



CUMBERLAND
CITY COUNCIL



End of Term Report

2017-21



Acknowledgement of Traditional Custodians

CUMBERLAND CITY COUNCIL ACKNOWLEDGES
THE TRADITIONAL CUSTODIANS OF THIS LAND,
THE DARUG PEOPLE, AND PAYS OUR RESPECT
TO THEIR ELDERS BOTH PAST AND PRESENT.

End of Term Report *2017-21*



Introduction	2
End of Term Report 2017-21	3
– Council’s Reporting Obligations	4
– Reporting Methodology	5
The Cumberland Community Vision 2027	6
The Term in Review	10
Progress Towards our Strategic Goals	12
Strategic Goal 1: A great place to live	14
Strategic Goal 2: A safe accessible community	16
Strategic Goal 3: A clean and green community	18
Strategic Goal 4: A strong local economy	22
Strategic Goal 5: A Resilient built environment	24
Strategic Goal 6: Transparent and accountable leadership	26
– Council’s Contribution to the Community Strategic Plan 2017-27	28
– Role of our Partners	31
– Next Steps	31
– References	32



Introduction

End of Term Report *2017-21*

Under the Office of Local Government's Integrated Planning and Reporting Framework, Council is required to present the End of Term Report at the final meeting of the outgoing Council.

- 1. A great place to live*
- 2. A safe accessible community*
- 3. A clean and green community*
- 4. A strong local economy*
- 5. A resilient built environment*
- 6. Transparent and accountable leadership*

The End of Term Report 2017-21 provides an update to the Cumberland community on the implementation and effectiveness in achieving the social, environmental, economic and civic leadership objectives of the Community Strategic Plan.

The Community Strategic Plan 2017-27 (CSP) has set out the community's vision for the future; the strategies in place to achieve this vision, and how progress towards or away from the vision will be measured. This report highlights the actions, achievements and challenges in meeting the six strategic goals set out in the CSP.

The End of Term Report 2017-21 is divided into six sections to reflect the six strategic goals of the CSP. All sections provide a strategic statement outlining the community outcomes set at the start of the council term, key measures of satisfaction, council activities and services that address the strategic goal and service performance indicators. Each strategic goal also highlights aspects of the quadruple bottom line and overall, the community's well-being and satisfaction with Council.





Council's Reporting Obligations

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 short, medium and long-term planning that is based on community engagement and the framework is designed to help councils plan sustainably for the future.

Council reports quarterly on its progress in implementing its operational plans, as well as each year in the Annual Report. Every four years, however, councils are also required to report on how effective their plans and partnerships with others have been in making an actual difference to the community's quality of life as envisioned in the CSP. The End of Term Report seeks to answer the following questions:

- Did life get better in Cumberland while we were in office?
- As a community are we moving towards having:
 1. *A great place to live*
 2. *A safe and accessible community*
 3. *A clean and green community*
 4. *A strong local economy*
 5. *A resilient built environment*
 6. *Transparent and accountable leadership*
- Did the programs and projects delivered by Council help the community move towards achieving their vision and goals?

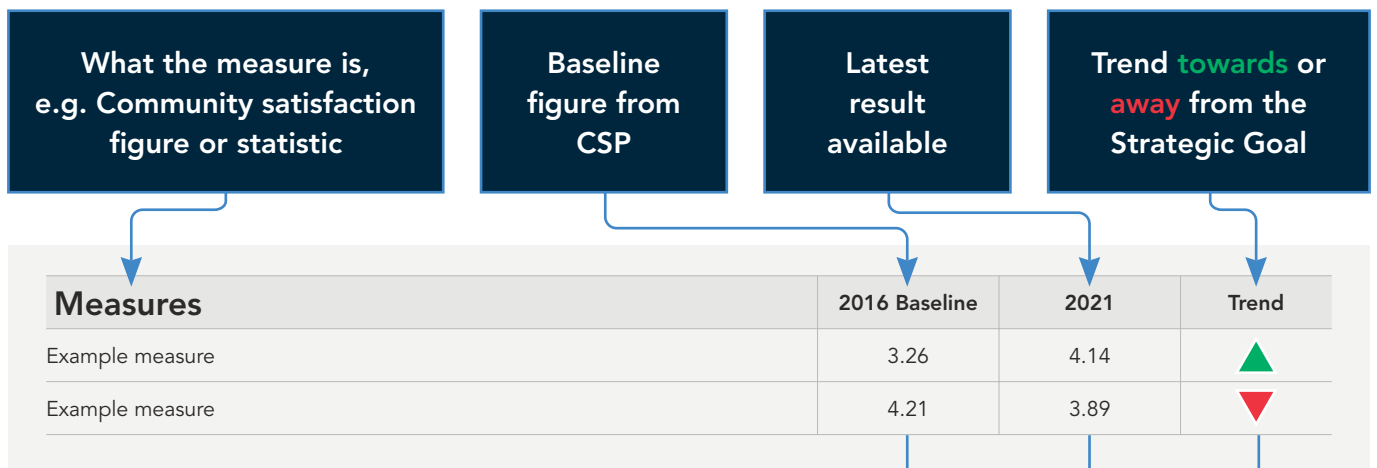
Reporting Methodology

The reporting methodology follows the structure of the CSP by reporting on progress towards the adopted strategic goals that underpin the high-level vision. Each strategic goal has benchmark data built in and this will be complemented by additional Council and community progress data Council has acquired during the term of office.

