



CUMBERLAND
CITY COUNCIL

DRAFT

Community Strategic Plan

2017-2027



Acknowledgement of Country

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

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What is the Community Strategic Plan?



The Community Strategic Plan (CSP) is the Cumberland community's highest level plan that sets out the main aspirations and priorities for the future. This includes the community's long term Vision for Cumberland City.

The CSP is owned by the community. Cumberland City Council has an important role in preparing and facilitating the plan, however, responsibility for implementation and delivery can require Council to partner with private industry, state and federal governments, community groups, businesses and residents.

Council's commitment to contributing to the Community Strategic Plan will be through its Delivery Program. This is the elected Council's response to the community's broad priorities and aspirations.

This Community Strategic Plan fulfils Council's obligation under the Integrated Planning and Reporting Framework by:

- Taking a long-term outlook covering a minimum term of 10 years.
- Establishing the strategic outcomes together with strategies to achieve them.
- Addressing social, environmental, economic and civic leadership issues equally.
- Having a basis in the social justice principles of equity, access, participation and rights.
- Aligning to and referencing other relevant state and regional plans.

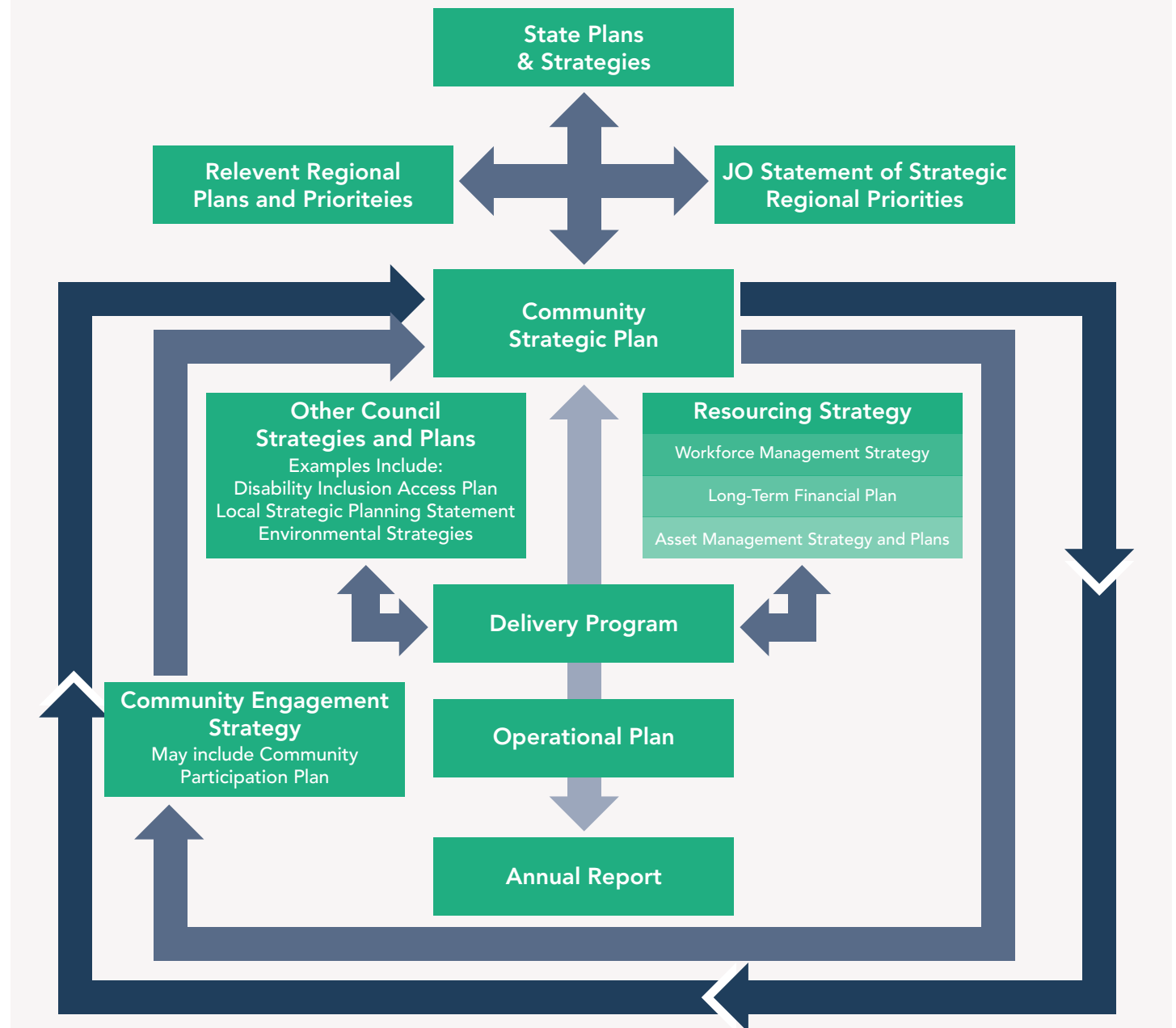
The Integrated Planning and Reporting (IP&R) Framework

The Integrated Planning and Reporting (IP&R) Framework begins with the CSP, which identifies the community's long term hopes, vision and aspirations for the future. From this high level strategy, a cascading suite of integrated plans sets out Council's vision, goals and strategies for achieving them.

It involves a reporting structure to effectively communicate progress to Council and the community as well as a structured timeline for review, ensuring that the goals and actions remain relevant

In essence, the IP&R framework sets out to answer the following key questions:

1. Where are we now?
2. Where do we want to go?
3. How do we plan to get there?
4. How will we know when we've arrived?



Cumberland City Context

Community and Economic Profile

A snapshot of the Cumberland community is shown to the right.



242,542
Total Population



72,154
Total Households



49
are men
(49.3%)



51
are women
(50.7%)



41
are households of
couples with children
(41%)



15
are 60+ years
(15.4%)



19
are young people
(19% 12-25 years)



66
speak a language other
than English at home
(65.5% - with around 67
different languages spoken)



6
attend university
(6%)



52
are born overseas (52%). 13
migrated to Australia in the
last 5 years (13)



1
is Aboriginal and/or Torres
Straight Islander (0.6%)



13
are of Lebanese ancestry
(13.3%)



13
are of Chinese ancestry
(12.7%)



40
are Christian
(Catholic, Protestant
and Orthodox) (40%)



22
are Muslim
(22%)



10
are Hindu
(10%)



6
have a severe or profound
disability (5.8%)

Reference: All statistics from the Australian Bureau of Statistics 2016 Census of Population and Housing (accessed on 22/09/2017) profile.id.com.au/cumberland * Please note that all statistics have been rounded to the nearest whole number.

