



CUMBERLAND
COUNCIL



Cumberland Employment and Innovation Lands Strategy 2019

Contents

1.	Introduction	2
1.1	Strategy framework	2
2	Planning and policy context	3
2.1	National context	4
2.2	State and regional context	4
2.3	Local context	6
3	Cumberland profile	8
3.1	Employment structure	8
3.2	Demographics	8
3.3	Freight network	9
4	Strategic considerations for employment and innovation lands	10
4.1	Employment structure	10
4.2	Demographics	10
4.3	Emerging trends	11
4.4	Land use structure	12
4.5	Innovation ecosystem	13
5	Cumberland employment and innovation lands strategic framework	14
5.1	Strategic framework	14
5.2	Planning principles	16
5.3	Target industry sectors	16
6	Implementation	17

1. Introduction

Cumberland is located at the geographic heart of the Greater Sydney Region, and is well positioned to Sydney CBD, Greater Parramatta, Western Sydney Employment Area and the future Western Sydney Airport. The employment and innovation lands in Cumberland are well connected with the arterial road network and freight rail network, making it highly accessible to various distribution catchments across the Greater Sydney Region.

Cumberland's employment and innovation lands are well distributed across the area, including precincts in Auburn, Clyburn, Pemulwuy, Lidcombe, Regents Park, Smithfield, South Granville and Yennora. Employment and innovation lands are defined as all land within the area zoned IN1 General Industrial, IN2 Light Industrial, B5 Business Development, B6 Enterprise Corridor and B7 Business Park under the applicable Local Environmental Plans.

The Cumberland Employment and Innovation Lands Strategy presents a strategic and coordinated approach that has been developed by Council in consultation with the community and industry to support future economic opportunities for Cumberland that will continue to make the area an attractive place for residents, workers and visitors.

1.1 STRATEGY FRAMEWORK

The Cumberland Employment and Innovation Lands Strategy provides a framework for managing employment and innovation lands in Cumberland over a ten-year period. It presents information on the current employment structure and demographic profile of Cumberland. It identifies strategic considerations for employment and innovation lands that are relevant to the Cumberland area. A strategic land use framework is then outlined to support the transition of Cumberland's employment and innovation lands to meet the future needs of residents and workers in the area. Focus areas and actions are also provided to support the implementation of the strategy.

2. Planning and policy context

The strategy aims to balance the needs and preferences of the community and industry with Council's capabilities and preferences. Key planning strategies and policies that have influenced the development of the strategy are outlined below.



Figure 1: Cumberland Council's Planning Framework

2.1 NATIONAL CONTEXT

A key policy at the national level is the Australia Government's Employment and Innovation Policy. It identifies the need for realignment to improve productivity, competitiveness, employment and well-being, including the recognition of the critical role of local innovation ecosystems and an education and training system that is fit-for-purpose. The policy identifies a number of strategic actions and these include:

1. Developing a comprehensive basis for innovation policy
2. Building enterprise capability and collaboration that is industry-facing
3. Establishing funding mechanisms
4. Supporting innovation and entrepreneurship in high growth local innovation ecosystems, and
5. Investing in future skills through an integrated national tertiary education system.

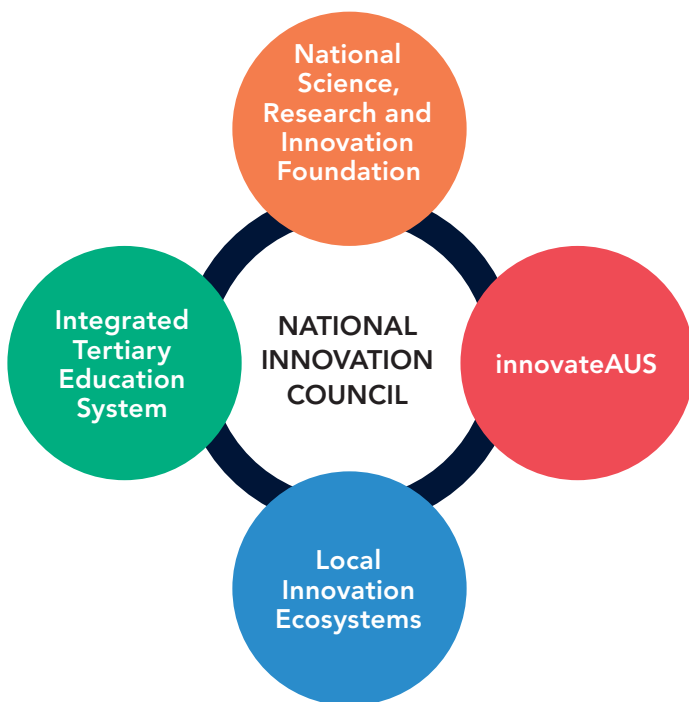


Figure 2: National Innovation Policy Framework

2.2 STATE AND REGIONAL CONTEXT

Considerations for employment and innovation is articulated through a range of regional planning policies and plans. These are also supported by the statutory framework under the Environmental Planning and Assessment Act 1979, that addresses how state level strategic planning policy is to be implemented at the local level.

2.2.1 Greater Sydney Region Plan

The Greater Sydney Region Plan provides a 40 year vision for the Greater Sydney area, and identifies the evolution of Sydney into three cities. These include:

- The Eastern City, currently the established Sydney City and economic corridors to its north and south
- The Central City with Greater Parramatta and the Olympic Park Peninsula, which is expected to experience the most significant urban transformation over the next 10 -15 years, and
- The Western City, which will focus on the future Western Sydney Aerotropolis.

Cumberland is centrally located in Greater Sydney, with direct access to all three cities.

The direction for productivity relating to jobs and skills identifies the importance of strategic planning in guiding the locations of business growth and investment and in providing better freight connections, economic agglomerations and skills development.

