CUMBERLAND CITY COUNCIL

DRAFT

Delivery Program

2025-2029

CLICK TO START

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Acknowledgement of Traditional Custodians

Cumberland Council acknowledges the Darug Nation and People as Traditional Custodians of the land on which the Cumberland Local Government Area (LGA) is situated and pays respect to Aboriginal Elders past, present and future.

We acknowledge Aboriginal and Torres Strait Islander Peoples as the First Peoples of Australia.

Cumberland Council also acknowledges other Aboriginal and Torres Strait Islander Peoples living in the Cumberland Local Government Area and reaffirms that we will work closely with all Aboriginal and Torres Strait Islander communities to advance reconciliation within the area.

Cover Image: Civic Park Pendle Hill

Councillor

Ola Hamed

MAYOR

As the Mayor of Cumberland City Council, it is an honour to present Council's Delivery Program (DP) for 2025-2029. This Program is our clear and committed response to the Community Strategic Plan (CSP) 2025-2035, which sets out the long-term vision, directions, objectives, and strategies for our community's future.

This Program is more than a planning document; it is a promise to you, our community, that we are committed to delivering measurable and achievable outcomes over the next four years. It plays a critical role in delivering on the four strategic directions identified in the CSP, developed following extensive community engagement.

These directions capture what the community values most about Cumberland: supporting a safe, healthy, creative, and connected community; enhancing the natural and built environment; delivering sustainable, safe, and accessible infrastructure and services; and providing transparent, accountable and strong local leadership. Strategic alignment of the CSP is reflected in the principal deliverables outlined in the DP, ensuring that we are actively working to achieve the community's vision for the future.

Boasting one of the most culturally diverse, vibrant, and rapidly growing local government areas in NSW, Cumberland is truly unique. With over 245,000 people currently calling Cumberland home and this number set to grow to around 300,000 by 2036, our community is thriving and dynamic.

As our community continues to grow and prosper, we will continue to engage with the community through every step of the process by informing, consulting, involving, collaborating, and empowering you to have a voice in shaping our future.

Our diverse and vibrant community is at the heart of this Program, and your input plays a crucial role in guiding our decisions. I am incredibly proud of the progress that Council have made in addressing the needs and priorities you told us were important to you. Together, we will work to transform our shared vision into real, sustainable outcomes that benefit our resilient and proud community.

Clr Ola Hamed
Mayor

On behalf of the dedicated and hardworking staff of Cumberland City Council, I am proud to present the Delivery Program for 2025-2029. This Program reflects our collective commitment to delivering tangible outcomes that will shape the future of our community.

Council's role is to represent the community, and we are here to deliver the essential services that support a safe, healthy, and connected city. Through the Delivery Program, we aim to take decisive steps to make our local area more resilient, fostering inclusivity and ensuring sustainability across all our programs. This includes not only maintaining and improving infrastructure but also giving everyone, whether they are young, elderly, or from diverse backgrounds, the opportunity to thrive.

While our role is to lead and deliver services, we also understand that we can achieve more through collaboration and partnership. Partnering with other organisations, government agencies, businesses, and community groups plays a vital role in delivering our shared vision. These partnerships will allow us to address complex challenges, from economic development to social wellbeing, and ensure that we are working towards a common goal.

As part of this Delivery Program, we are committed to operating within financial practices that are sound and sustainable into the long term. This Program is designed to deliver infrastructure and services that are valuable to our community today, without neglecting our responsibility to secure our financial future. Our strategies are carefully crafted to ensure that each direction we take is both achievable and measurable, with clear objectives to guide our progress over the next four years.

By working together with the community, fostering collaboration, and maintaining open channels of communication, we are confident that we can achieve the four strategic directions set forth in the Community Strategic Plan 2025-2035. This Program ensures that every decision we make that impacts local services, economic growth, environmental sustainability, and community wellbeing, is guided by the needs of the community we serve.

As General Manager of Cumberland City Council, I feel privileged to continue working alongside the community to achieve optimal outcomes that will benefit the Cumberland community. I am equally proud of the dedication and hard work of our staff, who are committed to ensuring that this program delivers the results our community deserves.

Peter J. Fitzgerald
General Manager

Peter J. Fitzgerald

GENERAL MANAGER

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Moon Festival event

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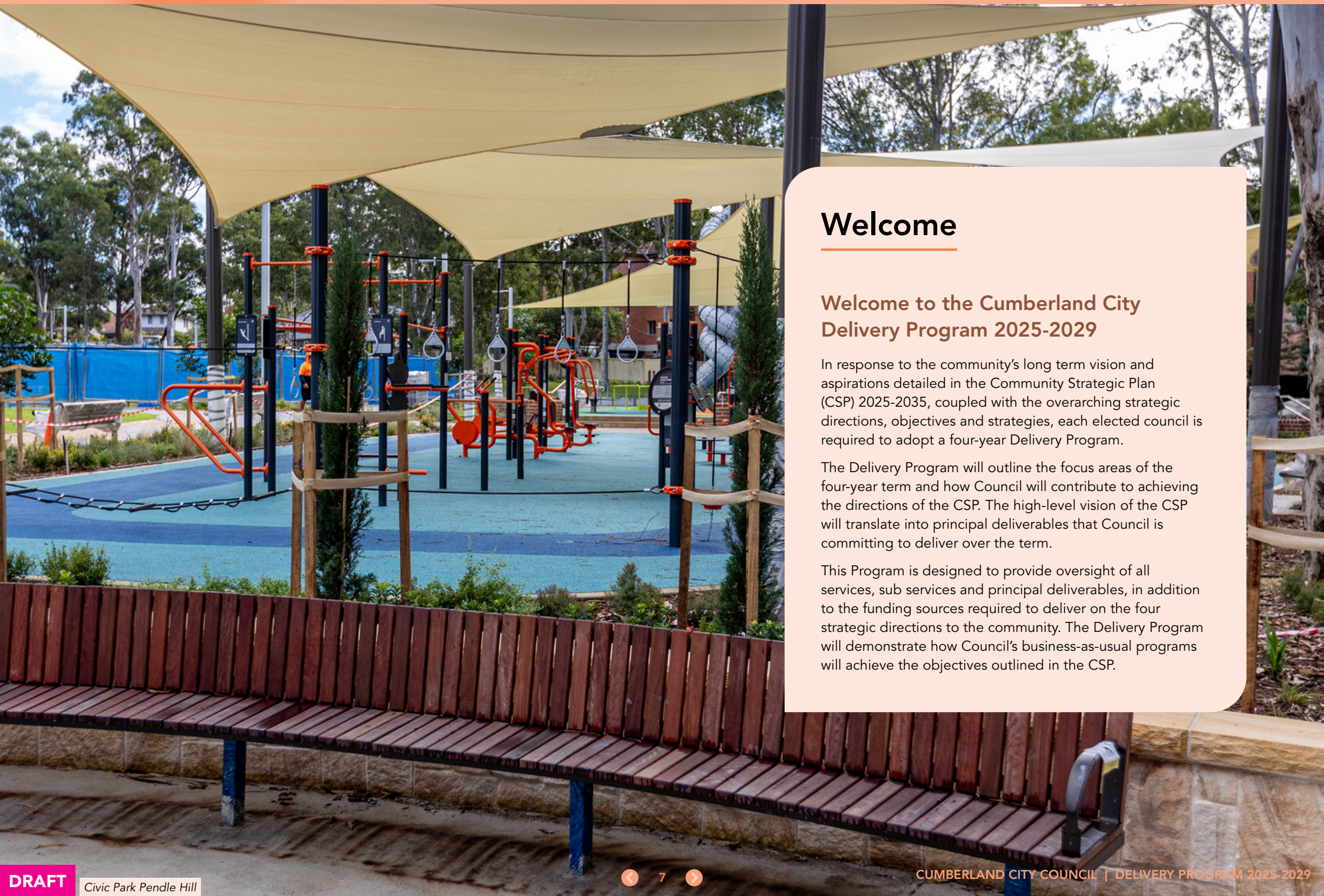

Welcome

Welcome to the Cumberland City Delivery Program 2025-2029

In response to the community's long term vision and aspirations detailed in the Community Strategic Plan (CSP) 2025-2035, coupled with the overarching strategic directions, objectives and strategies, each elected council is required to adopt a four-year Delivery Program.

The Delivery Program will outline the focus areas of the four-year term and how Council will contribute to achieving the directions of the CSP. The high-level vision of the CSP will translate into principal deliverables that Council is committing to deliver over the term.

This Program is designed to provide oversight of all services, sub services and principal deliverables, in addition to the funding sources required to deliver on the four strategic directions to the community. The Delivery Program will demonstrate how Council's business-as-usual programs will achieve the objectives outlined in the CSP.

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Civic Park Pendle Hill

The Integrated Planning and Reporting (IP&R) Framework

Under the *NSW Local Government Act 1993*, councils are mandated to adopt a robust approach to planning and decision-making through the Integrated Planning and Reporting (IP&R) Framework. The IP&R Framework is central to all Council plans, guiding how councils provide leadership, plan for the future and make decisions about services and resources.

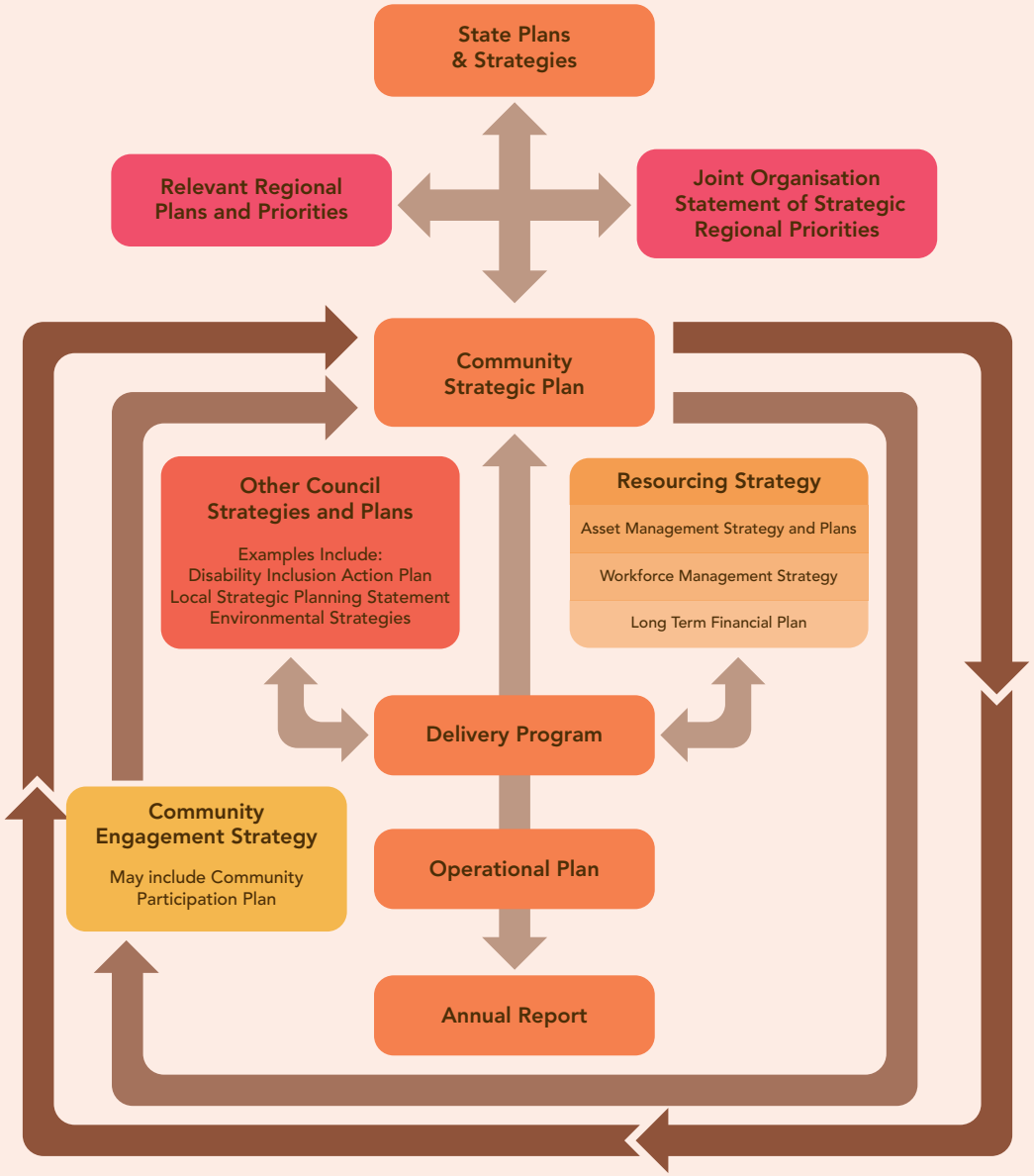
The framework emphasises that IP&R should be at the core of all Council plans, activities, resourcing decisions and improvement strategies. All councils in NSW use the IP&R framework to guide their planning and reporting activities. The framework provides a clear picture of the council's direction and how it plans to achieve its goals, through various plans and strategies. These include the:

- Community Strategic Plan
- Resourcing Strategy
  - Asset Management Strategy and Plans
  - Workforce Management Strategy
  - Long Term Financial Plan
  - Digital Strategy (whilst not a requirement under the *Local Government Act* and Regulations, the development and adoption of a Digital Strategy is an invaluable part of Cumberland's resource planning and is considered best practice)
- Delivery Program
- Operational Plan.

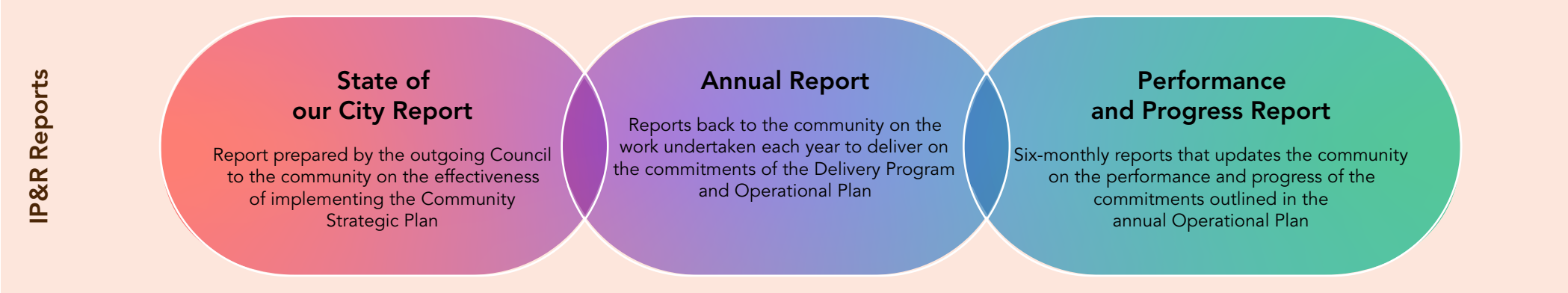
The IP&R framework of documents is designed to ensure that NSW councils are undertaking long term planning for the future of their communities and that planning is based on thorough community engagement. The framework is a cascading set of plans, strategies and reports designed to translate high level community hopes and aspirations into actionable activities for Council. Plans within the IP&R Framework ensure that Council activities are aligned with community priorities are sustainably resourced and all progress is measured and reported.