There were 37 baseline targets built into the original CSP 2017 document to indicate progress towards or away from the strategic goals. Most targets can still be measured in 2021. Baseline data in 2017 came from a variety of sources including:

The End of Term Report is structured around the six high level strategic goals that underpin the community's vision for the future. Within each of the goals there are a number of measures which help to show whether we as a community have moved **towards** or **away** from the goal. These measures are a mixture of perceived movement from community survey data and objective movement such as NSW crime statistics. These measures are set out as below:

- Annual resident surveys conducted by independent third parties
- Australian Bureau of Statistics
- NSW Bureau of Crime Statistics
- NSW Health Department
- NSW Department of Planning
- Roads and Maritime Services
- Cumberland City Council internal performance measurement database
- Cumberland City Council Annual Financial Statements



Many of the supporting measures within the strategic goal reports are based on Council's Community Satisfaction Survey. Where these appear, the result is on a scale of 1-5 with 1 being very dissatisfied and 5 being very satisfied.

Over the four-year term of Council, more data became available than there was in 2016-17 following the proclamation of the new Cumberland Council. Where this data supports movement towards or away from a strategic goal, it has been included in the report. For consistency and ease of presentation some data has been converted into percentages or mean scores or has been represented graphically. At a high level, each strategic goal has an indicator arrow showing the sum of the data available indicating general movement towards or away from the goal.



The Cumberland Community Vision 2027



Cumberland community's vision for the future:

Welcome Belong Succeed



This vision statement summarises what the residents of Cumberland City want for the area and the community over 10 years. It also captures all the priority areas as a result of the community engagement program including:

- Sense of community and liveability of the area
- Safety
- Equality and access to infrastructure and services
- High quality and a diverse range of green space
- Jobs
- Education
- A strategic approach to planning and development that results in positive outcomes for the community
- Positive leadership based on community involvement in decision making
- Cleanliness

Council's Community Strategic Plan 2017-27 sets out the long-term vision for Cumberland City and is underpinned by six strategic goals:



A great place to live

1

A safe & accessible community

2

A clean & green community

3

This community priority reflects our wish to have better sense of community and an even more liveable and happy place to call home. This includes community programs and facilities that contribute to Cumberland being a great place to live, as well as those that celebrate our diversity and our young demographics.

This priority reflects our community's importance on feeling safe around all areas of Cumberland, and the need for improved equality in access of services and facilities in the area. This outcome takes into account the higher than average proportion of people identifying as having a requirement for assistance due to a disability as well as current crime and road accident statistics.

We have a strong desire to have high quality and abundant green space and clean urban and open areas. This priority area will ensure a strategic focus and approach on providing the community with appropriate green and natural space that is valued and maintained.

In addition to this, this priority will form the link for Council to play its part in sustainable practices for itself and promoting them in the community. This priority also ensures a desire for clean and well-maintained public areas in Cumberland. This takes into account waste collection, litter removal and public place infrastructure maintenance. This focus is based on the high rates of street litter in the past and the effect that cleaner areas will have on community pride and health.



*A strong
local
economy*

4

*A resilient
built
environment*

5

*Transparent
& accountable
leadership*

6

A huge part of Cumberland's local identity is its mix of small businesses and the community has expressed the need for more support for existing and emerging business in the area. This priority will ensure support from Council and its partners for small business and an outcome where Cumberland is an industry hub where it is easy for innovative new business to begin and flourish.

Part of a strong local economy is also our access to jobs. Community members have stated the need to have easier access to jobs locally and in the greater Sydney region. Support for job seekers and the programs and education they need is of particular emphasis in this plan.