Our Community

Cumberland is one of the most culturally diverse and vibrant areas in NSW, known for its international food, welcoming community events and festivals, high-quality community programs and extensive networks of green spaces.

The community is diverse with many young families who are professionals, speak multiple languages and have a range of backgrounds and experiences that contribute to Cumberland's unique flavour. Located in the geographical heart of Sydney, Cumberland is the epicentre of modern multicultural Australia. With just over half of all residents born overseas and almost a quarter having arrived in Australia in the last five years, the area is for many their first introduction to life in Australia.



What makes Cumberland unique?

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

Local Advantages and Opportunities



Location

Cumberland benefits from its location and proximity to strategic centres and employment hubs immediately surrounding the area. The Interim Land Use and Implementation Plan for Greater Parramatta presents opportunities for growth and development in jobs and housing, particularly in Wentworthville and Westmead. Our own centres and employment lands are also valuable assets with potential to provide local jobs and services for our growing population. Council is committed to supporting and promoting our centres and employment lands to benefit the Cumberland community and local economy.



Economy

Cumberland is home to substantial industrial and employment lands accommodating a diverse range of jobs and services. The Cumberland economy provides over 86,000 local jobs in over 20,000 businesses. The main industries in Cumberland contributing to local employment are manufacturing, retail trade, transport, postal and warehousing, construction, healthcare and social assistance, and education and training. Cumberland appeals to these sectors as a destination due to accessibility to various distribution catchments across metropolitan Sydney.

Cumberland's local economy helps to create more local employment and investment. The prospect of a better connected area will be a catalyst for investment in our employment lands precincts. Our traditional industrial base continues to offer strong employment opportunities, while at the same time our employment precincts are transitioning to embrace innovation, creative and technology-based industries. Our population is young and increasingly tertiary educated, providing a ready workforce to support new and emerging enterprises.



Land use

The majority of land use in Cumberland is residential (56.9%), with the second major contributor being industrial/employment (16.2%). The land use framework in Cumberland is well placed to support additional growth in both jobs and housing in the short to medium term, particularly in our key centres. Whilst land in and around these centres is zoned for higher density development, there is opportunity to explore options for medium density development as transitions zones, and in supported areas around our local centres and transport nodes to support the 30-minute city.



Centres

Our town centres have a range of services and facilities to support future growth. They are a focus for community life, retailing and entertainment, providing a highly valued 'cultural' atmosphere. With opportunities for markets, festivals and other community events, our centres are an important part of the social fabric of Cumberland and a meeting place for the community.



Transport

Cumberland is generally well serviced by rail, with a major interchange at Lidcombe. The road network is also extensive and includes cross-regional connections through Woodville Road (north and south connection) and M4 Motorway and Parramatta Road (east and west connection). There is also an extensive bus network serving the Cumberland area. Planned investment in regional transport upgrades and infrastructure by the State Government will significantly improve access for residents and visitors, both within and beyond the Central City District and Cumberland, to Sydney's key centres. Our industry and businesses will also benefit from improved connections to key markets, major ports and airports.



Open space

The natural environment in Cumberland, including our network of parks and open spaces, is highly valued by residents and visitors. The Duck River (the largest tributary of the Parramatta River) is the 'green heart' of Cumberland providing excellent opportunities for both passive and active recreation and biodiversity. Several highly valued community and tourism assets exist along the corridor, including the Auburn Botanic Gardens and various sporting fields and parks. Whilst the quality of our existing open space is generally high, there are gaps in the provision of open space in some areas. There are opportunities to improve liveability standards by addressing the gap in open space in these areas to better meet current and future needs.



Social infrastructure

Cumberland is serviced by a range of community services, schools and childcare centres. Many of our existing youth, senior and health services are located within proximity of train stations making them highly accessible to our community. However, the distribution of these services is not evenly spread throughout the area. Council continues to identify opportunities to address the gap in provision and distribution of social infrastructure throughout Cumberland.



Heritage

Cumberland has a rich history, which contributes to our 'sense of place' and cultural identity. Council recognises the significance of Granville as one of Sydney's oldest suburbs and continues to explore ways of preserving and incorporating heritage elements in the built form and streetscape, not only within Granville but also throughout the Cumberland area.



Growth

The Cumberland population is forecast to grow by around 15% over the next 15 years to reach approximately 304,811 people by 2036.

Increases are forecasted for families with dependants, meaning that young families will be attracted to Cumberland and will continue to grow in number. Access to education, care and services for young people will be among our community's highest priorities.

The population and number of households in Cumberland has increased substantially in recent years and this growth is forecast to continue. Accordingly, the number of dwellings needed to house the future population is forecast to increase. Based on the projected growth, it is essential to recognise the number of households and dwellings required to meet the housing needs of the population and to ensure that an appropriate supply of housing can be delivered to meet the population targets in addition to the expanded services and facilities needed for a growing population.

Strategic Risks and Challenges facing Cumberland City

The capacity of the Cumberland community to respond to the risks and challenges it faces now and in the future is referred to as city resilience. The strategic risks and challenges that threaten Cumberland have a local and regional context, and can be broadly organised into two categories:

1. **Chronic stresses** which weaken the fabric of a city on a day-to-day or cyclical basis. Challenges such as housing affordability, homelessness, climate change, family violence and lack of access to public transport
2. **Acute shocks** are sudden, short term events that immediately threaten or impact the City. Examples include major storm events, heatwaves or disease outbreaks.

It is important that the Cumberland community is prepared for and can respond to these challenges, whether short term shocks or chronic stresses. A lack of preparedness can be expensive and more impactful. Taking appropriate action to proactively manage city challenges offers multiple benefits.

When disruptions are expected and planned for, the situation can:

- Be prevented or mitigated
- Be easier to adapt to
- More rapidly return to normal
- Provide benefits even where there are no disruptions
- Improve productivity, prosperity and equity in times of stability

Cumberland faces the broad challenges of the wider Sydney Region and works closely with the Resilient Sydney Program to increase local preparedness for these issues. In addition, Council actively prepares for:



Accessible and appealing public amenity
(Infrastructure)



Community partnerships and support
(Capacity)



Valuable and reliable services
(Services)

To best position Cumberland as a resilient City, we actively participate in the Resilient Sydney program which sets the direction we must take to "strengthen our ability to survive, adapt and thrive in the face of increasing global uncertainty and local shocks and stresses."