The community is at the heart of the IP&R Framework, therefore Council values engagement with the Cumberland community to understand their priorities and vision for the future. Involving the community in each stage of the IP&R process ensures decision making is evidence based and representative of the views of the community. Council's role in engagement is to:

- Inform
- Consult
- Involve
- Collaborate
- Empower.



IP&R Key Components



Council Cleanup service

Purpose and Key Elements of the Delivery Program

The Delivery Program (DP) translates the community's strategic directions outlined in the Community Strategic Plan (CSP) into clear actions. It allows Council to determine what is achievable over the next four years, identifies key priorities and outlines how principal deliverables will be scheduled.

There is a clear link between the CSP, the DP and the Operational Plan (OP). Activities in the DP link to the CSP strategies and appear as more detailed actions in the OP.

The Delivery Program must demonstrate Council's commitment to the community to perform all of its functions by outlining the activities for which it is responsible over the term of the Council, including how those activities will be prioritised, measured and implemented within the limits of the resources available as set out in the Resourcing Strategies.

The key elements of the Delivery Program 2025-2029 fulfil Council's obligations under the Integrated Planning and Reporting (IP&R) framework by:

- Identifying principal activities that Council will undertake to meet the CSP objectives
- Implementing the CSP strategies
- Providing principal deliverables that cover the full range of Council services and operations
- Allocating high level responsibilities for each activity
- Identifying the role Council will have in the delivery of a service
- Providing financial estimates
- Identifying major projects
- Addressing ongoing improvements to the efficiency, productivity, financial management and governance of Council
- Reporting on progress.

Council understands all service risks and has mitigation strategies to minimise and manage the impact on Council and the community. This is done by actively considering these key components:

Financial
budget, systems and structure of the service

Compliance
the need to comply with laws, regulations, legislation and standards

Operational
business as usual and administrative

Reputational
the character and goodwill of the service

Environmental
external events that the service has little control over such unfavourable weather or economic conditions

Strategic
decisions concerning the services principal deliverables

How the Delivery Program is Resourced

The Delivery Program (DP) 2025-2029 identifies the 35 frontline and internal services Council undertakes to achieve the strategic directions, objectives and strategies as set out in the Community Strategic Plan (CSP) 2025-2035. This Program also provides the four-year priorities of the Resourcing Strategy.

The Resourcing Strategy sets out Council's long term plan for facilitating the translation of the four strategic directions in the CSP into real actions for Council to implement as part of the DP. Council's Resourcing Strategy integrates Council's asset, workforce, digital and financial planning to provide the community with clear and detailed information on how Council plans to sustainably resource the commitments it has made in the DP and Operational Plan.

The Resourcing Strategy consists of four parts:

1. The Asset Management Strategy
2. The Workforce Management Strategy
3. Digital Strategy
4. The Long Term Financial Plan

Granville Swim Centre

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Children at Childcare Centre

Our Community

Cumberland City is one of the most culturally diverse, vibrant and populated local government areas in NSW. Approximately 245,323 people currently call Cumberland City home and this is expected to grow to around 300,000 people by 2036. Our international food, cultural events, high quality community programs, extensive networks of green spaces and our place in the geographical heart of Sydney makes us unique. Cumberland is the place to be!

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

Our community has an array of facilities available, including access to five swimming pools, eight libraries, high quality community venues, education and care facilities and a network of town centres supporting diverse and dynamic small businesses. Cumberland's towns centres are great places to come together and are a focus for community life. These provide retail, entertainment and employment opportunities, supporting and enriching future growth of our residents.

With opportunities for markets, festivals and other community events, our town centres are an important part of the social fabric of Cumberland and a meeting place for the community.

Nowruz event

Who we Are

POPULATION

Population
245,323

Forecasted Population by 2036
302,453

LAND AREA

7,277 hectares

72.77 square km

PEOPLE WITH DISABILITY

6.0%

of our population are living with some form of disability

ETHNIC DIVERSITY

65.2%
Speak a language other than English at home

53.2%
Born Overseas

0.6%
Aboriginal and Torres Strait Islander

AGE BREAKDOWN

0-4 years	7%
5-11 years	9.4%
12-17 years	6.7%
18-24 years	10.1%
25-34 years	18.5%
35-49 years	21%
50-59 years	10.6%
60-69 years	8.4%
70-84 years	6.8%
85 and over	1.5%

LOCAL WORKERS

Top 3 Industries

Manufacturing **12.9%**

Transport, Postal and Warehousing **11.6%**

Retail Trade **11.5%**

Top 3 Occupations

Professionals **17.1%**

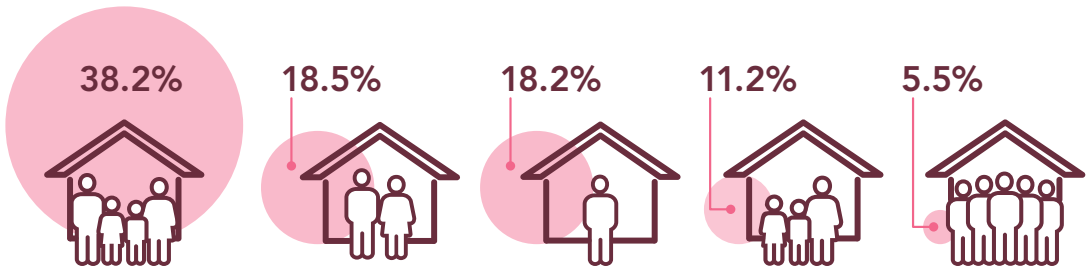
Machinery Operators and Drivers **14.8%**

Clerical and Administrative Workers **14.0%**

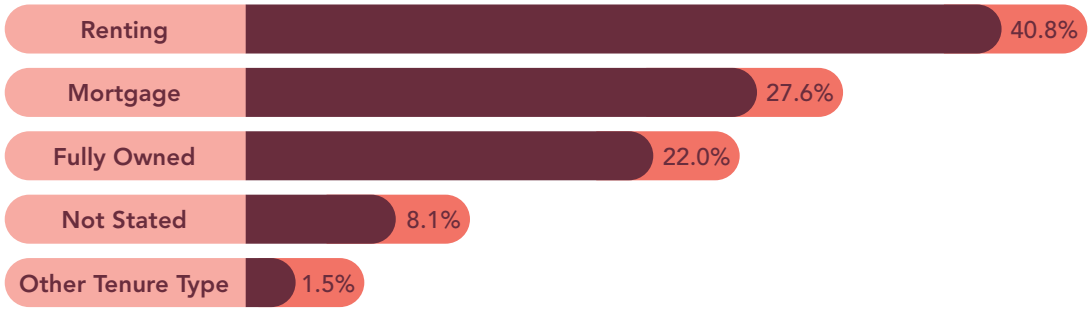
GROSS REGIONAL PRODUCT *(as at 30 June 2023)*

$14.173 billion

HOUSING COMPOSITION



HOUSING TENURE



'Not stated' dwellings occur when housing types are difficult to identify (e.g. flats above shops) or new addresses were added during Census day.
'Other tenure type' include life tenure contracts, e.g. retirement villages, dwellings occupied rent free and other forms of occupancy.

DWELLING TYPES

Separate House
50.3%

Medium Density
23.1%

High Density
25.9%

MEDIAN HOUSE PRICE as at March 2024

Multi Unit
$577,000

Single House
$1,230,000

MEDIAN WEEKLY RENT as at June 2024

Multi Unit
$620

Single House
$700

COUNCIL SPECIFIC

21
Community Centres

12
Education and Care Centre-Based Services

8
Libraries

1
Family Day Care Service

47
Sportsgrounds

5
Swimming Pools

Our City

Cumberland City covers more than 72 square kilometres and is strategically located in the geographic heart of Sydney, less than five kilometres south of the Parramatta CBD and approximately 20 kilometres west of the Sydney CBD.

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

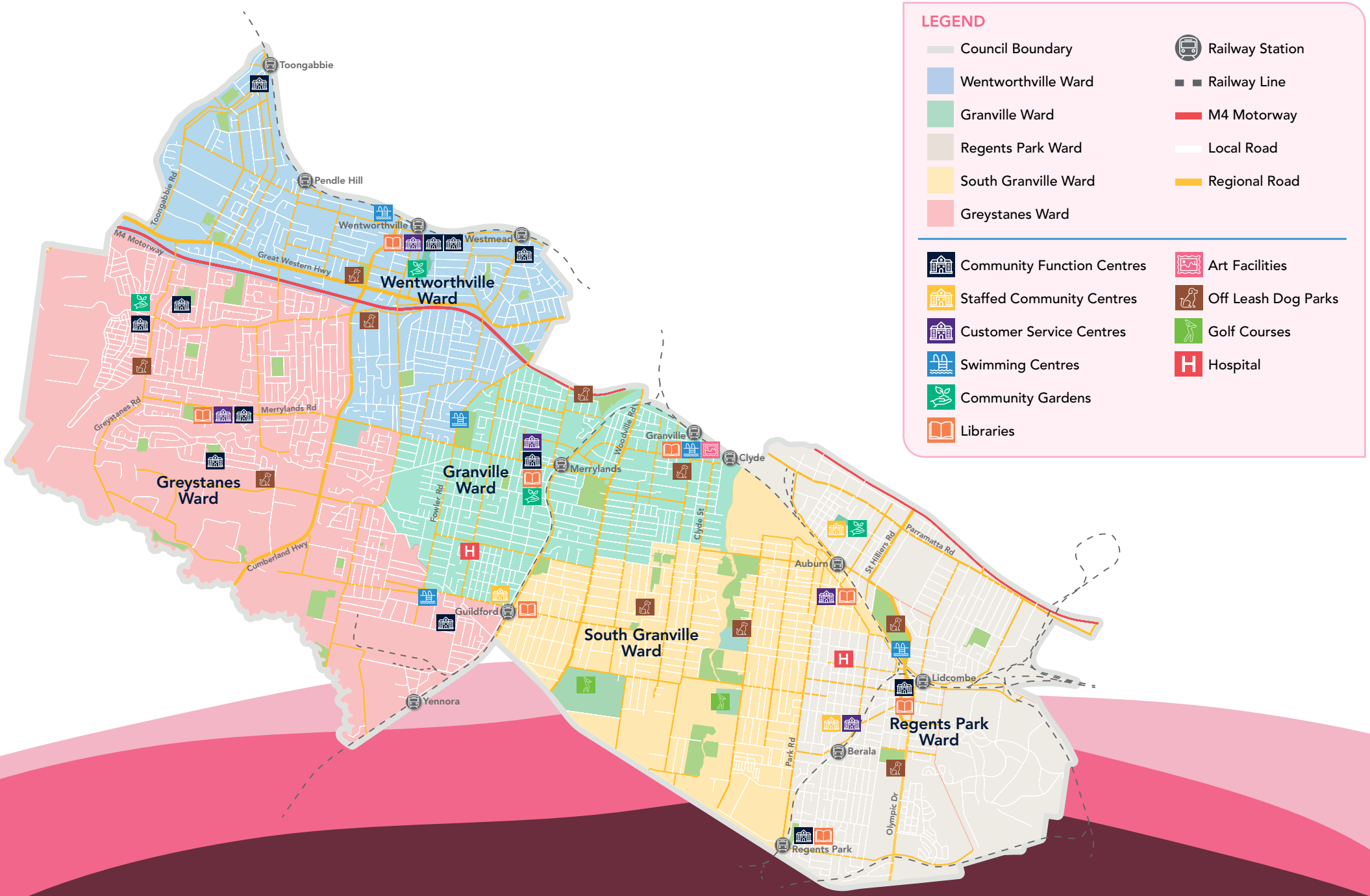
Granville Ward
Merrylands Civic Square

Greystanes Ward
View from Prospect Hill

Regents Park Ward
Nature Play at Grandin Park

South Granville Ward
Auburn Botanic Gardens

Wentworthville Ward
Civic Park


LEGEND
Council Boundary
Wentworthville Ward
Granville Ward
Regents Park Ward
South Granville Ward
Greystanes Ward
Railway Station
Railway Line
M4 Motorway
Local Road
Regional Road
Community Function Centres
Staffed Community Centres
Customer Service Centres
Swimming Centres
Community Gardens
Libraries
Art Facilities
Off Leash Dog Parks
Golf Courses
Hospital
Toongabbie
Pendle Hill
Wentworthville
Westmead
Wentworthville Ward
M4 Motorway
Great Western Hwy
Toongabbie Rd
Greystanes Rd
Merrylands Rd
Greystanes Ward
Cumberland Hwy
Granville Ward
Merrylands
Granville
Clyde
Woodville Rd
Fowler Rd
Clyde St
Guildford
Yennora
South Granville Ward
Auburn
St Hilliers Rd
Parramatta Rd
Lidcombe
Regents Park Ward
Berala
Park Rd
Olympic Dr
Regents Park

Alderson Park

Our Elected Representatives

Cumberland City Council will be served by 15 elected representatives across five Wards during the term of Council. Councillors have the responsibility of representing their community to identify priorities, services and standards.

