



CUMBERLAND  
CITY COUNCIL

# Delivery Program

2022-2026





*Clr. Lisa Lake*  
**Mayor**

## *Message from the Mayor*

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It's a great honour, as Mayor for this newly elected Council, for me to present the Cumberland City Council Delivery Program for 2022-2026. This Delivery Program outlines practical strategic plans for Cumberland City Council over the next four years.

With a population forecast to reach over 300,000 by 2036, this Delivery Program highlights priority areas for Council's focus, ensuring that we translate community goals from the Community Strategic Plan to projects and services that will meet the demands of our growing population.

Council is committed to creating high quality liveable places for our residents and local businesses so that Cumberland continues to grow as a resilient, inclusive, and successful community.

Identified priorities over the next four years include community health, safety and well-being, enhancement of our natural and built environment, delivery of sustainable infrastructure and services and the provision of local leadership.

I am proud of the progress Council is making in responding to the priorities of our community and the efforts of Council's Staff and Councillors to ensure that our Cumberland community is at the centre of everything we do.

## *Message from the General Manager*

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*Peter J. Fitzgerald*  
**General Manager**

On behalf of the 975 dedicated and responsible Council Staff that provide services, programs and projects across Cumberland City, I am pleased to present the Delivery Program 2022-2026 which sets the strategic direction for Council and outlines the key activities that will be undertaken over the next four years.

As an organisation, we are committed to putting the needs and priorities of our residents first while we continue to respond to the challenges our community faces every day. Evidence of this will be displayed through the provision of good public leadership that focuses on delivering essential services, community programs and fit for purpose infrastructure that will advance the interests of our community.

While the continuing population growth for Cumberland represents a number of exciting opportunities, there will continue to be an emphasis on sound financial management that seeks to ensure that the costs of current policy are funded and the future generations of this community are not inappropriately burdened by our decisions.

Our immediate priorities over the next four years will include; actively pursuing partnerships with agencies, community groups and not for profit organisations which will strengthen and build resilience within our community, continue to develop our local economy, and more broadly advocate on behalf of the community at regional, state and federal levels to ensure that this community is appropriately represented and every assistance is made available to it.

I am extremely proud of what Cumberland City Council has achieved for the Cumberland community to date, and I am excited to embark on the next four years as we continue to deliver valuable and reliable services our community requires and deserves.

It is an honour to lead such a diverse and accomplished organisation that is determined to succeed, one that puts the community first in their approach, and is always looking towards the future through long term planning.



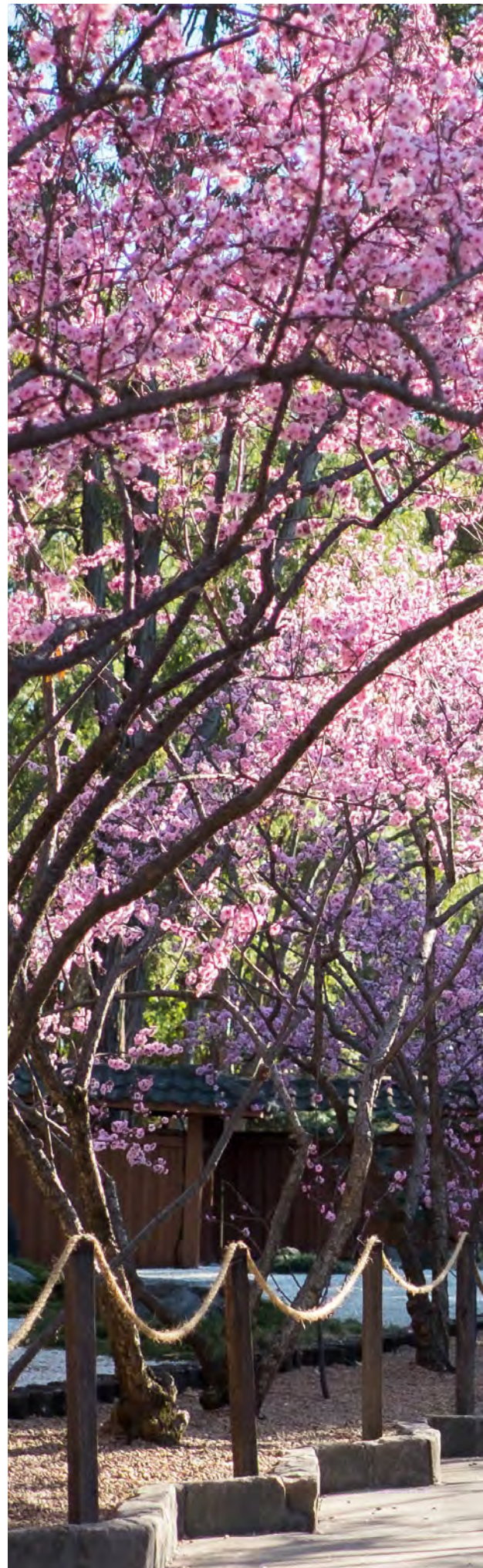
## Acknowledgment of Traditional Custodians

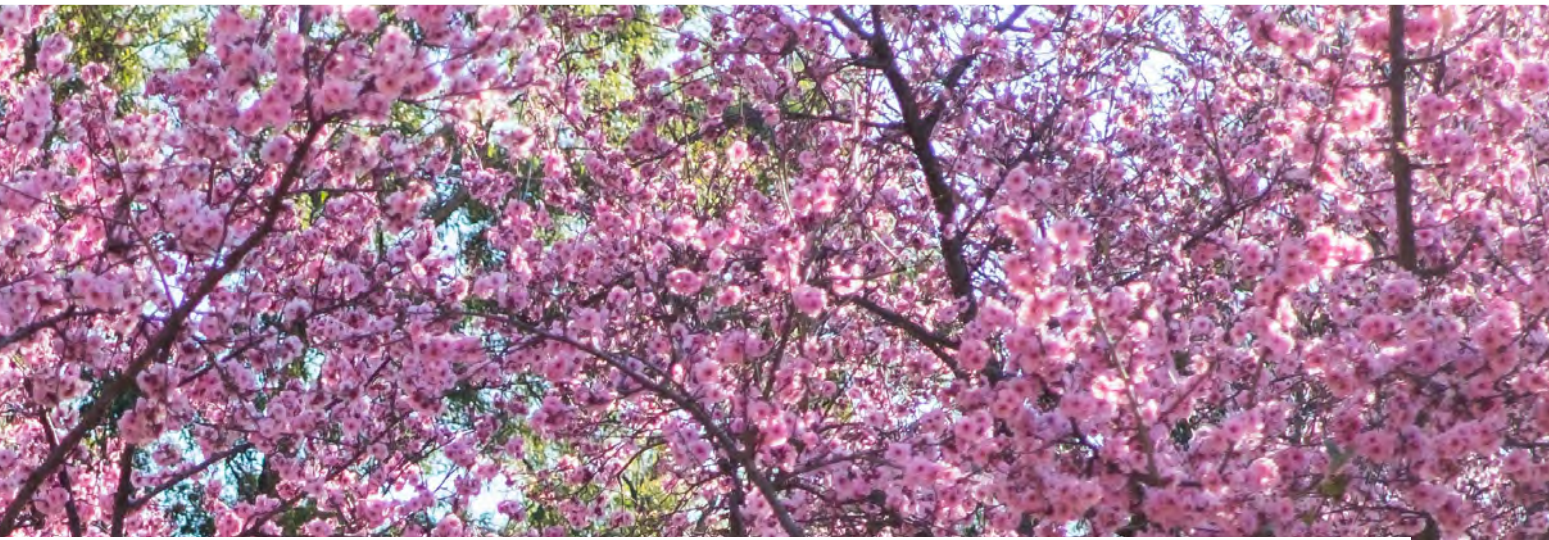
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Cumberland Council acknowledges the Darug Nation and People as Traditional Custodians of the land on which the Cumberland Local Government Area (LGA) is situated and pays respect to Aboriginal Elders past, present and future.

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.





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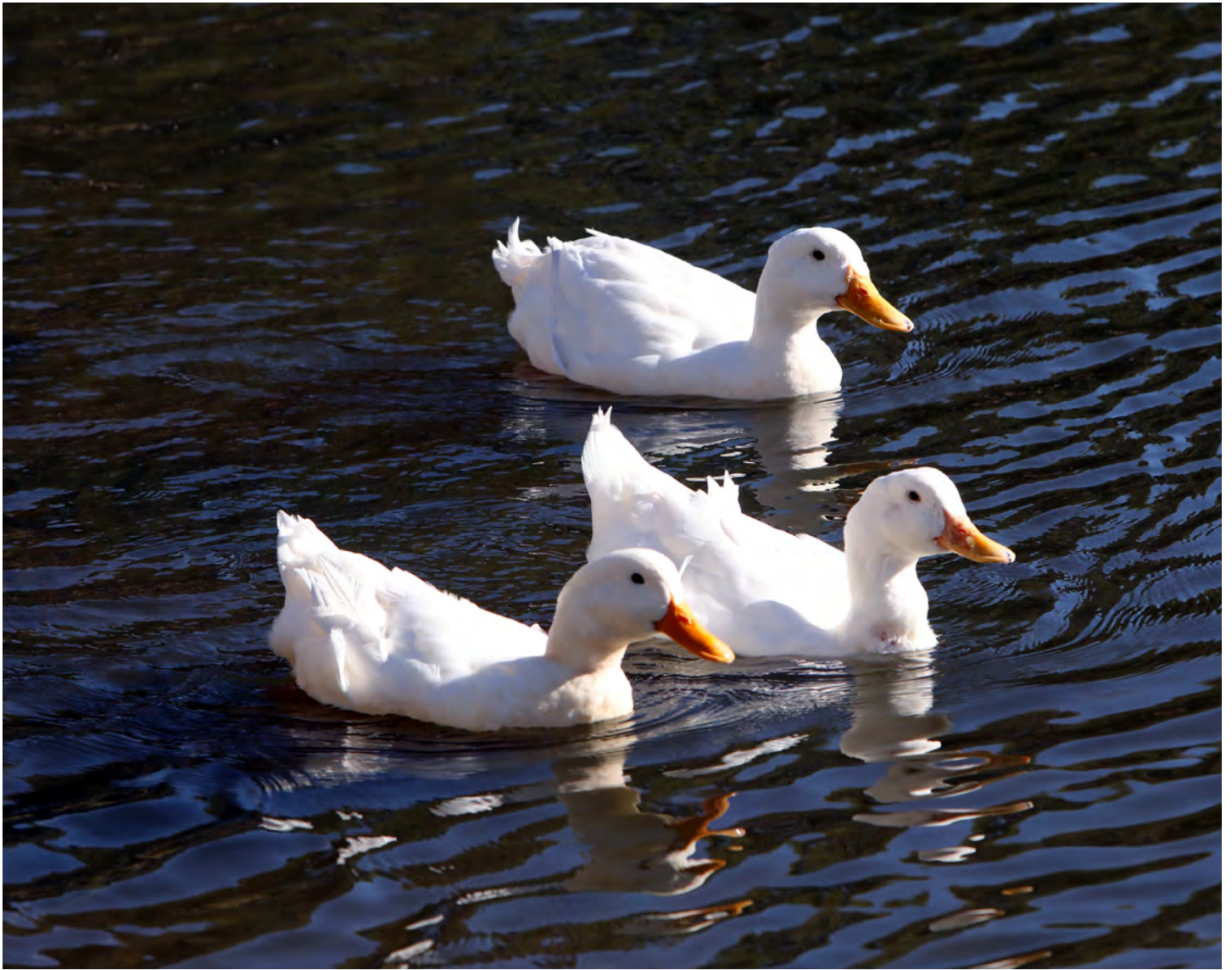
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## Introduction to the Delivery Program