The key **stresses** to the Cumberland region are:



Health Service Demand



Housing Affordability



Social Cohesion



Employment Diversity



Inequity



Chronic Illness



Transport Diversity



Drug and Alcohol Abuse

The key **shocks** to the Cumberland region are:



Extreme Weather



Infrastructure Failure



Financial Institution Failure



Water Crisis



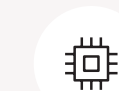
Digital Network Failure



Terror Attack



Disease Pandemic



Cyber Attack

Community Engagement Summary

As part of the review process for the Community Strategic Plan, Council undertook a comprehensive community engagement process to gauge the thoughts, hopes and aspirations the Cumberland community has for the future. The results of this engagement allowed for data driven re-evaluation of the high-level strategic goals, objectives and strategies contained in the strategy.

The community engagement activities were undertaken in line with Council's Community Engagement Strategy including the core principles of the International Association for Public Participation (IAP2).

In summary, the engagement included the following activities as well as engagement data Council had already obtained:

- Community Satisfaction Survey
- An online community survey
- Face to face visioning exercises and surveys
- Youth Engagement survey
- Seniors and Disability Survey
- Library Survey
- Customer Satisfaction Survey
- Business Engagement sessions
- Wellbeing and Liveability Survey

The above activities engaged thousands of local residents, businesses and visitors, asking questions about their vision for the future, specific priorities and concerns about the area. The key priorities and drivers for the CSP that emerged were as follows.

What the community values most about Cumberland



Quality local services and facilities – community centres, swimming pools and libraries



Reliable and sustainable household garbage collection



Maintaining cultural diversity



Availability of green space, parks, playgrounds and sportsgrounds

What should change



Easy and safe movement around local roads



More community events and cultural festivals



More access to health care



Managing population density and heights



Disabilities services



Protection for green and natural spaces



Addressing homelessness



Feeling safer both day and night



Better access to local services for migrants



What you told us



Community expressed concerns with population growth and its impacts



Low frequency and availability of buses and railway services within the Cumberland area



Lower crime rates in the Granville and Toongabbie area



There are too many units and duplexes being developed



Public places included town centres, streets, toilets, parks and other open spaces. Participants wanted to see an improvement with the cleanliness of Cumberland's urban and open spaces



Increasing opportunities for our seniors, elderly and people with disabilities



Public transport and population growth need to align with residential development



Wanted to see additional environmental protection measures and environmental awareness and programs



Additional childhood education and care services



There is a lack of parking and traffic congestion surrounding residential developments



Increase the number of tree plantings in the Cumberland area



Better access to education and recreation facilities

Our Vision and Aspirations for the future



*Welcome, Belong,
Succeed.*

In 2027 Cumberland will continue to be a friendly and welcoming area that presents a great quality of life for its residents. Cumberland will have greater access to a range of transport options that support easy access to local jobs and education for our residents, visitors and workers.

Our land use strategies and plans will encourage a positive balance of uses that support our goals for a more liveable city, and we will have active transport options. We will have connection to our region including Greater Parramatta, Sydney Olympic Park and other key centres in Western Sydney. Cumberland's strategic location between Sydney and Parramatta CBD's will be enhanced and utilised for the benefit of the community.

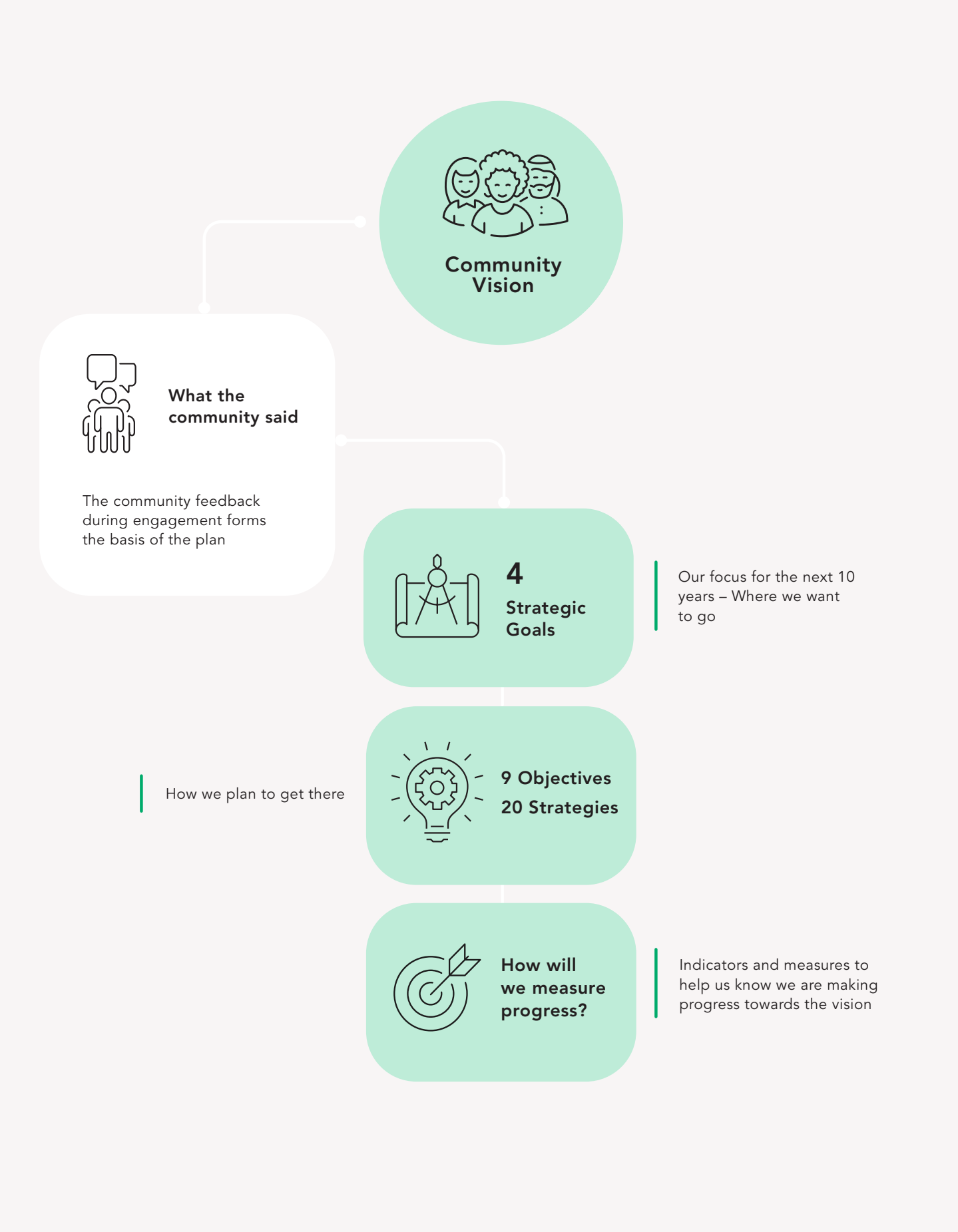
Cumberland will be known as having a strong sense of community, enhanced through the community programs and facilities that improve community life for people who live or visit here. Safety will be carefully maintained and improved to further enhance this sense of community. Public spaces will be clean and well maintained to support the growing sense of community pride.