Granville Ward

Councillor Ola Hamed
Mayor

Councillor
Steve Christou

Councillor
Joseph Rahme

Greystanes Ward

Councillor
Dr Diane Colman

Councillor
Eddy Sarkis

Councillor
Nadima Kafrouni-Saba

Regents Park Ward

Councillor
Enver Yasar

Councillor
Helen Hughes

Councillor
Steve Yang

South Granville Ward

Councillor
Paul Garrard

Councillor
Ahmed Ouf

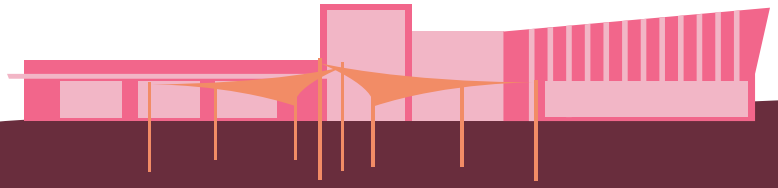
Councillor
Glenn Elmore

Wentworthville Ward

Councillor Michael Zaiter
Deputy Mayor

Councillor
Suman Saha

Councillor
Sujan Selventhiran



Verge maintenance

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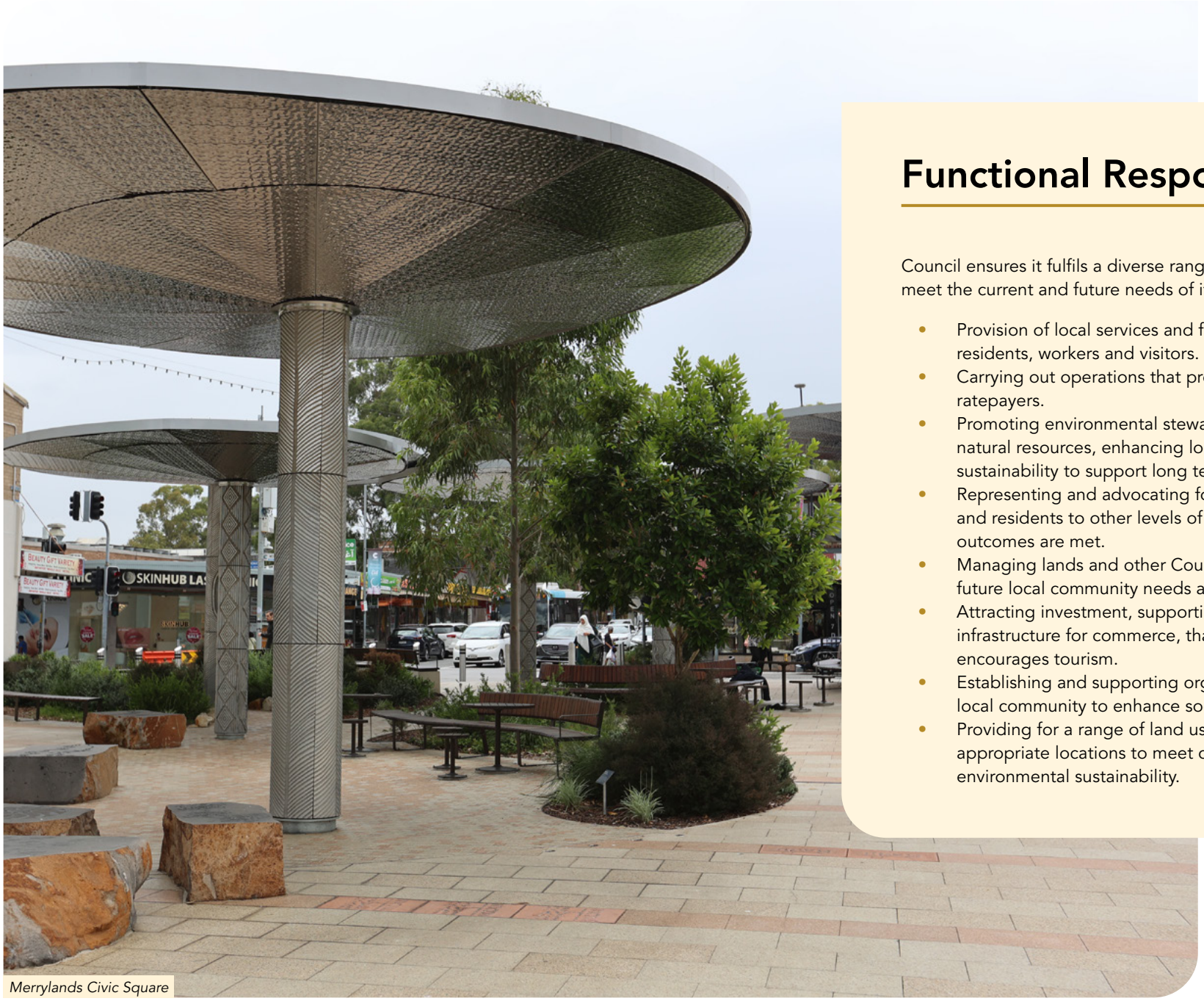

Merrylands Civic Square

Functional Responsibilities

Council ensures it fulfils a diverse range of functional responsibilities to meet the current and future needs of its community. This involves:

- Provision of local services and facilities tailored to the needs of residents, workers and visitors.
- Carrying out operations that provide best value for residents and ratepayers.
- Promoting environmental stewardship through managing local natural resources, enhancing local amenities and promoting sustainability to support long term liveability.
- Representing and advocating for the interests of ratepayers and residents to other levels of government to ensure desired outcomes are met.
- Managing lands and other Council assets, so that current and future local community needs are met in an affordable way.
- Attracting investment, supporting businesses and providing infrastructure for commerce, that stimulates economic growth and encourages tourism.
- Establishing and supporting organisations and programs for the local community to enhance social wellbeing and foster inclusivity.
- Providing for a range of land uses and development in appropriate locations to meet community needs while ensuring environmental sustainability.

Community Engagement Priorities and Outcomes

Cumberland's Delivery Program was shaped by extensive engagement with the local community, businesses and organisations, ensuring their insights, aspirations and lived experiences guided Cumberland's vision for the next decade.

Council's collaborative and tailored engagement approach involved participation at all levels from inform to empower.

COMMUNITY NEEDS AND VALUES

- Holding more community events and activities such as street fairs, festivals and community gardens to bring people together
- Upgrades to footpaths, better verge management and clean ups of unattended street rubbish
- Enhanced safety measures including increased surveillance and police presence, especially at night
- Local neighbourhoods made safer for women
- Lack of parking and amenities to support all development
- Concerns over the impact of higher density developments
- Increased tree coverage

13,418 Have Your Say page views

9,480 Community Responses

1,300+ Engagement Session Attendees

6 Pop Up Sessions

6 Create Cumberland Sessions

1 Business Engagement Sessions

80,000 Flyers in letterbox drop distributed promoting Create Cumberland

Major Projects

Auburn Basketball Centre Expansion

Wentworthville Town Centre Upgrade

Girraween Park Amenities

Lidcombe Town Centre Upgrade

Guildford Pool Modernisation

Duck River Parklands Strategic Masterplan

Hyland Road Sporting Complex

Service Review Program

Service Reviews are a vital process that Cumberland City Council uses to ensure that services and facilities meet community needs and wants, now and into the future. They ensure that Council is being effective in delivering the desired outcome for the community and that Council is continually improving how available resourcing (assets, people, financing and technology) is being utilised and redirecting savings to new or improved services.

Service reviews are seen as part of Cumberland City Council's 'business as usual' practices and a central part of Council's continuous improvement process. Council is investing significantly in its internal ability to provide a better practice service review program. Council's service review methodology includes engagement with the community, customers and other internal and external stakeholders to determine service level expectations and inform appropriate performance measurement.

Council's four-year Continuous Service Improvement (CSI) Service Review Program has the following service areas scheduled for review:

- Capital Works and Asset Renewal
- City Maintenance - Footpaths
- City Maintenance - Roads
- Infrastructure Planning and Design - Engineering
- Development Management - Development Assessment
- Development Management - Development Programs (Compliance)
- Bookings and Community Centres
- Education and Care

The above services are scheduled as part of Council's CSI Program, however, the actual reviews undertaken may change as operational priorities shift. Specific reviews planned each year are outlined in the Operational Plan. Detailed reporting on specific reviews undertaken each year are contained in Council's Annual Reports.

Cumberland Connect staff event

Performers at the Diwali event

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Foundation of our Plans

Cumberland City Council has taken an integrated approach to developing the full suite of Integrated Planning and Reporting documents.

The foundation of our plans is to create a strong line of sight across documents and clearly communicate key components of the IP&R Framework.

Cumberland will introduce icons to more visibly represent key information including:

- Strategic Directions
- Quadruple Bottom Line (QBL)
- Social Justice Principles
- Council's Role

DRAFT

Canal Park upgrade

Create Cumberland event

Strategic Directions

Following extensive community engagement, the Community Strategic Plan has captured what the community values most about Cumberland and conveyed this through four high level Strategic Directions.

The four Strategic Directions will be represented throughout Council's IP&R documents with the following icons:

Supporting a safe, healthy, creative and connected community

Enhancing the natural and built environment

Delivering sustainable, safe and accessible infrastructure and services

Providing transparent, accountable and strong local leadership

Quadruple Bottom Line

There are four pillars which local government must build to ensure the community receives the services they expect. The Quadruple Bottom Line (QBL) is a framework to evaluate performance across these four pillars:

- Social
- Environmental
- Economic
- Civic Leadership.

Council is required to plan based on the QBL in an integrated way to ensure Cumberland City balances community needs to create a sustainable city. The Strategic Directions within the Cumberland Community Strategic Plan are aligned with the four pillars of the QBL, with reporting against these directions also representing reporting against the QBL.

The four pillars of the QBL will be represented throughout Council's IP&R documents with the following icons:

SOCIAL

ENVIRONMENTAL

ECONOMIC

CIVIC LEADERSHIP

Social	Access and equity	Providing and maintaining community facilities	Affordable housing
	Cultural activities	Heritage issues	Education
	Recreation and active living	Consultation networks	Transport links between communities in our LGA
	Built environment – urban design and planning for growth	Public health	Public safety
Environmental	Total water cycle management	Climate change impacts and initiatives	Environmentally sound operation of assets
	Preserving biodiversity	Alternative energy sources	Protecting specific environmental features
	Waste management	Air quality	Environmental impact of development
Economic	Regional economic profiles and opportunities	Tourism	Financial sustainability of Council
	Economic sustainability strategies	Providing vocational pathways	Small business strategies
	Commercial and industrial opportunities	Supply chain issues	Transport and trade links with other centres
Civic Leadership	Robust policy frameworks	Council's role as a responsible employer	Community ownership and implementation of the strategic plan
	Decision making principles and allocation of priorities	Business efficiency and probity expectations of Council	Consultation and community participation in decision making
	Leadership and representation	Ethical practices	Levels of service

Social Justice Principles

Council's planning and service delivery is based on social justice principles. These principles ensure fairness in the distribution of resources, access to services and participation in decision-making to benefit the community.

ACCESS

To ensure all people have access to goods and services regardless of age, gender and ethnicity. Council's planning outlines a commitment to provide and advocate for services and facilities that are beneficial to Cumberland's diverse population.

PARTICIPATION

To enable people to participate in decisions which affect their lives and support opportunities for planning and decision-making processes to reflect the diverse and wide range of community voices.

Social Justice Principles will be represented throughout Council's IP&R documents with the following icon:

RIGHTS

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

EQUITY

To ensure fair distribution of available resources across society. Council is committed to fairness in providing services, making decisions and distributing resources equally, giving consideration for those in need to ensure increased collective benefit for the whole community.

Council's Role

Council is responsible for the provision of goods, services, facilities and carrying out activities appropriate to the current and future needs within its local community and of the wider public. Many of the issues facing Cumberland are complex and are beyond simply delivering services. It is acknowledged that Council cannot deliver everything needed to help the community achieve their vision for the future set out in the Community Strategic Plan. Other partners, such as state agencies and community groups, may also be engaged in delivering the long term objectives of the Plan.

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

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

Council's role will be represented throughout Cumberland's IP&R documents with the following icons:

Our Shared Vision, Values and Aspirations

OUR COMMUNITY VISION:

Welcome

Belong

Succeed

OUR SHARED ASPIRATIONS

Our shared aspirations reflect what the residents of Cumberland City envision for the area, both now and in the future. These aspirations guide us in ensuring that we remain focused on achieving what we set out to accomplish.

Following extensive community engagement, the Community Strategic Plan has four high level strategic directions, capturing the community's aspirations for Cumberland City:

- *Supporting a safe, healthy, creative and connected community*
- *Enhancing the natural and built environment*
- *Delivering sustainable, safe and accessible infrastructure and services*
- *Providing transparent, accountable and strong local leadership*

OUR ORGANISATION'S VALUES:

The community's vision serves as the foundation for our organisation's values, guiding how we work to achieve shared goals. These values shape our approach, ensuring we remain aligned with the community's aspirations. Our organisation's values are:

- We are determined to succeed
- We are inclusive in our approach
- We are progressive in our outlook

Our Organisation Structure

Council has developed this four-year Delivery Program through extensive engagement with the Cumberland community to understand their needs and aspirations for the future of Cumberland. Informed by this input from our community, this Delivery Program sets out Council's plan to deliver the services, programs and projects that best meet the current and future needs of Cumberland. The below organisation structure is in place to deliver this work in the most effective and efficient way, and in giving our community the best possible value for the income we receive. Determining the structure depicted below is consistent with the provisions of S332 (1B) of the NSW *Local Government Act 1993*.

Community and Culture

Nicole Byrn

Director
Community and Culture

Business Units

- Community Development
- Community Wellbeing
- Education and Care

Environment and Planning

Daniel Cavallo

Director
Environment and Planning

Business Units

- City Planning and Development
- Engineering and Building
- Environment and Planning Systems
- Environmental Health and Development Services
- Place and Economy

City Services

Brendan Govers

Director
City Services

Business Units

- Aquatics and Leisure
- Buildings and Depot
- City Assets and Construction
- City Maintenance
- Open Spaces
- Venues
- Waste and Ranger Services

Corporate Performance

Melissa Attia

Director
Corporate Performance
(Deputy General Manager)

Business Units

- Customer Experience and Technology
- Finance
- Human Resources
- Strategic Communications and Engagement
- Strategy and Improvement

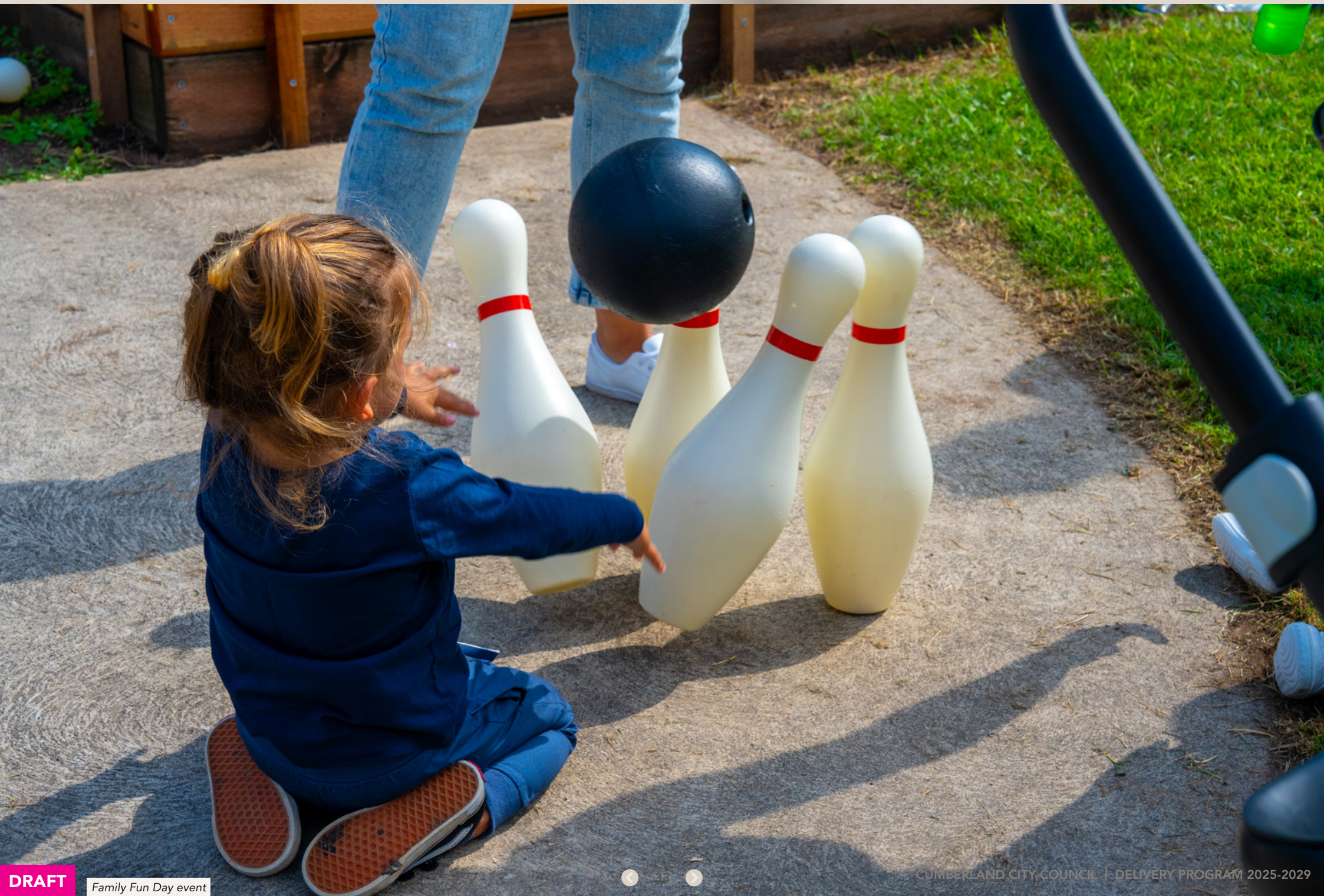
Governance and Risk

Charlie Ayoub

Director
Governance and Risk

Business Units

- Audit, Safety and Risk
- Governance
- Property Transactions



DRAFT

Family Fun Day event

Plan on a Page

How will we get there? QBL

STRATEGIC DIRECTION 1
Supporting a safe, healthy, creative and connected community

