



# 2023-2024 ANNUAL REPORT

REPORTS ON THE IMPLEMENTATION  
OF THE 2023-2024 OPERATIONAL PLAN

INTEGRATED PLANNING AND  
REPORTING FRAMEWORK

Our home  
*Our City* Our future

  
FairfieldCity  
Celebrating diversity

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إذا كنت بحاجة إلى مترجم فوري، يرجى الاتصال بخدمات الترجمة الفورية الهاتفية (TIS) على الرقم ١٣١ ٤٥٠ سعيًا للمساعدة.

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**TRADITIONAL CHINESE**

了解更多資訊，請聯絡客戶服務中心（電話：9725 0222）或訪問我們的網站 [www.fairfieldcity.nsw.gov.au](http://www.fairfieldcity.nsw.gov.au)。  
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**KHMER**

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**SPANISH**

Para obtener más información, póngase en contacto con el Centro de servicios al cliente llamando al 9725 0222 o visite nuestro sitio web en [www.fairfieldcity.nsw.gov.au](http://www.fairfieldcity.nsw.gov.au)  
Si requiere los servicios de un intérprete, llame al Servicio de intérpretes telefónicos al 131 450 para recibir asistencia.

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Speak and Listen users with ordinary handset call 1300 555 727 then ask for 9725 0222.

**Internet relay users**

Log on to Internet relay and enter 9725 0222.



# 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.

The signing of this significant agreement took place during National Aboriginal and Islanders Day Observance Committee (NAIDOC) Week to symbolise the vital partnership with the Aboriginal and Torres Strait Islander people in Fairfield City.

Council continues this commitment through the development of Fairfield City's fourth Aboriginal and Torres Strait Islander Reconciliation Action Plan 2023-2026. The Plan is based on the principles of Respect, Relationships and Opportunities. The implementation of the plan is 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 public flag raising ceremony for National Reconciliation Week to promote reconciliation, and an event to commemorate National NAIDOC week to show appreciation to First Nation's people.

## Gulbanga Ngurragu Acknowledgement of Country

*Cabrogal gulbangadyu ngurrayin wadyimanwa Fairfield City Council Ganunigang wagulra gulbangadyidyanyi miwanaba Dharugngai yura.*

Fairfield City Council acknowledges the traditional country of the Cabrogal of the Darug Nation and recognises their ongoing relationship to land, place, culture and spiritual beliefs.

We pay our respects to Elders past, present and emerging and acknowledge the importance that Aboriginal and Torres Strait Islander people continue to play within the Fairfield community.



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**Bareena Park**

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# Message from the Mayor and Council



It is our privilege to present the 2023-2024 Annual Report, which allows us to reflect on the significant progress we have made and the challenges we have faced as a community.

Throughout the year, Council has remained committed to realising the community's vision, priorities, and goals as outlined in the 2022-2032 Fairfield City Plan. At the same time, we have upheld our commitment to financial sustainability, ensuring that funds are available for future investments in our City, while maintaining some of the lowest rates and borrowings among metropolitan Sydney councils.

Building on our proud history of prudent financial management, we have consistently invested in essential community infrastructure and delivered large-scale capital works programs across the City. These investments have generated jobs, encouraged growth opportunities, and enhanced services for our residents. Council's financial resilience is demonstrated by the strong operating performance achieved during this financial year. Council will continue to work hard and monitor financial and operational performance and take steps to mitigate potential losses.

Despite the significant challenges posed by supply chain disruptions, labour shortages, and rising costs of living, Council has performed well in delivering its commitments outlined in the 2023-2024 Operational Plan. Impressively, over 81% of scheduled projects and major programs have been completed. This is a testament to Council's ability to adapt and persist in challenging circumstances, ensuring the continued delivery of services and infrastructure for our community.

In implementing the 2023-2024 Operational Plan, Council:

- Rolled out the FOGO (Food Organics Garden Organics) Green Bin service across Fairfield City, with green bins and kitchen caddies delivered to residential properties, an educational campaign to residents advising them of the benefits of recycling, and commencement of fortnightly services. This program will divert waste away from landfill which will help keep waste charges as low as possible, while helping to create quality compost that can be used in farms, parks, and gardens (\$8.76m)
- Finalised Stage 5 of the Aquatopia Expansion, which included the construction of a wave pool, entry kiosk, and a new car park (\$15.3m)
- Delivered the "Safer Cities: Her Way – Fairfield City in Her Shoes" project, an initiative funded by Transport for NSW, aimed at enhancing female safety and access in public spaces, fostering active participation in urban development, and promoting autonomous mobility in Canley Vale (\$1m)
- Completed the design for Avenel Park in Canley Vale, which has been designed to attract older youths, and will include a skate park and outdoor fitness equipment (\$4.7m)
- Upgraded Rosford Reserve in Smithfield, with playground renewal, open space fitness equipment, and Exeloo installed, with minor works still to be completed. (\$918,000)
- Completed concept designs for the ancillary buildings of the Fairfield Showground Entertainment Centre, which will become an integrated recreational and entertainment facility catering to the Fairfield City community (\$6.5m)
- Commenced the Endeavour Sports Hub multi-year project in Fairfield West, with preliminary designs completed for the upgrade of the synthetic fields, outdoor sports courts, amenity buildings, and electricity substation (\$17.8m)

# nd General Manager



- Upgraded the historic LJ Friend Clock Tower at The Crescent Plaza in Fairfield – a significant cultural monument within Fairfield City (\$250,000)
- Finalised designs for Prout Park in Mt Pritchard, and Nelson Park in Fairfield, with new embellishments to be implemented that are responsive to community needs for open spaces throughout the City (\$1m)
- Completed the remediation of the Fairfield Leisure Centre 25m pool roof and structure (\$1.25m).

We also delivered our much-anticipated major events, including:

- Exciting Bring it On! Youth Festival at Fairfield Showground to celebrate youth culture, music, dance, talent, and voices, along with a program of activities, amusement rides, competitions, and sporting areas.
- Dynamic Cabramatta Moon Festival, which attracted 80,000 community members, offering food and market stalls, traditional lion dance, musical performances, carnival games, and fireworks.
- Incredible Illuminate New Year's Eve event at Fairfield Showground filled with entertainment, free rides, roving acts and spectacular fireworks finale.
- Outstanding Lunar New Year events in Cabramatta and Canley Heights to celebrate the Year of the Dragon, with lion dancing performances and workshops, martial arts demonstrations, and calligraphy stations.
- Sensational Culinary Carnival at Fairfield City Centre, showcasing authentic international flavours, cuisines, and cultures, with food stalls, stage performances, roving entertainment, and face painting.

Council remains a vital player in the Western Sydney region. In light of the development of the Western Sydney International Airport, we are proactively preparing our City by renewing and upgrading infrastructure to accommodate the anticipated increase in traffic and visitors to the area.

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

- NSW Youth Week Award for the Most Innovative Youth Week Program at the Local Government Week Awards 2023.
- 2024 ZEST Award Winner (Western Sydney Community Awards) awarded to the Fairfield City Health Alliance – Gambling Working Group for “Outstanding Community Partnership”.
- Highly Commended in the Engagement Program category at the 2023 IMAGInE awards for ‘Tick the Box’ at the Fairfield City Museum and Gallery.
- Commendation for Stakeholder Engagement at the 2023 Awards for Planning Excellence NSW for ‘Her Way’ for the inclusive community engagement and co-design process with women and girls in Canley Vale.

Council is proud to showcase its many achievements and successes to meet the needs of our diverse community. We invite you to explore this Annual Report to learn more about our efforts in making Fairfield City a great place for families to live, work, play and visit.

  
Frank Carbone  
Fairfield City Mayor

  
Bradley Cutts  
General Manager

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## 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 our City Report (formerly 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 green box above identifies the document you are reading and where it sits in the Framework.



## About the Annual Report

The Annual Report informs the community about the Council's achievements from the previous year, reflecting on the 2022/23-2025/26 Delivery Program and the 2023-2024 Operational Plan.

The report consists of four sections:

### 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 3 - Statutory Information:

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

### Part 2 - Achievements and Highlights:

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

### Part 4 - Financial Summary:

Details the financial summary of Council's position including where income has come from and where it was spent.



Bareena Park

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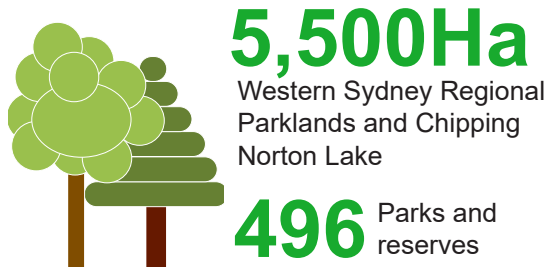
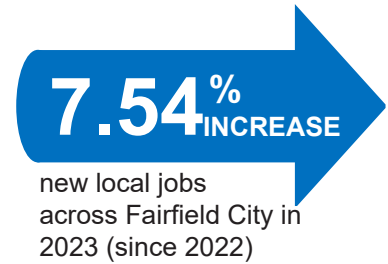
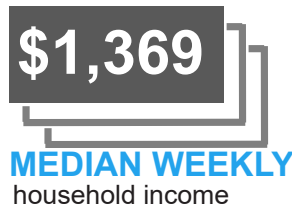
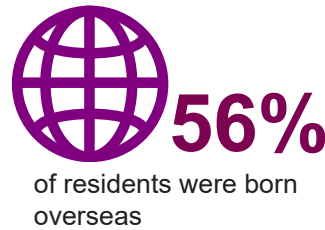
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# Fast Facts of Fairfield City



Source: Fairfield City Council Community Profile compiled by .id the population experts.

# Our Elected Representatives 2021-2024

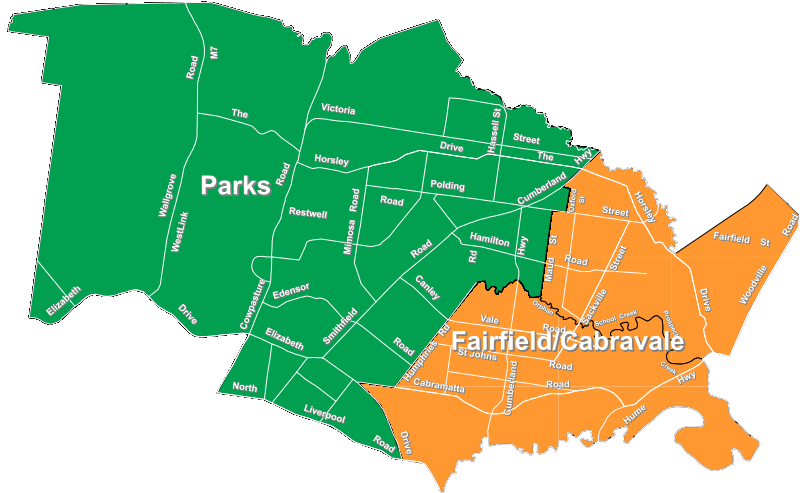
Fairfield City Council is divided into two electoral wards – Cabravale/Fairfield and Parks. There are thirteen elected representatives comprising of a popularly elected Mayor representing the City and six Councillors representing each of the two wards. Elected representatives are responsible for advocating and representing the interests of residents, property owners and businesses in Fairfield City.

The next Local Government election is due to be held on 14 September 2024.

**MAYOR**



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



**FAIRFIELD / CABRAVALE WARD**

					
<b>Dai Le</b> 0410 899 787 dle@fairfieldcity.nsw.gov.au	<b>Milovan Karajcic</b> 0417 770 110 mkarajcic@fairfieldcity.nsw.gov.au	<b>Kevin Lam</b> 0483 809 606 klam@fairfieldcity.nsw.gov.au	<b>Carmen Lazar</b> 0410 643 568 clazar@fairfieldcity.nsw.gov.au	<b>Kien Ly</b> 0412 564 388 kly@fairfieldcity.nsw.gov.au	<b>Charbel Saliba</b> <b>Deputy Mayor</b> 0427 725 422 csaliba@fairfieldcity.nsw.gov.au

**PARKS WARD**

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

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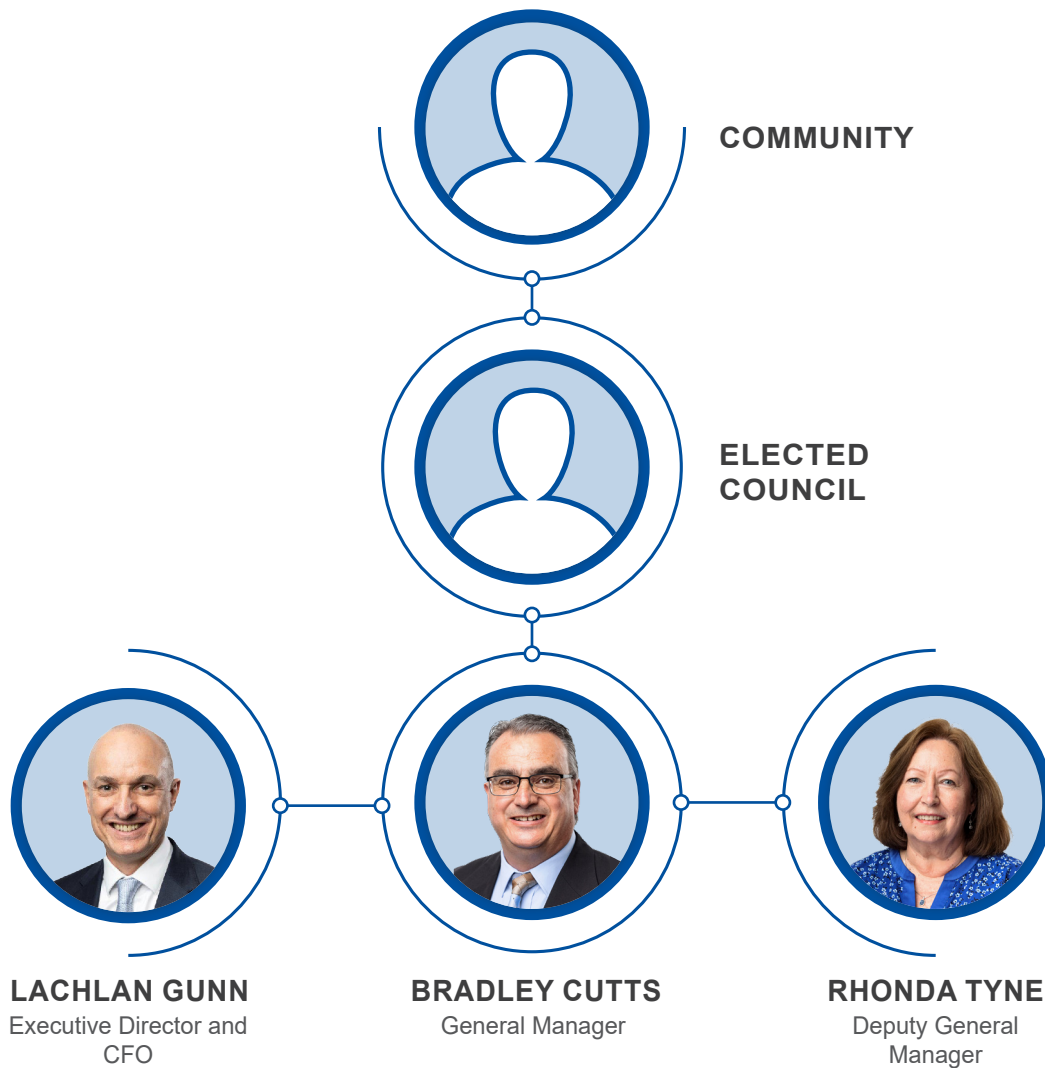
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## Council’s Organisational Structure

The organisation is led by the Executive Leadership Team consisting of the General Manager, Deputy General Manager, Executive Director and Chief Finance Officer, and six Directors.

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.

In 2023-2024, the head of the Executive Leadership Team were:



## Community’s Vision

Council does not have a specific vision statement, as it sees its role as working towards the community’s vision that is “Fairfield City is a vibrant, safe, connected and inclusive City, celebrating and embracing our diversity.”

# 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 2022-2032 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.



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## 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 2022-2032 Fairfield City Plan.

Services delivered by Council are identified under two categories, external services (principal 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 communications materials, media liaison, Mayoral relations, as well as providing graphic design and print services for Council. Provide executive support for Mayor, General Manager and Directors.

#### Community Business Hub (Fairfield City HQ)

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 the front counter and operates the 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 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 Leisure Centre with Aquatopia, Fairfield Leisure Centre, and Cabravale Leisure Centre) and the Fairfield Youth and Community Centre. Provide indoor and outdoor, dry and aquatic facilities and services for the community and visitors, promoting wellbeing, water safety, sport, and recreation.

### 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! Youth Festival and Illuminate New Years' Eve.

### Museum and Gallery

Engages the local community 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.

### Natural Resource Management

Provide and deliver educational programs and community sustainability initiatives for the community and Council and maintain and protect the natural environment in the City.

### 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 a self-funded Property Development Fund to generate additional revenue through entrepreneurial real estate activities, allowing reinvestment into the community, as well as managing Council-owned properties, leases, shopping centres, and car parks.

### Showground and Golf Course

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

### Social Planning and Community Development

Seek to achieve social justice, minimise harm, enhance social inclusion, community participation and cohesion, as well as safe and healthy people and places. Deliver this through advocacy, capacity building, support and strengthening of individuals and community organisations.

### 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.

### Waste Management

Manage domestic and commercial waste services across Fairfield City.

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## Internal Services

### Business Continuity and Insurance

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

### Business Improvement

Identify opportunities and develop business improvement initiatives to meet the needs of the business by providing guidance, innovative solutions, and practical tools to drive growth, efficiency, and productivity.

### Design Management

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

### Financial Sustainability

Deliver 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

Coordinate and manage fleet and plant acquisition, disposal and rolling Plant Replacement Program and budget as well as manage central Stores function.

### 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.

### 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.

### Integrated Planning and Performance

Implement the compliance, coordination and development of the Integrated Planning and Reporting Framework (plans, reports, and reviews).

### 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 and Planning

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

### People and Culture

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

### Procurement

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

### Quality Management and Assurance

Maintain Council's Quality Management System, ensure all services align with the Integrated Planning and Reporting Framework and legislative requirements, and integrate processes, measures, and controls.

### Records and Information Management

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





Deerbush Park

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# Measuring our progress against the 2022/23-2025/26 Delivery Program

Indicators are used to review Council’s progress against the 2022/2023-2025/2026 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 2022/2023
●	Weakening compared to 2022/2023
●	Remaining similar compared to 2022/2023

## THEME ONE: Community Wellbeing 2022/23-2025/26 Delivery Program Indicators

Services	Indicators	Our Performance
Children and Family Services	% Residents satisfied with children and family service survey	●
	% Early Learning Centres whose overall quality rating meet or exceed the national quality standards	●
Communications and Marketing	# Community engagement promotions	●
	# News items reported by Council	●
	# Information items translated into community languages	●
	% Community feels Council communicates well with residents (Annual survey)	●
Community Compliance	# Community compliance matters investigated	●
	# Traffic related matters within school zones investigated	●
Community Facilities	# Visits at community centres	●
	% Casual hire satisfied with Council’s facilities	●
	% Regular hire satisfied with Council’s facilities (Annual survey)	●
	% Regular hirers satisfied with Council’s Buses (Annual survey)	●
Leisure Centres	\$ Leisure centres subsidies provided to the community	●
	% Leisure centres customer satisfaction survey (Annual survey)	●
Library Services	% Libraries Customer satisfaction survey (Annual survey)	●
Museum and Gallery	% Community satisfaction with the Museum and Gallery (Annual survey)	●
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 Planning 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	●
	% 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 (survey)	●
	% Satisfied with Council’s services for the elderly	●
	% Organisations who attend interagency networks that feel supported by Council (annual survey)	●

## 2023-2024 Operational Plan Indicators

Services	Indicators	Target	Result	Our Performance
Children and Family Services	% Utilisation rate for childcare and long day care service	90%	96%	●
	# Clients supported by projects delivered by Fairstart	180 per quarter	303	●
	# Family Day Care registered educators	40 per quarter	33	●
	# Compliance visits undertaken for Family Day Care	120 per quarter	105	●
	# Children with additional learning needs enrolled at Early Childhood Education Centre service	N/A	114	●
Communications and Marketing	# New citizenship recipients	N/A	4,739	●
	# Publications produced	60 per annum	40	●
	# Graphic design and printing jobs completed on time	N/A	2,573	●
	# Total social media followers	500 growth per quarter	815	●
	# Unique visits to website	300,000 per quarter	138,786	●
Community Compliance	# Cats and dogs impounded	N/A	264	●
	# Cats and dogs returned/rehoused	N/A	203	●
	# Community compliance education programs	1 per annum	2	●
Community Facilities	# Community buses booked days	10	66	●
	# Community Centres/Halls booked	2,000 per quarter	2,162	●
	# Sportsfields booked	2,500 per quarter	2,855	●
	# Tennis courts currently managed by Council	500 per quarter	1,327	●
Leisure Centres	# Average number of reportable safety incidents at each leisure centre	5 per quarter	7	●
	# Visits at aquatic and dry recreation at leisure centres	1,000,000 per annum	1,384,302	●
	% Water quality compliance with health regulations	100%	100%	●
Library Services	# Visits to Fairfield City Open Libraries	600,000 per annum	541,346	●
	# Active library memberships	130,000 per annum	148,801	●
	# Library programs delivered	1,040 per annum	3,978	●
Museum and Gallery	# Visitors to the Museum	7500 per quarter	4,660	●
	# Exhibitions held	6 per annum	8	●
Showground and Golf Course	# Visitors to the Showground	200,000 per quarter	223,540	●
	# Reportable safety incidents at the Fairfield Showground	5 per annum	4 per annum	●
	% Occupancy at Fairfield Markets	70% per annum	78%	●
Social Planning and Cultural Development	# Cultural and community events or activities delivered and supported by Council	30	37	●
	# Grant funds received to deliver services and programs	N/A	\$850,995	●
	# People accessing Community Profile website	10,000	11,010	●
	# Health programs and activities provided	175 per annum	278	●
	# Initiatives to promote community safety	1 per annum	11	●
	# Capacity building programs or skills development opportunities delivered	30 per annum	80	●
	# Youth programs and events delivered	20	39	●
	# Senior programs and events delivered	5 per annum	26	●
# Initiatives that promote accessibility and inclusion	40	43	●	

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## THEME TWO: Places and Infrastructure

### 2022/23-2025/26 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 (Annual)	●
	% Community facilities in satisfactory condition and above (Annual)	●
Asset Management - Open Space	% Regular hire are satisfied with sportsfields (Annual Survey)	●
	% Residents satisfied with parks and play/fitness equipment (Annual Survey)	●
	% Open Space Renewal projects completed/capitalised	●
	\$ value of successful grant funding applications	●
Building Control and Compliance	# Dwellings approved	●
	# Annual Fire Safety Statements Submitted (400 per quarter)	●
	% Swimming Pool fencing complying with the legislative requirements after 3 inspections (100%)	●
	# Secondary Dwellings approved	●
	# Other ancillary Residential Developments approved	●
City Connect Bus	# People using city connect bus	●
Design Management	% Civil, Urban and Landscaping designs completed within 20 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	●
Land Information Services	% New property records created, and addresses issued within 15 days	●
Major Projects	% Major projects on schedule	●
	% Major programs on schedule	●
	% Major projects and contracts completed with less than 10% cost variation	●
Parks and Gardens Operations	% Community 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 proposals	●
	# 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, villages, and neighbourhood shopping centres	●