Cumberland will be distinguished by its value and active protection of its green and natural spaces which positively influence our quality of life. We will proactively reduce local energy and water consumption and cool our City through a range of progressive environmental approaches.

Plan On A Page

Strategic Goal 1 Supporting Community Health, Safety and Wellbeing	Strategic Goal 2 Enhancing the Natural and Built Environment	Strategic Goal 3 Delivering Sustainable Infrastructure and Services	Strategic Goal 4 Providing Local Leadership
Quadruple Bottom line			
Social	Environmental	Environmental	Governance/Economic
Objective 1.1 A strong community and culture Strategies 1.1.1 Build a rich local culture through access to cultural activities and events 1.1.2 Enhance our sense of community through valued community spaces and places 1.1.3 Build an inclusive community by encouraging participation in youth, children and indigenous services and support for seniors and disability services Objective 1.2 A safe, healthy and active community Strategies 1.2.1 Provide access to services that improve health and wellbeing 1.2.2 Build capacity within our community to live happier and healthier lives	Objective 2.1 Celebrate our diverse built and natural environments Strategies 2.1.1 Prepare land use plans and controls that value our heritage, encourage economic development, facilitate local infrastructure improvements and create vibrant precincts 2.1.2 Protect and improve our natural environment and ensure development has a positive impact on our City Objective 2.2 Places and spaces that are vibrant and connect us Strategies 2.2.1 Activate and support our centres, local areas and local businesses to be vibrant places that connect people	Objective 3.1 We have public spaces that are welcoming, inclusive and promote pride in the area Strategies 3.1.1 Our physical infrastructure is sustainably planned and managed to meet our changing needs 3.1.2 Our community pride is reflected in the cleanliness and upkeep of our valued public spaces and streetscapes Objective 3.2 We have recreational assets that enhance the liveability of our community Strategies 3.2.1 Our valued natural recreational spaces and facilities are fit for purpose and encourage active lifestyles 3.2.2 Our assets provide a range of opportunities for participation in active and entertaining activities Objective 3.3 A clean and safe place to live Strategies 3.3.1 Enforce local laws and regulations for the benefit of all people in Cumberland	Objective 4.1 The community is proud to be served by a sustainable and transparent Council organisation Strategies 4.1.1 Provide a governance framework that is transparent and builds public trust in local leadership 4.1.2 Council operates in a safe and sustainable way to deliver great services and facilities that offer value for money 4.1.3 Council places the customer at the heart of everything it does Objective 4.2 An informed community included in decision making and long-term planning Strategies 4.2.1 Council regularly engages with and informs the community 4.2.2 Council conducts long term planning based on community engagement

Draft Strategic Planning Structure 2022-26





Supporting Community
Health, Safety and Wellbeing

STRATEGIC GOAL

01



Strategic Goal 1

Supporting Community Health, Safety and Wellbeing

A safe, happy and healthy community

Goal Statement:

“By 2027 Cumberland will have a strong sense of community and connection. Residents will share an appreciation for the access to culture, events and activities that promote pride in our community. Cumberland will be known as a safe and healthy community that values inclusiveness and friendliness.”

Community Feedback Drivers:

- Concerns over safety
- Desire for a stronger sense of being one community
- Need for connections both physical and cultural across the LGA
- Desire to further embrace our diversity and multiculturalism
- Need for more access to community events, activities, arts and entertainment.

1.1 Objective: A strong community and culture

Strategies		Outcome	Partners	Council's Primary Role
1.1.1	Build a rich local culture through access to cultural activities and events	The community has arts and cultural experiences	> NSW Police > RMS > Destination NSW Tourism NSW > Artists and Performers Create NSW > Sponsors > Vendors > Events, Access, Community Safety and Crime Prevention, Libraries, CALD, ATSIC, Youth Consultative Committees	> Deliver
1.1.2	Enhance our sense of community through valued community spaces and places	The community has access to inclusive and welcoming library spaces and community centres	> State Library of NSW > NSW Public Library Network > NSW Health > NSW Educational Bodies > Community Groups > Vendors > Events, Access, Community Safety and Crime Prevention, Libraries, CALD, ATSIC, Youth Consultative Committees	> Deliver
1.1.3	Build an inclusive community by encouraging participation in youth, children and indigenous services and support for seniors and disability services	Residents and visitors of all backgrounds feel welcomed and supported in Cumberland	> NDIS > Commonwealth Home Support Program (CHSP) > NSW Office of the Children's Guardian > Reconciliation Australia > NSW Department of Education > Department of Employment > Australian Children's Education and Care Quality Authorative (ACECQA) > Events, Access, Community Safety and Crime Prevention, Libraries, CALD, ATSIC, Youth Consultative Committees	> Deliver > Partner > Advocate

Strategic Alignment

Key Strategy	Section
Cumberland 2030: Our Local Strategic Planning Statement	Objective 6 Places and Spaces for Everyone
Youth Strategy	All Sections
Disability Inclusion Action Plan (DIAP)	All Sections
Libraries Strategy	All Sections
Community Engagement Strategy	Objective 2 - Inform and involve
Open Space and Recreation Strategy	3.1 Create welcoming and inclusive open space and recreation facilities that reflect the diversity of the Cumberland community
Cultural Plan 2019-2029	All Sections
Reconciliation Action Plan	All Sections
Community Facilities Strategy	Priority area 2: Aligning community facility provision with existing and future community needs Priority area 3: Creating facilities and spaces that reflect local culture and heritage Priority area 4: Providing programs that reflect the community’s diverse interests and needs
Events Strategy 2022 - 2026	All Sections
Children and Families Strategy	All Sections

Indicators/Measures – This is where the Wellbeing survey results will be reflected

