

Our home
Our City Our future



2021-2022 ANNUAL REPORT

Reports on the implementation of the 2021-2022 Operational Plan



Our Commitment to Aboriginal and Torres Strait Islander Residents

Fairfield City Council (Council) acknowledges the Cabrogal people of the Darug nation as the traditional custodians of Fairfield City and pays its respect to the Elders past, present and future. The Cabrogal name comes from the 'cobra grub', an edible freshwater worm harvested from local creeks in the City that was a staple food for the clan. Council also recognises the spiritual relationship Aboriginal Australians have with the land and the right to live according to their own beliefs, values and customs.

In July 2000, Council signed a Local Government Commitment that both acknowledged and recognised Aboriginal and Torres Strait Islander people as the first people of Australia. It acknowledged their loss and grief caused by alienation from traditional lands, loss of lives and freedom, and the forced removal of children.

Council continues this commitment through the endorsement of the Fairfield City Aboriginal and Torres Strait Islander Reconciliation Action Plan 2021-2022 to support the community. The Plan is based on the principles of Respect, Relationships and Opportunities. The development of the plan and Council initiatives are guided by the Aboriginal Advisory Committee, Warin Tiati, which means 'let's talk' in Darug. The Warin Tiati advises Council on issues that affect the Aboriginal community.

Council annually holds a flag raising ceremony for National Reconciliation Week to promote reconciliation, and an event to commemorate NAIDOC week to show appreciation to First Nation's people. Although the event was not possible this year due to health restrictions, Council flew NAIDOC week banners across the city to mark the special occasion.

This year, a group of 11 First Nations young people participated in a Connection to Country Walkabout during National Reconciliation Week. The group walked along a songline in Faulconbridge in Darug land and visited several sacred sites. They participated in a smoking ceremony, practised ochre painting and had a yarn about the Dreaming and traditional knowledge and practice. This activity helped the young people to feel a greater connection to their culture and identity.



Smoking Ceremony

Introduction

Theme 1
Community
Wellbeing

Theme 2
Places and
Infrastructure

Theme 3
Environmental
Sustainability

Theme 4
Local Economy and
Employment

Theme 5
Good Governance
and Leadership

Statutory
Information

Financial
Summary

Contents

INTRODUCTION

Message from the Mayor and City Manager	6
Integrated Planning and Reporting Framework	8
About the Annual Report	9
Fast Facts of Fairfield City	10
Council's Elected Representatives	11
Council's Organisational Structure	14
Council Groups and their Functions	15
Overview of Council Services	16

ACHIEVEMENTS AND HIGHLIGHTS

Measuring our progress against the 2017/18-2020/21 Delivery Program	20
Construction Projects and Major Events Achieved from the 2021-2022 Operational Plan	30
COVID-19 Support	32

THEMES

Theme One - Community Wellbeing	34
Theme Two - Places and Infrastructure	38
Theme Three - Environmental Sustainability	42
Theme Four - Local Economy and Employment	44
Theme Five - Good Governance and Leadership	46

STATUTORY INFORMATION

Diversity and Multicultural Activities

Diversity and Multicultural Services	48
Access and Equity Services	52
Disability Inclusion Action Plan	54
Compliance for Carers	60
Financial Assistance from Council	59
External Bodies Exercising Council Functions	61
Partnerships	62
Financial Sponsorships	63

Environmental and Planning Activities

Companion Animals Act and Regulation Activities	65
Council's Off-Leash Facilities	66
Swimming Pools Act and Regulation Activities	68
Bushfire Hazard Reduction Activities	68
Environmental Upgrade Agreements	68
Stormwater Levy	70
Development Contributions	71
Planning Agreements	71

Workforce Management Plan Activities

Workforce Management Plan	72
Diversity and Equal Employment Opportunity	74
Enterprise Risk Management	78
Corporate Governance	82
Internal Audit	82
Audit, Risk and Improvement Committee	82
Fraud Prevention and Control	83

Corporate Activities

Government Information (Public Access) Act 2009	84
Public Interest Disclosure Act 1994 and Regulation	87
Mayoral and Councillor Fees and Expenses	88
Overseas Visits by Councillors and Council Staff	88
Council Committees	88
Senior Staff Remuneration	89
Councillors Induction and Professional Development	90
Legal Proceedings	92
National Competition Policy	92
Declared Business Activities	92
Major Contracts over \$150,000 in Value	93
2021-2022 Capital Works Projects and Programs	99
Major Capital Projects over \$10 Million	99
Condition of Public Works	103
Work Carried Out on Private Land	103
Controlling Interests in Companies	103
Rates and Charges Written Off	103
Productivity Improvement, Cost Containment and Revenue Opportunities	103
Special Rate Variation	104

FINANCIAL SUMMARY

Financial Overview	106
Performance Ratios	108
Financial Statement and Audit	110



Dutton Plaza Car Park

Introduction

Theme 1
Community
Wellbeing

Theme 2
Places and
Infrastructure

Theme 3
Environmental
Sustainability

Theme 4
Local Economy and
Employment

Theme 5
Good Governance
and Leadership

Statutory
Information

Financial
Summary

Message from the Mayor



This has been an incredibly challenging year for our community. We have been isolated from family and friends, and local businesses have been impacted by the NSW Health restrictions in response to the COVID-19 outbreak. However, I am proud of the work the Council and the community have done over the last year through what was the worst of the COVID-19 pandemic.

Fairfield City was designated an area of concern under the Public Health Order during the June – October 2021 outbreak, which resulted in a number of impacts on Council services, including:

- temporary closures of libraries, leisure centres and child care facilities
- postponement of major events, workshops and training
- delay of capital works and operational delivery
- redeployment of staff to other services.

Council responded to the outbreak with a range of initiatives, targeting those in most need, especially our vulnerable communities. Council:

- Established a central distribution hub for logistical management of food supplies from OzHarvest, Foodbank and donations to Non-Government Organisations (NGOs) and residents in need.
- Prepared culturally appropriate frozen meals for distribution to the community and NGOs.
- Provided COVID-19 testing locations (Fairfield Showground, Endeavour Reserve, Rosford Reserve and Brenan Park Community Centre) and a vaccination hub, which included traffic management and cleaning.

- Established a wellbeing register, which managed community requests for support.
- Provided direct communication to residents and business owners / operators on health issues through printed letter box drops, social media, messaging, emails and engagement with community groups.

Council dynamically adapted to changes in Public Health Order restrictions to protect the safety of the community and staff, and engineered solutions to continue to support residents, while delivering services wherever possible within the constraints of the Public Health Orders.

The gradual lifting of Public Health Orders towards the end of 2021 allowed for an increase in community and economic activities to be delivered in a safe and coordinated approach. Council's focus shifted to reactivating and revitalising our City safely.

Our community was finally able to vote at the Council Elections, which was held in December 2021 after being postponed twice due to the Public Health Orders.

Our community also faced natural disaster, when extreme weather events caused flooding in the Sydney Basin, including Fairfield City. Council responded to these events by providing emergency repair crews to help local residents and emergency services. As a result of the sustained wet weather, Council changed its focus in the last quarter from delivering capital renewal works to the repair of roads and facilities in order to maintain critical infrastructure assets for the community.

Due to Council's history of many years of prudent financial management, we are able to continue to invest in community infrastructure and to deliver a large capital works program, which creates jobs, opportunities and services for our community. The financial resilience of Council is evidenced by the improved operating performance of most of its services during the second half of the financial year. Council will continue to work hard and monitor financial and operational performance and take appropriate steps to mitigate any financial losses.

Council performed well in meeting its services and project delivery commitments in the 2021-2022 Operational Plan, which included completing over 70% of scheduled projects and major programs, despite the many challenges brought about by the Covid-19 pandemic and the continued wet weather events.

In implementing the 2021-2022 Operational Plan, Council:

- Opened the Fairfield City HQ to offer small businesses access to facilities and resources required to run a business. These include hire of office space, hot desks and meeting rooms, access to high tech equipment, printing and scanning functions and access to networking events, workshops and programs to support business growth.
- opened the Wave Pool at Aquatopia, providing residents with a 55-metre pool with breaking waves. Additional elements were also installed such as an undercover waterproof awning, new bathrooms, storage lockers, cabanas and barbecues.
- constructed the Showground Pavilion at the Fairfield Showground, which provides spectator seating, players and officials rooms, viewing areas, corporate boxes, and catering facilities
- completed and opened the Dutton Plaza Car Park, which included a new multi-storey car park that provides 219 additional car spaces in Cabramatta
- successfully coordinated the Fairfield City local government elections for 2021
- integrated the online booking system to allow keyless access to 12 community centres and facilities in Bonnyrigg, Bonnyrigg Heights, Bossley Park, Cabramatta, Edensor Park, Greenfield Park, Mt Pritchard, Wetherill Park, Fairfield, Prairiewood, Emerson Futsal Court and Fairfield Tennis Court and Fairfield City HQ
- partnered with Endeavour Energy to commence replacement of street light bulbs across the City to LEDs, which will reduce energy use, maintenance costs, improve sustainability with lower carbon emissions and provide brighter lighting to improve public safety
- renewed over 15.3km roads and 13.1km kerbs and gutters throughout the City
- renewed over 6.8km of footpath and installed 2.5km of new footpaths throughout the City.

Council was also recognised and awarded for its achievements throughout the year, receiving the:

- IMAGinE award for the Travelling Sounds: Music and Migration in Western Sydney exhibition held at the Fairfield City Museum and Gallery.
- Landscape Association Excellence Awards in the Commercial and Civil Construction category for the People's Globe at Fairfield Showground.
- Institute of Public Works Engineering Australasia (IPWEA) NSW and ACT Engineering Excellence Award for Dutton Plaza Car Park.

- Landscape Architecture Award for Deerbush Park Playground in the NSW Chapter of Australian Institute of Landscape Architects in the Play Spaces category.

Council continues to play an important role within the Western Sydney region. This includes an ongoing commitment to the Western Sydney City Deal (City Deal) and the Western Parkland Councils by representing the community's needs and interests to ensure the best outcomes are achieved for Fairfield City. In addition to this, is the State Government's WestInvest that will invest \$5 billion to support transformational infrastructure projects across 15 local government areas in Western Sydney (including Fairfield City), focusing on improving liveability and amenities.

In late 2021 and early 2022, Council showcased some of our major events, including:

- our incredible annual Illuminate New Year's Eve event at Fairfield Showground, with social distancing and COVID-19 safe measures in place and over 6,500 attendees
- the family-friendly Lunar New Year event across two fun-filled days in Cabramatta, with 8,000 members of the community attending
- our colourful Christmas activations and installations across Cabramatta, Fairfield and Parks Places, including roving Santa and elves, and banners at five locations.

I would like to recognise the Fairfield City community for the resilience, perseverance and commitment displayed during the most challenging of times. The people of Fairfield City have weathered the storm of the harshest of restrictions. The community rose to the challenge by staying home when necessary, getting regular testing and with high levels of double vaccination. We have some of the highest vaccination rates in Australia and therefore we are able to look forward to a bright future and more exciting times. Please read through this Annual Report and find out more about what we do to make Fairfield City a great place for families to live, work and visit.



Frank Carbone
Fairfield City Mayor

Introduction

Theme 1
Community Wellbeing

Theme 2
Places and Infrastructure

Theme 3
Environmental Sustainability

Theme 4
Local Economy and Employment

Theme 5
Good Governance and Leadership

Statutory Information

Financial Summary



Integrated Planning and Reporting Framework

The Local Government Integrated Planning and Reporting (IPR) Framework is a legislative requirement for all NSW councils. Councils are required to develop a series of long, medium and short term plans to ensure councils are more community focused, responsive and sustainable in the long term.

What are the plans in the framework?

Fairfield City Council's IPR Framework is made up of a number of plans including:

- Fairfield City Plan (10 years)
Community Strategic Plan
- Delivery Program (4 years)
- Operational Plan (1 year)

These plans are informed by a Resourcing Strategy (10 years) that is made up of:

- Long Term Financial Plan (money)
- Asset Management Policy, Strategy and Plans (assets)
- Workforce Management Plan (people)

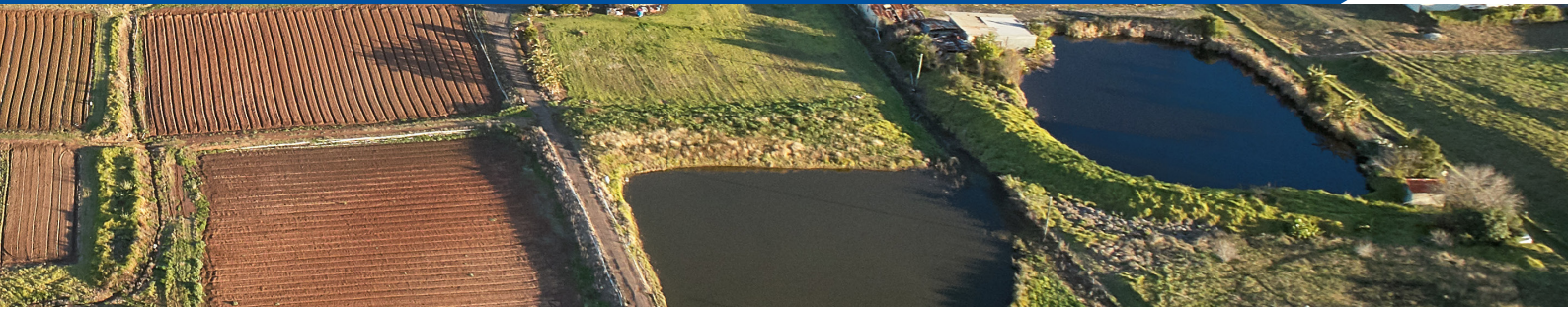
What reports are in the framework?

Council reports on these plans and the progress towards achieving the community's vision, priorities and goals through the following reports:

- State of the City Report (formally known as the End of Term Report)
(Reports on the Fairfield City Plan)
- Annual Report
(Reports on the Operational Plan)
- Quarterly Reports
(Reports on the Operational Plan and Delivery Program)



*The red box above identifies the document you are reading and where it sits in the Framework.



About the Annual Report

The Annual Report details to the community what Council has delivered for the previous year, from the 2017/18-2021/22 Delivery Program and the 2021-2022 Operational Plan.

The Annual Report is made up of four parts:

Part 1 – Introduction:

Looks at the City’s profile, the elected Councillors, Council’s organisational structure and the services Council provided for the community.

Part 2 - Achievements and Highlights:

Details what Council has done for the community over the past year.

Part 3 - Statutory Information:

Identifies what Council’s corporate responsibilities are and what has been achieved for the community over the past year.

Part 4 - Financial Summary:

This is a financial summary of Council’s position including where income has come from and where it was spent.



Introduction

Theme 1
Community Wellbeing

Theme 2
Places and Infrastructure

Theme 3
Environmental Sustainability

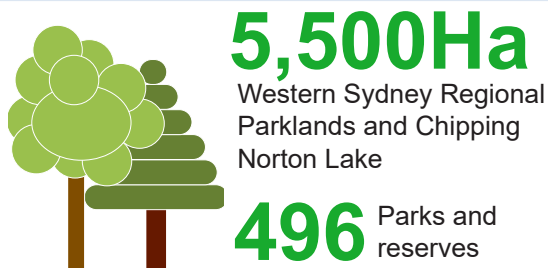
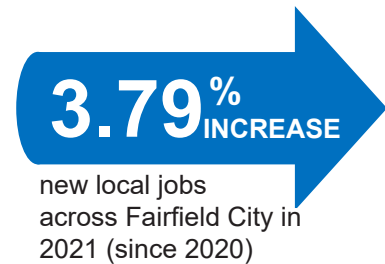
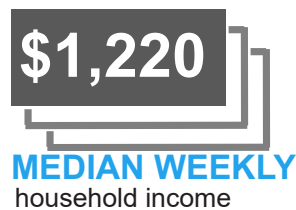
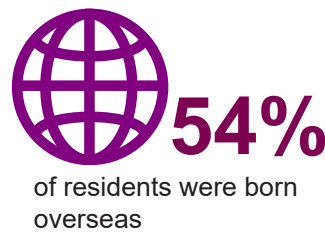
Theme 4
Local Economy and Employment

Theme 5
Good Governance and Leadership

Statutory Information

Financial Summary

Fast Facts of Fairfield City



Our Elected Representatives


Previously, the Fairfield Local Government Area was divided into three electoral wards – Cabravale, Fairfield and Parks. At the November 2020 Extraordinary Council Meeting, Council adopted a new ward boundary plan that took effect at the last Local Government election held on 4 December 2021. This change divided the Fairfield Local Government Area into 2 Wards – the new Parks and the new Fairfield/Cabravale Wards.

Due to restrictions associated with COVID-19, all Council elections were postponed from September 2020 to December 2021.

There are thirteen elected representatives comprising of a popularly elected Mayor representing the City and 6 Councillors representing each of the 2 wards. Because this annual report transitions between two terms, the previous elected representatives from the 2016-2021 period have been included below.

2021-2024

MAYOR



Frank Carbone
9725 0203
fcarbone@fairfieldcity.nsw.gov.au



FAIRFIELD / CABRAVALE WARD

					
Dai Le Deputy Mayor (21/22) 0410 899 787 dle@fairfieldcity.nsw.gov.au	Milovan Karajic 0417 770 110 mkarajic@fairfieldcity.nsw.gov.au	Kevin Lam 0483 809 606 klam@fairfieldcity.nsw.gov.au	Carmen Lazar 0410 643 568 clazar@fairfieldcity.nsw.gov.au	Kien Ly 0412 564 388 kly@fairfieldcity.nsw.gov.au	Charbel Saliba 0427 725 422 csaliba@fairfieldcity.nsw.gov.au

PARKS WARD

					
George Barcha 0427 901 166 gbarcha@fairfieldcity.nsw.gov.au	Reni Barkho 0404 445 551 rbarkho@fairfieldcity.nsw.gov.au	Michael Mijatovic 0432 442 921 mmijatovic@fairfieldcity.nsw.gov.au	Hugo Morvillo 0425 306 725 hmorvillo@fairfieldcity.nsw.gov.au	Andrew Rohan 0431 264 990 arohan@fairfieldcity.nsw.gov.au	Marie Saliba 0437 984 704 msaliba@fairfieldcity.nsw.gov.au

Introduction

Theme 1
Community Wellbeing

Theme 2
Places and Infrastructure

Theme 3
Environmental Sustainability

Theme 4
Local Economy and Employment

Theme 5
Good Governance and Leadership

Statutory Information

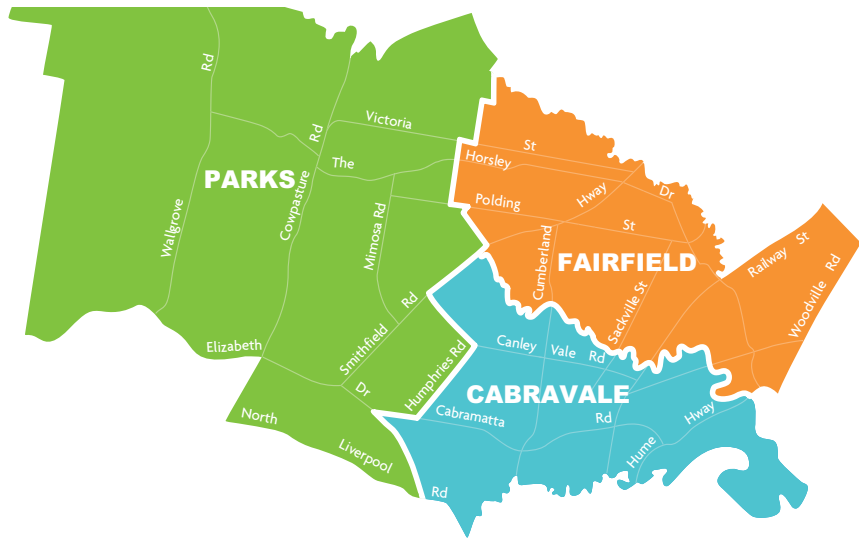
Financial Summary

2016-2021

MAYOR



Frank Carbone
9725 0203



CABRAVALE WARD



Peter Grippaudo
0436 299 612



Dai Le
0410 899 787



Kien Ly
0412 564 388



Adrian Wong
0416 535 617

FAIRFIELD WARD



Deputy Mayor (20/21)
Paul Azzo
0414 303 175



Del Bennett
0409 665 101

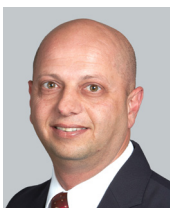


Anita Kazi
0412 147 755



Charbel Saliba
0417 708 582

PARKS WARD



Ninos Khoshaba
0447 112 210



Joe Molluso
0418 440 971



Andrew Rohan
0431 264 990



Sera Yilmaz
0436 434 141



Smithfield Road

Introduction

Theme 1
Community Wellbeing

Theme 2
Places and Infrastructure

Theme 3
Environmental Sustainability

Theme 4
Local Economy and Employment

Theme 5
Good Governance and Leadership

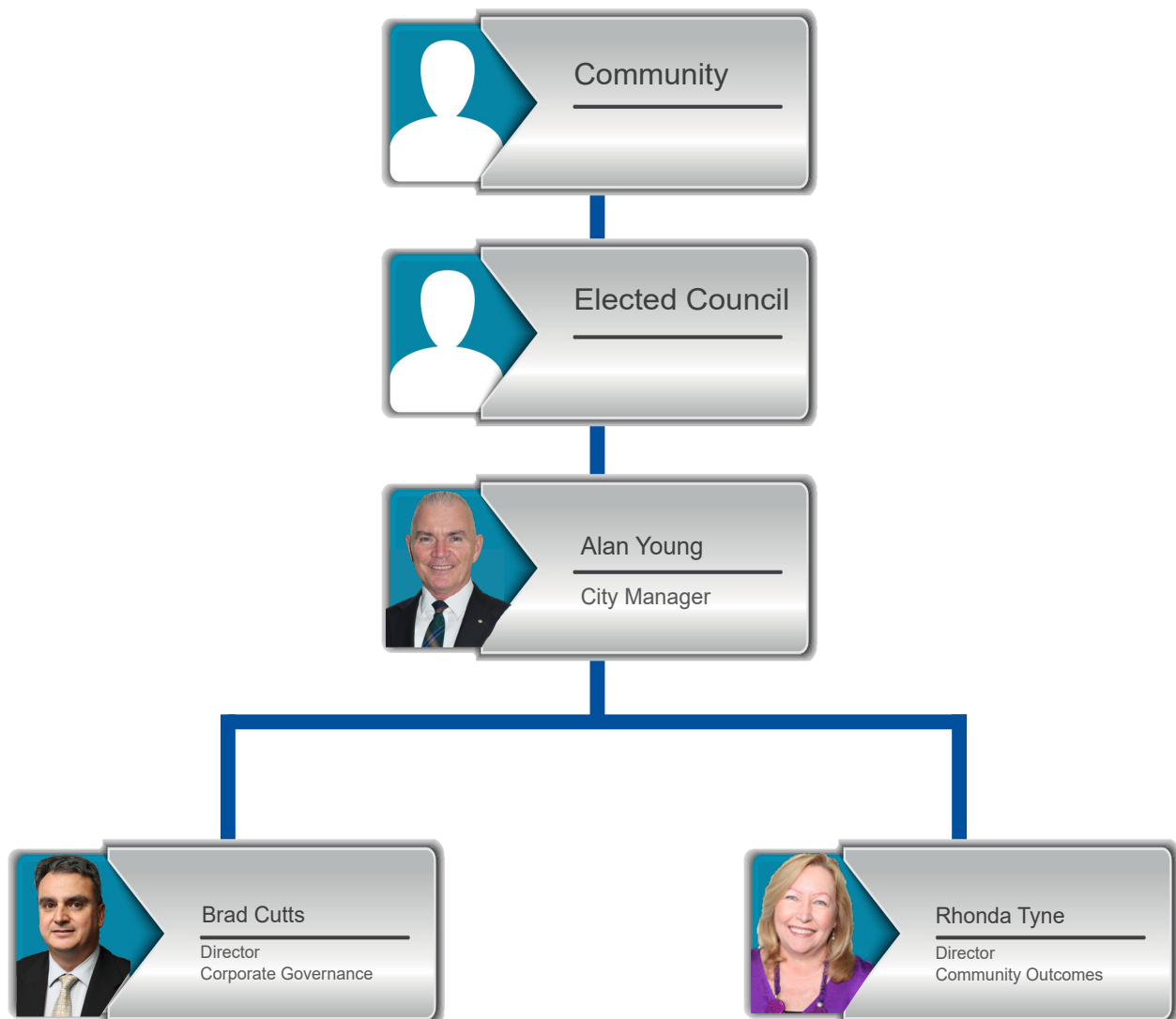
Statutory Information

Financial Summary

Council's Organisational Structure

The organisation is led by the Executive Leadership Team consisting of the City Manager, Directors, Group Managers and Chief Financial Officer.

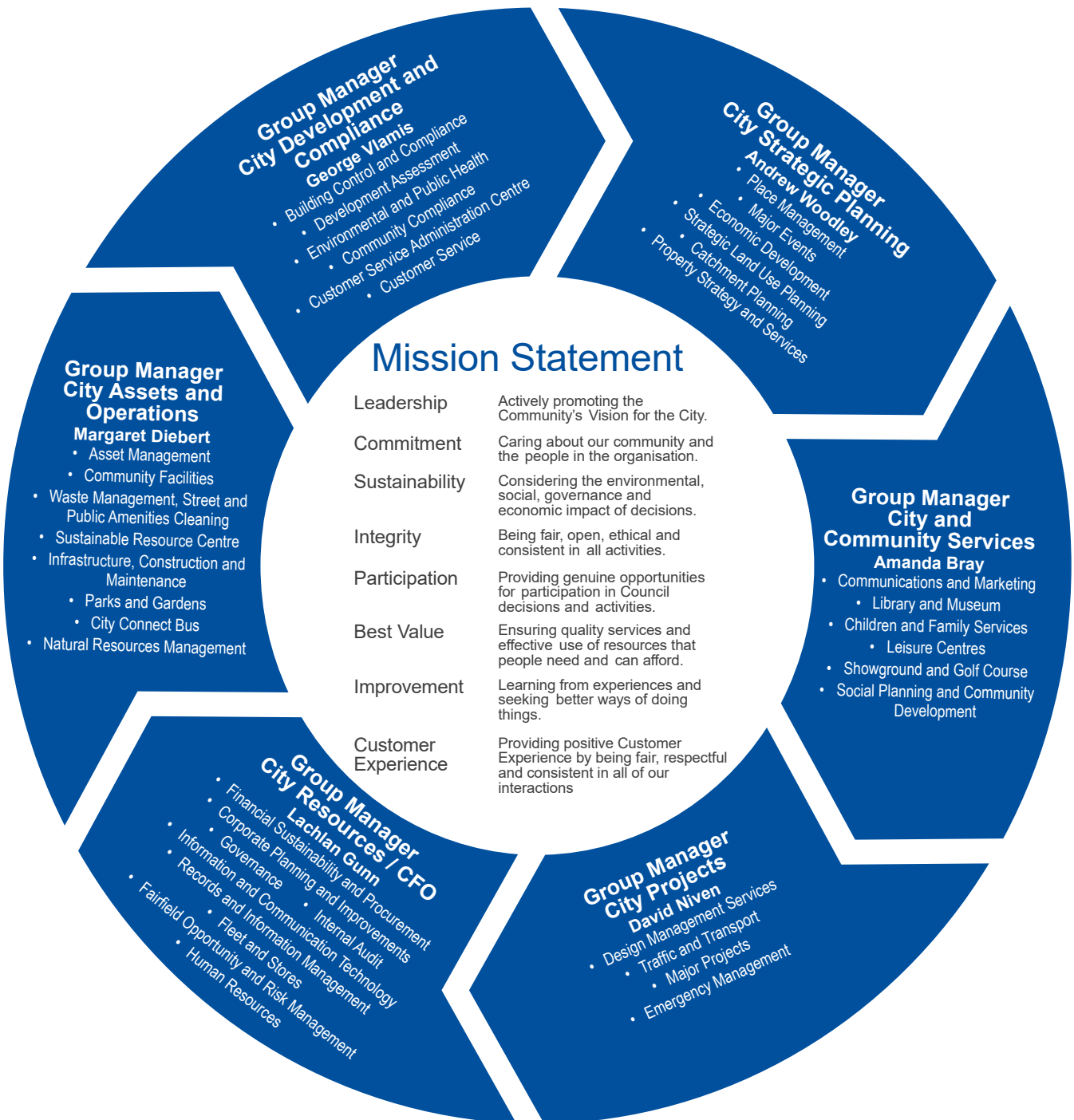
The Executive Leadership Team is responsible for overseeing the functions of Council including its services, projects, major programs, developing policies and plans, and providing internal service support.



Council Groups and their Functions

Council's Mission

Council is committed to delivering quality services that meet the needs of its community as identified in the 2016-2026 Fairfield City Plan. Fairfield City Council will deliver these services in accordance with its Mission Statement to assist the community in achieving its vision for the City.



Introduction

Theme 1
 Community Wellbeing

Theme 2
 Places and Infrastructure

Theme 3
 Environmental Sustainability

Theme 4
 Local Economy and Employment

Theme 5
 Good Governance and Leadership

Statutory Information

Financial Summary

Overview of Council Services

Fairfield City Council provides a wide range of services to the community to work towards achieving the community's shared vision, priorities and goals as identified in the 2016-2026 Fairfield City Plan.

Services that are delivered by Council are identified under two categories, external services (principle activities) and internal services (corporate activities).

External Services

Asset Management – Civil and Built

Ensure community assets (buildings, drainage, roads and street lighting) are maintained to an agreed standard by undertaking condition inspections to identify and program required repair and renewal works.

Asset Management – Open Space

Ensure Open Space and related assets (Parks, Playgrounds, Reserves, Sportsfields, Trees and Public Toilets) are maintained to an agreed standard by undertaking condition inspections to identify and program required maintenance and renewal works.

Building Control and Compliance

Performs the assessment, investigation, certification and enforcement of laws, regulations and policies for developments and land use activities within Fairfield City to ensure their compliance, health, safety and amenity.

Catchment Planning

Develop policy, undertake studies to identify and plan measures, develop detailed designs for construction of measures and provide advice relating to catchment planning, floodplain, stormwater and waterway management.

Children and Family Services

Provides quality children and family services including early education and care services and early intervention programs to ensure a good future for our children and families within Fairfield City.

City Connect Bus

Provides free City Connect Bus Service for areas poorly serviced by existing private bus routes and increase accessibility to key destinations and community facilities.

Communications and Marketing

Promote Council and encourage community engagement through social media, coordinating media enquiries, responses and releases, Mayoral engagements as well as providing graphic design and print services for Council.

Community Business Hub

Manage and maintain Council's Community Business Hub (Fairfield City HQ) which provides community and business spaces. Fairfield City HQ is a co-working space for start-ups and local small businesses. The Hub provides networking and programs to support businesses economic growth and employment opportunities.