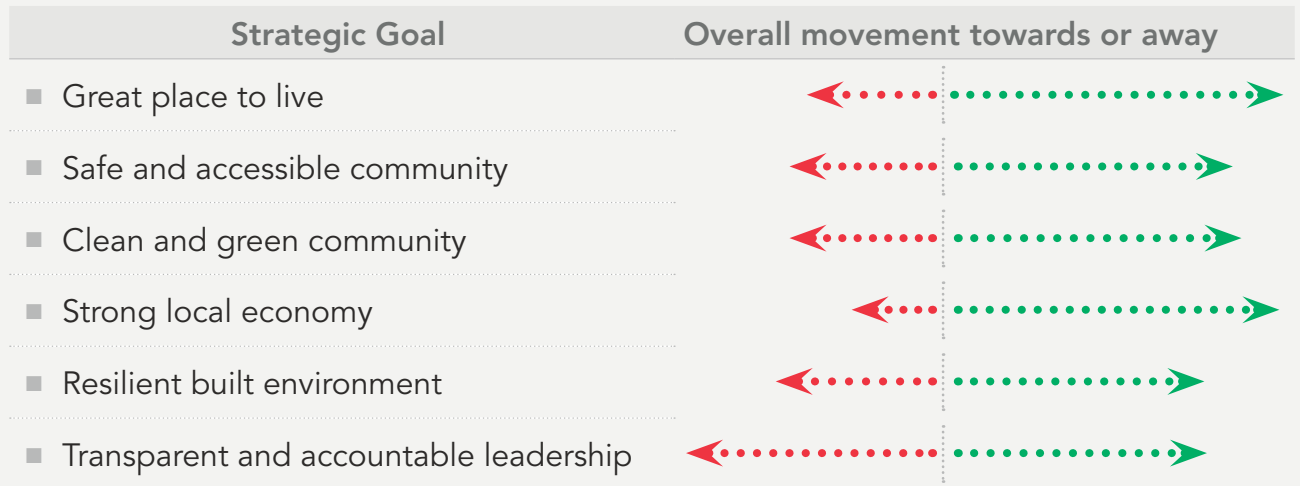
We are concerned with the effects of Sydney's growing population and the effect that the increased need for development is having on Cumberland. This priority will ensure Council policy protects community needs from development and a strategic approach to the need for increased population density in our town centres and around transport hubs. This priority also concerns our community's need for a range of transport options to move around Cumberland and connect us to wider Sydney.

This priority is concerned with our desire for an open, transparent, accountable and honest Council that can be trusted, and which advocates on its behalf. It is also about elected representatives who are there to serve the community and provide an efficient and sustainable organisation into the future. This priority reflects the community's current feeling of being uninformed of Council's services, facilities and decisions.

2. Did we move towards our goals set in the Community Strategic Plan?

Overall, yes! 

Welcome, Belong, Succeed



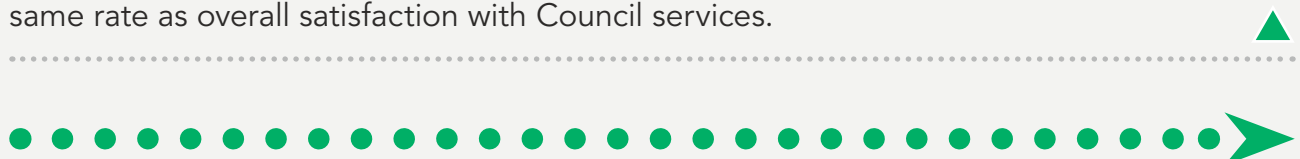
* Reference "Living in the Cumberland LGA" Mean rating score from Micromex annual Community Satisfaction Scores – Length of arrows indicates percentage of respondents either dissatisfied (red) or satisfied (green) or disagreement (red) or agreement (green) with a statement.

3. Did the programs and projects Council delivered help our community move towards achieving their vision and goals?

Yes! Council is a critical part of the Cumberland community, providing much needed services and facilities that enhance the life of residents, businesses and visitors.

The Community is at least somewhat satisfied with 48/49 services and facilities showing high levels of satisfaction with Council service provision. More detailed data in the report shows the connection between Council provision of services and facilities and movement towards Community Strategic Plan goals and targets.

Importantly, perceived quality of life in the community improved at the same rate as overall satisfaction with Council services.



Progress Towards our Strategic Goals



ICONS LEGEND

COMMUNITY STRATEGIC PLAN DRIVERS

Strategic goals	Icon	Outcomes
A great place to live		We have positive connections within our local community through our local programs and services that reflect our unique identity
		We have high-quality community facilities that fit our purposes
		We live healthy and active lifestyles
A safe and accessible community		We feel safe in all areas of Cumberland at all times
		We have equal access to local services and facilities
		Council operations support a healthy community
A clean and green community		We have great natural and green spaces that suit a variety of uses
		We value the environment and have measures in place to protect it
		Our public places are clean and attractive
A strong local economy		We have a strong and diverse local economy supported by a network of small business
		We have access to jobs locally and in our region
		We have access to great local education and care services
A resilient built environment		We have vibrant entertainment precincts
		Our planning decisions and controls ensure the community benefits from development
		We have a range of transport options that connect our town centres and to wider Sydney
Transparent and accountable leadership		We are proud of our political leadership
		Council acts as a community guardian through responsible and effective operational administration
		Decision-making is transparent, accountable and based on community engagement



A great place to live

Strategic Statement

This community priority reflects our wish to have a better sense of community and an even more liveable and happy place to call home. This includes community

programs and facilities that contribute to Cumberland being a great place to live, as well as those that celebrate our diversity and our young demographics.