## 2023-2024 Operational Plan Indicators

Services	Indicators	Target	Result	Our Performance
Asset Management - Civil and Built	% Asset handover completed for new assets every 12 months	N/A	7%	●
	\$ Value of Asset handover completed for new assets every 12 months	N/A	\$15.621m	●
	% Asset handover completed for renewal assets every 12 months	N/A	66%	●
	\$ Value of Asset handover completed for renewal assets every 12 months	N/A	\$42.827m	●
Asset Management - Open Space	# Graffiti removals undertaken	N/A	202	●
	# Asset condition inspections undertaken (Conquest data).	N/A	2050	●
	# Trees requests pruned / removed on Council land undertaken	N/A	1,240	●
	# Private trees approved for removal	N/A	225	●
	# Private tree applications for removal rejected	N/A	8	●
	# Customer request for open space asset maintenance	1,000 per annum	256	●
Building Control and Compliance	% Development applications determined within 40 days (70%)	70%	50%	●
	# Construction Certificates determined	N/A	5	●
	% Complying Development Certificates determined within agreed timeframe (100%)	100%	96%	●
	# Inspections undertaken for compliance of swimming pool fencing	250 per annum	171	●
City Connect Bus	% City Connect bus service running on time	95%	98%	●
Design Management	% Surveying projects completed within the quoted timeframes.	100% per annum	98%	●
Development Planning	% Development applications determined within 40 days	50% per annum	30%	●
	% Construction Certificates determined within 40 days	80% per annum	67%	●
Infrastructure Construction and Maintenance	% Road and Transport Asset maintenance undertaken within service level	90% per annum	98%	●
	% Stormwater Drainage Asset maintenance undertaken within service level	90% per annum	95%	●
	% Building and Facility Asset maintenance undertaken within service level	90% per annum	94%	●
Land Information Services	# Internal mapping requests completed	40	27	●
Major Projects	# Request for Tender Contracts awarded	N/A	10	●
	# Request for Quotation Contracts awarded	N/A	9	●
Parks and Gardens Operations	% Mowing, landscaping, sportsfield maintenance completed to the required service levels	80% per annum	84%	●
	% Landscaping sites and gardens maintained to the service levels	80% per annum	84%	●

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Services	Indicators	Target	Result	Our Performance
Strategic Land Use Planning	% Planning proposals reported to Council within 3 months of lodgement or 6 months of Council initiated proposals	100% per annum	100%	●
	% Emerging Development Control Plan issues reported to Council within 6 months of being identified	100% per annum	100%	●
	% Zoning Certificates (Section 149 and 149(2)) not issued within 5 working days	<1% per annum	0	●
	# Heritage programs completed each year	2 per annum	8	●
	# Strategies, plans and policies reviewed and updated	N/A	1	●
	# Affordable housing stock in Fairfield City	N/A	0	●
	# Meetings participated in as part of State Government working groups	N/A	29	●
	# Community feedback on the quality of new developments	N/A	0	●
	# New technology and initiatives considered in regards to Fairfield LEP and DCP updates	N/A	0	●
	# Feedback provided in Council's City Life quarterly publication	N/A	0	●
	# Land already coned for higher density housing that is not yet developed	N/A	67%	●
	# Recorded Secondary dwellings	N/A	375	●
Traffic and Transport	# Road safety education programs	1 per annum	7	●
	# Community engagement provided on traffic improvements	4 per quarter	4	●
	# Public transport advocacy initiatives	1 per annum	3	●
	# Traffic flow improvements projects delivered	5 per annum	20	●
	# Integrated traffic signal initiatives on regional and arterial roads	1 per annum	7	●



**Fairfield Showground Pavilion**

## THEME THREE: Environmental Sustainability

### 2022/23-2025/26 Delivery Program Indicators

Services	Indicators	Our Performance
Catchment Planning	% Floodplain risk management initiatives completed (90%)	●
	% Monitored waterways with acceptable aesthetic quality (80%)	●
	% Stormwater management initiatives completed (90%)	●
	% Required dam safety reports completed (90%)	●
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	●
Natural Resources Management	# Rubbish collected from gross pollutant traps and creek cleaning activities	●
	# Hours worked on Bush Regeneration Program	●
	# area of bush regeneration sites maintained	●
	# Community partnership strengthened	●
	% Satisfied with environmental and sustainability education programs	●
	% Implementing environmental practices as a result of the education program.	●
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 Management	# Tonnes of material collected from Council clean-ups	●
	% Recycling recovery rate	●
	# Successful prosecutions on littering and illegal dumping	●
	# Mobile CCTV monitored hotspots	●
	% Contamination Rates	●

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## 2023-2024 Operational Plan Indicators

Services	Indicators	Target	Result	Our Performance
Catchment Planning	# Stormwater and floodplain education programs conducted	1 per annum	3	●
	# Floodplain Risk Management Studies and Plans completed	N/A	0	●
	# Projects implemented as part of Council's stormwater programs	3 per annum	12	●
Emergency Risk Management	# Actions undertaken as part of the Fairfield Local Emergency Management Plan	N/A	7	●
Environmental and Public Health	# Food premises inspected	400 per quarter	196	●
	# Other public health regulated premises/activities inspected	100 per quarter	20	●
	# Environmental audits undertaken at industrial and commercial premises	5 per quarter	0	●
	# Investigations undertaken by Environmental Management for pollution matters	70 per quarter	87	●
	# Development applications reviewed regarding environmental impacts	N/A	314	●
	# Investigations undertaken by Community Health for environmental and public health related matters	N/A	486	●
Natural Resources Management	# Volunteer hours participating at community nursery	700 per quarter	722	●
	# Volunteer hours maintaining bushland and creeks	400 per quarter	40	●
	# Native plants produced by the community nursery	60,000 per annum	34,965	●
	# Native plants comprising of trees, grass, shrub planted in the city	12,000 per annum	23,315	●
	# Educational environmental sustainability activities undertaken	11 per annum	21	●
	# People attending educational activities.	240 per annum	632	●
	# People participating in National Tree Day	125 per annum	182	●
Street and Public Amenities Cleaning	# Requests on street and public amenities cleaning	600 per annum	864	●
	% Street and public amenities cleaning requests attending to within agreed timeframe	95% per annum	98%	●
Waste Management	% Complaints on waste management resolved with Service Level Agreement	95% per annum	98%	●
	# Hours patrolling for illegal dumping incidents.	250 hours per quarter	918	●
	# Reported illegal dumping incidents identified	N/A	2,128	●



## THEME FOUR: Strong and Resilient Economy

### 2022/23-2025/26 Delivery Program Indicators

Services	Indicators	Our Performance
Community Business Hub	% Customer satisfaction with Community Business Hub program (survey)	●
	% Customer satisfaction with the Community Business Hub (survey)	●
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 (annual)	●
Place Management	# Place activations delivered	●
	# Contributions to public domain improvements	●
	# Key strategic Place partnerships are sustained and/or strengthened	●
	# Fabulous Fairfield Awards	●
	# Centre management service advancements achieved	●
Property Strategy and Services	% Property Development projects meeting agreed milestones	●

### 2023-2024 Operational Plan Indicators

Services	Indicators	Target	Result	Our Performance
Community Business Hub	# Visits to the community business hub	1,000 per quarter	5,180	●
	# Meeting room, suite and desk hires at the Community Business Hub	100 per quarter	1,499	●
	# Business programs facilitated at the Community Business Hub	10 per quarter	15	●
	# Referrals to business advisors	10 per quarter	37	●
Economic Development	# Businesses provided with assistance	60 per annum	1,314	●
	# Business communication initiatives.	40 per annum	3,969	●
Major Events	# Major events delivered	4 per annum	5	●
	# Community members attending major events	100,000 per annum	110,000	●
	# Council engagements conducted at major events	1 per annum	23	●
Place Management	% nominated plan, strategies, policies and procedures completed	100% per annum	100%	●
	# Promotional place management activities delivered each year	N/A	108	●
Property Strategy and Services	% Property Development projects including contracts completed with less than 10% cost variation	80% per annum	100%	●
	% Occupancy rate of Council's commercially leased or licensed properties	95% per annum	99%	●

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## THEME FIVE: Good Governance and Leadership

### 2022/23-2025/26 Delivery Program Indicators

Services	Indicators	Our Performance
Business Continuity and Insurance	# Insurance claims closed	●
	% Fairfield Opportunity and Risk Management – Major Program projects implemented annually	●
Business Improvement	# Business improvement solutions identified and reviewed	●
	# Proof of concepts implemented, and implementation feasibility reports undertaken	●
Customer Service Administration Centre	% Customers satisfied with service received at front counter and call centre (annual survey)	●
Financial Sustainability	% Long Term Financial Plan indicators (OLG Financial Benchmarks) on target.	●
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	●
Information and Communications Technology	% Service levels met for helpdesk/desktop support	●
	# CCTV Requests received from NSW Police	●
Integrated Planning and Performance	# External stakeholders engaged about the community's priorities	●
	# Plans and reports developed for the community	●
	# Submissions received during exhibition on Council's Corporate Plans.	●
Internal Audit	% Completed audits as determined by the Audit, Risk and Improvement Committee (ARIC)	●
People and Culture	# Work experience opportunities provided to the community at Council	●
	% Workforce Management Plan's actions completed on time	●
	% Staff assessed as capable and above in the annual performance review	●
Procurement	% Purchasing and tendering compliance with policy and legislative requirements	●
Quality Management	% Internal Reviews findings overdue	●
	# Continuous improvement actions implemented.	●
	# Documents managed under the quality management system.	●
Records and Information Management	% Requests for information (Government Information Public Access Act) processed within the specified timeframe for both informal and formal applications	●
	% Electronic Document and Records Management System requests for support completed within 5 working days	●
Sustainable Resource Centre	# Tonnes internal and external materials diverted from landfill	●
	# Tonnes internal and external materials distributed from the Sustainable Resource Centre	●

### 2023-2024 Operational Plan Indicators

Services	Indicators	Target	Result	Our Performance
Business Continuity and Insurance	# Insurance claims notified	N/A	290	●
	# Fairfield Opportunity and Risk Management – Major Program projects implemented	1 per annum	4	●
Business Improvement	# Business improvement solutions identified and reviewed	12	18	●

Services	Indicators	Target	Result	Our Performance
Customer Service Administration Centre	% Call abandonment rate	10% per annum	7%	●
	% Customer Service Centre enquiries managed at the first point of contact	100% per quarter	91%	●
Financial Sustainability	# Average employee leave entitlements per capita	300 hours	247	●
	# Breaches on the overdraft limits	Nil	Nil	●
	% Variance to investment return to bank bill index benchmark for past 12 months	0.50%	0.81%	●
	Achieving unqualified external audit opinion	Completed Annually by OLG deadline	Achieved	●
	% Rates not collected on time	5%	4.11%	●
Fleet and Stores Management	\$ Saved in fleet management.	\$20,000 per annum	\$0	●
Governance	% Governance projects completed within time.	100%	100%	●
	# Governance policies reviewed annually.	1	8	●
	# Statutory reports developed and submitted.	6 per annum	2	●
	# Training sessions on Code of Conduct delivered to Council Officials.	1 per quarter	5	●
Information and Communications Technology	# Requests for CCTV advice for internal and external stakeholders	105 per quarter	86	●
	# CCTV inspection carried out	2	26	●
	# Hours the Infrastructure and core systems are not available during business hours	2	18	●
	# Issues requested through service desk	500 per quarter	171	●
	# Technology solutions implemented	2 per annum	1	●
Integrated Planning and Performance	# Flyers/Summary Plans and Reports developed	4	0	●
	# Internal stakeholders engaged.	40	316	●
	# Proposed recommendation adopted by Council based on public submissions received during public exhibition	5 per annum	74	●
Internal Audit	% Closed audit actions completed within target date.	80% per annum	106%	●
People and Culture	% WHS compliance audits completed	100% per annum	100%	●
	% Continuous WHS Improvement Inspections completed	100% per annum	100%	●
	% Satisfaction rating with service delivery of training courses	85% per annum	84%	●
	% Lost Time Injury Frequency rate	10% per annum	9.76%	●
Procurement	% Tender process completed and entered to contract within 2 months of award date	75% per annum	100%	●
Quality Management	# internal reviews of quality management system undertaken	3 per quarter	3	●
	# Internal review findings identified	40 per quarter	27	●
	% Overdue documents in the quality management system (QMS)	10% per quarter	6%	●
Records and Information Management	# Informal information (GIPA) requests received	N/A	1,193	●
	% Documents registered within 3 days of receipt	95%	98%	●
	# Electronic Document and Records Management System training sessions	1 per annum	61	●
	# Electronic Document and Records Management System requests for support	N/A	5,239	●
	# Formal information (GIPA) requests received	N/A	96	●
Sustainable Resource Centre	# Tonnes CO2 emission saved	3,000 per quarter	949	●

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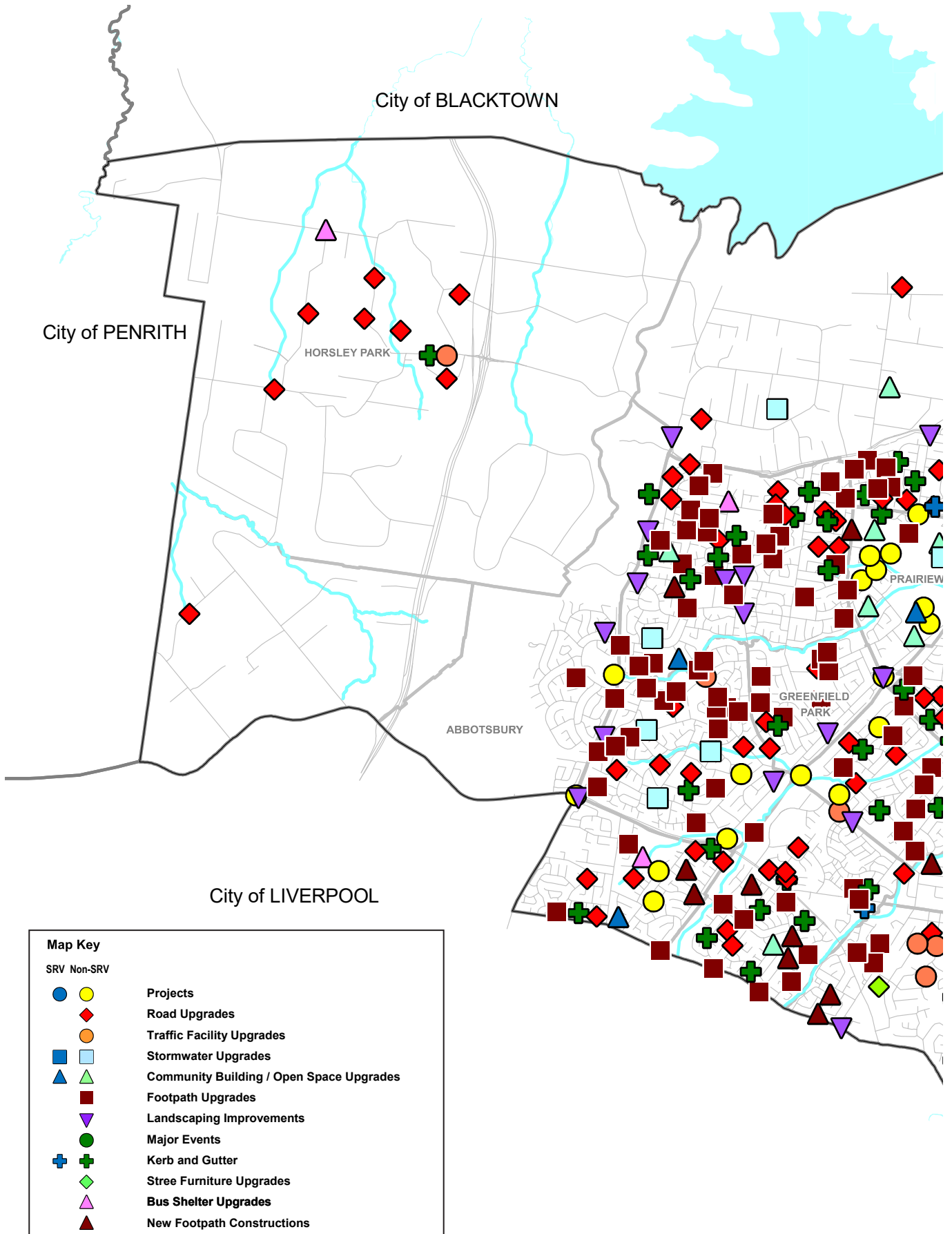
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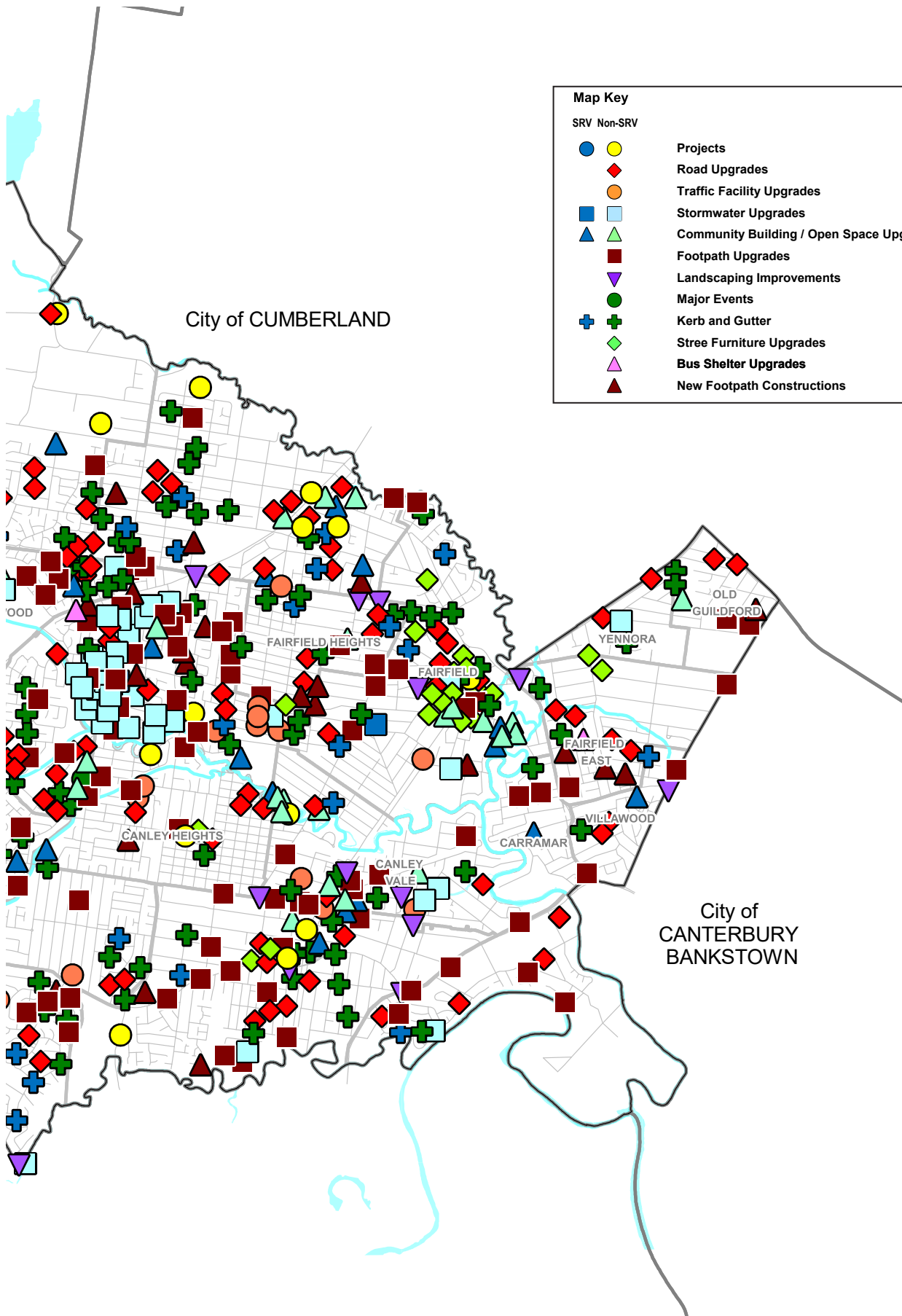
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# Construction Projects and Major Events Achieved from the 2023-2024 Operational Plan





Map Key		
●	●	Projects
◆	◆	Road Upgrades
●	●	Traffic Facility Upgrades
■	■	Stormwater Upgrades
▲	▲	Community Building / Open Space Upgrades
■	■	Footpath Upgrades
▼	▼	Landscaping Improvements
●	●	Major Events
+	+	Kerb and Gutter
◆	◆	Street Furniture Upgrades
▲	▲	Bus Shelter Upgrades
▲	▲	New Footpath Constructions

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## Achievements and Highlights

### THEME ONE - Community Wellbeing

## Fast Facts

### Key Highlights

- Successfully advocated for \$550 million in funding from the NSW Government to upgrade Fairfield Hospital to respond to the health needs of our growing local community.
- Won the *NSW Youth Week Award for the Most Innovative Youth Week Program* at the Local Government Week Awards 2023. The program featured film and photography workshops and the popular Bring it On! Youth Festival held at Fairfield Showground.
- Implemented lighting, murals, games, parklets, and signage upgrades in Canley Vale town centre as part of the *Safer Cities: Her Way* program, which aimed to enhance feelings of safety for women and girls.
- Provided 35,752 free entries to seniors and 45,195 free entries to disability support pensioners for aquatic recreation activities at Council's Leisure Centres.
- Accommodated 8,082 bookings by residents for tennis and futsal courts, with over 29,000 residents using the facilities.

### Projects

- Delivered the "Here to Volunteer" project, which is funded by NSW Department of Communities and Justice. This initiative produced four short videos aimed at encouraging people from diverse cultural backgrounds to become volunteers. Several community-based volunteers and organisations participated in this multilingual project.
- Celebrated Grandparents Day at Calmsley Hill Farm with 850 participants. The event featured activities such as animal feeding, a Welcome to Country and Aboriginal performance, sheep shearing, stock whip demonstrations, a free BBQ, and access to essential service providers.
- Implemented the *Stronger Together* program, funded by Multicultural NSW, in partnership with CORE Community Services. The program aimed to strengthen relationships between people from different cultures and the First Nations community. Seven workshops were held, each involving a different cultural group, including First Nations participants.
- Implemented lighting, murals, games, parklets, and signage upgrades in Canley Vale town centre as part of the *Safer Cities: Her Way* program, funded by Transport for NSW. The program aimed to enhance feelings of safety for women and girls. Public space improvements were completed in Adams Park, Diggers Lane, Canley Vale Road, Westacott Lane, and along the cycleway beneath the railway line.