A number of actions are also identified in the plan that are relevant to Cumberland, and these include:

- Grow Greater Parramatta (which includes lands in the Cumberland area)
- Transform the productivity of Western Sydney through growth and investment
- Enhance capacity at Sydney's gateways and freight network, and
- Support priority economic sectors.

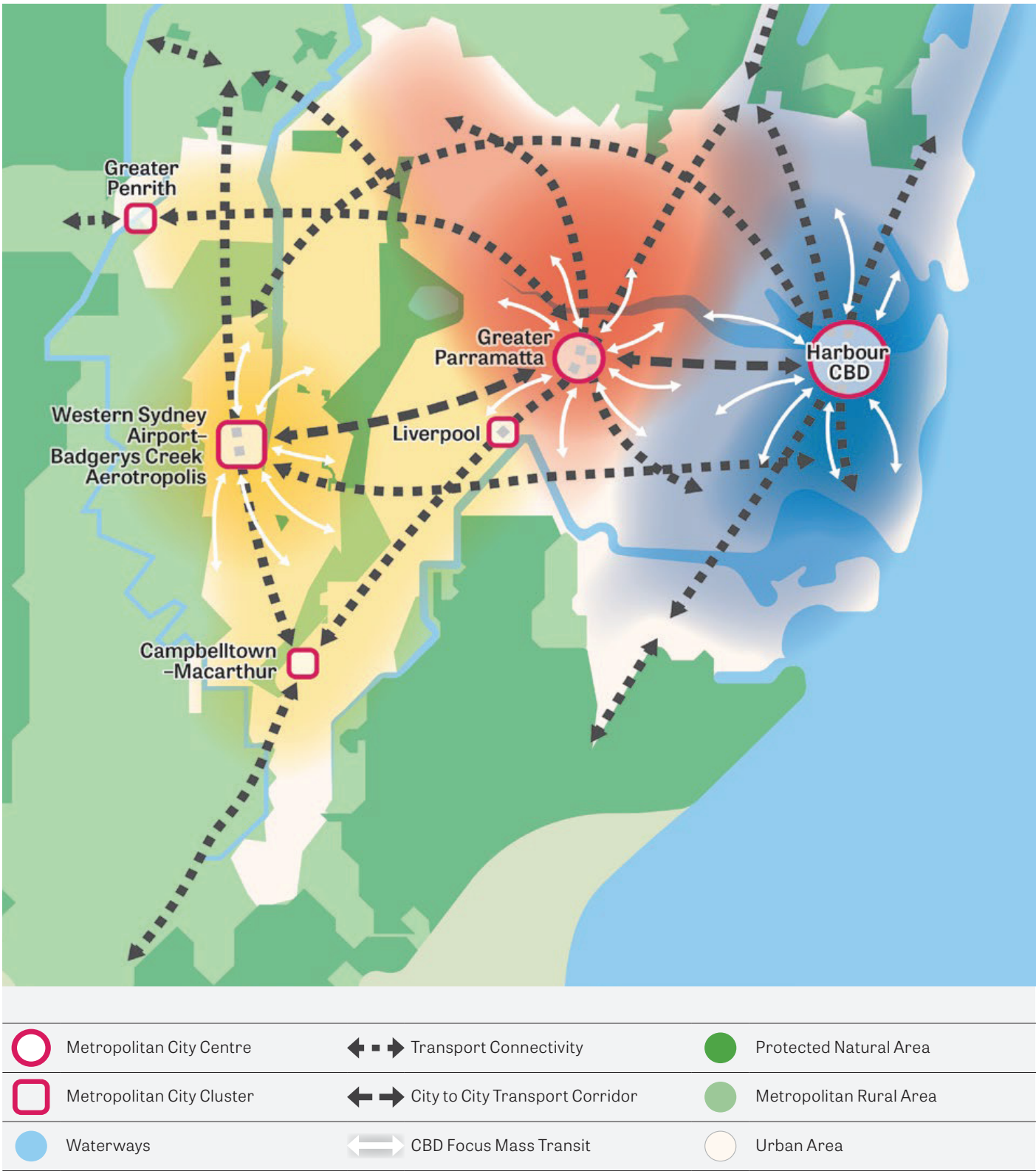


Figure 3: Greater Sydney Region Plan

2.2.2 Central City District Plan

The Central City District Plan sets out a 20 year vision for the Central City which includes Cumberland, Blacktown, Parramatta and the Hills Local Government Areas. The District Plan supports the implementation of the Greater Sydney Region Plan.

The Central City District Plan includes the following priorities for productivity relevant to the Cumberland area:

- C7: Growing a stronger and more competitive Greater Parramatta (which includes land in the Cumberland area)
- C10: Growing investment, business and job opportunities in strategic centres
- C11: Maximising opportunities to attract advanced manufacturing and innovation in industrial and urban services land, and
- C12: Supporting growth of targeted industry sectors.

2.2.3 A Metropolis That Works

The Greater Sydney Commission has prepared a Thought Leadership Paper – A Metropolis that Works. Though this paper does not comprise government policy, it provides a framework for thinking about how a working city can safeguard industrial lands to facilitate ongoing employment and innovation on industrial and urban services land within the region.

The paper highlights a range of matters regarding industrial and urban services (employment and innovation) lands and provides insights as to how strategic planning can facilitate the attainment of the Greater Sydney Region Plan's directions and the priorities and actions set out in the suite of district plans that apply to land within the region.

2.3 LOCAL CONTEXT

A range of local strategies, plans and policies are also in place or are being prepared that have a bearing on Cumberland's Employment and Innovation Lands Strategy.

2.3.1 Community Strategic Plan

The Cumberland Community Strategic Plan sets out the community's vision for the future. It also outlines the strategies in place to achieve the vision and how progress towards or away from the vision is to be measured and reported.