Outcomes



1.1 We have positive connections within our local community through our local programs and services that reflect our unique identity ✓



1.2 We have high quality community facilities and spaces that fit our purposes ✓



1.3 We live healthy and active lifestyles ✓

Overall Progress



Key Measure	2016 Baseline	2019	Trend
Agreement that Cumberland is a good place to live	84%	89%	▲



Supporting Measures

Community Perception Measures	2016 Baseline	2020	Trend
Agreement with feeling part of the local community	3.55	3.55	—
Agreement with Cumberland as a harmonious, respectful, and tolerant community	3.42	3.57	▲
Satisfaction with festival and events programs	3.51	3.77	▲
Agreement with access to arts and cultural activities	3.15	3.25	▲
Satisfaction with youth programs and activities	3.29	3.43	▲
Satisfaction with community centres and facilities	3.6	3.64	▲
Satisfaction with aged care and support for people with a disability	3.41	3.7	▲
Satisfaction with Library Services	3.92	4.03	▲
Residents feel they have opportunities to participate in sporting or recreational activities	3.38	3.51	▲
Swimming Pools	3.40	3.46	▲
Promoting pride in the community	3.17	3.33	▲

How Council contributed

- A packed program of large and small events
- Flavours of Auburn Food and Cultural Tourism Project
- Cumberland Reconciliation Action Plan implementation
- Aboriginal cultural Initiatives
- Reconciliation Day Program
- Cumberland Youth Strategy 2017-2021 implementation
- Children and Families Strategy 2019-23 implementation
- Peacock Gallery Creative Arts and Disability Program
- Healthy Kids initiative
- Intergenerational programs
- One-Stop-Shop multipurpose community centres
- Our 8 Libraries
- Children's Services centres and programs.

What we built:

Granville Centre

This building addresses a shortfall of community spaces in Granville and gives residents and visitors a modern venue where they can come together as a community.

Wentworthville Memorial Swim Centre

The construction of this upgraded facility was aimed at enhancing the physical activities and recreational experience for the community. This helps ensure residents are able to swim, exercise and compete in modern and well-maintained facilities.

Auburn Ruth Everuss Aquatic Centre

The transformation of this Centre was completed by Council providing a variety of water spaces for leisure, fitness and wellness for Cumberland residents and visitors.

Granville Stadium Upgrade

Granville Stadium will be the heart of community sports in the Cumberland area once complete.

Awards



Winner

NSW Tennis

Supporting Tennis (Government) Award 2019-20



Winner

2018 Australian Sport, Recreation and Play Industry Awards

Programs, Activities and Events



Winner

Crowned 'Major Event of the Year' (NSW/ACT) – 2019

Sydney Cherry Blossom Festival

A safe accessible community

Strategic Statement

This priority reflects our community's importance on feeling safe around all areas of Cumberland, and the need for improved equality in access of services and facilities in the area. This outcome takes into

account the higher than average proportion of people identifying as having a requirement for assistance due to a disability as well as current crime and road accident statistics.

Outcomes



2.1 We feel safe in all areas of Cumberland at all times ✓



2.2 We have equal access to local services and facilities ✓



2.3 Council operations support a healthy community ✓

Overall Progress



Key Measure

Key Measure		2016 Baseline	2019	Trend
Feeling Safe	During the Day	91%	93%	▲
	After Dark	54%	52%	▼

Supporting Measures

Measures	2016 Baseline	2020	Trend
Satisfaction with CCTV and safe public spaces	3.05	3.05	—
Community safety	3.42	3.68	▲
Accessibility to Council and its services	3.44	3.63	▲
People in Cumberland obey controls relating to noise, traffic, and animals	3.02	3.07	▲

Measures	2016 Baseline	2021	NSW 2021 Benchmark	Trend
Ratio of recorded criminal incidents per 100,000 population over the 12 months to 2016	68.2	57.6	66.2	▲

Supporting Measures

Measures	2016 Average Benchmark	2021 Average	Trend
Assault (non-domestic violence)* rate per 100,000 population	62	57	▲
Domestic violence incidents* rate per 100,000 population	72	84	▼
Sexual assault* rate per 100,000 population	9	11	▼
Measures	2016 Baseline	2021	Trend
Motor vehicle crashes**	341	181	▲

* NSW Bureau Crime Statistics and Research:

https://www.bocsar.nsw.gov.au/Pages/bocsar_crime_stats/bocsar_latest_quarterly_and_annual_reports.aspx

Note: There is some evidence that reporting on domestic violence is increasing and the growth may be attributed to more reporting as opposed to increased incidences of domestic violence.