Indicator	Data Source	Baseline	Target

1.2 Objective: A safe, healthy and active community

Strategies		Outcome	Partners	Council’s Primary Role
1.2.1	Provide access to services that improve health and wellbeing	Improved Health and wellbeing through access to programs	> NSW Health > Aged Care Facilities and Other Health Providers > Community Groups	> Deliver > Advocate
1.2.2	Build capacity within our community to live happier and healthier lives	Community has access to education, grants and initiatives that improve capacity, safety and health	> NSW Police > NSW Health > NSW Educational Bodies > Community Groups	> Deliver > Partner > Advocate

Strategic Alignment

Key Strategy	Section
Cumberland 2030: Our Local Strategic Planning Statement	Objective 5 – Getting Around, Access and Movement Objective 8 – The Great Outdoors : Environment and Open Spaces
Community Engagement Strategy	Objective 2 – Inform and Involve
Open Space and Recreation Strategy	3.1 Create welcoming and inclusive open space and recreation facilities that reflect the diversity of the Cumberland Community 3.2 Support increased participation in recreation including sporting activities and informal recreation
Community Facilities Strategy	Priority area 4: Providing programs that reflect the community’s diverse interests and needs
Safety and Crime Prevention Plan	All Sections
Disability Inclusion Action Plan (DIAP)	All Sections
Reconciliation Action Plan	3.4 Deliver programs which improve health and wellbeing of Aboriginal and Torres Strait Islander residents in partnership with local organisations and services
Community Wellbeing Report	Health Chapter Emergency Services and Justice

Indicators/Measures – This is where the Wellbeing survey results will be reflected

Indicator	Data Source	Baseline	Target

Enhancing the Natural and Built Environment

STRATEGIC GOAL

02





Strategic Goal 2

Enhancing the Natural and Built Environment

Goal Statement:

“By 2027 Cumberland will have a natural and built environment that improves quality of life, respects our heritage elements and protects our parks and gardens, supported by planning strategies and controls. Cumberland will be regarded as a community that actively promotes and implements good environmental practices, supported by environmental strategies and programs.”

Community Feedback Drivers:

- Green spaces are very highly valued and should be increased
- Building heights in our centres are seen as negatively impacting quality of life
- Managing population density increase is a concern
- Protection of natural areas especially around creeks and rivers is important
- Residents value council programs that promote responsible and sustainable environmental practices

2.1 Objective: Celebrate our diverse built and natural environments

Strategies	Outcome	Partners	Council's Primary Role
2.1.1 Prepare land use plans and controls that value our heritage, encourage economic development, facilitate local infrastructure improvements and create vibrant precincts	Planning services provide heritage, strategic land use planning, economic development and infrastructure planning programs	> NSW State Government Agencies > Community groups > Residents > Committees	> Deliver > Partner > Advocate
2.1.2 Protect and improve our natural environment and ensure development has a positive impact on our City	There are environmental strategies and programs that reflect the importance of environmental sustainability and facilitate a positive built environment within Cumberland City	> NSW State Government Agencies > Community groups > Residents > Committees	> Deliver > Partner > Advocate

Strategic Alignment

Key Strategy	Section
Cumberland 2030: Our Local Strategic Planning Statement	All Sections
Cumberland Local Environment Plan (LEP)	All Sections
Cumberland Development Control Plan (DCP)	All Sections
Employment and Innovation Lands Strategy	All Sections
Local Housing Strategy	All Sections
Affordable Housing Strategy	All Sections
Urban Tree Strategy	All Sections
Sustainability Action Plan	All Sections
Biodiversity Strategy	All Sections
Community Wellbeing Report	All Sections
Environmental Management Framework	All Sections

Indicators/Measures – This is where the Wellbeing survey results will be reflected

Indicator	Data Source	Baseline	Target

2.2 Objective: Places and spaces that are vibrant and connect us

Strategies		Outcome	Partners	Council's Primary Role
2.2.2	Activate and support our centres, local areas and local businesses to be vibrant places that connect people	Support is provided to connect people with our centres, local areas and businesses	> Local Businesses	> Deliver > Partner > Advocate

Strategic Alignment

Key Strategy	Section
Cumberland 2030: Our Local Strategic Planning Statement	Part B, Chapters 5, 6 and 7
Employment and Innovation Lands Strategy	All Sections
Local Housing Strategy	All Sections
Affordable Housing Strategy	All Sections
Community Engagement Strategy	All Sections
Community Wellbeing Report	Transport, recreation and environment chapters

Indicators/Measures – This is where the Wellbeing survey results will be reflected

Indicator	Data Source	Baseline	Target



Delivering Sustainable
Infrastructure and
Services

STRATEGIC GOAL

03





Strategic Goal 3

Delivering Sustainable Infrastructure and Services

Goal Statement:

“By 2027 Cumberland will have sustainably managed infrastructure assets and waste services that contribute positively to quality of life and meet expectations of the community. Our infrastructure will meet our targets for a City that is easy to move around and is well connected to our wider region.”

- Community Feedback Drivers:
- Inadequate parking is a major issue in our town centres
 - Need to advocate for improved public transport
 - Congestion is an issue
 - A network of safe and continuous active transport is needed

3.1 Objective: We have public spaces that are welcoming, inclusive and promote pride in the area

Action		Outcome	Partners	Council's Primary Role
3.1.1	Our physical infrastructure is sustainably planned and managed to meet our changing needs	Infrastructure is sustainably planned to meet community needs now and into the future	> NSW State Government Agencies > Community Groups > DPIE > IPART > User Groups > Committees > Assetic > DM Roads (Downer EDI) > Utilities	> Deliver > Advocate
3.1.2	Our community pride is reflected in the cleanliness and upkeep of our valued public spaces and streetscapes	Infrastructure is clean and regularly maintained	> User Groups > Community Groups > Committees > SES > Police NSW > Utilities > United Resource Management (URM)	> Deliver

Strategic Alignment

Key Strategy	Section
Cumberland 2030: Our Local Strategic Planning Statement	Part B, Chapters 5, 6, 7 and 8
Open Space and Recreation Strategy	All Sections
Community Facilities Strategy	All Sections
Urban Tree Strategy	All Sections
Community Wellbeing Report	Transport, recreation and environment chapters
Asset Management Strategy and Policy	All Sections
Asset Management Plans	All Sections
New Footpath Construction Policy	All Sections
Local Emergency Evacuation Plan	All Sections
Waste & Resource Recovery Strategy	All Sections

Indicators/Measures – This is where the Wellbeing survey results will be reflected