The community's vision for Cumberland includes the desire for jobs and a strategic approach to planning and development that results in positive outcomes for the community. The vision supports innovation and the potential within Cumberland that will deliver a vibrant and positive future for its residents.

Six key strategic goals accompanied by associated outcomes, actions and measures are set out in the Community Strategic Plan. Under Strategic Goal 4 'A strong local economy', Cumberland as an industry hub where it is easy for innovative new business and industry to begin and flourish or existing business and industry to grow, will be a key outcome. Access to jobs is also a target outcome with the community seeking access to jobs both locally and within the Greater Sydney Region.

2.3.2 Cultural Plan

Council has prepared a Cultural Plan that aims to provide guidance for planning of events, programs and infrastructure in arts and culture in Cumberland over the next 10 years. The plan provides a strategic framework to inform the planning of events, programs and infrastructure.

The Cultural Plan also targets five priority areas and include measurable performance indicators for each priority area. Priority Area 4 relates to 'enhancing place identity and activation' and will be closely aligned with the outcomes for jobs and local economic activity that are the subject of the Cumberland Employment and Innovation Lands Strategy.

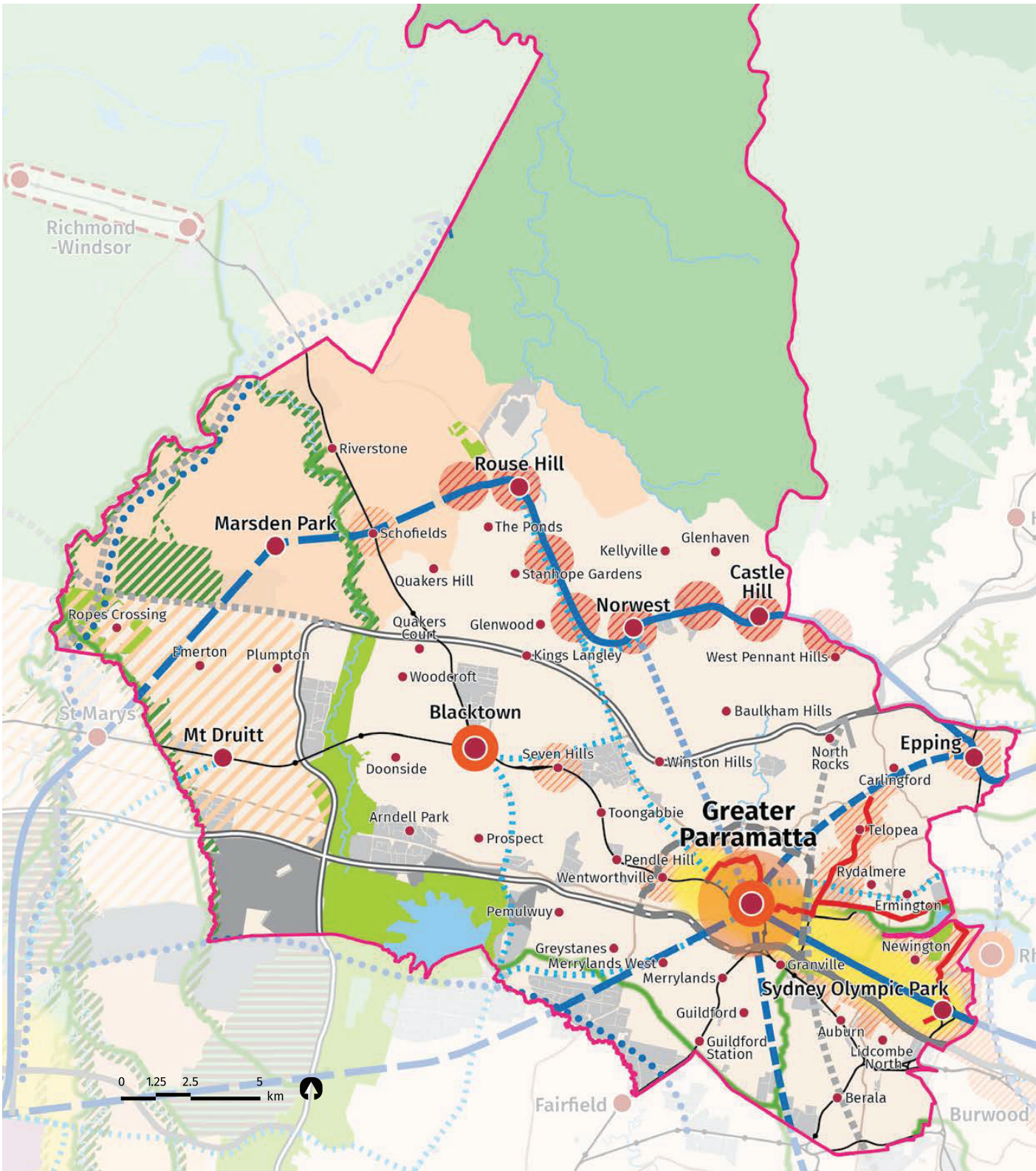


Figure 4: Central City District Plan

3. Cumberland profile

A snapshot of the current Cumberland profile is provided below. This profile provides a baseline for considerations in developing the strategic framework for employment and innovation lands in the area.

3.1 EMPLOYMENT STRUCTURE

The current employment structure in Cumberland includes 20,000 local businesses, over 86,000 local jobs and over 100,000 employed residents.

The key industries for employment include manufacturing, freight and logistics, transport and warehousing, food and beverage, and retail trade. These industries represent over 40% of employment for the Cumberland area. Other industries operating in the area include urban support services and construction activities.

In 2018, Cumberland's Gross Regional Product was \$11 billion, representing 2% of NSW's total economic output.