Community Compliance

Investigate and ensure compliance with the regulatory and compliance laws within Fairfield City on community, parking and companion animal issues.

Community Facilities

Coordinate the management of Council community facilities including community buses, sporting fields, tennis/futsal and community centres/halls.



Customer Service Administration Centre

Delivers a centralised Customer Service Centre at the administration building, which provides information, transactions and advice to customers via direct customer service and call centre.

Development Planning

Conduct the assessment and processing of all major development applications and engineering construction certificates across residential, commercial and industrial developments.

Economic Development

Promote, manage and deliver economic development projects and initiatives supporting businesses, economic growth and employment opportunities for residents.

Emergency Management

Provide leadership, assistance and resources in order to support emergency and disaster planning, response and recovery operations within Fairfield City.

Environmental and Public Health

Monitor and enforce regulatory and compliance laws within Fairfield City for environmental and public health standards.

Leisure Centres

Manage and maintain Council's three leisure centres (Prairiewood, Fairfield and Cabravale Leisure Centre), Aquatopia, Fairfield Park Tennis Complex along with Fairfield Youth and Community Centre which includes a variety of sport and recreational activities for the community.

Library Services

Manage and maintain Council's five library sites (Cabramatta, Bonnyrigg, Fairfield, Wetherill Park and Smithfield) to provide equitable, accessible, cost effective and efficient service to meet the leisure and information, lifelong learning and entertainment needs of Fairfield City community.

Major Events

Delivers an integrated portfolio of major events across the City including Culinary Carnivale, Cabramatta Moon Festival, Lunar New Year, Bring it On and Illuminate New Years' Eve.

Museum and Gallery

Engages the local communities through visual arts and social history exhibitions, workshops, education programs and events; and manages and maintains the Social History Collection, Vintage Village, Stein Gallery, Museum and the site.

Place Management

Manage and coordinate projects, activities, policies, plans, partnerships and project opportunities across Fairfield City in consultation with key stakeholders to ensure the sustainable development, vibrancy and resilience of town and business centres, employment and industrial lands are delivered for the benefit of residents and businesses.

Property Strategy and Services

Provide Council with a self-funded Property Development Fund for the purpose of generating additional revenue through entrepreneurial real estate activities enabling Council to re-invest the funds back into the community, coordinate the management of Council owned properties, leased and licenced properties, retail shopping centres and multi-deck car parks as well as real estate functions to buy, sell, lease land, grant easements and road closures.

Showground and Golf Course

Undertakes the management and maintenance of Fairfield Showground, Sporting Fields, Fairfield Markets, Fairfield Golf Course and Parklands Function Centre.

Social Planning and Community Development

Works in partnership with community organisations, government agencies and business to ensure vulnerable groups of people who need assistance, support or activities to participate in the economic, social and cultural life of the city receive help and opportunities.

Strategic Land Use Planning

Identify, map and coordinate planning for residential, business and rural land across Fairfield City, as well as preparing zoning certificates and representing Council on planning and infrastructure matters with State and Federal Governments.

Street and Public Amenities Cleaning

Provide the cleaning of streets and public amenities in the town centres, residential and industrial areas across Fairfield City.

Sustainable Resource Centre

Divert construction and demolition waste from landfill by recycling and selling construction materials.

Traffic and Transport

Manages Fairfield City's road network, including traffic management, transport, road safety, parking restrictions and liaison with State Government entities.

Introduction

Theme 1
Community
Wellbeing

Theme 2
Places and
Infrastructure

Theme 3
Environmental
Sustainability

Theme 4
Local Economy and
Employment

Theme 5
Good Governance
and Leadership

Statutory
Information

Financial
Summary

Waste Education and Environmental Sustainability

Provide and deliver educational programs and community sustainability initiatives for the community and Council.

Waste Management

Manage domestic and commercial waste services across Fairfield City.

Internal Services

Corporate Planning and Improvements

Implement the compliance, coordination and development of the Integrated Planning and Reporting Framework (documents and reports) and service area improvements.

Design Management

Defines, develops and manages civil, urban and landscape infrastructure designs; and provides surveying and spatial data services.

Fairfield Opportunity and Risk Management

Develop, implement and manage Council's Fairfield Opportunity and Risk Management Framework and Council's commercial insurance function inclusive of general insurance renewals and insurance claims.

Financial Sustainability

Conduct the delivery of Council's financial services, rate payments, revenue collection, analysis, advice and statutory reporting to ensure appropriate cash flow and long term financial viability.

Fleet and Stores Management

Develop, implement and ensure a competitive, transparent, accountable and ethical procurement process in the acquisition of goods and services to deliver Council services.

Governance

Ensure that Council has strong and effective governance and oversees the management of processes and protocols for Council's formal decision making that supports Council's capability to fulfil its legal, financial and ethical obligations.

Human Resources

Provide strategic and operational human resources service including industrial and employee relations, work health and safety, workers compensation, payroll and organisational learning and development.

Information and Communication Technology

Provide the implementation, maintenance and support of Council's information technology systems and infrastructure.

Design, install and maintain the Closed Circuit Television (CCTV) program in public places and Council facilities across Fairfield City.

Infrastructure Construction and Maintenance

Deliver Council's major programs for new capital and renewal of infrastructure assets (buildings, roads, kerb and gutter, footpaths, drainage, signs/line marking and sportsfields). Undertake breakdown repair and programmed maintenance for Council's infrastructure assets to meet Council's service standard.

Internal Audit

Ensure that Council maintains a sound system of internal control, business improvement and compliance, supporting Council's capability to fulfil its legal, financial and ethical obligations.

Land Information Services

Prepare and manage Council's information relating to land in both text and geographic mapping formats across Fairfield City.

Major Projects

Project manages and coordinates the funding, design, procurement, construction and commissioning of major new community infrastructure, other civil and building construction, and special projects.

Parks and Gardens Operations

Provide the necessary and effective resources to implement the service levels identified in Council's Parks and Recreation (Open Space) Asset Management Plan.

Procurement

Develop, implement and ensure a competitive, transparent, accountable and ethical procurement processes in the acquisition of goods and services to deliver Council services.

Records and Information Management

Manage Council's records and information including access, retrieval, storage and disposal.



Seniors Bus Tour, Deerbush Park

Introduction

Theme 1
Community Wellbeing

Theme 2
Places and Infrastructure

Theme 3
Environmental Sustainability

Theme 4
Local Economy and Employment

Theme 5
Good Governance and Leadership

Statutory Information

Financial Summary

Measuring our progress against the 2017/18-2021/22 Delivery Program

Indicators are used to review Council's progress against the 2017/18-2021/22 Delivery Program. These are broken down into the five themes and set targets for each service to achieve the community's vision, priorities and goals as identified in the Fairfield City Plan.

In the table below, Council's performance is measured against the indicators from the previous financial year in order to demonstrate where the performance is improving, decreasing or remaining the same.

Trend	Performance
↑↓	Improving compared to 2020/2021
↑↓	Weakening compared to 2020/2021
↔	Remaining similar compared to 2020/2021

Due to NSW Health restrictions relating to COVID-19 and the social distancing restrictions in place at different times during 2021-2022, a number of public facilities and amenities, events, and activities relating to social gathering were postponed to ensure community and staff safety, which affected these indicators measuring overall performance.

THEME ONE: Community Wellbeing 2017/18-2021/22 Delivery Program Indicators

Services	Indicators	Our Performance
Children and Family Services	% Parents satisfied with children and family services program in which their child participates	↓*
	% Early Learning Centres whose overall quality rating meet or exceed the national quality standards	↑*
Community Compliance	# Community compliance matters investigated	↑
	# Traffic related matters within school zones investigated	↑
Community Facilities	% Utilisation of community centres	↑*
	# Subsidies provided for the use of community services and facilities for lifelong learning and educational support.	↑*
	% Regular hire satisfied with Council's facilities	↑*
	% Casual hire satisfied with Council's facilities	↑*
Leisure Centres	\$ Leisure centres subsidies provided to the community	↑
	Leisure centres customer satisfaction survey	↑
Library Services	% Customer satisfaction with Council's Libraries survey (including educational programs)	↑
Museum and Gallery	% Community satisfaction with the Museum and Gallery	↑
Showground and Golf Course	Fairfield Showground markets customer satisfaction survey (bi-annual survey rating quality/value of markets)	↑
	# Events and activities hired / hosted at the showground	↑*
Social and Cultural Development	% Cultural and community events or activities that makes residents feel part of their community (survey)	↑
	# Programs and services delivered through grant funding	↑*
	% of residents that feel Council supports the health and wellbeing of our communities	↑
	# Community safety education and awareness raising programs delivered	↓*
	% Annual satisfaction survey with partners	↑
	\$ Financial support provided to community and social groups	↑
	# Advocacy to support community issues	↑*
	% Satisfied with services in Council's youth facilities	↓
	% Satisfied with Council's services for the elderly	↑
	# Public art delivered throughout the City	↑*
	% Organisations who attend interagency networks that feel supported by Council	↑

* Service was disrupted due to COVID-19

2021-2022 Operational Plan Indicators

Services	Indicators	Target	Result	Our Performance
Children and Family Services	% Utilisation rate for childcare service	90%	82%	↓*
	# Clients supported through the Fairstart program	720	652	↓*
	# Family Day Care registrations	200	156	↑
	# Compliance visits undertaken for Family Day Care	480	516	↑
Community Compliance	# Cats and dogs impounded	N/A	276	↑
	# Cats and dogs returned/rehoused	N/A	253	↑
	# Community compliance education programs	1	2	↑
Community Facilities	% Community buses booked	55%	2%	↓*
	% Community Centres/Halls booked	60%	60%	↑
	% Sportsfields booked	90%	71%	↓*
	% Utilisation of tennis courts currently managed by Council	60%	50%	↓*
Leisure Centres	# Average number of reportable safety incidents at each leisure centre	<20	15	↓
	# Visits at aquatic and dry recreation at leisure centres	1,000,000	674,196	↓*
	% Water quality compliance with health regulations.	100%	100%	↑
Library Services	# Customer visits to Council's libraries	800,000	247,909	↓*
	Lending turnover rate for the Library's collection (calculated annually)	4.0	1	↓
	# Library programs provided	20	954	↑
Museum and Gallery	# Visitors to the Museum	30,000	12,970	↓*
	# Exhibitions held	8	8	↑
Showground and Golf Course	# Visitors to the Showground	800,000	568,225	↓
	# Reportable safety incidents	5	3	↓
	% Occupancy at Fairfield Markets	70%	51%	↓*
Social and Cultural Development	# Cultural and community events or activities delivered and supported by Council	30	9	↓
	# Grant funds received to deliver services and programs	N/A	3	↑
	# People accessing Community Profile website	10,000	11,742	↑
	# Free health programs and activities provided	175	15	↓
	# Safety audits of Council and public facilities	1	-	↓
	# Meetings with stakeholders to promote community safety	10	6	↓
	# Professional development and training opportunities for community organisations.	40	44	↑
	# Capacity building programs or opportunities delivered	30	44	↑
	# Youth programs and events delivered	20	29	↑
	# Hours youth services delivered	350	513	↑
# Senior programs and events delivered	5	11	↑	

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Introduction

Theme 1
Community Wellbeing

Theme 2
Places and Infrastructure

Theme 3
Environmental Sustainability

Theme 4
Local Economy and Employment

Theme 5
Good Governance and Leadership

Statutory Information

Financial Summary

THEME TWO: Places and Infrastructure

2017/18-2021/22 Delivery Program Indicators

Services	Indicators	Our Performance
Asset Management - Civil and Built	% Asset maintenance/ renewal backlog across all Council Asset Management Plans	↓
	% Roads in satisfactory condition and above	↑
	% Community facilities in satisfactory condition and above	↑
Asset Management - Open Space	% Regular hire are satisfied with sportsfields	↓
	% Satisfied with parks and play/fitness equipment	↑
	% Landscape sites have been replanted / cared for	↑
	% Tree permit applications on private land determined within the agreed timeframe	↑
Building Control and Compliance	# Dwellings approved	↑
	# Annual Fire Safety Statements submitted	↑
	% Swimming Pool fencing complying with the legislative requirements after 3 inspections	↓
	# Secondary dwelling approved	↑
	# Other ancillary residential developments approved	↑
City Connect Bus	# People using city connect bus	↑*
Design Management	% Civil, Urban and Landscaping designs completed within 40 working days	↑
Development Planning	# Development approvals (industrial, residential and commercial)	↑
Infrastructure Construction and Maintenance	% Renewal Program completed within agreed timeframe	↑
	% New Capital Work completed within agreed timeframe	↑
Major Projects	% Major projects on schedule	↑
	% Major programs on schedule	↓
	% Major projects and contracts completed with less than 10% cost variation	↑
	% Major programs completed with less than 10% cost variation	↑
Parks and Gardens Operations	% Satisfied with maintenance of reserves and open space	↑
Strategic Land Use Planning	# Development Control Plan reviews	↑
	# Planning proposals reviewed	↑
	# Community engagement activities delivered for major planning projects	↑
	# Heritage items that are retained	↑
	% Heritage items receiving rate relief	↑
Traffic and Transport	# Road safety initiatives delivered (speed humps, speed radars, etc)	↓
	% Initiatives with demonstrable improvement in local traffic conditions	↓
	# New car spaces developed in town centres / village / neighbourhood shopping centres	↑

* Service was disrupted due to COVID-19

2021-2022 Operational Plan Indicators

Services	Indicators	Target	Result	Our Performance
Asset Management - Civil and Built	% Asset handover completed every 12 months	100%	73%	↓
Asset Management - Open Space	# Graffiti removals undertaken	150	179	↑
	# Customer requests for grass mowing in open spaces	793	317	↓
	% Trees requests pruned / removed on Council land undertaken within the agreed timeframe	70%	70%	↑

Services	Indicators	Target	Result	Our Performance
Asset Management - Open Space	# Landscaping and beautification projects completed to offset private tree removal	N/A	2	↑
	# Private trees approved for removal	433	313	↓
	# Private tree applications for removal rejected	N/A	48	↑
	# Customer request for open space asset maintenance	4,000	1,156	↓
Building Control and Compliance	% Development applications determined within 40 days	70%	56%	↓
	% Construction Certificates determined	N/A	16	↑
	% Complying Development Certificates determined within agreed timeframe	100%	100%	↑
	# Inspections undertaken for compliance of swimming pool fencing	N/A	152	↑
City Connect Bus	% City Connect bus service running on time	95%	N/A	*
Design Management	% Surveying projects completed within the quoted timeframes	100%	88%	↓
Development Planning	% Development Applications determined within 40 days	50%	31%	↓
	% Construction Certificates determined within 40 days	100%	86%	↓
Infrastructure Construction and Maintenance	% Road and Transport Asset maintenance undertaken within service level	90%	98%	↑
	% Stormwater Drainage Asset maintenance undertaken within service level	90%	98%	↑
	% Building and Facility Asset maintenance undertaken within service level	90%	76%	↓
Major Projects	# Request for Tender Contracts awarded	N/A	3	↑
	# Request for Quotation Contracts awarded	N/A	24	↑
Parks and Gardens Operations	% Mowing, landscaping, sportfield maintenance completed to the required service levels	70%	72%	↑
	% Landscaping sites and gardens maintained to the service levels	70%	98%	↑
Property	% Occupancy rate of Council's commercially leased or licensed properties	95%	100%	↑
	% Property Development projects including contracts completed with less than 10% cost variation	80%	100%	↑
Strategic Land Use Planning	% Planning Proposals reported to Council within 3 months of lodgement or 6 months of Council initiated proposals	100%	25%	↓
	% Emerging Development Control Plan issues reported to Council within 6 months of being identified	100%	25%	↓
	# Zoning Certificates (Section 149 and 149(2)) not issued within 5 working days	< 1%	0%	↑
	# Heritage programs completed each year	2	2	↑
	# Strategies, plans and policies reviewed and updated	N/A	8	↓
	# Affordable housing stock in Fairfield City	N/A	-	↑
	# Meetings participated in as part of State Government working groups	N/A	11	↑
	# Community feedback on the quality of new developments	N/A	1	↓
	# New technology and initiatives considered in regards to Fairfield LEP and DCP updates	N/A	3	↓
	# Feedback provided in Council's City Life quarterly publication	N/A	-	↑
Traffic and Transport	# Community engagement provided on traffic improvements	4	23	↑
	# Public transport advocacy initiatives	1	1	↑
	# Traffic flow improvements projects delivered	5	4	↑
	# Integrated traffic signal initiatives on regional and arterial roads	1	-	↑
	# Road safety education programs	1	-	↑

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Introduction

Theme 1
Community Wellbeing

Theme 2
Places and Infrastructure

Theme 3
Environmental Sustainability

Theme 4
Local Economy and Employment

Theme 5
Good Governance and Leadership

Statutory Information

Financial Summary

THEME THREE: Environmental Sustainability 2017/18-2021/22 Delivery Program Indicators

Services	Indicators	Our Performance
Catchment Planning	% Floodplain risk management initiatives completed	↑
	% Monitored waterways with acceptable aesthetic quality	↑
	% Stormwater management initiatives completed	↓
Emergency Risk Management	# Emergency events support provided on request	↓
Environmental and Public Health	% Food premises inspected that met compliance	↓
	% Environmental and public health investigations initiated within the agreed timeframe	↑
Street and Public Amenities Cleaning	# km swept by street sweeping trucks	↓
	# cubic metre collected from litter picking on main streets	↑
	# Requests for litter removal	↓
Waste Education and Environmental Sustainability	# Water consumption per household	**
	# Community partner strengthened	↓
	% Satisfied with environmental and sustainability education programs	↓
	% Implementing environmental practices as a result of the education program	↓
	# Rubbish collected from gross pollutant traps and creek cleaning activities	↑
	# Bush regeneration sites maintained	↑
	# Hours worked on Bush Regenerations Program	↑
Waste Management	# Tonnes of material collected from Council clean-ups	↑
	# Tonnes of tree mulch recycled	↑
	% Recycling recovery rate	↓
	# Mobile CCTV monitored hotspots	↓
	# Successful prosecutions on littering and illegal dumping	↑

* Service was disrupted due to COVID-19

** Note: Data is no longer available



2021-2022 Operational Plan Indicators

Services	Indicators	Target	Result	Our Performance
Catchment Planning	# Education programs concerning stormwater quality and floodplain risk	1	-	↓*
	# Flood Studies initiated (or completed)	1	-	↓
	# Floodplain Risk Management Studies and Plans initiated (or completed)	1	-	↓
	# Projects implemented as part of Council's stormwater programs	2	40	↑
Emergency Risk Management	# Actions undertaken as part of the Fairfield Local Emergency Management Plan	N/A	10	↑
Environmental and Public Health	# Food premises inspected	1,600	269	↓*
	# Other public health regulated premises/activities inspected	400	62	*
	# Environmental audits undertaken at industrial and commercial premises	20	-	*
	# Investigations undertaken by Environmental Management for pollution matters	280	334	↑
	# Development applications reviewed regarding environmental impacts	N/A	366	↑
	# Investigations undertaken by Community Health for environmental and public health related matters	N/A	161	↑
Street and Public Amenities Cleaning	# Requests on street and public amenities cleaning	600	1,729	↑
	% Requests attended to within agreed timeframe	95%	97%	↑
Waste Education and Environmental Sustainability	# Educational environmental sustainability activities undertaken	200	21	↓*
	# People attending educational activities	6,000	170	↓*
	# People participating in environmental events	4,800	1,573	↓*
	# KWh (electricity) saved from all Council facilities	400,000	216,661	↓
	# Tonnes of CO2 (emissions) saved from all Council assets	400	220	↓
	# GJ (water) saved from all Council facilities	N/A	-	↓**
	# Hours patrolling for illegal dumping incidents	1,000	3,078	↑
	# Reported illegal dumping incidents identified	N/A	2,115	↑
	# Litter prevention educational programs delivered	4	-	↓*
	# Volunteer hours participating in environmental events and activities	4,000	1,507	↓*
	# Volunteer hours maintaining bushland and creeks	200	294	↑
	# Native plants propagated at the community nursery	N/A	19,174	↑
	# Native plants comprising of trees, grass, shrub planted	N/A	12,071	↑
Waste Management	% Complaints on waste management resolved within service level agreement	95%	97%	↑

* Service was disrupted due to COVID-19

** Note: Data is no longer available

Introduction

Theme 1
Community Wellbeing

Theme 2
Places and Infrastructure

Theme 3
Environmental Sustainability

Theme 4
Local Economy and Employment

Theme 5
Good Governance and Leadership

Statutory Information

Financial Summary

THEME FOUR: Local Economy and Employment

2017/18-2021/22 Delivery Program Indicators

Services	Indicators	Our Performance
Economic Development	# Businesses and employment centres promoted and/or marketed	↑
	# Advocacy to encourage variety of employment and people participating in affordable educational training through business communication initiatives	↑
	# Business forums delivered/promoted	↑
	# Key strategic economic development partnerships are sustained and/or strengthened	↑
Major Events	% Satisfied with major events	↑
Place Management	# Place activations delivered	↑
	# Contributions to public domain improvements	↑
	# Key strategic Place partnerships are sustained and/or strengthened	↑
	# Fabulous Fairfield Awards	↑

* Service was disrupted due to COVID-19

2021-2022 Operational Plan Indicators

Services	Indicators	Target	Result	Our Performance
Economic Development	# Businesses provided with assistance	60	438	↑
	# Business communication initiatives	40	511	↑
Major Events	# Major events delivered	4	5	↑
	# Community members attending major events	100,000	31,295	↓*
	# Engagements conducted at major events	N/A	1	↑
Place Management	100% nominated plan, strategies, policies and procedures completed	100%	100%	↑
	# Promotional place management activities delivered each year	N/A	67	↑

* Service was disrupted due to COVID-19

THEME FIVE: Good Governance and Leadership

2017/18-2021/22 Delivery Program Indicators

Services	Indicators	Our Performance
Communications and Marketing	# Community engagement promotions	↑
	% Of media releases which result in positive news stories	↑
	# Information items translated into community languages	↓
	% Community feels Council communicates well with residents	↑
Corporate Planning and Improvements	# External stakeholders engaged about the community's priorities	↑
	\$ Indirect and direct saving from service efficiency reviews	↑
	% Services utilising quality management system at level 3 or above	↑
	# Plans and reports developed for the community	↑
	# Submissions received during exhibition on Council's corporate plans	↑
Customer Service Administration Centre	% Customers satisfied with service received at front counter and call centre	↑
Fairfield Opportunity and Risk Management	# Insurance claims closed	↑
	% Fairfield Opportunity and Risk Management Strategy - major programs implemented annually	↓
Financial Sustainability	% Long Term Financial Plan indicators are on target	↑
	\$ Real operating expenditure per capita	↓
	# Ranking of rates charges compared to other Councils	↓
Governance	% Codes, plans and policies that affect the community have been placed on public exhibition prior to adoption	↑
	# Code of Conduct breaches	↓
	# Documents impacting the community translated into other languages	↑
	# Public forum questions presented at Council meetings and responded to by Council	↑
	# Work experience opportunities provided to the community at Council	↓*
Human Resources	% Workforce Management Plan's actions completed on time	↑
	% Staff assessed as capable and above in the annual performance review	↑
	% Service levels met for helpdesk/desktop support	↑
Information and Communications Technology	# CCTV Requests received from NSW Police	↓
	% Completed audits as determined by the Audit, Risk and Improvement Committee	↑
Internal Audit	% Purchasing and tendering compliance with policy and legislative requirements	↑
Procurement	% Property Development projects meeting agreed milestones	↑
Property Strategy and Services	% Of requests for information (Government Information Public Access Act) processed within the specified timeframe for both informal and formal applications	↑
Records and Information Management	% Electronic Document and Records Management System requests for support completed within 5 working days	↑
	# Tonnes internal and external materials diverted from landfill	↑
Sustainable Resource Centre	# Tonnes internal and external materials distributed	↓

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Introduction

Theme 1
Community Wellbeing

Theme 2
Places and Infrastructure

Theme 3
Environmental Sustainability

Theme 4
Local Economy and Employment

Theme 5
Good Governance and Leadership

Statutory Information

Financial Summary

2021-2022 Operational Plan Indicators

Services	Indicators	Target	Result	Our Performance
Communications and Marketing	# New citizenship recipients	N/A	2,584	↑
	# Publications produced	60	69	↑
	# Graphic design and printing jobs completed on time	N/A	1,860	↑
	# Total social media followers	additional 2,000	26,850	↑
	# Unique visits to website	1,300,000	1,627,045	↑
Corporate Planning and Improvements	# Flyers/Summary Plans and Reports developed	2	2	↑
	# Internal reviews of quality management system undertaken.	10	12	↓
	# Internal stakeholders engaged about corporate planning/community priorities.	40	299	↑
	# Proposed recommendations adopted by Council	N/A	3	↑
	# Internal Review findings identified	N/A	47	↑
Customer Service Administration Centre	% Call abandonment rate	10%	5%	↓
	% Customer Service Centre enquiries managed at the first point of contact	95%	93%	↑
Fairfield Opportunity and Risk Management	# Insurance claims notified	N/A	366	↑
	# Fairfield Opportunity and Risk Management Strategy - major programs implemented	N/A	3	↑
Financial Sustainability	# Average employee leave entitlements per capita	300	311	↑
	# Breaches on the overdraft limits	Nil	Nil	↑
	% Variance to budgeted Investment earning rate	0.50%	-0.21%	↑
	Achieving unqualified external audit opinion	Completed	Completed	↑
	% Rates not collected on time	4.50%	4.48%	↓
	% Rates notices issued electronically	2.50%	10%	↑
Fleet Management	\$ Saved in fleet management	\$20,000	-	↑
Governance	% Governance projects completed within time	100%	85%	↓
	# Governance policies reviewed annually	1	8	↑
	# Statutory reports developed and submitted	N/A	2	↓
	# Training sessions on Code of Conduct delivered to Council Officials	4	7	↑
Human Resources	% WHS compliance audits completed	100%	100%	↑
	% Continuous WHS Improvement Inspections completed	100%	100%	↑
	% Satisfaction rating with service delivery of training courses	85%	90%	↑
	% Lost Time Injury Frequency rate	10%	7%	↓
	% Employee duration rate	10 days	3	↑
Information and Communications Technology	# Requests for CCTV advice for internal and external stakeholders	420	181	↓
	# CCTV inspection carried out	2	20	↑
	# Hours the Infrastructure and core systems are not available during business hours	8 hours	7	↓
	# Issues requested through helpdesk	6,000	246	↓
	# Technology solutions implemented	2	10	↑
Internal Audit	% Audit recommendations implemented within agreed timeframes	80%	77%	↓

Services	Indicators	Target	Result	Our Performance
Procurement	% Tender process completed and entered to contract within 12 weeks	75%	100%	↑
Property Strategy and Services	% Property Development projects including contracts completed with less than 10% cost variation	80%	100%	↑
	% Occupancy rate of Council's commercially leased or licensed properties.	95%	100%	↑
Records and Information Management	# Informal information (GIPA) requests received.	N/A	1,103	↑
	% Documents processed within 3 days of receipt	95%	98%	↑
	# Electronic Document and Records Management System training sessions	1	49	↑
	# Electronic Document and Records Management System requests for support	N/A	7,193	↑
	# Formal information (GIPA) requests received	N/A	81	↓
Sustainable Resource Centre	# Tonnes CO2 emission saved	9,000	9,783	↑