Indicator	Data Source	Baseline	Target

3.2 Objective: We have recreational assets that enhance the liveability of our community

Action		Outcome	Partners	Council's Primary Role
3.2.1	Our valued natural recreational spaces and facilities are fit for purpose and encourage active lifestyles	Natural recreational facilities are fit for purpose and meet the needs of the community now and into the future	> NSW State Government Agencies > Community Groups > Department of Industry and Planning (DPIE) > Independent Pricing and Regulatory Tribunal (IPART) > User Groups > Committees > Schools > Volunteers	> Deliver
3.2.2	Our assets provide a range of opportunities for participation in active and entertaining activities	Recreational assets that are universally accessible, inclusive and provide a range of activities for all ages	> NSW State Government Agencies > Community Groups > DPIE > IPART > User Groups > Committees > Schools > Volunteers	> Deliver

Strategic Alignment

Key Strategy	Section
Cumberland 2030: Our Local Strategic Planning Statement	Part B, Chapter 8
Open Space and Recreation Strategy 2019-2029	All Sections
Community Facilities Strategy	All Sections
Community Wellbeing Report	Recreation chapter

Indicators/Measures – This is where the Wellbeing survey results will be reflected

Indicator	Data Source	Baseline	Target

3.3 Objective: A clean and safe place to live

Strategies		Outcome	Partners	Council's Primary Role
3.3.1	Enforce local laws and regulations for the benefit of all people in Cumberland	Services and programs are provided to protect and ensure the safety of the community through enforcement of regulatory activities and the provision of technical advice	> DPIE > NSW Food Authority > NSW EPA > NSW Health > SafeWork NSW > Revenue NSW	> Deliver > Advocate > Partner
3.3.2	Monitor and regulate to make Cumberland a safe place to live	Services and programs are provided to improve the environmental and public health safety standards within Cumberland City	> DPIE > NSW Food Authority > NSW EPA > NSW Health > SafeWork NSW > Revenue NSW	> Deliver > Advocate > Partner
3.3.3	Provide access to sustainable waste services that keep our community clean and tidy	Efficient residential, commercial, town centre and public park waste collection services, regular clean up services and removal of illegally dumped rubbish are provided within Cumberland City	> NSW EPA > DPIE > United Resource Management (URM)	> Deliver > Advocate > Partner

Strategic Alignment

Key Strategy	Section
Cumberland 2030: Our Local Strategic Planning Statement	Part B, Chapters 5, 6,7 and 8
Waste and Resource Recovery Strategy	All Sections
Environmental Health Strategy	All Sections

Indicators/Measures – This is where the Wellbeing survey results will be reflected

Indicator	Data Source	Baseline	Target

Providing Local
Leadership

STRATEGIC GOAL

04





Strategic Goal 4

Providing Local Leadership



Goal Statement:

“By 2027 Cumberland will be a community that has confidence in the integrity of local leadership and be involved in decision making. The community will be served by a Council that is progressive, innovative and makes knowledge-driven decisions in the best interest of the community. Council will be a sustainable and efficiently run organisation that goes beyond service delivery and actively advocates on behalf of the community it serves.”

Community Feedback Drivers:

- Desire to be more involved in local decision making
- Desire for more communication and engagement from Council
- Strong sense of the importance of Council’s financial sustainability

4.1 Objective: The community is proud to be served by a sustainable and transparent Council organisation

Action		Outcome	Partners	Council’s Primary Role
4.1.1	Provide a governance framework that is transparent and builds public trust in local leadership	The community has confidence in the integrity of Council decisions	> State Cover > Community > Registered Training Organisations (RTOs) > NSW Educational Bodies	> Deliver
4.1.2	Council operates in a safe and sustainable way to deliver great services and facilities that offer value for money	Council’s strategic direction is based on sound community engagement and a financially sustainable organisation	> TAFE NSW > RTOs > NSW Educational Bodies > NSW Health	> Deliver
4.1.3	Council places the customer at the heart of everything it does	Provision of a streamlined and improved end to end customer experience		> Deliver

Strategic Alignment

Key Strategy	Section
Cumberland 2030: Our Local Strategic Planning Statement	Pat B, Chapters 5, 6, 7 and 8
Customer Experience Strategy	All Sections
Cumberland City Council Digital Strategy	All Sections
Governance Strategy	All Sections
Workforce Management Plan	All Sections
Financial Planning and Sustainability Policy	All Sections
Risk Management Policy	All Sections
Code of Conduct	All Sections
Code of Meeting Practice	All Sections

Indicators/Measures – This is where the Wellbeing survey results will be reflected

Indicator	Data Source	Baseline	Target

4.2 Objective: An informed community included in decision making and long-term planning

Action	Outcome	Partners	Council's Primary Role
4.1.1 Council regularly engages with and informs the community	Well informed community, aware of Council and NSW State Government services that are available	> Media > NSW State Government	> Deliver > Partner
4.1.2 Council conducts long term planning based on community engagement	Council's Long-term Plans reflect the aspirational goals of the community with the resources allocated	> TAFE NSW > RTOs > NSW Educational Bodies > NSW Health	> Deliver

Strategic Alignment

Key Strategy	Section
Cumberland 2030: Our Local Strategic Planning Statement	Pat B, Chapters 5, 6, 7 and 8
Community Engagement Strategy	All Sections
Resourcing Strategy 2022-2026	All Sections

Indicators/Measures – This is where the Wellbeing survey results will be reflected

Indicator	Data Source	Baseline	Target



Social Justice Principles

The Community Strategic Plan must be and is based on the Social Justice Principles of Access, Equity, Participation and Rights.

Social Justice Principles



Access

Ensure all people have access to goods and services regardless of age, gender, ethnicity etc.



Equity

To ensure fair distribution of available resources across society.



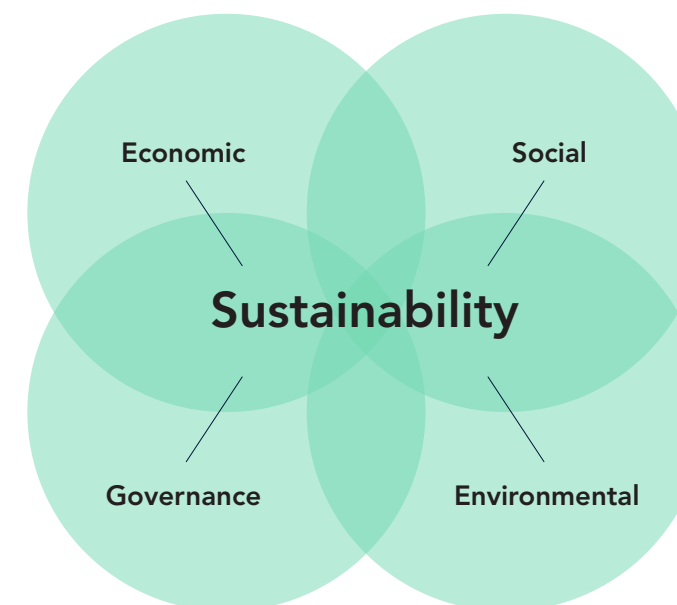
Participation

Enable people to participate in decisions which affect their lives.