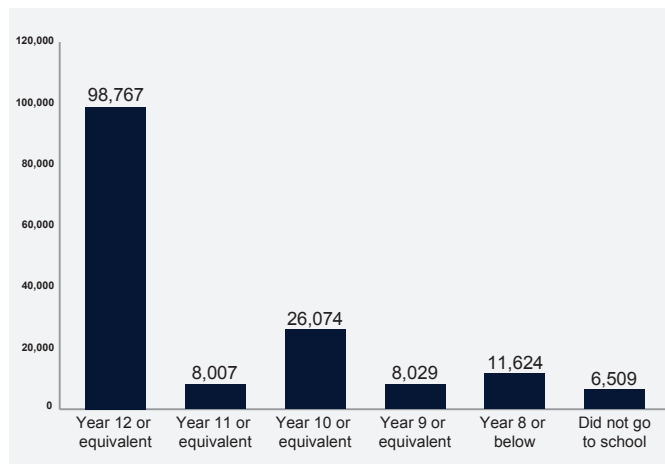


Figure 5: Education Profile in Cumberland

3.2 DEMOGRAPHICS

The current demographic profile for Cumberland identifies three key elements:

- a large, young population, with almost half of the population in the 18 to 36 year age group
- a diverse community, with people from over 120 language groups residing in the area
- an increasing number of residents that are either tertiary educated or gaining tertiary qualifications from TAFE or university.



102,789
EMPLOYED
RESIDENTS 2018
2018 NIEIR



86,553
LOCAL JOBS
2018 NIEIR



20,000
LOCAL BUSINESSES
ABS 2017

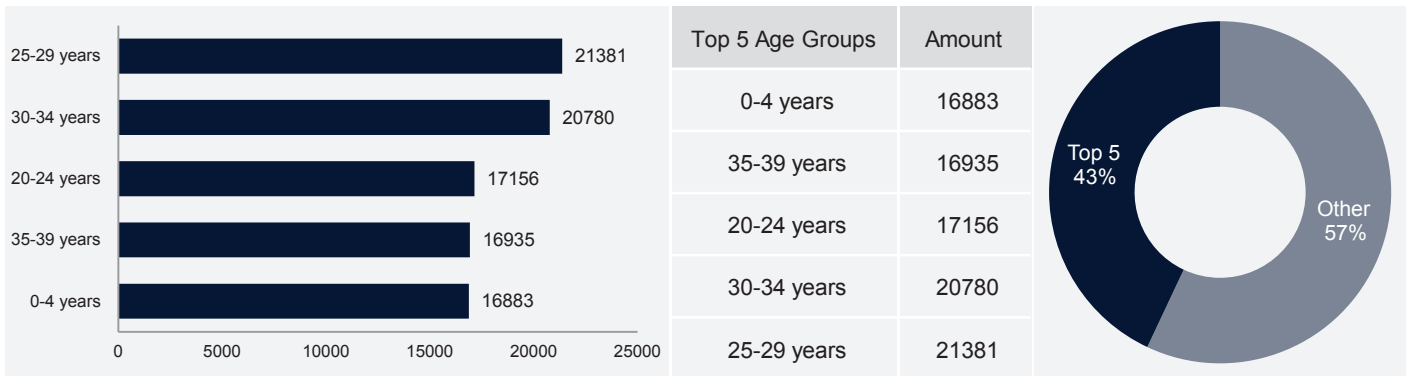


Figure 6: Age Profile in Cumberland

3.3 FREIGHT NETWORK

A number of strategic and regional freight road and rail links are provided in the Cumberland area. Road links include the Western Motorway, Cumberland Highway, Woodville Road and Silverwater Road. Rail links include the Western Line and Southern Sydney Freight Line.