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

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

Objective 1.2 We have a safe, healthy and connected community

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

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

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

STRATEGIC DIRECTION 2
Enhancing the natural and built environment

Objective 2.1 We celebrate our diverse built and natural environments

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

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

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

STRATEGIC DIRECTION 3
Delivering sustainable, safe and accessible infrastructure and services

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

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

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

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

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

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

STRATEGIC DIRECTION 4
Providing transparent, accountable and strong local leadership

Objective 4.1 We are proud to be served by a sustainable, responsible and transparent organisation, underpinned by good governance

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

Objective 4.2 We make progressive decisions, building a culture of sustainable innovation, excellence and safety

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

Objective 4.3 We are well informed, engaged and included in decision making and long term planning and have easy access to Council

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

How to read this Plan

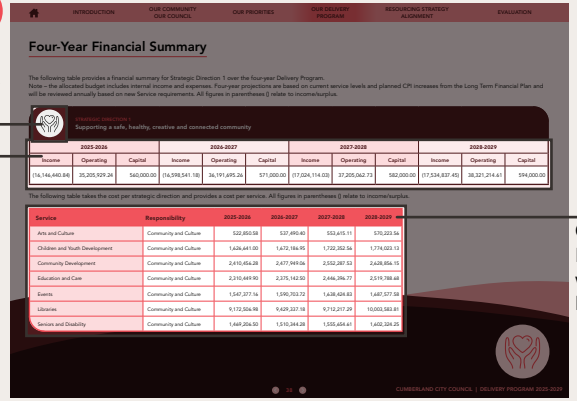
1

Strategic Direction

Highlights the key community priorities

Costs

Income, Operating and Capital costs allocated to each Strategic Direction.



Cost of Service

Explanation provided within each Strategic Direction.

2

Sub Service

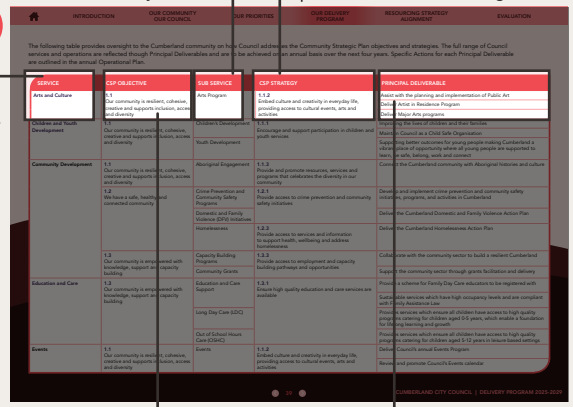
Responsible for delivering specific actions related to the service. Sub Services align with CSP Objectives.

CSP Strategies

Outlines the high-level actions to be undertaken by Council and its partners and answers the question 'How will we get there?

Services

Responsible for service delivery to the community. Services align with CSP Strategic Directions



CSP Objectives

Defines the community's long term vision and answers the question 'Where do we want to be in 10 years' time?'

Principal Deliverable

Responsible for delivering specific actions related to the service. Principal Deliverables align with CSP Strategies.

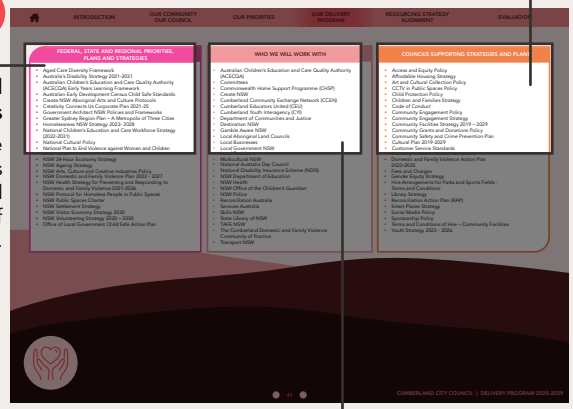
3

Council's Supporting Strategies and Plans

Council's strategies and plans that provide detailed guidance for implementing and delivering on each Strategic Direction.

Federal, State and Regional Priorities, Plans and Strategies

Incorporates federal, state and regional priorities, plans and strategies to guide and enhance the achievement of the Strategic Directions.



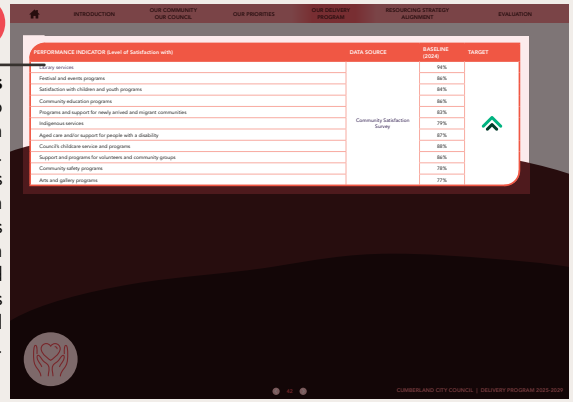
Who we will work with

Achieving long term goals relies on strong partnerships. While this Plan highlights key partners, it remains open to new collaborators to drive shared outcomes.

4

Performance Indicators

These provide a framework to measure and report progress on the implementation of the DP. Indicators are based on Council's Satisfaction Survey, which provides insights into community's overall level of satisfaction with Council performance and determines importance ratings and satisfaction scores for local services and facilities.



Strategic Direction 1

Australia Day event

Jump to:
Strategic Direction 2
Strategic Direction 3
Strategic Direction 4

STRATEGIC DIRECTION 1

Supporting a safe, healthy, creative and connected community

OUTCOME STATEMENT

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

FOUNDATION OF OUR PLANS

COUNCIL'S ROLE

Deliver | *Partner* | Advocate

COUNCIL'S SERVICES

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

Four-Year Financial Summary

The following table provides a financial summary for Strategic Direction 1 over the four-year Delivery Program.
Note – the allocated budget includes internal income and expenses. Four-year projections are based on current service levels and planned CPI increases from the Long Term Financial Plan and will be reviewed annually based on new Service requirements. All figures in parentheses () relate to income/surplus.

STRATEGIC DIRECTION 1

Supporting a safe, healthy, creative and connected community

2025-2026			2026-2027			2027-2028			2028-2029		
Income	Operating	Capital	Income	Operating	Capital	Income	Operating	Capital	Income	Operating	Capital
(16,146,440.84)	35,205,929.24	560,000.00	(16,598,541.18)	36,191,695.26	571,000.00	(17,024,114.03)	37,205,062.73	582,000.00	(17,534,837.45)	38,321,214.61	594,000.00

The following table takes the cost per strategic direction and provides a cost per service. All figures in parentheses () relate to income/surplus.

Service	Responsibility	2025-2026	2026-2027	2027-2028	2028-2029
Arts and Culture	Community and Culture	522,850.58	537,490.40	553,615.11	570,223.56
Children and Youth Development	Community and Culture	1,626,641.00	1,672,186.95	1,722,352.56	1,774,023.13
Community Development	Community and Culture	2,410,456.28	2,477,949.06	2,552,287.53	2,628,856.15
Education and Care	Community and Culture	2,310,449.90	2,375,142.50	2,446,396.77	2,519,788.68
Events	Community and Culture	1,547,377.16	1,590,703.72	1,638,424.83	1,687,577.58
Libraries	Community and Culture	9,172,506.98	9,429,337.18	9,712,217.29	10,003,583.81
Seniors and Disability	Community and Culture	1,469,206.50	1,510,344.28	1,555,654.61	1,602,324.25

The following table provides oversight to the Cumberland community on how Council addresses the Community Strategic Plan objectives and strategies. The full range of Council services and operations are reflected though Principal Deliverables and are to be achieved on an annual basis over the next four years. Specific Actions for each Principal Deliverable are outlined in the annual Operational Plan.

SERVICE	CSP OBJECTIVE	SUB SERVICE	CSP STRATEGY	PRINCIPAL DELIVERABLE
Arts and Culture	**1.1** Our community is resilient, cohesive, creative and supports inclusion, access and diversity	Arts Program	**1.1.2** Embed culture and creativity in everyday life, providing access to cultural events, arts and activities	Assist with the planning and implementation of Public Art
				Deliver Artist in Residence Program
				Deliver Major Arts programs
Children and Youth Development	**1.1** Our community is resilient, cohesive, creative and supports inclusion, access and diversity	Children's Development	**1.1.1** Encourage and support participation in children and youth services	Improving the lives of children and their families
				Maintain Council as a Child Safe Organisation
		Youth Development		Supporting better outcomes for young people making Cumberland a vibrant place of opportunity where all young people are supported to learn, be safe, belong, work and connect
Community Development	**1.1** Our community is resilient, cohesive, creative and supports inclusion, access and diversity	Aboriginal Engagement	**1.1.3** Provide and promote resources, services and programs that celebrates the diversity in our community	Connect the Cumberland community with Aboriginal histories and culture
	1.2 We have a safe, healthy and connected community	Crime Prevention and Community Safety Programs	**1.2.1** Provide access to crime prevention and community safety initiatives	Develop and implement crime prevention and community safety initiatives, programs and activities in Cumberland
		Domestic and Family Violence (DFV) Initiatives		Deliver the Cumberland Domestic and Family Violence Action Plan
		Homelessness	**1.2.3** Provide access to services and information to support health, wellbeing and address homelessness	Deliver the Cumberland Homelessness Action Plan
	1.3 Our community is empowered with knowledge, support and capacity building	Capacity Building Programs	**1.3.3** Provide access to employment and capacity building pathways and opportunities	Collaborate with the community sector to build a resilient Cumberland
		Community Grants		Support the community sector through grants facilitation and delivery
Education and Care	**1.3** Our community is empowered with knowledge, support and capacity building	Education and Care Support	**1.3.1** Ensure high quality education and care services are available	Provide a scheme for Family Day Care educators to be registered with
				Sustainable services which have high occupancy levels and are compliant with Family Assistance Law
		Long Day Care (LDC)		Provide services that ensure all children aged 0-5 have access to high quality programs, which builds a foundation for lifelong learning and growth
		Out of School Hours (OOSH)		Provide services that ensure all children aged 5-12 have access to high quality programs in leisure based settings
Events	**1.1** Our community is resilient, cohesive, creative and supports inclusion, access and diversity	Events	**1.1.2** Embed culture and creativity in everyday life, providing access to cultural events, arts and activities	Deliver Council's annual events program and promote Council's Events Calendar

SERVICE	CSP OBJECTIVE	SUB SERVICE	CSP STRATEGY	PRINCIPAL DELIVERABLE
Libraries	**1.3** Our community is empowered with knowledge, support and capacity building	Library Operations	**1.3.2** Provide education and recreation activities through high quality and accessible library services and programs	Empower the community through recreation, education and social connectedness
				Implement and promote inclusive programs, events and activities for the community
				Provide accessible resources and assist the community with library systems
Seniors and Disability	**1.1** Our community is resilient, cohesive, creative and supports inclusion, access and diversity	Seniors and Disability Initiatives	**1.1.3** Provide and promote resources, services and programs that celebrates the diversity in our community	Enhance the health and wellbeing of seniors, people with disability and their carers through celebration of events and education sessions to improve quality of life
				Implement the actions and strategies outlined in Council's Disability Inclusion Action Plan (DIAP) 2022-2026 to ensure people with disability have full and equal access to facilities, programs, services and information
	1.2 We have a safe, healthy and connected community	National Disability Insurance Scheme (NDIS) Programs	**1.2.2** Deliver accessible health and wellness programs and initiatives	Offer quality services and programs to enhance the quality of life of people with disability and provide opportunities to connect with their community and remain independent
		Nutrition Services		Provide access to and deliver a variety of nutritious, well-balanced meals to seniors, people with disability and carers
		Social Inclusion Programs	**1.2.2** Deliver accessible health and wellness programs and initiatives	Empower and educate seniors and carers about health and wellbeing while providing opportunities to connect with their community and remain independent
			1.2.3 Provide access to services and information to support health, wellbeing and address homelessness	Improve access and availability of accessible transport to the community and its residents.
	1.3 Our community is empowered with knowledge, support and capacity building	Volunteer Program	**1.3.3** Provide access to employment and capacity building pathways and opportunities	Provide residents the opportunity to give back to their community or enhance their pathways to employment through Council's Volunteer Program

FEDERAL, STATE AND REGIONAL PRIORITIES, PLANS AND STRATEGIES

- Aged Care Diversity Framework
- Australia's Disability Strategy 2021-2031
- Australian Children's Education and Care Quality Authority (ACECQA) Early Years Learning Framework
- Australian Early Development Census Child Safe Standards
- Create NSW Aboriginal Arts and Culture Protocols
- Creativity Connects Us Corporate Plan 2021-25
- Government Architect NSW Policies and Frameworks
- Greater Sydney Region Plan – A Metropolis of Three Cities
- Homelessness NSW Strategy 2023- 2028
- National Children's Education and Care Workforce Strategy (2022-2031)
- National Cultural Policy
- National Plan to End Violence against Women and Children 2022 - 2032
- NSW 24-Hour Economy Strategy
- NSW Ageing Strategy
- NSW Arts, Culture and Creative Industries Policy
- NSW Domestic and Family Violence Plan 2022 - 2027
- NSW Health Strategy for Preventing and Responding to Domestic and Family Violence 2021-2026
- NSW Protocol for Homeless People in Public Spaces
- NSW Public Spaces Charter
- NSW Settlement Strategy
- NSW Visitor Economy Strategy 2030
- NSW Volunteering Strategy 2020 – 2030
- Office of Local Government Child Safe Action Plan