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Introduction

Theme 1
Community Wellbeing

Theme 2
Places and Infrastructure

Theme 3
Environmental Sustainability

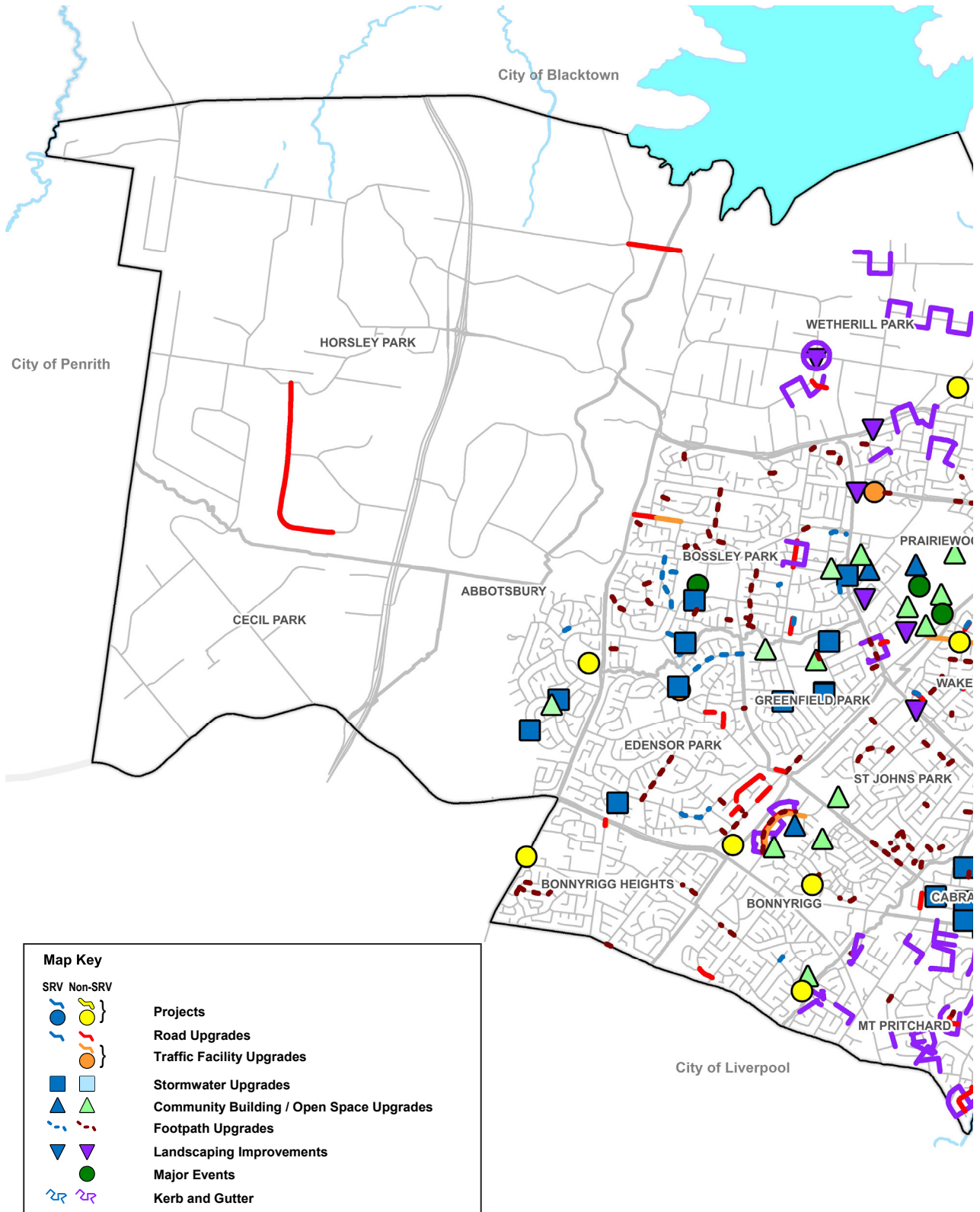
Theme 4
Local Economy and Employment

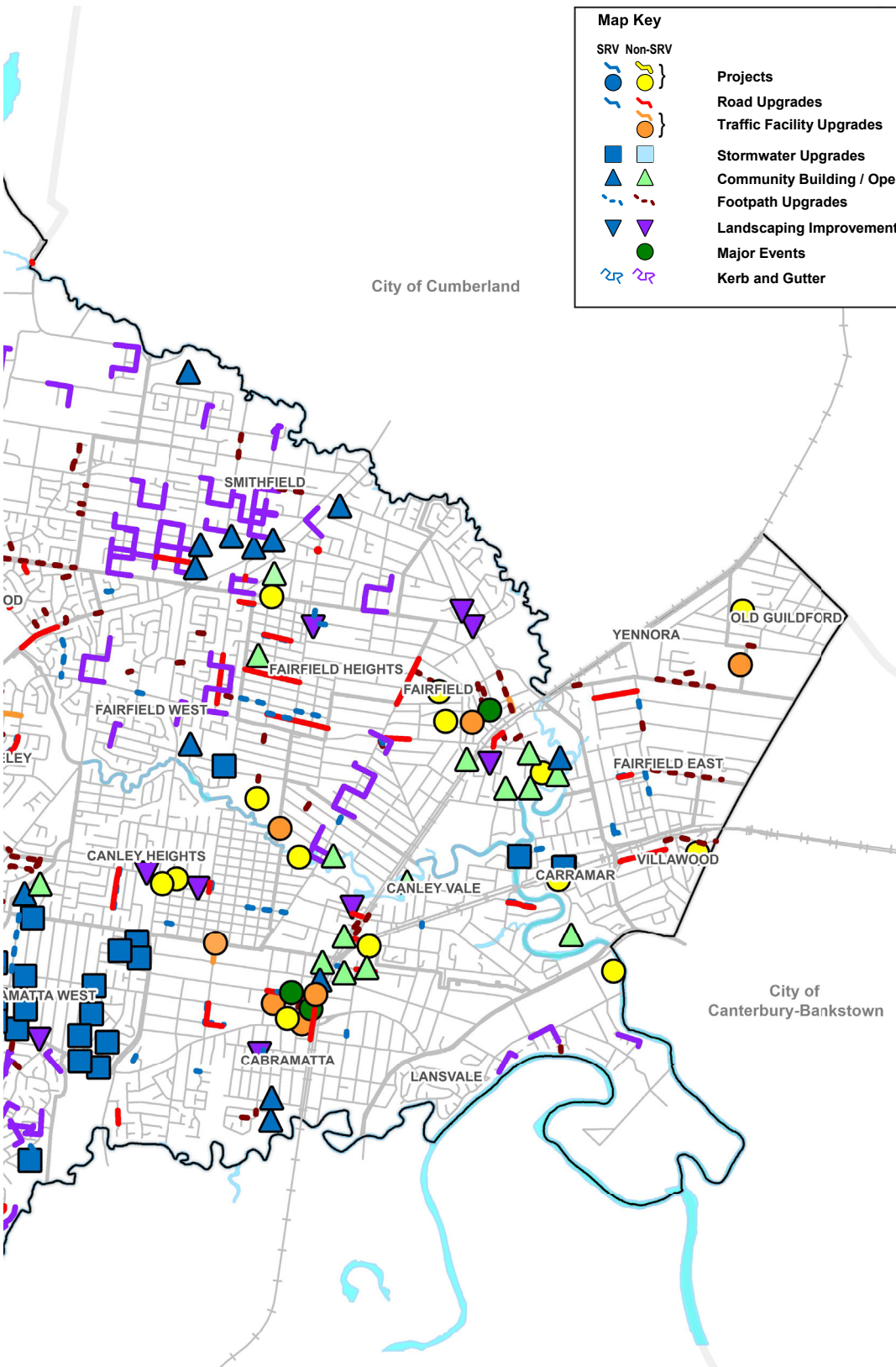
Theme 5
Good Governance and Leadership

Statutory Information

Financial Summary

Construction Projects and Major Events Achieved from the 2021-2022 Operational Plan





Map Key	
SRV Non-SRV	
 	Projects
 	Road Upgrades
 	Traffic Facility Upgrades
 	Stormwater Upgrades
 	Community Building / Open Space Upgrades
 	Footpath Upgrades
 	Landscaping Improvements
	Major Events
 	Kerb and Gutter

Introduction

Theme 1
Community Wellbeing

Theme 2
Places and Infrastructure

Theme 3
Environmental Sustainability

Theme 4
Local Economy and Employment

Theme 5
Good Governance and Leadership

Statutory Information

Financial Summary

COVID-19 Support

Throughout the pandemic, Council has acted in accordance with advice from Federal and State health and emergency authorities to ensure that it continued to deliver essential services, whilst protecting the safety of the community and its staff.

Council was an integral member of the Local Emergency management Committee, which lead the COVID-19 response for Fairfield City.

The following is a summary of key initiatives and services provided by Council in response to the pandemic and public health order restrictions.

Financial Support to the Community

- Waived gap fee for preschool children who attended more than 600 hours, from the 19 – 30 July 2021.
- Waived gap long day care fees for parent on days they choose to keep their children at home from 19 July 2021.
- Provided rental assistance to tenants of Council's properties, including rent relief, rent deferrals and repayment plans.
- Provided free parking at Nelson Street, Downey Street and Fisher Street from 19 July 2021. This eliminates the need to use the ticket machines.
- Extended up-front gym memberships by corresponding length of closures due to public health orders.
- Suspended direct debit gym membership payments and issued swim academy credits and refunds until public health orders are eased.
- Converted the Prairiewood Leisure Centre into a Food Distribution Hub to support seniors and families who were struggling during the lockdown.
- Redeployed Leisure Centres, Libraries and Depot staff to pack hampers and deliver meals to the community and non-government organisations (NGOs) with Council delivering 140,000 meals in total, including 35,487 healthy, culturally appropriate frozen meals and 7,198 hampers.
- Redeployed Library staff to assist Meals on Wheels which delivered 18,000 meals to isolated seniors.

Community Support

- Extended sportsfield lighting at 18 sites to provide greater opportunity for resident compliant exercise.
- Provided additional cleaning services to retail and car parking facilities.
- Representation on the Local Emergency Management Committee to address issue of vulnerable community members and providing access to food.

- Coordinated offers of donated goods from private donors and charity organisation Good360.
- Conducted welfare checks on young people and provided referrals to services.
- Conducted welfare checks on vulnerable members aged 60 years and over, including referrals for additional support as required.
- Coordinated food supply to vulnerable communities with place-based NGOs and escalation of emerging needs and service gaps.
- Relunched the Mayor's Wellbeing Register (MWR) web page, case managing residents with referrals to services for new registrants and providing welfare checks to previous recipients, and re-establish referral pathways.
- Redeployed 25 staff to the MWR caseworker assessment team and 9 staff to the welfare check team, providing critical support to more than 592 vulnerable residents.
- Linked volunteers to community organisations needing new volunteers.
- Continued to provide National Disability Insurance Scheme (NDIS) services through online therapy sessions.
- Extended loan period on all items borrowed from libraries for 6 months and removed any fines.
- Promoted online library content through a range of social media channels to raise awareness of available services and resources for all customer groups.
- Continued health and wellbeing check phone calls to library members aged 60+ and referring eligible people to the Mayor's Wellbeing Register for ongoing support.
- Minimised in-person community engagement for the Local Environmental Plan (LEP) Stage 2 Planning Proposal public exhibition (2-30 June) by sending out 6,500 letters to landowners affected by proposed changes to the LEP zoning or planning controls in the eastern areas of the City including Fairfield, Cabramatta, Canley Vale and Carramar Town Centres. A telephone hotline was also set up, with approximately 300 calls taken, and detailed information placed on Council's website.
- Worked with NSW Health to advocate for Services NSW to be able to refer to Resilience NSW.
- Worked with NGO's to maintain food supply from Oz Harvest.
- Redeployed Council staff 7 days a week from 30 August to the end of November 2021, providing concierge and parking services to people arriving for their vaccination.

Council Support to Co-ordinated Tri-Level Government COVID Response

- Liaised with South West Sydney Health to facilitate drive through testing clinics at Endeavour Reserve (24 hours), Rosford Reserve, Brenan Park Community Centre, Fairfield RSL and Mounties Club (24 hours).
- Liaised with NSW Police and Transport for NSW to assess and improve traffic management at Fairfield Showground, Mounties, Endeavour Reserve and Marconi Club.
- Liaised with South West Sydney Health to establish the vaccination clinic at Prairiewood Youth and Community Centre.
- Set Endeavour Park public toilet for 24/7 operation for public access and 24/7 operation of the sports court lighting at Endeavour Reserve to support testing clinic operations.
- Provided support during and after operational hours to the vaccination clinic at Prairiewood Youth and Community Centre.
- Council facilities team made available 24/7 to the Department of Health to support their use of Council's community facilities.
- Opened Endeavour Park fields to assist traffic management due to increased testing requirements.
- Sent EDMs (electronic direct mail) encouraging 'Stay at home' and 'Get tested' messaging to approximately 400 organisations and workers across the Fairfield City.
- Sent local business EDMs to over 20,000 email addresses. The EDMs included information regarding business support packages, updates to restrictions and messages from the Mayor.
- Implemented social media campaigns to provide communications of health orders, and support services available to the community.
- Provided advice and information to community organisations on public health orders, food provision and in-language information for residents on testing, vaccination and stay at home orders.
- Translated resources and updated messages sent to key stakeholders including chambers of commerce, shopping/strata managers and clubs to assist them in messaging to their members regarding COVID tests and vaccinations, COVID compliance audits and financial support packages.
- Responded to many individual businesses seeking the latest information or where they can go to get business support.

- Provided tenancy support to explain COVID-19 requirements, QR codes, messaging in community languages, posters, and surveillance.
- Rolled out QR codes at Council community centres and halls to enable COVID-19 compliance and to ensure the continuation of essential services where possible under the compliance requirements.

Continued Delivery of Essential Council Services

- Continued to provide domestic waste and recycling services along with public litter bin servicing, public toilet cleaning and CBD cleaning to ensure public amenities are maintained.
- Undertook litter collection along with mowing as required to ensure walkways and playgrounds are safe for the community.
- Continued illegal waste investigations and activities to ensure immediate response to hazardous waste issues.
- Continued trade waste collection to support local businesses.
- Proceeded with Development Assessments including facilitating Development Pre-lodgement meetings with Development proponents and consultants.
- Building Control and Development Planning Divisions implemented recent process changes with the NSW Planning Portal to enable assessment determinations to continue.
- Customer Service Team continued to provide services, support (including information regarding COVID) and taking payments for the community.
- Continued to ensure staff productively working remotely by distributing IT equipment, remote technical support, tailored work plans produced for staff members, and clear and consistent messaging to staff on COVID compliance requirements in the workplace and safety and compliance issues in Fairfield City, in which a significant number of staff are residents, to minimise anxiety.
- Provided telehealth sessions for physical rehabilitation clients at the Leisure Centres, developed online home based training plans and video conferencing between members and trainers, developed instructional plans for group fitness participants, and created workout videos that were shared on social media.
- Delivered 11,125 Library resources throughout our community with the Home Library Service.



Seniors Week Concert

Achievements and Highlights

THEME ONE - Community Wellbeing

Fast Facts

Key Highlights

- Constructed the Pavilion Grandstand at Fairfield Showground.
- Hosted the Mayor’s Youth Awards to recognise young people’s contribution towards community volunteering, leadership, sportsmanship and creative arts as well as the First Nations Youth Award.
- Won the IMAGinE award for the Travelling Sounds: Music and Migration in Western Sydney exhibition at the Fairfield City Museum and Gallery.
- Provided a total of \$80,900 in grant funding to 31 projects through the Community Development Grants program, and a total of \$30,000 in grant funding to 6 projects through the Social Change through Creativity Grants program.
- Conducted an advocacy campaign for the upgrade of Fairfield Hospital to ensure that there are adequate services to meet the growing needs of the Fairfield City community.

Projects

- Completed the construction of the Pavilion Grandstand at the Fairfield Showground, which provides spectator seating, players and officials rooms, viewing areas, corporate boxes, and catering facilities.
- Renewed the learning environments of Bonnyrigg Early Learning Centre, Bossley Park Early Learning Centre, Cabramatta Early Learning Centre, Marlborough Street Preschool, Mobile 2 Preschool, St Johns Park Early Learning Centre, and Wakeley Early Learning Centre.
- Installed native community gardens alongside workshops to help teach children about planting worm farming, and Aboriginal culture and cuisines at Mobile 2 Preschool, Wetherill Park Early Learning Centre, St John Park Early Learning Centre, Bonnyrigg Early Learning Centre, Marlborough Street Preschool, Janice Crosio Early Learning Centre, Canley Vale Early Learning Centre, Tasman Parade Early Learning Centre, Cabramatta Early Learning Centre, Fairfield Preschool and Wakeley Early Learning Centre.
- Delivered the Safeguarding Against Fraud project, which included a series of five educational videos developed to educate and raise awareness of fraud. A booklet was also developed and translated into Vietnamese, Khmer, Arabic, Assyrian and Chinese, and distributed to the community along with USBs and fridge magnets.



Active Fest

- Offered the Cultural Events Sponsorship Program to the community to support local events held across the City.
- Council continued to participate as part of the Western Sydney City Deal - Health Alliance.
- Installed fitness equipment at Johnston Park and Tarlington Park, including 20 ploy boxes, step up station, sit up bench, pull ups, Gorilla/Parallel bars and Tri Pull ups.
- Continued to replace banner promotions throughout the City as well as added new events such as Spring Fair.
- Nalawala Community/Educational Garden is now operational and being used as part of educational workshops including volunteer days at the Community Nursery.
- Refreshed the public computer area with new equipment and furniture at Wetherill Park Library.
- Launched the Extra-Ordinary Exhibition at Fairfield City Museum and Gallery, engaging with Fairfield City artists and Western Sydney Aboriginal artists to produce new works that respond to the themes and objects in the exhibition.
- Developed video documentation of the Living the Past Program, which will be available to local and regional schools.
- Distributed defibrillators to 6 sites across the City including Endeavour Sports Park, Brenan Park, Allambie Park, Hartleys Oval, Makepeace Oval and Horsley Park Reserve for community groups to use when required.
- Improved the Children's Area at Whitlam Library with new sensory, interactive and engaging equipment to help boost children's learning.
- Delivered educational programs as well as the setting up of the LX facility, which is a virtual and augmented reality program.

Services

- Upgraded the outdoor space at the Cabramatta Early Learning Centre including installation of synthetic grass, bike path, dry river bed, sensory path, balance beam logs, planting and repairs to existing decking area.
- Upgraded plant and equipment at all three leisure centres (Fairfield, Prairiewood and Cabravale) including filtration systems, pumps, turnstiles and pool fittings.
- Held a free expo at Fairfield Showground for more than 600 attendees, who enjoyed a mixture of face-to-face and video presentations promoting health and wellbeing, information stalls from local service providers, activities and entertainment, with light lunch provided.
- Undertook a feasibility study into the roof replacement at the new Fairfield Library.
- Installed replacement air-conditioning units at the Cabravale Leisure Centre.
- Finalised design works on the car park and kiosk at Aquatopia.
- Installed new CCTV cameras at four sites to improve council's asset protection across the City such as amenity buildings, libraries and playgrounds.
- Hosted the Mayor's Youth Awards to recognise young people's contribution towards community volunteering, leadership, sportsmanship, creative arts and the First Nations Youth Award, acknowledging and promoting reconciliation activities and cultural continuation.
- Continues to relocate mobile CCTV cameras in identified hotspot locations at the Mayor's Crime Prevention Committee to improve community safety across the City.
- Upgraded and adopted the Disability Inclusion Action Plan.

Introduction

Theme 1
Community
Wellbeing

Theme 2
Places and
Infrastructure

Theme 3
Environmental
Sustainability

Theme 4
Local Economy and
Employment

Theme 5
Good Governance
and Leadership

Statutory
Information

Financial
Summary

- Supported the community to participate in STEPTember, with 31 teams across the LGA raising \$6,312 for the Cerebral Palsy Alliance, and achieving a total of 11,523,910 steps.
- Celebrated significant events including Reconciliation Week (Flag Raising ceremony), Seniors' Bus Tour, Mayor's Youth Awards, Active Fest, Fairfield World Cup and Field Run.



- Celebrated Harmony Day at various Fairfield City Open Libraries including putting together a community collaborative display of hand art prints, a Lion Dance workshop teaching children the folklore surrounding Chinese Lunar New Year, and bilingual preschool story time session in Arabic, Assyrian, Chinese and Vietnamese.
- Conducted community engagement on the discussion paper for the Fairfield City Culture and Creativity Plan 2022-2025, seeking feedback on what creativity and culture should look like in Fairfield.
- Received 1,194,325 unique visits to Council's website.
- Increased Council's total social media followers to 26,166 (18,774 from Facebook; 3,289 from Instagram; and 4,103 from LinkedIn).
- Held the Let's Talk Gambling forum as part of GambleAware Week 2021, with an expert panel providing helpful hints and strategies to prevent gambling harm.
- Held a one-day Creative Communities workshop to build the skills and knowledge to develop grant applications and deliver successful community projects with a creative focus.

- Welcomed 747 new Australian citizenship recipients in ceremonies across the quarter.
- Installed new sliding doors and internal doors, push down taps and outdoor resources at Bonnyrigg Early Learning Centre.
- Constructed awning from the carpark and push down taps for children at Tasman Parade Early Learning Centre.
- Replaced flooring and cupboards at Cabramatta Early Learning Centre.
- Held two free Seniors' Bus Tours for over 60 seniors, providing an opportunity for participants to socialise and engage with others. The tours showcased Council's services and facilities with a meet and greet with the Mayor, and a morning tea and lunch.
- Held an event "Spinoff: A Safe Space for Dangerous Ideas" at the Fairfield City Museum and Gallery, with live drama performances, digital screenings, and free workshops.
- Upgraded the accessibility to the Bonnyrigg and Tasman Parade Early Learning Centre to accept children with disability under the NDIS.
- Reviewed and adopted the Sales and/or Supply of Alcohol in Council Owned Parks and Sportsfields Policy.
- Awarded six community organisations funding through the Creative Community Grants to deliver community programs.
- Awarded 12 projects grant funding, totalling \$35,900 to deliver a range of community development programs across the City.
- Delivered Active Fest 2022 to address obesity as well as participated in Fairfield Health Partnership and Health Alliance throughout the year.
- Delivered two workshops about leading stronger and connected communities, which focused on community organisations and faith leaders.
- Delivered four interactive workshops which aimed to reduce gambling harm.
- A total of 14 sessions at Horsley Park were delivered to 20 participants as part of the Gyms in Parks Program.

Awards

- Won the IMAGinE award for the Travelling Sounds: Music and Migration in Western Sydney exhibition held at the Fairfield City Museum and Gallery. Awarded by Museums & Galleries of NSW for the category of Exhibition Projects – Medium Museum, the exhibition and public programs celebrated local talent, offering a stage of experimentation and creativity.
- Won the 'Exceptional Community Partnership' Zest award for the Fairfield Food Hub Partnership initiative that provided more than 150,000 cooked meals and hampers to isolated members of the community during the COVID-19 lockdown. Council worked in collaboration with Parks Community Network, Community First Step, Core Community Services and Woodville Alliance to coordinate the preparation, packaging and distribution of meals to members of the community facing hardship during the extended COVID-19 lockdown.

Grants

- Provided a total of \$80,900 in grant funding to 31 projects through the Community Development Grants program, supporting projects such as workshops to support young people living with a disability that promote healthy independence and living skills and a domestic violence awareness-raising event to provide women with information around support services, drug and alcohol, and gambling.
- Provided a total of \$30,000 in grant funding to 6 projects through the Creative Communities Grants program. Projects funded include workshops to support people with disabilities through creative ceramic arts, refugee youth design project for murals, t-shirt design, and photography.

Advocacy

- Conducted an advocacy campaign for the upgrade of Fairfield Hospital to ensure there are adequate services to meet the growing needs of the Fairfield City community.



Illuminate New Year's Eve

Introduction

Theme 1
Community
Wellbeing

Theme 2
Places and
Infrastructure

Theme 3
Environmental
Sustainability

Theme 4
Local Economy and
Employment

Theme 5
Good Governance
and Leadership

Statutory
Information

Financial
Summary



LED Streetlight Replacement

Achievements and Highlights

THEME TWO - Places and Infrastructure

Fast Facts

Key Highlights

- Launched the Wave Pool at Aquatopia, providing residents with a 55-metre pool with breaking waves.
- Opened the Hughes Street Car Park, a new multi-storey car park providing 219 additional car spaces in Cabramatta.
- Converted the tennis courts at Emerson Park into futsal courts.
- Developed a Transport Study to assist in managing the future transport needs and opportunities arising from urban development throughout the City.
- Constructed the Ascot Street play space, providing open space for Canley Heights and visitors to the town centre.
- Renewed over 15.3km roads and 13.1km of kerb and gutter throughout the City.

Projects

- Launched the Wave Pool at Aquatopia, providing residents with a 55-metre pool with breaking waves. Additional elements were also installed such as an undercover waterproof awning, new bathrooms, storage lockers, cabanas and barbeques.
- Constructed and opened the Hughes Street Car Park, a new multi-storey car park providing 219 additional car spaces in Cabramatta.
- Converted the tennis courts at Emerson Park into futsal courts with LED lighting, remote access control system, landscaping and seating.
- Constructed an at-grade car park with 14 parking spaces south of Kiara Street on Ascot Street, Canley Heights.
- Installed exeloo at Prospect View Park and Lansvale Park.



Prospect View Park Exeloo



Aquatopia Wave Pool Construction

- Constructed the Ascot Street play space, providing open space for Canley Heights and visitors to the town centre. The new park features a small playground, seating and a Street Library.
- Installed Christmas Lights at 17 roundabouts across the City to provide the community with a festive decorations during the holiday period.
- Developed a 1.2km cycleway between the Smithfield Town Centre and the Industrial Estate to improve pathway connectivity to our local town centres.
- Developed the Chipping Norton Lakes Master Plan, which will assist in identifying the vision and needs for recreational facilities for this site.
- Developed a Local Housing Strategy to assist council with planning for future housing supplies within Fairfield City.
- Amendments to Cabramatta East Development Control Plan adopted by Council.
- Developed a Transport Study to assist in managing the future transport needs and opportunities arising from urban development throughout the City.
- Adopted the Accelerated LEP (Stage 2) - Villawood, Cabramatta East Planning Proposals.
- Established new garden plantings as part of intersection beautification program at following locations including:
 - Sackville and Polding Street, Fairfield
 - Edensor Road and Smithfield Road, Greenfield Park including footpath connection link
 - Polding Street and Marlborough Street

Services

- Developed concept plans for play equipment and softfall at Bareena Park and Fairfield Heights Park
- Renewed over 15.3km roads and 13.1km kerb of and gutter throughout the City.
- Renewed over 6.8km of footpath and installed 2.5km of new footpath throughout the City.
- Constructed 4.8m of drainage renewal across the City.
- Renewed approximately 4,845 m2 of car park surface across the City.
- Partnered with Endeavour Energy to commence replacement of street light bulbs across the City to LEDs to reduce energy use, maintenance costs, improve sustainability with lower carbon emissions and provide brighter lighting to improve public safety.
- Constructed a new pedestrian bridge and footpath for Horsley Road, Horsley Park.
- Installed a synthetic pitch and laid turf at Springfield Park.
- Renewed the baseball field, dugout benches, scorer's bench and concrete apron at the Fairfield Park Baseball.
- Installed a new kitchen and air-conditioning unit at the Cabramatta Early Learning Centre.
- Undertook 131 instances of graffiti removal on Council properties.
- Asset Management Policy, Strategy and Plans were reviewed and adopted by Council, which included a number of improvements such as better reporting to internal tenants, developed improved programmed maintenance reports across the community building portfolios, and identified resourcing and operational requirements.

Introduction

Theme 1
Community
Wellbeing

Theme 2
Places and
Infrastructure

Theme 3
Environmental
Sustainability

Theme 4
Local Economy and
Employment

Theme 5
Good Governance
and Leadership

Statutory
Information

Financial
Summary

- Installed electrical fit out, painting of guardrails, stairwells and floor at Downey Lane Car Park.
- Developed detail design for the Nelson Street Car Park upgrade.
- Replaced the Cabravale Leisure Centre air conditioning units.
- Replaced three electrical switchboards at Mt Pritchard Community Centre, Irelands Bridge Park and Janice Crosio Early Learning Centre as part of a rolling program.
- Upgraded the carpet and vinyl floor coverings in the Cumberland Room at the Fairfield Showgrounds Parklands Function Centre.
- Installed signpost and improved line marking on Crown Street and Seville Street as part of the Black Spot Program.
- Installed a new single lane roundabout at Cumberland Street and Bridge Street to improve traffic flow and road safety as part of the Black Spot Program.
- Installed raised concrete island on O'Connell Street near The Horsley Drive, Smithfield to improve road safety as part of the Black Spot Program.
- Installed pedestrian refuge on The Avenue near Railway Parade, Canley Vale to improve pedestrian safety as part of the Black Spot Program.
- Installed deflection angle at St Johns Road and Gladstone Street roundabout to improve road safety for the community as part of the Black Spot Program.
- Continued to meet on range of programs under the Western Sydney City Deal and Western Parkland Councils.
- Installed speed radar signs at eight locations across the City including: Hamel Rd, Brenan St, Galloway St, Glen Davis Ave, Edensor Rd, Coleraince St, Salter St and Cheyenne Rd.
- Upgraded the accessibility to the Bonnyrigg Community Hall including toilets.
- Reviewed the Fairfield Local Environment Plans, which addresses increased residential density in local centres across the City.
- Constructed a new one line roundabout at Avoca Road and Humphries Road to deter motorist sfrom speeding as well as improve road safety.
- Installed traffic calming devices on Hamel Road, Mount Pritchard to deter motorists from speeding.
- Installed traffic calming devices on Richards Road, Smithfield to deter motorists from speeding.
- Replace traffic signs and repainted line marking across the City to improve road and pedestrian safety.
- Replaced old timber seating with aluminium version at 6 locations including: Abercrombie Park (1), Amaroo Park (Lalich) (2), Dundas Park (2), Springfield Park (1), Tarrawarra Park (1) and Tasman Park (1).
- Installed gates at Strong Park and Joe Broad Soccer to improve access to these locations.
- Replaced park signs at seven sites including Lalich Park, Tarlington Park, St Johns Park, Fairfield Park, Fairfield Adventure Park, Carrawood Park Entry and Cabravale Park
- Installed cricket net at Prospect View Park including improvements to existing fencing for additional ball protection.
- Upgraded the playground and signage at Choma Park and Bancroft Park.
- Reviewed the Pedestrian Access and Mobility Plan.
- Installed median island on Polding Street, between Dublin and Bourke Street to improve pedestrian safety.
- Installed pedestrian refuge on Coonawarra Street near Allambie Rd, Edensor Park to improve community safety.
- Upgraded the pedestrian refuge on Orchardleigh Street (near Broughton Street) and on Brenan Street (near Green Avenue), to improve community safety.
- Raised a pedestrian crossing and upgraded lighting at Carramar Avenue, Carramar to improve community safety.
- Upgraded the disabled toilet, dressing room and fencing at Knight Park 1 and 2 Amenity Building.

- Council continues to participate in the Western Sydney Planning Partnership.
- Upgraded lighting and repainted external façade at Nelson Street Car Park.
- Replaced play equipment as well as improved the surrounds at Coolatai Park, which included concrete edging, softfall mulch, rubber softfall, bench seat, landscaping and a metal swing.
- Upgraded the disabled toilet and storeroom at Endeavour Park - The Boulevard Amenity Building.
- Upgraded the toilets at the Bonnyrigg Community Service Centre including new basins, tapware, flooring, wall tiles, panels and paint.
- Installed two cricket training practice nets at Avery Park, Fairfield West.
- Installed 130m perimeter fencing 2.1m high with access gates around the Tennis Courts at Brenan Park.
- Extended the Amenity Building at Chisholm Park to include an additional storage facility for the sporting clubs and regular hirers.



- Acquired a property in Fairfield for future open space use.
- Installed and upgraded the roof, electrical, canteen, bathroom fixtures and fittings at the Cabramatta Sportsground Begonia Avenue.
- Developed detailed designs to install augment lighting along Canley Vale Road.

Grants

- Delivered the Heritage Rates Relief Scheme resulting in over \$42,654 in funding being distributed to 49 local residents to support and maintain local heritage across the City.
- Provided over \$16,995 in funding to 5 local heritage listed properties as part of the Heritage Grants Program for restoration and repair works to heritage items.

Awards

- Awarded gold at The Landscape Association Excellence Awards in the Commercial and Civil Construction category for the People's Globe at Fairfield Showground. These awards celebrate the highest standards and achievement in landscape construction, design and maintenance.
- Received an Institute of Public Works Engineering Australasia (IPWEA) NSW and ACT Engineering Excellence Award for Dutton Plaza Car Park. The awards endorse and recognise excellence of Local Government and Public Works projects, and celebrated the significant contribution public works engineers make to NSW. The new car park connects to the existing multi-storey car park, providing an additional 219 parking spaces for commercial delivery vehicles and commuters, delivering much needed parking solutions at one of the City's busiest town centres. Its environmentally sensitive design features sensor LED lighting, solar panels, electric car charging bays, and a bio-filtration irrigation system that harvests rainwater for the surrounding garden beds.
- Received the the Landscape Architecture Award for Deerbush Park Playground in the NSW Chapter of Australian Institute of Landscape Architects in the Play Spaces category.



Book-In Kerbside Cleanup

Achievements and Highlights

THEME THREE - Environmental Sustainability

Fast Facts

Key Highlights

- Prepared 11,000 m2 of area for planting for the flying-fox habitat restoration program for Cabramatta Creek
- Purchased four new domestic waste trucks to ensure council delivers a high quality service to the community.
- Conducted over 6,100 hours of bush regeneration along the City's creek line and bushland reserves under the Creek Care program.
- Conducted over 2,242 hours of active patrol for illegal dumping, with 560 illegal dumping incidents reported and investigated.
- Collected over 2,000 tonnes of material from Council clean-ups.