Free Zumba Classes

- Hosted the Sweet Beats @ Canley Vale event series as part of the *Safer Cities: Her Way* program. The events featured sweets, coffee, live music, and roving performers, while visitors experienced the newly implemented public space improvements in Canley Vale.
- Piloted the *Multisport Program*, with 78 children participating in 8-week sessions. The program taught core skills across eight different sports, helping children explore and decide which sport they are most interested in pursuing.
- Delivered a pop-up run/walk event in collaboration with Western Sydney Run Club and South Western Sydney Local Health District at Adams Park. The event attracted 61 participants of various ages, backgrounds, and fitness levels.
- Installed new signage at Aquatopia, including park rules and directional signs, along with a defibrillator for emergency use.
- Purchased iPads for Canley Vale, Wakeley, Tasman Parade, and Bonnyrigg Early Learning Centres to enhance the learning environment and outcomes for preschool-aged children.
- Held the *Fairfield City Best Start Education and Care Fun Day* at Fairfield Showground, attracting around 500 attendees. The event featured arts and crafts, sporting activities, balloon twisting, and an animal farm, along with participation from community service organisations such as the police, fire brigade, Karitane, Settlement Services International, and Uniting.
- Implemented the *Youth Development and Leadership* program, which uses arts and creativity to build confidence, knowledge, and skills in young people. The program includes a series of workshops and connections with professional artists in youth-friendly spaces, with participants forming a media crew for the Bring it On! Youth Festival to apply and consolidate their learning.
- Held the *Aboriginal Cultural Education Day* for young people at the Muru Mittigar Aboriginal Cultural Centre, aimed at fostering understanding and knowledge to help them become effective leaders.
- Hosted the *Mayor's Youth Award*, recognising young people across eight categories of achievement, including resilience, creative arts, and leadership.

## Services

- Implemented the *Creatives in the Neighbourhood* program, which aims to build a network of creatives and offer development opportunities for local artists to connect, exchange ideas, and enhance their skills. The program featured workshops on advocacy, engagement, lighting, and photography.
- Delivered the *National Aboriginal and Torres Strait Islander Children's Day* project in collaboration with Fairfield Engaging Families of Aboriginal Heritage (FEFAH), developing a booklet and resource packs to promote Darug culture and inclusive practices. These materials were distributed to 20 early learning centres.
- Extended operating hours at Whitlam Library (Cabramatta) and Fairfield Library for HSC study, with over 1,600 members utilising the libraries during these extended hours.
- Held *Re-member*, an art exhibition at the Stein Gallery, showcasing works by eight artists exploring ancestral threads within the SWANA (South West Asia North Africa) region.
- Organised the *Coffee and a Chat* outreach activity at Freedom Plaza for GambleAware Week. The event featured a pop-up stall with interactive activities, a free coffee van, five bilingual gambling counsellors, and community giveaways. Over 200 information packs were distributed, and at least 50 conversations took place between counsellors and community members.

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- Held a *Gambling Harm Minimisation* workshop for 22 seniors from six different organisations. The session educated participants on gambling harm, its impact on the community, and the services available for support.
- Hosted the *Pathways to Employment Expo* at the Fairfield Youth and Community Centre in collaboration with the Fairfield Emerging Communities Action Partnership (FECAP) and led by CORE Community Services. The event attracted over 900 residents and featured 60 stallholders providing career guidance, employment opportunities, and one-on-one assistance with resume preparation.
- Organised three *Seniors Bus Tours*, which explored various sites across Fairfield City, including the Nalawala Sustainability Hub, Fairfield Community Nursery, Western Sydney Cycling Network, Fairfield City Museum and Gallery, Whitlam Library, Cabravale Leisure Centre, and Fairfield Showground. The tours gave 80 participants a glimpse of upgrades and construction at five local parks and the newly established community centre, The Hub@Bonnyrigg – Dhanawi.
- Executed the *One Pot at a Time* project, funded by the NSW Department of Communities and Justice under the Youth Opportunities Program. This initiative aimed to showcase young people's connection to culture and enhance intergenerational understanding through food and film.



- Provided the *Start School Strong - Pathways to Preschool* Project, funded by the NSW Department of Education. This project included three weekly playgroups at Fairfield Library, Bonnyrigg Public School, and Fairstart's Greenfield Park venue, with 92 families attending the sessions.
- Celebrated *International Day of People with Disability* with a brunch at Fairfield City HQ, aimed at increasing public awareness, understanding, and acceptance of people with disabilities.
- Hosted a program for *International Day of Persons with Disability* at Wetherill Park Library, attended by 71 people. The event featured a craft show, a magic show, and concluded with lunch.
- Held monthly *Free Open Days* at the Fairfield Youth and Community Centre, offering residents the chance to explore the amazing facilities and programs, including sports courts, trampolines, meeting rooms, and more.
- Collaborated with the Fairfield Engaging Families of Aboriginal Heritage (FEFAH) working group to host the *NAIDOC Family Fun Day*, celebrating the history, culture, and achievements of First Nations peoples. The event drew over 1,000 attendees and featured traditional Aboriginal cultural performances and information stalls from community service organisations.
- Delivered 5,476 hours of face-to-face NDIS therapy support sessions and 146 hours of telehealth sessions through the Fairstart Therapeutic Support Team.
- Hosted the *National Reconciliation Week (NRW)* Flag Raising Event. The 2024 theme, *Now More Than Ever*, served as a reminder to continue supporting the reconciliation process.
- Welcomed 4,739 new Australian citizens during Citizenship Ceremonies.
- Provided 35,752 free entries to seniors and 45,195 free entries to disability support pensioners for aquatic recreation activities at Council's Leisure Centres.
- Continued the *Swim Academy* program, which recorded 11,345 enrolments in learn-to-swim (LTS) classes. The Swim Academy offers LTS disability private lessons, squad enrolments, Police Swim Ability Tests, and school bookings for Aquatopia.



- Delivered 4,552 physical rehabilitation therapy sessions, 1,673 personal training sessions, and conducted 2,145 face-to-face exercise consultations through Council's Leisure Centre - Dry Recreation.
- Delivered 47 programs with 3,978 sessions through Open Libraries, including Lab.LX, Lab. LX STEAM, Studio2166, literacy and language lessons, and the Workary, benefiting 40,556 participants.
- Provided 72,515 hours of care to 275 children through 35 Fairfield City Family Day Care educators.
- Organised nine weekly supported playgroups for 459 vulnerable and isolated families, with over 600 children in attendance.
- Held the *Seniors Concert* at Novella on the Park, attended by 550 seniors and carers. The event offered opportunities to connect with other community members, enjoy lunch, dance, and live entertainment in an all-accessible venue.
- Hosted the *Seniors Festival Expo* at Fairfield Showground, drawing approximately 500 seniors. The event featured face-to-face and video presentations, well-being classes, information stalls from 60 stallholders, activities, and entertainment.
- Celebrated Australia Day at Prairiewood Leisure Centre and Fairfield Leisure Centre, with Australia Day Awards and free entry for approximately 2,500 patrons to both pools.
- Provided library membership to 148,801 active members.
- Provided library facilities and activities to 541,350 visitors to Fairfield City Open Libraries.
- Delivered 80 capacity-building programs and opportunities, including Cultural Mindfulness Training workshops, the Pathways to Employment Expo, the Creatives in the Neighbourhood Program, Tackling Gambling Harm, Elder Abuse Week Workshop, and Suicide Prevention Workshops.
- Returned and rehoused 203 dogs and cats across the City.
- Accommodated 8,651 community centre and hall bookings for the community.
- Investigated 4,094 community compliance matters and provided 2 community compliance education programs.
- Conducted 423 compliance visits for Family Day Care, including program support visits.
- Received over 425,150 visits to the Fairfield Markets held at Fairfield Showground.
- Welcomed 1,384,302 visitors to aquatic and dry recreation facilities and activities at the leisure centres.
- Accommodated 8,082 bookings by residents for tennis and futsal courts, with over 29,000 residents using the facilities.



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- Delivered 8,344 loans to 720 clients through the Home Library Service, providing library access to less mobile residents, such as the elderly and people with long-term illnesses or disabilities.
- Received donations of 924 bikes through volunteers as part of the *Western Sydney Cycling Network* (WSCN) bike project. A total of 562 bikes were recycled, and 505 bikes were redistributed. WSCN donated more than 5,524 volunteer hours supporting residents.
- Hosted 289 community rides organised by Western Sydney Cycling Network (WSCN) volunteers, with over 3,600 rider participants.
- Held the *Gyms in Parks* program across seven sites including: Wilson Park, Chisolm Park, Horsley Park Reserve, Deerbush Park, Lalich Park, Bareena Park, and Fairfield Heights Park.
- Attracted 33,348 followers on Facebook, Instagram and LinkedIn, Council's social media accounts.
- Received 559,146 unique visits to Council's website.
- Hosted the Fairfield World Cup event at Fairfield Showground in partnership with the Fairfield Community Drug Action Team. The event brought together 200 students from 6 local high schools and 26 community workers. It featured a soccer competition, guest speakers, and activities aimed at raising awareness of alcohol and drug harms, prevention, and wellbeing.
- Delivered 11 professional development sessions for children and family workers through the Facilitation Project. These sessions focused on enhancing a range of skills, including promoting inclusive practices, supporting families with refugee experiences, and increasing knowledge of child protection.
- Organised *Active Fest* at the Fairfield Youth and Community Centre to encourage children to increase physical activity. The event, attended by approximately 300 residents, featured various sports and activities and included participation from Services NSW, South Western Sydney Local Health District (SWSLHD) Health Promotions, and sporting clubs.
- Hosted the *Creative Exchange Afternoon*, which was attended by 30 participants and 5 local artists. This event provided a platform for artists to share their work-in-progress and connect with the community.
- Developed several community development strategies, including the *Community Safety and Crime Prevention Strategy 2023-2026*, the *Fairfield City Drug Action Strategy 2023-2026*, the *Strategy on Ageing 2023-2026*, the *Strategy for Young People in Fairfield City 2023-2026*, the *Reconciliation Action Plan 2023-2026*, and the *Fairfield City Culture and Creativity Plan 2023-2033*.
- Offered a free cat microchipping day for 100 residents at Bonnyrigg Community Centre.
- Organised the *Cabramatta Town Centre Access Walk*, where Council Officers, along with a person with a disability, walked through the town centre to highlight and enhance understanding of accessibility challenges in public spaces.
- Coordinated the *Refugee Week* Program, featuring 6 events across the City under the theme "*Finding Freedom*". The celebrations were attended by over 150 community members and included cultural performances, refugee stories, activities, speeches, presentations, screenings, market stalls, poetry, dancing, and karaoke.
- Implemented the ability to add Fairfield City Open Library cards to smartphone wallets, enhancing accessibility for users.

## Awards

- Received the "*Outstanding Community Partnership*" award at the 2024 ZEST Awards (Western Sydney Community Awards) for the Fairfield City Health Alliance – Gambling Working Group. This Council-led partnership with the South Western Sydney Local Health District and South Western Sydney Primary Health Network addressed gambling harm in Fairfield City.
- Won the *NSW Youth Week Award* for the *Most Innovative Youth Week Program* at the Local Government Week Awards 2023. The program featured film and photography workshops and the popular Bring it On! Youth Festival held at Fairfield Showground.
- Awarded a "*Commendation*" in the Stakeholder Engagement category at the 2023 Planning Institute of Australia NSW Awards for Planning Excellence for the *Safer Cities: Her Way* project. The award recognised Council's effective co-design phase, which involved meaningful place-based research with local women and girls, including artists, architects, designers, and creatives, to inform the project's interventions.

## Grants funded

- Provided a total of \$39,900 in grant funding for 8 projects through the *Creative Communities Grant* Program to support creative projects that empower communities on important issues, while developing cultural knowledge and artistic skills.
- Provided a total of \$107,170 in grant funding to 36 community and social groups through the *Community Development Grants* Program for projects and events supporting disadvantaged groups in Fairfield City, including areas such as Aged and Disability, Community Capacity Building, Harmony Week, Arts and Culture, and Youth Week.
- Hosted the *Fairfield Club GRANTS* Ceremony. Council is the administrator of the program and all decisions regarding funding are made by the participating registered clubs. Grants were made to 66 organisations for 95 projects totalling \$1,572,470.

## Grants received

- Secured \$75,000 from the NSW Department of Planning, Housing and Infrastructure through the *Places to Roam Community Garden Grants* program to develop infrastructure at the Dyurali Community Garden at The Hub@Bonnyrigg Dhanawi.
- Received a \$39,520 *Play Well Participation Grant* from the Australian Sports Commission to deliver four 8-week Multisport Programs, scheduled for the 2024/2025 financial year. These programs will target areas with low child sports participation rates, low Active Kids Voucher uptake, and high social disadvantage.
- Awarded \$10,000 from the Australian Sports Commission for a *Multisport* program to deliver two 8-week sessions of various sports to primary school children to encourage sport participation.
- Obtained \$25,000 from the NSW Department of Communities and Justice for the *Here to Volunteer* project, aimed at encouraging volunteerism among people from CALD backgrounds.
- Received \$1,000,000 from Transport for NSW for the *Safer Cities “Her Way”* program, which seeks to enhance perceptions of safety for women and girls in Canley Vale. Of this total, \$800,000 was received in the 2023/24 financial year

## Advocacy

- Successfully advocated for \$550 million in funding from the NSW Government to upgrade Fairfield Hospital to respond to the health needs of our growing local community.
- Submitted feedback to the South Western Sydney Health Literacy Framework 2024–2029, emphasising the importance of including First Nations people and language translations in the development and implementation of health literacy programs.
- Contributed to the Western Sydney Health Alliance submission to the NSW State Parliament Inquiry, advocating for increased investment in public transport in Fairfield City and improved intermodal connectivity.
- Provided a submission to the Department of Social Services on the “A Stronger, More Diverse, and Independent Community Sector” Issues Paper. The submission highlighted the critical role of funding for local, place-based organisations with deep community ties.
- Offered feedback on the Not-for-Profit (NFP) Sector Development Blueprint Discussion Paper and Summary Document. This feedback was part of a consultation by an independent Blueprint Expert Reference Group on behalf of the Australian Government.
- Participated in consultation organised by the Office of Responsible Gambling (ORG) regarding its strategic plan for 2024–2027. Council’s recommendations included enhancing collaboration with the Department of Communities and Justice (DCJ) and improving the accessibility of gambling harm support services for individuals from diverse cultural backgrounds

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# Achievements and Highlights

## THEME TWO - Places and Infrastructure

### Fast Facts

#### Key Highlights

- Completed the Bareena Park project in Canley Vale as a part of the Public Legacy Grant Program.
- Completed the Fairfield Heights Park project as a part of the Public Legacy Grant Program.
- Finalised Stage 5 of the Aquatopia Expansion, which included the construction of the wave pool, entry kiosk, and new car park.
- Refurbished and reinstalled the Clock Tower at The Crescent Plaza.
- Completed the fit-out at the Hub@Bonnyrigg Dhanawi, including the installation of new furniture, whitegoods, and CCTV systems.

#### Projects

- Completed the Bareena Park project in Canley Vale as a part of the Public Legacy Grant Program. The water-themed playground has an iconic 8-metre-tall Koi fish rope climb and slide, a learn-to-ride circuit track, mini soccer pitches, outdoor exercise equipment for older children and adults to keep fit, plus swings, carousels, rockers, seesaws and plenty of shade and picnic areas. The park is now officially open to the community.
- Completed the Fairfield Heights Park project as a part of the Public Legacy Grant Program. The park is full of accessible play equipment with an ever-popular flying fox, toddler and kids’ swings, a water play, a learn-to-ride circuit track, outdoor exercise equipment, plus shade and picnic areas. The park is now open to the community.
- Finalised Stage 5 of the Aquatopia Expansion, which included the construction of the wave pool, entry kiosk, and new car park.
- Refurbished and reinstalled the Clock Tower at The Crescent Plaza.
- Renewed playground equipment and signage across several parks throughout the City including Curran Park, Tallowood Park, Handle Park, Prospect View Park, and Fitzgerald Park.
- Installed fencing and bicycle racks at various sites along John Street and Park Road in Cabramatta.
- Renewed the roof and fence at the Fairfield City Museum and Gallery’s Blacksmith Shop.
- Renewed flooring and awning at the Fairfield Preschool to improve the facility.
- Installed an accessible ramp at the Villawood Seniors Centre to improve accessibility and inclusion to council’s community facilities.
- Upgraded welcome signage around Prairiewood Town Centre to improve visibility to the community.
- Replaced public toilets with a 24/7 accessible Exeloo at Rosford Reserve.
- Upgraded the smoke alarms at Prairiewood Leisure Centre.



## Roundabout Beautification

- Carried out landscaping beautification works across various sites including corner of Shakespeare Street and Wetherill Street in Wetherill Park, the roundabout at Edensor Road and Boomerang Road in Edensor Park, and the roundabout at Normanby Street and Tangerine Street in Fairfield East.
- Installed fitness equipment at Endeavour Park, Dashmere Park, Fairfield Heights Park, and Tasman Park to support the community in being healthy and active.
- Installed new bins, granite seats and landscaping along Park Road and Arthur Street, Cabramatta, to improve the Cabramatta Town Centre.
- Relocated speed radars to Walworth Street, Horsley Park; Glen Davis Avenue, Bossley Park; Edensor Road, Greenfield Park; and Thompson Street, Wetherill Park to support school safety.
- Completed the fit-out at the Hub@Bonnyrigg Dhanawi, including the installation of new furniture, whitegoods, and CCTV systems. Additionally, a new turning circle was established at Wentworth Parade, connecting to the newly constructed circuit walking paths lined with native Australian trees in Knight Park.
- Implemented spray treatment to footpaths, as well as installed extra planter boxes to improve the Smithfield Town Centre.
- Replaced the tables and chairs to Prairiewood Youth and Community Hall, and Bonnyrigg Community Centre.
- Installed water bubblers at Stockdale Park to keep the community hydrated and active outdoors.
- Installed new pathway links at Sadlier Park and Knight Park to promote community activity and exercise.
- Maintained garden beds at 22 community facilities, ensuring cleanliness through rubbish collection and quarterly replanting.
- Completed the design for Prout Park upgrades, including improvements to the playground, seating, and pathways, in response to community feedback.

- Issued 156 Child Restraint Vouchers to help parents and carers ensure the safe transportation of children, allowing for professional installation of child restraints.
- Replaced 16 lockers in the pool hall at Prairiewood Leisure Centre.
- Upgraded the 25m Indoor Pool roof at Fairfield Leisure Centre with 2 new mechanical domes fabricated and installed.
- Installed an awning to protect the outdoor gym area at Prairiewood Leisure Centre to protect users and equipment from the rain.

## Services

- Delivered the City Connect Bus service, transporting 3,512 passengers with a 98% on-time performance, offering free transport to areas with limited public transport access.
- Renewed over 8.7 km of footpaths and constructed over 6.5 km of new footpath throughout the City.
- Renewed over 27 km of roads and 7 km of kerbs and gutters throughout the City.
- Conducted 7 integrated traffic signal initiatives on regional and arterial roads.
- Undertook 202 instances of graffiti removals across business premises, Council assets and private property.
- Delivered a road safety education program to increase awareness and provided local high school with road safety banners and distribution of educational letters.
- Delivered 26 road safety initiatives (speed humps, speed radars etc) across the City.
- Delivered 20 traffic flow improvements across the City.
- Delivered Rate Relief and Heritage Incentive Programs.
- Maintained 98.1% of roads in a satisfactory condition and above.

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# Achievements and Highlights

## THEME THREE - Environmental Sustainability

### Fast Facts

#### Key Highlights

- Introduced the FOGO (Food Organics Garden Organics) bin service in June 2024.
- Organised the annual Spring Clean Drop Off event at Fairfield Showground, where 1,121 residents contributed over 95 tonnes of waste, including 297 mattresses.
- Hosted the popular free Chemical Waste Collection Day at Fairfield Showground.
- Planted 180 trees at Bonnyrigg Town Centre Park, Joe Broad Reserve baseball fields, Knight Park, and Parks Reserve to provide shade
- Collected over 550 tonnes of rubbish from Council’s Gross Pollutant Traps and creek cleaning efforts.

#### Projects

- Introduced the FOGO (Food Organics Garden Organics) bin service in June 2024, providing residents with a 240L green bin for grass, branches, and food scraps, along with kitchen caddies for food waste collection.
- Held National Tree Day at Parklea Reserve, Canley Heights, where 117 community members planted 7,000 native plants, including trees, shrubs, grasses, and groundcovers.
- Constructed a shade structure for the potting area at Fairfield Community Nursery, protecting volunteers and community members from sun exposure.
- Hosted a weeds information day at Horsley Park Community Centre to educate residents on identifying and removing noxious weeds from Fairfield City’s creeklines.
- Organised the annual Spring Clean Drop Off event at Fairfield Showground in September 2023, where 1,121 residents contributed over 95 tonnes of waste, including 297 mattresses.





Community Garden Open Day

- Planted 180 trees at Bonnyrigg Town Centre Park, Joe Broad Reserve baseball fields, Knight Park, and Parks Reserve to provide shade.
- Continued the Flying-fox Habitat Restoration Program, clearing woody weeds in preparation for future planting.
- Completed the Fairfield Golf Course detention basin, improving flood mitigation in the area.
- Released the Cabravale Overland Flood Study and informed 2,924 affected property owners and tenants about the study's public exhibition.

## Services

- Held a Household Chemical Clean Out and e-Waste Collection Event at Fairfield Showground, with 1,528 residents participating, collecting over 52 tonnes of chemicals.
- Undertook 118 compliance inspections for priority weeds, 105 inspections of commercial building and monitored High Risk Weed Pathways such as creeklines, train lines and major roads.
- Removed 250 cubic metres of litter and grass cutting as part of the street beautification program.
- Inspected 785 food premises to ensure compliance with food handling standards.
- Maintained 466 hectares along Fairfield's creek line and bushland reserves under the Creek Care program.
- Removed 57 bags of the invasive succulent, Mother of Millions, from Warragamba Park, Bossley Park, as part of the Georges Riverkeeper program.
- Conducted 3,672 hours of active patrol for illegal dumping.
- Delivered 14,600 hours of bush regeneration along the City's creek lines and bushland reserves under the Creek Care program.

- Undertook 486 investigations for environmental and public health matters by the Community Health team.
- Completed 15.4 kilometres of street sweeping by Council's street cleaning trucks across the city.
- Installed 18 mobile CCTV surveillance cameras to monitor illegal dumping hotspots.
- Planted 23,315 native plants, including trees, grass, and shrubs, throughout Fairfield City.
- Propagated 34,965 native plants at Fairfield Community Nursery.
- Investigated 2,128 illegal dumping incidents and processed 225 requests for litter removal.
- Collected over 550 tonnes of rubbish from Council's Gross Pollutant Traps and creek cleaning efforts.
- Collected 6,736 tonnes of material from Council clean-ups.
- Fairfield Community Nursery volunteers contributed over 2,800 hours of service.
- Delivered 21 environmental sustainability educational activities, attended by 632 community members, which included walks, propagation workshops, and sustainability workshops.
- Issued 33 infringements for littering and illegal dumping.
- Organised two free household asbestos collection events, attended by 22 participants.

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## Achievements and Highlights

### THEME FOUR - Strong and Resilient Economy

#### Fast Facts

##### Key Highlights

- Held the incredible Cabramatta Moon Festival, Illuminate New Year's Eve, Culinary Carnival and Lunar New Year events.
- Held the award-winning Bring It On! Youth Festival at Fairfield Showground, drawing 4,000 young people to enjoy music, dance, talent showcases, and amusement rides.
- Hosted Super Park Fun Days at Deerbush Park, Fairfield Heights Park, Bareena Park, Fairfield Adventure Park, Koonoona Park, and Bonnyrigg Town Centre Park, offering families fun activities such as jumping castles, face painting, a petting zoo, and an ice cream truck.
- Held the Fairfield Food Forum at Cabra-Vale Diggers Club to foster partnerships between the community and local food and beverage manufacturers.