WHO WE WILL WORK WITH

- Australian Children's Education and Care Quality Authority (ACECQA)
- Australian Government Agencies
- Committees
- Commonwealth Home Support Programme (CHSP)
- Community and Business Groups
- Create NSW
- Cumberland Community Exchange Network (CCEN)
- Cumberland Educators United (CEU)
- Cumberland Youth Interagency (CYI)
- Department of Communities and Justice
- Destination NSW
- Gamble Aware NSW
- Local Aboriginal Land Councils
- Local Businesses
- Local Government NSW
- Local Residents
- Multicultural NSW
- National Australia Day Council
- National Disability Insurance Scheme (NDIS)
- NSW Department of Education
- NSW Health
- NSW Office of the Children's Guardian
- NSW Police
- NSW State Government Agencies
- Reconciliation Australia
- Residents
- Services Australia
- Skills NSW
- State Library of NSW
- TAFE NSW
- The Cumberland Domestic and Family Violence Community of Practice
- Transport NSW

COUNCIL'S SUPPORTING STRATEGIES AND PLANS

- Access and Equity Policy
- Affordable Housing Strategy
- Art and Cultural Collection Policy
- CCTV in Public Spaces Policy
- Child Protection Policy
- Children and Families Strategy
- Code of Conduct
- Community Engagement Policy
- Community Engagement Strategy
- Community Facilities Strategy 2019 – 2029
- Community Grants and Donations Policy
- Community Safety and Crime Prevention Plan
- Cultural Plan 2019-2029
- Customer Service Standards
- Disability Inclusion Action Plan (DIAP)
- Domestic and Family Violence Action Plan 2023-2025
- Fees and Charges
- Gender Equity Strategy
- Hire Arrangements for Parks and Sports Fields - Terms and Conditions
- Library Strategy
- Reconciliation Action Plan (RAP)
- Smart Places Strategy
- Social Media Policy
- Sponsorship Policy
- Terms and Conditions of Hire – Community Facilities
- Youth Strategy 2022 - 2026

PERFORMANCE INDICATOR (Level of Satisfaction with)	DATA SOURCE	BASELINE (2024)	TARGET
Library services	Community Satisfaction Survey	94%	↑
Festival and events programs		86%	
Satisfaction with children and youth programs		84%	
Community education programs		86%	
Programs and support for newly arrived and migrant communities		83%	
Indigenous services		79%	
Aged care and/or support for people with a disability		87%	
Council's childcare service and programs		88%	
Support and programs for volunteers and community groups		86%	
Community safety programs		78%	
Arts and gallery programs		77%	

Strategic Direction 2

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Pemulwuy Community Garden

Jump to:
Strategic Direction 1
Strategic Direction 3
Strategic Direction 4

STRATEGIC DIRECTION 2

Enhancing the natural and built environment

OUTCOME STATEMENT

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

FOUNDATION OF OUR PLANS

COUNCIL'S ROLE

Deliver | *Partner* | Advocate

COUNCIL'S SERVICES

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

Four-Year Financial Summary

The following table provides a financial summary for Strategic Direction 2 over the four-year Delivery Program.
Note – the allocated budget includes internal income and expenses. Four-year projections are based on current service levels and planned CPI increases from the Long Term Financial Plan and will be reviewed annually based on new Service requirements. All figures in parentheses () relate to income/surplus.

STRATEGIC DIRECTION 2

Enhancing the natural and built environment

2025-2026			2026-2027			2027-2028			2028-2029		
Income	Operating	Capital	Income	Operating	Capital	Income	Operating	Capital	Income	Operating	Capital
(11,634,280.00)	33,337,220.22	3,750,000.00	(11,960,039.84)	34,270,662.39	3,570,000.00	(12,250,299.71)	35,230,240.93	3,642,000.00	(12,617,808.70)	36,287,148.16	3,715,000.00

The following table takes the cost per strategic direction and provides a cost per service. All figures in parentheses () relate to income/surplus.

Service	Responsibility	2025-2026	2026-2027	2027-2028	2028-2029
Development Management	Environment and Planning	10,124,388.20	10,407,871.07	10,720,107.20	11,041,710.42
Environment Programs	Environment and Planning	5,130,371.20	5,274,021.59	5,432,242.24	5,595,209.51
Infrastructure Planning and Design	Environment and Planning	3,321,741.44	3,414,750.20	3,517,192.71	3,622,708.49
Place and Economy	Environment and Planning	1,298,400.86	1,334,756.08	1,374,798.77	1,416,042.73
Strategic Planning	Environment and Planning	1,828,038.52	1,879,223.60	1,935,600.31	1,993,668.32

The following table provides oversight to the Cumberland community on how Council has addresses the CSP objectives and strategies. The full range of Council services and operations are reflected though Principal Deliverables and are to be achieved on an annual basis over the next four years. Specific Actions for each Principal Deliverable are outlined in the annual Operational Plan.

SERVICE	CSP OBJECTIVE	SUB SERVICE	CSP STRATEGY	PRINCIPAL DELIVERABLE
Development Management	**2.1** We celebrate our diverse built and natural environments	Building Assessment	**2.1.3** Facilitate planning activities through development management and environmental services and programs	Provide building assessment services
		Development Assessment		Provide development assessment services
		Development Programs		Undertake inspections and regulatory enforcement actions
		Engineering Assessment		Provide engineering assessment services
		Local Infrastructure Contribution Plan Administration		Enable the delivery of local infrastructure
		Planning Agreements, Certificates and Proposals		Enable the issuing of Planning Agreements, Certificates and Proposals
Environment Programs	**2.1** We celebrate our diverse built and natural environments	Environmental Health	**2.1.3** Facilitate planning activities through development management and environmental services and programs	Ensure compliance with food safety and public health requirements within the community
		Environmental Management	**2.1.2** Care for our natural environment to support a resilient and sustainable city	Facilitate and promote environmental initiatives
		Resource Recovery		Facilitate and promote resource recovery initiatives
Infrastructure Planning and Design	**2.2** We have places and spaces that are vibrant, accessible and encourage economic prosperity	Public Spaces and Community Facilities	**2.2.3** Local infrastructure is designed to be sustainable, safe and fit for purpose	Develop initiatives to improve Cumberland's public spaces and community facilities that respond to community needs
		Stormwater and Flood Management		Develop initiatives to improve Cumberland's stormwater and flood management infrastructure
		Traffic and Transport	**2.2.2** Improve access and convenience through traffic and transport initiatives	Develop initiatives to improve Cumberland's traffic and transport infrastructure that respond to road safety and community needs
Place and Economy	**2.2** We have places and spaces that are vibrant, accessible and encourage economic prosperity	Economic Development	**2.2.1** Cultivate an environment where businesses and communities can flourish	Support residents and businesses with programs and services aimed at improving Cumberland's economic climate
		Place Development		Support residents and businesses with programs and services aimed at improving the amenity and vitality of town centres and precincts in Cumberland
Strategic Planning	**2.1** We celebrate our diverse built and natural environments	Strategic Planning	**2.1.1** Prepare land use plans and controls that support population growth, provide diverse housing and employment options and value our local character and heritage	Facilitate long term planning of Cumberland for the benefit of existing and future communities

FEDERAL, STATE AND REGIONAL PRIORITIES, PLANS AND STRATEGIES

- Central City District Plan
- Development Contributions Practice Notes
- Government Architect NSW Policies and Frameworks
- Greater Sydney Region Plan – A Metropolis of Three Cities
- NSW Everyone Can Play A Guideline to Create Inclusive Playspaces
- NSW Government Smart Places Strategy and Playbook
- NSW Public Spaces Charter
- NSW Waste and Sustainable Materials Strategy 2041
- Parramatta River Catchment Group Masterplan
- Parramatta Road Urban Transformation Strategy
- Planning Agreements Practice Note
- Public Open Space Strategy for NSW
- State Environmental Planning Policies
- Western Sydney Regional Litter Prevention Plan 2023-2027
- Western Sydney Regional Waste and Sustainable Materials Strategy 2022-27
- WSROC Turn Down the Heat Strategy and Action Plan

WHO WE WILL WORK WITH

- Academia and Industry
- Architects/Consultants
- Australian Government Agencies
- Certifiers
- Chambers of Commerce
- Committees
- Community Groups
- Crown Lands
- Developers
- Local Aboriginal Land Councils
- Local Businesses
- NSW State Government Agencies
- Parramatta River Catchment Group (PRCG)
- Property Owners
- Residents
- Resilient Sydney
- Western Sydney Regional Organisation of Councils (WSROC)

COUNCIL'S SUPPORTING STRATEGIES AND PLANS

- Affordable Housing Policy
- Affordable Housing Strategy
- Auburn Botanic Gardens Master Plan
- Biodiversity Strategy
- Community Engagement Policy
- Community Engagement Strategy
- Community Facilities Strategy 2019 – 2029
- Compliance and Enforcement Policy
- Council-related Development Application Conflict of Interest Policy
- Cumberland 2030: Our Local Strategic Planning Statement
- Cumberland Development Control Plan (DCP) 2021
- Cumberland Local Environmental Plan 2021
- Cumberland Local Infrastructure Contributions Plan
- Cumberland Local Shops Study
- Duck River Parklands Strategic Masterplan
- Employment and Innovation Lands Strategy 2019
- Engineering Services Policy
- Environmental Health Strategy
- Flood Risk Management Policy
- Ibis Management Plan
- Local Housing Strategy
- Mobile Food Vending Vehicle Policy
- Open Space and Recreation Strategy 2019-2029
- Outdoor Dining Policy
- Planning Agreements Policy
- Planning Proposal Notification Policy
- Plans of Management
- Prospect Pipeline Corridor Strategic Masterplan
- Public Domain Plans
- Reconciliation Action Plan (RAP)
- Sustainability Action Plan
- Urban Tree Strategy
- Walking and Cycling Strategy
- Waste and Resource Recovery Strategy

PERFORMANCE INDICATOR (Level of Satisfaction with)	DATA SOURCE	BASELINE (2024)	TARGET
Protection of heritage buildings and items	Community Satisfaction Survey	87%	^^
Protection of low - rise residential areas		72%	
Building heights in town centres		74%	
Protecting green, open spaces and the natural environment		84%	
Environmental education programs and encouraging recycling		84%	
Public spaces planning and design		81%	
Processing of development applications		71%	
Processing of engineering and building applications including flood advice and driveway applications		72%	
Support for local jobs and business		77%	

Strategic Direction 3

DRAFT

Granville Centre Gym

Jump to:
Strategic Direction 1
Strategic Direction 2
Strategic Direction 4

STRATEGIC DIRECTION 3

Delivering sustainable, safe and accessible infrastructure and services

OUTCOME STATEMENT

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

FOUNDATION OF OUR PLANS

COUNCIL'S ROLE

Deliver | *Partner* | Advocate

COUNCIL'S SERVICES

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

Four-Year Financial Summary

The following table provides a financial summary for Strategic Direction 3 over the four-year Delivery Program.
Note – the allocated budget includes internal income and expenses. Four-year projections are based on current service levels and planned CPI increases from the Long Term Financial Plan and will be reviewed annually based on new Service requirements. All figures in parentheses () relate to income/surplus.

STRATEGIC DIRECTION 3

Delivering sustainable, safe and accessible infrastructure and services

2025-2026			2026-2027			2027-2028			2028-2029		
Income	Operating	Capital	Income	Operating	Capital	Income	Operating	Capital	Income	Operating	Capital
(74,747,711.10)	155,033,672.06	87,525,000.00	(77,524,196.77)	160,058,164.64	81,817,000.00	(79,529,806.34)	164,539,793.25	88,759,000.00	(81,915,700.53)	169,475,987.04	87,473,000.00

The following table takes the cost per strategic direction and provides a cost per service. All figures in parentheses () relate to income/surplus

Service	Responsibility	2025-2026	2026-2027	2027-2028	2028-2029
Aquatics and Leisure	City Services	6,197,038.96	6,370,556.05	6,561,672.73	6,758,522.91
Asset Management and Asset System Support	City Services	1,214,775.64	1,248,789.36	1,286,253.04	1,324,840.63
Buildings Maintenance	City Services	6,949,942.86	7,144,541.26	7,358,877.50	7,579,643.82
Capital Works and Assets Renewal (cost of this Service included in Capital Works Table on page 64)	City Services	-	-	-	-
City Maintenance	City Services	41,289,173.36	42,445,270.21	43,718,628.32	45,030,187.17
Depots	City Services	2,739,739.52	2,816,452.23	2,900,945.79	2,987,974.17
Open Spaces	City Services	22,571,193.26	23,203,186.67	23,899,282.27	24,616,260.74
Ranger Services	City Services	823,560.56	846,620.26	872,018.86	898,179.43
Venues	City Services	241,089.94	247,840.46	255,275.67	262,933.94
Waste Services	City Services	(1,740,553.14)	(1,789,288.63)	(1,842,967.29)	(1,898,256.31)

The following table provides oversight to the Cumberland community on how Council has addresses the CSP objectives and strategies. The full range of Council services and operations are reflected though Principal Deliverables and are to be achieved on an annual basis over the next four years. Specific Actions for each Principal Deliverable are outlined in the annual Operational Plan.