Projects

- Completed the design for the Wilson Road Creek restoration.
- Purchased four new domestic waste trucks to ensure council delivers a high quality service to the community.
- Prepared 11,000 m2 of area for planting for the flying-fox habitat restoration program and developed a draft community engagement and education strategy for the Cabramatta Creek.
- Completed 2,884 kilometres of street sweeping by Council's in-house street cleaning trucks throughout Fairfield City.
- Propagated over 1,600 native plants at the Fairfield Community Nursery, with over 380 volunteer hours participating at the nursery and maintaining bushland and creeks.

Services

- Conducted over 2,242 hours of active patrol for illegal dumping, with 560 illegal dumping incidents reported and investigated.
- Introduced and implemented the resident book-in kerbside clean up service.



Fairfield Community Nursery



Platinum Jubilee Tree Planting Day

- Collected over 2,000 tonnes of material from Council clean-ups.
- Removed over 189 cubic metres of litter and grass cuttings as part of the Main Roads Beautification program.
- Held National Clean Up Australia day activities in March 2022, with a total of four community groups and over 100 volunteers participating in the clean up across multiple days. Over 40 bags of waste material was collected across Fairfield City.
- Implemented works at the Smithfield Gross Pollutant Trap to help improve the effectiveness by repairing the concrete weir and planting vegetation adjacent to the site.
- Waste Kerbside Audits undertaken to identify waste composition of bins across the City, which included providing a range of educational resources to better inform the community about waste management and recycling.
- Developed a preliminary flood model as part of an overland flood study for the Parks Catchment.
- Completed a flood frequency analysis at Prospect Creek and Georges River for a flood study to determine the extent of overland flooding within this catchment.
- Completed detailed design for the basin upgrade at Powhatan Park to better mitigate flood risks for the community.
- Provided financial support to raise a house in Hollywood Drive, Lansvale to minimise potential flood risk damage to properties at risk.
- Completed investigations and detailed design of the basin upgrade for King Park to better mitigate flood risks for the community.
- Planted a range of plants, shrubs and grass at 25 sites across the City as part of the Landscaping Road Reserve Program such as roundabouts, main roads, near welcome signs, etc.
- Replaced bins at 4 key sites including: Bunker Park; Bonnyrigg; Newton Road and Bentley Street, Wetherill Park; Woodville Road and Hillcrest Ave, Villawood; and Tasman Parade and Hamilton Road, Fairfield West.
- Completed geotechnical investigations, structural and lighting designs for the floodlight upgrade at Powhatan Park, Greenfield Park.
- Designed and constructed a gross pollutant trap at Kookaburra Park.
- Continued to monitor water quality at 20 sites across the City.
- Constructed stormwater drainage line and four surface inlet pits, adjacent to the basketball half court within Hartley Oval to address stormwater flooding.
- Prepared safety reports on the declared dams in the Fairfield Local Government Area.
- Replaced plant and equipment, including garbage and recycling trucks, which will lead to service productivity improvements.
- Collected over 204 tonnes of rubbish from Council's gross pollutant traps and creek cleaning activities.
- Conducted over 6,100 hours of bush regeneration along the City's creek line and bushland reserves under the Creek Care program.
- Conducted community engagement on the proposal of green waste bins for the residents of the City, receiving more than 10,000 responses.
- Planted over 10,000 native plants, including trees, grass and shrubs throughout the City.
- Held the free asbestos collection event in November 2021, with the service provided to 33 households.

Introduction

Theme 1
Community
Wellbeing

Theme 2
Places and
Infrastructure

Theme 3
Environmental
Sustainability

Theme 4
Local Economy and
Employment

Theme 5
Good Governance
and Leadership

Statutory
Information

Financial
Summary



Achievements and Highlights

THEME FOUR - Local Economy and Employment

Fast Facts

Key Highlights

- Opened Fairfield HQ, offering small businesses access to facilities and resources required to run a business.
- Constructed a shelter for community events at Bonnyrigg Park.
- Held the Illuminate New Year's Eve event at Fairfield Showground, with social distancing and COVID-19 safe measures in place and over 6,500 attendees.
- Held the popular Lunar New Year event across two fun-filled days in Cabramatta, with 8,000 members of the community attending.
- Hosted a number of businesses events at the Fairfield City HQ including Beginners Guide to Marketing, Video Production and Marketing for CEOs, and Service-Based Businesses.
- Provided over \$26,800 in funding to 8 projects as part of the Bonnyrigg Town Centre Activation Fund.

Projects

- Opened Fairfield HQ to offer small businesses access to facilities and resources required to run a business. These include hire of office space, hot desks and meeting rooms, access to high tech equipment, printing and scanning functions and access to networking events, workshops and programs to support business growth.
- Constructed a shelter for community events at Bonnyrigg Park.
- Installed wayfinding signage in Fairfield City Centre.

Services

- Held the Illuminate New Year's Eve event at Fairfield Showground, with social distancing and COVID-19 safe measures in place. Over 6,500 attendees enjoyed an array of cultural performances, amusement rides, face painting, and food trucks, and finished off with a spectacular fireworks finale.
- Held Christmas activations and installations across Cabramatta, Fairfield and Parks Places, including roving Santa and elves, and Christmas banners at five locations.



Lunar New Year Cabramatta

- Held the popular Lunar New Year event across two fun-filled days in Cabramatta, with 8,000 members of the community enjoying a Bluey & Bingo Interactive Experience, magician David Ung, the SBS Fun Zone with free tiger craft, the Mekong Activation Zone with free face painting and caricaturist, and amusement rides. The celebrations were capped off with traditional lion dancing, firecrackers and amazing fireworks.
- Awarded 28 Fabulous Fairfield awards to Fairfield City residents throughout February to June.
- Hosted a number of businesses events at the Fairfield City HQ including Beginners Guide to Marketing, Video Production and Marketing for CEOs, and Service-Based Businesses, Visual Identity: What Makes a Great Logo, customer retention, business planning essentials, and writing policies and procedures.
- Held the #BreakTheBias after 5 Business Networking Event with 73 registrations as part of International Women’s Day celebrations. The event featured keynote speakers from the local business community, Fazila Farhad, Lili Cao and Diane Van Aken, sharing their career in business and spoke about the important role of female leaders. The event provided opportunity for businesses to network and engage with council staff.
- Held the #BreakTheBias High Tea event with 67 registrations as part of International Women’s Day celebrations. The event featured local lifestyle influencer and business woman Jenny Dinh who shared her journey in the establishment of her business.
- Strengthened a total of 21 economic development partnerships which included meetings with vaccination pharmacies, property managers, Western Sydney Investment Attraction Office, CSIRO, Services NSW and TAFE NSW.
- Held 14 free open day sessions at the new community business hub, Fairfield City HQ, providing demonstrations of the creative and meeting spaces.
- Facilitated 10 workshops through Fairfield City HQ, including webinars on claiming small business tax deductions, cash flow for small business success, importance of protecting intellectual property and running a home-based business.
- Promoted 11 place management activities, including Cabramatta tours, ABC Local Sydney Radio interview supporting local business, and Dutton Lane car park opening ceremony.
- Supported Harmony Day facilitated by Big Heart Big Vision as part of the Bonnyrigg Town Centre Activation Program.
- Distributed Mayoral letters to 173 local businesses advising them of the Temporary Outdoor Dining Program to assist in COVID-19 business recovery.
- Held two events at Fairfield and Cabramatta City Centres, which included a variety of foods, cultural performance and entertainment such as Fast Ed and Silvia Colloca and Angie Hong.



Culinary Carnivale Fairfield

Grants

- Provided over \$26,800 in funding to 8 projects as part of the Bonnyrigg Town Centre Activation Fund to not-for-profit organisations that support the unique diversity of Bonnyrigg and encourage community interaction, which included events such as Laos New Year celebrations, Bonnyrigg Youth Committee’s Self Care Fair, Rigg Xmas Fair, and Bodhi Tree Celebration.

- Introduction
- Theme 1 Community Wellbeing
- Theme 2 Places and Infrastructure
- Theme 3 Environmental Sustainability
- Theme 4 Local Economy and Employment
- Theme 5 Good Governance and Leadership
- Statutory Information
- Financial Summary



Canley Heights

Achievements and Highlights

THEME FIVE - Good Governance and Leadership

Fast Facts

Key Highlights

- Integrated the online booking system to allow keyless access to 12 community centres and facilities
- Hosted an information session for those considering to run as a candidate at the Council elections.
- Successfully coordinated the Fairfield City Local Government Elections for 2021.
- Donated a total of \$23,650 to 45 community recipients through the Mayoral Donations Fund, Mayoral Scholarship Fund, Language and Cultural Awareness Fund, Mayoral Community Benefit Fund, Councillors Donations Fund, Mayoral Welfare Fund, and Community Volunteer Fund.
- Diverted over 303,454 tonnes of construction material from landfill through the Sustainable Resource Centre.

Projects

- Successfully coordinated the Fairfield City Local Government Elections for 2021.
- Integrated the online booking system to allow keyless access to 12 community centres and facilities such as Bonnyrigg, Bonnyrigg Heights, Bossley Park, Cabramatta, Edensor Park, Greenfield Park, Mt Pritchard, Wetherill Park, Fairfield Hall, Prairiewood Youth, Emerson Futsal Court and Fairfield Tennis Court (1) and Fairfield Business HQ.
- Rolled out the Budget Planning Solution Tool across Council, which will bring long term financial sustainability to Council's planning process.
- Continued to digitise Council's records to reduce cost and provide quicker access to records online.

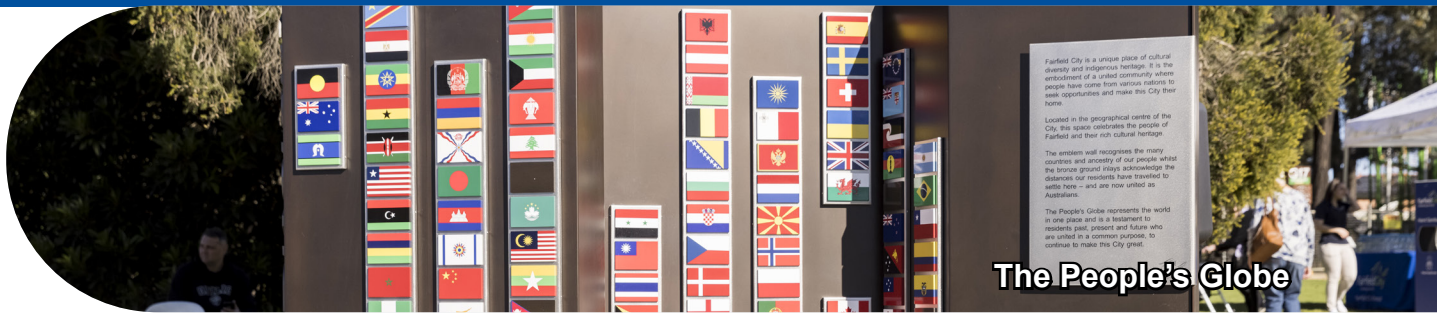
Services

- Hosted an information session for those considering to run as a candidate at the Council elections. The program enabled those interested in becoming a Councillor to gain a better understanding of the role and responsibilities of an elected member of Council.
- Developed and adopted the Fairfield City Plan (Community Strategic Plan), which details the community's vision, priorities, goals and strategies.
- Signed up to a new centralised administration system to improve the management of temporary and casual staff, which will improve staff efficiencies and provide opportunities for shared services and resource sharing.
- Completed 100% of WHS compliance audits as scheduled.

- Continued to maintain one of the lowest residential rates when compared to neighbouring councils.
- Processed 100% of purchasing and tenders in compliance with policy and legislative requirements.
- Reviewed and updated Council's Enterprise Risk Management Policy and Strategy.
- Improved Business Continuity Policy and Plan as well as tested staff on awareness of their responsibilities, accountabilities and effectiveness of the process and relevant documents.
- Undertook a review of options for an integrated online system or software for ease of use and accessibility of Fairfield Opportunity and Risk Management's registers and implemented a solution using Council's existing systems.
- Continued to develop digital online forms to improve corporate efficiencies.
- Trained staff on specific and relevant contract management process, which identified improvement and efficiencies.
- Replaced plant and equipment at the Sustainable Resource Centre, leading to service productivity gains.
- Recycled and distributed over 350,728 tonnes of construction material for internal and external customers through the Sustainable Resource Centre.
- Diverted over 303,454 tonnes of construction material from landfill through the Sustainable Resource Centre.
- Issued over 10% of rates notices electronically.
- Received 50 formal and 594 informal GIPA (Government Information Public Access) requests, with 100% of requests processed within specified timeframes.
- Conducted 100% of tender and contract processes within 12 weeks.

Grants

- Donated a total of \$21,300 to 14 community recipients through the Mayoral Donations Fund, Mayoral Scholarship Fund and Mayoral Community Benefit Fund



Diversity and Multicultural Activities

Diversity and Multicultural Services

Council supports the Aboriginal and Torres Strait Islander, migrant, refugee and emerging communities of Fairfield City by building the capacity of the local community services sector and encouraging collaboration between agencies. Council convenes and/or supports various interagencies, partners with community organisations to implement strategic projects that deliver on the Fairfield City Plan and advocates for equitable funding for the community and the sector. Council convenes the Multicultural Advisory Committee and Warin Tiati (Fairfield's Aboriginal Advisory Committee), which are two formal resident Committees that advise Council on issues impacting cultural communities.

The restrictions on gatherings and meetings in response to the COVID-19 Pandemic has impacted on the range and number of activities, meetings and events that were held during this financial year. Meetings between the community organisations continued with minimal interruption using online platforms, however, meetings for the Advisory Committees had been suspended between July 2021 to December 2021.

Projects and Programs

This year, Council delivered projects with Aboriginal, newly arrived refugee and Culturally and Linguistically Diverse (CALD) communities, often in partnership with local agencies, to promote and address a range of issues:

- Employed a Community Engagement and Liaison Project Officer (CELPO) to build relationships with families and key local stakeholders, including Uniting, EACH (NDIS Service) and local primary schools. This allowed Council to create easier pathways for families and children to attend childcare. The CELPO facilitated children's enrolment into transition groups or directly to the Early Learning Centres, depending on the different needs of individual families.
- Commenced a weekly, play-based transition group program with 117 families and 159 children from Culturally and Linguistically Diverse (CALD) communities across the city. During the play sessions, children participated in educational play activities that support child development, while their parents learnt about the benefits of childcare. This allowed educators to build rapport with families, share local knowledge and create a more successful transition of vulnerable children and families into the child care centres.
- Employed a Bicultural Support Worker to support families from CALD communities by providing advice on childcare services. Documents and information were translated into the 4 top languages spoken at home such as Vietnamese, Arabic, Khmer and Chinese.
- Recruited two bilingual Early Childhood Teachers to assist current staff with recruitment, registering, monitoring and supporting prospective Family Day Care educators. The Early Childhood Teachers assisted current and new families with interpreting and translations, ensuring information is accurate to ensure a smooth transition from home into the Family Day Care environment.
- Implemented the Early Learning Languages Australia (ELLA) program, a digital, play-based program for preschool children to learn a new language.
- Utilised the NSW Department of Education 8Ways of Learning framework as part of the Early Learning Centres to include Aboriginal perspectives and learning techniques while supporting young children and their individual learning styles. Staff worked to further embed Aboriginal perspectives within their programs which strengthened their partnerships with various relevant community groups.



Flag Raising Ceremony

- Developed and reviewed the Narragunnawali Reconciliation Action Plans, which supported the services to take meaningful action to advance reconciliation. The Reconciliation Action Plans are based around the core pillars of relationships, respect, and opportunities to provide tangible and substantive benefits for Aboriginal and Torres Strait Islander people.
- Supported Playgroups projects through Fairstart, which provided 15 support playgroups. These included socially isolated and vulnerable families, families who were concerned about their children’s development or whose children had been diagnosed with a developmental delay or disability and families who have difficulty accessing preschool services.
- Held the flag-raising ceremony for National Reconciliation Week attended by Aboriginal Elders, community members and school students. There was also a display of Aboriginal cultural artefacts belonging to Uncle Darrell Fabar and Uncle Dennis Smith.
- Commemorated NAIDOC week with banners flown across the City.
- Held one meeting of the Aboriginal Advisory Committee and two meetings of the Multicultural Advisory Committee.
- Held nine meetings of the Fairfield Multicultural Interagency (FMI), which includes over 50 community organisations.
- Re-established the FMI COVID-19 Working Group to communicate emerging issues and provide advice on effective engagement to State agencies wishing to communicate with CALD communities.
- Connected NSW Government agencies with CALD community and faith leaders to provide information about COVID-19 health restrictions and contact tracing so they can support their communities.
- Launched the Edmund Rice Centre report titled Refugee Employment Experience: Struggles, Strategies and Solutions.
- Nominated two individuals for the 2022 Premier’s Multicultural Community Medal in the ‘COVID Champion’ category.
- Launched with the Fairfield Emerging Communities Action Partnership (FECAP), Hidden Talent: Skilled Refugees and Migrants and the Labour Market, which has members from both Core Community Services and Council.
- Hosted an interactive Indigenous Music Workshop at Bonnyrigg Library in support of Australia Day celebrations.
- Participated in the Fairiety Show which is a celebration of culture and diversity, capturing the spirit of Fairfield at the Fairfield City Museum and Gallery (FCMG). Assyrian Australian artist Niramsin Yakou aimed to bring people together advocating for cultural understanding and inclusion. Nirmasin collaborated with community, filmmakers, and performers living and working in Fairfield City and greater western Sydney. The performances, music and songs were choreographed, written and sung by featuring his signature ‘mash-up’ style (popular English songs interwoven with Assyrian performers singing in their native tongue).
- Held the art exhibition “In the fibre of her being”, a vibrant display at the Fairfield City Museum (FCMG) and Gallery that contemplated the role of women as anonymous carriers and preservers of heritage. With fibre as their artform, the artists spoke to their personal and collective histories, exploring legacies of womanhood, female subjectivity, diaspora, resilience and community.

Introduction

Theme 1
Community
Wellbeing

Theme 2
Places and
Infrastructure

Theme 3
Environmental
Sustainability

Theme 4
Local Economy and
Employment

Theme 5
Good Governance
and Leadership

Statutory
Information

Financial
Summary



'In the Fibre of her Being' Art Exhibition

- Selected the documentary photographer Helene Cochaud to be the first Fairfield City Photographer, to capture people, places and cultural diversity of Fairfield City today. This exhibition celebrates and recognises the Fairfield community and their valuable contribution to Sydney.
- Celebrating local talent, 'Who Are You Wearing?' provided a platform for future forward western Sydney fashion designers. By putting the focus on slow fashion and sustainable practice, this exhibition considers the impact of the fashion industry on the world around us.
- Held the art exhibition "Extra/Ordinary", presenting a creative response to FCMG's museum collection through art installations and prose. Artists and writers reflected on the stories told and left untold by our objects, photographs and records. FCMG successfully engaged artists and writers from CALD backgrounds to create new work, including First nations artists, Dennis Golding and Car-men Glynn-Braun, and many different people from many different backgrounds.
- Provided Bilingual Babytime and Storytime sessions online.
- Provided the Tech Savvy Seniors (TSS) program to promote digital inclusion and to meet the library needs of CALD communities. The TSS program delivers free digital skills training using personalised face-to-face, in-class group training sessions, mixed media 'self-teach' learning resources, language guides and other trainer guides with bilingual trainers.
- Provided free Adult CALD Learn to Swim programs at Cabravale Leisure Centre and Fairfield Leisure Centre. A total of 90 adults received the opportunity to attend a CALD Learn to swim program at Cabravale Leisure Centres supported by Royal Life NSW. A total of 95 people enrolled into one-on-one Learn to Swim lessons which included water safety awareness at Fairfield City Leisure Centres.

Advocacy

State and Federal Governments have made significant policy changes to the funding of community services, arts and other community activities. This has resulted in the loss of funding to local organisations and a lack of information regarding which organisations are providing services and where these services can be accessed.

Council has undertaken a range of advocacy actions to support the Fairfield City community. These include:

- Submission to the Commonwealth Department of Social Services on the development of a new National Plan to end Violence against Women and their Children.
- Submission to Liquor and Gaming NSW providing feedback on the effectiveness of the legislative and regulatory reforms introduced in 2018 to minimise gambling harm.
- Feedback to Liquor and Gaming NSW on LiveData, an online tool that provides access to liquor licence information together with alcohol-related crime and health data across the State.
- Submission to the NSW Department of Communities and Justice on the development of their Multicultural Plan.
- Submission to the Commonwealth Department of Health on the development of the National Primary Health Care 10 Year Plan 2022-2032.

Introduction

Theme 1
Community
Wellbeing

Theme 2
Places and
Infrastructure

Theme 3
Environmental
Sustainability

Theme 4
Local Economy and
Employment

Theme 5
Good Governance
and Leadership

Statutory
Information

Financial
Summary



Deerbush Park

Access and Equity Services

Council's Access and Equity activities are actions that benefit the broader community by promoting fairness in the way we distribute our resources and services, recognising the community's cultural and faith based rights, the physical, developmental and health needs of the community and providing opportunities to participate in consultations to determine our future direction.

Council continued the development of an inclusive City by improving access to facilities and services including:

- Continued opening the early learning centres throughout the lockdown period. Due to low occupancy, the educators had the opportunity to take on a new role, producing healthy and culturally appropriate meals for vulnerable and isolated residents of the local community. Collectively, the staff produced more than 35,400 cooked meals for distribution throughout the three-month period.
- Provided Fairstart Early Intervention services to 188 clients during the 2021-2022 period. Services included coordination of supports, training and capacity building, consultancy and therapy and intervention services from occupational therapists, speech pathologists, specialist early childhood teachers and therapy assistants. During the period of COVID-19 restrictions, staff continued to support families with Telehealth services via Zoom, mail and email.
- Developed early learning educational programs specific and individualised to the needs of each child. Staff also submitted many applications for funding so that the services received additional funding through State and Federal Government funding schemes (Disability Inclusion Program and Inclusion Support Subsidy) for eligible children.
- Supported many families on their journey towards a formal diagnosis of their children's needs, as well as dealing with the effects of the COVID-19 pandemic on children and families. Family isolation from services and supports presented significant challenges when their children enrolled in centres, with many children presenting with delays in social and language skills, fine and gross motor skills, and coordination skills.
- Undertook access improvement works in Fairfield Town Centre, Tasman Parade Early Learning Centre and Bonnyrigg Community Centre.
- Expanded use of Readspeakr assistive technology on Council's website to make information on sub-sites accessible to people with visual impairments, literacy issues and those who cannot read English.
- Held Seniors Expo at Fairfield Showground with approximately 600 seniors and their families, carers and friends.
- Held the Award-winning Youth Week program, providing free recreation options and information about community programs and support services.
- Held the Youth Mentoring Program including self-development workshops for young women, cultural workshops for Aboriginal and Torres strait islander and the Mayor's Youth Achievement Awards to promote the positive achievements made by young people in the community.
- Provided a Drop-in service at the Fairfield Youth and Community Centre that recorded 5,690 individual visits by local young people. The Drop-in service provides an essential engagement point for young people to access youth workers and youth services.
- Facilitated Safeguarding Social Cohesion during COVID-19 Recovery training for the Fairfield Youth Workers Network.



Seniors Bus Tour

- Held the Creative Communities Grants Program, which included mentoring for community groups to overcome barriers faced in the grant writing process.
- Developed the masterplan for the Nalawala Community Hub that considers the safety, security and storage needs of all stakeholders of the site.
- Provided a Home Delivery Service for community members in lockdown from 9 August to 15 October 2021, and an Order and Collect option for people who were unvaccinated and were prevented from entering the public library per the public health orders until the restriction was lifted. Staff delivered 11,125 resources to the community during this period.
- Provided audio books, large print books and a home library service for housebound community members. eReaders with eBooks pre-loaded allow customers to increase font sizes to their desired reading size.
- Held the first Accessible Open Lab program at Whitlam Library. The Accessible Diversity Service Inclusions' MyTime Peer Support Group is for children and parents/caregivers. Each fortnight the library hosts eight children and their caregivers for a two hour session in the lab.LX space.
- Extended hours for HSC students recommenced after lockdown from 17 October to 3 December 2021, providing HSC students with a safe place to study away from home.
- Held a public program for young audiences in Fairfield City and greater western Sydney – 'A safe space for dangerous ideas' was a contemporary art experience that responds to themes important to young audiences.
- Provided free pool entry to 11,601 seniors and 16,000 disability support pensioners who reside within Fairfield City on various days and specific times at Council's Leisure Centres.
- Delivered 2,651 one-on-one physical rehabilitation therapy services. These sessions were made up of work cover, disability, hydrotherapy, chronic disease management and veterans programs.

- Introduction
- Theme 1
Community Wellbeing
- Theme 2
Places and Infrastructure
- Theme 3
Environmental Sustainability
- Theme 4
Local Economy and Employment
- Theme 5
Good Governance and Leadership
- Statutory Information
- Financial Summary

Disability Inclusion Action Plan

The NSW Disability Inclusion Act 2014 increases the rights, protections, inclusions and safeguards for people with disabilities. The Disability Inclusion Act 2014 requires local government to put in place a Disability Inclusion Action Plan (DIAP) to promote the inclusion of people with disability.

In response to the requirements under the Disability Inclusion Act 2014, Fairfield City Council developed and adopted the Disability Inclusion Action Plan 2022-2026. As part of this process, the 2017 plan was reviewed and extensive consultation was conducted with stakeholders.

The four key focus areas for the new plan are:

- Encouraging positive community attitudes and behaviours
- Creating liveable communities
- Supporting access to meaningful employment
- Improving access to services through better systems and processes

Encouraging positive community attitudes and behaviours

- Presentation on community profile relating to disability as well as introduction in to Council's DIAP and accessibility for new staff as part of their Corporate Inductions.
- Undertake community consultations with 100 people to develop the Disability Inclusion Action Plan 2022 – 2026.

Creating liveable communities

- Conducted accessibility/inclusion audits on seven facilities including the SES Fairfield Headquarters, Bossley Park Amenities building, Carramar Early Learning Centre, Council Depot and amenities buildings in Marconi, Knight and Carrawood Parks.
- Carried out accessibility improvement works at Bonnyrigg Community Centre including new entry ramp and disability toilet fit out. Works also completed at Fairfield Town Centre and Tasman Parade Early Learning Centre.
- Installed tactile Ground Surface Indicators

in Fairfield Town Centre (Hamilton Rd, The Crescent and Dale St) to guide and assist people who are vision-impaired with warning or directional orientation information.

- Commenced the Zero Barriers project, which aims to remove barriers for people with disability when shopping, using services or participating in activities in their local communities.
- Trained the Western Sydney Cycling Network (WSCN) volunteers to use a trishaw for community rides. Storage facility built to house the trishaw. The WSCN will offer rides to members of community, with particular focus on people with disability, the elderly and people with limited mobility.

Supporting access to meaningful employment

- Promoted Council as an equal employer.

Improving access to services through better systems and processes

- Expanded the use of readspeaker assistive technology on Council's website to make information on sub-sites accessible to people with visual impairments, literacy issues and those who cannot read English.
- Updated the alternate text for images on Council's website to ensure image information can be articulated by text-to-voice applications.
- Developed the sport, recreation and leisure activities for people with disability resource directory to promote active lifestyles and awareness of facilities and programs that are available for the community.

Measuring DIAP Progress

Indicator measures are a method of assessment used in determining how Council is progressing towards achieving the community's vision, priorities and goals identified in the 2016-2026 Fairfield City Plan (City Plan) that relates to the DIAP. Therefore the indicator measures are broken down across the five themes identified in the City Plan and against each service area. It is important to note that the results identified below will assist Council in establishing targets for future years.

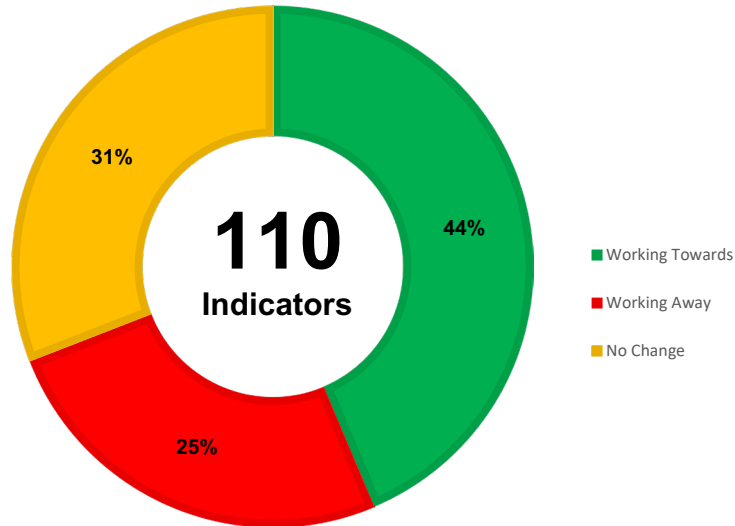


Figure 1: Overall performance of indicator measures from the DIAP.

The trend in the performance of these indicators is reviewed quarterly. As can be seen in Figure 1, 44% of the DIAP indicator measures are working towards achieving the community's vision and 31% with no change. The remaining 26% were identified as working away from the community's vision. This is due to a number of challenges experienced during this financial year, such as the availability of resources to meet these targets, public health orders relating to social distancing and adverse weather conditions. Detailed performance of these indicator measures are noted in the table below.

