway with its active ground floor uses and at the intersection with the Great Western Highway, and reinforcement of the existing retail area between Nolan Crescent and Church Avenue. The planning of Hawkesbury Road should consider both pedestrian and cycleway thoroughfare, aesthetic ambience with tree canopies and planted spaces, and street furniture, lighting and materials.



Council will investigate the proposed land use mix and supporting planning controls to provide housing diversity and ensure vibrant activity nodes and to improve the quality of the built form along Hawkesbury Road. Council also supports the proposed preparation of a public domain plan for Hawkesbury Road (Action D7.A5) and recommends that this be undertaken as part of the preparation of the public domain plan for the Westmead Precinct (Action D2.A1) to ensure a holistic outcome.

Enhanced Connectivity

With the rail corridor forming a natural barrier between north and south Westmead, enhancing connectivity of the South Westmead Sub-Precinct to other sub-precincts, particularly the Health and Innovation sub-precinct, is critical in supporting Westmead's role in creating a 30-minute city for residents, workers, and visitors. Council strongly supports the extension of the light rail or the provision of a wide walkway along Hawkesbury Road into the South Westmead Sub-Precinct, the enhancement of existing rail crossings and the development of potential new rail crossings for active transport (such as the proposed rail underpass at Alexander Avenue, to connect to Darcy Road), and to connect to the green grid. This will allow future residents of the Westmead South Precinct to easily access the Health and Innovation Sub-Precinct.

In addition to improved connections between Westmead North and Westmead South, Council also supports the exploration of opportunities to improve connections in an east-west direction. In particular, the potential green streets/links identified for the South Westmead Sub-Precinct would assist in increasing permeability of the Precinct. Council requests clarification on how 'Cumberland East' and 'Cumberland West' is defined in Action D6.A2, which notes opportunities to improve connections between Cumberland East and Cumberland West should be explored.

Enhanced Open Spaces and Green Grid Connections

Council supports the Draft Strategy's vision for amenity-led development that maximises access to waterways, existing open spaces, and places of activity. Improving the quality of existing open spaces (MJ Bennett Reserve and Sydney Smith Park) through upgrades to their program, functionality, connectivity, and landscape character, and improving the walkability of streets (e.g., through tree planting) to connect to these open spaces and to the wider Precinct is key to ensure people are at the centre of the future development of the Precinct. Connecting these green streets and enhanced open spaces to other key destinations in the Precinct and beyond will assist in supporting the vision for a pedestrian-oriented, permeable Precinct.

Council also supports exploring embellishment and improvement opportunities of Sydney Smith Park through site amalgamation of areas around the park, to improve its address and usability, and opportunities for potential green infrastructure open space and social infrastructure subject to further analysis of projected population growth and funding. However, any acquisition of land is not within Council's capacity without State Government support.

Wayfinding and Placemaking

Council supports the Draft Strategy's approach to protect sightlines along Hawkesbury Road as well as view corridors to heritage sites and will ensure this is considered during the preparation of any urban design studies and built form strategies that consider visual impact to heritage corridors. As identified in the Draft Strategy, a precinct-wide open space strategy would assist in creating connections between existing parks, cultural spaces, historic sites, and key places. For instance, the



Draft Strategy could acknowledge the important pre-colonial track connecting Parramatta to Prospect Hill along Great Western Highway and Old Prospect Road.

New place-making interventions such as public art, signage, seating, or new public spaces for gathering would improve the pedestrian experience and will be explored during the preparation of a Public Domain Plan. Council is also supportive of introducing pedestrian cross block links to improve permeability of the precinct by foot, subject to funding availability and the outcomes of detailed planning work.

Traffic and Transport

Council acknowledges efforts to avoid and minimise potential transport and traffic impacts of Stage 1 of the Sydney Metro West project through the proposed haulage route that will use Hawkesbury Road to access the M4 Western Motorway to the south. Whilst there will be a significant impact on the immediate surrounds of Hawkesbury Road through Westmead, Council acknowledges that this route will minimise the use of local roads, and it is an efficient route to the arterial road network. Further work will, therefore, be required on understanding any overlap that would occur with the anticipated durations of the phases/stages of construction of the Sydney Metro West project and the implementation of the Draft Westmead Place Strategy, and its impact on the local and regional traffic network. For instance, Westmead Public School has raised concerns regarding the safety of its students, and it is therefore preferred for truck access to be avoided along Hawkesbury Road during school peak hours.