SERVICE	CSP OBJECTIVE	SUB SERVICE	CSP STRATEGY	PRINCIPAL DELIVERABLE
Aquatics and Leisure	**3.1** We have public spaces and recreational assets that are welcoming, liveable and promote pride in the area	Aquatic Centres and Gyms	**3.1.2** Ensure our valued recreational spaces and venues are fit for purpose and encourage active lifestyles	Deliver safe and presentable facilities that encourage and increase active participation opportunities for the community
			3.1.3 Provide safe, accessible and welcoming recreational initiatives, programs and services	Deliver a Learn to Swim Program that increases water safety awareness to our community
				Deliver aquatic and fitness based programs and services that promote and enhance the health and wellbeing of the community
Asset Management and Asset System Support	**3.3** Our community infrastructure assets are well planned, delivered and maintained	Asset Management Planning and Project Control	**3.3.1** Plan and deliver accessible, safe and high quality infrastructure and services	Deliver Asset Management and Street Lighting programs
Buildings Maintenance	**3.3** Our community infrastructure assets are well planned, delivered and maintained	Buildings Maintenance and Compliance	**3.3.2** Maintain and renew Council's infrastructure network and assets	Undertake reactive maintenance when required to ensure the safety of the hirer and community members
				Undertake rolling scheduled preventative maintenance to ensure the safety of the hirer and community members
Capital Works and Assets Renewal	**3.3** Our community infrastructure assets are well planned, delivered and maintained	Capital Works and Assets Renewal Programs	**3.3.1** Plan and deliver accessible, safe and high quality infrastructure and services	Deliver capital renewals in accordance with the Renewal Program
				Undertake new construction works in accordance with the approved Capital Works Program
City Maintenance	**3.2** We have a clean and safe environment to live, work and play	Cleansing	**3.2.2** Embed community pride in the cleanliness and upkeep of our valued public spaces and streetscapes	Maintain a clean community for people to enjoy public spaces
	3.3 Our community infrastructure assets are well planned, delivered and maintained	Public Infrastructure	**3.3.2** Maintain and renew Council's infrastructure network and assets	Maintain Council's infrastructure network to improve the overall life of our asset network
		Streetscapes		Maintain the environmental corridors and amenities across Cumberland
Depots	**3.3** Our community infrastructure assets are well planned, delivered and maintained	Depot Operations	**3.3.2** Maintain and renew Council's infrastructure network and assets	Undertake maintenance, procurement, leasing and disposal of vehicles, plant, equipment and staff Personal Protection Equipment (PPE) for the internal operation of frontline services
				Manufacture, maintain and advise frontline services regarding safety and compliance signage

SERVICE	CSP OBJECTIVE	SUB SERVICE	CSP STRATEGY	PRINCIPAL DELIVERABLE
Open Spaces	**3.1** We have public spaces and recreational assets that are welcoming, liveable and promote pride in the area	Golf Courses	**3.1.2** Ensure our valued recreational spaces and venues are fit for purpose and encourage active lifestyles	Undertake works to maintain and facilitate the use of Council's golf courses
		Premium Facilities	**3.1.1** Provide equitable access to open green spaces	Undertake scheduled works to ensure compliant, safe and functional premium facilities
	3.3 Our community infrastructure assets are well planned, delivered and maintained	Open Space Maintenance	**3.3.2** Maintain and renew Council's infrastructure network and assets	Undertake routine inspections and maintenance repairs to playgrounds
				Facilitate the use of Council's sporting and recreation venues
				Undertake scheduled and reactive maintenance works to ensure compliant, safe and functional open spaces
Ranger Services	**3.2** We have a clean and safe environment to live, work and play	Parking Services	**3.2.1** Local laws and regulations are monitored and enforced for the benefit of all people in Cumberland	Facilitate management of parking compliance, safety and amenity in town centres, school zones, Council carparks and residential streets
		Ranger Services and Management of Companion Animals		Facilitate management and regulation of companion animals
				Provide environmental compliance across Cumberland City
				Implement regulation of heavy / long vehicles on local load limited roads
				Implement regulation of unattended property in public spaces
Venues	**3.1** We have public spaces and recreational assets that are welcoming, liveable and promote pride in the area	Venue Management	**3.1.2** Ensure our valued recreational spaces and venues are fit for purpose and encourage active lifestyles	Deliver premium bookable spaces and facilities
Waste Services	**3.2** We have a clean and safe environment to live, work and play	Domestic Waste Services	**3.2.3** Provide access to sustainable waste services that keep our community clean and tidy	Facilitate management and collection of all domestic general, recycling and organic waste bins
				Provide basement and booked kerbside bulky household waste clean-up services
		Street and Park Waste Services		Undertake collection of illegally dumped waste from public spaces
				Undertake collection of public place street and park litter bins
		Commercial Waste Services		Undertake collection of commercial waste services for Council buildings, business customers and special community events

FEDERAL, STATE AND REGIONAL PRIORITIES, PLANS AND STRATEGIES

- National Construction Code
- NSW Environment Protection Authority (EPA) Waste Avoidance and Resource Recovery Strategy 2014-21
- NSW Environment Protection Authority (EPA) Waste Delivery Plan
- NSW Waste and Sustainable Materials Strategy 2041
- Regional and Local Roads Repair Program
- State Environmental Planning Policy (Exempt and Complying Development Codes) 2008
- State Environmental Planning Policy (Resilience and Hazards) 2021
- State Environmental Planning Policy (Transport and Infrastructure) 2021
- Tendering Guidelines for NSW Local Government
- Transport for NSW (TfNSW) Quality Standards and Specifications
- Western Sydney Regional Waste and Sustainable Materials Strategy 2022-27

WHO WE WILL WORK WITH

- Animal Impounding Facilities
- Aquatic and Recreation Institute (ARI) NSW
- Australian Government Agencies
- Austswim
- Community and Business Groups
- Community Resources Limited
- Department of Infrastructure, Transport, Regional Development, Communication and the Arts
- Downer EDI
- Enforcement Technology Software Suppliers
- Fire and Rescue NSW
- Fitness Passport
- i-auditor
- Meals On Wheels Organisation
- NRL Eels
- NSW Department of Planning, Housing and Infrastructure
- NSW Food Authority
- NSW Health
- NSW National Parks and Wildlife Service
- NSW Rural Fire Services
- NSW State Government Agencies
- Office of Local Government (OLG)
- Residents
- Resource Recovery Australia
- Revenue NSW
- Royal Life Saving Australia
- Service NSW
- Transport for NSW
- United Resource Management Environmental Services (URM) Pty Ltd

COUNCIL'S SUPPORTING STRATEGIES AND PLANS

- Asset Management Strategy
- Biodiversity Strategy
- Code of Conduct
- Community Facilities Strategy 2019 – 2029
- Companion Animals Policy
- Compliance and Enforcement Policy
- Cumberland Local Environmental Plan 2021
- Disability Inclusion Action Plan (DIAP)
- Fleet Management Policy
- Long Term Financial Plan
- Open Space and Recreation Strategy 2019-2029
- Property Policy
- Urban Tree Strategy
- Waste and Resource Recovery Strategy
- Workforce Management Strategy

PERFORMANCE INDICATOR (Level of Satisfaction with)	DATA SOURCE	BASELINE (2024)	TARGET
Swimming pools	Community Satisfaction Survey	85%	^
Sporting ovals, grounds and facilities		82%	
Maintenance of local parks and playgrounds		82%	
Animal management		79%	
Swimming pool programs		82%	
Removal of illegally dumped rubbish		79%	
Household garbage collection		92%	
Maintaining footpaths		77%	
Maintaining local roads		65%	
Council's street lighting		82%	
Safe, secure and clean Council buildings, properties and facilities		91%	
Stormwater management		87%	
Maintenance and cleaning of town centres		88%	
Traffic management and road safety		84%	
Council's response to unauthorised and illegal works		81%	
Public health and safety standards		89%	
CCTV and safe public spaces		77%	
Provision of premium venues		84%	
Streetscapes and public tree maintenance		81%	

Strategic Direction 4

Create Cumberland event in Auburn

Jump to:
Strategic Direction 1
Strategic Direction 2
Strategic Direction 3

STRATEGIC DIRECTION 4

Providing transparent, accountable and strong local leadership

OUTCOME STATEMENT

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

FOUNDATION OF OUR PLANS

COUNCIL'S ROLE

Deliver | *Partner*

COUNCIL'S SERVICES

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

Four-Year Financial Summary

The following table provides a financial summary for Strategic Direction 4 over the four-year Delivery Program.
Note – the allocated budget includes internal income and expenses. Four-year projections are based on current service levels and planned CPI increases from the Long Term Financial Plan and will be reviewed annually based on new Service requirements. All figures in parentheses () relate to income/surplus.

STRATEGIC DIRECTION 4

Providing transparent, accountable and strong local leadership

2025-2026			2026-2027			2027-2028			2028-2029		
Income	Operating	Capital	Income	Operating	Capital	Income	Operating	Capital	Income	Operating	Capital
(152,083,275.00)	27,534,875.32	459,000.00	(156,898,603.50)	28,305,851.83	468,000.00	(161,418,535.58)	29,098,415.68	477,000.00	(166,121,738.55)	29,971,368.15	487,000.00

The following table takes the cost per strategic direction and provides a cost per service.

Service	Responsibility	2025-2026	2026-2027	2027-2028	2028-2029
Accounting	Corporate Performance	(9,934,641.54)	(10,212,811.50)	(10,519,195.85)	(10,834,771.72)
Audit, Safety and Risk	Governance and Risk	4,605,896.56	4,734,861.66	4,876,907.51	5,023,214.74
Bookings and Community Centres	Corporate Performance	(437,435.84)	(449,684.04)	(463,174.56)	(477,069.80)
Business Improvement	Corporate Performance	460,693.10	473,592.51	487,800.28	502,434.29
Corporate Strategy, Planning and Performance	Corporate Performance	698,897.94	718,467.08	740,021.09	762,221.73
Councillor and Executive Support	Governance and Risk	2,832,256.92	2,911,560.11	2,998,906.92	3,088,874.12
Customer Service	Corporate Performance	4,043,380.94	4,156,595.61	4,281,293.47	4,409,732.28
Governance and Procurement	Governance and Risk	1,605,703.92	1,650,663.63	1,700,183.54	1,751,189.04
Human Resources	Corporate Performance	2,346,050.34	2,411,739.75	2,484,091.94	2,558,614.70
Information Technology	Corporate Performance	9,993,116.12	10,272,923.37	10,581,111.07	10,898,544.40
Property Services	Governance and Risk	(3,704,963.88)	(3,808,702.87)	(3,922,963.95)	(4,040,652.87)
Rates	Corporate Performance	(123,868,634.34)	(127,336,956.10)	(131,157,064.78)	(135,091,776.73)
Strategic Communications and Engagement	Corporate Performance	2,360,947.92	2,427,054.46	2,499,866.10	2,574,862.08
Internal Costs		(15,549,667.76)	(16,542,055.34)	(16,907,902.68)	(17,275,786.66)

Note – the allocated budget does not include internal income and expenses. Internal Costs are reflected as a combined figure for this Strategic Direction.
All figures in parentheses () relate to income/surplus.

* Council will consider its required land and property acquisitions in accordance with the Cumberland LEP and Strategic Priorities, funded from the Property Reserve.

The following table provides oversight to the Cumberland community on how Council has addresses the CSP objectives and strategies. The full range of Council services and operations are reflected though Principal Deliverables and are to be achieved on an annual basis over the next four years. Specific Actions for each Principal Deliverable are outlined in the annual Operational Plan.

SERVICE	CSP OBJECTIVE	SUB SERVICE	CSP STRATEGY	PRINCIPAL DELIVERABLE
Accounting	**4.1** We are proud to be served by a sustainable, responsible and transparent organisation, underpinned by good governance	Budget Support	**4.1.2** Operate in a financially responsible manner to deliver services and facilities that offer value for money and create economic growth ensuring long term sustainability	Provide accurate and timely financial support to the organisation
		Financial Reporting and Accounting	**4.1.1** Build public trust in local leadership and embed a culture of governance and probity in Council's processes and services	Paying suppliers on time to ensure goods, services, infrastructure and projects are not delayed
			4.1.2 Operate in a financially responsible manner to deliver services and facilities that offer value for money and create economic growth ensuring long term sustainability	Ensure fees and charges and annual budget are correctly implemented and charged
				Maximising investment return for community services and infrastructure
				Provide transactional accuracy, reporting and financial legislative compliance
		Payroll	**4.1.1** Build public trust in local leadership and embed a culture of governance and probity in Council's processes and services	Ensure staff are paid accurately and on time and in accordance with relevant legislations
Audit, Safety and Risk	**4.2** We make progressive decisions, building a culture of sustainable innovation, excellence and safety	Enterprise Risk Management and Business Continuity	**4.2.1** Drive and implement continuous service excellence and business improvement through robust work practices and reviews	Operate Council's Audit, Risk and Improvement Committee (ARIC) in accordance with the Office of Local Government Guidelines and legislation
				Ensure an effective Enterprise Risk Management Program is embedded and Business Continuity Planning is undertaken and tested periodically
		Internal Audit		Complete the Internal Audit (IA) Plan as reported to the Audit, Risk and Improvement Committee (ARIC)
		Work, Health and Safety	**4.2.3** Foster a culture of wellbeing, learning and safety	Embed a Work, Health and Safety Management System and have a robust return to work program in place
				Convene and promote a highly effective Work Health and Safety Committee in accordance with legislation
Bookings and Community Centres	**4.3** We are well informed, engaged and included in decision making and long term planning and have easy access to Council	Bookings and Community Centres	**4.3.3** Deliver excellence in customer service and provide easy access to community centres and civic engagements	Manage bookings administration and enquiries
				Enhance Community Centre operations and programs
			4.3.4 Provide equitable access to information and data to help make informed decisions	Manage Filming and events applications
Business Improvement	**4.2** We make progressive decisions, building a culture of sustainable innovation, excellence and safety	Improvement and Implementation	**4.2.1** Drive and implement continuous service excellence and business improvement through robust work practices and reviews	Deliver a Project Management Office
				Deliver and implement business improvement solutions
				Deliver and implement Council's Continuous Service Improvement (CSI) Program

SERVICE	CSP OBJECTIVE	SUB SERVICE	CSP STRATEGY	PRINCIPAL DELIVERABLE
Corporate Strategy, Planning and Performance	**4.3** We are well informed, engaged and included in decision making and long term planning and have easy access to Council	Corporate Strategy, Planning and Performance	**4.3.2** Empower community involvement in decision making initiatives to drive a collaborative approach for long term planning	Initiate and develop planning documents, engagement and consultation
				Prepare and publish reporting documents
			4.3.4 Provide equitable access to information and data to help make informed decisions	Coordinate and manage internal performance
Councillor and Executive Support	**4.1** We are proud to be served by a sustainable, responsible and transparent organisation, underpinned by good governance	Committee Support and Civic Governance	**4.1.1** Build public trust in local leadership and embed a culture of governance and probity in Council's processes and services	Deliver high-level Council and committee secretariat support to key Council committees
		Executive Support		Provide executive support to the Mayor and Councillors in accordance with Policy
Customer Service	**4.3** We are well informed, engaged and included in decision making and long term planning and have easy access to Council	Complaints and Feedback	**4.3.3** Deliver excellence in customer service and provide easy access to community centres and civic engagements	Manage Council's complaints and compliments
		Customer Experience		Deliver timely, accurate and friendly customer services
				Undertake customer engagement and consultation
		Records Management	**4.3.4** Provide equitable access to information and data to help make informed decisions	Manage Council records including digitisation
Governance and Procurement	**4.1** We are proud to be served by a sustainable, responsible and transparent organisation, underpinned by good governance	Corporate Governance	**4.1.1** Build public trust in local leadership and embed a culture of governance and probity in Council's processes and services	Driving a strong governance culture throughout Council's operations and ongoing training
		Procurement		Provide end to end procurement services ensuring compliance with legislative requirements
	4.3 We are well informed, engaged and included in decision making and long term planning and have easy access to Council	Citizenship Ceremonies	**4.3.3** Deliver excellence in customer service and provide easy access to community centres and civic engagements	Deliver high quality Citizenship ceremonies within efficient scheduling and wait times for approved applicants
		Government Information Public Access (GIPA)	**4.3.4** Provide equitable access to information and data to help make informed decisions	Facilitate access to Council records through open access release or via incoming request applications in accordance with the *GIPA Act 2009*
Human Resources	**4.1** We are proud to be served by a sustainable, responsible and transparent organisation, underpinned by good governance	Human Resources Support	**4.1.3** Attract and retain local talent to position Council as an employer of choice	Manage Council's employment lifecycle
				Provide generalist Human Resources support to the organisation
	4.2 We make progressive decisions, building a culture of sustainable innovation, excellence and safety	Learning and Organisational Development	**4.2.3** Foster a culture of wellbeing, learning and safety	Ensure that Council takes an active approach in staff development