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### Welcome to the Cumberland City Council Delivery Program 2022-2026.

The Delivery Program is a 4-year plan developed to translate the community's long-term goals from the Community Strategic Plan (CSP) 2017-2027 into deliverable outcomes. This program is designed to provide oversight of all services, sub-services, programs, projects and priorities in addition to the funding sources required to deliver on the four strategic goals to the community.

*The Delivery Program will demonstrate how Council's business-as-usual programs will achieve the objectives outlined in the CSP.*

# The Integrated Planning and Reporting (IP&R) Framework

Under the *NSW Local Government Act 1993*, councils are required to develop a hierarchy of plans known as the Integrated Planning and Reporting (IP&R) Framework. Councils undertake long term planning that is based on community engagement and the Framework is designed to help councils plan sustainably for the future.

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

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

Plans within the IP&R Framework ensure that Council's activities are aligned with community priorities, are sustainably resourced and all progress is measured and reported.

The CSP was developed using data from community engagement undertaken and a vision for Council was established, supported by four strategic goals that help Council align activities to achieve this vision, and to measure progress.

Informed by the CSP, key projects, capital works, programs and performance indicators are directly aligned to the four strategic goals, objectives and strategies the community would like to see achieved.

All IP&R documents should connect and integrate, with each document informing development of the others.

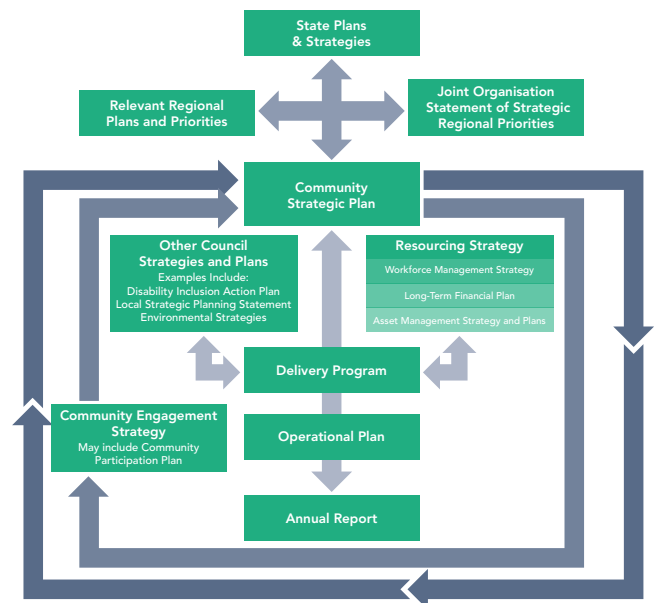
The IP&R Framework provides a direct link from the CSP to the Delivery Program and the Operational Plan, however must be informed by the Resourcing Strategy which includes the Long-term Financial Plan, Asset Management Strategy and Workforce Management Plan.

The Resourcing Strategy is situated within the Framework to emphasise the important role that resource planning plays in delivering a council's strategic objectives.

The IP&R Framework should also consider state plans as well as relevant regional plans, strategies and priorities.

The Framework also provides for issue-specific strategies and plans as a way of providing more specific and detailed guidance on strategic direction and, in some cases, actions. Plans and strategies sit between the CSP and the Delivery Program.

Community engagement requirements now encompass the entire IP&R process.





## The Delivery Program in IP&R

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**The Delivery Program (DP) is a statement of commitment to the community from each newly elected Council and translates the community's strategic goals into clear actions. It allows Council to determine what is achievable over the next four years, what the priorities are, and how programs 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 strategies identified in the CSP and appear as more detailed actions in the OP.

A council must have a 4-year Delivery Program detailing the principal activities to be undertaken to perform its functions including implementing the strategies set out in the CSP within the limits of the resources available under the Resourcing Strategy.

The DP 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.

The DP must:

- Directly address the objectives and strategies of the CSP
- Identify principal activities that Council will undertake to meet the objectives
- Provide principal activities that cover the full range of council functions and operations
- Allocate high level responsibilities for each activity
- Identify the role Council will have in the delivery of a service
- Provide financial estimates
- Report on progress.





### Community Strategic Plan (CSP)

- Highest level of strategic planning undertaken by Council — all other plans must support achievement of CSP objectives.
- Articulates community vision and reflects aspirations.
- Consider state and regional plans as they apply to the Council.
- Contains, as a minimum, community vision, strategic directions and outcomes, and a means of measuring progress.
- Based on social justice principles.

**Duration:** 10+ years  
**Review:** In line with election cycle, generally every 4 years

### Resourcing Strategy (RS)

Demonstrates how work identified in the Delivery Program and Operational Plan will be resourced, as identified through:

- Long-Term Financial Plan
- Workforce Management Plan
- Asset Management Planning Strategy

**Duration:** 4-10 years, in line with Delivery Program and Operational Plan  
**Review:** Continual monitoring to measure effectiveness and respond to change; the Long-Term Financial Plan, Asset Management Strategy and Plans need to be reviewed and updated annually to cover a minimum 10 year period/forecast. The Workforce Management Plan is to be reviewed and updated every 4 years along with the Delivery Program.

### Delivery Program (DP)

- Describes elected Council's commitment to deliver against the CSP over 4-year term.
- Describes what can be delivered with the available resources as outlined in RS.
- Aligned with strategic directions and outcomes of the CSP.

**Duration:** 4 years  
**Review:** Annual review with six monthly reporting

### Operational Plan (OP)

- Identifies annual projects and activities to deliver against DP outcomes
- Includes Council's annual budget and Statement of Revenue Policy

**Duration:** 12 months  
**Review:** One plan each year for the 4 years of the Council term, in line with DP.



## How Progress is Measured and Reported

Under the *NSW Local Government Act 1993*, Councils are required to ensure that progress reports are provided to Councillors with respect to the principal activities detailed in their plans. A range of community satisfaction indicators are utilised to measure Council's progress towards achieving the community's vision and goals as set out in the CSP. The Community Satisfaction Survey is prepared by an independent consultant and assists Council with tracking its performance.

Council will measure progress of the Delivery Program through the Operational Plan six monthly performance reports. These reports provide highlights for the service areas as well as status updates on projects. The highlights and achievements from the performance reports are summarised at the end of the financial year in the Annual Report which also contains key statutory reports, audited financial statements and service review outcomes.

Internally, Council tracks its effectiveness in the delivery of its business with a range of measures for each Directorate and service area in the organisation. This data is used to help make informed decisions about resourcing, and to track trend data for how Council is performing against the standards that have been adopted.



## How this Program is Resourced

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

The Resourcing Strategy can be found on Council's website under Integrated Planning and Reporting and consists of four parts:

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

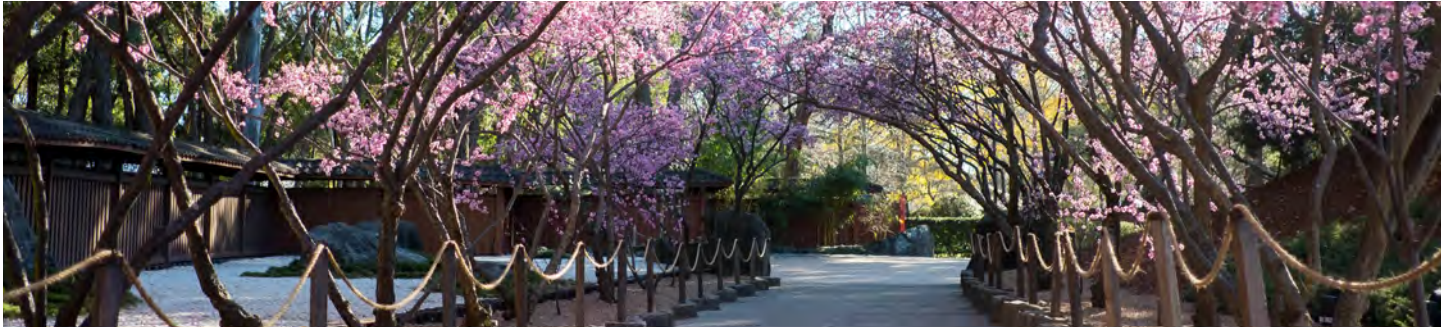
## Delivery Program Integration

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The Delivery Program 2022-2026 identifies the 38 frontline and internal services and 95 sub-services Council undertakes to achieve the strategic goals, objectives and strategies as set out in the Community Strategic Plan 2017-2027. This Program also provides the 4 and 10 year priorities of the Resourcing Strategy.