Rights

To protect individual liberties to information about circumstances and decisions affecting people and to provide appeal mechanisms for decisions which they feel are unfair.



Quadruple Bottom-line

The Community Strategic Plan must be and is based on the Quadruple Bottom-line Principles of Environmental, Social, Economic and Governance.



Council Services

Community And Organisation Development

13 Services
31 Sub-Services

Business Unit	Service	Sub-Service
Community and Culture	Libraries	> Library Operations
	Events and Culture	> Major Events > Arts and cultural Projects/Cultural Plan > Gallery Programs > Artist Studios Program
	Community Development	> Community Development > Community Grants > Domestic Violence (DV) Initiatives > Aboriginal Engagement > Volunteers Program > Crime Prevention and Community Safety Programs
	Children & Youth Development	> Children's Development > Youth Development
	Social Inclusion and Wellbeing	> Social Inclusion Programs > Transport Services > Nutrition Services > Service Intake and Assessment > Seniors Events
	Disability	> National Disability Insurance Scheme Programs
Customer Experience and Technology	Customer Experience	> Customer Experience > Bookings Administration > Records Management
	Community Centres	> Community Centre Operations
	Technology Services	> Client Support / Service Desk
	Information Systems and Data	> Information Systems and Data
Strategy and Improvement	Strategy and Improvement	> Corporate Planning and Performance > Business Improvement > Project Management Office
Strategic Communications	Communications, Marketing and Media	> Communications, Marketing and Media
Human Resources	Human Resources	> Learning and Organisational Development > HR Support

City Services

11 Services
19 Sub-Services

Business Unit	Service	Sub-Service
City Services Operations	Asset Management and Assest System Support	> Asset Management Planning and Control
	Capital Works and Assets Renewal	> Capital Works and Asset Renewals Programs
	City Maintenance	> Cleansing > Community Grants > Public Infrastructure > Streetscape
Recreation and Facilities	Buildings Maintenance	> Building Maintenance
	Depot Operations	> Depot Operations
	Open Spaces	> Open Space Maintenance > Recreation and Sport
	Recreational Assets	> Premium Facilities > Venues and Stadiums > Golf Courses > Swim Centres
Regulatory and Technical	Environmental Health	> Corporate Planning and Performance > Business Improvement > Project Management Office
	Compliance	> Compliance and Regulatory Programs
	Development Programs	> Development Programs
	Waste	> Domestic Waste Services > Commercial Waste Services > Street and Park Waste Services

Environment and Planning

7 Services
14 Sub-Services

Business Unit	Service	Sub-Service
City Strategy	Strategic Planning	> Heritage > Strategic Planning
	Place and Engagement	> Place Making > Community Engagement > Economic Development
Development and Building	Development Management	> Development Assessment > Building Assessment
	Engineering	> Stormwater > Traffic and Transport > Infrastructure Design
Environment and Planning Systems	Environment Programs	> Environmental Strategy and Programs
	Planning Systems	> Contribution Plan Administration > Planning Systems
	Public Spaces Planning and Design	> Public Spaces Planning and Design

Finance and Commercial Services

5 Services
8 Sub-Services

Business Unit	Service	Sub-Service
Finance	Accounting	> Financial Reporting and Accounting
	Rates	> Rates
	Procurement	> Procurement, Contract Management and Reporting
Commercial Services	Education and Care	> Long Day Care Centres > OOSH Services > Family Day Care
	Property Services	> Property Leasing and Transactions > Property Development

General Manager Unit

3 Services
7 Sub-Services

Business Unit	Service	Sub-Service
General Manager's Unit	Governance and Executive Support	> Corporate Governance > Committee Support and Civic Governance > Executive Support > Civic Events
	Risk Audit and Safety	> Internal Audit, Risk Management and Business Continuity > WHS
	General Manager's Internal Services	> General Manager's Internal Services

Alignment to Council documents



Strategic Alignment	Strategic Goal 1	Strategic Goal 2	Strategic Goal 3	Strategic Goal 4
	Supporting Community Health, Safety and Wellbeing	Enhancing the Natural and Built Environment	Delivering Sustainable Infrastructure and Services	Providing Local Leadership
Strategies	Cumberland 2030: Our Local Strategic Planning Statement	Cumberland 2030: Our Local Strategic Planning Statement	Cumberland 2030: Our Local Strategic Planning Statement	Cumberland 2030: Our Local Strategic Planning Statement
	Children and Youth Strategy	Employment and Innovation Lands Strategy	Urban Tree Strategy	Customer Experience Strategy
	Libraries Strategy	Local Housing Strategy	Community Facilities Strategy	Governance Strategy
	Community Engagement Strategy	Affordable Housing Strategy	Open Space and Recreation Strategy	Community Engagement Strategy
	Open Space and Recreation Strategy	Urban Tree Strategy	Resourcing Strategy 2022-2026	Resourcing Strategy 2022-2026
	Children and Families Strategy	Community Engagement Strategy	Waste and Resource Recovery Strategy	Community Strategic Plan 2017-2027
	Community Facilities Strategy	Resourcing Strategy 2022-2026	Environmental Health Strategy	Digital Strategy
	Events Strategy 2022 - 2026	Biodiversity Strategy	Asset Management Strategy	
	Resourcing Strategy 2022-2026	Community Facilities Strategy		
		Open Space and Recreation Strategy		
	Waste and Resource Recovery Strategy			
Plans	Disability Inclusion Action Plan (DIAP)	Cumberland Local Environment Plan (LEP)		Workforce Management Plan
	Cultural Plan 2019-2029	Cumberland Development Control Plan (DCP)		Long-term financial plan
	Reconciliation Action Plan	Sustainability Action Plan 2020		
	Safety and Crime Prevention Plan	Public Domain Plans		
	Sustainability Action Plan			
Policies	Access and Equity Policy	Affordable Housing Policy	Dividing Fences Hardship Policy	Financial Planning and Sustainability Policy
	Art and Cultural Collection Policy	Asbestos Management Policy	Food Delivery Service Policy	Risk Management Policy
	CCTV in Public Spaces Policy	Community Engagement Policy	Companion Animals Policy	Code of Conduct
	Child Protection Policy	Design Excellence Panel Policy	Compliance and Enforcement Policy	Code of Meeting Practice
	Community grants and Donations Policy	Planning Agreements Policy	Landing of Helicopters on Council Land Policy	Public Interest Disclosure Policy
	Sponsorship Policy	Planning Proposal Notification Policy	Mobile Food Vending Policy	Risk Management Policy
	Volunteers Policy	Flood Risk Management Policy	New Footpath Construction Policy	Related Part Disclosure Policy
	Emergency Relief Fund Policy		Verge Mowing Policy	Privacy Management Plan
				Fraud and Corruption Control Policy
			Charity Collection Bin Policy	