Commuter Parking

The strategy should consider the impacts of commuter parking, which is already an issue for Westmead, and could be expected to be exacerbated by proposed precinct development, is not given due consideration. The draft strategy contains various means of access to the centre precinct area and free short stay parking should be a consideration, especially during the interim stages of development when transport connectivity has not yet been realised.

Social Infrastructure

The pressure on the existing social infrastructure is high in the South Westmead Sub-Precinct. For instance, Westmead Public School has an enrolment cap of 901 students, and in 2020 has a full-time equivalent enrolment of 1,638 students, pushing 737 students above the enrolment cap. This exceedance of the enrolment cap is expected to increase with the anticipated population growth because of the implementation of the Westmead Place Strategy. This will result in additional stress on school infrastructure due to the growing number of children. Council anticipates this being addressed and is happy to work with the Department of Education to manage the expected demand and achieve suitable outcomes.

Mixed Use along Great Western Highway

The corridor along Great Western Highway adjoining the South Westmead Sub-Precinct is also evolving due to its connectivity with Parramatta Road and Hawkesbury Road. Council's Employment and Innovations Lands Strategy identifies potential for the Westmead (May Hills) section of the Greater Western Highway to serve as a future overflow area for Parramatta Road's bulky goods and large format retail role. Council, therefore, supports the mixed-use retail identified in the Draft Strategy along the Great Western Highway between Anderson Street and Good Street. This would support the



revitalisation of the B6 Enterprise Corridor along Great Western Highway to support the needs and amenity of the growing population in the southern parts of Westmead and Wentworthville, and provide opportunities for increased employment generating uses and housing diversity to be captured along appropriate locations in close proximity to public transport.

Delivery of the Strategy

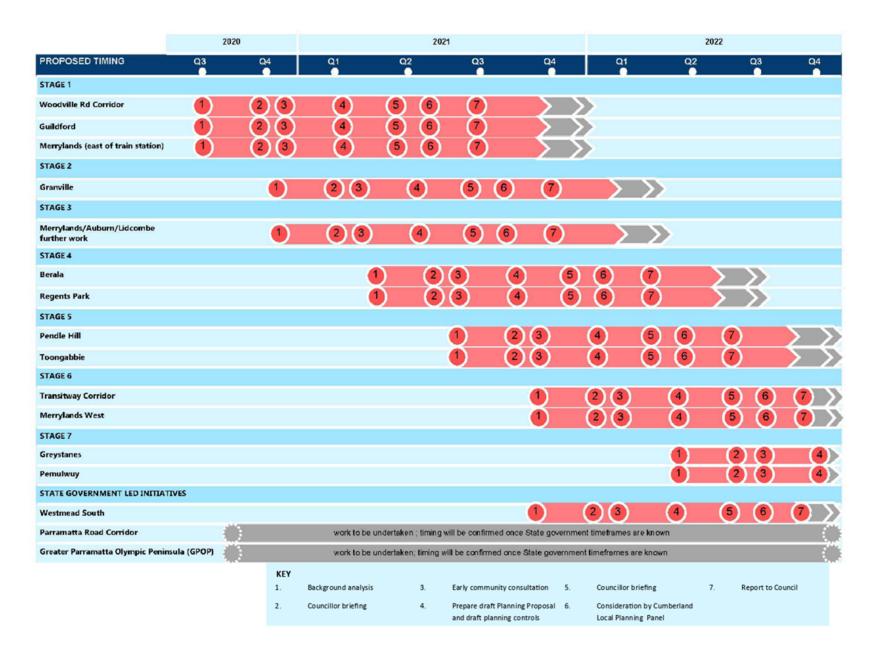
Council supports in-principle the broader future vision of Westmead. This support is subject to continued investment by the NSW Government to ensure that growth is aligned with infrastructure delivery and service provision.

Council also supports its role as the lead in undertaking the detailed planning and implementation of land use outcomes for Westmead South, which is located in Cumberland City. This work has been formally endorsed by Council for inclusion in the strategic planning work program.

DOCUMENTS ASSOCIATED WITH REPORT C02/21-681

Attachment 3 Strategic Planning Work Plan for Westmead South





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