# Community Strategic Plan Alignment

<p>Strategic <b>Goal 1</b></p> <p>Supporting Community Health, Safety and Wellbeing</p>	<p>Strategic <b>Goal 2</b></p> <p>Enhancing the Natural and Built Environment</p>	<p>Strategic <b>Goal 3</b></p> <p>Delivering Sustainable Infrastructure and Services</p>	<p>Strategic <b>Goal 4</b></p> <p>Providing Local Leadership</p>
<p><b>Quadruple Bottom line</b></p>			
<p><b>Social</b></p>	<p><b>Environment</b></p>	<p><b>Environment</b></p>	<p><b>Economic &amp; Civic Leadership</b></p>
<p><b>Objective 1.1</b></p> <p>A strong community and culture</p> <p><b>Strategies</b></p> <p>1.1.1 Build a rich local culture through access to cultural activities and events</p> <p>1.1.2 Enhance our sense of community through valued community spaces and places</p> <p>1.1.3 Build an inclusive community by encouraging participation in youth, children and indigenous services and support for seniors and disability services</p> <p><b>Objective 1.2</b></p> <p>A safe healthy and active community</p> <p><b>Strategies</b></p> <p>1.2.1 Provide access to services that improve health and wellbeing</p> <p>1.2.2 Build capacity within our community to live happier and healthier lives</p>	<p><b>Objective 2.1</b></p> <p>Celebrate our diverse built and natural environments</p> <p><b>Strategies</b></p> <p>2.1.1 Prepare land use plans and controls that value our heritage, encourage economic development, facilitate local infrastructure improvements and create vibrant precincts</p> <p>2.1.2 Protect and improve our natural environment and ensure development has a positive impact on our City</p> <p><b>Objective 2.2</b></p> <p>Places and spaces that are vibrant and connect us</p> <p><b>Strategies</b></p> <p>2.2.1 Activate and support our centres, local areas and local businesses to be vibrant places that connect people</p>	<p><b>Objective 3.1</b></p> <p>We have public spaces that are welcoming, inclusive and promote pride in the area</p> <p><b>Strategies</b></p> <p>3.1.1 Our physical infrastructure is sustainably planned and managed to meet our changing needs</p> <p>3.1.2 Our community pride is reflected in the cleanliness and upkeep of our valued public spaces and streetscapes</p> <p><b>Objective 3.2</b></p> <p>We have recreational assets that enhance the liveability of our community</p> <p><b>Strategies</b></p> <p>3.2.1 Our valued natural recreational spaces and facilities are fit for purpose and encourage active lifestyles</p> <p>3.2.2 Our assets provide a range of opportunities for participation in active and entertaining activities</p> <p><b>Objective 3.3</b></p> <p>A clean and safe place to live</p> <p><b>Strategies</b></p> <p>3.3.1 Enforce local laws and regulations for the benefit of all people in Cumberland</p> <p>3.3.2 Monitor and regulate to make Cumberland a safe place to live</p> <p>3.3.3 Provide access to sustainable waste services that keep our community clean and tidy</p>	<p><b>Objective 4.1</b></p> <p>The community is proud to be served by a sustainable and transparent Council organisation</p> <p><b>Strategies</b></p> <p>4.1.1 Provide a governance framework that is transparent and builds public trust in local leadership</p> <p>4.1.2 Council operates in a safe and sustainable way to deliver great services and facilities that offer value for money</p> <p>4.1.3 Council places the customer at the heart of everything it does</p> <p><b>Objective 4.2</b></p> <p>An informed community included in decision making and long-term planning</p> <p><b>Strategies</b></p> <p>4.2.1 Council regularly engages with and informs the community</p> <p>4.2.2 Council conducts long-term planning based on community engagement</p>



# 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 DP which is informed by the Cumberland CSP.

Council’s Resourcing Strategy is made up of three integrated components:

1. Workforce Management Planning
2. Long Term Financial Planning
3. Asset Management Planning

## Workforce Management Plan Priorities

2022-2023  Foundational	2023-2024  Forming	2024-2025  Value-Add, Corporate Social Responsibility (CSR)	2025-2026  Established Employee Value Proposition (EVP)
<ul style="list-style-type: none"> <li>Mentoring and Development Program</li> <li>Commence regular engagement pulse surveys</li> <li>Hybrid Working Models</li> <li>Leadership training</li> <li>HR metrics reporting - baseline</li> </ul>	<ul style="list-style-type: none"> <li>Improved career development opportunities for staff</li> <li>Evaluate and improve health and well-being program</li> <li>Establish Women’s Empowerment Group – Focus on opportunities for women to increase participation in leadership</li> </ul>	<ul style="list-style-type: none"> <li>Partnership with local youth services to increase employment opportunities for young people (Employment Expo and School Based Apprenticeship and Traineeship Program)</li> <li>Partnership with Disability Employment Providers to consider options under DIAP to improve employment outcomes for people with a disability</li> <li>Partner with Community Development team to target vulnerable groups in the community for assistance with employability skills in a meaningful way – DFV victims, young people, newly arrived migrants</li> <li>Succession Planning Program – mentoring to continue formally and informally to encourage internal promotion and career progression</li> </ul>	<ul style="list-style-type: none"> <li>Review and evaluate employment conditions against Climate Survey data and HR metrics</li> <li>Employer brand investment – promote the offerings</li> <li>Looking ahead – evaluate Workforce Management Plan and develop the plan for the next 4-year period</li> </ul>

## Long Term Financial Planning Priorities

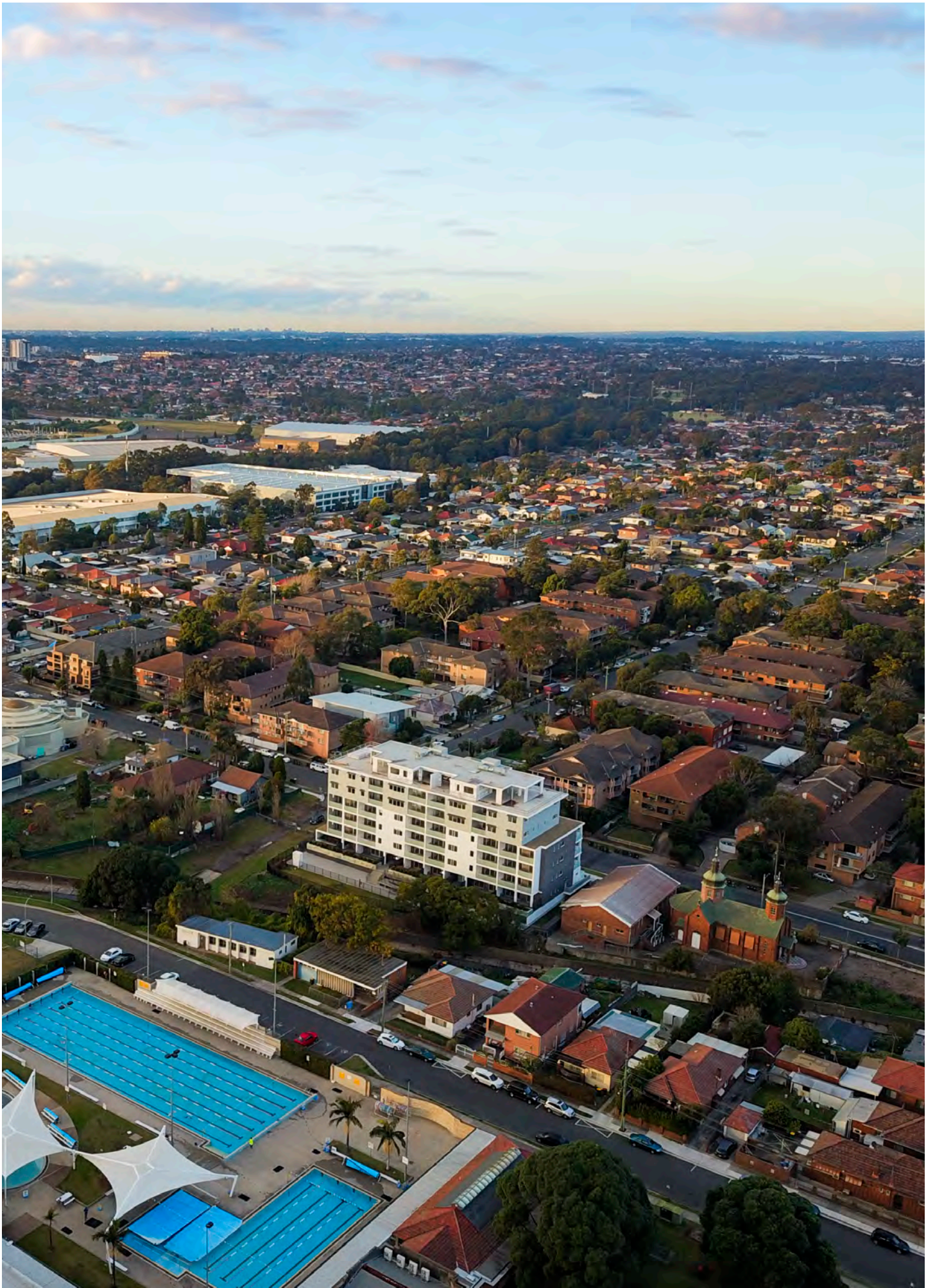
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- Develop detailed linkages with other Council plans (Workforce Management and Asset)
- Maintain Council performance against sustainability indicators provided as set by the Office of Local Government.
- Implement new Council reserves model to protect Council from future economic shocks and natural disasters.
- Develop a detailed long term Capital Works Program that allocates detailed contributions projects to future years.
- Maintain a cash surplus every year.
- Implement model to appropriately allocate projects and programs across multiple years to ensure intergenerational equity.
- Maintain a Capital Renewal Program that addresses Council's infrastructure backlog.

## Asset Management Strategy Priorities

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2022-2023	2023-2024	2024-2025	2025-2026
<ul style="list-style-type: none"><li>• Develop implementation plan for Asset Management Strategy and Improvement Actions</li><li>• Identify resourcing requirements for implementation of Asset Management Improvement Plan</li><li>• Commence implementation of Asset Management Strategy and Improvement Action Plan</li></ul>	<ul style="list-style-type: none"><li>• Continue implementation and update Asset Management Strategy and Improvement Action Plan</li><li>• Update Asset Management Plans for Transport</li><li>• Review and update Asset Management information system functions</li></ul>	<ul style="list-style-type: none"><li>• Continue implementation and update Asset Management Strategy and Improvement Action Plan</li><li>• Update Asset Management Plans for Buildings</li></ul>	<ul style="list-style-type: none"><li>• Continued implementation and update Asset Management Strategy and Improvement Action Plan</li><li>• Review and Update Asset Management Strategy</li><li>• Update Asset Management Plans for Parks</li></ul>



# Council's Partners

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Some strategies in the Community Strategic Plan will clearly be Council's responsibility, some will be the responsibility of other levels of government, and some will rely on input from businesses and industry groups, community groups or individuals.