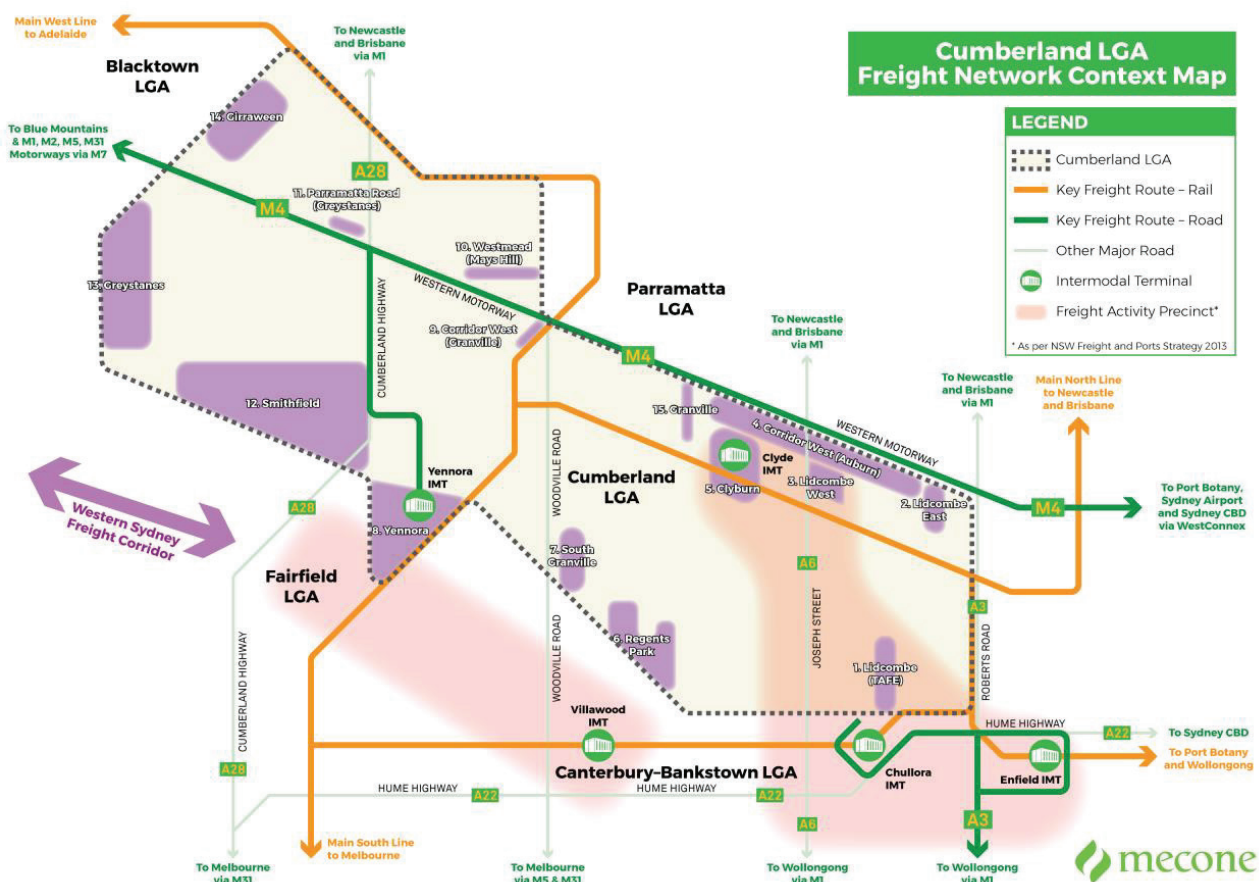


Figure 7: Freight Network in Cumberland

4. Strategic considerations for employment and innovation lands

There are a number of strategic considerations that inform the transition of employment and innovation lands in Cumberland over the next ten years. These include employment structure, demographics, emerging trends, land use structure and innovation systems.

4.1 EMPLOYMENT STRUCTURE

Cumberland's employment structure identifies competitive advantages and future economic opportunities:

- freight and logistics (which includes business and supply chain clusters) provided 18.2% of total employment and contributed more in industry value-add (21.5%) and paid more in wages (19.3%) than its share of employment. Cumberland has a distinct competitive advantage for this sector and attracts specialist skills with a comparatively higher rate of specialisation of 50% compared to Greater Sydney and Parramatta
- advanced manufacturing is well represented and contributes more significantly to value-addition (9.3%) and higher wages (9.4%) than its share of employment, and
- food and beverage manufacturing represents a smaller sector with 4.3% total employment. It is a high value sector contributing more in industry value-add (5.7%) and paying more in wages (4.7%) than its share of employment. This sector is specialised in Cumberland compared to the Greater Sydney Region, with more than 40% of its employees having specialist skills in the sector.



4.2 DEMOGRAPHICS

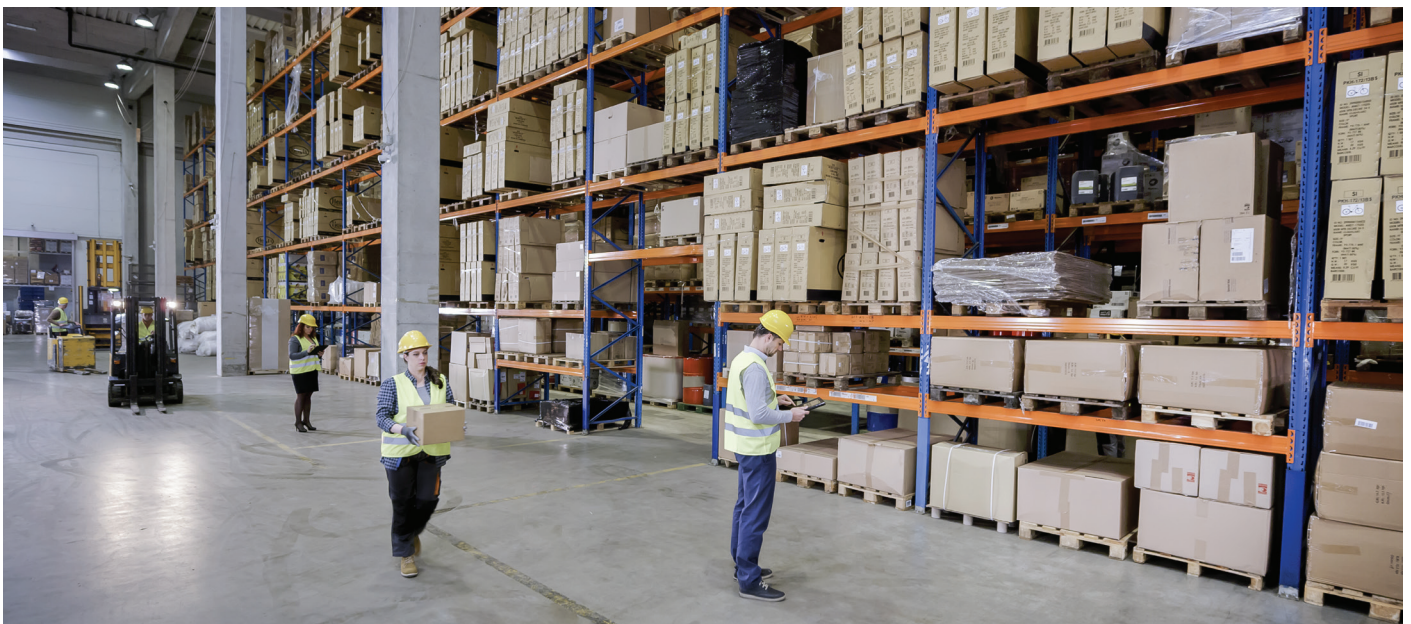
The demographic profile of Cumberland identifies opportunities to harness the local community in the following areas:

- the large, young population has an interest in entrepreneurship and in setting up their own businesses within the area. Strong indications are that knowledge industries, fashion and design digital media and technology, and music and creative arts form areas of entrepreneurial interest for this cohort
- the diverse community settling in Cumberland represent both a skilled component of migrants and an artisanal component that has a diversity of skills in traditional arts and crafts that are potentially of global appeal and marketability, and
- the increasing number of residents with tertiary qualifications has the potential to contribute to the transition of traditional industry from analogue to digital technology and to an artificial intelligence (AI) and robotics-led industrial revolution that is nascent within Cumberland, which is located at the geographic heart of the Greater Sydney Region.