##### Projects

- Installed new lighting to illuminate suburb banners and trees at various sites throughout Fairfield City, including Reservoir Road and Elizabeth Drive, Mount Pritchard; Hughes Street, Cabramatta; Mimosa Road and Restwell Road, Bossley Park; Polding Street and Smithfield Road, Smithfield; Orchardleigh Street and Broughton Street, Old Guildford; and Fairfield Street and The Horsley Drive, Fairfield.
- Continued the Town Centre Street Tree Planting program, planting feature species in prominent locations across the town centres of Cabramatta, Fairfield, Canley Vale, Canley Heights, Fairfield Heights, Carramar, Smithfield, Yennora, and Villawood.
- Completed design works for public domain improvements on the southern side of Canley Vale Road between Ascot Street and Peel Street.
- Completed asphalt repairs to eliminate trip hazards in Villawood Town Centre.

##### Services

- Held the Cabramatta Moon Festival, which attracted 80,000 community members, offering food and market stalls, traditional lion dance, musical performances, carnival games, and fireworks.
- Organised the Lunar New Year event in Cabramatta, celebrating the Year of the Dragon with 10,000 attendees enjoying lion dances, martial arts demonstrations, live mural painting, and fireworks.
- Hosted the Canley Heights Lunar New Year event at Canley Heights Town Square, attended by approximately 300 people, featuring a performance by Australia Jing Yee Lion Dance.
- Held the award-winning Bring It On! Youth Festival at Fairfield Showground, part of Youth Week NSW, drawing 4,000 young people to enjoy music, dance, talent showcases, and amusement rides.





## Cabramatta Moon Festival

- Celebrated the city's international flavors and cultures at the Culinary Carnival in Fairfield City Centre, with 4,000 attendees enjoying food stalls, family activities, and stage performances.
- Held the Fairfield Food Forum at Cabra-Vale Diggers Club to foster partnerships between the community and local food and beverage manufacturers.
- Hosted Super Park Fun Days at Deerbush Park, Fairfield Heights Park, Bareena Park, Fairfield Adventure Park, Koonoona Park, and Bonnyrigg Town Centre Park, offering families fun activities such as jumping castles, face painting, a petting zoo, and an ice cream truck.
- Provided assistance to 1,314 businesses regarding development applications, busking approvals, filming applications, and event stallholder applications.
- Welcomed 20,178 visits to the Community Business Hub (Fairfield City HQ), with 790 meeting room and suite bookings, including the Vic Winton Room and Studio HQ.
- Achieved 96% utilisation of hot desk bookings at Fairfield City HQ.
- Facilitated 54 business programs at Fairfield City HQ, attracting 1,014 registrations for events covering topics like business planning, non-profit establishment, legal services, and understanding interest rates.
- Launched an online booking app for hot desks, meeting spaces, and suites at Fairfield City HQ.
- Held two Easter activations in Bareena Park and Thomas Ware Plaza, featuring activities like a roaming Easter Bunny, live DJ, petting zoo, and Easter egg hunt.
- Strengthened 386 economic development partnerships through sponsorships and consultations with various organisations including NSW Police and TAFE.
- Organised the Illuminate New Year's Eve event at Fairfield Showground, attended by 12,000 people, with cultural performances and a fireworks finale.
- Hosted a children's Christmas party at Canley Heights Town Square, featuring entertainment such as a DJ, rock-climbing wall, and arts and crafts.
- Held multiple Christmas events in Cabramatta, including Santa visits and Christmas carols at Freedom Plaza.
- Awarded 57 residents in the Fabulous Fairfield Awards program for maintaining their gardens.
- Achieved 100% occupancy of Council's commercially leased or licensed properties.
- Referred 147 clients to a business advisor for consultation.
- Organised the Canley Heights Halloween event with a DJ, craft activities, and free face painting.
- Hosted a sold-out high tea for International Women's Day at Fairfield City HQ with keynote speaker Maria Tran, an award-winning Vietnamese-Australian actor and filmmaker.
- Initiated the Night-time Economy Program, supporting local businesses to host live performances through the Live Performance Venue Accelerator Program.
- Launched free weekly Zumba classes at Wetherill Park Community Centre during Winter to promote fitness and health among residents.

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## Achievements and Highlights

### THEME FIVE - Good Governance and Leadership

## Fast Facts

### Key Highlights

- Adopted the 2024 Community Engagement Strategy, outlining principles and actions to align community goals with the Fairfield City Plan.
- Surveyed over 1,300 residents on their vision for Fairfield City through online engagement, advisory committees, and events like Lunar New Year and the Seniors Expo.
- Saved 3,795 tonnes of greenhouse gas (CO2 equivalent) by diverting 189,729 tonnes of construction material from landfill.
- Strengthened Council's ICT Security systems against cyber-attacks through advanced threat protection, monitoring, and training programs.

### Projects

- Completed the Continuous Improvement Pathway Program for identified risk areas, addressing self-assessment questions in Business Continuity, Building Assets, and Playgrounds as allocated by Council's insurance provider.
- Replaced 18 items of plant and equipment for maintaining parks and gardens, including crew cab trucks, mowers, tractors, hedge trimmers, and a chainsaw.
- Finished a comprehensive ICT Security Upgrade project, implementing enhancements to tools like Security Information and Event Management (SIEM) and Multi-factor Authentication, improving protection of sensitive information and service delivery.
- Integrated the NSW Planning Portal with Council's system to enhance efficiency and transparency in development application processes, improving determination times and stakeholder accountability.





New FOGO Bins

- Upgraded the Administration Centre's Call Centre Management Software for compatibility with Microsoft Teams.
- Strengthened Council's ICT Security systems against cyber-attacks through advanced threat protection, monitoring, and training programs.
- Implemented iArchive software for extracting historical data from legacy systems and databases that are no longer directly accessible.
- Replaced workshop equipment, including a MIG welder, hydraulic jack, battery jump starter, and call-out utility vehicle.
- Relocated mobile CCTV cameras to identified hotspots as approved by the Mayor's Crime Prevention Committee.

## Services

- Adopted the 2024 Community Engagement Strategy, outlining principles and actions to align community goals with the Fairfield City Plan.
- Surveyed over 1,300 residents on their vision for Fairfield City through online engagement, advisory committees, and events like Lunar New Year and the Seniors Expo.
- Engaged over 400 residents online who completed the Community Wellbeing survey and provided insights into their experiences in living in Fairfield City, as well as their health and social wellbeing.
- Conducted the Residential and Business Service Levels and Indicator Surveys to better understand the Fairfield City community's overall level of satisfaction with Council and the reason for that level of satisfaction. 92% of residents are at least somewhat satisfied with the performance of Council in the last 12 months - above the Metropolitan Council benchmark of 89%.
- Developed and finalised 8 Critical Business Impact Analysis forms to support Business Continuity Plans, ensuring preparedness for service disruptions.

- Received 253 CCTV requests from NSW Police for monitoring community safety.
- Saved 3,795 tonnes of greenhouse gas (CO2 equivalent) by diverting 189,729 tonnes of construction material from landfill.
- Recycled 131,316 tonnes of material through the Sustainable Resource Centre.
- Conducted 26 CCTV inspections across the city to monitor community safety.
- Received 96 formal and 1,193 informal information requests (GIPA).
- Achieved an unqualified audit opinion from external auditors and submitted financial statements to the Office of Local Government (OLG) on time, with only 50% of NSW Councils meeting this requirement.
- Achieved all of the Office of Local Government performance benchmarks for financial sustainability. Council has consistently achieved the benchmarks since their inception 9 years ago, which provides a measure of its proactive maintenance of the community's assets and prudent financial management.

## Grants funded

- Donated a total of \$38,500 to 43 worthy community recipients through Mayoral Donations Fund, Mayoral Scholarship Fund, Mayoral Community benefit Fund, Cultural Event Sponsorship Fund, Language and Cultural Awareness Fund, and Community Volunteer Fund.

## Advocacy

- Made a submission to the NSW Legislative Council Inquiry on public transport needs in Western Sydney, highlighting challenges with current housing targets, deficiencies in transport services, traffic congestion, high toll costs, and excessive commuting times.

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## 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.

### 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:

- Held a Flag-Raising Ceremony for *National Reconciliation Week*, attended by Aboriginal Elders, community members, and students. The event featured performances by the Jannawi Dance Clan and students from Wakeley Early Learning Centre, along with a display of Aboriginal cultural artifacts by Uncle Darrel Fabar.
- Conducted six *Cultural Mindfulness Training* sessions for community workers to enhance their cultural awareness.
- Organised three meetings of the Aboriginal Advisory Committee and four meetings of the Multicultural Advisory Committee.
- Facilitated six Fairfield Multicultural Interagency meetings, involving over 45 community organisations.
- Conducted nine Community Capacity Building working group meetings, along with two *Community Sector Governance Workshops* and an *Advocacy Skills Training Workshop* for community leaders.
- Partnered with Fairfield Engaging Families of Aboriginal Heritage (FEFAH), Koori Kids, and local schools to host *Koori Kulture Day*.
- Led seven *Stronger Together* workshops with the Aboriginal and Torres Strait Islander community and multicultural communities to promote collaboration, share information, and discuss cultural values and concerns.
- Delivered the *National Aboriginal and Torres Strait Islander Children’s Day* project in collaboration with FEFAH, creating a booklet and resource packs to promote Darug culture and inclusive practices for distribution to 20 Early Learning Centres.
- Organised an *Aboriginal Cultural Education Day* for young people at the Muru Mittagarr Aboriginal Cultural Centre to foster understanding and leadership skills.
- Commemorated *NAIDOC Week* with a *Family Fun Day* at Fairfield Showground, in partnership with FEFAH.
- Supported community organisations in delivering two local events for Harmony Week, including “*Harmony Day in Fairfield*” by the Multicultural Affairs Centre and a “*Harmony Week BBQ*” by the Assyrian Resource Centre.
- Assisted community organisations in hosting five local events for *Refugee Week*, including “*Fairfield Welcomes You*” by the Multicultural Affairs Centre and TAFE NSW, the “*Refugee Week Festival*” by the Fairfield Emerging Communities Action Partnership (FECAP), “*Remembering the Vietnamese Refugee Journey*” by the Vietnamese Community in Australia – NSW Chapter, “*Expressive Arts Workshop: Embracing Freedom*” by the Cambodian-Australian Welfare Council of NSW Inc, and “*The Jewels of Western Sydney – Refugee Week Celebration*” by the Australian Mesopotamian Cultural Association.



Refugee Week Festival



Grandparent's Day

- Collaborated closely with Uniting to deliver the *Learning Links* program, which supports the most vulnerable and isolated families in the community, including refugees, asylum seekers, and families from diverse cultural backgrounds. This initiative has fostered the development of community networks and support systems. Throughout the program, skills and strategies have been cultivated to translate information and enhance cultural understanding within the early learning environment, ensuring that the unique needs of each family are met.
- Collaborated with local Indigenous community members, including Uncle Wayne, to guide early childhood teachers in adopting Indigenous teaching methods and Aboriginal practices within the curriculum.
- Partnered with community Aboriginal Elders before engaging with the broader Aboriginal community. This project encourages participation and connection with the local Indigenous community, enhancing early learning services' engagement with Indigenous members and leaders to educate children effectively.
- Targeted CALD communities to participate in the *Environmental Volunteer Program* and tree planting events by promoting a safe and welcoming atmosphere. CALD participants were paired with experienced volunteer mentors for support and guidance.
- Developed and implemented environmental education programs for local schools and hosted community events and workshops, focusing on inclusion for CALD communities.
- Hosted an *International Women's Day* event at the Fairfield City Museum and Gallery (FCMG), co-produced with youth organisation "YCOLLAB". The event invited guests to reconnect with their inner child and listen to a panel of local women discussing intergenerational challenges and triumphs.
- Delivered the *Refugee Week Festival* in collaboration with FECAP.
- Hosted the *Pathways to Employment Expo* in partnership with FECAP.
- All Early Learning Services have created their own Reconciliation Action Plans using the Narragunnawali website, actively working towards the established actions and deliverables.
- Endorsed the *National Early Childhood Curriculum – The Early Years Learning Framework (V2)*, which aligns with the Alice Springs (*Mparntwe*) Education Declaration, which helps ensure all children learn about the diversity of Aboriginal and Torres Strait Islander cultures. All Best Start Education and Care Early Learning services have worked with an Indigenous Early Learning consultant to include Aboriginal and Torres Strait Islander perspectives into their learning environments and practices. Many services have also incorporated the Aboriginal curriculum 'The 8 Ways of Learning' to complement the National Curriculum.
- Continued working with *Koori Curriculum* to integrate Indigenous perspectives, teachings, and practices into the curriculum of each of the 15 early learning services, preschools, and Family Day Care Services.

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- Facilitated “*Creatives in the Neighbourhood*,” a partnership between FCMG, Social Planning, and Libraries, in collaboration with local community organisations and creatives. This initiative offered a series of networking and development programs for Western Sydney creatives to connect, exchange ideas, and grow together.
- Held the art exhibition “*Aftertaste*,” exploring how food can serve as a bridge connecting a person’s past, present, and future, linking us to shared experiences and places in time. The food-related artworks in “*Aftertaste*” addressed themes of culture, identity, and representation through taste. Several pieces invited interaction through smell, sound, and taste, and some recipes featured in the exhibition catalogue were translated into Mandarin. The exhibition showcased the work of eight artists, all with ancestral ties to the SWANA (Southwest Asia and North Africa) region, many of whom are connected to the Assyrian community in Fairfield, as well as Lebanon, Iran, Armenia, and Morocco.
- Hosted a program “*How can art help mình heal?*,” focused on discussing mental health in the Vietnamese Chinese diaspora. This event included a special screening of ‘*Looking For You by Tim Hiều*,’ a poetic and bilingual film weaving a rich tapestry of intergenerational stories examining the mother-daughter relationships in Vietnamese culture.
- Held the event “*Mình là ai*,” meaning ‘who are we?’ in Vietnamese, served as a family-friendly open day for the community, marking the conclusion of the *MINH* exhibition. The afternoon featured cultural arts activities, including bilingual storytelling for children and art workshops led by *MINH* artists Bic Tieu and My Lê Thi, which included metal stamping and lantern-making for *Tết Trung Thu* (Mid-Autumn Festival). Additionally, curator Sheila Ngọc Phạm conducted the burning of paper boats, contributing to the artwork *Article 14.1* by artist Phuong Ngo, honouring those who have been lost and continue to be lost at sea.
- Hosted “*A Whisper Echoes Loudest*”, an exhibition reflecting on individual and collective experiences of colonialism, both from those who have long called the land home and those who now reside in what is known as Australia. The artists used gentle yet resilient practices to explore difficult and often concealed narratives of violence and trauma. Through this shared experience, the exhibition aimed to foster empathy, understanding, and a deeper sense of community.
- Hosted “*Language Exchange*”, which examined the experience of being connected to non-English languages while living in a predominantly English-speaking Australia.



- Curated “*The Collection Show*”, which explored the reasons behind why Fairfield locals collect. From personal collections that inspire creative practices to collectibles that bring joy, the exhibition showcased private resident collections alongside items from Fairfield City’s Heritage Collection, donated by the community.
- Curated “*Villawood: Between Hope and Hopelessness*”, an exhibition that examined a century of conflicting narratives about Villawood as a place in flux. Built on Darug land, Villawood has a complex history and has served as a testing ground for social and urban planning. Through stories, images, objects, and artworks, the exhibition traced the suburb’s history, where urbanisation, industrialisation, migration, and detention intersect.
- Launched “*Khaled Sabsabi: Knowing Beyond*”, which expanded on the artist’s ongoing exploration of spirituality in everyday life. The installation, combining multiple mediums, opened a personal realm of mysticism, numerology, symbolism, and wisdom. The work, created during a studio residency at the Museum and Gallery, was first exhibited at the 18th Adelaide Biennial of Australian Art in 2024.
- Facilitated five cultural tours during *History Week* and the *Heritage Festival*, attended by 73 people. The *Walking Discovery Tours* included a Smithfield walking tour, two *Vintage Village* tours, and two *Cabra-Vale Discovery* walks. These 1.5-hour tours provided an overview of the social and cultural history of the respective areas, supported by maps and historical photographs.

- Added a new community collection to the Fairfield City Heritage website: the *Ashurbanipal Library of the Assyrian Community Collection*. This collection consists of 100 digitised items significant to the Assyrian community.
- Facilitated English Conversation Classes, Adult Reading Support, and Adults Reading Together sessions at Fairfield City Open Libraries, supporting people from CALD communities in building their English reading and conversation skills.
- Held family story time events at Fairfield City Open Libraries in recognition of *National Reconciliation Week*.
- Commemorated *NAIDOC Week* with craft activities for children at Council's libraries. *NAIDOC Week* provides an opportunity for all Australians to learn about First Nations cultures and histories, while celebrating the world's oldest, continuous living cultures.
- Supported the *Spanish Book Group* meetings at Bonnyrigg Library, offering the local Spanish community a space to gather and discuss books written in Spanish.
- Offered *Australian Citizenship test preparation* courses with bilingual support in Arabic and Vietnamese at Council's libraries. This free program ensures participants from CALD communities have equal opportunities to become Australian citizens.
- Hosted business start-up workshops and networking events, providing opportunities for business owners, entrepreneurs, and those interested in business to connect. Some workshops were delivered in bilingual formats to better support the diverse business community.
- Provided free Adult CALD Learn to Swim programs at Cabravale and Fairfield Leisure Centres. A total of 60 adults participated in the program, supported by Royal Life Saving NSW, helping them develop essential swimming skills.
- Hosted a range of community organisations at the Fairfield Youth and Community Centre, offering special youth rates to groups like the NSW Service for the Treatment and Rehabilitation of Torture and Trauma Survivors (STARTTS), International Peace Youth Group, Youth with Love, and Christian Community Churches Smithfield Youth Group to encourage youth engagement.

## 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:

- Submitted a formal written submission to the Department of Social Services regarding the *Not-for-Profit Sector Development Blueprint* Issues Paper.
- Submitted a formal written submission to the Department of Social Services on the *A Stronger, More Diverse, and Independent Community Sector* Issues Paper.
- Submitted a formal written submission to Liquor and Gaming NSW for the *Review of the Club-GRANTS Scheme*.
- Participated in the Western Parkland City *Digital Equity and Inclusion* working group to advocate for the community's interests.
- Successfully secured State Government funding to deliver *Supported Playgroups* across the Fairfield and Liverpool local government areas (LGAs), with the project extended by 18 months, continuing service delivery through to December 2025.

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**Australia Day Event**

## 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:

- Enrolled and supported 169 children with High Learning Support Needs at Council's Best Start Education and Care services, securing additional funding to provide appropriate, ongoing care.
- Developed sensory rooms at Tasman Parade Early Learning Centre and Bonnyrigg Early Learning Centre to accommodate the growing number of children with High Learning Support Needs. These spaces assist children with regulation and individualised learning needs and also support therapy sessions from Fairstart Early Intervention and privately organised NDIS therapy providers.
- Delivered 5,476 in-person and 146 telehealth NDIS therapy sessions through Fairstart Early Intervention, offering support, training, and capacity-building for clients.
- Completed accessibility upgrades at several Best Start Education and Care facilities, with the most extensive work taking place at Tasman Parade Early Learning Centre, where the adult bathroom and both entrance points were redesigned to comply with accessibility codes.
- Supported Fairfield-Liverpool playgroups across seven locations, including local public schools and libraries, with Department of Communities and Justice funding to assist vulnerable and isolated families.
- Provided free pool entry at all Leisure Centres on designated days and times for eligible senior pensioners residing in the Fairfield Local Government Area, benefiting 35,752 seniors over the past year.
- Continued collaboration with the University of Technology Sydney (UTS) to provide tele-language and face-to-face assessments for children, resulting in positive outcomes for ongoing therapy and support for State Disability Inclusion Program and Federal Inclusion Support funding applications.
- Offered free pool access to Fairfield residents holding an Australian Government Disability Support Pension (DSP) Concession Card or a Veteran Affairs (TPI) Repatriation Health Card, resulting in 45,195 DSP entries at Council's Leisure Centres.
- Provided complimentary pool space throughout the year for community groups supporting individuals with disabilities.
- Enrolled 105 individuals in one-on-one Learn to Swim lessons, including water safety awareness, at Fairfield City Leisure Centres.
- Maintained a diverse and inclusive library collection, including audiobooks, large print books for low vision readers, 105 titles in dyslexic font from "Read How You Want," preloaded eReaders with adjustable font sizes, and an English as a Second Language and Literacy collection.
- Provided a diverse and inclusive library collection of eResources, featuring a range of LOTE eBooks, eAudio titles, and eMagazines. Platforms include adjustable font and background colours for better readability, customisable playback speeds, and text-to-speech features for individuals with vision impairments, along with resources to support families.
- Celebrated International Day of Disabilities at Wetherill Park Library with a variety of activities designed for all abilities.
- Continued the Open Lab program, a weekend initiative at Lab.LX STEAM (Bonnyrigg) and Lab. LX (Cabramatta) that promotes access to digital technology in a self-driven, social setting for all ages and abilities.





## Refugee Week

- Delivered “Mindful Making” for Youth, a creative program designed as a break for students seeking relaxation and creativity.
- Offered Auslan Storytime sessions at Whittam and Bonnyrigg Libraries, providing a fun and engaging storytelling experience led by a Deaf presenter using Auslan, and supported by an English interpreter.
- Upgraded accessibility at the Fairfield City Museum and Gallery by replacing gravel surfaces with paving for improved access throughout the site and Vintage Village, as well as remediating toilet facilities to be accessible.
- Offered accessible art workshops to ensure creative opportunities for everyone in the community, regardless of ability. These workshops are regularly scheduled on Thursdays during school terms and are fully subscribed.
- Held the annual Nursery Open Day and Seniors’ Bus Tour at Fairfield Community Nursery, an accessible space featuring sensory gardens and activities. Participants included seniors, individuals with disabilities, caregivers, and family members, with the event aimed at recruiting volunteers.
- Coordinated environmental volunteer programs at Fairfield Community Nursery and Fairfield Indigenous Flora Park in accessible locations, featuring raised garden beds and wide paths, as well as activities suitable for all abilities. Programs include quarterly gatherings for vegetable garden workdays and a “bring-a-plate” lunch, along with an excursion to Blue Mountains Botanic Garden Mount Tomah for registered volunteers.
- Conducted environmental education programs focused on native plants, propagation, and river and creek health, supported by educational materials. All programs were held in accessible locations with inclusive transportation options for on-the-road tours.
- Set up a quiet room at the Refugee Week Festival to provide a calming space for individuals feeling overwhelmed. The room featured bean bags and sensory toys.
- Provided educational information to residents in various formats, including a Council website with translation features, social media posts, and brochures translated into Chinese and Arabic, as well as telephone support through internet relay and translation services.
- Distributed and promoted the Recreational and Healthy Activities Directory for Seniors.
- Delivered the Here to Volunteer! Inclusive Volunteering Project, which developed promotional videos and training for volunteer-involving organisations to encourage diverse community participation.
- Implemented various public space improvements in Canley Vale as part of the Safer Cities: Her Way program, focusing on accessibility for individuals with visual impairments and disabilities. Enhancements included assessments of footpath artworks by an accessibility consultant, removal of barriers on pathways, installation of wheelchair-accessible chess boards and benches, and motion detector-activated lights to minimise glare.
- Developed an access and inclusion checklist to guide future Council projects, which is referenced in the Scope of Works document for major projects and asset renewals.
- Developed sensory kits for community events and activities, providing a quiet space for individuals seeking respite from bustling event environments.
- Delivered “Let’s Talk Disability” training across the organisation to raise staff awareness about disability issues.
- Organised staff participation in a guided accessibility walk through Cabramatta Town Centre, led by an individual with a disability, offering valuable insights into the experiences of those with limited mobility.
- Conducted presentations during corporate induction sessions to emphasise the importance of access and inclusion in Council operations.