Strategic Alignment	Strategic Goal 1 Supporting Community Health, Safety and Wellbeing	Strategic Goal 2 Enhancing the Natural and Built Environment	Strategic Goal 3 Delivering Sustainable Infrastructure and Services	Strategic Goal 4 Providing Local Leadership
Policies (continued)				Councillor and Staff Interaction Policy
				Councillor Expenses and Facilities Policy
				General Manager's Expenses and facilities Policy
				Goods on Display Policy
				Compliment and Complaints Management Policy
				Construction Bonds Management Policy
				Data Breach response Policy
				Hardship Policy
				Investment Policy
				Large Display Advertising Policy
				Outdoor Dining Policy
				Pensioner Rebate Policy
				Privacy Management Policy
				Property Policy
				Secondary Employment Policy
Guidelines/ Frameworks	Community Wellbeing Report	Community Wellbeing Report	Community Wellbeing Report	Community Wellbeing report
	Sponsorship Guidelines	Planning Agreements Guidelines	Compliance and Enforcement Guidelines	Compliments and Complaints Management Guidelines
	Library Collection Guidelines	Environmental Management Framework		Goods on Display Guidelines
		Design Excellence Panel Guidelines		Mayoral Community Fund Guidelines



Goals	NSW Government Premiers Priorities	Regional/District Plans and Strategies	NSW State Plans and Strategies		NSW State Guidelines and Framework	Local Government	Regulations & Legislation
Strategic Goal 1 Supporting Community Health, Safety and Wellbeing	- Highest quality Education - Well connected communities with quality local environments - Breaking the cycle of disadvantage		NSW Volunteer Strategy		- NSW Food Safety Guidelines - Early Years Learning Framework - Aged Care Diversity Framework - Aged Care Quality Standards - NDIS Practice Standards and Quality Indicators - Aged Care Diversity Framework - Child Protection Framework	Local Government Act 1993	- Children’s Guardian Amendment (Child Safe Scheme) Bill 2021 - Children and Young Persons (Care and Protection) Act 1998 - Child Protection (Working with Children) Act 2012 - Children and Young Persons (Care and Protection) (Child Employment) Regulation 2015 - Children’s Guardian Act 2019 - Education and Care Services National Law Act 2010 - Education and Care Services National Regulations 2011 - Convention on the Rights of the Child 1990 - Universal Declaration of Human Rights - Royal Commission into Institutional Responses to Child Sexual Abuse 2017 - National Plan to Respond to the Abuse of Older Australians (Elder Abuse) 2019 -2023 - NSW Residential Tenancies Act - Privacy and Personal Information Protection Act 1998 (NSW) - Library Act - NSW Disability Inclusion Act - NSW Carers Act
Strategic Goal 2 Enhancing the Natural and Built Environment	Well connected communities with quality local environments	- Central City District Plan - Greater Sydney Region Plan - Parramatta River Catchment Group Masterplan - Parramatta Road Corridor Urban Transformation Strategy	- State Environmental Planning Policies - WSROC Turn Down the Heat Strategy and Action Plan - NSW Waste and Sustainable Materials Strategy 2041 - WSROC Waste and Resource Recovery Strategy - NSW Greener Places Design Guide - NSW Everyone Can Play Guideline to Inclusive Playspaces		- NSW Greener Places Design Guide - NSW Everyone Can Play Guideline to Inclusive Playspaces	Local Government Act 1993	- Environmental Planning and Assessment Act - NSW Biodiversity Conservation Act 2016 - NSW Waste Avoidance and Resource Recovery Act 2001 - NSW Heritage Act 1977 - NSW Crown Land Management Act 2016 - Roads Act - Road Transport Act - Protection of the Environment Operations Act - National Parks and Wildlife Act 1974 - Environmental Protection and Biodiversity Act 1999

Goals	NSW Government Premiers Priorities	Regional/District Plans and Strategies	NSW State Plans and Strategies		NSW State Guidelines and Framework	Local Government	Regulations & Legislation
Strategic Goal 3 Delivering Sustainable Infrastructure and Services		Western Sydney Regional Waste Strategy	- State Environmental Planning Policies - NSW Government’s Waste Avoidance and Resource Recovery Strategy		- RMS Quality Standards and Specifications - State and Federal Infrastructure Funding Guidelines - Annual Food and Public Health reporting provisions	Local Government Act 1993	- Roads Act 1993 - Graffiti Control Act 2008 - Work Health and Safety Act 2011 - Biosecurity Act 2015 - National Parks and Wildlife Act 1974 - The Environmental Protection and Biodiversity Act 1999 - Work Health and Safety Act 2011 - Companion Animals Act - Contaminated Land Management Act - Environmental Planning and Assessment Act - Food Act - Impounding Act - Protection of the Environment Operations Act - Public Health Act - Road Transport Act - Swimming Pools Act - Protection of the Environment Operations Act - Protection of the Environment Regulation
Strategic Goal 4 Providing Local Leadership	- A strong Economy - Putting customer at the centre of everything we do				NSW Integrated Planning and Reporting Framework	- Local Government Code of Accounting Practice and Financial Reporting - Local Government Act 1993 and General Regulation 2005 - Local Government (State) Award - Local Government (State) Award 2020	- State Records Act 1998 - Industrial Relations Act 1996 - Industrial Relations Amendment Act 2016 - Anti-Discrimination Act 1991 - Privacy and Personal Information Protection Act 1998 - WHS Act 2011 - Disability Discrimination Act - Copyright Act 1968 - A New Tax System (Goods and Services Tax) Act 1999 - Superannuation Guarantee (Administration) Act 1992 - Payroll Tax Act 2007 - Taxation Administration Act 1953 - Fringe Benefits Tax Assessment Act 1986 - State Records Act 1998 - Crown Lands Act 2016 - Retail Leases Act - GIPA Act 2009 - WHS Act 2011 - Workers Compensation Act - AI15489 Records Management



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