4.3 EMERGING TRENDS

A number of emerging trends have been identified for employment and innovation lands that are applicable to Cumberland. These include:

- the digital technologies/media and advanced knowledge service sectors have the potential to contribute significantly to employment generation and local economic development by generating high value-added activity and incomes and further diversification of the local economy
- the use of higher knowledge workers, increased automation and shorter distribution supply chains will continue to increase, as businesses in Cumberland seek to value-add and improve efficiency and productivity
- logistics will remain the dominant driver of demand in Cumberland with new types of warehouse models emerging. Demand for land is expected to be strong including demand for small-scale facilities around centres and existing business zones
- Cumberland is well placed to capture emerging demand from re-shored manufacturing facilities due to its proximity to a large labour and consumer market, offering fast speed to market from manufacturer to customer
- the fitout and configuration of warehouses will evolve in response to the use of robots and emphasis on supply chain efficiencies. Greater heights and floor space ratios (FSRs) may be required, with taller warehouses to process fast-moving goods. In order to commit to the high capital cost to integrate technology into industrial space, occupiers will need to be assured of property tenure and long-term sustainability of the employment precinct, and
- creative industries, allied health and fashion and design are currently not well represented in the area. However, these sectors represent opportunities for growth and employment generation for Cumberland’s large young demographic if appropriate strategies are applied.



4.4 LAND USE STRUCTURE

The evolution of the land use structure for the Greater Sydney Region and Central City District provide strategic opportunities for the Cumberland area. These include:

- Cumberland being ideally positioned to capitalise on its geographically central location
- ability to support employment and innovation activities westwards while also allowing for these activities to take advantage of demand for land that may arise as a result of the high cost and scarcity of employment land in the Eastern City of Sydney

- taking advantage of the development and growth of the future Western City Aerotropolis, and
- reinforcing its role as a cluster for industries where Cumberland has a competitive advantage.

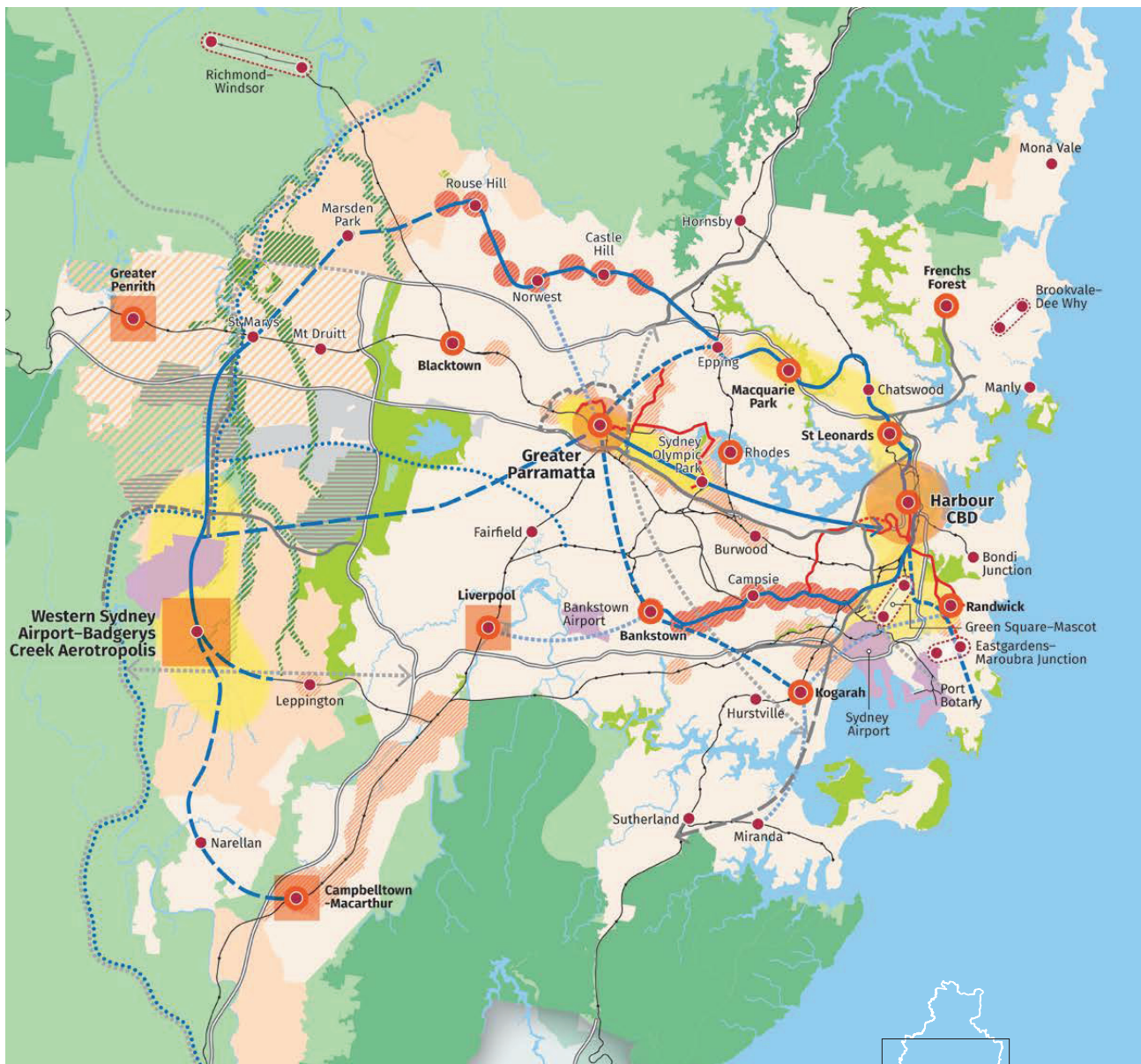


Figure 8: Land Use Structure for Greater Sydney Region



4.5 INNOVATION ECOSYSTEM

An innovation ecosystem is an environment that allows a network of interconnecting and interacting participants to mutually drive innovation outcomes. Relevant considerations for Cumberland include:

- Importance of an innovation business culture
- Collaboration between different players and industries, and
- Locational drivers, such as transport, labour, clients and suppliers.

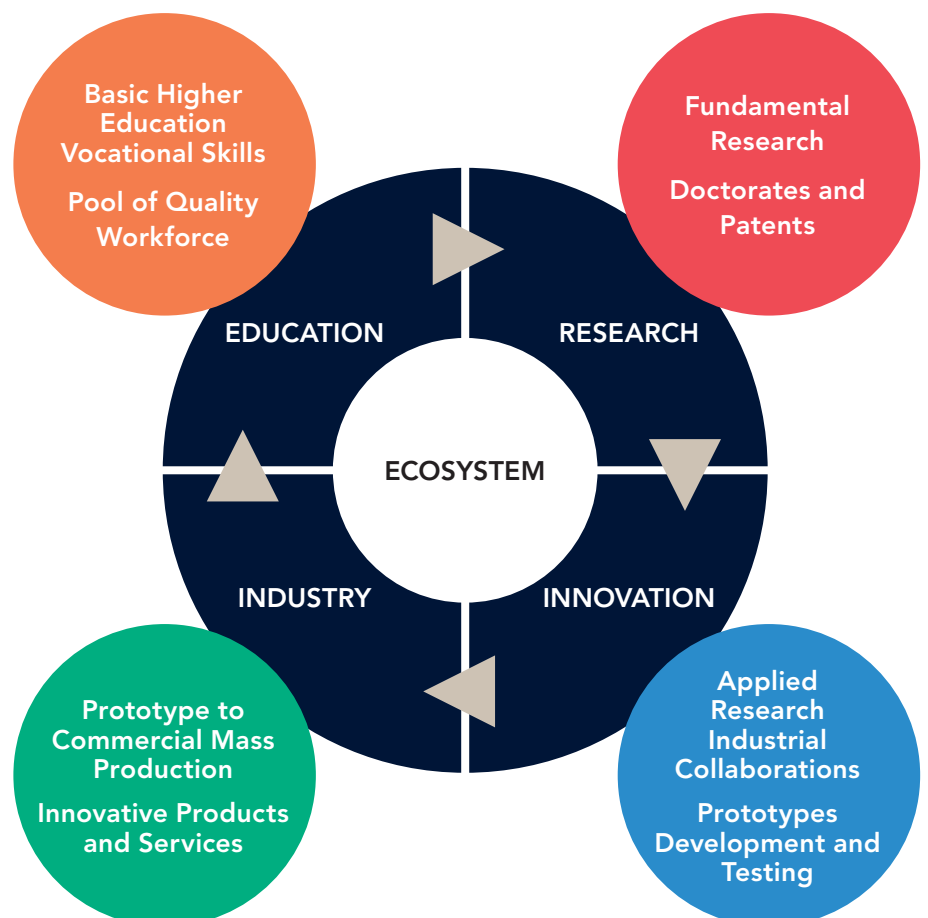


Figure 9: Innovation Ecosystem

5. Cumberland employment and innovation lands strategic framework

The strategic framework for Cumberland’s employment and innovation lands outlines the land use approach to support the transition of these precincts in meeting the future needs of residents and workers in the area. The framework also supports other actions and services by Cumberland Council that complement land use development for the area.

5.1 STRATEGIC FRAMEWORK

The strategic framework identifies 10 precincts across the Cumberland area and the focus of these areas to support employment and innovation needs. Further information is provided in Figure 10 and Table 1.