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## Disability Inclusion Action Plan

The NSW Disability Inclusion Act 2014 replaced the Disability Services Act 1993 and 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.

Council adopted the DIAP 2022-2026 in June 2022. The Plan's actions are delivered across a range of service areas ensuring inclusion is considered in all aspects of Council business.

### Focus Area 1 - Encouraging positive community attitudes and behaviours

Council worked with our diverse community to increase understanding about the needs of people with disability across Fairfield City. Council also ensured our workforce has the knowledge and skills in place to deliver inclusive practices and become leaders in disability access.

Actions achieved include:

- Delivery of "Let's Talk Disability" training across the organisation to enhance staff awareness of disability issues.
- Participated in a guided accessibility walk through Cabramatta Town Centre, led by a person with a disability, providing valuable insights into how individuals with limited mobility experience the environment.
- Presentations during corporate induction highlighted the importance of considering access and inclusion in Council work.
- Hosted an International Day of People with Disability (IDPWD) event at Wetherill Park Library featuring a diverse range of activities and promoted inclusive initiatives on Council's social media.
- Shared inclusive activities on social media during Carers Week 2023.
- Council Place Management and Major Events staff participated in Event Management Training with a focus on accessibility planning.
- Delivered the "Here to Volunteer!" Inclusive Volunteering Workshops to help organisations improve the recruitment, management, and retention of volunteers with diverse access needs.
- Developed a dedicated accessibility webpage to inform the community about attending the Lunar New Year festival.
- Engaged an Inclusive Dance School for the major event 'Bring it On!' Festival.
- Recognised Khanh Van Mach as Fairfield City Volunteer of the Year for his contributions to supporting children with disabilities.

### Focus Area 2 - Liveable Communities

Council worked to improve the livability of Fairfield City for people with disability. This included improving the accessibility of the built environment and of Council programs, events and services.

Actions achieved include:

- Created an access and inclusion checklist, which will guide future works at Council and is referred to in the Scope of Works document for Major projects and asset renewals.
- Commissioned an autism-friendly assessment of Whitlam, Fairfield, Bonnyrigg and Wetherill Park libraries to identify opportunities to improve the environment for people with autism.
- Enhanced the accessibility standards at the Museum and Gallery for exhibitions, including the installation of artwork interpretation labels and exhibition labels at accessible heights and in larger font sizes. Video artworks are captioned or subtitled to ensure inclusion for visitors who are deaf or hard of hearing.
- Continued a program of upgrading bus stops/shelters with the inclusion of Tactile Ground Surface Indicators (TGSIs) to comply with Disability Standards for Accessible Public Transport
- Upgrades to Prairiewood Youth and Community Centre with new accessible and ambulant toilets.
- Coordinated and developed environmental volunteer's programs such as the Fairfield Community Nursery, Creeks and Wetlands Group and Fairfield Indigenous Flora Park in accessible and inclusive locations, which offered raised garden beds, wide paths as well as a range of suitable activities for all abilities.

### Focus Area 3 - Meaningful Employment

To increase access to meaningful employment, Council is committed to becoming an employer of choice for people with disability.

Actions achieved include:

- Updated Council’s website to ensure that recruitment documentation and processes comply with WCAG 2.0, thereby reducing barriers for people with disabilities applying for positions within Council.
- Promoted Council as an Equal Employment Opportunity (EEO) employer in all job advertisement templates, highlighting support for reasonable workplace adjustments.
- Provided ongoing work placement opportunities for people with disabilities across Council, resulting in one student successfully completing a placement.
- Included information on the significance of access and inclusion for people with disabilities in every Corporate Induction.
- Assisted staff needing workplace adjustments due to temporary disabilities.
- Collaborated with service providers to establish a pool of identified positions for people with disabilities.

### Focus Area 4 - Equitable access to mainstream services

Council has a responsibility to continually review and change the way we operate to ensure people with disability have equitable access to information and services. We are committed to improving our systems and processes, ensuring access to local government services and participation in local decision-making.

Actions achieved include:

- Strengthened disability support networks and coordination by establishing new partnerships with service providers and facilitating the Southwest Sydney Disability Forum, which attracted over 100 attendees in June 2024 in Bonnyrigg.
- Continued offering free pool entry for residents holding a Disability Support Pension Card.
- Developed sensory kits for use at community events and activities, providing a quiet space for individuals who may feel overwhelmed by the main event.
- Delivered supported playgroups that offer families with children with disabilities social and recreational opportunities while connecting them to services, resources, and information.
- Conducted a mid-term review of the Disability Inclusion Action Plan (DIAP) to assess implementation progress, identify achievements, and pinpoint areas that still need attention.



**Bareena Park**

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## 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 2022-2032 Fairfield City Plan (City Plan). The DIAP 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.

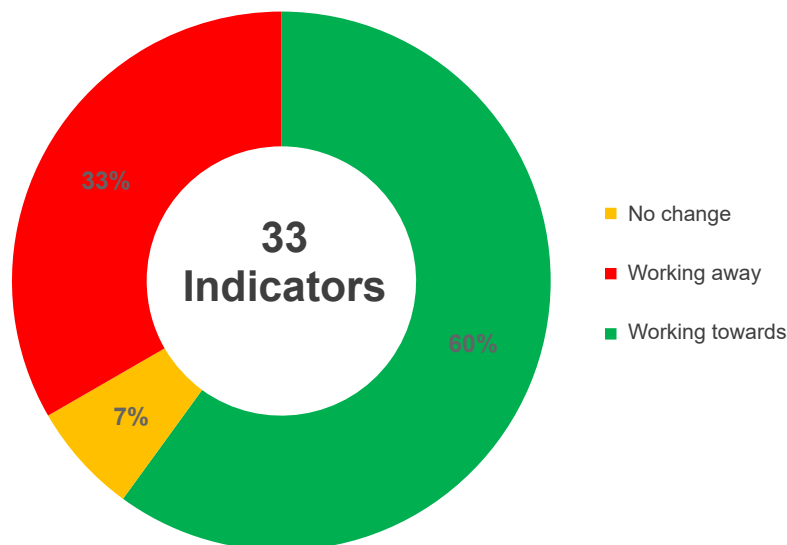


Figure 1: Overall performance of indicator measures from the DIAP.

The trend in the performance of these indicators is reviewed quarterly. As can be seen in Figure 1, Council is in a positive position with 23 of the DIAP indicator measures stable or working towards achieving the community’s vision. The 10 indicators working away from achieving the community’s vision arise from competing priorities and resource constraints. Detailed performance of the 30 indicator measures are noted in the table below.

THEME 1 – Community Wellbeing			
Service	Indicator Measure	Result	Trend
Children and Family Services	# Children with disability engaging in Council services.	544	●
	# Sessions children with disability supported by Fairstart.	5,842	●
	# Sessions held in support programs, services or playgroups for people with disability and carers.	37	●
Communication and Marketing	% Promotions for events/activities that feature accessibility information.	100%	●
Community Compliance	# Infringements issued for inappropriate use of accessible parking spaces, footpaths and driveways.	754	●
Leisure Centres	# Free pool entries provided for people with disability.	45,166	●
Library Services	# Sessions held in support programs, services or playgroups for people with disability and carers.	6	●

## THEME 1 – Community Wellbeing

Service	Indicator Measure	Result	Trend
Social Planning and Community Development	# Opportunities promoted for people to volunteer in the disability services sector.	3	●
	# People who identify as a person with disability participating in events.	6	●
	# Representations made to business, community, and sporting organisations to improve access and encourage positive attitudes and behaviours.	16	●
	# Town centre mobility maps distributed.	2,535	●
	# Partnerships with services established to support people with disability.	12	●
	% Survey participants feel Council facilities and/or open spaces are more accessible.	N/A	●
	% Survey respondents who feel events are accessible.	92%	●
	% Survey participants with increased understanding of disability.	88%	●
	# People who identify as a person with disability participating in capacity building activities.	5	●
	# New adjustments made to work place, equipment or role to support employees with disability.	6	●
	# Positive stories published about local people with living with disability.	1	●
	# Updates made to 'People with Disability' webpage on Council website.	2	●
	# Training, information sessions, or talks provided to staff and volunteers on access needs of people with disability.	15	●
# Staff trained or provided with information on access needs of people with disability	175	●	

## THEME 2 – Places and Infrastructure

Service	Indicator Measure	Result	Trend
Asset Management - Civil and Built	% Playgrounds upgraded which have improved access and inclusion.	100%	●
	% Survey participants feel Council facilities and/or open spaces are more accessible.	72%	●
Asset Management - Open Space	# New inclusive recreation and sporting activities provided by local sporting and recreation partners.	N/A	●
Traffic and Transport	# Works undertaken to improve pedestrian access and mobility.	3	●

## THEME 4 – Local Economy and Employment

Service	Indicator Measure	Result	Trend
Place Management	# Representations made to business, community, and sporting organisations to improve access and encourage positive attitudes and behaviours.	100	●

## THEME 5 – Good Governance and Leadership

Service	Indicator Measure	Result	Trend
Human Resources	# Training sessions provided to customer-facing staff on access needs of people with disability.	60	●
	# Staff trained on access needs of people with disability.	60	●
	% Quality management forms and templates updated to increase accessibility in recruitment and employment.	100%	●
Information and Communication Technology	# Accessibility training sessions held for staff responsible for Council's digital platforms.	0	●

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## 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:

- Updated the Council's website to include information for carers, such as a directory for sports, recreation and leisure activities for people with disability.
- Hosted a Seniors Week event in March 2024 to raise awareness about key services that support aged residents, people with disability and their carers.
- Hosted Grandparents Day, which celebrates the diversity of grandparent relationships across age groups and cultural backgrounds.
- Provided 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.
- Acknowledged and celebrated the importance of carers during Carer's Week through social media campaigns and activities at the library.

## Council Staff Carers

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

- Flexible Working Arrangements Policy – Subject to operational requirements.
- Appropriate Workplace Behaviour Policy.
- Employee Assistance Program.
- Employee Assistance Program Diversity Management – Equal Employment Opportunity Plan articulating actions that support the objectives of the Carers Recognition Act and NSW Carers Charter.
- Reviewed and updated information on the NSW Carers 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	15	\$8,000
Mayoral Scholarship Fund <sup>^</sup>	24	\$11,900
Mayoral Community Benefit Fund	14	\$15,500
Community Volunteer Fund	2	\$1,000
Councillors Donations Fund	1	\$1,000
Language and Cultural Awareness Fund	1	\$1,000
Cultural Event Sponsorship Fund	2	\$7,500
Bonnyrigg Town Centre Activation Program	7	\$24,500
Creative Communities Grants Program	8	\$39,900
Community Development Grants Program	36	\$107,170
Heritage Grants Program <sup>*</sup>	5	\$35,544
Heritage Rates Relief Scheme	49	\$43,280.62
<b>Total</b>	<b>147</b>	<b>\$296,294.62</b>

Note:

<sup>^</sup>The Mayoral Scholarship Fund includes the Community Spirit Awards.

<sup>\*</sup>Council receives (\$6,250) funding from Heritage NSW 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 2023-2024 reporting period.

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## Partnerships

Below is a list of government agencies, organisations and businesses that provided financial support to Council in 2023-2024 to projects that assisted in the delivery of children's services, community development and place-based services and events.

Organisation	Type	Relationship	Project
Transport for NSW	State Government	Grant	<ul style="list-style-type: none"> <li>Road and Transport Major Program – Block Grant for regional roads</li> <li>Roads and Transport Major Repair Program for regional and local roads – Heavy Patching</li> <li>Vibrant Streets Package – Open Streets Program</li> </ul>
Australian Government	Federal Government	Grant	<ul style="list-style-type: none"> <li>Road and Transport Major Program – Road to Recovery</li> </ul>
Department of Infrastructure, Transport, Regional Development, Communications, and the Arts	Federal Government	Grant	<ul style="list-style-type: none"> <li>Road and Transport Major Program - Local Roads and Community Infrastructure program – LRCI Phase 4</li> </ul>
Department of Education, Skills and Employment	Federal Government	Grant	<ul style="list-style-type: none"> <li>The Inclusion Support Program</li> </ul>
NSW Department of Education	State Government	Grant	<ul style="list-style-type: none"> <li>Start Strong Pathways</li> <li>Start School Strong – School preparation program</li> <li>Disability Inclusion Program Funding</li> </ul>
Department of Education	Federal Government	Grant	<ul style="list-style-type: none"> <li>Community Support Projects</li> <li>Sustainability Support Projects</li> </ul>
Department of Customer Service	State Government	Grant	<ul style="list-style-type: none"> <li>NSW Small Business Month October 2023</li> </ul>
Australian Sports Commission (ASC)	Federal Government	Grant	<ul style="list-style-type: none"> <li>Play Well Participation Grant Program: FCC Multisport Program</li> </ul>
National Indigenous Australians Agency (NIAA)	Federal Government	Grant	<ul style="list-style-type: none"> <li>2024 NAIDOC Local Grants Opportunity: NAIDOC Family Fun Day, Fairfield NSW</li> </ul>
Department of Planning, Housing and Infrastructure	State Government	Grant	<ul style="list-style-type: none"> <li>Places to Roam Community Gardens: The Hub@Bonnyrigg Dyurali Community Garden</li> </ul>
Department of Communities and Justice	State Government	Grant	<p>Targeted Earlier Intervention Program:</p> <ul style="list-style-type: none"> <li>Social Cohesion Project</li> <li>Facilitation Project - Bankstown, Fairfield and Liverpool</li> <li>Supported Playgroups</li> <li>Community Building and Youth</li> <li>Community Building</li> </ul>
Department of Communities and Justice	State Government	Grant	<ul style="list-style-type: none"> <li>Youth Week 2024: FCC Youth Week 2024</li> <li>Youth Opportunities: One Pot at a Time</li> <li>Diversity Volunteering and Inclusion Grant: Here to Volunteer</li> </ul>
The Alcohol and Drug Foundation	National not-for-profit charitable organisation	Grant	<ul style="list-style-type: none"> <li>Local Drug Action Team Program : Community Action Plan (CAP) 1</li> </ul>
Transport for NSW	State Government	Grant	<ul style="list-style-type: none"> <li>Safer Cities: Her Way program</li> </ul>
South Western Sydney Local Health District Population Health	State Government	Grant	<ul style="list-style-type: none"> <li>Fairfield Health Partnership</li> </ul>
NSW Treasury – Western Sydney Infrastructure Grant (formerly known as WestInvest)*	State Government	Grant	<ul style="list-style-type: none"> <li>Endeavour Sports Hub upgrade</li> <li>Fairfield Showground's Community and Event Centre</li> <li>Brenan Park District Playground Upgrade</li> <li>Avenel Park Upgrade</li> </ul>

Note:

\*Projects secured through WestInvest funding program for the Fairfield City community.



## Financial Sponsorships

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

Cabramatta Moon Festival September 2023			
Company Details	Type	Cash	In-kind
Mounties Group	Principal Sponsor	\$30,000	\$0
Cabra-Vale Diggers	Principal Hospitality Sponsor	\$28,000	\$2,000
Blue Stars Electric Pty Ltd (trading as Blue Star Air Conditioning)	Platinum Sponsor	\$25,000	\$0
TB Realty Pty Ltd (trading as Global Realty)	Major Sponsor	\$19,800	\$0
ARTC - Cabramatta Loop Project	Festival Partner	\$6,050	\$0
Australian Amusements & Management Pty Ltd	Festival Partner	\$6,050	\$5,000
Australian Chinese Buddhist Society	Festival Partner	\$3,000	\$0
Hing Cheong Pty Ltd (trading as BKK Shopping Centre)	Festival Partner	\$6,050	\$0
Bupa Health Insurance	Festival Partner	\$6,050	\$0
Cabramatta Hotel	Festival Partner	\$0	\$6,050
Cabramatta Rugby League Club	Festival Partner	\$2,200	\$0
Commonwealth Bank	Festival Partner	\$6,050	\$0
Flying Start Family Day Care Scheme	Festival Partner	\$3,300	\$2,750
Galaxy Import & Export Co. Pty. Ltd	Festival Partner	\$6,050	\$0
High Connect	Festival Partner	\$6,050	\$0
Lewis Hotels (Lansvale) Pty Ltd (trading as Ramada Hotel and Suites)	Festival Partner	\$0	\$6,050
Ozvina Pty Ltd (trading as Saigon Brew)	Festival Partner	\$3,300	\$2,750
St Johns Park Bowling Club	Festival Partner	\$6,050	\$0
Western Sydney International Airport	Festival Partner	\$6,050	\$0
Australian Chinese Communications Pty Ltd. (trading as 2ac Australian Chinese Radio)	Media Partner	\$0	\$7,486
Dan Viet Pty Ltd	Media Partner	\$0	\$8,800
Special Broadcasting Service	Media Partner	\$0	\$10,320
TV Media Australia	Media Partner	\$0	\$6,050
VCT News Pty Ltd (trading as Vision China Times)	Media Partner	\$0	\$6,260
Pho Anna	Donation	\$0	\$110
Woolworths Cabramatta	Donation	\$0	\$1,000

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<b>Cabramatta Lunar New Year February 2024</b>			
Company Details	Type	Cash	In-kind
Mounties Group	Principal Sponsor	\$20,000	\$0
SBS	Principal Media Sponsor	\$15,000	\$1,000
Cabra Vale Ex- Active Servicemen's Club Ltd	Platinum Sponsor	\$16,500	\$2,000
TB Realty Pty Ltd	Platinum Sponsor	\$15,000	\$0
Ettason Pty. Limited	Major Sponsor	\$6,050	\$0
Home Caring Pty Ltd	Major Sponsor	\$6,050	\$0
HIGH CONNECT	Major Sponsor	\$6,050	\$0
St Johns Park Bowling Club	Major Sponsor	\$6,050	\$0
Adjusting to Health Chiropractic Pty Ltd	Supporting Sponsor	\$2,750	\$0
Bupa Australia	Supporting Sponsor	\$2,750	\$0
Commonwealth Bank	Supporting Sponsor	\$2,750	\$0
CORE Community Services Limited	Supporting Sponsor	\$2,750	\$0
Sweet Street Treats	Supporting Sponsor	\$2,750	\$0
Dymocks Education Pty Ltd	Supporting Sponsor	\$2,750	\$0
Lyca Mobile Pty Limited	Supporting Sponsor	\$2,750	\$0
Museum of Applied Arts and Sciences	Supporting Sponsor	\$2,750	\$0
Som Som Candy	Supporting Sponsor	\$2,750	\$0
Star Combo Australia Pty Ltd	Supporting Sponsor	\$2,750	\$0
Young's Company	Supporting Sponsor	\$1,750	\$1,000
wishkart pty ltd	Supporting Sponsor	\$2,750	\$0
Australian Chinese Communications Pty Ltd	Media Partner	\$0	\$5,500
Dan Viet Pty Ltd	Media Partner	\$0	\$5,500
TV Media Australia Pty Limited	Media Partner	\$0	\$5,500
VCT News Pty Ltd	Media Partner	\$0	\$7,341

<b>Culinary Carnivale May 2023</b>			
Company Details	Type	Cash	In-kind
Fairfield Hotel	Major Sponsor	\$6,000	\$0

No sponsorships were received for the Bring it On, Seniors Concert, International Women's Day High Tea and Illuminate events.

## Companion Animals Act and Regulation Activities

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

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

A total of 320 animals were seized during 2023-2024 financial year, which is made up of 11 cats and 309 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 88 dogs were returned to owner/rehoused, and 132 were transferred to animal rehoming organisations.

### 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 73 dog attack incidents were reported.

### Amount of funding spent relating to companion animal management and activities

In 2023-2024, over \$1.1 million was allocated for the management of companion animals and related activities.

This expenditure is distributed across several key areas, focusing on shelter services, animal control, and veterinary services:

- Animal Care and Maintenance: \$954,000
  - **Dogs:** The cost for caring for and maintaining dogs was \$884,000, reflecting the high number of dogs housed due to low rehoming rates and the challenges of long-term care.
  - **Cats:** The cost for caring for and maintaining cats was \$70,000, which includes expenses for feeding, medical treatment, and housing.
- Animal Programs and Veterinary Services: \$146,000
  - **Subsidised Desexing Programs:** This initiative provides financial assistance to low-income pet owners for desexing their pets, contributing to the control of the stray animal population.

### Companion animal education programs and desexing initiatives

Council has implemented a range of community education programs and desexing initiatives which included:

- Provided free cat microchipping in July 2023 and September 2023 to support the community, with 40 cats microchipped.
- Provided free dog microchipping in September 2023 and June 2024 to support the community, with 45 dogs microchipped.
- Partnered with the NSW Cat Protection Society to provide pensioners and residents on low income with free microchipping and \$30 desexing of their cat. A total of 55 cats were desexed and microchipped.

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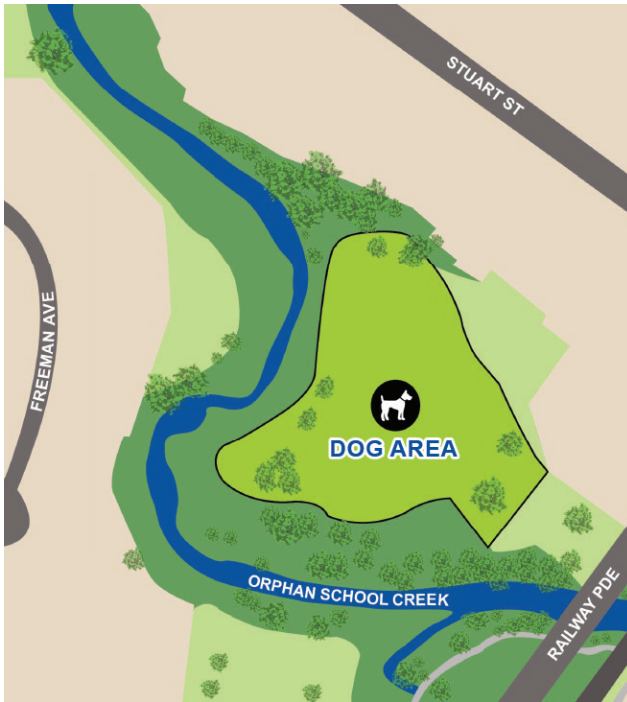
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## Council's Off-Leash Facilities

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

- Canley Vale 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



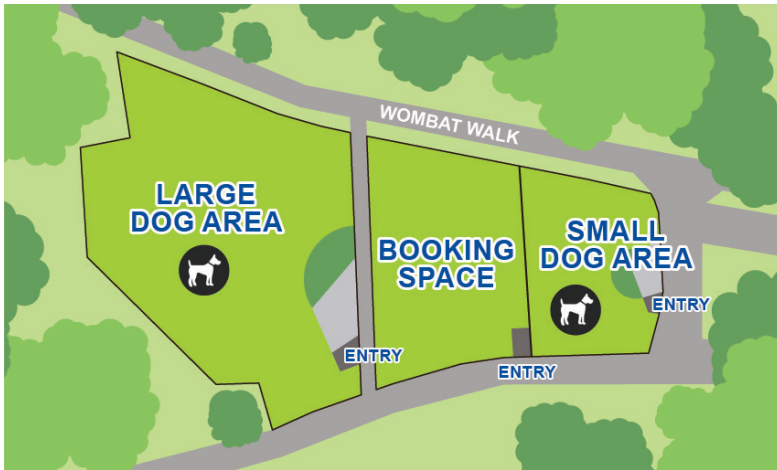
Prout Park, Mount Pritchard



King Park, Wakeley



Wilson Park, Bonnyrigg Heights



Fairfield Showground Off-Leash Dog Park, Prairiewood



Dog Microchipping Day

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## 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 171 swimming pool inspections have been conducted during the 2023-2024 financial period.