** <https://roadsafety.transport.nsw.gov.au/statistics/interactivecrashstats/nsw.html?tabnsw=6>

How Council contributed

- Continued strengthening of partnership with Council, local Police, RMS, and community safety groups to address specific areas of safety
- Safety Infrastructure and CCTV camera systems
- Domestic and family violence educational material (including different languages)
- Domestic violence information sessions with Council, with the support of NSW Police, Legal Aid NSW, and Women's Legal Service
- Domestic and family violence video and prevention modules
- Child safety protection measures and plans
- Seniors units for independent living
- Press for Help Program – Personal Alarm Project
- Child Safe Organisation and Child Protection Framework
- Best Practices for Child Protection and Training
- Community safety campaign 'Living Safely in Cumberland City'
- Cumberland Environmental Health Strategy implementation
- Monitored and removed dangerous dogs from our streets
- Responded to health and regulatory complaints.

COVID-19 Response

Council has continually monitored the outbreak of COVID-19 and taken advice from NSW Health and the Federal and State Governments to assist in the response. The wellbeing of the staff and the community remained Council's top priority.

Council remained open throughout the pandemic to provide essential services and to support its local businesses and vulnerable community members. COVID-19 has adversely impacted Council's operations, events, programs, activities and provision of local services and facilities to the Cumberland area.

To support the community and businesses, Council provided a wide range of support and financial packages to accommodate for those in need during this unprecedented time. Support provided included:

- Emergency relief
- Food and care packages
- Financial assistance and material aid
- Homelessness services and crisis accommodation
- Education and care to the children of essential workers living in and outside the Cumberland area
- Welfare checks and one to one wellbeing calls
- Launched the Shop Local Campaign, that has assisted businesses to become innovative and know how to adapt their services and to be able to trade during these times. As a result of this initiative, local businesses have delivered services online and via phone orders
- Set up a dedicated COVID-19 business support website, that provides regular information and resources to businesses
- In collaboration with NSW Business Connect, Council has provided business webinars to assist businesses with online sales and marketing survival tips
- Free flu vaccinations
- Initiated a suite of online library services.

A clean and green community

Strategic Statement

We have a strong desire to have high quality and abundant green space and clean urban and open areas. This priority area will ensure a strategic focus and approach on providing the community with appropriate green and natural space that is valued and maintained.

In addition to this, this priority will form the link for Council to play its part in sustainable practices for itself and promoting them in the community.

This priority also ensures a desire for clean and well-maintained public areas in Cumberland. This takes into account waste collection, litter removal and public place infrastructure maintenance. This focus is based on the high rates of street litter in the past and the effect that cleaner areas will have on community pride and health.

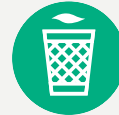
Outcomes



3.1 We have great natural and green spaces that suit a variety of users ✓



3.2 We value the environment and have measures in place to protect it ✓



3.3 Our public places are clean and attractive ✓

Overall Progress



Key Measure

Key Measure	2017 Benchmark	2021	Trend
Perception that Cumberland is Clean and Green*	3.2	3.34	▲

*Measure replaces original measure in CSP due to data discrepancies.



Supporting Measures

Measures	2016 Benchmark	2020	Trend
Satisfaction with the protection of the natural environment	3.29	3.4	▲
Availability and maintenance of sporting ovals, grounds, and facilities	3.57	3.71	▲
Satisfaction with environmental education programs	3.08	3.37	▲
Satisfaction with illegal dumped rubbish removal	3.47	3.47	▲
Satisfaction with encouraging recycling	3.75	3.86	▲
Satisfaction with tree management	3.22	3.31	▲
Satisfaction with household garbage collection	4.31	4.19	▼
Satisfaction with the appearance of the local area	3.29	3.36	▲
Satisfaction with the maintenance and cleaning of town centres	3.39	3.49	▲
Satisfaction with graffiti removal	3.42	3.70	▲
Satisfaction maintenance of local parks and playgrounds	3.65	3.65	—

How Council contributed

- Open Space and Recreational Strategy 2019-29
- Managing local panels to ensure best use of our parks
- Sporting forums
- Enhancing our availability of open and green spaces
- Litter programs
- Tree planting
- Native beehives
- Recycling services and initiatives
- Environmental educational programs and engagement activities undertaken
- To raise awareness of the importance of waste and recycling, Council delivered:
 - Environmental Management Framework 2019
 - Biodiversity Strategy and Action
 - Energy and Water Savings
 - Asbestos Management Plan
 - Urban Tree Strategy
 - Online waste app ‘Snap Send Solve’
 - Waste Management Services
 - Garbage collection
 - Clean up services
 - Recycling services
 - Waste and Resource Recovery Strategy 2018-2023.