SERVICE	CSP OBJECTIVE	SUB SERVICE	CSP STRATEGY	PRINCIPAL DELIVERABLE
Information Technology	**4.2** We make progressive decisions, building a culture of sustainable innovation, excellence and safety	Information Systems and Data	**4.2.2** Ensure sustainability through innovative, efficient and effective technology practices	Corporate Systems and Geographic Information Systems (GIS) upgrades
				Ensure eServices are available to the community 24 hours a day, 7 days a week
				Review of all Regulatory System Processes
		Technology Services		Provide a sustainable, secure computer network infrastructure
				Provide Service Desk support
Property Services	**4.1** We are proud to be served by a sustainable, responsible and transparent organisation, underpinned by good governance	Property Management and Leasing	**4.1.2** Operate in a financially responsible manner to deliver services and facilities that offer value for money and create economic growth ensuring long term sustainability	Ensure that Council properties are consistently utilised and are effectively managed
		Property Transactions	**4.1.1** Build public trust in local leadership and embed a culture of governance and probity in Council's processes and services	Ensure Council operates its Property Committee as a mechanism of governance and oversight for key property matters
			4.1.2 Operate in a financially responsible manner to deliver services and facilities that offer value for money and create economic growth ensuring long term sustainability	Progress and maximise property transactions to provide optimum outcomes for Council
Rates	**4.1** We are proud to be served by a sustainable, responsible and transparent organisation, underpinned by good governance	Rates	**4.1.2** Operate in a financially responsible manner to deliver services and facilities that offer value for money and create economic growth ensuring long term sustainability	Levy and collection of rates and charges
Strategic Communications and Engagement	**4.3** We are well informed, engaged and included in decision making and long term planning and have easy access to Council	Community Engagement	**4.3.2** Empower community involvement in decision making initiatives to drive a collaborative approach for long term planning	Provide engaging, inclusive and timely community engagement opportunities
		Marketing and Promotions	**4.3.1** Effectively communicate and engage with the community about services, programs and offerings	Effectively promote Council's events, services and programs
		Media and Communications		Provide quality and accessible information

FEDERAL, STATE AND REGIONAL PRIORITIES, PLANS AND STRATEGIES

- Councillor Handbook Office of Local Government
- General retention and disposal authority: local government records
- Greater Sydney Region Plan – A Metropolis of Three Cities
- Integrated Planning and Reporting Framework
- Integrated Planning and Reporting Guidelines
- Integrated Planning and Reporting Handbook
- Local Government Code of Accounting Practice and Financial Reporting
- Model Code of Conduct for Local Councils in NSW
- Model Code of Meeting Practice for Local Councils in NSW
- Model Councillor and Staff Interaction Policy
- NSW Foundation Spatial Data Framework
- Our Greater Sydney 2056 Central City District Plan
- SafeWork NSW Codes of Practice
- Tendering Guidelines for NSW Local Government

WHO WE WILL WORK WITH

- Audit, Risk and Improvement Committee (ARIC)
- Audit Office of NSW
- Australian Disability Network
- Australian Government Agencies
- Civic Risk Mutual
- Community and Business Groups
- Department of Home Affairs
- Electoral Commission
- InConsult
- Information Privacy Commissioner
- Media Outlets
- Office of Local Government
- NSW Police
- NSW State Government Agencies
- Residents
- SafeWork NSW
- StateCover
- The NSW Office of the Valuer General

COUNCIL'S SUPPORTING STRATEGIES AND PLANS

- Asset Management Strategy
- Code of Conduct
- Code of Meeting Practice
- Community Engagement Policy
- Community Engagement Strategy
- Compliments and Complaints Management Policy
- Construction Bonds Management Policy
- Corporate Planning and Reporting Strategy
- Councillor and Staff Interaction Policy
- Councillor Expenses and Facilities Policy
- Crisis Communications Strategy
- Cumberland 2030: Our Local Strategic Planning Statement
- Cumberland Local Environmental Plan 2021
- Customer Experience Strategy
- Cyber Security Strategy 2024 - 2028
- Digital Strategy
- Disability Inclusion Action Plan (DIAP)
- Dividing Fences Hardship Policy
- Fees and Charges
- Financial Planning and Sustainability Policy
- Fraud and Corruption Control Policy
- Good Governance Guide
- Goods on Display Policy
- Governance Framework
- Investment Policy
- Large Display Advertising Policy
- Long Term Financial Plan
- Media Policy
- Outdoor Dining Policy
- Pensioner Rebate Policy
- Performance Indicator and Reporting Strategy
- Privacy Management Plan
- Property Policy
- Resourcing Strategy
- Risk Management Policy
- Social Media Policy
- Workforce Management Strategy

PERFORMANCE INDICATOR (Level of Satisfaction with)	DATA SOURCE	BASELINE (2024)	TARGET
Community engagement and opportunities to participate in Council decision making	Community Satisfaction Survey	69%	^
Support for local jobs and business		77%	
Quality of community centres and facilities		84%	
Council's customer service		84%	
Provision of Council information to the community		83%	
Long term planning for the Cumberland area		78%	
Financial management		78%	
Accessibility to Council and its services		82%	
Access to community centres and facilities		88%	
Outdoor dining		82%	

Merrylands Swim Centre

Capital Works Program 2025-2029

Project/Program	Type	Funding	2025-2026	2026-2027	2027-2028	2028-2029
Buildings Renewal Program	Renewal Infrastructure	General	6,500,000	8,000,000	8,000,000	8,000,000
Parks/Open Space Renewal Program	Renewal Infrastructure	General	2,275,000	4,301,000	4,327,000	4,354,000
Roads Renewal Program	Renewal Infrastructure	General/Grant	19,200,000	20,000,000	19,000,000	16,920,000
Bridges Renewal Program	Renewal Infrastructure	General	700,000	1,000,000	1,000,000	1,200,000
Footpath Renewal Program	Renewal Infrastructure	General	3,100,000	3,100,000	3,200,000	3,200,000
Stormwater Renewal Program	Renewal Infrastructure	General	1,450,000	1,950,000	2,000,000	1,750,000
Stormwater Reserve Program	Renewal Infrastructure	Stormwater	2,000,000	2,000,000	2,000,000	2,500,000
Streetlighting	Renewal Infrastructure	General	400,000	400,000	400,000	450,000
Swimming Pools Renewal Program	Renewal Infrastructure	General	500,000	2,000,000	7,250,000	7,250,000
S7.11 Guildford Pool	Renewal Infrastructure	S7.11	12,000,000	3,000,000	-	3,000,000
Western Sydney Infrastructure Grants (Formerly WestInvest) Guildford Pool	Renewal Infrastructure	Grant	7,300,000	-	-	-
			55,425,000	**45,751,000**	**47,151,000**	**48,571,000**
Plant and Equipment	Other Renewals	General	1,500,000	1,530,000	1,561,000	1,592,000
I.T Equipment	Other Renewals	General	459,000	468,000	477,000	487,000
Garbage Bins Domestic Waste Management	Other Renewals	Domestic Waste Management	800,000	816,000	832,000	849,000
Library Books	Other Renewals	S7.11	560,000	571,000	582,000	594,000
Traffic Facilities	New/Upgrades	General/Grant	2,250,000	2,040,000	2,081,000	2,123,000
Footpaths New	New/Upgrades	General	2,000,000	2,000,000	2,000,000	2,000,000
Auburn Basketball Centre Expansion	New/Upgrades	Grant	8,000,000	8,000,000	3,250,000	-
Western Sydney Infrastructure Grants (Formerly WestInvest) Hyland Road	New/Upgrades	Grant	2,500,000	10,000,000	20,000,000	20,000,000
Western Sydney Infrastructure Grants (Formerly WestInvest) Lidcombe High Street	New/Upgrades	Grant	3,800,000	-	-	-
S7.11 Contributions Funded Projects	New/Upgrades	S7.11	15,000,000	15,250,000	15,500,000	16,000,000
			36,869,000	**40,675,000**	**46,283,000**	**43,645,000**
Total			92,294,000	86,426,000	93,460,000	92,269,000

Resourcing Strategy Alignment

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Norman Park

Resourcing Strategy Alignment

This Resourcing Strategy seeks to provide clear and detailed information on how Council plans to resource the commitments it has made in the Delivery Program which is informed by the Community Strategic Plan. Council's Resourcing Strategy is made up of four integrated components:

- Asset Management Planning
- Workforce Management Planning
- Digital Planning
- Long Term Financial Planning

Phillips Park Playground

CUMBERLAND
CITY COUNCIL
Asset
Management
Strategy
2025-2035
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Asset Management Deliverables

The Action Plan for improvement over the next four years, to evolve Council into an organisation that is practicing service driven optimisation is set out below.

ASSET MANAGEMENT MATURITY ELEMENT	IMPROVEMENT ACTION DESCRIPTION	SUCCESS CRITERIA	RESPONSIBILITY	REPORTING DUE
Asset Data and Information	Development and application of Asset Information Standards	Asset Information Standards exist and are consistently applied to asset information practices	Assets	Ongoing
Asset Data and Information	Review of asset attribute data requirements to identify minimum mandatory items in alignment with business needs	Asset attributes are recorded in accordance with minimum mandatory requirements	Assets	Ongoing
Capital Works and Operations	Development of formal whole-of-life cost analysis processes for proposed capital investment options	Whole-of-life cost analysis is determined and considered for all capital investment options	Assets Finance	Ongoing
Strategy and Planning	Asset Management Framework developed and implemented as part of Council's Asset Management System	Asset Management Framework implemented as part of Council's Asset Management Practice	Assets	Year 1 2025-2026
Strategy and Planning	Formal creation of an organisation-wide representative Asset Management Steering Committee and associated Terms of Reference	Asset Management Steering Committee exists, meets regularly and is driving Council's asset management agenda	City Services	Year 1 2025-2026
Asset Data and Information	Development and application of an Asset Information Strategy	Asset Information Strategy exists and is consistently applied to asset information management practices	Assets	Year 1 2025-2026
Asset Data and Information	Development / update and application of Business Process Manuals for each asset (sub)class	Business Process Manuals exist for each asset (sub)class and are consistently applied to business practices	Assets	Year 2 2026-2027
Asset Performance, Risk and Review	Development / update of asset performance and condition monitoring manuals for each asset (sub)class, including key processes and measures in regard to performance, failure, maintenance and risk	Asset performance and condition monitoring manuals exist for each asset (sub)class and are consistently applied in everyday practice	Assets	Year 2 2026-2027
Capital Works and Operations	Development / update of maintenance standards for each asset (sub)class, including inspection frequencies, defect types, intervention levels and work instructions	Maintenance standards exist for each asset (sub)class and are consistently applied in everyday practice	Assets	Year 2 2026-2027
Capital Works and Operations	Review / update asset handover processes to ensure asset register updates occur in a timely manner and are consistent with the Asset Information Standards	Asset register updates occur in a timely fashion and are consistent with the Asset Information Standards	Asset Projects and Construction	Year 2 2026-2027
Asset Performance, Risk and Review	Development / update of strategic and operational levels of service for each asset (sub)class	Strategic and operational levels of service have been defined for each asset (sub)class and are consistently applied to everyday practice and decision-making processes	Assets	Year 3 2027-2028
Capital Works and Operations	Development of formal capital investment analysis and prioritisation processes that include consideration of benefits, costs and risks	Capital investment options are prioritised in accordance with their associated benefits, costs and risks	Assets Finance	Year 3 2027-2028
Asset Performance, Risk and Review	Development / update of asset-related risk registers, profiles and management plans for each asset (sub)class	Risk registers, profiles and management plans exist for each asset (sub)class and are consistently considered in decision making processes	Assets	Year 4 2028-2029

CUMBERLAND CITY COUNCIL

Workforce Management Strategy

2025-2029

CLICK TO START

Workforce Management Deliverables

In order to effectively respond to the future needs of Council's workforce, the directions of the Workforce Management Strategy have been categorised into six key focus areas:

- Attract and retain diverse talent.
- Invest and build in the leadership capabilities of our staff.
- Deliver opportunities for local employment.
- Strengthen the engagement within our workforce.
- Facilitate a culture of continuous improvement.
- Plan for our future workforce and organisational needs.

Supporting these key focus areas are action items which will enable Council to effectively demonstrate the delivery of the key focus areas outlined in this strategy.

1. Attract and retain diverse talent

ACTION	PERFORMANCE INDICATOR/OUTCOME	RESPONSIBILITY	REPORTING DUE
Promote Council's Employee Value Proposition (EVP)	• Review and evaluate employment conditions against climate survey data and other Councils. • Identify the top three (3) priority areas of the 2024 Culture and Engagement Survey impacting engagement and implement strategies to address these priorities.	Human Resources	Year 1 2025-2026
Communicate and implement Diversity Employment strategies	• Increase number of applicants from diverse groups by partnering with a minimum of one (1) employment agency per year i.e. young people, people with disabilities etc. • Partner with a local university and/or TAFE as a pathway for students to commence their careers in the Local Government Sector.	Human Resources	Year 3 2027-2028

2. Invest and build in the leadership capabilities of our staff

ACTION	PERFORMANCE INDICATOR/OUTCOME	RESPONSIBILITY	REPORTING DUE
Development and implementation of a formal Job Shadowing Program	• Ensure minimum of five (5) officers and Senior Managers participate in this program to assist staff in making better informed decisions on their career of choice	Human Resources	Year 1 2025-2026

3. Deliver opportunities for local employment

ACTION	PERFORMANCE INDICATOR/OUTCOME	RESPONSIBILITY	REPORTING DUE
Creation of a formal Apprenticeship and Traineeship Program	• In line with the NSW Government announcements for funding of additional Apprentices and Trainees, Council will offer a holistic program of apprenticeship and traineeship opportunities for the Cumberland community	Human Resources Department Managers	Year 1 2025-2026
Increase employability skills within the local community	• Partner with the Community Development team to provide assistance to the community for vulnerable groups e.g. Domestic Violence victims, young people, migrants	Human Resources Community Development	Year 3 2027-2028

4. Strengthen the engagement within our workforce

ACTION	PERFORMANCE INDICATOR/OUTCOME	RESPONSIBILITY	REPORTING DUE
Establish a Women's Empowerment Group	• Establishment of a networking group to increase women's participation and improve gender equality data across the organisation	Human Resources Community Development	Year 1 2025-2026

5. Facilitate a culture of continuous improvement

ACTION	PERFORMANCE INDICATOR/OUTCOME	RESPONSIBILITY	REPORTING DUE
Review working modes across the organisation	• Consult with staff, review and evaluate methods of work to improve productivity and output	Human Resources	Year 1 2025-2026
Complete review of HR policies and procedures	• Policies updated and endorsed on or prior to review date	Human Resources	Year 3 2027-2028

6. Plan for our future workforce and organisational needs

ACTION	PERFORMANCE INDICATOR/OUTCOME	RESPONSIBILITY	REPORTING DUE
Evaluate Workforce Management Strategy (WMS) and develop the strategy for the next four (4) year period	• Review and evaluate action items in this WMS • Development of the next Workforce Management Strategy	Human Resources	Year 4 2028-2029

CUMBERLAND CITY COUNCIL

Digital Strategy

2025-2029

CLICK TO START

Digital Deliverables

The Digital Strategy Action Plan provides six focus areas with detail by key projects and services, description of the activities, the action required to be undertaken and the year in which the action will be delivered.