### Compliance certificates issued

Council issued a total of 31 Compliance Certificates under section 22D of the Swimming Pools Act 1992.

### Non-compliance certificates issued

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

### Inspections of properties with more than two dwellings

Council undertook 4 swimming pool inspections of properties with more than two dwellings in 2023-2024.

### Inspections of tourist and visitor accommodation

Council undertook no swimming pool inspections of tourist and visitor accommodation properties in 2023-2024.

## Bushfire Hazard Reduction Activities

Bushfire hazard reduction activities conducted during the year by Council included manual works as part of Bush Regeneration activities. In 2023-2024, an area of 794 m<sup>2</sup> 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 2023-2024.

## Stormwater Levy

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

In 2023-2024, \$1.54 million was raised by the Stormwater Levy, of which approximately \$1.52 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
MPSLP2425	Cabramatta Creek Bank Stabilisation	Complete	Annual monitoring of the site has been completed.	\$1,802
MPSLP2109	Green Valley Creek Rehabilitation Reach 3 Design	Carried Forward	Peer review of the geotechnical assessment was undertaken, and the Services Coordinator resubmitted the updated design drawings to Sydney Water for approval.	\$26,677
MPSLP2402	Stormwater Gully Pit Maintenance	Complete	Works completed with stormwater pits in hot spot locations receiving additional maintenance to reduce the risk of localised flooding.	\$17,256
MPSLP2403	Water Quality Monitoring	Complete	Works completed with water quality monitoring undertaken at 20 testing locations across the City.	\$49,532
MPSLP2404	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.	\$307,536
MPSLP2405	Contractors	Complete	Works completed with contractors engaged to assist with the implementation of the Stormwater Levy Major Program.	\$75,348
MPSLP2308	Prospect Creek Bank Stabilisation	Postponed	The detailed design was postponed as it is dependent upon the completion of rectification works to address erosion of the cycleway.	\$810
MPSLP2316 MPSLP2416	GPT Renewals	Complete	The Gross Pollutant Trap renewal works has been completed near Newleaf Parade.	\$229,111
MPSLP2401	Stormwater Education	Complete	An animation was created to raise awareness of flood detention basins and the construction works being undertaken at Powhatan Reserve Detention Basin.	\$10,761
MPSLP2323	Orphan School Creek Bank Stabilisation – Burdett Street footbridge	Carried Forward	This is a multi-year project, with the construction of creek bank stabilisation works near the Burdett Street footbridge near completion.	\$237,115
MPSLP2322 MPSLP2422	Orphan School Creek Bank Stabilisation – Wylde Park	Carried Forward	This is a multi-year project, with the construction of creek bank stabilisation works proceeding as planned.	\$23,918
MPFMP2012 MPFMP2212	Stockdale Reserve Detention Basin Upgrade Design	Complete	The investigation and detailed design of detention basin upgrade works at Stockdale Reserve, Abbotsbury is complete.	\$24,661
MPFMP2208	Fairfield Golf Course Detention Basin Upgrade	Complete	The construction of detention basin upgrade works at Fairfield Golf Course is complete.	\$346,757
MPFMP2233 MPFMP2433	Powhatan Reserve Detention Basin Upgrade	Carried Forward	This is a multi-year project, with the upgrade of detention basin construction at Powhatan Reserve proceeding as planned.	\$163,327
MPFMP2321	Bosnjak Detention Basin Upgrade Design	Carried Forward	This is a multi-year project, with investigations and detailed designs for detention basin upgrade at Bosnjak Reserve proceeding as planned.	\$1,840

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## Local Infrastructure Contributions (previously referred to as Development Contributions)

Local infrastructure contributions provide funding for improvements to existing and new local infrastructure to meet the needs of the Fairfield City community including parks and open space, community facilities, recreational facilities, public domain improvements in the town centres, stormwater detention and traffic management projects.

Local infrastructure contributions are legislated under the NSW Environmental Planning and Assessment Act 1979 and accompanying Regulation 2021 and are introduced through a contributions plan prepared by Council. The contribution plan enables the funding of local infrastructure through requiring developments to contribute to the cost through either direct contributions (Section 7.11) or Indirect levies (Section 7.12). These contributions are essential for financing infrastructure projects that accommodate community growth.

Council's Direct (Section 7.11) Development Contributions Plan 2011 and Indirect (Section 7.12) Contributions Plan 2011 were in operation until 26 February 2024 when they were repealed by the new Local Infrastructure Contribution Plan 2023 (Section 7.11 & 7.12). Funds under the repealed plans will continue to be collected in accordance with conditions of development consents and complying development certificates issued prior to 26 February 2024.

Council's new Local Infrastructure Contribution Plan 2023 (Section 7.11 & 7.12) came into force on 26 February 2024 and was informed by a number of studies and strategies including Council's 20-year Local Strategic Planning Statement, Local Housing Strategy, population forecasts, community facilities and opens space needs assessment, as well as urban design studies and public domain plans for town centres

In the current financial year, Council has:

- Prepared the new Local Infrastructure Contribution Plan 2023 (Section 7.11 & 7.12), which came into effect on 26 February 2024.
- Established a monitoring program for contributions that have been conditioned, collected, and expended.

Type	2023-2024 FY
Local Infrastructure Contributions Collected	\$11,404,214
Local Infrastructure Contributions Spent	\$5,599,521

Project ID	Project Description	Total Project Budget	Total Development Contribution 2023-2024	% Development Contribution	Expenses	Loan	Project Status	Report Comments
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### CONTRIBUTION PLAN - INDIRECT SECTION 7.12 DEVELOPMENT CONTRIBUTION PLAN 2011

MPDU2301	<b>Access Upgrades</b> Undertake modifications to Council facilities to improve access for people with disabilities to comply with existing legislation regarding disability discrimination and disability access. Location this year is Prairiewood Youth and Community Hall.	\$143,160	\$143,160	100%	\$143,160	No	Completed	Project completed.
MPDU2401	<b>Access Upgrades</b> Undertake modifications to Council facilities to improve access for people with disabilities to comply with existing legislation regarding disability discrimination and disability access. Location this year is Whitlam Library Lab.LX and bathroom accessibility upgrades.	\$25,000	\$25,000	100%	\$1,000	No	Completed	Project completed.



Project ID	Project Description	Total Project Budget	Total Development Contribution 2023-2024	% Development Contribution	Expenses	Loan	Project Status	Report Comments
<b>CONTRIBUTION PLAN - DIRECT SECTION 7.11 DEVELOPMENT CONTRIBUTION PLAN 2011</b>								
<b>Infrastructure</b>								
IN22925	<b>Infrastructure Contributions Reform</b> Prepare a report on the impact of the NSW Government Infrastructure Contributions and Local Government Rates Reform.	\$10,000	\$10,000	100%	\$-	Yes	Discontinued	Project discontinued as the NSW Government did not release the Development Contribution Reform package as anticipated.
<b>Open Space Embellishment</b>								
SP558-1	<b>Aquatopia Expansion Stage 5 - Construction</b> Construction of wave pool, entry kiosk, and completion of new car park.	\$15,162,337	\$6,375,073	42%	\$5,936,082	Yes	Completed	Construction of entry kiosk and carpark at Aquatopia has been completed.
SP913	<b>Regional Indoor Multicultural and Sporting Complex</b> Develop detailed design and construct the Regional Indoor Multicultural and Sporting Complex at Fairfield Showground.	\$8,152,469	\$1,000,000	12%	\$-	Yes	Completed	This is a multi-year project with key milestones completed.
<b>Land Acquisitions</b>								
MPOSA2314	<b>Open Space Land Acquisition and Embellishment - 134 Smart Street, Fairfield Heights</b>	\$1,150,000	\$1,150,000	100%	\$1,150,000	Yes	Completed	Project completed.
MPOSA2325	<b>House Demolition - 27 Belmore St, Villawood</b> Demolition of existing dwelling on site purchased under Open Space Land Acquisition	\$90,000	\$90,000	100%	\$90,000	No	Completed	Project completed.
MPOSA2326	<b>House Demolition - 105 Harris St, Fairfield</b> Demolition of existing dwelling on site purchased under Open Space Land Acquisition	\$60,000	\$60,000	100%	\$60,000	Yes	Completed	Project completed.
MPOSA2401	<b>Open Space Land Acquisition and Embellishment</b> This is part of an ongoing program of open space land acquisition using developer contributions (Section 7.11 funds). Sites are purchased as adequate contribution funds are received and these sites will be subsequently developed as new parks.	\$4,800,000	\$4,800,000	100%	\$4,800,000	No	Completed	Project completed.
MPOSA2402	<b>Open Space Property Demolition</b> Demolish properties on acquired land ready for open space	\$330,000	\$330,000	100%	\$330,000	No	Completed	Project completed.
<b>Plan Administration and Management</b>								
SSSCD23-02	<b>.id Profile Population Forecasts Subscription - Housing needs analysis</b>	\$24,745	\$24,745	100%	\$-	No	Completed	Project completed - Licence renewed annually
SSSLUP23-01	<b>Development Contribution Position and Technology / Software Licenses</b>	\$171,700	\$171,700	100%	\$-	No	Completed	Project completed - Position and licence renewed annually
<b>Total</b>					<b>\$12,510,242</b>			

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## Planning Agreements

A Voluntary Planning Agreement (VPA) is an agreement entered into by a planning authority (such as Council or NSW Department of Planning, Housing and Infrastructure) 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
- 2 Kamira Avenue, Villawood

## Summary of Voluntary Planning Agreements

### [Bonnyrigg Living Communities, Bonnyrigg VPA \(Stages 1 to 7\)](#)

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 relating to Stages 1 to 7. The Bonnyrigg Living Communities Masterplan was amended resulting in the need to separate the relevant infrastructure demand for Stages 1 to 7 and Stages 8 to 18.

**Status:** Activated

**Outcome:** As part of the VPA (Stages 1 to 7), 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. The Bonnyrigg Community Hub, “Dhanawi”, officially opened to the public in November 2023, with the asset being formally handed over to Council in June 2024.

### [Bonnyrigg Living Communities, Bonnyrigg VPA \(Stages 8 to 18\)](#)

The Bonnyrigg Living Communities Project involves the redevelopment of the Housing NSW estate in Bonnyrigg over 18 years. The Planning Agreement (Stages 8 to 18) sets out arrangements for the delivery of infrastructure, facilities and services to meet the needs of the Project, consistent with the terms Concept Plan Approval for Stages 8 to 18, and to provide for the dedication of community land and roads to Council.

**Status:** Approved by Council but not yet executed by relevant parties.

**Outcome:** The VPA has not yet been executed. No works have commenced.

### 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, which was executed on 20 March 2017. However, in November 2020 the owner of the site changed and as a result, the VPA was reassigned to the new land owned through a Deed of Planning Agreement on 26 November 2020. The development associated with the VPA has commenced works. Council will monitor the progress and ensure the works required in the VPA are completed at the relevant stages.

### 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 4,000sq.m 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.

### 2 Kamira Avenue, Villawood

The planning agreement relates to development applications (Stage 1 DA 384.1/2021 & Stage 2 303.1/2022) associated with urban renewal of the NSW Land and Housing Corporation site at 2 Kamira Avenue, Villawood.

The Planning Agreement, in conjunction with the Section 30 Agreement facilities acquisition of 1,624sq.m of Council land to facilitate an orderly development parcel. At the completion of the redevelopment the applicant will be required to dedicate 3,984sq.m of new neighbourhood park and associated road connections. In addition, the new park will be embellished to the value of approximately \$1,840,000 of park embellishments.

**Status:** Executed.

**Outcomes:** The VPA was executed on 12 July 2023. No works have commenced.

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Civic Education Program

# Workforce Management Plan Activities

## Workforce Management Plan

Council’s Workforce Management Plan (WMP) is a crucial 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 that 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 Resources’ strategies, while continuing to meet operational requirements through service delivery and optimising organisational performance.

Some achievements include:

- Reviewed key Human Resources policies and procedures, including flexible working arrangements and a hybrid approach to working.
- Maintained the People and Culture Quality Management System documentation and templates
- Undertook a compliance review regarding regular and systematic casuals, labor hire and term contracts.
- Conducted workshops with management to gather insights for the Workforce Management Plan Project regarding enhancements to the Recruitment and Selection process.
- Maintained oversight and management of Annual Leave liability in accordance with the Local Government (State) Award, implementing annual leave plans for employees with over eight weeks of entitlement.
- Oversaw and managed Long Service Leave liability in line with the Local Government (State) Award, including the development of 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.



**Waste and Sustainability Team**

## 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.

Several key actions for Council included:

- Rolled out the Annual Corporate Training Calendar, aligning it with training and compliance responsibilities.
- Delivered individual and team training sessions upon request, covering topics such as Resilience, Positive Psychology, Time Management, Teamwork, Project Management, Stress Management, Customer Service, Handling Difficult Customers, Appropriate Workplace Behaviour, and Difficult Conversations.
- Developed the Sexual Harassment Policy and Guidelines.
- Created a PowerPoint presentation for Managers and Supervisors on Sexual Harassment.
- Provided access to the Smart and Skilled Government program through MCI Solutions for 31 staff, offering fee-free training in programs including Cert IV in Business (Administration), Cert IV in Project Management Practice, Certificate III in Business (Administration), Certificate IV in Leadership and Management, Diploma in Human Resource Management, Diploma of Business (Operations), and Diploma of Project Management.
- Engaged 37 staff in MCI Solutions' Virtual Training offerings, which consist of 90-minute online sessions covering technical skills, soft skills, and leadership.
- Coached and mentored seven staff participating in the Australasian Management Challenge held on April 11, supporting them through the pre-challenge task and ensuring strong performance on the day.
- Continued one-on-one coaching for staff seeking support and professional development, including assessments using the Myers-Briggs survey, Belbin Team Roles, and Honey and Mumford Learning Styles.
- Offered critical professional development programs, which were accessed by 1,852 staff members.
- Updated online Skills and Competency Assessments for Indoor Staff, enhancing the availability of online forms and revising training materials for E-Skills, along with updating cheat sheets included in ICT Handy Hints for E-Skills login and User Setup Guide for 2024.
- Reviewed and tailored ten training courses to meet the specific requirements of various business units.
- Received an invitation to present at the LG Professionals Workforce Management Conference on Developing Learning and Development Plans and Succession Planning.

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## Diversity and Equal Employment Opportunity

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

Key actions:

- Implemented Customer-Focused Disability Awareness training for all staff.
- Provided reasonable adjustments, upon request, during recruitment processes.
- Offered flexible working arrangements to assist employees transitioning to retirement, managing disability, or fulfilling caring responsibilities.
- Ran a work experience program for individuals with disabilities and refugees within the community.
- Used inclusive language in all documentation and publications.

## 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:

- Met audit requirements for payroll processing and compliance with records management standards.
- Reviewed and updated multiple online forms for staff, accessible via FirstCall.
- Transitioned to an automated approval process in Objective.
- Upgraded the online payroll system to facilitate employee self-service.
- Updated employee remuneration in accordance with Award increases and implementing taxation changes per ATO requirements.
- Processed employee Annual Performance and Development Assessments.
- Conducted a detailed system review in preparation for enhancements 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 14 February 2024 as per section 217 of the Local Government (General) Regulation 2021.

EMPLOYEE TYPE	NUMBER OF EMPLOYEES
Permanent full-time	575
Permanent part-time	92
Casual	49
Fixed-term contract	61
Senior staff	3
Labourer	53
Apprentice/trainee	14
<b>TOTAL</b>	<b>847</b>

## Work Health and Safety Management System - Continuous Improvement

Council's Work Health and Safety (WHS) 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:

- Implemented a new Online Work Health and Safety Management System.
- Conducted regular and systematic audits at all sites, utilising an enhanced audit methodology that considered Safety Champion implementation across Council sites.
- Carried out external compliance-based audits at all high-risk sites.
- Reviewed Work Health and Safety Management procedures following an independent external desktop audit.
- Conducted inspections every 12-18 months, followed by high-risk/specific inspections as required.
- Presented system improvements to the WHS Committee and Safety Leadership Team.
- Managed compliance expectations and changes in operating environments.

## Work Health and Safety Management System (WHSMS) Simplification and Online System

Council's Work Health and Safety Management System simplification program has entered its new stage in implementing an online safety system to support the ongoing simplification of the system. Council's online system removes the need for a paper-based 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's 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 Hazard and incident reporting with immediate notification.
- 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.

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## WHS Branch - Core

### WHS-00 Work Health and Safety (WHS) Policy



## 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 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 an online and/or paper based WHS Management System (WHSMS).

## POLICY ENDORSEMENT

	<u>02-MAR-23</u>
<b>Bradley Cutts</b> General Manager	Date
	<u>02-MAR-23</u>
<b>David Riven</b> Chairperson, Safety Leadership Team	Date
	<u>02.03.2023</u>
<b>Daniel McDonald</b> Chairperson, WHS Committee	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.*



## Chain of Responsibility (CoR)

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

A number of key actions for Council included:

- Developed and implemented a Chain of Responsibility Procedure, addressing speed, fatigue, mass, dimension management, load restraint, and roadworthiness.
- Established key performance indicators for Chain of Responsibility.
- Trained key personnel on the elements of Chain of Responsibility.
- Created onsite Chain of Responsibility training material.
- Acted on recommendations from the external audit report to enhance the rigour of the Chain of Responsibility.

## Workers Compensation

The Workers' Compensation Branch provides rehabilitation and injury management for workers who sustain a work related injury or illness in accordance with relevant workers compensation legislation, regulation, guidelines and standard of practice for insurers. Council's Injury Management and Return to Work Program complies with legislative and State Insurance Regulatory Authority Standards of practice and guidelines. The programs set out process and responsibilities for managing injured workers work-related injury or illness and supporting workers to return to work and recover at work in a timely and safe manner.

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.

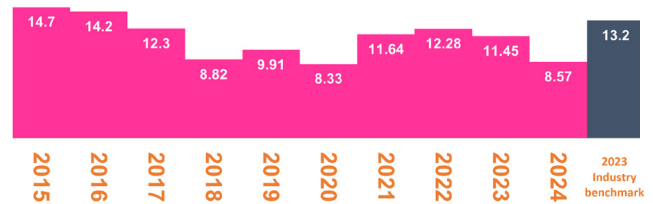
## Return to Work

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/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.

Council provides Return-to-Work training for Managers/Supervisors which helps them to understand their role, the importance of recovery at work and safe return to work for injured employees. Training for managers/supervisors is available via an online captivate 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 8.57%. There has been a decrease in Lost Time Injury Frequency Rate (LTIFR) compared to the previous reporting period.



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## Fairfield Opportunity and Risk Management Framework

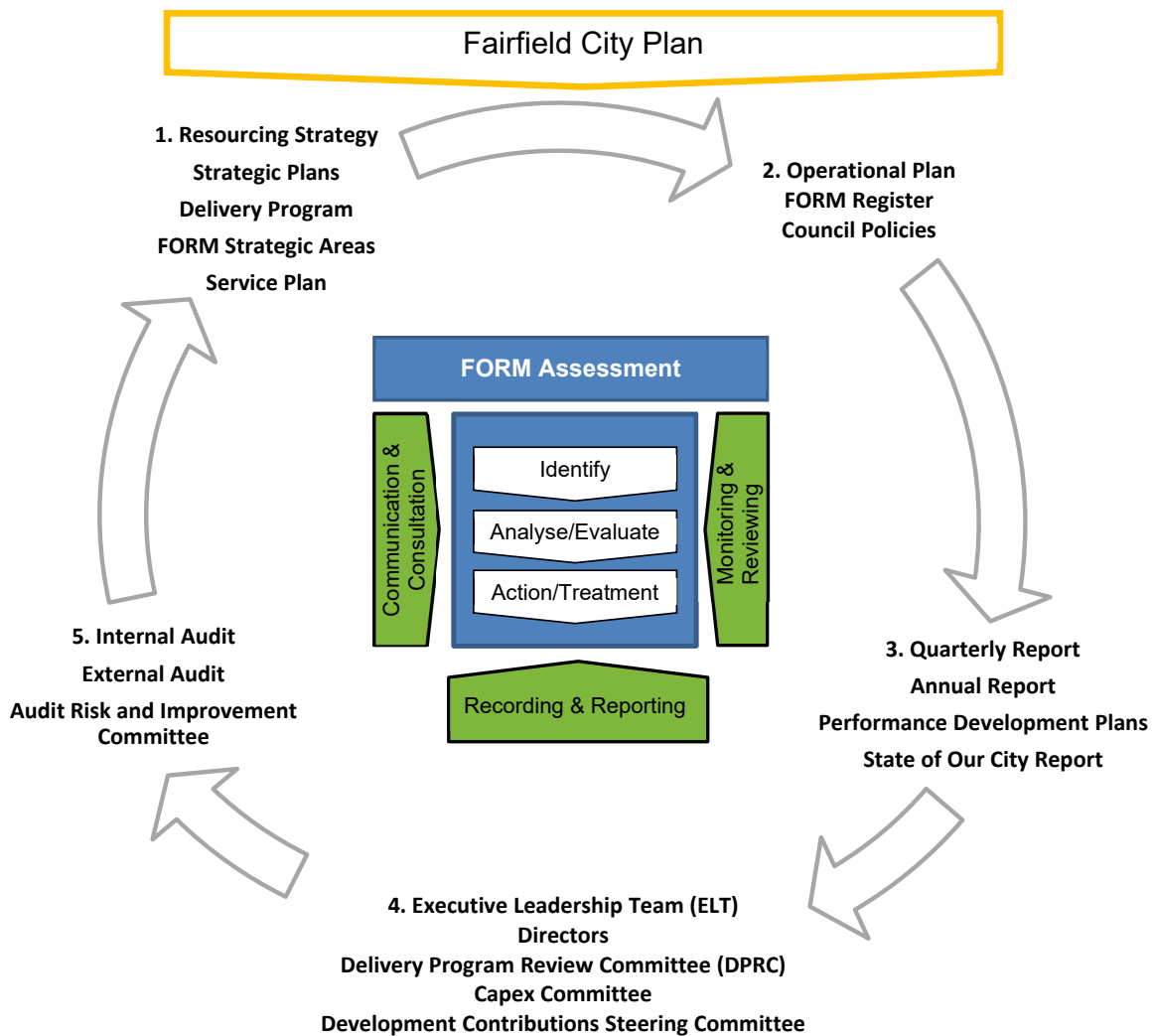
Council recognises that missed opportunities and large unmitigated risks can adversely impact its ability to achieve its objectives.

The **F**airfield **O**pportunity and **R**isk **M**anagement (**FORM**) Framework is the foundation that drives how Council will manage planning and implementing the services set in its Integrated Planning and Reporting (IPR) Framework to meet the Community’s needs and priorities, so that opportunities are realised and large unmitigated risks are reduced and managed.

The FORM process has been informed by various standards and regulations and are fundamentally 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.