As part of this commitment, Council will ensure:



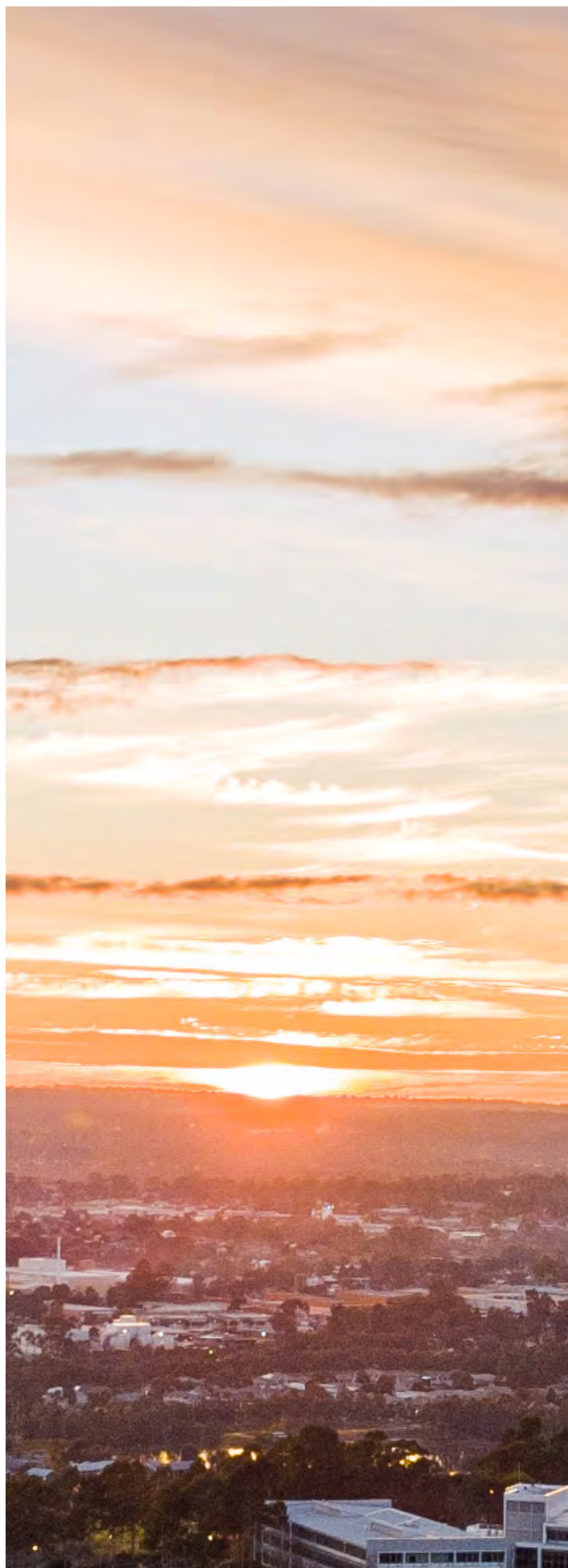
**Deliver** – Council to undertake and deliver the action.



**Partner** – Council to partner with / enable agencies, NFPs. Business, community groups.



**Advocate** – Council to advocate to agencies, industry bodies / Minister, strategic / regional forums.





## Strategic Goal 1

Supporting Community Health, Safety and Wellbeing

NSW Police  
 RMS  
 Destination NSW  
 Tourism NSW  
 State Library of NSW  
 NSW Public Library Network  
 NSW Health  
 NSW Department of Education DESE  
 Department of Employment  
 NSW Educational Bodies  
 National Disability Insurance Scheme (NDIS)  
 NSW Office of the Children’s Guardian  
 Nursing Homes  
 Reconciliation Australia  
 Sponsors  
 Vendors  
 Local Businesses  
 Community Groups  
 Artists and Performers  
 Create NSW  
 Aboriginal and Torres Strait Islander Consultative Committee (ATSICC)  
 Commonwealth Home Support Program (CHSP)  
 Australian Children’s Education and Care Quality Authorative (ACECQA)  
 Volunteers

## Strategic Goal 2

Enhancing the Natural and Built Environment

NSW State Government Agencies  
 Community Groups  
 Residents  
 Committees  
 Local Businesses

## Strategic Goal 3

Delivering Sustainable Infrastructure and Services

NSW State Government Agencies  
 Community Groups  
 Department of Planning and Environment (DPIE)  
 Independent Pricing and Regulatory Tribunal (IPART)  
 User Groups  
 Committees  
 Schools  
 Volunteers  
 United Resource Management (URM)  
 NSW Food Authority  
 NSW Environment Protection Authority (EPA)  
 NSW Health  
 SafeWork NSW  
 Revenue NSW  
 Assetic  
 DM Roads (Downer EDI)  
 Utilities  
 Police NSW  
 State Emergency Service (SES)

## Strategic Goal 4

Providing Local Leadership

TAFE NSW  
 Registered Training Organisations  
 NSW Educational Bodies  
 NSW Health  
 Roads and Maritime Services (RMS)  
 Media  
 NSW State Government State Cover

# About Cumberland City Council

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

With a growing population, the Cumberland LGA is one of the most culturally diverse areas in NSW with a unique and vibrant identity. The community is diverse with many young families who are professionals, speak multiple languages and have a range of backgrounds and experiences that contribute to Cumberland's unique flavour.

Cumberland is known for its welcoming community events and festivals, its high-quality community programs and extensive network of green open spaces.

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

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

Granville Ward, Greystanes Ward, Regents Park Ward, South Granville Ward, Wentworthville Ward



**236,996**  
Total Population



**83,198**  
Total Households



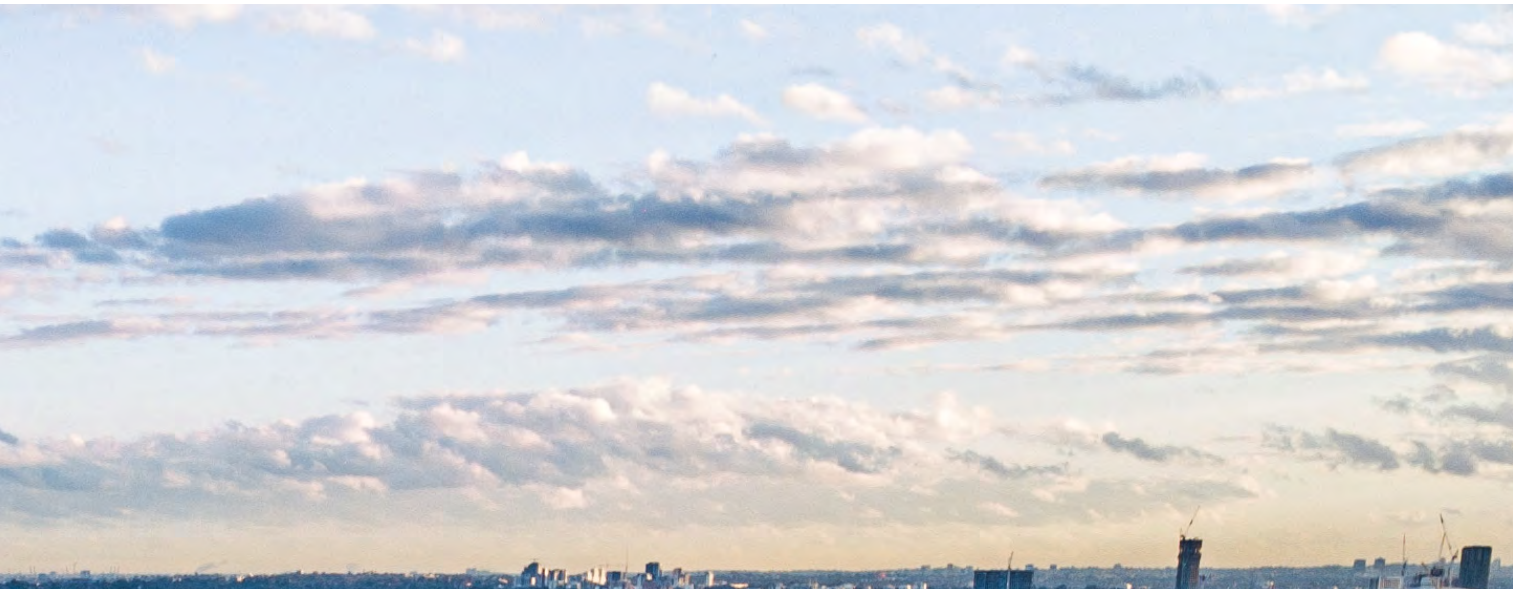
**52%**  
are men



**48%**  
are women



**38%**  
are households of couples with children



A snapshot of the Cumberland community is shown below.