THEME 1 – Community Wellbeing			
Service	Indicator Measure	Result	Trend
Children and Family Service	# Children with a disability accessing mainstream early childhood services	125	↑
	# Partnerships with local services to support inclusion of children with disability and their families	9	↓
Communication and Marketing	# Major Council publications and promotional materials with images of diverse communities (e.g. people with disability, CALD communities)	60	↑
	% New Council signage considers the needs of people with disability e.g. people with vision impairment	100%	↑
	# Employment opportunities promoted through Job Services Australia and Disability Employment Services	0	●
	Style Guide updated to include criteria for accessibility and inclusion	Completed	↑
	# Maps that include universal accessible icons and locations	1	↓
	# Council forms are accessible (e.g. to screen readers)	112	↑
	# Channels used to promote services for people with disability	16	↓
	% Progress towards AAA rating for Council's website	50%	↑
	# Events planned using Access and Inclusion Checklist	23	↑
Community Compliance	# Education activities implemented on the importance of disability parking spaces	0	●
	# Complaints regarding disability parking	14	↑
	# Footpath complaints actioned to ensure accessible footpaths	97	↑
	# Technology options for compliance of accessible parking explored	0	●

- Introduction
- Theme 1 Community Wellbeing
- Theme 2 Places and Infrastructure
- Theme 3 Environmental Sustainability
- Theme 4 Local Economy and Employment
- Theme 5 Good Governance and Leadership
- Statutory Information
- Financial Summary

THEME 1 – Community Wellbeing

Service	Indicator Measure	Result	Trend
Leisure Centres	# Requests for use of pool hoists	97	↓*
	# Inclusive and accessible Learn to Swim Classes	101	↓*
Library Services	# Loans of each type of book format (audio, large print, e-books)	199698	↓*
	# Customers utilising the Home Library Service	471	↓*
	# Loans of the Home Library Service	6243	↓*
	# Council forms are accessible (e.g. to screen readers)	0	↓*
Museum and Gallery	# Inclusive and accessible Creative Abilities Classes	4	↑

* Service was disrupted due to COVID-19



THEME 1 – Community Wellbeing

Service	Indicator Measure	Result	Trend
Social Planning and Community Development	# Events and activities which celebrate and support people with disability and carers	1	●
	# People with disability and/or carers involved in events and activities which celebrate and support them	3	↑
	# Partner agencies involved in events that celebrate and support people with disability and carers	0	↓
	# Culturally-appropriate disability related information, resources and services available on all Council social, electronic and print media	5	↑
	# Council posts on social, electronic and print media portraying people with disability and/or carers positively	0	●
	# Disability-awareness raising initiatives promoting greater access and inclusion in partnership with local service providers	3	↓
	# Events and meetings held in accessible venues/spaces	2	↓
	# Information, advice and educational support to child and family services provided relating to access and inclusion	6	↑
	# Council forms are accessible (e.g. to screen readers)	1	↓
	# Updated service directory distributed	0	↓
	# Advocacy seeking specialist funding to ensure access and inclusion for CALD communities, refugee, new arrival backgrounds	0	●
	% Council grants and MoUs that include access and inclusion in criteria	100%	↑
	# Participants involved in disability-awareness raising initiatives	104	↑
	# Disability-awareness raising initiatives focusing on accessible parking spaces	0	●
	# Advocacy to support awareness of Transport for NSW staff on the needs of people with disability	0	↓
	% Gyms in Parks sessions enhanced for greater inclusion and access	100%	↑
	% EOIs that include requirements to deliver accessible and inclusive services	100%	↑
	# Access upgrades to Council facilities through the Annual Disability Improvement Program	10	↑
	# Access upgrades/modification to Council facilities	1	↑
	# Access audits on Council owned facilities, parks, town centres, libraries, museum, child care and leisure centres completed	8	↑
	# Advocacy to schools to support the safe pick up and drop off of people with disability	0	●
	# Responses from schools regarding the safe pick up and drop off people with disability	0	●
	# People with disability who volunteer with Council	0	↑
	% Cultural or other grant applications that include employment of people with disability in desirable criteria	100%	↑
	# Events and meetings held by interagencies in accessible venues/places	34	↑
	# Culturally-appropriate awareness raising initiatives on disability and mainstream services for people with disability from newly-arrived, refugee and CALD communities	0	●
	# Participants in culturally-appropriate disability and mainstream services awareness-raising initiatives	0	●
	# Grant application to enhance access and inclusion submitted if appropriate	0	↓
	# Collaborations with external agencies to support inclusion for people with disability	9	↑
	# Promotion of activities to people with disability carers including those from newly arrived, refugee and CALD backgrounds	3	↑
	# Promotion of the Council accessibility maps	2	↓
	# Consultations with people with disability on the development and/or review of accessibility maps	0	●
# Events planned using Access and Inclusion Checklist	6	↑	

* Service was disrupted due to COVID-19

Introduction

Theme 1
Community Wellbeing

Theme 2
Places and Infrastructure

Theme 3
Environmental Sustainability

Theme 4
Local Economy and Employment

Theme 5
Good Governance and Leadership

Statutory Information

Financial Summary

THEME 2 – Places and Infrastructure

Service	Indicator Measure	Result	Trend
Asset Management - Civil and Built	# Existing bus stops upgraded for disability access	0	●
	# Disability access complaints received	0	●
	% Disability access complaints responded to and resolved	100%	↑
	% New Council signage works raised that consider disability standards and guidelines	100%	↑
	# Disability audits on open space, playgrounds, public toilets, footpaths and public transport infrastructure completed	0	●
	% Disability Inclusion and Access Checklist used for maintenance review, new Council facilities and public spaces	100%	↑
Asset Management - Open Space	# Existing sport programs incorporating inclusion of people with disability	0	●
	% Host and support activities from the Activate Inclusion Event	0%	●
Building Control and Compliance	# Requests for information/advice relating to disability access standards	1	↓
	% Requests for information/advice relating to disability access responded to on time	100%	↑
	# Buildings with reported disability access compliance issues	1	↑
	% Building compliance issues investigated relating to Disability (Access to Premises – Buildings) Standards 2010	100%	↑
	% Building compliance issues resolved in accordance with Disability (Access to Premises – Buildings) Standards 2010	100%	↑
Infrastructure Construction and Maintenance	# New bus stops constructed to improve disability access	0	●
	# Disability access complaints received	0	●
	% Disability access complaints responded to and resolved	67%	↓
	% New Council signage installed in accordance with disability standards	100%	↑
Strategic Land Use Planning	# Requests for information/ advice relating to disability access standards	0	●
	% Requests for information/advice relating to disability access responded to on time	100%	↑
	# Amendments and considerations undertaken to improve access and inclusion as part of the Fairfield Development Control Plans	0	●
Traffic and Transport	# Actions implemented in line with Pedestrian Access and Mobility Plan	2	↓
	# Disability parking spaces	0	↓

THEME 3 – Environmental Sustainability

Service	Indicator Measure	Result	Trend
Waste Education and Environmental Sustainability	# Requests for support to remove household problem waste	0	↓
	% Requests for support to remove household problem waste responded to	100%	↑

THEME 4 – Local Economy and Employment

Service	Indicator Measure	Result	Trend
Place Management and Economic Development	# Events and meetings that are held in accessible venues/spaces	111	↑
	# Events planned using Access and Inclusion Checklist	38	↑
	# Discussions with State Government in relation to accessibility of public transport to get to and from and around town centres	4	↓
	# Pedestrian safety CRM's or emails raised for town centres in relation to disability access by the Place Team	40	↓

THEME 5 – Good Governance and Leadership

Service	Indicator Measure	Result	Trend
Corporate Planning and Improvements	# Easy read version reports and summary reports made available	5	↑
Customer Service	# Customer satisfaction survey reviewed for accessibility	0	●
	# Council feedback processes reviewed for accessibility	0	●
	# Council forms are accessible (e.g. to screen readers)	0	●
Financial Sustainability	# Council forms are accessible (e.g. to screen readers)	0	●
Governance	# New policies that consider access and inclusion	0	●
	# Council forms are accessible (e.g. to screen readers)	4	↓
	% Request for braille voting papers met	100%	↑
	# Requests for braille voting papers	0	↓
Human Resources	# Disability awareness training developed on time for Council staff	0	●
	% Total staff received disability awareness training	100%	↑
	# Customer service staff received specialised disability awareness training	0	●
	% Of job advertisements promoting Council as an Equal Employment Opportunity employer	100%	↑
	# interviewees request reasonable adjustment	0	●
	% Requests for reasonable adjustments to interview process met	100%	↑
	# Staff with a disability who request reasonable adjustment	0	●
	% Staff requests for reasonable adjustments met	100%	↑
	# Staff with a disability with specific evacuation plans	0	●
	# People with disability placed through Council's Disability Work Experience Program	0	●
# Stories relating to Council's support for work experience opportunities for people with a disability	0	↓	
Information and Communication Technology	# Staff request accessible software	0	●
	% Requests for accessible software met	100%	↑
	# Council forms are accessible (e.g. to screen readers)	5	↑
Procurement	# Services procured from ADEs or organisations employing people with disability	0	●
All Service Areas	% New and existing publication and signage developed and reviewed with reference to the Inclusive Language Guide	96%	↓
	# Staff request flexible working arrangements related to disability or caring responsibility	86	↓
	% Requests for flexible working arrangements related to disability or caring responsibility met	96%	↓

Introduction

Theme 1
Community
Wellbeing

Theme 2
Places and
Infrastructure

Theme 3
Environmental
Sustainability

Theme 4
Local Economy and
Employment

Theme 5
Good Governance
and Leadership

Statutory
Information

Financial
Summary

Compliance for Carers

Fairfield City Council recognises the valuable social and economic contribution carers make to the community and the people for whom they care for in line with the NSW Carers (Recognition) Act 2010 and NSW Carers Charter.

Council's support for carers includes:

- Delivered the Mayor's Wellbeing Register and Fairfield Food Hub Partnership during COVID-19 restriction period to support people experiencing isolation and their carers.
- Developed communication materials regarding public health orders to residents and carers during the COVID-19 pandemic to ensure awareness and compliance with the current protocols.
- Updated Council website with information for carers such as the directory for sport, recreation and leisure activities for people with disability.
- Development of Fairfield City Support Card promoting key services for aged, disability support, youth and family, health and wellbeing, housing, food and Government.
- Hosted a Seniors Week event in March 2022 to raise awareness about key services that support aged residents, people with disability and their carers.
- Consultated with carers during the development of the Disability Inclusion Action Plan 2022-2026.
- Hosted Grandparents Day, which celebrates the diversity of grandparent relationships across age groups and cultural backgrounds.
- Provided the opportunity for flexible working arrangements for Council staff with caring responsibilities.
- Delivered Information sessions for parents and carers as part of the Start School Strong program to prepare pre-school children for a successful educational start.

Council Staff Carers

The following policies and programs enable staff to request council support in achieving a work/life balance, which enables fulfilment of caring responsibilities outside their employment.

- Flexible Working Arrangements Policy – Subject to operational requirements.
- Appropriate Workplace Behaviour Policy.
- Employee Assistance Program.
- Diversity Management – Equal Employment Opportunity Plan articulating actions that support the objectives of the Carers Recognition Act and NSW Carers Charter.
- Delivery of education that included information on the NSW Carers Charter and Council support for employees who provide care for individuals with disability, illness or are frail aged.

Financial Assistance from Council

Financial assistance was granted under Section 356 of the Local Government Act:

FUNDING SCHEME	NUMBER OF GRANTS	AMOUNT GRANTED
Mayoral Donations Fund~	4	\$2,000
Mayoral Scholarship Fund^	8	\$4,800
Mayoral Community Benefit Fund	5	\$14,500
Community Volunteer Fund	0	\$-
Councillors Donations Fund	0	\$-
Language and Cultural Awareness Fund	0	\$-
Cultural Event Sponsorship Fund	0	\$-
Bonnyrigg Town Centre Activation Fund	8	\$26,800
Social Change Through Creativity Grant	6	\$30,000
Community Development Grants Program	31	\$80,900
Heritage Grants Program*	5	\$16,995
Heritage Rates Relief Scheme	49	\$42,686
Total	116	\$218,681

Note:

~The Mayoral Donations Fund includes the COVID Safe Packs

^The Mayoral Scholarship Fund includes the Community Spirit Awards.

*Council receives (\$5,500) funding from the Office of Environment and Heritage to assist in funding the Heritage Grants Program.

External Bodies Exercising Council Functions

There were no external bodies exercising functions delegated by Council during the 2021-2022 reporting period.

Introduction

Theme 1
Community Wellbeing

Theme 2
Places and Infrastructure

Theme 3
Environmental Sustainability

Theme 4
Local Economy and Employment

Theme 5
Good Governance and Leadership

Statutory Information

Financial Summary

Partnerships

Below is a list of government agencies, organisations and businesses that provided financial support to Council in 2021-2022 to projects that assisted in the delivery of children's services, community development and place-based services and events.

Organisation	Type	Relationship	Project
NSW Department of Family and Community Services	State Government	Grant	Salary Subsidy: Youth, Community Development, Disability, Facilitation Project
Responsible Gambling Fund	State Government	Grant	Responsible Gambling
NSW Department of Education	State Government	Grant	Families Together, Education and Care Services
Department of Regional NSW	State Government	Grant	Tree Planting In Parks
South Western Sydney Local Health District	State Government	Grant	Health Partnership
NSW Department of Justice	State Government	Grant	Youth Week
NSW Department of Family and Community Services	State Government	Grant	Community Development Management
NSW Department of Justice	State Government	Grant	Project Officer - Youth
National Australia Day Committee	Federal Government	Grant	Australia Day Community Event
Alcohol and Drug Foundation	Not-For-Profit	Grant	Drug Action Program
Department of Infrastructure, Transport, Regional Development, Communications and the Arts	Federal Government	Grant	Financial Assistance Program
NSW Department of Planning, Industry and Environment	State Government	Grant	Open Space Major Program - Crown Reserves Improvement Fund (Fairfield Park), Greening Our City, Everyone Can Play (Deerbush Park), Metropolitan Greenspace Program (Ropes Creek Spatial Framework)
			Culinary Carnival Weeklong Event
Transport for NSW	State Government	Grant	Boating Now
Australian Government	Federal Government	Grant	Road and Transport Major Program – Road to Recovery
Transport for NSW	State Government	Grant	Road and Transport Major Program – Repair and Block Grant
Office of Local Government NSW	State Government	Grant	Road and Transport Major Program – Federal Assistance Grant
Western Sydney City Deal	Federal and State Government	Grant	Deerbush Park and Aquatopia Wave Pool
NSW Office of Sport	State Government	Grant	Grandstand at the Fairfield Showground
NSW Communities and Justice - Multicultural	State Government	Grant	Stronger Together Grants Program - Bring It On! Festival

Financial Sponsorships

Council has received the following sponsorships to support events throughout the City.

Cabramatta Moon Festival September 2021			
Company Details	Type	Cash	In-kind
Due to the COVID-19 pandemic the Festival was not held in 2021 and any sponsorship received prior was returned.			

Christmas in Fairfield City Centre December 2021			
Company Details	Type	Cash	In-kind
No sponsorships were received for this event.			

Illuminate December 2021			
Company Details	Type	Cash	In-kind
No sponsorships were received for this event.			

Cabramatta Lunar New Year February 2022			
Company Details	Type	Cash	In-kind
Mounties Group	Principal Sponsor	\$20,000	
Cabra-Vale Ex-Active Servicemen's Club Ltd	Platinum Sponsor	\$14,300	\$2,000
SBS	Major Media Partner	\$12,100	
Galaxy Imports	Major Sponsor	\$7,150	
Peter Warren Automotive	Major Sponsor	\$7,150	
Australian Chinese Buddhist Society	Supporting Sponsor	\$3,000	
BUPA	Supporting Sponsor	\$2,750	
CSI Australia Trading Pty Ltd	Supporting Sponsor	\$2,750	
TPG Telecom Ltd	Supporting Sponsor	\$2,750	
St Johns Park Bowling Club Group	Supporting Sponsor	\$2,750	
WSA	Supporting Sponsor	\$2,750	
Woolworths	Supporting Sponsor		\$1,500
Dan Viet Pty Ltd	Media Partner		\$7,040
VCT News Pty Ltd	Media Partner		\$7,341
TV Media Australia	Media Partner		\$2,750

Bring it On! Festival April 2022			
Company Details	Type	Cash	In-kind
No sponsorships were received for this event.			

Seniors Concert April 2022			
Company Details	Type	Cash	In-kind
No sponsorships were received for this event.			

Culinary Carnivale May 2022			
Company Details	Type	Cash	In-kind
Cabramatta Rugby League Club	Supporting Sponsor	\$2,000	
Cabra-Vale Diggers	Supporting Sponsor	\$2,000	
Galaxy Import and Export Co. Pty Ltd	Supporting Sponsor	\$3,000	
Yummi Juice Bar	Supporting Sponsor		\$1,000
Fairfield Fruitland	Supporting Sponsor		\$1,000
Flying Start Family Day Care Scheme	Supporting Sponsor	\$550	

Introduction

Theme 1
Community
Wellbeing

Theme 2
Places and
Infrastructure

Theme 3
Environmental
Sustainability

Theme 4
Local Economy and
Employment

Theme 5
Good Governance
and Leadership

Statutory
Information

Financial
Summary



Cabramatta Lunar New Year

Companion Animals Act and Regulation Activities

Council is required to report a detailed statement of activities relating to enforcing and ensuring compliance with Companion Animal Act and Regulations.

Lodgement of pound data collection returns with the Office of Local Government (OLG)

A total of 357 animals were seized during 2021-2022 financial year, which is made up of 29 cats and 328 dogs.

Seeking alternatives to euthanasia for unclaimed animals

After impoundment, Council's animal shelter reviews each seized animal and explores alternative options, such as sending to a rescue home, animal adoption, foster care or sells the animal before any decisions are made in regard to the euthanasia of an animal.

A total number of 298 animals consisting of 25 cats and 273 dogs were returned to owner/rehoused.

Lodgement of data relating to dog attacks with the OLG

Council reports dog attacks to the Office of Local Government via the Companion Animal Register within 72 hours of being notified of the attack. Last financial year 69 dog attack incidents were reported.

Amount of funding spent relating to companion animal management and activities

In 2021-2022, more than \$254,747.40 was spent on the management of companion animals and related activities.

Companion animal education programs and desexing initiatives

A range of community education programs and desexing initiatives have been implemented. Council has:

- Provided free dog microchipping in June 2022 to support the community, with 64 dogs microchipped.
- Partnered with the Cat Protection Society to provide pensioners and residents on low income with free microchipping and \$30 desexing of their cat. A total of 63 cats were desexed and microchipped.



Dog Microchipping Day

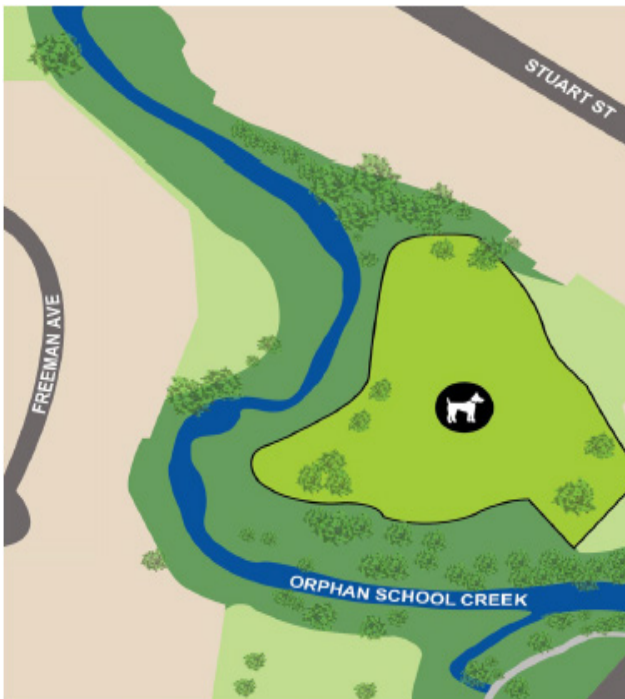
- Introduction
- Theme 1 Community Wellbeing
- Theme 2 Places and Infrastructure
- Theme 3 Environmental Sustainability
- Theme 4 Local Economy and Employment
- Theme 5 Good Governance and Leadership
- Statutory Information
- Financial Summary

Council's Off-Leash Facilities

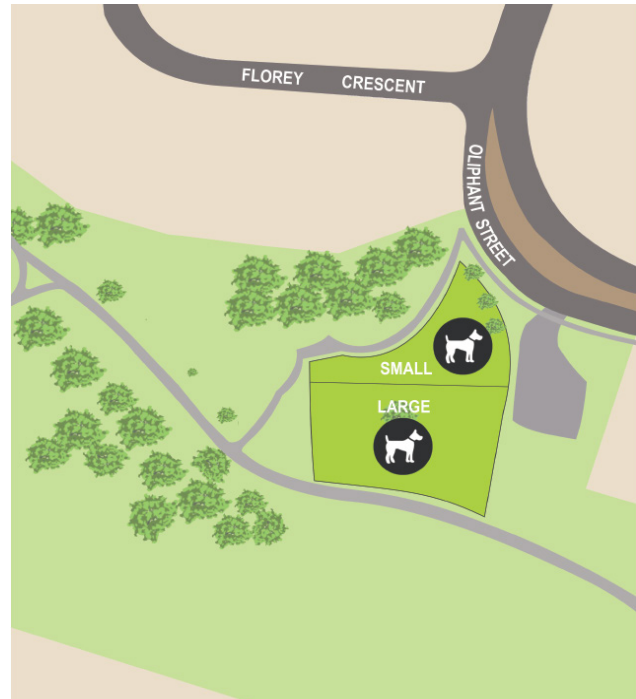
Council provides the community with five dog off-leash areas:

- Canley Vale Dog Off-Leash Area, Railway Parade, Canley Vale
- King Park, corner of Kembla Street and Townville Road, Wakeley
- Prout Park, Oliphant Street, Mount Pritchard
- Wilson Park, Wilson Road, Bonnyrigg Heights
- Fairfield Showground Off-Leash Dog Park, 443 Smithfield Rd, Prairiewood

These off-leash areas are fenced off, have public seating and are provided with degradable dog dropping bags, bins and a self-filling drinking bowl for dogs.



Canley Vale Off-Leash Area, Canley Vale



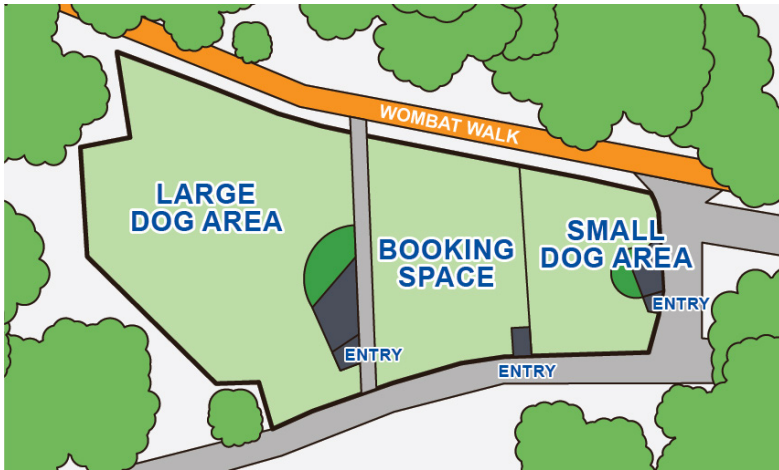
Prout Park, Mount Pritchard



King Park, Wakeley



Wilson Park, Bonnyrigg Heights



Fairfield Showground Off-Leash Dog Park, Prairiewood



Fairfield Showground Off-Leash Dog Park

Introduction

Theme 1
Community Wellbeing

Theme 2
Places and Infrastructure

Theme 3
Environmental Sustainability

Theme 4
Local Economy and Employment

Theme 5
Good Governance and Leadership

Statutory Information

Financial Summary

Swimming Pools Act and Regulation Activities

Council is required to report a detailed statement of inspections relating to enforcing and ensuring compliance with the Swimming Pools Act and Regulations.

A total of 152 swimming pool inspections have been conducted during 2021-2022.

Compliance certificates issued

Council issued a total of 20 Compliance Certificates under section 22D of the Swimming Pools Act 1992.

Non-compliance certificates issued

Council issued a total of 19 Non-Compliance Certificates under clause 18BA of the Swimming Pools Regulation 2008.

Inspections of properties with more than two dwellings

Council undertook 1 swimming pool inspection of properties with more than two dwellings in 2021-2022.

Inspections of tourist and visitor accommodation

Council undertook no swimming pool inspections of tourist and visitor accommodation properties in 2021-2022.

Bushfire Hazard Reduction Activities

Bushfire hazard reduction activities conducted during the year by Council included manual works as part of Bush Regeneration activities. In 2021-2022, an area of 794 m² was managed to reduce the bushfire hazards at Marconi Park, Bossley Park.

Environmental Upgrade Agreements

Fairfield City Council did not enter any environmental upgrade agreements under section 54D of the Local Government Act 1993 in 2021-2022.

Stormwater Levy

Council's Stormwater Levy program is funded from a charge levied on all rateable properties in Fairfield City. The program provides an additional source of funding for stormwater management projects.

In 2021-2022, \$1.53 million was raised by the Stormwater Levy, of which approximately \$1.06 million was spent on a mix of planning, design, construction, maintenance, and research projects as outlined in the table below.

Ref No.	Project	Status	Comments	Actual Expenditure
MPSLP1809	Cabramatta Creek Bank Stabilisation	Complete	Annual monitoring of the site completed.	\$4,737
MPSLP2109	Green Valley Creek Rehabilitation Reach 3 Design	Carried Forward	The detailed designs drawings are complete with an ecological assessment yet to be completed.	\$84,868
MPSLP2119	Green Valley Creek Reaches 1 and 2 – Cost Benefit Analysis	Complete	A cost benefit analysis of planned creek rehabilitation works is complete.	\$21,480
MPSLP2120	Wilson Creek – Cost Benefit Analysis	Complete	A cost benefit analysis of planned creek rehabilitation works is complete.	\$22,440
MPSLP2121	Kookaburra Park Gross Pollutant Trap	Complete	Maintenance of the gross pollutant trap and construction of the maintenance pad is complete.	\$74,009
MPSLP2202	Stormwater Gully Pit Maintenance	Complete	Works completed with stormwater pits in hot spot locations receiving additional maintenance.	\$8,750
MPSLP2203	Water Quality Monitoring	Complete	Works completed with water quality monitoring undertaken at 20 sites across the city.	\$51,288
MPSLP2204	Maintenance of Major Stormwater Systems	Complete	Works completed with the maintenance of major stormwater systems conducted, including litter removal and bush regeneration in hot spot locations.	\$398,989
MPSLP2205	Contractors	Complete	Works completed with contractors engaged to assist with the implementation of the Stormwater Levy Major Program.	\$110,323
MPSLP2207	Minor Stormwater Works	Complete	Stormwater alleviation works near Fraser Rd, Canley Vale are complete.	\$31,011
MPSLP2208	Prospect Creek Bank Stabilisation	Carried Forward	Detailed design of this multi-year project is 50% complete.	\$25,559
MPFMP2211	Flood Detention Basin Upgrade Design – King Park	Complete	The detailed design of the detention basin upgrade works is complete.	\$52,170
MPFMP2212	Flood Detention Basin Upgrade Design – Stockdale Reserve	Carried Forward	The detailed design of the detention basin upgrade works is continuing.	\$21,750
MPSLP2216	Gross Pollutant Trap Renewals	Carried Forward	The renewals work on nine existing gross pollutant traps is almost complete.	\$136,763
MPSLP2218	Dam Reports	Complete	The Dams Safety Management System has been completed for various flood detention basins.	\$15,195

Introduction

Theme 1
Community Wellbeing

Theme 2
Places and Infrastructure

Theme 3
Environmental Sustainability

Theme 4
Local Economy and Employment

Theme 5
Good Governance and Leadership

Statutory Information

Financial Summary

Development Contributions

Under the NSW Environmental Planning and Assessment Act 1979 and accompanying regulation, Development Contributions provide funding for local infrastructure including community facilities, libraries, new open spaces, open space embellishment and traffic management projects.

Council's Direct (Section 7.11) Development Contributions Plan 2011 and Indirect (Section 7.12) Contributions Plan 2011 provide for Council to expend funds collected from developers on eligible projects that support improvements in infrastructure.

Council continues to plan, manage and monitor Development Contributions to ensure infrastructure is being developed when needed. In this financial year, Council:

- Undertook a major review of the existing contributions framework within Council, which resulted in a report and direction for a future contributions plan for the City.
- Prepared an administration plan for Council's contribution framework, to guide future plan administration and process improvements.

Planning Agreements

A Voluntary Planning Agreement (VPA) is an agreement entered into by a planning authority (such as Council or NSW Department of Planning and Environment) and a developer. Under the agreement a developer agrees to provide or fund:

- Public amenities and public services
- Affordable housing
- Transport or other infrastructure
- Dedication of land
- Monetary contributions
- Construction of infrastructure
- Materials for public benefit and/or use
- Any Combination of the above

Council is required to list all VPAs that it is a party to, in its Annual Report and in a publicly available VPA Register. VPAs cannot be entered into unless public notice has been given and an explanatory note is made available for inspection for at least 28 days. Current VPAs are:

- Bonnyrigg Living Communities, Bonnyrigg
- 47-53 Pedestrian Mall, Villawood
- Fairfield Forum
- Cabramatta Town Centre East

Summary of Voluntary Planning Agreements

Bonnyrigg Living Communities, Bonnyrigg VPA

The Bonnyrigg Living Communities Project involves the redevelopment of the Housing NSW estate in Bonnyrigg over 18 years. The VPA with the Bonnyrigg Partnership covers the developer contribution for this project.

Status: Activated

Outcome: As part of the VPA, Hilltop Park has been completed and is open to the public, with the remaining works subject to the final occupation certificate and the dedication of land to be finalised. Furthermore the design works for the community centre has commenced for the Bonnyrigg Living Communities project. The proponent is proposing a modification to the overall Bonnyrigg Living Communities Masterplan. That process will result in a modified VPA with additional community benefit provided.

47-53 Pedestrian Mall, Villawood VPA

This requires the applicant to provide a monetary contribution towards the acquisition of land from the NSW Land and Housing Corporation to construct the Kamira Court missing road link. The applicant is also required to construct associated footpaths, playgrounds and amenity buildings at Hilwa Park.

Status: Executed

Outcome: Council agreed to enter into the VPA in November 2016, and the VPA was executed on 20 March 2017. In November 2020 the owner of the site changed as a result the VPA was reassigned to the new land owned via a Deed of Planning Agreement on 26 November 2020. This VPA has not commenced as construction of the associated development has not yet begun.

Fairfield Forum VPA

The planning agreement relates to Fairfield Local Environmental Plan 2013 (Map Amendment No.2) ,which increased the maximum height of building and floor space ratio on the site known as the Fairfield Forum.

The agreement requires the developer to dedicate to Council a new 4,000 square metre park and fund the new parks embellishment. In addition, the VPA requires the developer to provide a range of new roads, pedestrian links and civic spaces for access to the community.

Status: Executed

Outcome: The VPA was executed on 31 March 2022. No works have commenced.

Cabramatta Town Centre East VPA

The planning agreement relates to Fairfield Local Environmental Plan 2013 (Amendment No.42), which increased the maximum height of building and floor space ratio on the site known as Cabramatta Town Centre East.

The agreement requires the developer to provide an overhead pedestrian link from their site at 84 Broomfield Street, Cabramatta to the Cabramatta Train Station Concourse. However, should the developer not be able to obtain approval from Transport for NSW, then the developer will provide a monetary development contribution equivalent to 110% of the value of the pedestrian bridge.

Status: Executed.

Outcome: The VPA was executed on 25 July 2022. No works have commenced.

Introduction

Theme 1
Community
Wellbeing

Theme 2
Places and
Infrastructure

Theme 3
Environmental
Sustainability

Theme 4
Local Economy and
Employment

Theme 5
Good Governance
and Leadership

Statutory
Information

Financial
Summary



Workforce Management Plan Activities

Workforce Management Plan

Council's Workforce Management Plan (WMP) is an important part of Council's Resourcing Strategy. This plan provides workforce direction for the next four years so that Council achieves its objectives from the Fairfield City Plan and the Delivery Program. It ensures that Council has the right workforce, attributes, capabilities and strategies in place to meet community expectations now and in the future.