### 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 **General 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

Bradley Cutts  
General Manager

15 FEBRUARY 2023  
Date



Cabramatta Lunar New Year Festival

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## Corporate Governance

Fairfield City and its Council is dedicated to maintaining integrity in operations, service delivery, and strategic planning, ensuring that they are equitable, transparent, and accountable at all times. The Audit, Risk and Improvement Committee (ARIC) and Internal Audit (IA) play a critical role in fulfilling this commitment.

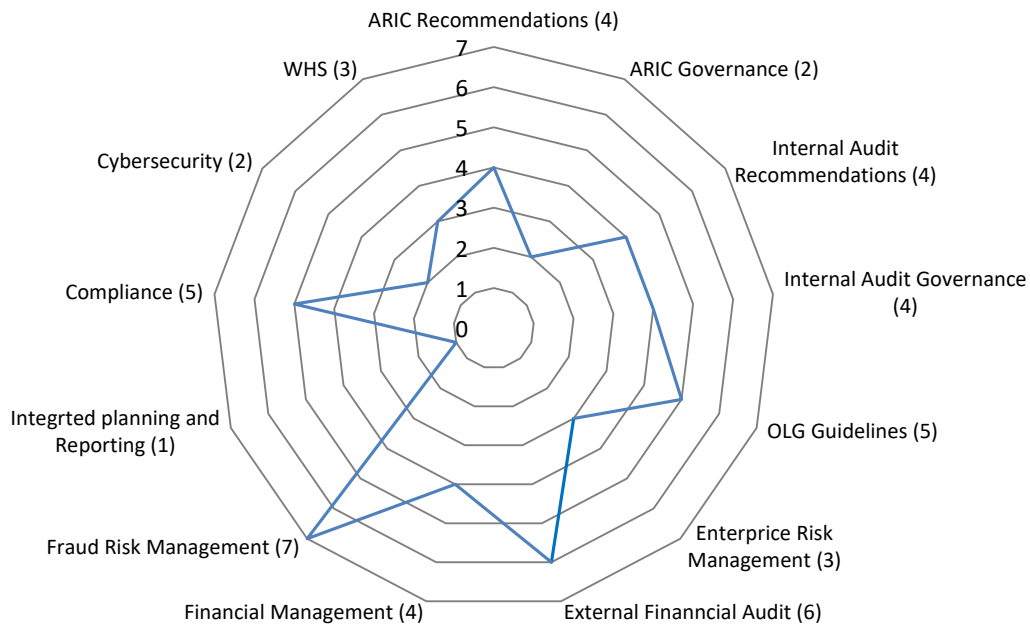
### Audit, Risk and Improvement Committee

The Audit, Risk and Improvement Committee (ARIC) comprises of independent members. ARIC is recognised under the Local Government (Amendment) Act 2016 as an advisory committee of Council. The ARIC Committee is an integral component of Fairfield City’s governance arrangements, operates independently of management, plays a key role in assisting the General Manager to discharge his responsibilities and provides advice to the Council on audit, risk and governance matters.

Councilors could be nominated as members of ARIC per local government regulations. They also receive quarterly updates on the activities through the Governance Divisional Reports.

With the introduction of Guidelines for Risk Management and Internal Audit for Local Governments in NSW, the Audit Risk and Improvement Committee Charter and Internal Audit Charter were revised and adopted in February 2024.

During 2023-2024, the ARIC met four times, receiving regular briefings, and five independent internal audit reports. These reports encompassed a variety of risk-based strategic, compliance, and operational audits to assess the effectiveness of the control environment. At each meeting, ARIC received updates on the progress of audit recommendations. Directors, Senior Managers and other Council Officers were invited to discuss improvement opportunities. In addition, ARIC convened a special meeting in October 2023 to review the Annual Financial Statements, where they discussed audit coverage and endorsed actions identified from the annual financial audit, including a briefing from the Audit Office of NSW. ARIC received 50 reports during 2023-2024 covering following topical areas.



## Internal Audit

Internal auditing is an independent, objective assurance and advisory service designed to add value and improve Fairfield City's operations. Internal auditing helps Fairfield City accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of governance, risk management, and control processes.

The Office of Local Government has issued Guidelines for Risk Management and Internal audit for Local Governments in NSW under Local Government (General) Amendment (Audit, Risk and Improvement Committees) Regulation 2023 which defines the Internal Audit function.

The internal audit function is overseen by City's Principal Auditor and is functionally reporting to ARIC and administratively reporting to General Manager (or delegate) per the Local Government Regulations. Internal Audits are conducted in accordance with the Global Internal Audit Standards issued by the Institute of Internal Auditors.

To ensure the internal audit function provides continued value to the Council and Executive Leadership Team (ELT) and supports ongoing compliance with legal and regulatory requirements, a risk-based Internal Audit approach leads to an annual work plan to assist Council in the delivery of its purpose, key priorities and continuous improvement. Council continues to demonstrate a commitment to complete the audit actions, with 48 audit actions closed during 2023-2024, and 45 audit actions remaining open as at 30 June 2024 as below.

Audit Report	Actions Closed during July 2023- June 2024			Actions Open as at 30 June 2024		
	Risk Rating			Risk Rating		
	High	Moderate	Low	High	Moderate	Low
Conflicts of Interest - C Management		4				
Water Park - Aquatopia		8				
Business Continuity					1	
Catchment and Stormwater Levy			5			2
Cybersecurity Audit		3	2	4	5	0
IT Security Governance and Penetration Testing			1			
Purchase Cards	2	1	1			
Drives24			1			
WHS Management System			20			
Delegations of Authority				6	3	4
Development Contributions					1	
Fairfield City Markets					1	
Part 5 Approvals under EP&A Act					1	7
Payroll and time keeping					2	
Property Acquisition						1
Recruitment and Selection						1
CCTV Compliance				1	1	4
<b>Total</b>	<b>2</b>	<b>16</b>	<b>30</b>	<b>11</b>	<b>15</b>	<b>19</b>

## Fraud Prevention and Control

Council actively promotes and is committed to corruption control initiatives, with ethical decision-making being a core function in complying with the fraud and corruption control policy. This commitment is supported by our comprehensive corruption prevention framework. Compliance with the fraud and corruption control policy is overseen by the ARIC, with our Internal Audit division responsible for managing the audit function, including the assessment of fraud risk at both the strategic internal audit plan and individual audit levels. Due to the oversight and leadership provided by ARIC and Internal Audit, the impact of fraud and corruption across the Council is minimised.

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## 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 2023-2024.

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	6	24	0	0	0	1	0	4
Non-for-profit organisations or community groups	0	0	0	0	0	0	0	1
Members of the public (application by legal representative)	1	23	0	1	1	0	0	0
Members of the public (other)	2	12	1	0	0	1	0	2

\*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.





Culinary Carnival

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	6	1	0	0	0	0	0
Access applications (other than personal information applications)	8	50	0	0	1	2	0	7
Access applications that are partly personal information applications and partly other	0	3	0	1	0	0	0	0

\*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)	1
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	0
Invalid applications that subsequently became valid applications	1

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
Privilege generally – Sch 1 (5A)	4
Information provided to High Risk Offenders Assessment Committee	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.

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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	66
Law enforcement and security	0
Individual rights, judicial processes and natural justice	10
Business interests of agencies and other persons	3
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)	79
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	79

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	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by Administrative Decisions Tribunal (NSW)	0	0	0
Total	0	0	0

\*The Information Commissioner does not have the authority to vary decisions, 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	79
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

Table I: Applications transferred to other agencies

	Number of applications transferred
Agency – Initiated transfers	0
Applicant – Initiated transfers	0

# Service Review

Council is dedicated to reviewing its services to ensure they operate efficiently, effectively, and provide value to the community. In the 2023-2024 financial year, Council committed to establishing a framework for conducting service reviews. These reviews will not only assess the delivery of specific services but also examine broader business processes that affect services across the organisation. It was decided that the Fairfield Showground Service and the Asset-Depot Services would be the focus of service reviews within this financial year.

## Fairfield Showground Service Review

The purpose of this review is to assess and refine the range of services and activities at the Fairfield Showground, a site that has transformed into a popular space for sports, recreation, and events after significant redevelopment. The review aims to clarify business processes, enhance coordination among Council services, identify and resolve issues, improve productivity, manage risks, and develop a coordinated strategy for future activation and marketing of the Showground to align with Council's vision and mission.

## Fairfield Showground Review Outcomes

The review presented 3 recommendations and 1 indicator in an Implementation Plan for the Fairfield Showground. The Executive Leadership Team (ELT) adopted the review on February 28, 2024.

The review has outlined the boundaries of Fairfield Showground and highlighted opportunities to develop a site-specific Asset Management Plan and a strategic Precinct Plan. This plan will define the vision, goals, and priorities for the Showground, including its operational management. It was noted that the Precinct Plan should be placed on hold until the completion of the major community entertainment centre project. The implementation of actions and indicators will be monitored and recorded for reporting in future years.

## Asset Depot Service Review

The purpose of this review is to assess and refine the Asset & Depot services at Council, focusing on six key areas: Civil & Built Asset Management, Open Space Asset Management, Community Facilities, Fleet and Stores Management, Infrastructure Construction and Maintenance, and Parks and Gardens Operations. The review aims to clarify the distinction between Strategic and Operational Asset Management, better define roles and responsibilities, streamline processes, eliminate redundancies, and address staffing and resource challenges. Additionally, it will examine the relationship between Asset Management and the Depot to improve overall service delivery.

## Asset Depot Review Outcomes

The review presented 11 recommendations and outlined 10 indicators in an Implementation Plan to monitor the improvements identified in the report. The Executive Leadership Team (ELT) adopted the review on December 13, 2023.

The review has identified opportunities to establish working groups aimed at enhancing service delivery standards, addressing resourcing gaps through restructuring, fostering synergies, and building capacity. Additionally, process improvements have been recommended to boost operational performance for the wider Fairfield City community. The implementation of these actions and indicators will be monitored and tracked for future reporting periods.

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## Public Interest Disclosure Act 2022

In line with the new Public Interest Disclosure Act that came into effect on 1 October 2023, Council has implemented its 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 Developing your PID Policy Guideline 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 2022. In addition, a separate procedure was established which sets out the business processes for how staff will be dealing with a public interest disclosure.

The statistics below report on the Public Interest Disclosure Act for 2023-2024.

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"> <li>• Corrupt conduct</li> <li>• Maladministration</li> <li>• Serious and substantial waste</li> <li>• Government information contravention</li> <li>• Local government pecuniary interest contravention</li> </ul>	
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 fortnight, posters with QR Code containing Disclosure Officers contact details for all council sites, information on council website and intranet (Firstcall), online reporting tool, provide overview at staff induction and Code of Conduct training.



**Bland Oak Seedlings**

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## Mayoral and Councillor Fees and Expenses

The Councillor Expenses and Facilities Policy identifies expenses paid and facilities provided to the Mayor and Councillors in relation to their duties of civic office. The Policy recognises 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 the Policy.

The total cost of facilities provided and expenses incurred by all Councillors in accordance with the Councillor Expenses and Facilities Policy for the 2023-2024 period is provided in the table below:

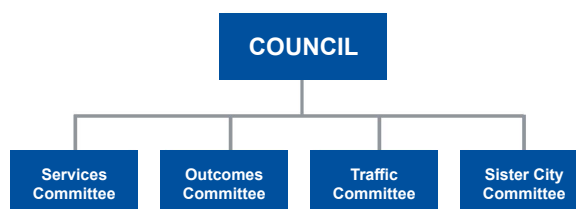
Expenses	Amounts (\$)
Overseas travel	Nil
Interstate travel	Nil
Office equipment	2,478
Telephone calls	8,155
Attendance at conferences and seminars	13,413
Training and provision of skill development	4,663
Spouse / partner expenses	Nil
Child care / carer's expenses	Nil
<b>TOTAL</b>	<b>28,709</b>

## 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

October 2023 – June 2024
Mayor Carbone (Chairperson)
Cr Barkho
Cr Barcha
Cr Karajcic
Cr Lam
Cr Lazar
Cr Le
Cr Ly
Cr Mijatovic
Cr Morvillo
Cr Rohan
Cr C Saliba
Cr M Saliba

## Extraordinary Council Meetings

There were no Extraordinary Council meetings held during 2023-2024.

## 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 2023-2024 and the quorum for the Outcomes Committee is 2 Councillors:

October 2023 – June 2024
Mayor Carbone
Cr Barkho
Cr Karajcic
Cr Le (Chairperson)
Cr Ly
Cr Rohan
Cr M Saliba

## 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 2023-2024 and the quorum for the Services Committee 2 Councillors:

October 2023 – June 2024
Mayor Carbone
Cr Barcha
Cr Lam
Cr Lazar
Cr Mijatovic
Cr Morvillo
Cr C Saliba (Chairperson)

## 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 2023-2024 and the quorum for the Traffic Committee is 2 Councillors:

October 2023 – June 2024
Mayor Carbone
Cr Barkho
Cr Karajcic
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 in 2023-2024 and the quorum for the Sister City Committee is 5 Councillors:

October 2023 – June 2024
Councillor Barcha
Councillor Lam (Chairperson)
Councillor Lazar
Councillor Le
Councillor Ly
Councillor Mijatovic
Councillor M Saliba

There were no Sister City Committee meetings held during 2023-2024.

## Senior Staff Remuneration

Council has three senior staff as defined by the Local Government Act comprising of a General Manager and two senior staff.

Their total remuneration packages, which incorporate salary, employer superannuation, fringe benefits tax, performance, and higher duties payments, during 2023-2024, are noted below.

Total Remuneration Package	
General Manager	\$406,154
Other Senior Staff	\$638,397



## Councillors Induction and Professional Development

In accordance with Clause 428(4)(b) of the Local Government (General) Regulation 2005, 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
All Councillors	Conference	LGNSW Annual Conference	12-14 November 2023	Clr Barkho Clr Mijatovic Clr Morvillo	Yes	\$4,155.00
Councillor Lam	Professional Development	Executive Certificate for Elected Members	16-17 February and 22-23 March 2024	Yes	Yes	\$4,439.00
All Councillors	Conference	ALGWA National Conference	14-16 March 2024	No	No	\$0
All Councillors	Conference	National General Assembly	2-4 July 2024	Clr Lam Clr Karajcic	Yes	\$4,068.00
<b>TOTAL</b>						<b>\$12,662.00</b>

Note: No induction program has been delivered during the 2023-2024 period.





Australia Day Awards

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## Legal Proceedings

A summary of the amounts incurred by Council in relation to legal proceedings taken by or against Council during the 2023-2024 period follows:

Proceedings	Cases	Cost
Proceedings against Council	30	\$278,910.05
Proceeding by Council	9	\$24,083.00
Expenses paid in out-of-court settlements	1	\$1,100.00
Expenses received by Council in-out-of-court settlements	2	(\$5,200.00)
<b>Total Expense / (Income)</b>		<b>\$298,893.05</b>

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	13
Proceedings unfavourably finalised	0
Cases discontinued	3
Cases settled	13
Proceedings not finalised	23

The summary does not include cases relating to workers' compensation and insurance matters. There were 4 workers compensation matters from previous years, 2 settled and 2 that continue to be litigated. 2 new matters came in the 2023-2024 period and continue to be litigated.

## Public Liability and Professional Indemnity

There was a total of 149 new public liability and 3 new professional indemnity claims received for the 2023-2024 period, with a total of 163 public liability and professional indemnity claims have been finalised. This means that 68 public liability and 4 professional indemnity claims will continue into the 2024-2025 financial year. 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.

## Modern Slavery Statement

The following statement is made in pursuance of section 428(4)(d) of the *Local Government Act 1993* (NSW) (**the Act**). No statement of action is required under section 428(4)(c) of the Act as the Anti-Slavery Commissioner has not raised any issue concerning Council's operations for this reporting period.

Council is required by section 438ZE of the Act to take reasonable steps to ensure goods and services procured by and for Council are not the product of modern slavery within the meaning of the *Modern Slavery Act 2018* (NSW).

Council recognises that government purchasing decisions play a key role in efforts to minimise and eliminate modern slavery practices by shaping economic incentives. In this reporting period, Council has introduced changes at both the policy level and the operational level to manage risks of modern slavery occurring in Council's operations and supply chains.

In this reporting period, Council has:

- Amended its Procurement Policy to acknowledge Council's commitment to managing modern slavery risks while carrying out procurement, identify high level strategic aims for modern slavery due diligence efforts, and outline minimum requirements for Council personnel to observe when undertaking any request for tender process;
- Amended its Request for Tender template to include clauses to put tenderers on notice that Council will require their compliance with a modern slavery due diligence assessment as a condition of their eligibility, and to advise how Council will evaluate modern slavery compliance;
- Prepared a questionnaire for Minor to Standard Modern Slavery Due Diligence and a questionnaire for High Modern Slavery Due Diligence required to be completed and attached to every tender submission as a condition of the tenderer's eligibility;
- Amended Council's Purchase Order Terms and Conditions and other standard form contract documents to include modern slavery clauses providing for shared responsibility for identifying, reporting on and remediating modern slavery risks;
- Required tenderers to complete and submit Modern Slavery Due Diligence questionnaires in request for tender processes under section 55 of the Act; and
- Negotiated for the inclusion of modern slavery clauses where contractors were engaged by way of procurement processes exempt from subsection 55(3) of the Act.

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## Major contracts

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

Below are all the contracts awarded by the City during the financial year 2023/24 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 Services	\$ Total Cost including GST
ACCESS SOFTWARE AUSTRALIA PTY LTD	Software Licence	\$575,025
ALLY CIVIL	Civil Works	\$233,452
ALLY CIVIL	Road Works	\$302,803
ALPHATEX INDUSTRIES PTY LTD	Light Fleet Vehicle	\$223,630
AUSTONNE PTY LTD	Electrical	\$426,577
BUCHER MUNICIPAL PTY LTD	Waste Compactor and Truck	\$517,558
BUCHER MUNICIPAL PTY LTD	Waste Compactor and Truck	\$517,558
BUCHER MUNICIPAL PTY LTD	Waste Compactor and Truck	\$517,558
BUCHER MUNICIPAL PTY LTD	Waste Compactor and Truck	\$517,558
BUCHER MUNICIPAL PTY LTD	Waste Compactor and Truck	\$517,558
BUCHER MUNICIPAL PTY LTD	Waste Compactor and Truck	\$509,935
BUCHER MUNICIPAL PTY LTD	Waste Compactor and Truck	\$503,067
BUCHER MUNICIPAL PTY LTD	Waste Compactor and Truck	\$503,067
BUCHER MUNICIPAL PTY LTD	Waste Compactor and Truck	\$503,067
BUCHER MUNICIPAL PTY LTD	Waste Compactor and Truck	\$503,067
BUCHER MUNICIPAL PTY LTD	Waste Compactor and Truck	\$503,067
BUCHER MUNICIPAL PTY LTD	Road Sweeper	\$440,002
BUDGET DEMOLITION & EXCAVATION PTY LTD	Demolition Works	\$624,579
BVT FLOORING SOLUTIONS	Building Works	\$200,868
CAPPA CONSTRUCTION & MAINTENANCE PTY LTD	Construction Works	\$323,161
CIVILLE PTY LTD	Consulting Services	\$203,775
CO-ORDINATED LANDSCAPES PTY LTD	Landscaping Construction works	\$4,097,500
CO-ORDINATED LANDSCAPES PTY LTD	Landscaping Construction works	\$461,569
DATACOM SYSTEMS	Software Licensing	\$2,346,626
EVERY TRADE BUILDING SERVICES PTY LIMITED	Nettball Court Refurbishment	\$2,632,327
EVERY TRADE BUILDING SERVICES PTY LIMITED	Building Works	\$295,053
EVERY TRADE BUILDING SERVICES PTY LTD	Kiosk and Car Park works	\$509,049
EVERY TRADE BUILDING SERVICES PTY LTD	Kiosk and Car Park works	\$774,311
EVOLUTION CIVIL MAINTENANCE PTY LTD	Civil Works	\$264,929
GRACE RECORDS MANAGEMENT (AUSTRALIA) PTY LTD	Records Management System	\$715,000

Vendor / Contractor	Description of Services	\$ Total Cost including GST
LG SOFTWARE SOLUTIONS T/AS PULSE SOFTWARE	Software	\$265,320
MACK CIVIL PTY LIMITED	Construction Works	\$4,863,915
MAICO PROPERTY SERVICES PTY LIMITED	Building Works	\$265,467
MOMENTUS PTY LTD	Software	\$186,613
NBRS & PARTNERS PTY LTD	Consulting Services	\$1,864,676
NEVER STOP WATER PTY. LTD.	Consilting Works	\$249,395
OCON SERVICES PTY LTD	Concrete Pulverising	\$535,150
ORACLE CORPORATION AUSTRALIA PTY LTD	Software	\$445,422
PLANTABOX PTY LTD	Outdoor Equipment	\$248,534
POLYTAN ASIA PACIFIC PTY LTD	Synthetic Field Upgrafe	\$7,439,722
SAVILLS PROJECT MANAGEMENT PTY. LTD.	Project Management Services	\$895,409
STATE ASPHALT SERVICES PTY LTD	Roads Program Stage 2 Supply Deliver and Lay Asphalt	\$7,793,882
STATE ASPHALT SERVICES PTY LTD	Roads Program Stage 2 Supply Deliver and Lay Asphalt	\$3,435,470
SULO MGB AUSTRALIA PTY LTD	Mobile Garbage Bins and accessories	\$4,011,689
THE TRUSTEE FOR KIDD FAMILY TRUST	Election Services	\$1,542,064
TIGERTURF AUSTRALIA PTY LTD	Construction Works	\$706,629
WEST AVENUE BUILDING PTY LTD (DML GROUP)	Building Works	\$479,853
ENDEAVOUR ENERGY	Lighting Design and Upgrade Network Asset Fees	\$1,155,944



Children's Area, Whitlam Library

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## Organisations providing goods and services exceeding \$150,000

Below are all the organisations who provided goods and services exceeding \$150,000 in value during 2023/2024 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 Services	\$ Total Cost including GST	Number of Purchase Orders / Invoices
A_SPACE AUSTRALIA PTY LTD	Outdoor Equipment	\$259,526	5
ACCLAIMED EXCAVATIONS PTY LTD	Civil Works	\$315,428	107
*ACM LIVERPOOL PTY LTD	Light Fleet Vehicles	\$391,676	114
ACRON BUILDING SERVICES PTY LTD	Building Works	\$173,830	4
ACUTE BUILDING & MAINTENANCE PTY LTD	Building Works	\$528,049	66
ALLIANCE FIRE SYSTEMS PTY LTD	Fire Safety Maintenance	\$371,477	680
ALLY PROPERTY SERVICES PTY LTD	Civil Works	\$1,922,267	95
AMA BUILDING DEVELOPMENTS PTY LTD	Building Works	\$434,249	367
*AMPOL	Fuel	\$952,068	12
APUNGA ECOLOGICAL MANAGEMENT	Environmental Services	\$159,582	17
ARRB GROUP LTD	Consulting services	\$403,952	9
ASI SOLUTIONS	ICT	\$506,143	22
AUDIT OFFICE OF NEW SOUTH WALES	Audit	\$281,270	8
AUSTRALIA POST	Postal services	\$747,255	43
AUSTRALIAN ELECTION COMPANY	Election Services	\$154,206	1
*AUSTRALIAN HAMMER SUPPLIES PTY LTD	Heavy Plant	\$869,589	398
AUTOMATED PARKING SYSTEMS	Parking meter services	\$307,807	100
BEASY PTY LTD	Environmental Services	\$246,920	31
BENEDICT SAND & GRAVEL	Supply Natural Sand	\$157,915	77
BLACKTOWN CITY COUNCIL	Animal Management	\$772,777	18
*BLACKWOODS	Hardware	\$273,071	1,177
BOC LIMITED	Gas and accessories	\$241,447	223
BRANDOWN PTY LTD	Construction waste disposal	\$560,168	164
BREWSTER HJORTH ARCHITECTS	Consulting services	\$1,004,656	63
BRIGHT PRINT GROUP	Printing Services	\$258,893	23
*BUCHER MUNICIPAL PTY LTD	Waste Compactors and Truck	\$6,478,573	365
BUDGET DEMOLITION & EXCAVATION PTY LTD	Demolition Works	\$539,391	19
BUSHLAND MANAGEMENT SOLUTIONS P/L	Bushland Regeneration Management Services	\$540,142	50
BVT FLOORING SOLUTIONS PTY LTD	Building Works	\$200,583	13
*CITY HINO/IVECO SYDNEY	Heavy Fleet	\$885,541	301
*CK RECRUITMENT PTY LTD	Temporary Labour	\$2,501,880	265
CLEANAWAY PTY LTD	Municipal Waste Services	\$16,488,946	31
COLLECTIVE CIVIL PTY LTD	Fairfield Golf Course Detention Basin Upgrade	\$1,342,808	35
COMBINED TRAFFIC MANAGEMENT PTY LTD	Line Marking Services	\$364,714	148
COMPLETE STAFF SOLUTIONS PTY LTD	Temporary Labour	\$254,854	86
CONCRETE RECYCLERS (GROUP) PTY LTD	Concrete Crushing Services	\$1,599,095	118
CO-ORDINATED LANDSCAPES PTY LTD	Landscaping Construction works	\$ 2,842,281	41
*CORE TALENT PTY LTD	Temporary Labour	\$665,612	339
CUNNEEN SIGNS	Signage	\$241,890	17