**17%**  
are 60+ years



**53%**  
are born overseas



**35%**  
are Christian  
(Catholic, Protestant  
and Orthodox)



**19%**  
are young people  
(10-25 years)



**1%**  
is Aboriginal and/or  
Torres Strait Islander



**23%**  
are Muslim



**65%**  
speak a language at  
home other than English



**12%**  
are of Lebanese ancestry



**13%**  
are Hindu



**6%**  
attend university



**13%**  
are of Chinese ancestry

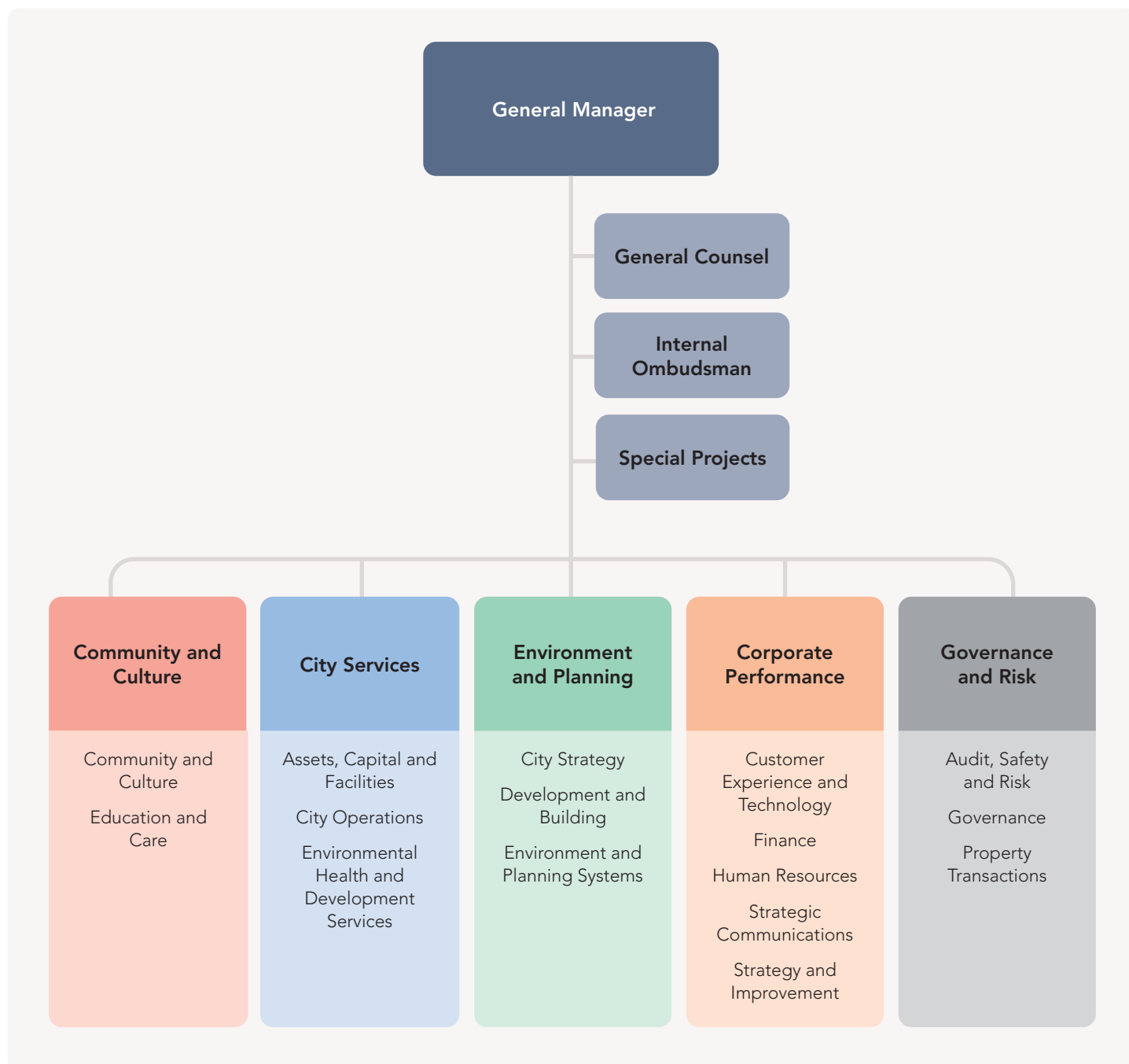


**6%**  
have a severe or  
profound disability

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

# Our Organisation

Cumberland City Council has five directorates responsible for providing services across the Local Government Area.



## Elected Representatives

Cumberland City Council has 15 elected representatives across five wards, who have the responsibility to represent their community to identify priorities, services and standards.

### Granville Ward



Councillor  
Steve Christou



Councillor  
Ola Hamed



Councillor  
Joseph Rahme

### Greystanes Ward



Councillor  
Diane Colman



Councillor  
Greg Cummings



Councillor  
Eddy Sarkis

### Regents Park Ward



Councillor  
Kun Huang



Councillor  
Sabrin Farooqui



Councillor  
Helen Hughes

### South Granville Ward



Councillor  
Glenn Elmore



Councillor  
Paul Garrard



Councillor  
Mohamad Hussein

### Wentworthville Ward



Councillor Suman Saha  
Deputy Mayor



Councillor Lisa Lake  
Mayor



Councillor  
Michael Zaiter

# Councillor Priorities for 2022-2026

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The elected representatives for Cumberland, in consultation with the community, set the strategic direction for Council, set policy, and oversee the affairs of Council. This forms the priorities of Council which will inform the 4-year Delivery Program and annual Operational Plan.



The Councillors are focused on the following areas during the 2022-2026 period:



**Accessible and appealing public amenity**  
(Infrastructure)



**Community Partnerships and Support**  
(Capacity)



**Valuable and Reliable Services**  
(Services)

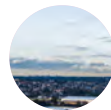
## Major Projects and Priorities



Third party verification for Council's National Disability Insurance Scheme Programs and Services



Merrylands Civic Square



Improvements of public domain through the key centres of the LGA



Implement actions from the Disability Inclusion Action Plan



Duck River Flood Study



Implement Cybersecurity and Governance model



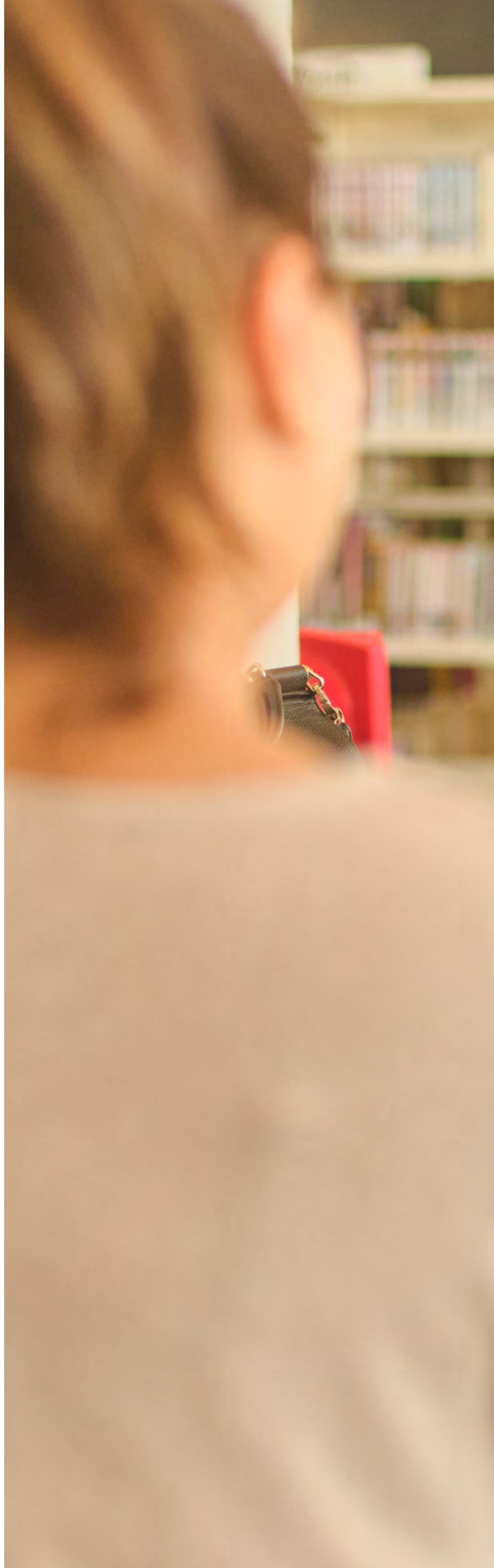
Deliver planned Parramatta Road Urban Amenity Improvement Program projects



Walking and Cycling Program



Civic Park, Pendle Hill Upgrade



# The Plan

## 02.





# Delivering Through Services

Council's service structure has 38 frontline and internal services with 95 sub-services. All internal services are charged on a full cost recovery basis to allow for accurate measurement of the subsidy provided for each service.

The DP provides detail for each service:

- A service description profile explaining what the service does
- CSP alignment
- Actions for each sub-service
- Net cost of service inclusive and exclusive of internal costs
- Performance Indicators for each CSP objective in order to measure how well or otherwise the service area is working towards the community priorities

## Service Reviews 2022-2026

Service reviews are a vital process that Cumberland City Council uses to ensure that services and facilities meet current community needs and wants as well as into the future. They ensure that Council is being effective in delivering the desired outcome for the community, and that Council is always looking for how services can be delivered better or in new ways.

Council is continually improving how available resourcing (people, assets, and financing) 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 an internal better practice service review program to be delivered by the Strategy and Improvement Team.

Council will compliment this internal capability with the use of consultants where technical expertise in a field is required.

Council's 4-year service review plan is outlined below, and progress will be reported in each Annual Report.