1. Customer-Centric Digital Services

Create customer-centred programs and services using technology to be more efficient and responsive to the needs of Council and the community.

INFORMATION SERVICES PROJECTS AND SERVICES	ACTIONS	REPORTING DUE
NSW Planning Portal Roadmap Implementation	Align NSW Planning Portal Roadmap implementation with Council's Systems	Year 1 2025-2026
Uplift Council services access	Investigate future-focused technologies to increase access to council services from any service point, including multilingual capabilities	Year 2 2026-2027
Customer Experience enhancement of online services	Implementation of Ci Anywhere Property & Rating Request Management	Year 3 2027-2028
TechnologyOne Local Government Portal Implementation	Investigate the feasibility of all relevant Digital Services made available online and on mobile and consolidate all online options in the TechnologyOne suite	Year 3 2027-2028
TechnologyOne Local Government Portal Implementation	Extensive customer dashboards for access to all Council services; full visibility and tracking of Council services and progress	Year 4 2028-2029

2. Modern Technology Landscape

Use efficient and secure technology that will support the Council business, employee productivity and wellbeing.

INFORMATION SERVICES PROJECTS AND SERVICES	ACTIONS	REPORTING DUE
Strategic Asset Management	Investigate Asset Management Technology and options to integrate with TechOne	Year 1 2025-2026
TechnologyOne CiA Human Resources and Payroll Review	Implement the HR and Payroll Solution to increase efficiency, integration and reporting	Year 1 2025-2026
Intelligent Asset Management	Support the delivery of Actions within Council's Smart Places Strategy	Years 1 to 4 2025-2029
CiA – Business Process Automation Forms	Implement Business Process Automation to increase efficiency, reduce errors and improve overall productivity	Years 1 to 4 2025-2029
Development and enhancement of IntraMaps modules	Create Land Register tool for consolidation of public land and Crown land information	Year 2 2026-2027
Digitise internal workflows	Digitise workflows and processes, internal e-signatures, easy access to online data and reports	Year 2 2026-2027
Property & Rating Uplift/ reimplementation to CiA	Uplift all remaining suites in CiA	Year 3 2027-2028
Environmental Digital Program	Enhance IntraMaps modules for environmental digital initiatives	Year 4 2028-2029

3. Data-driven Business Insights

Enable data-informed decision-making. All investment decisions, policies, and service delivery models are informed by trustworthy data insights.

INFORMATION SERVICES PROJECTS AND SERVICES	ACTIONS	REPORTING DUE
Data Cleansing	Leverage customer data, profiles and analysis	Years 1 to 2 2025-2027
CiA Reporting/ Dashboards/ Analytics	Uplift existing dashboards, develop smart reporting and business intelligence tools, provide accessible reporting of strategic plans	Year 1 to 4 2025-2029
Develop Data Governance Framework	Formalise monitoring and reporting of Information Services performance and service satisfaction	Years 1 to 4 2025-2029
TechnologyOne Quarterly Performance Review (QPR) Implementation	Implement dashboards for management, log feedback and changes, work with Strategy and Improvement team on requirements	Years 1 to 4 2025-2029
Data Cleansing	Develop holistic customer profiles, preferences and insights	Year 4 2028-2029

4. Information Services Operating Model

Evolve the role and skills of Information Services to respond better to demands of the Council business. Information Services staff will work more closely with service delivery teams to embrace digital opportunities.

INFORMATION SERVICES PROJECTS AND SERVICES	ACTIONS	REPORTING DUE
Review Information Services Operating Model and rebranded department	Review Information Services business and customer-centric operating model, including structure, skills and staffing levels. Consider 'Business Partners' aligned to Council services	Year 1 2025-2026
Implement formal Information Technology Governance practices	Implement Information Technology Governance aligned to contemporary leading practice	Year 1 2025-2026
Address skill and capability gaps to ensure alignment to future needs	Identify training and development needs for Information Services staff, including formal certifications to build capability	Years 1 to 4 2025-2029
Implement Digital Services self-service capability	Provide tools and channels for users to access knowledge, raise requests or incidents and track resolution	Years 1 to 4 2025-2029
Enhance collaboration between Strategy and Improvement team and Digital Services Steering Committee	Introduce digital project governance processes to review all Information Services requests, initiatives and projects against strategic roadmaps and plans	Year 2 2026-2027
Develop a Digital Services Catalogue	Develop Digital Services Catalogue with service owners, definitions, criticality criteria, service and support levels and vendor support contracts	Year 2 2026-2027

5. Strong Cyber Security and Governance

Implement robust and effective Cyber Security controls and appropriate governance structures to protect and secure systems and data.

INFORMATION SERVICES PROJECTS AND SERVICES	ACTIONS	REPORTING DUE
Develop Third Party Security Management	Develop Third Party Security Management Standard, incorporating assurance and compliance requirements	Year 1 2025-2026
Vulnerability Assessment and Penetration Testing	Perform Internal and External Vulnerability Assessment and Penetration Testing	Years 1 to 4 2025-2029
Establish Security Requirement aligned guidelines	Develop / Refresh Policies, Standards and Procedures in line with security requirements	Years 1 to 4 2025-2029
Establish Cyber Incident Response Plan	Establish enhanced Cyber Security position	Year 2 2026-2027
Implementation of Information Security Manual controls	Establish Cyber Incident Response Plan and Security Information and Event Management capabilities	Year 2 2026-2027
Leverage of strong Governance Model	Leverage strong Governance Model and effective Steering Committee	Year 3 2027-2028

6. Vision for Digital Innovation

Assist in the delivery of Smart Places Strategy projects and Internet of Things, to improve asset management and customer service. Explore machine learning and artificial intelligence to optimise service delivery.

INFORMATION SERVICES PROJECTS AND SERVICES	ACTIONS	REPORTING DUE
Explore AI Trials	Implement AI planning trials as part of the NSW Government Program	Year 1 2025-2026
Use new technologies, including Internet of Things and GIS data for predictive management	Establish self-service interactive maps and 3D Modelling capabilities to manage built and natural assets and meet statutory requirements	Years 1 to 2 2025-2027
Optimise Asset Management for Quality and Efficiency	Investigate options with enterprise asset management to optimise the quality and utilisation of assets throughout their lifecycle, increase productive uptime and reduce operational costs	Year 3 2027-2028
Virtual technology vertical alignment.	Explore augmented and virtual reality technologies and devices including spatial computing	Year 4 2028-2029

CUMBERLAND
CITY COUNCIL
Long Term
Financial Plan
2025-2035
CLICK TO START

Long Term Financial Plan Deliverables

The Long Term Financial Plan (LTFP) outlines key actions to ensure Council's financial sustainability and ability to deliver essential services and infrastructure for the community. Over the next four years, the LTFP focuses on:

Maintaining Council performance against sustainability indicators set by the Office of Local Government and exceeding financial sustainability indicators.

Developing a detailed, fully funded long term capital works and renewals program that allocates developer contributions projects to future years and addresses the infrastructure backlog.

Maintaining unrestricted cash above $10m every year.

Implementing a model to appropriately allocate projects and programs across multiple years to ensure intergenerational equity and a reduction in council's asset infrastructure backlog.

Canal Road Park

Stories
A BOY, HIS DOG AND THE SEA
RICHES IN THE RAIN FOREST
DOUGAL THE GARBAGE DUMP BEAR
DIRT TO SEA
LEPRECHAUNS ON THE LOOSE
1000 INCREDIBLE TRUE FACTS

Evaluation

Evaluating the Delivery Program

Success of the Delivery Program (DP) will be evaluated by tracking Council's service delivery by undertaking a Community Satisfaction Survey biennially to assess the community's perceptions regarding Council's local services and facilities. The intent of the survey is to provide insights into the factors that drive satisfaction within the community and show Council's effectiveness of its service delivery in meeting community expectations.

Measuring Progress

Council also measures progress through a suite of key reporting documents:

- **State of our City Report**
  - Evaluates progress against the Community Strategic Plan objectives and published at the end of each Council term.
- **Annual Report**
  - Consolidates Council's achievements, statutory requirements and financial performance in delivering on commitments outlined in the Delivery Program and Operational Plan.
- **Performance and Progress Report**
  - Provides a six-monthly update to the community on the performance and progress of the specific actions outlined in the Operational Plan.

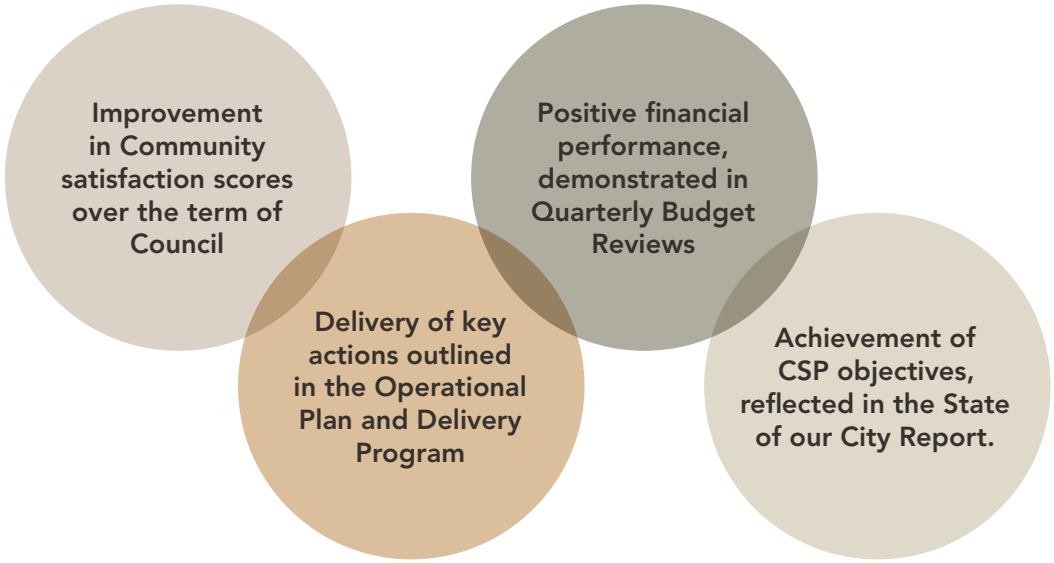
Assessment Methods

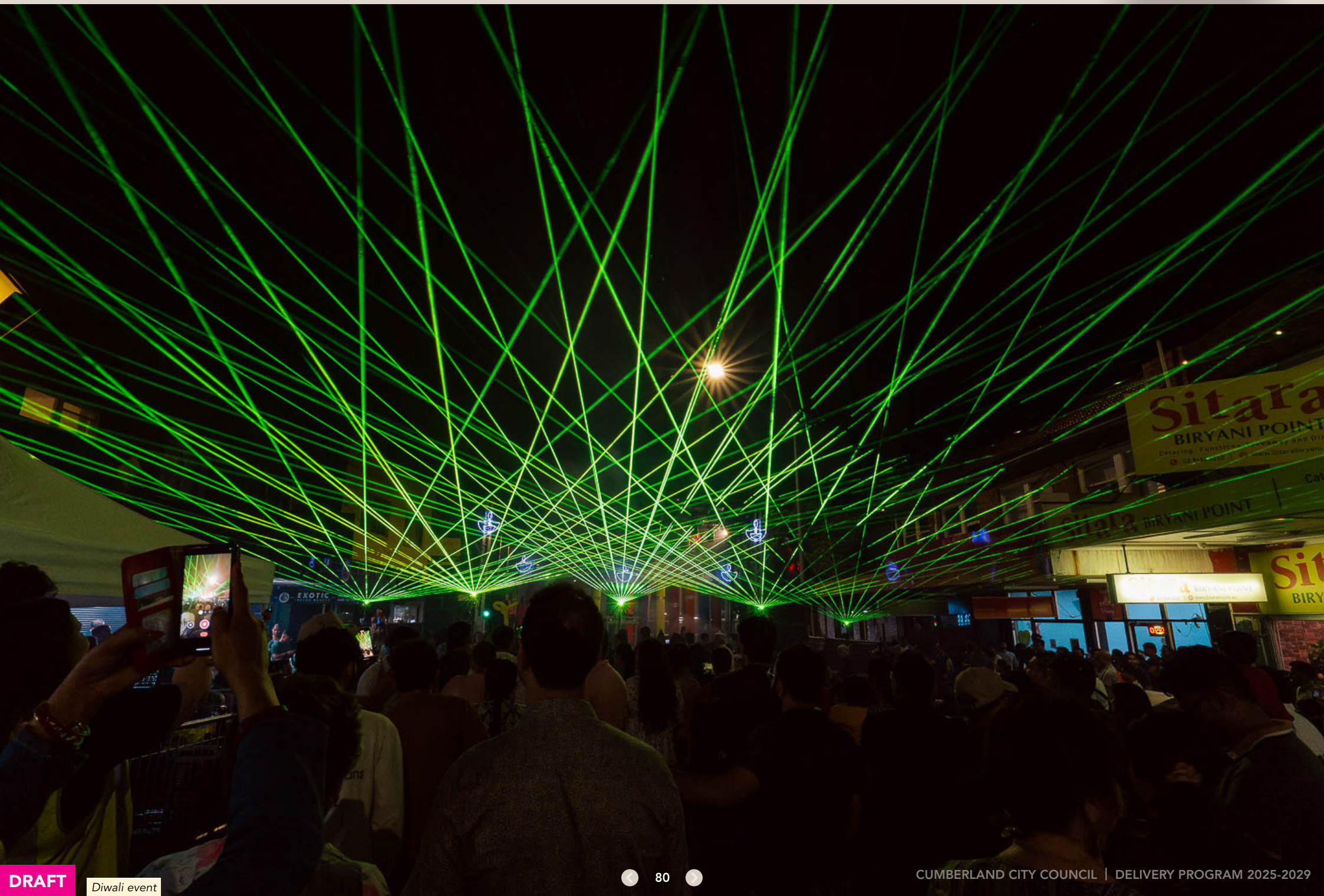
Performance indicators outlined in the Delivery Program aim to add another dimension to understanding optimal service delivery through interlinking community expectations between perceived satisfaction and importance with local services and facilities.

Quarterly Budget Reviews ensure fiscal responsibility by summarising Council's financial position. They provide a mechanism to track progress against the Operational Plan and revised budgets, enabling informed adjustments, if necessary, while keeping the community updated on financial and service delivery performance.

Indicators of Success

Delivery Program's Success is indicated by:





Diwali event

CUMBERLAND
CITY COUNCIL

DRAFT

Delivery Program 2025-2029

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