Natural, green and recreational spaces the Cumberland community has access to includes:

- Over 400 parks
- Over 550 ha of open space for recreation
- 2 Skateparks
- 225 play spaces
- 8 outdoor venues supporting community centres
- 8 off-leash dog areas
- 10 outdoor fitness stations
- 97 fields
- 46 sportsgrounds
- 100 hard courts
- 21 basketball courts (both full and half)
- 37 tennis courts
- 42 netball courts
- Over 220 ha of bushland and golf courses
- Auburn Botanic Gardens, Central Gardens Nature Reserve, and Holroyd Gardens Nature Reserve.



What we built:

Central Gardens All Abilities Playground

This project provided an inclusive play space and a timber structure with ramp and slides, a space-net climbing rope structure, new shade cloth, landscaping, seating, water bubblers and accessible concrete pathways.



Auburn and Bardo Parks Upgrades

Previously Auburn Park was in generally poor condition, with an absence of healthy shade trees, denuded grass areas and degraded amenities. Today this park is a flagship open space enjoyed by residents and visitors with exercise equipment and a cricket oval where a wide range of sports can be played as well as being ideal for community use for festivals and other celebrations.

Bardo Park is a 'pocket park' in a densely built-up neighbourhood of Auburn. The upgrades to the park provide an open layout, with facilities for children and adults alike. Since the surrounding residences are mostly apartment blocks, the park provides much needed open space for outside play and exercise opportunities for local families.

Awards



Winner

Keep Australia Beautiful NSW 2019 Sustainable Cities Awards

The Habitat and Wildlife Conservation Award

Project: Keeping-a-hive Native Beehive Community Program



Winner

Keep Australia Beautiful NSW 2019 Sustainable Cities Awards

Overall Sustainable Cities Award

Awarded to Council



Winner

2017-18 Local Government Excellence Awards

Green Globe Awards 2017



A strong local economy

Strategic Statement

A huge part of Cumberland’s local economy is its mix of small businesses and the community has expressed the need for more support and emerging business in the area. This priority will ensure support from Council and its partners for small business and an outcome where Cumberland is an industry hub where it is easy for innovative new business to begin and flourish.

Part of a strong local economy is our access to jobs. Community members have stated the need to have easier access to local jobs and in the greater Sydney region. Support for job seekers and the programs and education they need was a particular emphasis in the CSP.

Outcomes



4.1 We have a strong and diverse local economy supported by a network of small business ✓



4.2 We have access to jobs locally and in our region ✓



4.3 We have access to great local education and care services ✓

Overall Progress



Key Measure

Key Measure	2016 Baseline	2021	Trend
Unemployment in Cumberland LGA	7.7%	8.6%	

* <https://economy.id.com.au/cumberland/unemployment> – To generate statistic for equal comparison a yearly average of the 4 quarterly results was used for both comparative years.



Supporting Measures

Community Perception Measures	2016 Baseline	2020	Trend
Agreement that local shopping strips are vibrant and economically healthy	3.41	3.46	▲
Suitability of local shops	3.49	3.54	▲
Agreement that Cumberland has a strong local economy	3.3	3.45	▲
Satisfaction with Childcare Services and programs	3.47	3.76	▲
Satisfaction with Programs and support for newly arrived and migrant communities	3.03	3.31	▲
Satisfaction with support and programs for volunteers and community groups	3.41	3.56	▲
Satisfaction with support of local jobs and businesses	3.17	3.41	▲
Objective Measures	2016 Benchmark	2020/21	Trend
Jobs to workers ratio (ability of Cumberland to theoretically provide jobs for all workers)	0.86	0.81	▼
Worker productivity (Amount of product produced per worker)	\$118,579	\$115,310	▼
Gross Regional Product (measure of the size of the wealth generated by the Cumberland local economy)	\$12,050m	\$12,394m	▲

* Profile ID

How Council contributed

- Business engagement programs and local business webinars
- Business advisory sessions, workshops, and networking events
- Employment hubs
- Employ local initiatives
- Volunteering programs
- Economic development initiatives
- Place management model
- Employment and Innovation Lands Strategy 2019
- Employ local, spend local and learn local initiatives
- Lidcombe hub initiative
- Volunteering pathway to employment
- Supporting educational engagement and pathways for children
- Youth pathway to employment with Dress for Success.

What we built

Friend Park Children’s Centre Renovation

As part of the renovations, a series of outdoor play spaces have been designed to allow children to explore the outdoors and connect with nature within landscaped areas. The outdoor play space provides children with specially designed areas that have fencing and shade, ensuring children are kept safe.



Awards



First Place Award

Population Health Promotion (Healthy Children’s Initiative) 2019

Active Play Everyday Initiative
Category: Active Play Everyday



Winner

Local Government Excellence Awards 2017-18

Sydney Cherry Blossom Festival
Local Economic Contribution

A resilient built environment

Strategic Statement

We are concerned with the effects of Sydney’s growing population and the effect that the increased need for development is having on Cumberland. This priority will ensure Council policy protects community needs from development and a strategic approach to the

need for increased population density in our town centres and around transport hubs. This priority also concerns our community’s need for a range of transport options to move around Cumberland and connect us to wider Sydney.