Service	Brief	2022-23	2023-24	2024-25	2025-26
Strategic Communications	Review operating model and service standards against organisational needs	X			
Education and Care	Review operations vs working group model	X			
Planning (Processes and Systems)	Review processes and systems		X		
Property	Review portfolio performance and assets prior to implementation of the Property Strategy		X		
Engineering	Review processes and systems			X	

# Service Details

## Community and Culture

6 Services  
24 Sub Services

Business Unit	Service	Sub Service
Community and Culture	Children and Youth Development	<ul style="list-style-type: none"> <li>» Children’s Development</li> <li>» Youth Development</li> <li>» Child Safe Organisations</li> </ul>
	Community Development	<ul style="list-style-type: none"> <li>» Community Development Programs</li> <li>» Community Grants</li> <li>» Domestic and Family Violence (DFV) Initiatives</li> <li>» Aboriginal Engagement</li> <li>» Crime Prevention and Community Safety Programs</li> <li>» Homelessness</li> </ul>
	Events and Culture	<ul style="list-style-type: none"> <li>» Major Events</li> <li>» Gallery Programs</li> </ul>
	Libraries	<ul style="list-style-type: none"> <li>» Library Operations</li> </ul>
	Seniors and Disability	<ul style="list-style-type: none"> <li>» Social Inclusion Programs</li> <li>» Transport Services</li> <li>» Nutrition Services</li> <li>» Seniors and Disability Events</li> <li>» National Disability Insurance Scheme (NDIS) Programs</li> <li>» Disability Inclusion Action Plan (DIAP)</li> <li>» Volunteer Program</li> <li>» Seniors Units</li> </ul>
Education and Care	Education and Care	<ul style="list-style-type: none"> <li>» Long Day Care (LDC)</li> <li>» Out of School Hours Care (OSHC)</li> <li>» Family Day Care (FDC)</li> <li>» Education and Care Support</li> </ul>

Business Unit	Service	Sub Service
Assets, Capital and Facilities	Asset Management and Asset System Support	» Asset Management Planning and Control
	Capital Works and Assets Renewal	» Capital Works and Asset Renewals Programs
	Recreational Assets	» Venues and Stadiums » Swim Centres
	Buildings Maintenance	» Building Maintenance and Compliance
	Depots	» Depot Operations
City Operations	City Maintenance	» Cleansing » Public Infrastructure » Streetscapes
	Open Spaces	» Open Space Maintenance » Recreation and Sport » Premium Facilities » Golf Courses
	Ranger Services	» Ranger Services » Parking Patrol
	Waste Services	» Domestic Waste Services » Commercial Waste Services » Street and Park Waste Services
Environmental Health & Development Services	Development Programs	» Development Programs
	Environmental Health	» Environmental Health Programs

# Environment and Planning

7 Services  
22 Sub Services

Business Unit	Service	Sub Service
City Strategy	Place and Engagement	<ul style="list-style-type: none"> <li>» Community Engagement</li> <li>» Place Making and Activation</li> <li>» Economic Development</li> <li>» Smart Places</li> </ul>
	Strategic Planning	<ul style="list-style-type: none"> <li>» Strategic Planning</li> <li>» Heritage</li> </ul>
Development and Building	Development Management	<ul style="list-style-type: none"> <li>» Development Assessment</li> <li>» Planning Panels</li> <li>» Building Assessment</li> </ul>
	Engineering Design and Traffic Services	<ul style="list-style-type: none"> <li>» Stormwater</li> <li>» Traffic and Transport</li> <li>» Infrastructure Design</li> </ul>
Environment and Planning Systems	Environment Programs	<ul style="list-style-type: none"> <li>» Environmental Strategy and Programs</li> </ul>
	Planning Systems	<ul style="list-style-type: none"> <li>» Planning Proposals</li> <li>» Voluntary Planning Agreements</li> <li>» Contribution Plan Administration</li> <li>» Planning Certificates</li> </ul>
	Public Spaces Planning and Design	<ul style="list-style-type: none"> <li>» Open Space and Recreation Strategy</li> <li>» Recreation and Community Facilities</li> <li>» Plans of Management</li> <li>» Local Spaces and Places</li> <li>» Strategic Corridors</li> </ul>

Business Unit	Service	Sub Service
Customer Experience and Technology	Bookings and Community Centres	» Community Centre Operations » Bookings Administration
	Customer Service	» Records Management » Customer Experience » Complaints and Feedback
	Information Technology	» Technology Services » Information Systems and Data
Finance	Accounting	» Financial Accounting » Financial Analysis
	Rates	» Rates
Human Resources	Human Resources	» Human Resources Support » Learning and Organisational Development
Strategic Communications	Strategic Communications	» Communications and Media » Marketing and Advertising
Strategy and Improvement	Corporate Strategy and Performance	» Integrated Planning and Reporting » Corporate Planning and Performance
	Improvement and Implementation	» Service Reviews » Projects » Business Process Mapping

## Governance and Risk

4 Services  
9 Sub Services

Business Unit	Service	Sub Service
Audit, Safety and Risk	Audit, Safety and Risk	» Internal Audit, Risk Management and Business Continuity » WHS
Governance	Governance and Executive Support	» Corporate Governance » Committee Support and Civic Governance » Executive Support » Civic Events
	Procurement	» Procurement, Contract Management and Reporting
Property Transactions	Property Services	» Property Leasing and Transactions » Property Development

## General Manager's Internal Services

1 Service  
1 Sub Service

Business Unit	Service	Sub Service
General Manager's Internal Services	General Manager's Internal Services	» Internal Services

# Service and Performance

Council's service structure has 38 frontline and internal services. Services have been aligned to highlight how Council will achieve the Community Strategic Plan goals, objectives and strategies.

Note – Allocated budget does not include internal costs. Four year projections are based on current service levels and planned CPI increases from the LTFP and will be reviewed annually based on new Program and Project requirements. Structure changes in 2022 have resulted in budget reallocation between Services.

## Strategic Goal 1: Supporting Community Health, Safety and Wellbeing

### Objective 1.1: A strong community and culture

#### 1.1.1 Build a rich local culture through access to cultural activities and events

Service	2022-23 \$	2023-24 \$	2024-25 \$	2025-26 \$
Events and Culture	1,245,170	1,276,403	1,309,456	1,345,011

#### 1.1.2 Enhance our sense of community through valued community spaces and places

Service	2022-23 \$	2023-24 \$	2024-25 \$	2025-26 \$
Libraries	5,053,462	5,283,106	5,421,125	5,596,917
Bookings and Community Centres	712,888	-231,414	-242,973	-247,972

#### 1.1.3 Build an inclusive community by encouraging participation in youth, children and indigenous services and support for seniors and disability services

Service	2022-23 \$	2023-24 \$	2024-25 \$	2025-26 \$
Children and Youth Development	848,979	881,267	904,143	933,340
Seniors and Disability	35,436	306,082	311,853	331,043
Education and Care*	-2,048,915	-1,992,050	-2,097,826	-2,133,496

\* Note: Service under revised operating model

### Performance Indicators

Indicator	Data Source	Baseline 2021	Target
Festival and events programs	Satisfaction Survey	3.37	Increasing
Library services	Satisfaction Survey	4.03	Increasing
Quality of community centres and facilities	Satisfaction Survey	3.56	Increasing
Access to community centres and facilities	Satisfaction Survey	3.62	Increasing
Children and youth programs	Satisfaction Survey	3.35	Increasing
Aged care and/or support for people with a disability	Satisfaction Survey	3.34	Increasing
Council's childcare service and programs	Satisfaction Survey	3.54	Increasing





## Objective 1.2: A safe, healthy and active community

### 1.2.1 Provide access to services that improve health and wellbeing

Service	2022-23 \$	2023-24 \$	2024-25 \$	2025-26 \$
Council provides a range of programs and projects that directly address community health and wellbeing, however due to strategic service alignment changes these activities are delivered through Services detailed in other parts of this Plan. Additionally, Council advocates to other agencies, industry bodies, strategic and regional forums and Ministers to secure access to services that improve health and wellbeing on behalf of the Cumberland community.				

### 1.2.2 Build capacity within our community to live happier and healthier lives

Service	2022-23 \$	2023-24 \$	2024-25 \$	2025-26 \$
Community Development	1,515,246	1,569,871	1,611,208	1,658,797

### Performance Indicators

Indicator	Data Source	Baseline 2021	Target
Aged care and/or support for people with a disability	Satisfaction Survey	3.34	Increasing
Indigenous services	Satisfaction Survey	3.31	Increasing
Programs and support for newly arrived migrant communities	Satisfaction Survey	3.23	Increasing
CCTV and safe public spaces	Satisfaction Survey	3.03	Increasing
Community safety programs	Satisfaction Survey	3.16	Increasing
Support and programs for volunteers and community groups	Satisfaction Survey	3.40	Increasing
Community education programs	Satisfaction Survey	3.22	Increasing

## Strategic Goal 2: Enhancing the Natural and Built Environment

### Objective 2.1: Celebrate our diverse built and natural environments

#### 2.1.1 Prepare land use plans and controls that value our heritage, encourage economic development, facilitate local infrastructure improvements and create vibrant precincts

Service	2022-23 \$	2023-24 \$	2024-25 \$	2025-26 \$
Strategic Planning	1,859,266	1,910,477	1,960,717	2,021,026
Engineering Design and Traffic Services	3,346,387	3,260,391	3,354,285	3,433,517
Planning Systems	121,182	167,509	171,348	176,548
Public Spaces Planning and Design	681,115	624,564	640,514	661,300

#### 2.1.2 Protect and improve our natural environment and ensure development has a positive impact on our City

Service	2022-23 \$	2023-24 \$	2024-25 \$	2025-26 \$
Development Management	2,864,388	3,439,295	3,514,995	3,635,283
Environment Programs	1,334,187	1,627,292	1,667,085	1,721,818

### Performance Indicators

Indicator	Data Source	Baseline 2021	Target
Protection of heritage buildings and items	Satisfaction Survey	3.38	Increasing
Protection of low-rise residential areas	Satisfaction Survey	2.86	Increasing
Building heights in town centres	Satisfaction Survey	3.05	Increasing
Long term planning for the Cumberland area	Satisfaction Survey	3.06	Increasing
Availability of public carparking	Satisfaction Survey	2.75	Increasing
Development applications and construction certificates	Satisfaction Survey	2.85	Increasing
Tree management	Satisfaction Survey	3.35	Increasing
Stormwater management	Satisfaction Survey	3.46	Increasing
Traffic management and road safety	Satisfaction Survey	3.10	Increasing
Protection of green and open space	Satisfaction Survey	3.49	Increasing
Protecting the natural environment	Satisfaction Survey	3.43	Increasing
Removal of illegally dumped rubbish	Satisfaction Survey	3.42	Increasing
Encouraging recycling	Satisfaction Survey	3.60	Increasing
Environmental education programs	Satisfaction Survey	2.88	Increasing

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

**2.2.1 Activate and support our centres, local areas and local businesses to be vibrant places that connect people**

Service	2022-23 \$	2023-24 \$	2024-25 \$	2025-26 \$
Place and Engagement	957,907	985,240	1,012,733	1,044,295

**Performance Indicators**

Indicator	Data Source	Baseline 2021	Target
Council’s customer service/community engagement	Satisfaction Survey	3.39	Increasing
Support for local jobs and business	Satisfaction Survey	3.17	Increasing

## Strategic Goal 3: Delivering Sustainable Infrastructure and Services

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

### 3.1.1 Our physical infrastructure is sustainably planned and managed to meet our changing needs

Service	2022-23 \$	2023-24 \$	2024-25 \$	2025-26 \$
Asset Management and Asset System Support	-255,006	397,184	411,434	413,236
Capital Works and Assets Renewal	-104,916	-520,296	-532,476	-549,605