The WMP outlines priorities and objectives to ensure Council is appropriately resourced to complete the Delivery Program while continuing to develop our most important asset – our people.

The priorities identified as essential in supporting a sustainable, resilient and evolving workforce for the future are:

1. Attracting, Retaining and Engaging our people
2. Enabling our people
3. Serving our people
4. Enhancing the safety and wellbeing of our people

The WMP was developed using a comprehensive internal consultation process and in-depth research and analysis.

The vision for the WMP is Council achieves a well-earned reputation among staff, the labour market and the sector as 'A great place to work – a great community to serve'.

Workforce Management and Operations

Council has focused on improving human resource's strategies, while continuing to meet operational requirements through service delivery and optimising organisational performance.

Achievements include:

- Reviewed key Human Resources policies and procedures, including flexible working arrangements and a hybrid approach to working. Facilitated multiple conflict resolution / mediation sessions and workshops to address team culture.
- Provided coaching, mentoring and advice to support managers in the management of their workforce needs.

- Facilitated workshops with management to help inform the Workforce Management Plan and identify future workforce requirements and opportunities.
- Ongoing monitoring and management of Annual Leave liability in accordance with the Local Government (State) Award, including annual leave plans for employees with an entitlement of more than eight weeks' leave.
- Ongoing monitoring and management of Long Service Leave Liability in accordance with the Local Government (State) Award, including leave management plans.
- Management of complex industrial relations matters including review of employment arrangements.
- Completed several workplace reform proposals to improve business efficiency across Council.
- Supported management in various job trials and new business initiatives.
- Completed multiple Job Evaluations to realign activity to existing workforce needs.

Organisational Culture and Leadership Program

Council's Culture and Leadership Program is an ongoing initiative, which focuses on maintaining a constructive culture. This is underpinned by Council's corporate values and leadership competencies to support staff in achieving Council's goals and mission.

A number of key actions for Council included:

- Rolled out the Annual Corporate Training Calendar based on training and compliance responsibilities
- Launched the new Learning Management System, enabling staff to book in and manage their training needs. A comprehensive set of instruction sheets was developed to facilitate this launch.



- Delivered individual/team training sessions on request.
- Sourced online training and made it available throughout lockdowns. Staff response was very positive and appreciative as many staff took advantage of the opportunity to engage in professional development.
- Continued the Divisional Development Program with one session on Change Management delivered via teams. A face-to-face debrief on the last two years provided Divisional Managers with the opportunity to focus on what issues they felt were necessary to support their leadership development.
- Continued monthly team building and training sessions leading to delivery of tailored training programs, which meet the needs of individuals, teams and groups.
- Continued the one on one coaching, which was taken up by staff who need support and professional development.
- Offered professional development programs, critical to staff roles, which were accessed by 925 staff.
- Participated in the Industry Reference Committee for the development of a competency framework for leadership in Local Government and updated the Local Government Training package. This year the focus has been on editing modules for the public sector package.
- Delivered strategies, scenarios and information on how to address issues around mental health and how to have the supportive conversations when necessary. Included were the four support sessions designed by Black Dog with information on how to support teams in maintaining their emotional wellbeing.
- Completed Skills and Competency Assessments online by Indoor staff. Delivered 51 training sessions during the implementation process.
- Reviewed and updated nine training courses according to requirements of business units.

Staff Support During COVID-19 Pandemic

Council is required to manage the risk of COVID-19 to ensure the health and wellbeing of our staff and the community we serve. The Coronavirus Coordination Team (CVCT) was established by the Executive Leadership Team to monitor the development, implement strategies and be the central contact for this evolving situation.

In addition, a Pandemic Plan was developed which outlines what actions to take depending on how things develop and decisions made based on expert advice from NSW Health and relevant authorities.

To ensure the safety of staff and limit the spread of COVID-19, Council has implemented the following in the workplace:

- Prepared documentation for staff on the requirements outlined in the Public Health Orders.
- Conduct a Risk Assessment to determine roles that require vaccination.
- Development of the vaccination procedure and fact sheet.
- Distributed regular staff communications to keep staff informed regarding the progress and duration of the COVID-19 restriction requirements.
- Developed site specific COVID-19 Safe Plans, including QR check-in at all Council facilities and work sites.
- Developed site specific Safe Work Method Statements and updated as required by the Public Health Order.
- Enabled direct advice to be provided to staff enquiring about their specific matters and issues of concern through the COVID-19 email.
- Responded immediately to a large amount of email enquiries.
- Maintained regular contact with NSW Health and relevant authorities and provided an after-hours service to NSW Health contact tracers for any information required from Council records e.g. shop proprietor details.

- Introduction
- Theme 1 Community Wellbeing
- Theme 2 Places and Infrastructure
- Theme 3 Environmental Sustainability
- Theme 4 Local Economy and Employment
- Theme 5 Good Governance and Leadership
- Statutory Information
- Financial Summary

- Installed signage for social distancing of at least 1.5 metres within lunchrooms, kitchen common areas, desks and between work colleagues.
- Provided hygiene products such as gloves, masks, antibacterial wipes and disinfectant spray for daily cleaning and sanitisation of workstations and equipment.
- Thorough and deep cleans were undertaken as required by cleaning contractors.
- Advised staff to use phones, skype and email to contact staff or customers and limit face-to-face interactions.
- Implemented protocols for reporting COVID-19 tests.
- Implemented protocols for staff reporting when they had been identified as close or casual contacts.
- Advised staff to stay home if feeling unwell and to get tested.
- As part of the splinter award, special leave provisions were provided to staff to obtain a vaccination.

Diversity and Equal Employment Opportunity

Council has a Diversity Management and Equal Employment Opportunity Plan articulating actions that support diversity, equal employment, disability inclusion and carers recognition in the workplace.

Key actions for Council included:

- Developed Customer Focused Disability Awareness training.
- Accommodated all reasonable adjustments requested in our recruitment processes.
- Supported flexible working arrangements to assist employees in the transition to retirement, managing disability and caring responsibility, without negative impact on council operational requirements.
- Facilitated work experience program for people with disability and refugees within our community.

Payroll Operations

Council's payroll is responsible for delivering the weekly, fortnightly and monthly pay cycles to ensure the integrity and accuracy of the payroll function and timely delivery of a high quality service to Council's business units.

Key actions for Council included:

- Satisfied audit requirements for payroll processing and compliance with records management requirements.
- Reviewed and updated multiple online forms for staff, online forms can be accessed via FirstCall.
- Moved to automated approval process in objective.
- Upgraded online payroll system for employee self-service online.
- Updated employee remunerations in line with Award Increase and implemented taxation changes in line with ATO requirements.
- Processed employee Annual Performance and Development Assessments.
- Conducted a detailed system review in preparation for payroll enhancement to a Time and Attendance System.

Labour Statistics

Council is required to report on the total number of persons who performed paid work for them on Wednesday 25 May 2022 as per section 217 of the Local Government (General) Regulation 2021.

EMPLOYEE TYPE	NUMBER OF EMPLOYEES
Permanent full-time	573
Permanent part-time	82
Casual	68
Fixed-term contract	50
Senior staff	3
Labourer	38
Apprentice/trainee	5
TOTAL	819

Work Health and Safety Management System - Continuous Improvement

Council's Work Health and Safety is a planned approach to manage health and safety in the workplace. The health and safety management system includes policy, procedures and plans to systematically manage health and safety at work and to help minimise the risk of injury and illness in the workplace. Programs include hazard identification, risk assessment and control, contractor and volunteer health and safety, information and recordkeeping, and training.

The Work Health and Safety Management System is robust and Council strives for continual improvements. This includes:

- Regular and systematic audits conducted across council sites.
- External compliance based audits conducted across high risk council sites.
- Review of 10 core procedures that apply to all business units.
- Review of 13 procedures for High Risk/Specific safety functions.
- Conduct inspections every 12-18 months followed by a High Risk/Specific, as required.
- Presentation to the WHS Committee and Safety Leadership Team on system improvements.
- Managing compliance expectations and changes in operating environments.
- Development of a Corporate Emergency Planning Committee to support the organisation in relation to information and training, fire compliance Personal Emergency Evacuations Plans and site specific evacuation drills.

Work Health and Safety Management System (WHSMS) Simplification

Council's Work Health and Safety Management System simplification program has entered its new stage in sourcing an online safety system to support the ongoing simplification of the system. Council's online system will remove the need for a paper based driven system to an automated online system. Immediate benefits include increased accountability of workers and supervisors reporting and completing corrective actions in a timely manner. The system will provide staff access via various electronic hardware mediums and reduces council carbon footprint by the elimination for the need of paper.

Council will have the capability to introduce the following enhancements in the online electronic system:

- Mobile and remote access to Chain of Responsibility procedure and supporting forms.
- Mobile and remote access to WHSMS policy and procedures, supported by fact sheets.
- Immediate access to Council's own risk matrix and risk assessment tool.
- Safety Plan – Council's inspections testing and monitoring schedule to ensure compliance inspections are automated.
- Workers compensation and Risk Management forms.

Introduction

Theme 1
Community
Wellbeing

Theme 2
Places and
Infrastructure

Theme 3
Environmental
Sustainability

Theme 4
Local Economy and
Employment

Theme 5
Good Governance
and Leadership

Statutory
Information

Financial
Summary

	WHS Branch - Core WHS-00 Work Health and Safety (WHS) Policy	
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WHS VISION STATEMENT

“An organisation where we effectively work together to ensure the safety, health and well being of all people who work for, and visit Council.”

WHS POLICY

As a result, at Fairfield City Council, we are committed to develop, implement, review and continually improve the Work Health and Safety Management System (WHSMS) in compliance with the Work Health and Safety (WHS) Act and Regulations, National Heavy Vehicle Regulations, relevant Codes of Practice, Australian Standards and statutory requirements.

At Fairfield City Council, safety is not negotiable. We are all responsible for our own health and safety and those around us in the workplace.



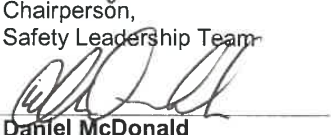
POLICY OBJECTIVES and COMMITMENTS

This policy is applicable to Council and all its operations and functions. Fairfield City Council is committed in:

- Complying with relevant health and safety legislation and other requirements placed upon the Council or to which the Council subscribes;
- Establishing measurable objectives and targets for health and safety to ensure continuous improvement aimed at elimination of work related illness and injury;
- Reducing the impact of occupational injury, illness and disease through the reduction of Lost Time Injury Frequency Rate (LTIFR) and average Loss Time Rate (LTR) per annum;
- Ensuring all workers are included in the decision making processes impacting on workplace health and safety;
- Providing the right of a worker to cease unsafe work;
- Developing and implementing a Risk Management Program consistent with the nature of our workplace activities and scale of health and safety risks;

- Authorising all workers to take the actions required to maintain a safe workplace and to fulfill the WHS responsibilities allocated to their position/level;
- Providing adequate facilities for the welfare of workers;
- Maintaining safe plant and structures (including buildings, masts, towers, framework, pipelines, infrastructure, underground works, shafts and/or tunnels);
- Providing information, instruction, appropriate WHS training and supervision to workers to ensure safety in workplace operations;
- Providing information, instruction, appropriate training and resources to workers to ensure Chain of Responsibility requirements are complied with under the National Heavy Vehicle Regulations
- Disseminating health and safety information to relevant suppliers, regulatory authorities, and visitors to the workplace as appropriate; and
- Effectively implementing this policy through the development and implementation of a WHS Management System (WHSMS).

POLICY ENDORSEMENT

 <hr/> Alan Young City Manager / General Manager	26/2/2020 <hr/> Date
 <hr/> David Niven Chairperson, Safety Leadership Team	25/02/2020 <hr/> Date
 <hr/> Daniel McDonald Chairperson, WHS Committee	25/02/2020 <hr/> Date

A signed copy of this Policy is to be displayed within the workplace on WHS notice boards and to be accessed via FirstCall (Council's intranet) and Council's website.

UNCONTROLLED DOCUMENT WHEN PRINTED
 Check FirstCall for Current Version

Date Effective: February 2020
Review Date: February 2023
Version: 08

Chain of Responsibility (CoR)

Council continues to implement the requirements from the National Heavy Vehicle Law 2018, known as Chain of Responsibility.

A number of key actions for Council included:

- The development and implementation of a Chain of Responsibility Procedure including speed, fatigue, mass, dimension management, load restraint and roadworthiness.
- Developed key performance indicators for Chain of Responsibility.
- Key personal have been trained on the elements of Chain of Responsibility
- Development of onsite Chain of Responsibility training material.

Work Health and Safety (WHS) Community Support

Council has participated in various community procurement forums pre COVID-19 to provide practical information to assist Small Medium Enterprise (SME) to understand the WHS requirements when doing business with Council. Council has provided information packs and templates to assist the community in meeting compliance and increase their chance in doing business with Council.

Workers Compensation

The Workers' Compensation Branch has ensured compliance with the Workers Compensation Regulation 2016 and the amendments of 2018. Injured workers are returning to work as per our Injury Management and Return to Work Program. The Injury Management and Return to Work Program was reviewed in line with legislative and State Insurance Regulatory Authority (SIRA) Standards of practice and guidelines.

Council holds a Self-Insurance License under section 211 of the Workers Compensation Act 1987 and continues to be an exemplar and Top Tier performer.

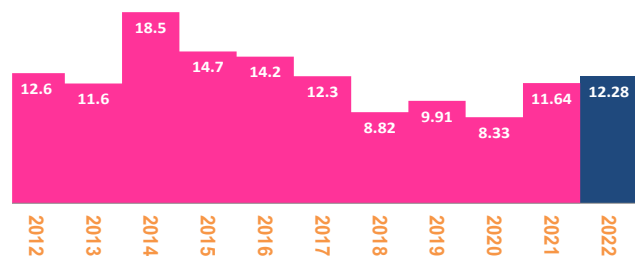
Return to Work

Council prides itself on providing high standard of care including rehabilitation and injury management for our employees who have sustained a work related injury or illness. Managers and supervisors play a pivotal role in assisting injured employees to return to work as they are closely connected to the employees, their work and work environment.

As a result, Council has developed the Return to Work training that will provide managers and supervisors with a general understanding of good practice around injury management and their role in the return to work process of injured employees. Training for managers and supervisors will be delivered via an online captive session which can be accessed through the Learning Management System (LMS).

Lost Time Injury Frequency Rate

Council's Lost Time Injury Frequency Rate (LTIFR) is 12.28%. There has been an increase in Lost Time Injury Frequency Rate (LTIFR) compared to the previous reporting period due to severity and duration of injuries.



Introduction

Theme 1
Community
Wellbeing

Theme 2
Places and
Infrastructure

Theme 3
Environmental
Sustainability

Theme 4
Local Economy and
Employment

Theme 5
Good Governance
and Leadership

Statutory
Information

Financial
Summary

Enterprise Risk Management (ERM)

Council recognises missed opportunities and large unmitigated risks can adversely impact its ability to achieve its objectives.

The **Fairfield Opportunity and Risk Management (FORM)** Framework is the foundation driving how Council manages, plans and implements the services identified in its Integrated Planning and Reporting (IPR) Framework to meet the Community’s needs and priorities. This approach is to realise opportunities and reduce and manage large unmitigated risks.

FORM process has been informed by various standards and regulations and are guided by the principles of the ISO 31000 Risk Management Guidelines.

The FORM Framework is embedded and fully integrated within Council’s IPR Framework and it is the central pillar ensuring that all planning and implementation of Council services are based on an opportunity and risk management approach with continual communication, review and reporting both internally and externally.

APPENDIX A – FAIRFIELD OPPORTUNITY AND RISK MANAGEMENT (FORM) FRAMEWORK



Quality Management – FORM

0-022

Fairfield Opportunity and Risk Management (FORM) Policy



VISION STATEMENT

An enterprise wide culture that continually identifies and manages opportunities and risks to support the attainment of Council's objectives.

COMMITMENT

At Council, we are committed to working towards the vision and priorities of the Community as identified in our Integrated Planning and Reporting (IPR) Framework. In order to capitalise on opportunities and achieve the objectives outlined in these plans, Council's FORM Framework has been developed to take advantage of potential opportunities whilst managing the associated risks.

We aim to be balanced and flexible, and embed FORM into our decision making process and operations. We will ensure staff at all levels are encouraged to proactively identify and manage any opportunities and risks, to provide reasonable assurance that Council's objectives will be achieved.

The following are our FORM policy objectives and commitments:

- Proactive management of opportunities and risks
- Ensure responsible use and allocation of public money and resources
- Enhance public confidence, safety and Council's long term sustainability
- Encourage innovation to capitalise on opportunities
- Complies with legislative requirements and aligned to the IPR Framework
- Develop and review strategic areas in line with the IPR Framework
- Improve communication, consultation and reporting
- Provide ongoing communication and training on FORM responsibilities and accountabilities
- Establish, review and align strategic areas with service delivery and audit program
- Maintain business continuity planning for the delivery of critical services during an incident
- Establish and monitor opportunity and risk appetite and tolerance levels
- Optimise decision making and planning

RESPONSIBILITIES AND ACCOUNTABILITIES

The **City Manager** is responsible for endorsing and overseeing the implementation of the FORM Framework throughout the organisation, to support the commitments adopted by Council within the IPR Framework.

The **Executive Leadership Team** is responsible for leading the development of an enterprise wide culture across the organisation to identify and manage opportunities and risks. It is responsible to oversee the development and review of Council's FORM Framework including Strategic Areas, Appetite Levels and FORM Register and ensure that the Framework is being effectively implemented and reported on by their areas of responsibility.

Managers/Supervisors at all levels have a corporate responsibility for the implementation, management and reporting on the FORM Framework for the services they deliver. They are also responsible for the implementation of any identified audit recommendations, opportunity actions and/or risk treatments that have been allocated to them.

All staff are responsible and accountable to be aware of the FORM Framework and to identify, action and report to their supervisor on any opportunities and/or risks they encounter in delivering their services to the community.

Quality Management – FORM	
0-022	Fairfield Opportunity and Risk Management (FORM) Policy



APPETITE

Council understands that in order to remain sustainable into the future, meet its objectives and the needs and expectations of its community, it needs to have some level of appetite for opportunities and risks. Recognising Council's accountability for public funds, overall it has a relatively high appetite for opportunities and a moderately low tolerance for risks that impact on its ability to achieve its objectives.

The FORM Framework outlines areas where Council has no appetite as well as appetite and tolerance levels against its identified Strategic Areas. However, the level of acceptable opportunity and risk that Council is willing to undertake will be assessed and determined on a case by case basis. As Council is a local government authority it is heavily influenced in its decision making processes to provide services for its community that factor in key considerations such as community demographics, affordability and specific social and cultural needs.

POLICY ENDORSEMENT


 Alan Young PSM
 City Manager

6/12/21
 Date



Culinary Carnivale Fairfield

Introduction

Theme 1
Community
Wellbeing

Theme 2
Places and
Infrastructure

Theme 3
Environmental
Sustainability

Theme 4
Local Economy and
Employment

Theme 5
Good Governance
and Leadership

**Statutory
Information**

**Financial
Summary**

Corporate Governance

Fairfield City Council is committed to ensuring our operations, service delivery and strategic planning have integrity and are at all times equitable, transparent and accountable. The Audit, Risk and Improvement Committee (ARIC) and Internal Audit are critical functions in meeting this commitment.

Internal Audit

Internal auditing is a systematic, disciplined approach that provide independent, objective assurance designed to add value to Fairfield City's operations. Internal auditing assists in achieving council's objectives by evaluating our risk management, control, assurance and governance in the management of priority risk areas.

The internal audit function is overseen by Council's Principal Auditor and is jointly accountable to the Audit, Risk and Improvement Committee, Director Corporate Governance and City Manager. The Principal Auditor is responsible for internal audit activities. Audits are completed in accordance with the International Standards for the Professional Practice of Internal Auditing (Standards) issued by the Institute of Internal Auditors.

To ensure the internal audit function provides continued value to the Council's Executive Leadership Team (ELT) and supports ongoing compliance with legal and regulatory requirements, a risk-based Internal Audit Strategy (Strategy) was developed in consultation with the ELT and key stakeholders. The Strategy is supported with an annual work plan to assist Council in the delivery of its purpose, key priorities and continuous improvement.

Audit, Risk and Improvement Committee

The Audit, Risk and Improvement Committee (ARIC) comprises of two independents, which is recognised under the Local Government Act 2016 as an advisory committee of Council. The ARIC Committee is an integral component of Fairfield City Councils' governance arrangements, operates independently of management, plays a key role in assisting the City Manager to discharge their responsibilities and provides advice to the Council on audit, risk and governance matters.

During 2021-2022, the ARIC Committee met five times and received regular briefings including six internal Audit Reports, which delivered a range of risk-based strategic, compliance and operational audits to monitor the effectiveness of the control environment. The ARIC Committee was also provided with a progress update on status of audit recommendations. Directors and Senior Managers were invited to discuss improvement opportunities such as the audit coverage of the 2020/2021 Audited Financial Statements with actions identified from the annual financial audit endorsed. This included a briefing from the Audit Office of NSW.

Councillors have the opportunity to be nominated as members of ARIC Committee; they also receive quarterly updates on the activities through the Governance Reports.

Council continues to demonstrate a commitment to complete the audit actions, with 16 audit actions remained open as at 30 June 2022.

Audit Report	# of Audit Actions Raised	# of Audit Actions Open
Business Continuity (BCP)	10	2
CCTV Compliance and Security Audit	4	3
Corporate Purchase Cards	4	1
Development Contributions	10	2
Fairfield City Market	2	1
Procurement Sourcing Activities (Goods and Services)	10	3
Recruitment and Selection	5	1
Voluntary Planning Agreement (VPA)	3	3
Total	48	16

Fraud Prevention and Control

Council is committed to corruption control initiatives that promote ethical decision making as a core part of how council operates and by complying with the corruption prevention framework. The Audit, Risk and Improvement Committee oversee the Council's corruption and fraud control framework. The Internal Audit Division is responsible for providing strategic leadership and managing the internal audit function to minimise the impact of fraud and corruption across the council.

During 2021-2022, the Internal Audit Branch facilitated a detailed fraud and corruption workshop delivered by the Independent Commission Against Corruption (ICAC) to Council Senior Managers from high risk branches including procurement, property management and asset maintenance functions.



Emerson Futsal Courts

Introduction

Theme 1
Community Wellbeing

Theme 2
Places and Infrastructure

Theme 3
Environmental Sustainability

Theme 4
Local Economy and Employment

Theme 5
Good Governance and Leadership

Statutory Information

Financial Summary



Food Distribution Hub

Corporate Activities

Government Information (Public Access) Act 2009

Council facilitates access to information in accordance with the Government Information (Public Access) Act (GIPA) 2009 and establishes four ways for information to be made available to the public.

These include:

- Mandatory disclosure of open access information - Council must publish certain information on its website.
- Proactive release - Council is encouraged to proactively release as much government information as possible, in an appropriate manner.
- Informal release - Council is encouraged to release information in response to a request without the need for a formal application, unless there are good reasons to require one.
- Formal release - In limited circumstances, access to information will require a formal access application. People have a right to access information in this way unless the GIPA Act provides a reason to withhold the information.

The statistics below report on the Council’s activities relating to GIPA Act during 2021-2022.

Table A: Number of applications by type of applicant and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/ deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	3	39	0	0	0	0	0	3
Non-for-profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	1	12	0	0	0	1	0	2
Members of the public (other)	7	3	0	0	0	0	0	5

*More than one decision can be made in respect of a particular access application. If so, recording must be made in relation to each such decision. This also applies to Table B.



Table B: Number of applications by type of application and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/ deny whether information is held	Application withdrawn
Personal information application*	1	0	0	1	0	0	0	0
Access applications (other than personal information applications)	4	45	0	0	0	1	0	5
Access applications that are partly personal information applications and partly other	6	9	0	0	0	0	0	15

*A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 of the Act) about the applicant (the applicant being an individual).

Table C: Invalid applications

Reason for invalidity	No of applications
Application does not comply with formal requirements (section 41 of the Act)	3
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	3
Invalid applications that subsequently became valid applications	0

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of Act.

	Number of times considered used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Documents affecting law enforcement and public safety	0
Excluded information	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

*More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Introduction

Theme 1
Community Wellbeing

Theme 2
Places and Infrastructure

Theme 3
Environmental Sustainability

Theme 4
Local Economy and Employment

Theme 5
Good Governance and Leadership

Statutory Information

Financial Summary

Table E: Other public interest considerations against disclosure: matters listed in table in section 14 of Act

	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	1
Individual rights, judicial processes and natural justice	52
Business interests of agencies and other persons	2
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	66
Decided after 35 days (by agreement with applicant)	2
Not decided within time (deemed refusal)	0
Total	68

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner*	0	2	2
Internal review following recommendation under section 93 of Act	0	2	2
Review by Administrative Decisions Tribunal (NSW)	0	1	1
Total	0	5	5

*The Information Commissioner does not have the authority to vary decision, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	2
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

Public Interest Disclosure Act 1994 Regulation

Council has implemented a Public Interest Disclosures Policy for an organisation-wide approach for protecting public officials (including Councillors and Council Staff) who disclose wrong doing. The Policy is modelled on the NSW Ombudsman’s Guidelines and applies to all public officials of Fairfield City Council. The Policy ensures that as a public authority, the Council meets its responsibilities in receiving, assessing and dealing with public interest disclosures as noted in the Public Interest Disclosure Act 1994.

The statistics below report on the Public Interest Disclosure Act for 2021-2022.

Statistical Information on Public Interest Disclosures (PIDs)	Number of Applications
No. of public officials who made public interest disclosures to your public authority	Nil
No. of public interest disclosure received by your public authority	Nil
Of public interest disclosures received, how many were primarily about:	Nil
<ul style="list-style-type: none"> • Corrupt conduct • Maladministration • Serious and substantial waste • Government information contravention • Local government pecuniary interest contravention 	
No. of public interest disclosures (received since 1 Jul 2013) that have been finalised in this reporting period	Nil
Have you established an internal reporting policy?	Yes
Has the head of your public authority taken action to meet their staff awareness obligations?	Yes
If so , please select how staff have been made aware	Message on payslips every quarter, posters with PID contact officers at all council sites, information on council website and intranet (Firstcall), establish online PID reporting tool where people can report wrongdoing from the council website, provide overview at staff induction and Code of Conduct training.



The People's Globe

- Introduction
- Theme 1 Community Wellbeing
- Theme 2 Places and Infrastructure
- Theme 3 Environmental Sustainability
- Theme 4 Local Economy and Employment
- Theme 5 Good Governance and Leadership
- Statutory Information
- Financial Summary

Mayoral and Councillor Fees and Expenses

The Councillor Expenses and Facilities Policy identifies expenses that are paid and facilities that are provided to the Mayor and Councillors in relation to their duties of civic office. The Policy recognises that Councillors, in discharging their civic, statutory and policy-making functions, are entitled to be provided with a range of necessary facilities and to be reimbursed for expenses specified in that Policy.

It is noted that the new Council term commenced in December 2021 and the newly elected representatives were issued with new equipment.

The total cost of facilities provided and expenses incurred by all Councillors in accordance with the Councillor Expenses and Facilities Policy for the 2021-2022 period is identified in the table below:

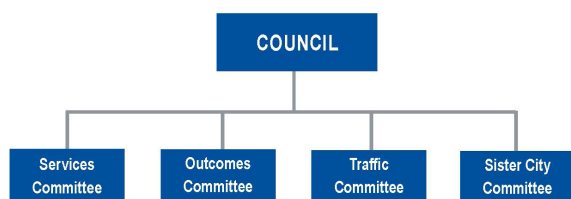
Expenses	Amounts (\$)
Overseas travel	Nil
Interstate travel	Nil
Office equipment	28,116
Telephone calls	7,386
Attendance at conferences and seminars	20,180
Training and provision of skill development	19,344
Spouse / partner expenses	Nil
Child care / carer's expenses	Nil
TOTAL	75,026

Overseas Visits by Councillors and Council Staff

There were no overseas visits by Councillors or Council Staff.

Council Committees

Fairfield City Council is made up of 13 Councillors including a popularly elected Mayor. The Mayor and Councillors constitute the governing body of Council. In December 2021, Council conducted its Local Government elections to elect representatives to Council.



As well as sitting as a full Council, there are a number of sub-committees that deal with different aspects of Council activities which include Services Committee, Outcomes Committee, Traffic Committee and Sister City Committee. Each September, Councillors are appointed to Council's standing committees, in addition to the Mayor.

Ordinary Council Meetings

July – December 2021	December 2021 – June 2022
Mayor Carbone (Chairperson)	Mayor Carbone (Chairperson)
Cr Azzo	Cr Barkho
Cr Bennett	Cr Barcha
Cr Grippaudo	Cr Karajcic
Cr Kazi	Cr Lam
Cr Khoshaba	Cr Lazar
Cr Le	Cr Le
Cr Ly	Cr Ly
Cr Molluso	Cr Mijatovic
Cr Rohan	Cr Morvillo
Cr Saliba	Cr Rohan
Cr Wong	Cr C Saliba
Cr Yilmaz	Cr M Saliba

Extraordinary Council Meetings

There were 4 Extraordinary Council meeting held during 2021-2022.

July – December 2021	December 2021 – June 2022
Mayor Carbone (Chairperson)	Mayor Carbone (Chairperson)
Cr Azzo	Cr Barkho
Cr Bennett	Cr Barcha
Cr Grippaudo	Cr Karajcic
Cr Kazi	Cr Lam
Cr Khoshaba	Cr Lazar
Cr Le	Cr Le
Cr Ly	Cr Ly
Cr Molluso	Cr Mijatovic
Cr Rohan	Cr Morvillo
Cr Saliba	Cr Rohan
Cr Wong	Cr C Saliba
Cr Yilmaz	Cr M Saliba

Outcomes Committee

The role of the Outcomes Committee is to develop the policies, priorities, plans and strategic direction in achieving the community's vision as expressed in the Fairfield City Plan through implementation of the Delivery Program. The following Councillors attended in 2021-2022 and the quorum for the Outcomes Committee is 2 councillors:

July – June 2021	December 2021 – June 2022
Mayor Carbone	Mayor Carbone
Cr Bennett	Cr Barkho
Cr Le	Cr Karajcic
Cr Ly	Cr Le (Chairperson)
Cr Molluso	Cr Ly
Cr Rohan	Cr Mijatovic
Cr Wong (Chairperson)	Cr Rohan

Services Committee

The role of the Services Committee is to implement and review the operational activities within Council's strategic direction as expressed in the Operational Plan. The following Councillors attended in 2021-2022 and the quorum for the Services Committee 2 councillors:

July – December 2021	December 2021 – June 2022
Mayor Carbone	Mayor Carbone
Cr Azzo	Cr Barcha
Cr Grippaudo	Cr Lam
Cr Kazi	Cr Lazar
Cr Khoshaba (Chairperson)	Cr Morvillo
Cr Saliba	Cr C Saliba (Chairperson)
Cr Yilmaz	Cr M Saliba

Traffic Committee

The role of the Traffic Committee is to consider matters under the Roads Act and Council's functions in respect to public roads under the Local Government Act. The following Councillors attended in 2021-2022 and the quorum for the Traffic Committee is 2 Councillors:

July – December 2021	December 2021 – June 2022
Mayor Carbone	Mayor Carbone
Cr Kazi	Cr Barcha
Cr Rohan	Cr Karajcic
Cr Saliba (Chairperson)	Cr Rohan
	Cr C Saliba (Chairperson)

Sister City Committee

The role of the Sister City Committee is to:

- Encourage friendships between the people of Fairfield and its Sister Cities.
- Promote international understanding and provide opportunities for residents to experience the culture of the Sister Cities so they develop greater awareness, tolerance and understanding of other cultures.
- Give young people the opportunity to develop leadership skills and experience different cultures.
- Develop business and economic relationships between the Sister Cities and Fairfield so the City and community benefit financially.