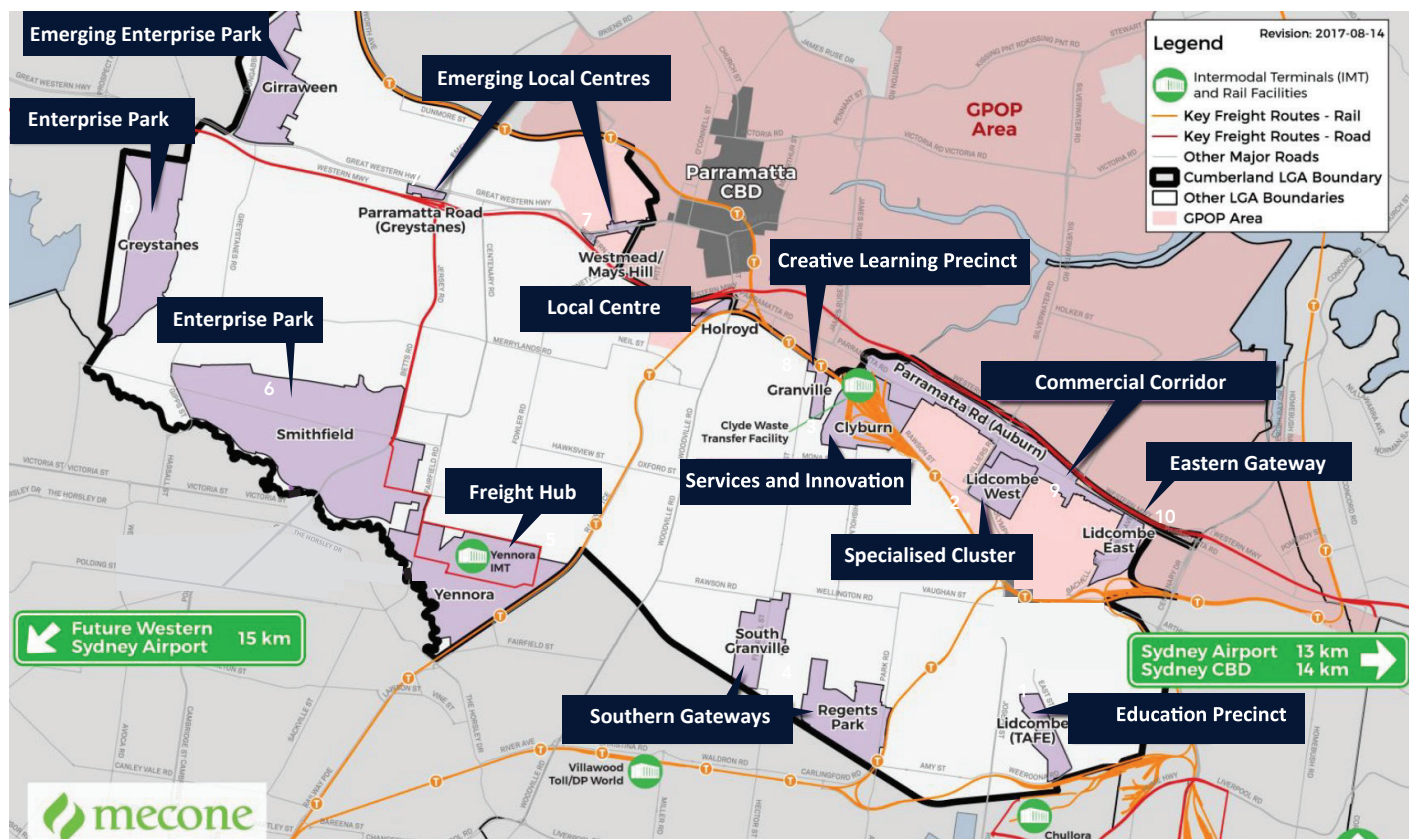


Figure 10: Map of Cumberland Employment and Innovation Lands Strategic Framework

	Precinct	Strategic Focus
1	Education Precinct	Education facilities and supporting services, aligned with current and emerging industries in region
2	Specialised Cluster	Potential for renewal including uses such as advanced knowledge and manufacturing, digital and creative industries (including food)
3	Services and Innovation	Maintain support service capability (eg. train operations) and encourage new service, research and innovation activities
4	Southern Gateways	Capitalise on strategic location for Sydney metro south and south-west; retain and expand existing pharmaceutical industry plus allied health, food/beverage
5	Freight Hub	Promote strategic importance of this major hub; strengthen road and rail connections
6	Enterprise Parks	Established and emerging business parks building on existing industry specialisations and increasing digitisation of production
7	Emerging Local Centres	Smaller emerging centres supporting local growth; potential to target health, ancillary retail, food/beverage as well as emerging sectors (eg. artisan industries)
8	Creative Learning Precinct	Focus on industry and business collaboration, and greater alignment of education sector to equip local population with new skills and innovation capacity
9	Commercial Corridor	Renewal with employment focus, including advanced knowledge and creative industries, digital, advanced manufacturing
10	Eastern Gateway	Cluster of premium high tech industrial units, closely aligned with Commercial Corridor

Table 1: Cumberland Employment and Innovation Lands Strategic Framework by Precinct

5.2 PLANNING PRINCIPLES

The following planning principles apply to the various employment and innovation lands across the Cumberland area:

- Elevating the strategic importance of Cumberland’s employment and innovation lands within the context of strategic planning for Greater Sydney and the Central City District and identify their role and function
- Recognising the importance of the freight network in supporting the ongoing viability of employment and innovation lands to ensure the major freight routes and facilities are not unnecessarily constrained by residential growth in the vicinity
- Seeking new ways of facilitating the growth of innovative businesses through the use of planning mechanisms and policies.
- Ensuring the land use planning framework for employment and innovation lands promotes innovation and target industries, and
- Promoting the health of employment and innovation lands in response to population growth, land use change and infrastructure provision.



5.3 TARGET INDUSTRY SECTORS

A number of target industry sectors are identified for support and augmentation within Cumberland’s employment and innovation lands. This is consistent with community expectations and findings.

The target industry sectors include:

- Advanced manufacturing
- Food and beverage manufacturing
- Digital technologies and media
- Freight and logistics
- Advanced knowledge services
- Creative industries
- Fashion, and
- Allied health.



6. Implementation

The implementation of the Cumberland Employment and Innovation Lands Strategy will focus on the following areas:

- Using Cumberland’s strategic plans and development controls to translate the strategy into land use outcomes
- Aligning Council’s economic development and place making activities with the focus areas for employment and innovation lands in Cumberland, and
- Collaborating with government, industry and the community to support the transition of employment and innovation lands to meet Cumberland’s future needs.

Further information on key focus areas is provided below. Specific actions and activities to progress the strategy will also be included in Cumberland Council’s Four Year Delivery Program and Annual Operational Plan.

Focus Area	Action	Timeframe				
		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
Key Focus Area 1 Planning	Review and update planning controls for employment and innovation lands					
Key Focus Area 2 Advocacy	Advocate to various levels of government on employment and innovation issues and priorities					
Key Focus Area 3 Economy and Place	Progress economic development and place-making activities that support the strategic framework for employment and innovation lands					
Key Focus Area 4 Collaboration	Collaborate with industry and community partners to support employment and innovation outcomes					

Table 2: Key Focus Areas



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