### 3.1.2 Our community pride is reflected in the cleanliness and upkeep of our valued public spaces and streetscapes

Service	2022-23 \$	2023-24 \$	2024-25 \$	2025-26 \$
City Maintenance	26,470,158	29,061,511	29,884,637	30,704,890

#### Performance Indicators

Indicator	Data Source	Baseline 2021	Target
Maintenance and cleaning of town centres	Satisfaction Survey	3.56	Increasing
Graffiti removal	Satisfaction Survey	3.51	Increasing
Maintaining footpaths	Satisfaction Survey	3.28	Increasing
Maintenance of local roads (excluding M4 and Parramatta Road)	Satisfaction Survey	3.13	Increasing
Cycleways	Satisfaction Survey	3.27	Increasing

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

### 3.2.1 Our valued natural recreational spaces and facilities are fit for purpose and encourage active lifestyles

Service	2022-23 \$	2023-24 \$	2024-25 \$	2025-26 \$
Buildings Maintenance	17,258,866	19,455,900	20,013,173	20,517,265
Depots	6,292,149	7,435,832	7,642,625	7,844,423
Open Spaces	11,528,376	14,273,707	14,653,410	15,078,847

### 3.1.2 Our assets provide a range of opportunities for participation in active and entertaining activities

Service	2022-23 \$	2023-24 \$	2024-25 \$	2025-26 \$
Recreational Assets	3,037,384	2,002,274	2,041,733	2,102,911

#### Performance Indicators

Indicator	Data Source	Baseline 2021	Target
Availability and maintenance of sporting ovals, grounds and facilities	Satisfaction Survey	3.72	Increasing
Maintenance of local parks and playgrounds	Satisfaction Survey	3.67	Increasing
Swimming pools	Satisfaction Survey	3.39	Increasing
Swimming pool programs	Satisfaction Survey	3.27	Increasing
Protection of green and open space	Satisfaction Survey	3.49	Increasing

**Objective 3.3: A clean and safe place to live**

**3.3.1 Enforce local laws and regulations for the benefit of all people in Cumberland**

Service	2022-23 \$	2023-24 \$	2024-25 \$	2025-26 \$
Ranger Services	-2,111,556	-2,332,512	-2,387,943	-2,424,748
Development Programs	298,647	560,148	570,548	592,618

**3.3.2 Monitor and regulate to make Cumberland a safe place to live**

Service	2022-23 \$	2023-24 \$	2024-25 \$	2025-26 \$
Environmental Health	904,778	1,435,703	1,469,122	1,518,959

**3.3.3 Provide access to sustainable waste services that keep our community clean and tidy**

Service	2022-23 \$	2023-24 \$	2024-25 \$	2025-26 \$
Waste Services	-6,376,468	-6,772,551	-7,081,221	-7,491,245

**Performance Indicators**

Indicator	Data Source	Baseline 2021	Target
Household garbage collection	Satisfaction Survey	4.16	Increasing
Animal management	Satisfaction Survey	3.40	Increasing

## Strategic Goal 4: Providing Local Leadership

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

### 4.1.1 Provide a Governance Framework that is transparent and builds public trust in local leadership

Service	2022-23 \$	2023-24 \$	2024-25 \$	2025-26 \$
Procurement	696,255	602,096	617,623	637,067
Governance and Executive Support	3,647,117	3,922,276	4,027,065	4,142,325
Audit, Safety and Risk	3,505,926	4,070,335	4,181,291	4,292,121

### 4.1.2 Council operates in a safe and sustainable way to deliver great services and facilities that offer value for money

Service	2022-23 \$	2023-24 \$	2024-25 \$	2025-26 \$
Improvement and Implementation		541,337	555,365	572,567
Information Technology	9,637,709	9,711,891	9,978,269	10,244,302
Human Resources	2,157,137	2,300,850	2,361,601	2,430,407
Property Services	-2,145,797	-3,348,110	-3,438,422	-3,527,485
Accounting	-4,590,330	-8,465,094	-8,597,921	-8,723,081
Rates	-103,300,631	-109,061,283	-112,606,771	-115,653,202
General Manager's Internal Services	4,937,245	5,562,225	5,706,889	5,888,888

### 4.1.3 Council places the customer at the heart of everything it does

Service	2022-23 \$	2023-24 \$	2024-25 \$	2025-26 \$
Customer Service	3,703,967	3,791,650	3,889,268	4,011,976

### Performance Indicators

Indicator	Data Source	Baseline 2021	Target
Council's customer service/community engagement	Satisfaction Survey	3.39	Increasing
Opportunities to participate in Council decision making	Satisfaction Survey	2.76	Increasing
Financial management	Satisfaction Survey	3.04	Increasing
Accessibility to Council and its services	Satisfaction Survey	3.51	Increasing

**Objective 4.2: An informed community included in decision making and long-term planning****4.2.1 Council regularly engages with and informs the community**

Service	2022-23 \$	2023-24 \$	2024-25 \$	2025-26 \$
Strategic Communications	1,504,331	1,735,826	1,781,618	1,833,610

**4.2.2 Council conducts long term planning based on community engagement**

Service	2022-23 \$	2023-24 \$	2024-25 \$	2025-26 \$
Corporate Strategy and Performance		513,554	526,746	543,550

**Performance Indicators**

Indicator	Data Source	Baseline 2021	Target
Provision of Council information to the community	Satisfaction Survey	3.27	Increasing
Opportunities to participate in Council decision making	Satisfaction Survey	2.76	Increasing
Long term planning for the Cumberland area	Satisfaction Survey	3.06	Increasing

## Social Justice Principles



### Access

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



### Equity

To ensure fair distribution of available resources across society.



### Participation

Enable people to participate in decisions which affect their lives.