The following Councillors were appointed and the quorum for the Sister City Committee is 5 Councillors:

July – December 2021	December 2021 – June 2022
Mayor Carbone	Mayor Carbone
Cr Azzo	Cr Barcha
Cr Bennett	Cr Lam (Chairperson)
Cr Grippaudo	Cr Lazar
Cr Kazi	Cr Le
Cr Khoshaba	Cr Ly
Cr Ly	Cr Mijatovic
Cr Saliba	Cr M Saliba
Cr Wong (Chairperson)	
Cr Yilmaz	

There were no Sister City Committee meetings held during 2021-2022.

Senior Staff Remuneration

During this year, Council had three senior staff as defined by the Local Government Act comprising of a General Manager (City Manager) and two other senior staff.

Their total remuneration packages, which incorporate salary, employer superannuation, fringe benefits tax, performance and higher duties payments, during 2021-2022, are noted below.

Total Remuneration Package	
City Manager	\$495,112
Other Senior Staff	\$614,688



Councillors Induction and Professional Development

In accordance with Clause 428(4)(b) of the Local Government (General) Regulation 2021, Council is required to publish the following information:

- The name of the mayor and each councillor that completed council's induction program (where an induction program has been delivered during the relevant year)
- The name of the mayor and each councillor who participated in any ongoing professional development program during the year
- The number of seminars, circulars and other activities delivered as part of the ongoing professional development program to the mayor and councillors during the year.

In addition, Clause 217(1)(a1)(iia) and (iv) requires Council to publish:

- The total cost of all training and professional development programs for the mayor and councillors during the year.

Listed below are the names of the mayor and each councillor who participated in Council's professional development program including the activities delivered as part of the ongoing professional development program and costs:

Name	Type	Name of Course/Training Program	Event Date/s	Acceptance	Attendance	Cost
Councillor Kazi	Training	Minute Taking	4 August 2021	Yes	Yes	\$660
Councillor Kazi	Training	Prevent Sexual, Domestic and Family Violence	16, 23 & 30 August 2021	Yes	Yes	\$484
Councillor Kazi	Training	Improving Your Grammar and Punctuation Skills	19 October 2021	Yes	Yes	\$440
All Councillors	Conference	LGNSW Annual (Online)	29 November 2021	Mayor Carbone Clr Bennett Clr Kazi Clr Khoshaba Clr Le Clr Wong Clr Yilmaz	Yes Yes Yes Yes Yes Yes Yes	\$6,230
All Councillors	Induction	Councillor Induction Program	20 December 2021 to 30 June 2022	Yes	Yes	\$6,530
All Councillors	Professional Development	Hit the Ground Running	5 February 2022	Clr Lam Clr Lazar Clr M Saliba Clr Ly	Yes Yes Yes Yes	\$-
All Councillors	Conference	LGNSW Annual Conference Special	27 February to 1 March 2022	Clr Lam Clr Le Clr Lazar Clr Barcha	Yes Yes Yes Yes	\$4,200
All Councillors	Professional Development	Executive Certificate for Elected Members	11 March to 9 April 2022	Clr Lazar Clr Lam Clr Ly	Yes No No	\$3,500
All Councillors	Conference	National General Assembly	19 June to 22 June 2022	Mayor Carbone Clr Barcha Clr Barcha Clr Karajcic Clr Lam Clr Lazar Clr Le Clr M Saliba Clr Mijatovic	Yes Yes Yes Yes Yes Yes Yes Yes Yes	\$20,813

Name	Type	Name of Course/Training Program	Event Date/s	Acceptance	Attendance	Cost
All Councillors	Professional Development	Speed Reading Course	28 June 2022	Clr Lazar Clr M Saliba	Yes Yes	\$880
					TOTAL	\$46,579

Note: No induction program has been delivered during the 2021-2022 period.



Wave Pool, Aquatopia

- Introduction
- Theme 1
Community Wellbeing
- Theme 2
Places and Infrastructure
- Theme 3
Environmental Sustainability
- Theme 4
Local Economy and Employment
- Theme 5
Good Governance and Leadership
- Statutory Information
- Financial Summary

Legal Proceedings

A summary of the amounts incurred by Council in relation to legal proceedings taken by or against Council during the 2021-2022 period follows:

Proceedings	Cases	Cost
Proceedings against Council	25	\$376,721
Proceeding by Council	10	\$404,887
Expenses paid in out-of-court settlements	1	\$20,000
Expenses received by Council in-out-of-court settlements	2	(\$112,941)
Total		\$688,667

Council recovered no costs against Orders in its favour and fines through prosecutions.

A summary of the legal proceedings Council has undertaken (including Local and Land and Environment Courts) are as follows:

Proceeding status	Cases
Proceedings favourably finalised	5
Proceedings unfavourably finalised	1
Cases discontinued	1
Cases settled	4
Proceedings not finalised	23

The summary does not include cases relating to workers' compensation and insurance matters. There were 5 workers compensation matters from previous years and 3 that continue to be litigated, and 3 settled.

Public Liability and Professional Indemnity

There was a total of 245 new public liability and 0 new professional indemnity claims received for the 2021-2022 period, with a total of 266 public liability and professional indemnity claims being finalised and 47 public liability and 1 professional indemnity continuing into 2021-2022. These claims are mainly dealt with by Council staff with 2 claims having progressed to litigation.

National Competition Policy

Council has adopted the Principle of Competitive Neutrality to its business activities as part of the National Competition Policy, which is applied at all levels of government. The purpose of competitive neutrality principles is aimed at eliminating any net competitive advantages accruing to government businesses as a result of public sector ownership. Such action removes potential market distortions and promotes an efficient allocation of resources between public and private businesses.

The Pricing and Costing for Council Businesses: A Guide to Competitive Neutrality issued by the Office of Local Government has also been adopted. This guide outlines the process for identifying and allocating costs to activities and provides a standard disclosure of requirements. These disclosures are reflected in Council's pricing and/or financial reporting systems and include taxation equivalents, Council subsidies, return on investments (rate of return) and dividends paid.

Declared Business Activities

In accordance with The Pricing and Costing for Council Businesses: A Guide to Competitive Neutrality, Council has undertaken a review of its business activities and determined that it has no category one or two businesses.

Major contracts

Contracts (Awarded) exceeding \$150,000 including GST

Below are all the contracts awarded by the City during the 2021/2022 financial year including tenders or otherwise. This list does not include:

- employment contracts (that is contracts of service but not contracts for services)
- contracts for less than \$150,000.

Details provided below include the name of the contractor and the nature of the goods or services supplied by the contractor and the total amount payable to the contractor under the contract.

Vendor / Contractor	Description of Service	\$ Total Contract Cost incl GST
ACRON BUILDING SERVICES PTY LTD	Cabramatta Sportsground Amenity Building Refurbishment	\$ 262,220
ALLY PROPERTY SERVICES PTY LTD	Prospect Road Upgrade	\$ 381,469
ALLY PROPERTY SERVICES PTY LTD	Intersection of Cumberland Street and Bridge Street	\$ 172,006
AUSTRALIAN ELECTION COMPANY	Election Services	\$ 1,370,815
AUSTRALIA POSTAL CORPORATION	Post Bill pay Agreement	\$ 825,000
BUCHER MUNICIPAL PTY LTD	Garbage truck	\$ 431,417
BUCHER MUNICIPAL PTY LTD	Garbage truck	\$ 431,417
BUCHER MUNICIPAL PTY LTD	Garbage truck	\$ 431,417
BUCHER MUNICIPAL PTY LTD	Garbage truck	\$ 431,417
BUCHER MUNICIPAL PTY LTD	Garbage truck	\$ 431,417
BUCHER MUNICIPAL PTY LTD	Garbage truck	\$ 431,417
CELTIC CIVIL PTY LTD	Rail Overpass Approach Renewal Bareena Street Canley Vale	\$ 388,447
CIVICA PTY LIMITED	Authority System and other Applications Annual Licence Agreement (Per Year)	\$ 198,000
CIVICA PTY LIMITED	Library Management System Spydus	\$ 247,427
COLLECTIVE CIVIL PTY LTD	Fairfield Golf Course Detention Basin Upgrade	\$ 2,756,794
COMPLIANCE HEALTH & ENVIRONMENTAL CON PL	Spoil disposal	\$ 161,066
COMPLIANCE HEALTH & ENVIRONMENTAL CON PL	Spoil disposal	\$ 203,819
CONCRETE RECYCLERS (GROUP) PTY LTD	Crushing Services	\$ 234,731
CONCRETE RECYCLERS (GROUP) PTY LTD	Crushing Services	\$ 194,608
CONCRETE RECYCLERS (GROUP) PTY LTD	Crushing Services	\$ 193,362
CONCRETE RECYCLERS (GROUP) PTY LTD	Crushing Services	\$ 187,357
DATACOM SYSTEMS	Microsoft Licensing Agreement	\$ 1,285,057
ENDEAVOUR ENERGY	Street lighting	\$ 150,645

Introduction

Theme 1
Community Wellbeing

Theme 2
Places and Infrastructure

Theme 3
Environmental Sustainability

Theme 4
Local Economy and Employment

Theme 5
Good Governance and Leadership

Statutory Information

Financial Summary

Vendor / Contractor	Description of Service	\$ Total Contract Cost incl GST
ENE.HUB PTY LIMITED	Provision of Smart City Infrastructure at Canley Heights Town Centre	\$ 160,490
EZY-PAVE PTY LTD	Redmayne Culvert Upgrade	\$ 150,631
FULTON HOGAN INDUSTRIES PTY LTD	Roads Program Supply, Deliver and Lay Asphalt	\$ 8,417,981
JAMES BENNETT PTY LTD VIA LIBRARY BOOKS AND RESOURCE MATERIALS	Library English Language Material Supply & Delivery	\$ 1,100,000
KUDOS GROUP PTY LTD	Cabra Vale (Cabramatta) Leisure Centre HVAC (BMS) Upgrade	\$ 174,986
LARK INDUSTRIES PTY LTD AS TRUSTEE FOR MAKELA FAMILY TRUST	Main Play Piece Bareena Park and Fairfield Heights Park Fairfield	\$ 897,600
MACK CIVIL PTY LTD	Canley Heights Town Centre Streetscape Upgrade	\$ 286,923
MACK CIVIL PTY LTD	Traffic Management Services	\$ 2,750,000
MACK CIVIL PTY LTD	Rosford Reserve - Construction of new cycleway and approved EO machine hire and material supply	\$ 293,644
MACK CIVIL PTY LTD	Canley Heights Town Centre Upgrade	\$ 286,923
MACK CIVIL PTY LTD	Bonnyrigg Avenue from Tarlington Parade to Bibbys Road - Construction of 1446m of kerb and gutter	\$ 268,076
MACK CIVIL PTY LTD	Bonnyrigg Avenue from Tarlington Parade to Bibbys Place median kerbs with plain concrete Infill	\$ 253,000
MACK CIVIL PTY LTD	Construction of new roundabout at Avoca Rd and Humphries Rd	\$ 222,138
MACK CIVIL PTY LTD	Harrington Street from John Street to St Johns Road Repair of pavement failures, mill off and resurface with hot mix asphalt (540m)	\$ 211,690
MACK CIVIL PTY LTD	Harrington Street both sides from John Street to St Johns Road (460m) - Kerb & Gutter	\$ 177,627
MACK CIVIL PTY LTD	Davis Road both sides from Arnott Place to cul-de-sac - Kerb 7 gutter	\$ 151,203



Illuminate

Vendor / Contractor	Description of Service	\$ Total Contract Cost incl GST
PERFECTION LANDSCAPES SERVICES PTY LTD	Cabravale Memorial Park Playground Construction	\$ 359,141
PLANNING MINISTERIAL CORPORATION	Fairfield City Council's - Sydney Region Development Fund Levies	\$ 225,526
PRECISION METAL GROUP AUST PTY LTD	Replacement of Awning at Fairfield Showground	\$ 526,130
RECOVERIES & RECONSTRUCTION (AUST) PTY	Debt Recovery Services	\$ 378,129
SITE GROUP PTY LTD	Traffic Management Services	\$ 2,750,000
STATE ASPHALT SERVICES PTY LTD	Roads Program Stage 2 Supply Deliver and Lay Asphalt	\$ 838,139
TREESERVE PTY LTD	Various Street Tree Maintenance in the Fairfield LGA	\$ 168,454
VALUER GENERAL NSW	Land Valuation LGA Fees	\$ 331,551
WESTBURY CONSTRUCTION PTY LTD	Parklands Function Centre Kitchen Upgrade	\$ 186,761
ZEN ENERGY RETAIL PTY LTD	Electricity Sale Agreement 2021	\$ 5,628,306

* Actual amount paid in the 2021/2022 financial year

Organisations providing goods and services exceeding \$150,000

Below are all the organisations who provided goods and services exceeding \$150,000 in value during 2021-2022 through an approved exemption from tender or via a procurement process from another allowable third party such as the Southern Sydney Region of Councils, Local Government Procurement, Procurement Australia or are our current preferred contractors.

Vendor Contractor	Description of Service	\$ Total Cost incl GST	Number of Purchase Orders / Invoices
ACUTE BUILDING & MAINTENANCE PTY LTD	Trade and Carpentry Services	\$ 354,965	70
ALLIANCE ALARMS FIRE SYSTEMS PTY LTD	Provision of Fire Alarm Maintenance and Service	\$ 333,787	771
ALLY PROPERTY SERVICES PTY LTD	Aquatopia Expansion Stage 4 Programmable Open Space - Concrete Works	\$ 1,208,409	94
AMA BUILDING DEVELOPMENTS PTY LTD	Plant & Equipment Hire	\$ 347,285	205
AMPOL*	Fuel	\$ 990,716	12
AUDIT OFFICE OF NEW SOUTH WALES	Audit Services as per the NSW Government Requirements	\$ 204,380	7
AUTOMATED PARKING SYSTEMS	Parking meter services	\$ 181,906	84
BLACKWOODS*	Supply of Hardware and Janitorial Products	\$ 190,959	1220
BRANDOWN PTY LTD	Construction waste disposal	\$ 359,128	77
BUCHER MUNICIPAL PTY LTD*	Specialised Trucks and Bodies	\$ 242,222	351
BUSHLAND MANAGEMENT SOLUTIONS P/L	Bushland Regeneration Management Services	\$ 338,747	32
CITY HINO/IVECO SYDNEY*	Trucks	\$ 309,450	427
CK RECRUITMENT PTY LTD*	Temporary Labour	\$ 1,042,610	234
CLEANAWAY PTY LTD	Municipal Waste Services	\$ 6,714,931	30
COMBINED TRAFFIC MANAGEMENT PTY LTD	Line Marking Services	\$ 390,075	63



STATUTORY INFORMATION

Vendor Contractor	Description of Service	\$ Total Cost incl GST	Number of Purchase Orders / Invoices
COMPLETE LINEMARKING SERVICES PTY LTD	Line Marking Services	\$ 252,316	79
COMPLIANCE HEALTH & ENVIRONMENTAL CON PL	Consulting services	\$ 20,549	5
CONCRETE RECYCLERS (GROUP) PTY LTD	Concrete Crushing Services	\$ 2,498,086	132
CO-ORDINATED LANDSCAPES PTY LTD	Landscaping Construction works	\$ 645,220	22
CORE TALENT PTY LTD	Temporary Labour	\$ 319,606	216
DAIMLER TRUCKS HUNTINGWOOD/ VVG SERVICES*	Truck parts	\$ 231,578	12
DEPARTMENT OF CUSTOMER SERVICE	Department of Customer Service Revenue Processing Fee	\$ 606,794	63
DEPARTMENT OF PLANNING AND ENVIRONMENT	Regulatory fees	\$ 305,211	24
ECODESIGN ECOPRINT	Consulting services	\$ 205,318	42
ECOHORT PTY LTD	Consulting services	\$ 205,418	14
ENDEAVOUR ENERGY*	Lighting Design and Upgrade Network Asset Fees	\$ 1,595,161	47
EVERY TRADE BUILDING SERVICES PTY LTD	Refurbishment of Amenities Building	\$ 560,398	22
FLEETWOOD URBAN PTY LTD	Outdoor equipment	\$ 156,441	5
FUJIFILM BUSINESS INNOVATION AUSTRALIA	Photocopier services	\$ 199,915	563
GRACE RECORDS MANAGEMENT (AUSTRALIA) P/L	Document storage and safe disposal	\$ 168,361	12
GROUP GSA PTY LTD	Consulting services	\$ 158,455	15
GROWTH CIVIL LANDSCAPES PTY LTD	Construction of Community Elements of Deerbush Park	\$ 273,201	19
HAYS SPECIALIST RECRUITMENT (AUSTRALIA)*	Temporary Labour	\$ 198,963	76
HITECH SUPPORT PTY LTD	ICT Services	\$ 224,153	126
INDEPENDENT CEMENT AND LIME PTY LTD	Supply of Tri-Blend Cement	\$ 1,433,076	48
INGEN ELECTRICAL GROUP	Electrical Works	\$ 180,433	324
JLT RISK SOLUTIONS PTY LTD	Rick and Insurance	\$ 234,774	14
JOHN R TURK & SONS PTY LTD	Electrical Products	\$ 171,505	149
KANE CONSTRUCTIONS PTY LTD	Design & Construction of New Grandstand Fairfield Showground	\$ 7,883,474	99
LAND & MARINE OCEAN ENGINEERING PTY LTD	Construction services	\$ 340,158	7
LLOYD GROUP PTY LTD	Design and Construction of Fairfield Community Business Hub	\$ 208,997	6
LOGO MANAGEMENT (AUST) PTY LTD*	Temporary Labour	\$ 161,105	45
MACK CIVIL PTY LTD	Various Civil works	\$ 4,651,938	221
MAIA FINANCIAL PTY LTD	Operating Lease Services	\$ 245,592	8
MARSDENS LAW GROUP	Legal Services	\$ 458,973	84

Vendor Contractor	Description of Service	\$ Total Cost incl GST	Number of Purchase Orders / Invoices
MATTHEWS FOLBIGG LAWYERS PTY LIMITED	Legal Services	\$ 221,049	69
MCARTHUR MANAGEMENT SERVICES*	Temporary Labour	\$ 967,214	795
MG MY GATEWAY	Temporary Labour	\$ 165,866	229
MODERN TEACHING AIDS PTY LTD	Educational Products	\$ 212,561	239
NATIONAL TRUST OF AUSTRALIA (NSW)	Bushland Regeneration Management Services	\$ 306,452	51
NOPPEN AIR PTY LTD	Air Condition Maintenance	\$ 790,820	521
NORTHERN FENCING SPECIALISTS PTY LTD	Fencing Services	\$ 169,887	22
NORWEST RECRUITMENT PTY LTD*	Temporary Labour	\$ 549,063	268
OBJECTIVE CORPORATION LIMITED	Records Management System	\$ 164,122	4
OPEN SPATIAL PTY LTD	ICT Services	\$ 216,851	17
ORACLE CORPORATION AUSTRALIA PTY LIMITED	Corporate Finance System	\$ 492,860	46
PETER WARREN AUTOMOTIVE PTY LTD	Fleet	\$ 164,245	163
PLANNING MINISTERIAL CORPORATION	Sydney Region Development Fund Levies	\$ 225,526	1
POLYTRADE OPERATIONS PTY LTD	Recyclable Waste Material	\$ 261,361	2
POLYTRADE PTY LTD	Recyclable Waste Material	\$ 1,459,026	10
PRECISION METAL GROUP AUST PTY LTD	POS Supply install cabana structure contract fee proposal	\$ 160,666	5
PROGRAMMED PROPERTY SERVICES	Property management	\$ 276,626	10
QBE INSURANCE (AUSTRALIA) LTD	CTP Insurance	\$ 195,387	12
R LINE CIVIL & CONCRETING PTY LTD	Concreting and Major Complex Civil Works	\$ 2,766,651	205
RANDSTAD PTY LIMITED*	Temporary Labour	\$ 786,222	228
RYALEX SECURITY	Security CCTV Maintenance	\$ 407,000	148
RYAN WILKS PTY LTD	Design and construction of electrical and lighting works at Fairfield Showground	\$ 261,580	15
SECOM AUSTRALIA PTY LTD	Security Monitoring of Buildings Alarm Response Patrols	\$ 183,877	1537
SHELL ENERGY RETAIL PTY LTD	Electricity	\$ 1,858,967	281
SKYLINE LANDSCAPE SERVICES PTY LTD	Mowing Services	\$ 543,189	448
SOLD OUT	Event management	\$ 428,716	32
SQM UNIT TRUST	Supply Natural Sand	\$ 271,733	12
STATEWIDE MUTUAL	Insurance	\$ 1,711,156	11
SULO MGB AUSTRALIA PTY LTD*	Temporary Labour	\$ 330,476	30
SUPERSEALING	Roadworks and Asphalt work	\$ 269,237	4
SYDNEY DOGS & CATS HOME INCORPORATED	Provision of the supply of companion animal and livestock impounding services	\$ 291,456	12
SYDNEY ROAD PROFILING PTY LTD	Plant & Equipment Hire	\$ 233,736	68

Introduction

Theme 1
Community
WellbeingTheme 2
Places and
InfrastructureTheme 3
Environmental
SustainabilityTheme 4
Local Economy and
EmploymentTheme 5
Good Governance
and LeadershipStatutory
InformationFinancial
Summary

STATUTORY INFORMATION

Vendor Contractor	Description of Service	\$ Total Cost incl GST	Number of Purchase Orders / Invoices
SYDNEY WATER CORPORATION	Water usage	\$ 741,489	1817
TELSTRA CORPORATION LIMITED*	Telecommunications	\$ 356,689	102
THE BIODIESEL STATION PTY LTD*	Bulk Fuel	\$ 954,387	12
THE GARDENMAKERS PTY LTD	Landscaping works	\$ 240,699	17
THE GREEN HORTICULTURAL GROUP PTY LTD	Maintenance Supply top dressing various ovals	\$ 349,976	49
TOOLIJOOA PTY LTD	Bushland Regeneration Management Services	\$ 370,247	62
TOTAL DRAIN CLEANING SERVICES PTY LTD	Litter Removal from Storm Water Devices	\$ 572,711	154
TPG NETWORK PTY LTD	WAN Modernisation	\$ 484,929	24
TREESERVE PTY LTD	Provision of Tree Maintenance Services	\$ 1,027,201	76
TRISLEY'S HYDRAULIC SERVICES PTY LTD	Fountains Pumps Testing Services	\$ 196,277	67
TST PROPERTY SERVICES PTY LTD	Cleaning Services	\$ 779,996	477
TYRES4U PTY LTD*	Tyres	\$ 211,251	140
VALUER GENERAL NSW	Regulatory fees	\$ 331,551	1
VDG SERVICES AUSTRALIA	Cleaning Services	\$ 1,391,155	664
VELJOHN PTY LTD	Supply Natural Sand	\$ 1,308,876	57
VEOLIA ENVIRONMENTAL SERVICES	Receiving and Processing of clean up material	\$ 3,553,783	338
VEOLIA RECYCLING & RECOVERY (NSW) PL	Municipal Waste Services	\$ 6,019,213	45
VESTONE CAPITAL PTY LIMITED*	Operating Lease Services	\$ 1,188,327	69
WESTBURY CONSTRUCTIONS PTY LTD	Construction	\$ 334,606	18
WESTON ENERGY PTY LTD	Gas	\$ 258,184	51

*Jobs awarded through NSW Government contract, Local Government Procurement, Procurement Australia contract and Southern Sydney Region of Councils contract.

Note: The value of goods and services given is based on purchase orders / invoices listed for the 2021/2022 financial year.

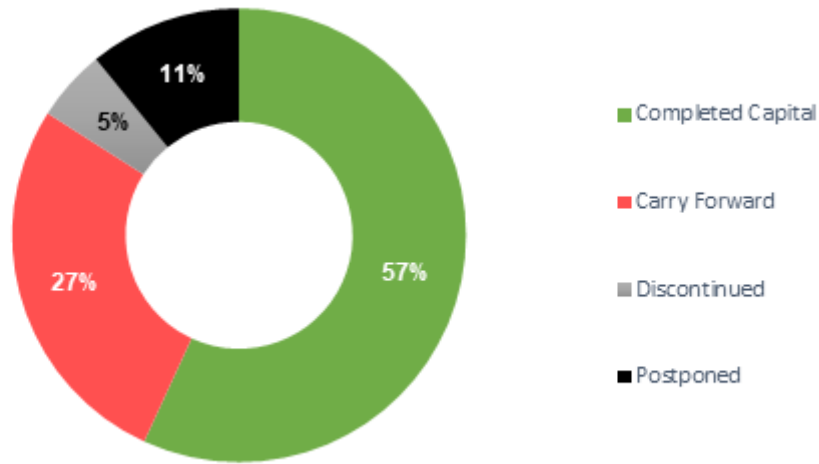
The number of orders/invoices is given to indicate the number of jobs.

2021-2022 Capital Works Projects and Programs

Capital projects are generally large scale, large cost projects that are a long term investment, which build on, add to or improve Council's assets. Capital works projects would typically include constructing either buildings, roads and bridges, structures or mechanical installations, upgrading or extending existing buildings, and major road works that upgrade existing roads.

Over the 2021-2022 financial year, Council identified a total of \$98.408 million worth of capital works projects to be delivered across the Fairfield City, of which 57% construction completed, 16% postponed / discontinued and 27% carry forward into the 2022-2023 Operational Plan for completion.

The pie graph below demonstrates the final status of capital projects and major programs as at the end of 2021-2022 financial year.



Major Capital Projects over \$10 Million

PROJECT 1: IN490 - Western Sydney Infrastructure Plan - Smithfield Road Upgrade
Budget: \$16.4m
Status: Completed
Completion Date: June 2022

Fairfield City Council obtained grant funding under the Australian Government's Local Roads Package Program associated with the Western Sydney Infrastructure Plan (WSIP) for the upgrade of Smithfield Road between Elizabeth Drive and Polding Street.

The Smithfield Road Upgrade Project completed upgrades 11 intersections of the Smithfield Road corridor over the approximately 5.4km length between Elizabeth Drive and Polding Street. It has achieved a continuous 4 lane wide carriageway (2 lanes in each direction) to improve the flow of traffic through this heavily congested area.

PROJECT 2: IN477 - Dutton Plaza Car Park - Area C (Hughes Street Car Park)
Budget: \$17.3m
Status: Completed
Completion Date: July 2021

Fairfield City Council has constructed a multi-storey car park on the front of the Dutton Lane site (Hughes Street frontage) in Cabramatta.

The Dutton Plaza Car Park – Area C provides an additional 219 car spaces, bicycle and motorcycle parking, rainwater harvesting, solar energy collection, and electric car charging bays. This supports the local economy through steady turnover of parking spaces and makes it easier for residents and visitors to park and shop in Cabramatta town centre.

- Introduction
- Theme 1
Community Wellbeing
- Theme 2
Places and Infrastructure
- Theme 3
Environmental Sustainability
- Theme 4
Local Economy and Employment
- Theme 5
Good Governance and Leadership
- Statutory Information
- Financial Summary

PROJECT 3: SP558-1 Aquatopia Wave Pool -
Prairiewood

Budget: \$12.8m

Status: Completed

Completion Date: November 2021

Fairfield City Council completed a new addition to its recreation facilities – a wave pool for Prairiewood Leisure Centre. Funding through the Western Sydney City Deal's Liveability Fund supports the delivery of this project.

The wave pool is an additional feature of Aquatopia. The facility is an attraction for residents and visitors, and includes rideable breaking waves, shaded areas, and cabanas, along with a covered stage area for outdoor events. The pool provides another outlet to address heat during the hot summer days.

The facility and surrounding landscaping was completed in November 2021 and was opened to the public for the 2021-2022 Summer Season.

PROJECT 4: SP560-2 The Pavilion (New Grandstand)
at Fairfield Showground - Prairiewood

Budget: \$11.1m

Status: Completed

Completion Date: April 2022

Fairfield City Council has constructed a new grandstand and sports amenities at Fairfield Showground – The Pavilion. A grant from the NSW Government supported delivery of this project.

The 1,000 seat grandstand is located adjacent to the existing Parklands grandstand and function centre, overlooking the newly created elite turf sports field. It includes tiered seating, athlete change rooms and amenities, kitchen, bar and canteen facilities, ticket booth, and social and VIP viewing areas. It forms part of the strategy to increase use of the Fairfield Showground.

Construction was completed in April 2022 and the facility is operational.

PROJECT 5: SP560-1 Regional Indoor Multicultural
and Sports Centre, Fairfield Showground –
Prairiewood

Budget 2021/2022: \$0.8m

Expected Project Cost: \$46.5m

Status: Planning Application Lodged

Completion Date: 2025

Fairfield City Council is designing a new 4 court indoor sports centre with flexibility to host community events at Fairfield Showground.

The facility includes a show court with an 860 seat grandstand, and can operate with 4 sports courts in two halls. The sports courts are supported with change amenities, toilets, function/training rooms, administration areas and a café. It forms part of the strategy to increase use of the Fairfield Showground.

The concept plan has been determined, a grant funding application lodged and the planning application prepared for lodgement.

PROJECT 6: SP22643 Cabravale Leisure Centre
Health and Wellbeing Project

Budget 2021/2022: \$0.6m

Expected Project Cost: \$33.5m

Status: Planning Application Lodged

Completion Date: Subject to grant funding

Fairfield City Council is designing an expansion of the Cabravale Leisure Centre with a health and wellbeing focus.

The upgrade facility includes a new indoor 25m pool, kids splash play area, change amenities and plant, increase rehabilitation services space (dry recreation), upgrade dry change facilities, modified 20m pool for rehabilitation and provision of a spa, steam room and sauna.

The concept plan has been determined, a grant funding application lodged in June 2022 and the planning application was approved in October 2022.