Outcomes



5.1 We have a vibrant entertainment precinct



5.2 Our planning decisions and controls ensure the community benefits from development



5.3 We have a range of transport options that connect our town centres to wider Sydney



Overall Progress



Key Measure

2016 Baseline

2021

Trend

Satisfaction with building heights in town centres

2.67

3.03



Awards



Winner International Association of Public Participation Core Values Awards 2019-20

Sustainable Development Goals Discover Cumberland Program



Supporting Measures

Community Perception Measures	2016 Benchmark	2020	Trend
Agreement with Cumberland has a resilient built environment	3.18	3.36	▲
Availability of car parking	2.70	2.86	▲
Satisfaction with cycle ways	3.51	3.58	▲
Satisfaction with long term planning	3.1	3.26	▲
Satisfaction with development applications and construction certificates	2.83	3.05	▲
Satisfaction with Protection of low-rise residential areas	2.94	3.05	▲
Satisfaction with protection of heritage buildings and items	3.37	3.54	▲
Satisfaction with transport in the area is accessible	3.61	3.74	▲
Satisfaction with flood Management	3.54	3.88	▲
Satisfaction with maintenance of footpaths	3.39	3.50	▲
Satisfaction with maintaining local roads	3.24	3.38	▲
Satisfaction with stormwater management	3.50	3.68	▲
Objective Measures	2016 Benchmark	2021	Trend
Development Application average determination time (days)	100	93	▲
Development Application median determination time (days)	69	77	▼

How Council contributed

- Progressed Cumberland's town centre, precinct and corridor reviews
- Wentworthville Public Domain Upgrade Plan
- Cumberland 2030: Our Local Strategic Planning Statement (LSPS)
- Our Cumberland: 2030 and Beyond
- Local Environmental Plan
- Development Control Plan
- Affordable housing
- Voluntary Planning Agreements (VPAs)
- Development assessment
- Cumberland City Design Excellence Panel
- Community benefits from development activities.

Other activities delivered by Council to ensure current and future development benefit the natural and built environment include:

- Completing the Transport and Stormwater Asset Management Plans
- Finalising the design works and acquisition for the Merrylands Ring Road
- Completing the widening of bridges over Duck River.

Transport Options

Council undertook activities and delivered key projects that provided a range of transport options for our residents and visitors, which include:

- Continued development of Cumberland's Pedestrian Access Management Plan
- Investigating and completing a study into Cumberland's bus networks and links to other public transport
- Focused improvement to local transport links and frequency of rail and bus services by collaborating with Transport NSW, adjoining councils and relevant state agencies and authorities
- Working with public and private stakeholders to ensure adequate social infrastructure and green open space for new residential developments
- Support of cycling and footpath infrastructure and services
- Advocating for improvements to transport infrastructure and services (e.g. high-capacity turn-up and go bus services on the Liverpool to Parramatta T-Way short and medium term)
- Continued implementation of the consolidated Local Infrastructure Contributions Plans for Cumberland.

Transparent and accountable leadership

Strategic Statement

This priority is concerned with our desire for an open, transparent, accountable and honest Council that can be trusted and which advocates on its behalf. It is also about elected representatives who are there to service

the community and provide an efficient and sustainable organisation into the future. This priority reflects the community's current feeling of being uninformed of Council's services, facilities and decisions.

Outcomes



6.1 We are proud of our political leadership ✓



6.2 Council acts as a community guardian through responsible and effective operational administration ✓



6.3 Decision making is transparent, accountable and based on community engagement ✓

Overall Progress



Key Measure

Key Measure	2017 Baseline	2021	Trend
Overall Satisfaction with Cumberland Council	2.78	3.18	

Supporting Measures

Measures	2016 Baseline	2020	Trend
Opportunities to participate in Council's decision-making process	2.84	3.26	
Provision of council information to the community	3.12	3.35	
Council offers good value for money	2.99	3.28	
Council makes decisions in the best interests of the community	3.15	3.21	
Cumberland has transparent, accountable and honest leadership	2.78	3.18	

How Council contributed

- Governance, Risk and Audit System
- Fraud Control Plan
- Councillor Professional Development Program
- Procurement Framework
- Economic statement updates
- Budget Efficiency Program
- Customer Experience Strategy 2017-21
- Investigating joint purchase opportunities with neighbouring councils
- Community Engagement Program
- Quarterly Performance Review Program.