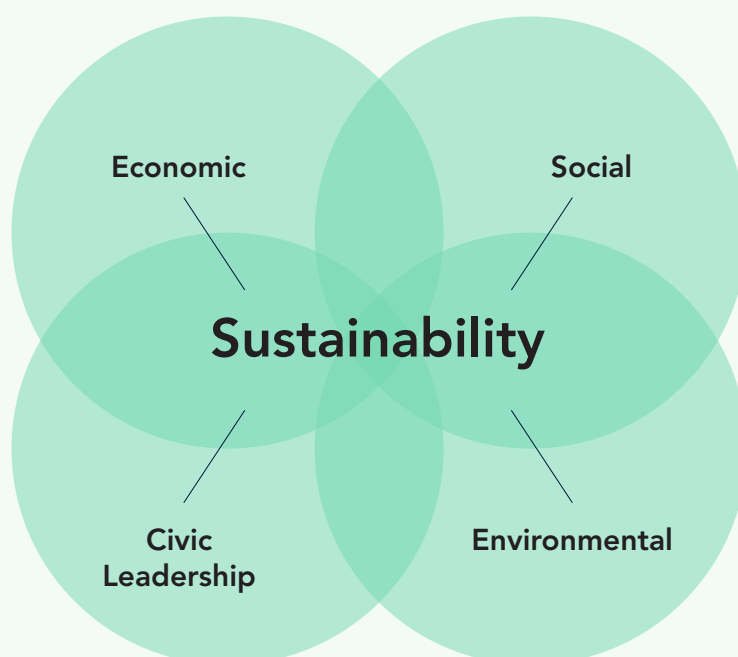


### Rights

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

## Quadruple Bottom-line

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







## Capital Works Program 2022-2026

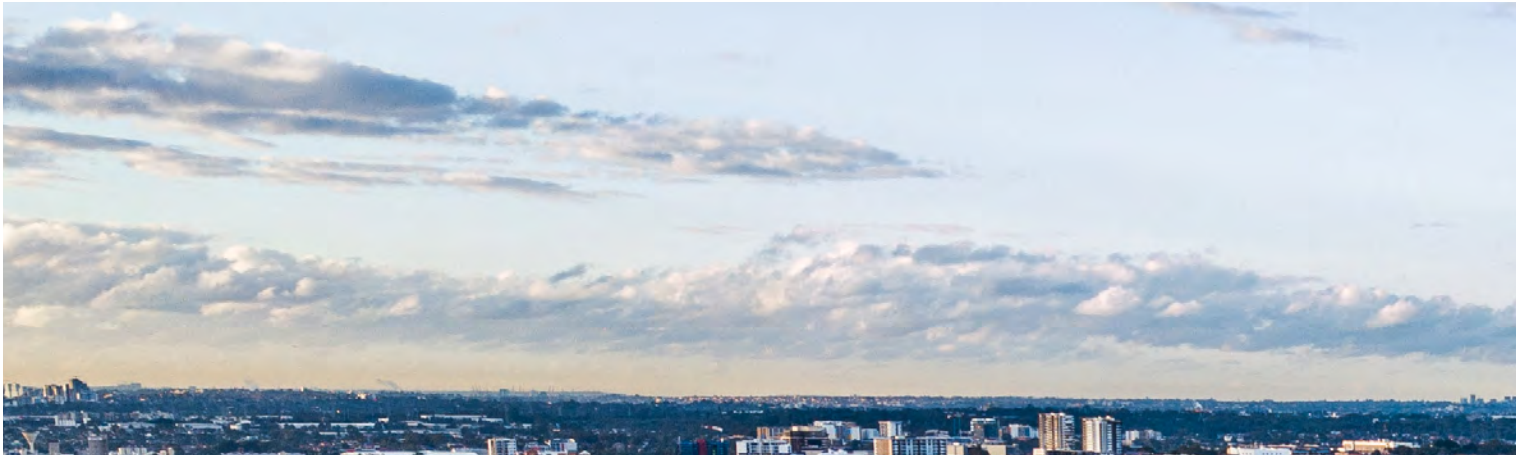
Project / Program	New / Renewal	Funding Source	2022-23 \$	2023-24 \$	2024-25 \$	2025-26 \$
<b>Buildings &amp; Pools</b>						
Buildings Renewal Program	Renewal	General	2,500,394	4,000,000	6,200,000	6,900,000
Buildings SRV Program	Renewal	SRV	2,900,000	2,903,407	-	-
Swimming Pools	Renewal	General	500,000	1,510,000	5,370,131	4,769,084
			<b>5,900,394</b>	<b>8,413,407</b>	<b>11,570,131</b>	<b>11,669,084</b>
<b>Footpaths</b>						
Footpath Renewal Program	Renewal	General	489,841	1,300,000	1,500,000	1,600,000
New Footpaths	New	General	1,000,000	1,000,000	1,000,000	1,000,000
Footpath SRV Program	Renewal	SRV	1,380,000	1,288,520	-	-
			<b>2,869,841</b>	<b>3,588,520</b>	<b>2,500,000</b>	<b>2,600,000</b>
<b>Roads &amp; Bridges</b>						
Roads Renewal Program	Renewal	General/Grant	9,256,746	11,300,000	11,970,000	12,900,000
Roads SRV Program	Renewal	SRV	1,542,701	1,793,224	-	-
Bridge Renewal Program	Renewal	General	600,000	600,000	600,000	600,000
Traffic Committee Projects	New	General	1,000,000	1,000,000	1,000,000	1,000,000
Traffic Blackspot Program	New	Grant	1,000,000	1,000,000	1,060,000	1,121,800
Parramatta Road Urban Renewal Program	New	Grant	7,248,897	-	-	-
			<b>20,648,344</b>	<b>15,693,224</b>	<b>14,630,000</b>	<b>15,621,800</b>
<b>Stormwater</b>						
Stormwater Renewal Program	Renewal	General	500,000	500,000	500,000	500,000
Stormwater Renewal Program	Renewal	Stormwater	1,550,256	1,581,261	1,812,886	1,845,144
Stormwater SRV Program	Renewal	SRV	500,000	625,019		
Merrylands CBD Drainage	Renewal	Loan	4,972,061			
			<b>7,522,317</b>	<b>2,706,280</b>	<b>2,312,886</b>	<b>2,345,144</b>
<b>Parks and Open Space</b>						
Parks Renewal Program	Renewal	General	4,368,442	4,500,000	5,700,000	6,000,000
Parks SRV Program	Renewal	SRV	1,399,335	1,086,317	-	-
Civic Park Pendle Hill Masterplan	New	s7.11	5,000,000	2,000,000	-	-
s7.11 Funded Open Space Works	New	s7.11	4,231,000	1,770,000	8,000,000	8,000,000
s7.11 Funded Building Works	New	s7.11	1,606,834	10,291,667	8,000,000	8,000,000
Prospect Hill Masterplan	New	s7.11	1,000,000	1,280,000	-	-
Girraween Park Amenities	New	s7.11	741,667	1,358,333	-	-
s7.11 Funded Town Centre Works	New	s7.11	500,000	300,000	500,000	500,000
Hyland Road Sporting Complex	New	s7.11	-	1,000,000	-	-
			<b>18,847,278</b>	<b>23,586,317</b>	<b>22,200,000</b>	<b>22,250,000</b>
<b>Other</b>						
Garbage Bins	Renewal	DWM	500,000	520,000	540,000	560,000
Streetlights	Renewal	General	341,865	350,000	360,000	357,481
Plant & Equipment	Renewal	General	2,982,000	3,000,000	3,000,000	3,000,000
I.T Equipment	Renewal	General	454,383	500,000	500,000	500,000
Library Books	Renewal	General / s7.11	536,186	541,548	550,000	562,000
			<b>4,814,434</b>	<b>4,911,548</b>	<b>4,950,000</b>	<b>4,979,481</b>
<b>Total Capital Works Program Expenditure</b>			<b>60,602,608</b>	<b>58,899,296</b>	<b>58,163,017</b>	<b>59,715,509</b>



## Alignment to Council Documents

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

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



## State and Regional Alignment

Goals	NSW Government Premiers Priorities	Regional/District Plans and Strategies	NSW State Plans and Strategies
<b>Strategic Goal 1</b> Supporting Community Health, Safety and Wellbeing	<ul style="list-style-type: none"> <li>Highest quality education</li> <li>Well connected communities with quality local environments</li> <li>Breaking the cycle of disadvantage</li> </ul>		<ul style="list-style-type: none"> <li>NSW Volunteer Strategy</li> </ul>
<b>Strategic Goal 2</b> Enhancing the Natural and Built Environment	<ul style="list-style-type: none"> <li>Well connected communities with quality local environments</li> </ul>	<ul style="list-style-type: none"> <li>Central City District Plan</li> <li>Greater Sydney Region Plan</li> <li>Parramatta River Catchment Group Masterplan</li> <li>Parramatta Road Corridor Urban Transformation Strategy</li> </ul>	<ul style="list-style-type: none"> <li>State Environmental Planning Policies</li> <li>WSROC Turn Down the Heat Strategy and Action Plan</li> <li>NSW Waste and Sustainable Materials Strategy 2041</li> <li>WSROC Waste and Resource Recovery Strategy</li> <li>NSW Greener Places Design Guide</li> <li>NSW Everyone Can Play Guideline to Inclusive Playspaces</li> </ul>



NSW State Guidelines and Framework	Local Government	Regulations & Legislation
<ul style="list-style-type: none"> <li>• NSW Food Safety Guidelines</li> <li>• Early Years Learning Framework</li> <li>• Aged Care Diversity Framework</li> <li>• Aged Care Quality Standards</li> <li>• NDIS Practice Standards and Quality Indicators</li> <li>• Aged Care Diversity Framework</li> <li>• Child Protection Framework</li> </ul>	<ul style="list-style-type: none"> <li>• Local Government Act 1993</li> </ul>	<ul style="list-style-type: none"> <li>• Children’s Guardian Amendment (Child Safe Scheme) Bill 2021</li> <li>• Children and Young Persons (Care and Protection) Act 1998</li> <li>• Child Protection (Working with Children) Act 2012</li> <li>• Children and Young Persons (Care and Protection) (Child Employment) Regulation 2015</li> <li>• Children’s Guardian Act 2019</li> <li>• Education and Care Services National Law Act 2010</li> <li>• Education and Care Services National Regulations 2011</li> <li>• Convention on the Rights of the Child 1990</li> <li>• Universal Declaration of Human Rights</li> <li>• Royal Commission into Institutional Responses to Child Sexual Abuse 2017</li> <li>• National Plan to Respond to the Abuse of Older Australians (Elder Abuse) 2019 -2023</li> <li>• NSW Residential Tenancies Act</li> <li>• Privacy and Personal Information Protection Act 1998 (NSW)</li> <li>• Library Act</li> <li>• NSW Disability Inclusion Act</li> <li>• NSW Carers Act</li> </ul>
<ul style="list-style-type: none"> <li>• NSW Greener Places Design Guide</li> <li>• NSW Everyone Can Play Guideline to Inclusive Playspaces</li> </ul>	<ul style="list-style-type: none"> <li>• Local Government Act 1993</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental Planning and Assessment Act</li> <li>• NSW Biodiversity Conservation Act 2016</li> <li>• NSW Waste Avoidance and Resource Recovery Act 2001</li> <li>• NSW Heritage Act 1977</li> <li>• NSW Crown Land Management Act 2016</li> <li>• Road Transport Act</li> <li>• Protection of the Environment Operations Act</li> <li>• National Parks and Wildlife Act 1974</li> <li>• Environmental Protection and Biodiversity Act 1999</li> </ul>

Goals	NSW Government Premiers Priorities	Regional/District Plans and Strategies	NSW State Plans and Strategies
<b>Strategic Goal 3</b> Delivering Sustainable Infrastructure and Services		<ul style="list-style-type: none"> <li>Western Sydney Regional Waste Strategy</li> </ul>	<ul style="list-style-type: none"> <li>State Environmental Planning Policies</li> <li>NSW Government's Waste Avoidance and Resource Recovery Strategy</li> </ul>
<b>Strategic Goal 4</b> Providing Local Leadership	<ul style="list-style-type: none"> <li>A strong Economy</li> <li>Putting customers at the centre of everything we do</li> </ul>		



NSW State Guidelines and Framework	Local Government	Regulations & Legislation
<ul style="list-style-type: none"> <li>RMS Quality Standards and Specifications</li> <li>State and Federal Infrastructure Funding Guidelines</li> <li>Annual Food and Public Health reporting provisions</li> </ul>	<ul style="list-style-type: none"> <li>Local Government Act 1993</li> </ul>	<ul style="list-style-type: none"> <li>Roads Act 1993</li> <li>Graffiti Control Act 2008</li> <li>Work Health and Safety Act 2011</li> <li>Biosecurity Act 2015</li> <li>National Parks and Wildlife Act 1974</li> <li>The Environmental Protection and Biodiversity Act 1999</li> <li>Companion Animals Act</li> <li>Contaminated Land Management Act</li> <li>Environmental Planning and Assessment Act</li> <li>Food Act</li> <li>Impounding Act</li> <li>Protection of the Environment Operations Act</li> <li>Public Health Act</li> <li>Road Transport Act</li> <li>Swimming Pools Act</li> <li>Protection of the Environment Operations Act</li> <li>Protection of the Environment Regulation</li> </ul>
<ul style="list-style-type: none"> <li>NSW Integrated Planning and Reporting Framework</li> </ul>	<ul style="list-style-type: none"> <li>Local Government Code of Accounting Practice and Financial Reporting</li> <li>Local Government Act 1993 and General Regulation 2005</li> <li>Local Government (State) Award</li> <li>Local Government (State) Award 2020</li> </ul>	<ul style="list-style-type: none"> <li>State Records Act 1998</li> <li>Industrial Relations Act 1996</li> <li>Industrial Relations Amendment Act 2016</li> <li>Anti-Discrimination Act 1991</li> <li>Privacy and Personal Information Protection Act 1998</li> <li>Disability Discrimination Act</li> <li>Copyright Act 1968</li> <li>A New Tax System (Goods and Services Tax) Act 1999</li> <li>Superannuation Guarantee (Administration) Act 1992</li> <li>Payroll Tax Act 2007</li> <li>Taxation Administration Act 1953</li> <li>Fringe Benefits Tax Assessment Act 1986</li> <li>State Records Act 1998</li> <li>Crown Lands Act 2016</li> <li>Retail Leases Act</li> <li>GIPA Act 2009</li> <li>WHS Act 2011</li> <li>Workers Compensation Act</li> <li>A115489 Records Management</li> </ul>



Delivery Program 2022 - 2026

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