PROJECT 7: SP21680 Endeavour Sports Hub

Budget 2021/2022: \$0.06m

Expected Project Cost: \$16.6m

Status: Concept Plan Development

Completion Date: Subject to grant funding

Fairfield City Council is developing the Endeavour Sports Hub to include a synthetic oval field with booking and access system, new amenities, flood lighting and car parking.

The hub upgrade also includes new synthetic cricket pitches, utility upgrades, multi-purpose courts with an all-weather cover, renewal of existing clubhouse building, upgraded flood lighting for grass pitches, paths and landscaping.

The concept plan has been determined and a grant funding application lodged in June 2022.

Condition of Public Works

Fairfield City Council is responsible for effectively managing an extensive range of assets valued at \$1.88 billion*, which comprises roads, drains bridges, footpaths, public buildings, recreational facilities, parks and gardens (excluding plant and fleet).

Council's Asset Management Policy, Strategy and Plans form part of our Resourcing Strategy and is a long term plan that outlines the asset activities for Council and details how we will maintain and manage our assets in a cost-effective way.

Council has reported on the condition of its major assets in the table below, which includes asset condition, estimated replacement value, yearly depreciation, and estimated cost to bring each asset class up to a satisfactory standard, and annual maintenance requirements as at 30 June 2022.

Asset Class	Asset Category	Asset condition (average)	Estimated replacement value \$'000	Estimated yearly depreciation \$'000	Estimated cost to bring to a satisfactory standard ** \$'000	Estimated annual maintenance expense \$'000	Current annual maintenance \$'000
Building	Council offices, Libraries, Community facilities and Halls, Leisure Centres and Amenity Buildings	2.2	402,873	8,399	6,825	9,400	10,300
Roads and Transport	Roads (Road Pavements, at ground Car parks, Traffic Facilities and Road furniture)	1.9	582,365	11,272	8,554	15,585	10,244
	Kerbs and Gutters	2.2	218,586	2,667	5,035	4,239	4,000
	Footpath and Cycleways	1.9	142,021	2,331	3,040	2,863	2,262
	Bridges	1.6	49,984	501	282	440	163
	Bulk earthworks	1.6	34,885	501	-	-	-
Drainage	Stormwater Drainage Assets	2.0	359,302	2,453	613	1,574	690
Open Space	Park and Recreation	1.8	89,320	2,958	1,207	2,986	1,828
TOTAL – ALL ASSETS		2.0	1,879,336	30,581	25,556	37,087	29,487

ASSET CONDITION KEY

Level	Condition	Description
1	Excellent / Very Good	No work required (normal maintenance)
2	Good	Only minor maintenance work required
3	Satisfactory	Maintenance work required
4	Poor	Renewal required
5	Very Poor	Urgent renovation / upgrading required

Notes:

* Assets value is calculated and audited as part of Council's General Purpose Financial Statements.

** Satisfactory Standard - Satisfactory refers to the estimated cost to bring the asset to a satisfactory condition as deemed by Council. It does not include any planned enhancements to existing assets.

Introduction

Theme 1
Community Wellbeing

Theme 2
Places and Infrastructure

Theme 3
Environmental Sustainability

Theme 4
Local Economy and Employment

Theme 5
Good Governance and Leadership

Statutory Information

Financial Summary

Current Achievements and Status of Council's Assets

- Public Roads - Council maintains 687 kilometres of roads throughout Fairfield City. The average road condition is considered to be of good standard. 2.0% of the road network is considered to be in poor condition
- Kerb and Gutter - Council maintains 1,230 kilometres of kerb and gutters throughout our City. The average condition is considered to be of good standard. 3.0% of the kerb and gutter network considered to be in poor condition.
- Buildings - Council owns and controls 315 buildings and facilities including various substructures. The following is a cross section of Council's holdings: Council administration offices, community halls, libraries, childcare centres, sportsfield amenity buildings, public toilets, picnic shelters and leisure centres. The average condition is considered as good with 4.0% of the building assets/components in poor condition.
- Bridges and culverts - Council maintains 61 bridges (road and foot bridges, jetties/boat ramps) and 27 culverts throughout our City. These assets are inspected regularly for maintenance and renewal work programs.
- Footpaths and Cycleways - Council maintains 979 kilometres of footpath (including footpath, walkway and pathway) and 107 kilometres of cycle ways throughout our City. The average footpath condition is considered to be of good condition. 3.0% of the footpath network is considered to be in poor condition. Footpath networks are inspected and maintained routinely to ensure the safe movement of pedestrians.
- Stormwater drains - Council maintains 479 kilometres of stormwater pipe and 14,380 stormwater pits throughout the City. The average condition of these assets is considered to be of good standard with no assets in poor condition.
- Park and Recreation - The average condition of these assets is considered to be of good standard with 2.0% of the assets in poor condition.



Lunar New Year, Cabramatta

Work carried out on Private Land

Fairfield City Council did not have any resolutions made to carry out any works on private land under Section 67 in 2021-2022.

Controlling Interests in Companies

Council held no controlling interest in any company for the 2021-2022 reporting period.

Rates and Charges Written Off

Rates and Charges totalling \$3,213,187.56 were waived or written off during the 2021-2022 period in accordance with the Local Government Act 1993. This compares to Rates and Charges of \$3,195,838 waived or written off in the 2020-2021 period.

Allowance is made for such waivers and write offs in Council's budget.

Item	Amount
Postponed Rates and Charges written off	\$10,130
Non-rateable claims (abandonment written off)*	\$25,026
Rebate public authorities	\$-
Rebates on pensioner rates waived	\$3,133,282
Heritage rates voluntary concession	\$44,748
Total	\$3,213,187

*Non-rateable claims are due to St George Housing applying for Exemption of Rates under section 556 (1H) of the Local Government Act and NSW Land and Housing Non-lease land.

Productivity Improvement, Cost Containment and Revenue Opportunities

Council has an active program of developing and implementing initiatives focussed on productivity, cost containment and revenue enhancement opportunities. Council continually searches for opportunities that would result in a stronger operating position. The key initiatives undertaken during financial year 2021-2022 were:

- Achieved over 100% occupancy rate for tenancies at Dutton Plaza. Dutton Plaza is a profitable enterprise that provides retail space in Cabramatta. A number of the Dutton Plaza businesses were heavily impacted by the Public Health Order restrictions during the COVID-19 lockdown from 26 June to 11 October 2021, and subsequently during the progressive easing of restrictions under the NSW Governments Roadmap to Recovery. During this period Council provided rental concessions to heavily impacted tenants as part of a long-term strategy to support local businesses, retain tenants, and produce financially sustainable returns.
- Continued active and prudent management of investments, in challenging market conditions. A strategic short-term investment focus whilst interest rates were at historical lows during COVID-19 is enabling Council to quickly take advantage of higher interest yields following the RBA's decision to increase cash rates in May 2022. The full benefit of this strategy will be realised in future years.
- Received operating income from the sale of recycled building materials to the Sustainable Resource Centres external customers.
- Contained Council's road program costs by diverting road waste through the Sustainable Resource Centre. This has also assisted turnover and the operating surplus at this facility.
- Focus on reducing employee leave balances has contained increases in employee entitlements during the year.
- Implemented cost containment initiatives immediately when the COVID-19 lockdown commenced in June 2022 to mitigate the impact of lost revenue through tight cost control over employee costs and operating expenses.
- During the previous six years, Council achieved all Fit for the Future benchmarks, which refer to the NSW State Governments benchmark for financial sustainability. However, the impacts of the COVID-19 lockdown and the large number of days lost to wet weather meant that Council did not achieve two of the asset renewal ratios this year, being the 'Buildings and Infrastructure Renewal Ratio' and the 'Asset Maintenance Ratio'. This is an anomaly due to unprecedented events this financial year. Both of these benchmarks have been achieved on a cumulative basis over the 7 years since inception, which demonstrates that Council is investing in the renewal of its infrastructure assets.

- Introduction
- Theme 1 Community Wellbeing
- Theme 2 Places and Infrastructure
- Theme 3 Environmental Sustainability
- Theme 4 Local Economy and Employment
- Theme 5 Good Governance and Leadership
- Statutory Information
- Financial Summary

Special Rate Variation (SRV)

In 2021-2022, Council continued its implementation of the 2014 Special Rates Variation, which extends Council's asset renewal funding, with initiatives targeted at roads, sportsgrounds, parks and drainage assets to improve the City's infrastructures, services and financial sustainability.

Key outcomes from special variation expenditure in 2021-2022 include:

- Sportsgrounds – Fairfield Park and Chisholm Park (storage upgrade), and Brenan Park Tennis Amenity Building (fencing and gate replacements).
- Open Space – renewal of play equipment and softfall at Coolatai Park and Bareena Park as well as cricket net replacement at Avery Park.
- Community Buildings – Nelson Street Car Park (lighting upgrade and repainted façade), Fairfield Showground Awning and Car park (structure and roof replacement), Cabramatta Early Learning Centre (new kitchen and air-conditioning unit) and Bonnyrigg Community Service Centre (toilets upgrade).
- Roads, Kerb and Gutter – 73 locations programmed for the year with 58 locations completed, 9 locations discontinued as resolved with other works, 1 location postponed and 5 near completion.
- Drainage – 40 locations programmed for the year with 1 completed and 39 postponed.

With the advent of the COVID-19 pandemic, the timing of some projects was modified due to the ability to resource projects, which are identified in the 2021-2022 Operational Plan. The following projects were delayed as a consequence and will be completed in 2022-2023:

- Community Building Upgrade
 - Fairfield Showground – Car Park surface renewal
 - Prairiewood Leisure Centre – Refurbishment kiosk and staff area
 - Cabramatta Community Service Centre – replace roof tiles
 - Fairfield City Museum and Gallery - Patch rendered brick walls to Heritage Building, replaster and paint, as well as upgrade disability access into buildings and replace air-conditioning unit
 - Fairfield Leisure Centre – Install skylights over basketball area
- Open Space – Brenan Park – Floodlight and fencing upgrades, and Rosford Park – irrigation system renewal
- Kerb and Gutter – Curtin Street, Cabramatta

The following table outlines the approved program of works, outcomes for 2021/22 and the 10 year program forecast.

	2021/2022 Budget	2021/2022 Results	10 Year Program Forecast
INCOME			
Rate Peg		2.00%	
SRV Income – Forecast	\$5,970,923	\$6,134,985	\$60,455,765
(Surplus)/Deficit from Forecast/Actual Rate Peg		\$164,062	
EXPENDITURE			
Operational Expense			
Fairfield Library Expansion	\$712,787	\$652,330	\$2,925,915
Water Park	\$63,000	\$63,000	\$315,000
Capital Expense			
Sportsgrounds	\$859,435	\$7250,849	\$9,961,000
Community Buildings	\$1,803,047	\$450,323	\$15,662,000
Fairfield Library Expansion	\$0	\$0	\$2,434,000
Landscaping Park Frontages	\$0	\$0	\$195,000
Footpath Connections	\$0	\$0	\$256,000
Water Park	\$8,675	\$0	\$3,332,000
Open Space	\$383,806	\$232,093	\$4,712,000
Fairfield Heights	\$0	\$0	\$770,000
Cabramatta Town Centre	\$0	\$0	\$665,000
Roads, Kerb & Gutter	\$1,425,753	\$3,325	\$10,600,000
Drainage	\$16,612	\$223,145	\$1,350,000
Fairfield City Plaza	\$0	\$0	\$1,775,000
Fairfield Showground Redevelopment	\$0	\$0	\$88,000
Fairfield Business Hub	\$305	\$0	\$92,000
TOTAL FORECAST EXPENDITURE			\$55,132,915

Introduction

Theme 1
Community Wellbeing

Theme 2
Places and Infrastructure

Theme 3
Environmental Sustainability

Theme 4
Local Economy and Employment

Theme 5
Good Governance and Leadership

Statutory Information

Financial Summary

Financial Summary

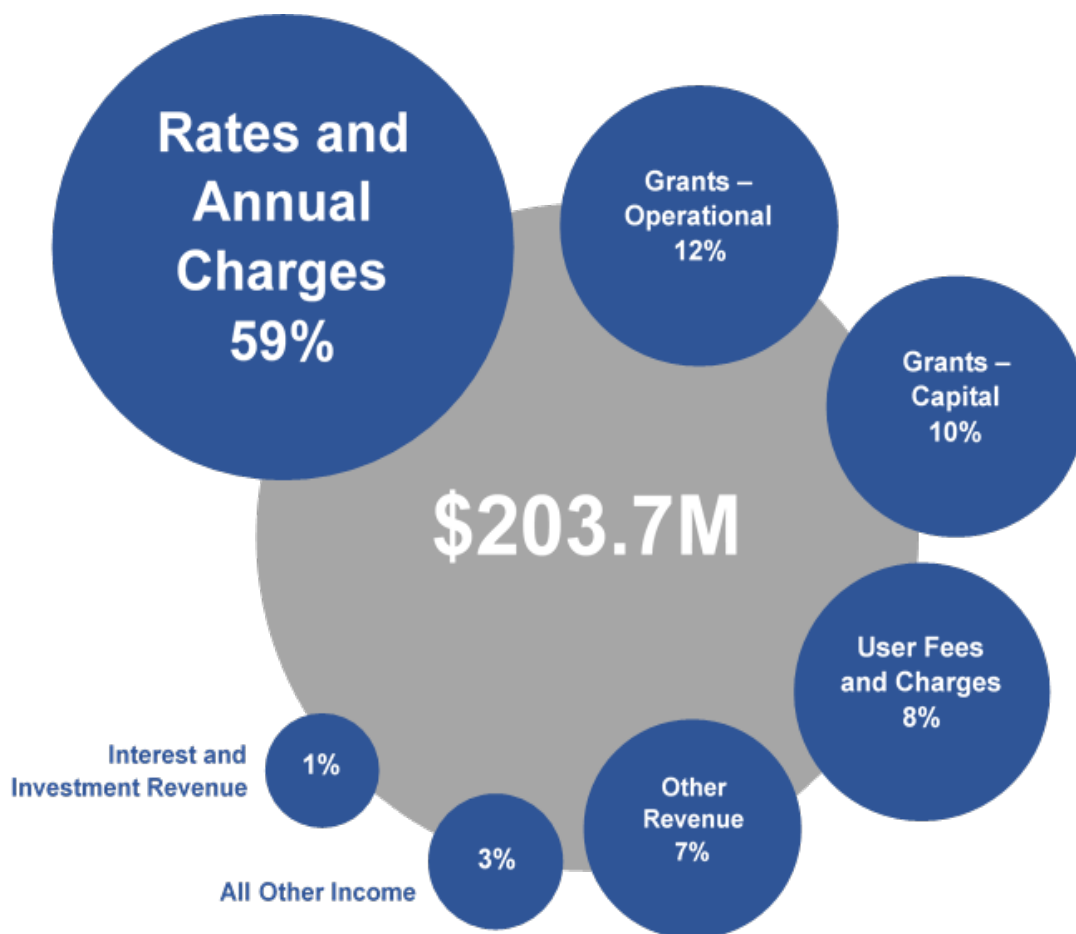
Financial Overview

Council's financial performance is aligned with its continued focus on long-term financial sustainability. Quarterly reviews of the Operational Plan and its financial performance is monitored and adjusted to the changing conditions and requirements identified throughout that year. Council reviews its Long-Term Financial Plan annually to ensure short-term needs are considered against long-term sustainability. As a result, Council remains in a strong financial position by focusing on asset renewal and service levels to ensure that we continue to meet the community's needs and aspirations.

Council's financial position remains strong with a net surplus of \$33.6 million (2021: \$27.5 million), which included depreciation expense of \$35.7 million (2021: \$35.3 million). The increased operating result is mainly due to \$5.3 million additional operating grants and \$3.2m additional rates and charges. These gains were offset by a \$4.0m reduction in user fees and charges compared to last year due to the operational impacts of COVID-19 restrictions. Further, expenditure overall was \$1.5m less than last year, which was largely due to the combined impacts of COVID-19 and sustained wet weather. The expenditure savings contributed to the net surplus.

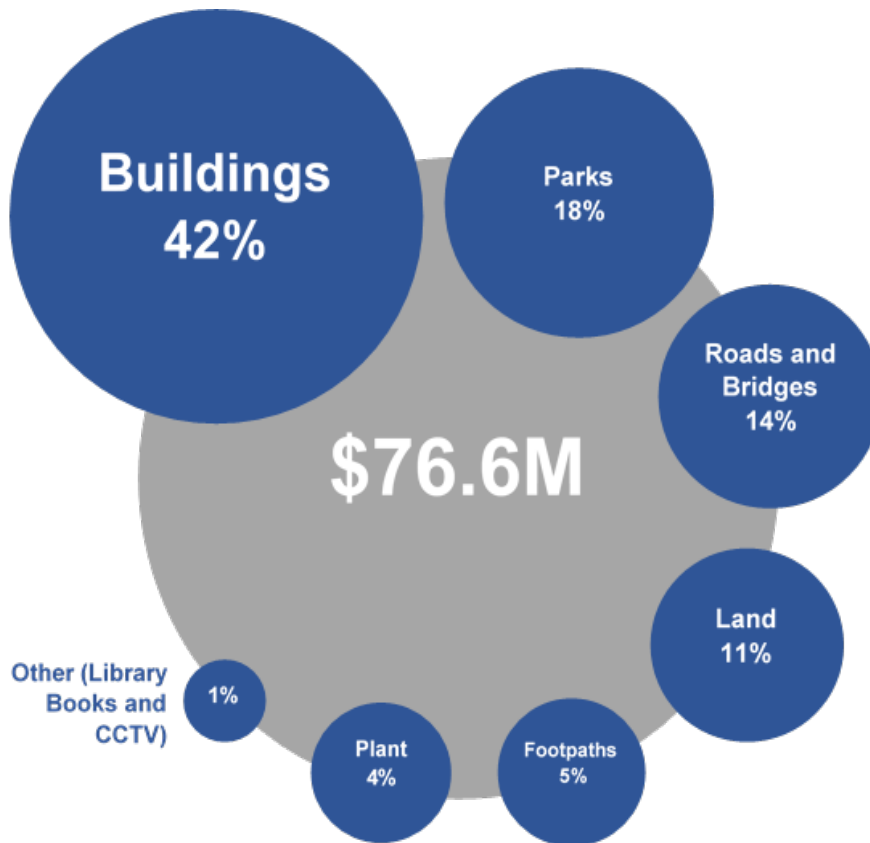
Overall income is up by 2.4% compared to the previous year, from \$199.0 million to \$203.7 million. Rates and annual charges represent 59% of Council's total revenue and increased by 2.0% (rate peg - determination from the Independent Pricing and Regulatory Tribunal) against the previous year.

Where our Money Comes From

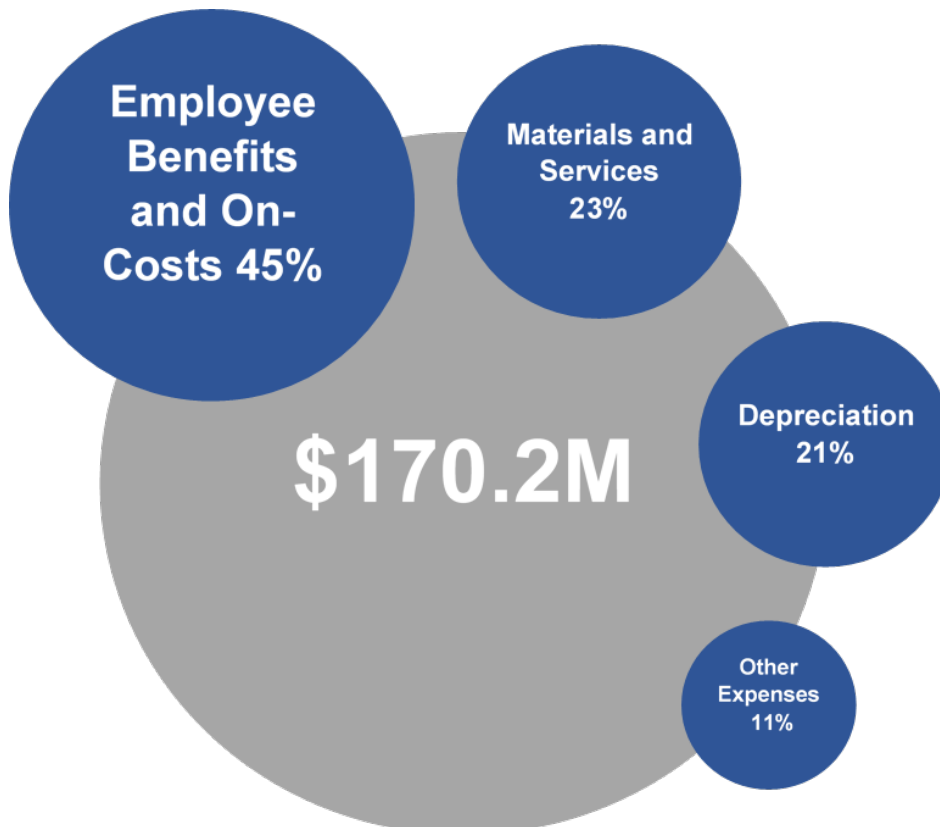


In addition to operating activities which contributed net cash inflow of \$82.2 million (2020: \$61.9 million), there were also proceeds from the sale of assets (\$0.4 million). Cash outflows other than operating activities were used to purchase and construct assets (\$57.9 million). The increase in cash compared to 2021 was mainly due to increased operating income, and lower levels of purchases for infrastructure, property, plant and equipment.

Where It Was Spent - Capital



Where It Was Spent - Operational



Introduction

Theme 1
Community Wellbeing

Theme 2
Places and Infrastructure

Theme 3
Environmental Sustainability

Theme 4
Local Economy and Employment

Theme 5
Good Governance and Leadership

Statutory Information

Financial Summary

Performance Ratios

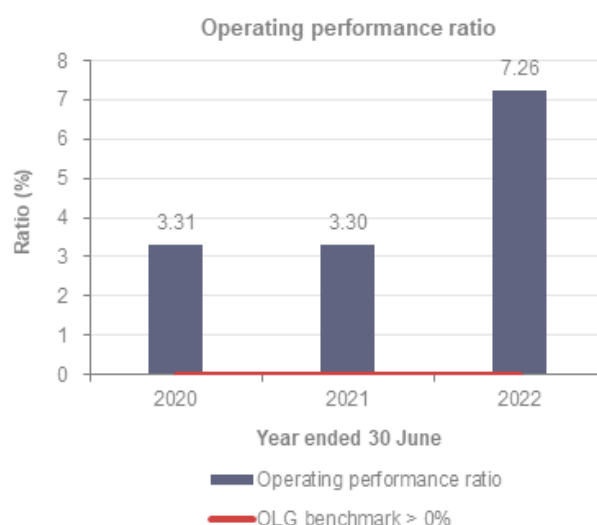
Council continues to be prudently managed and financially sustainable. An analysis of industry benchmarks on its financial performance ratios as identified by the Audit Office of New South Wales is as follows:

- Operating performance indicator of 7.26 per cent (3.3 per cent in 2021) exceeded the benchmark of 0.0 per cent.
- Own source operating revenue ratio was 78.04 per cent (80.17 per cent in 2021), exceeding the benchmark of 60 per cent.
- Unrestricted current ratio of 2.01 times (1.92 times in 2021), which exceeded the benchmark of 1.5 times.
- Debt service cover ratio for the Council is 28.30 times (29.08 times in 2021) and exceeded the benchmark of 2.0 times.
- The rates and annual charges outstanding ratio was 4.48 per cent (3.98 per cent in 2021) and continues to be lower than the industry benchmark of 5.0 per cent.
- Cash expense cover ratio was 6.47 months (4.50 months in 2021), which exceeded the benchmark of 3.0 months.
- Building and infrastructure renewals for 2022 represented 77.78 per cent (130.52 per cent in 2021) of the depreciation charges for those assets, which was less than the benchmark of 100 per cent. The combined impacts of the COVID-19 lockdown, reduced maintenance requirements due to reduced utilisation during lockdown, and the large number of days lost to wet weather meant that Council did not achieve this ratio of the year ended 30 June 2022. However, Council has exceeded the benchmark when calculated on a cumulative basis over the 7 years since inception.

Operating performance ratio

The 'operating performance ratio' measures how well the council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements). The benchmark set by OLG is greater than zero per cent.

The Council exceeded the OLG benchmark for the current year. The increase in ratio from 2021 was due to the \$6.4 million increase in operating grants and contributions in 2022.



Own source operating revenue ratio

The 'own source operating revenue ratio' measures council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions.

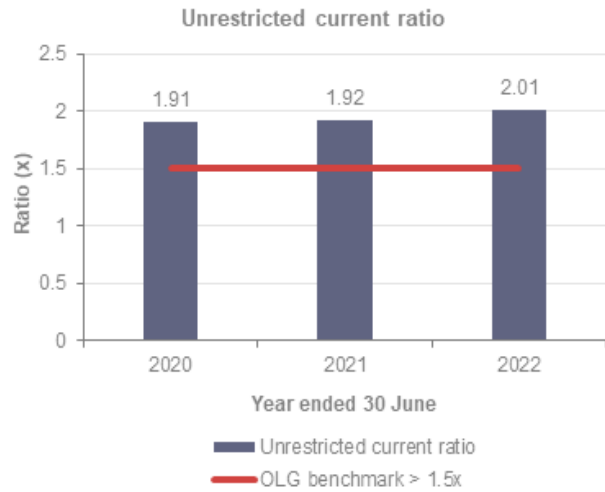
The Council exceeded the OLG benchmark for the current year. The ratio has remained consistent over the past three years.



Unrestricted current ratio

The 'unrestricted current ratio' is specific to local government and represents council's ability to meet its short term obligations as they fall due. The benchmark set by OLG is greater than 1.5 times.

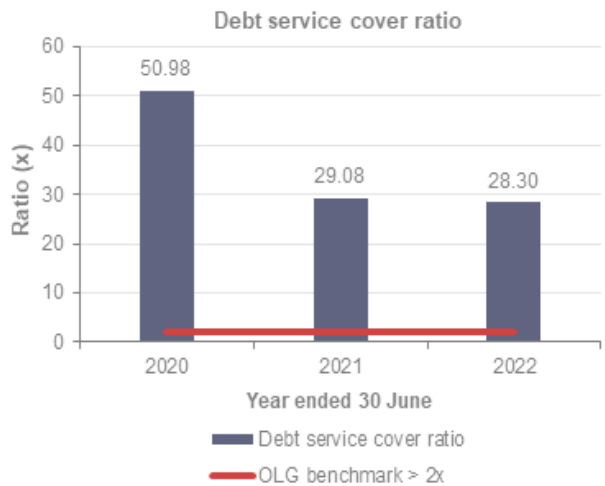
The Council met the OLG benchmark for the current year. The ratio has remained consistent over the past three years.



Debt service cover ratio

The 'debt service cover ratio' measures the operating cash to service debt including interest, principal and lease payments. The benchmark set by OLG is greater than two times.

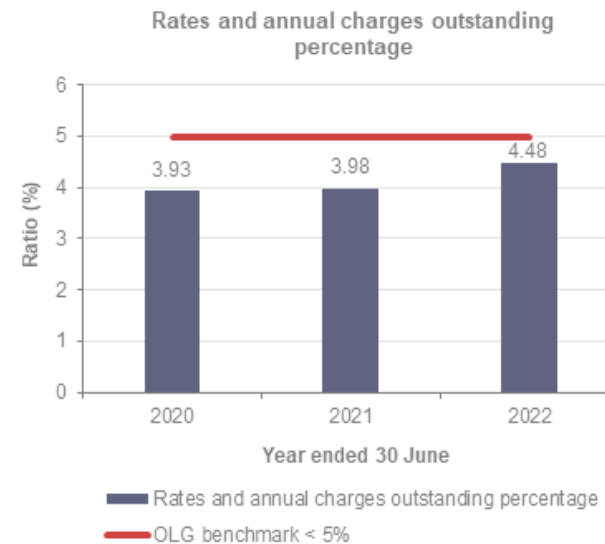
The Council exceeded the OLG benchmark for the current year. The decrease in the 2021 ratio was due to an increase in borrowings from a new loan.



Rates and annual charges outstanding ratio

The 'rates and annual charges outstanding percentage' assesses the impact of uncollected rates and annual charges on council's liquidity and the adequacy of debt recovery efforts. The benchmark set by OLG is less than 5 per cent for metro councils.

The Council met the OLG benchmark for the current year. The ratio increased slightly in 2022 due some debtors citing challenging business conditions.

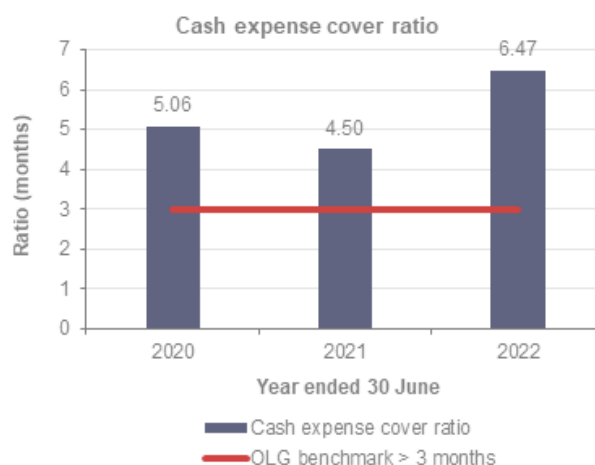


- Introduction
- Theme 1 Community Wellbeing
- Theme 2 Places and Infrastructure
- Theme 3 Environmental Sustainability
- Theme 4 Local Economy and Employment
- Theme 5 Good Governance and Leadership
- Statutory Information
- Financial Summary

Cash expense cover ratio

This liquidity ratio indicates the number of months the council can continue paying for its immediate expenses without additional cash inflow. The benchmark set by OLG is greater than three months.

The Council met the OLG benchmark for the current year. The ratio increased due to a \$23.4 million increase in cash and investments at 30 June 2022.



Financial Statement and Audit

Fairfield City Council's Financial Statements are produced in accordance with the Australian Accounting Standards and the NSW Local Government Code of Accounting Practice. These statements are independently audited by Audit Office of New South Wales and reported to Council and lodged with the Office of Local Government (OLG) by 31 October each year. These provided a detailed analysis of financial performance during the 2021/2022 financial year.

Under the 1993 NSW Local Government Act, Council is required to produce an audited set of Financial Statements. Key statements produced, and included in this document are:

- Income Statement and Statement of Comprehensive Income
- Statement of Financial Position
- Statement of Changes in Equity
- Statement of Cash Flows, and
- Notes to the Financial Statements

These Financial Statements are publicly available for viewing on Council's website:

www.fairfieldcity.nsw.gov.au/annualreport/



Fairfield City Council's 2021-2022 Annual Report is available for viewing at Council's website :

www.fairfieldcity.nsw.gov.au/ipr

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