Awards



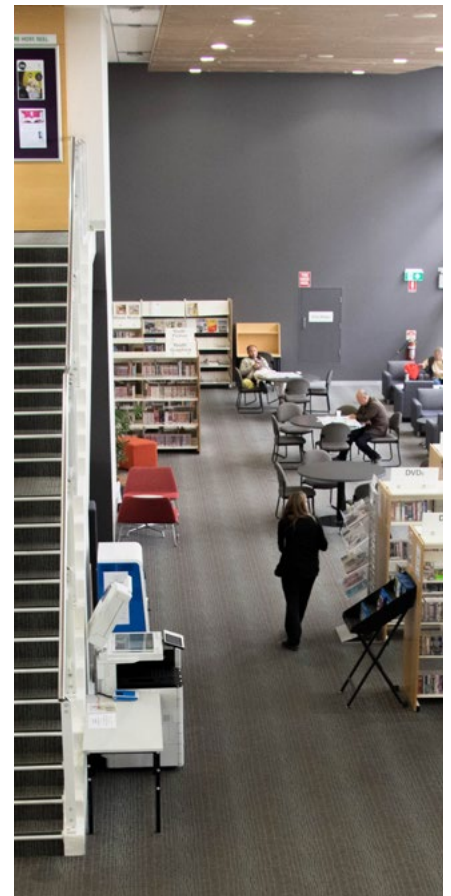
Finalist
National Local Government Customer Service Network
2019 National Customer Service Excellence Award



Council's Contribution to the Community Strategic Plan 2017-27

Constant annual measurement in statistically valid surveys carried out by independent third parties have consistently confirmed that the community considered Cumberland City Council's services and facilities to be central to their capacity to achieve the vision and goals of the CSP. The data from these reports clearly shows that anything Council

does is considered by the community to be highly likely to contribute in some degree to the quality of life the community desires. It is not possible to enhance the quality of life of the community or achieve the vision without accessing Council's services and facilities regularly.



Importance of Council Services





As shown in the report, life in Cumberland improved over the past four years. With this data we can be reasonably confident that it was at least partly due to activities conducted by Council. As important as our services and facilities are to

the community, it is equally important that there is a connection between the delivery of our services and the community's ability to achieve the vision in the CSP. This connection is shown below:

How Cumberland City Council Services help make the CSP Vision a reality



Role of our Partners

It is acknowledged that Council cannot deliver everything needed to help the community achieve their vision for the future set out in the CSP. The original CSP from 2017 identified the key partners who play critical roles in contributing to the desired outcomes in the CSP, particularly contributing to movement in the high level liveability and wellbeing indicators. These partners were:

Next Steps

This report demonstrates the significant progress the Cumberland Community has made towards their high level vision and goals for the future. To keep us on track, Council will commence a review of the Community Strategic Plan (CSP) 2017-27 in the first half of 2022. This review will:

- Check if our vision for the future has changed due to shifting priorities or community values
- Set new goals and objectives to work towards to achieve the vision
- Set new targets to help us know if we've arrived at our goals and insert new benchmarking data.

Following the local government elections in December 2021 and the election of a new body of Councillors, Council will respond to the new CSP with a new four-year delivery program, setting out the priority areas of focus for the new political term. This will be paired with a new resourcing strategy to show how Council plans to resource the commitments in the planning documents.



- Office of Local Government
- Department of Premier and Cabinet
- Governance education providers
- NSW Planning
- Greater Sydney Commission
- Public transport agencies
- Developers
- Roads and Maritime Service
- Local Chambers of Commerce
- Local business owners
- Local schools
- Local education providers
- Local care service providers
- State Government
- Federal Government
- Greater Sydney Commission
- Bower
- Clean Away
- Clean Up Australia
- EnviroMentors
- Keep NSW Beautiful
- Office of Environment and Heritage
- Parramatta Foreshore
- Planet Ark
- Parramatta River Catchment Group
- SLIP
- Sydney Olympic Park Authority
- Visy
- Local Police Commands
- Local service providers
- Transport for NSW
- Event organisers
- Community facility users

References

Sources of data for this report are all publicly accessible.

Documents available on Council's website include:

- 2016 Community Satisfaction Survey – Micromex Research
- 2017 Community Satisfaction Survey – Micromex Research
- 2018 Community Satisfaction Survey – Micromex Research
- 2019 Community Satisfaction Survey – Micromex Research
- 2021 Community Satisfaction Survey – Jetty Research
- Cumberland City Council Quarterly Performance Reports.

Other references:

- NSW Bureau of Crime Statistics
- Australian Bureau of Statistics 2016 Census data
- Roads and Maritime Services vehicle accident statistics.







CUMBERLAND
CITY COUNCIL

CUMBERLAND CITY COUNCIL
END OF TERM REPORT 2017-21
© Cumberland City Council 2021

For further copies of this document please contact:
Cumberland City Council, 16 Memorial Avenue, PO Box 42, Merrylands NSW 2160.
E council@cumberland.nsw.gov.au **W** cumberland.nsw.gov.au