Vendor / Contractor	Description of Services	\$ Total Cost including GST	Number of Purchase Orders / Invoices
*DAIMLER TRUCKS HUNTINGWOOD/ VVG SERVICES	Heavy Fleet	\$270,181	9
*DATACOM SYSTEMS (AU) PTY LTD	Microsoft & other Software Licence	\$1,298,389	49
DEPARTMENT OF CUSTOMER SERVICE	Department of Customer Service Revenue Processing Fee	\$688,351	94
DEPARTMENT OF PLANNING HOUSING & INFRAST	Fees	\$654,233	22
*DESIGN & BUILD RECRUITMENT UNIT TRUST	Temporary Labour	\$291,355	154
DML GROUP (WEST AVENUE BUILDING PTY LTD)	Construction	\$846,954	27
DURKIN CONSTRUCTION PTY LTD	Construction	\$180,851	34
ECODESIGN ECOPRINT	Consulting services	\$408,000	38
ENDEAVOUR ENERGY	Lighting Design and Upgrade Network Asset Fees	\$3,245,507	44
ENDEAVOUR POOLS & SPAS PTY LTD	Pool Refurbishment	\$2,370,012	15
ESL - REVENUE NSW	Fire and Emergency Contributions	\$3,278,322	12
EVERY TRADE BUILDING SERVICES PTY LTD	Kiosk and Car Park works	\$6,556,704	70
EVOLUTION CIVIL MAINTENANCE PTY LTD	Civil Works	\$461,801	8
EXELOO PTY LTD	Public Toilet Systems	\$321,788	6
FAIR REPAIRS PTY LIMITED	Cleaning Services	\$198,047	39
FOCUS GROUP TECHNOLOGIES PTY LTD	ICT	\$175,472	133
FUJIFILM BUSINESS INNOVATION AUSTRALIA	Photocopier services	\$200,224	518
FULTON HOGAN INDUSTRIES PTY LTD	Supply Deliver and Lay Asphalt for Roads Program	\$583,048	351
*GILBERT & ROACH PTY LIMITED	Heavy Fleet	\$181,760	185
GRACE RECORDS MANAGEMENT (AUSTRALIA) P/L	Records Management System	\$181,179	18
GRANICUS AUSTRALIA PTY LTD	Website Software	\$536,477	12
GROUP GSA PTY LTD	Design Services	\$261,305	20
GROWTH CIVIL LANDSCAPES PTY LTD	Landscaping works	\$759,497	16
GWS MACHINERY PTY LTD	Machinery	\$200,484	156
H3C PLUS PTY LTD	Video Management System	\$389,249	5
*HAYS SPECIALIST RECRUITMENT (AUSTRALIA)	Temporary Labour	\$464,017	156
*HITECH SUPPORT PTY LTD	ICT	\$166,869	117
HIX GROUP PTY LTD	Trade and Carpentry Services	\$190,728	11
HL LANDSCAPES PTY LTD	Landscaping	\$285,124	46
HOUSTON DEARN O'CONNOR	Legal Services	\$183,894	62
INDEPENDENT CEMENT AND LIME PTY LTD	Supply of Tri-Blend Cement	\$800,404	48
INGEN ELECTRICAL GROUP	Electrical Works	\$425,582	518
*JAMES BENNETT PTY LTD	Library Books	\$491,056	165
JLT RISK SOLUTIONS PTY LTD	Insurance	\$156,304	25
JOHN R TURK & SONS PTY LTD	Electrical Products	\$173,853	202
KERFOOT PTY LTD	Testing and Tagging	\$193,488	285
KOMATSU AUSTRALIA PTY LTD	Machinery	\$502,876	3
LOCAL GOVERNMENT NSW	Membership and Consultancy	\$185,077	23
*LOGO MANAGEMENT (AUST) PTY LTD	Temporary Labour	\$331,191	77
LSR MAINTENANCE PTY LIMITED	Steel works	\$306,123	92
LUVU PTY LTD	ICT	\$167,332	103
MACK CIVIL PTY LTD	Various Civil works	\$17,289,276	817

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MAIA FINANCIAL PTY LTD	Operating Lease Services	\$176,832	9
MAICO PROPERTY SERVICES PTY LTD	Building Works	\$424,529	12
MARSDENS LAW GROUP	Legal Services	\$183,431	47
MATTHEWS FOLBIGG LAWYERS PTY LIMITED	Legal Services	\$268,580	70
*MCARTHUR MANAGEMENT SERVICES	Temporary Labour	\$2,150,280	454
MFS CONTRACTING PTY LTD	Lighting upgrade	\$162,030	3
MG MY GATEWAY	Apprentice	\$177,463	142
MODERN TEACHING AIDS PTY LTD	Educational Products	\$221,712	181
NBRS & PARTNERS PTY LTD	Consulting Services	\$335,869	5
*NEPEAN MOTOR GROUP	Light Fleet Vehicles	\$324,995	86
NOPPEN AIR PTY LTD	Air Condition Maintenance	\$838,572	508
NORTHERN FENCING SPECIALISTS PTY LTD	Fencing Services	\$319,757	36
*NORWEST RECRUITMENT PTY LTD	Temporary Labour	\$426,125	329
OBJECTIVE CORPORATION LIMITED	Records Management System	\$252,587	10
OPTUS BILLING SERVICES PTY LTD	Telecommunication Services	\$216,553	49
ORACLE CORPORATION AUSTRALIA PTY LIMITED	Corporate Finance System	\$278,569	18
ORIGIN ENERGY LPG LIMITED	Gas Supply	\$177,691	49
PERFECTION LANDSCAPE SERVICES	Landscaping Construction works	\$649,734	30
PLACE DESIGN GROUP PTY LTD	Design Services	\$207,024	21
PLANNING MINISTERIAL CORPORATION	Fairfield City Council's - Sydney Region Development Fund Levies	\$239,705	3
PLANTABOX PTY LTD	Outdoor Equipment	\$258,599	3
POLYTAN ASIA PACIFIC PTY LTD	Synthetic Field Upgrade	\$483,880	28
PROGRAMMED PROPERTY SERVICES	Property management	\$275,177	28
QBE INSURANCE (AUSTRALIA) LTD	CTP Insurance	\$218,450	13
R LINE CIVIL & CONCRETING PTY LTD	Concreting and Major Complex Civil Works	\$2,270,751	172
*RANDSTAD PTY LIMITED	Temporary Labour	\$242,492	86
RE.CYCLE OPERATIONS PTY LTD	Waste Recycling	\$1,398,995	12
RECOVERIES & RECONSTRUCTION (AUST) PTY	Debt Recovery Services	\$152,581	19
RJC PET SERVICES	Animal Management	\$347,299	12
RYALEX SECURITY	Security CCTV Maintenance	\$350,131	98
SEBEL PTY LTD	Furniture	\$245,263	15
SITE GROUP PTY LTD	Traffic Management Services	\$1,891,211	1,172
SKYLINE LANDSCAPE SERVICES PTY LTD	Mowing Services	\$684,845	66
SMEC AUSTRALIA PTY LTD	Environmental Services	\$201,522	9
SPECIALISED PAVEMENT SERVICES PTY LTD	Cleaning Services	\$287,158	12
STABILISED PAVEMENTS OF AUSTRALIA	Road Works	\$735,696	3
STAR STRUCTURES PTY LTD	Outdoor Equipment	\$242,578	82
STATE ASPHALT SERVICES PTY LTD	Roads Program Stage 2 Supply Deliver and Lay Asphalt	\$7,033,065	192
STATEWIDE MUTUAL	Insurance	\$2,010,953	8
STORM INTERNATIONAL PTY LTD	Cleaning Services	\$1,010,136	302
SULO MGB AUSTRALIA PTY LTD	Mobile Garbage Bins and accessories	\$5,015,714	61
SUPERSEALING	Roadworks and Asphalt work	\$502,076	9
*SUTHERLAND ISUZU UTE	Heavy Fleet	\$617,969	108
SYDNEY WATER CORPORATION	Water usage	\$1,105,867	1,912



Vendor / Contractor	Description of Services	\$ Total Cost including GST	Number of Purchase Orders / Invoices
TELSTRA INFRACO - ASSET & NETWORK	Telecommunication Services	\$282,424	29
TELSTRA LIMITED	Telecommunication Services	\$185,758	51
TENON AUS PTY LTD	Construction works	\$150,600	2
*THE BIODIESEL STATION PTY LTD	Fuel	\$1,439,271	15
THE GARDENMAKERS PTY LTD	Landscaping works	\$155,145	8
THE GREEN HORTICULTURAL GROUP PTY LTD	Maintenance Supply top dressing various ovals	\$621,898	33
TOOLIJOOA PTY LTD	Bushland Regeneration Management Services	\$418,617	60
TOTAL DRAIN CLEANING SERVICES PTY LTD	Litter Removal from Storm Water Devices	\$744,010	202
TOTAL EARTH CARE	Environmental Services	\$232,471	60
TPG NETWORK PTY LTD	Telecommunication Services	\$429,388	34
TREESERVE PTY LTD	Various Street Tree Maintenance in the Fairfield LGA	\$1,252,943	63
TRISLEY'S HYDRAULIC SERVICES PTY LTD	Fountains Pumps Testing Services	\$217,759	84
*TRIVETT AUTOMOTIVE RETAIL PTY LTD	Light Fleet Vehicles	\$670,790	105
TST PROPERTY SERVICES PTY LTD	Cleaning Services	\$1,380,939	999
*TYRES4U PTY LTD	Tyres	\$204,927	93
VALUER GENERAL NSW	Land Valuation LGA Fees	\$384,754	3
VDG SERVICES AUSTRALIA	Cleaning Services	\$387,972	114
VELJOHN PTY LTD	Supply Natural Sand	\$1,084,210	54
VEOLIA ENVIRONMENTAL SERVICES	Receiving and Processing of clean up material	\$4,388,536	375
VEOLIA RECYCLING & RECOVERY (NSW) PL	Municipal Waste Services	\$297,059	25
VESTONE CAPITAL PTY LIMITED	Leasing of ICT Equipment	\$826,462	60
WESTBURY CONSTRUCTIONS PTY LTD	Refurbishment works	\$386,821	15
ZEN ENERGY RETAIL PTY LTD	Electricity	\$2,614,695	412

\*Jobs awarded through NSW government contract, Local Government Procurement (LGP), Procurement Australia (PA) contract and Southern Sydney Regional Organisation of Councils (SSROC) contract.

Note: The value of goods and services given is based on purchase orders / invoices listed for the 2023/2024 financial year.

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

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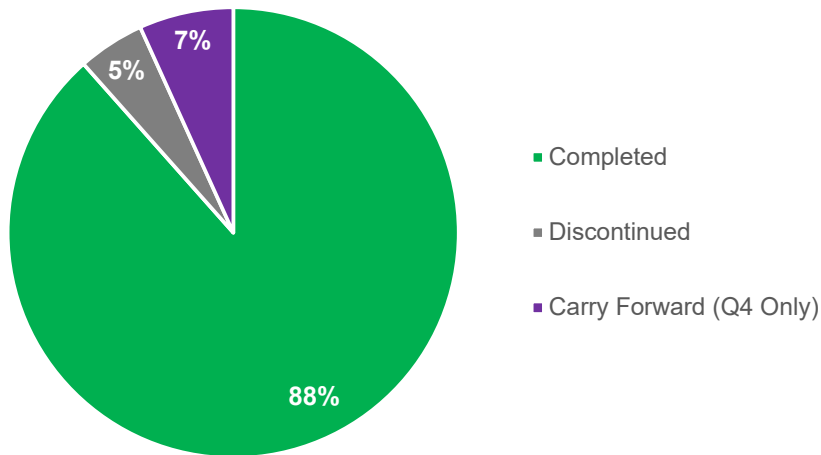
## 2023-2024 Capital Works Projects and Programs

Capital projects are generally large scale, large cost projects providing a long-term investment. These projects build on, add to, or improve Council's assets.

Capital works projects include constructing new buildings, roads and/or bridges, structures and/or mechanical installations, upgrading or extending existing buildings, and major upgrade works to existing roads.

Over the 2023-2024 financial year, Council identified a total of \$76.1 million worth of capital works projects to be delivered across Fairfield City, of which 88% construction completed, 5% discontinued and 7% were carried forward into the 2024-2025 Operational Plan for completion.

The pie graph below demonstrates the final status of capital projects and major programs as at the end of 2023-2024 financial year.



**Amenities Building, Fairfield Showground**

## Major Capital Projects over \$10 Million

Projects with significant expenditure are identified and managed in accordance with the Office of Local Government's Capital Expenditure Guidelines. The expected outcomes, costs and complexity of these projects require a structured approach to management and control of scope, risk, cost and time.

The capital and operational expenditure arising from these projects can be significant and needs to be considered as part of the Long-Term Financial Plan 10-year forecast.

**PROJECT 1:** IN628-1 Endeavour Sports Hub  
**Budget:** \$16.3m  
**Status:** Construction  
**Completion Date:** 2025

Fairfield City Council obtained funding through the Western Sydney Infrastructure Grant (previously known as WestInvest) for the upgrade of Endeavour Reserve.

The upgrade includes 2 new synthetic football fields, improved amenities, upgrades to sports field floodlighting and playing surfaces, parking and landscaping.

Commitment to construct the works has been made by Council with the procurement of the builder completed in 2023/24. Works completed to date include resolution of ground contamination issues and commencement of earthworks.

**PROJECT 2:** IN913 Regional Indoor Multicultural and Sporting Complex  
**Budget:** >\$48.0m  
**Status:** Concept Design  
**Completion Date:** 2026

Fairfield City Council is working on the indoor community and events centre at Fairfield Showground. The new facility is a single hall able to accommodate community sports courts and events. This is accompanied by changes to car parking, access roads, amenities, drainage and site access.

The project is part funded through the Western Sydney Infrastructure Grant's \$28m Local Government Allocation to Fairfield City (previously known as WestInvest). Full funding for the project's construction remains to be resolved in detail.

No commitment for construction of the facility has been made.

**PROJECT 3:** IN643 Cabravale Leisure Centre's Health and Wellbeing Upgrade  
**Budget:** >\$33.0m  
**Status:** Planning Approval  
**Completion Date:** Subject to Sourcing Construction Funding

Fairfield City Council has had planning approval issued for the Health and Wellness upgrade to Cabravale Leisure Centre.

The approved upgrade includes expansion of the indoor gym, new 25m indoor heated pool, reconfiguration of the existing pool into a rehabilitation pool, new sauna, spa and steam room along with new and upgraded amenities.

Construction funding has yet to allocated and further progress for the project is subject to sourcing a suitable capital grant.



## Condition of Public Works

Fairfield City Council is responsible for effectively managing an extensive range of assets valued at \$2.0 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 2024.

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	2.4	442,893	7,411	8,540	12,427	11,807
Roads and Transport	Roads (Road Pavements, at ground Car parks, Traffic Facilities and Road furniture)	2.1	624,265	11,639	9,246	18,123	24,968
	Kerbs and Gutters	2.1	228,337	2,723	3,826	4,519	4,821
	Footpath and Cycleways	2.0	153,715	2,425	2,884	3,157	4,798
	Bridges	1.8	51,516	511	282	486	861
	Bulk Earthworks	0	39,753	-	-	-	-
Drainage	Stormwater Drainage Assets	1.9	367,020	2,450	672	2,087	2,521
Open Space	Park and Recreation	2.0	103,890	3,954	1,506	4,568	3,803
<b>TOTAL – ALL ASSETS</b>		<b>2.0</b>	<b>2,011,389</b>	<b>31,113</b>	<b>26,956</b>	<b>45,367</b>	<b>53,579</b>

### 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.

## 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. 1.8% of the road network is considered to be in poor condition
- Kerb and Gutter - Council maintains 1,231 kilometres of kerb and gutters throughout our City. The average condition is considered to be of good standard. 2.0% 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 3.9% 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. The average condition is considered as good with 0.40% of the bridges and culvert assets/components in poor condition.
- Footpaths and Cycleways - Council maintains 997 kilometres of footpaths and cycleways throughout our City. The average footpath condition is considered to be of good condition. 2.0% 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 480 kilometres of stormwater pipe and 14,450 stormwater pits throughout the City. The average condition of these assets is considered to be of good standard with 1.0% of the 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.



Fairfield Heights Park

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## 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 2023-2024.

## Controlling Interests in Companies

Council held no controlling interest in any company for the 2023-2024 reporting period.

## Rates and Charges Written Off

Rates and Charges totalling \$3,070,799.86 were waived or written off during the 2023-2024 period in accordance with the Local Government Act 1993. This compares to Rates and Charges of \$3,127,144.86 waived or written off in the 2022-2023 period.

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

Item	Amount
Postponed Rates and Charges written off	\$9,740.95
Non-rateable claims (abandonment written off)*	\$11,275.29
Rebate public authorities	\$ -
Rebates on pensioner rates waived	\$3,006,503.00
Heritage rates voluntary concession	\$43,280.62
<b>Total</b>	<b>\$3,070,799.86</b>

\*Non-rateable claims are due to NSW Land and Housing reclassifying Non-leaseable land.

## Productivity Improvement, Cost Containment and Revenue Opportunities

Council has an active program of developing and implementing initiatives focused 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 2023-2024 were:

- Achieved 100% occupancy rate for tenancies at Dutton Plaza. Dutton Plaza is a profitable enterprise that provides retail space in Cabramatta.
- Implemented Food Organics Garden Organics (FOGO) Green Bin Service in June 2024. The new FOGO waste service is not only better for the environment, but costs less to dispose of as all organic waste collected is processed into quality compost rather than going to a more costly landfill site. This will enable Council to continue to provide one of the lowest Domestic Waste charges in metropolitan Sydney for a 240-litre bin service.

- Continued active and prudent management of investments. A strategic short-term investment focus enabled Council to achieve a return of 0.81% above the bank bill index benchmark return of 4.34% p.a. whilst maintaining suitable liquidity to fund critical infrastructure projects.
- 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 at this facility.
- Focus on reducing employee leave balances has contained increases in employee entitlements during the year.
- Implemented cost containment initiatives to carefully manage staffing levels as increased staff resources were required to meet increased service levels and customer demand.
- Council has consistently achieved the OLG benchmarks for financial sustainability (Fit for the Future benchmarks) during the 9 years since inception, other than for an anomaly in 2022 with the Building and Infrastructure Assets Renewal Ratio and the Asset Maintenance Ratios, which were not achieved due to the combined impacts of the COVID-19 lockdown and the large number of days lost to wet weather. Both of these benchmarks have been achieved on a cumulative basis over the 9 years since inception, which demonstrates that Council is investing in the renewal of its infrastructure assets.

## Special Rate Variation (SRV)

In 2023-2024, 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.

This was the tenth year of a 10-year program of works. The assets renewed in 2023-2024 were:

- Sportsgrounds – Endeavour Park – Netball Amenity Building (replaced kitchen fittings, fixtures and floor coverings); Brenan Park Tennis Amenity Building (upgraded the bathroom, roof, guttering and outdoor furniture); and Emerson Park – Tennis Amenity Building (replaced kitchen and shelving, and removed ceiling),
- Open Space – Powhatan Park (upgraded floodlights); Emerson Park Futsal Courts (converted existing tennis courts into futsal courts); and Fairfield Tennis (upgraded lighting)
- Community Buildings – Fairfield City Museum and Gallery – Black Smith Shop (replaced roof covering and guttering); Childcare Centres (renewed flooring, awning and guttering), Cabravale Senior Citizen Centre (replaced lighting and internal painting), Villawood Seniors Centre Hall (replaced flooring and lighting), Fairfield Youth and Community Centre (upgraded fire hydrant pump room) and Westcott Cottage (upgraded gutter and repaired roof).
- Roads, Kerb and Gutter – 23 locations programmed for the year with all 23 locations completed.
- Drainage – 1 location programmed for the year and completed.

Post COVID-19 pandemic, Sydney continues to experience supply issues, contractor availability and inflationary pressures within the market. This has created additional complexities and delays to the following projects, which have been identified as carry forwards into 2024-2025 Financial Year:

- Community Building Upgrade – Fairfield Leisure Centre (25m Pool) - Roof replacement
- Open Space – Busby Park – Playground renewal.

Designs for Fairfield Showground – Indoor Community and Events Centre has also been delayed due to an internal review required as well as further stakeholder engagement activities to determine the final scope of works. Council was successful in securing a Western Sydney Infrastructure Grant to partially fund the development of this project.

The extension of some SRV projects beyond the agreed 10-year timeframe is considered reasonable given the delays and conflicting priorities caused by COVID-19 and the importance of fulfilling the requirements of key infrastructure grants within strict delivery timeframes.

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# STATUTORY INFORMATION

The following table outlines the approved program of works, outcomes for 2023/24 and the 10-year program forecast.

	2023/2024 Budget	2023/2024 Results	10 Year Program Forecast
<b>INCOME</b>			
Rate Peg		3.7%	
SRV Income – Forecast	\$6,880,834	\$6,880,834	\$60,455,765
(Surplus)/Deficit from Forecast/Actual Rate Peg		\$0	
<b>EXPENDITURE</b>			
<b>Operational Expense</b>			
Fairfield Library Expansion	\$787,119	\$787,119	\$2,925,915
Water Park	\$63,000	\$63,000	\$315,000
<b>Capital Expense</b>			
Sportsgrounds	\$600,000	\$537,094	\$6,282,000
Community Buildings	\$2,405,510	\$2,100,414	\$16,652,000
Fairfield Library Expansion	\$0	\$0	\$2,434,000
Landscaping Park Frontages	\$0	\$0	\$195,000
Footpath Connections	\$0	\$0	\$256,000
Water Park	\$193,365	\$193,365	\$3,676,000
Open Space	\$1,513,615	\$1,043,102	\$6,564,000
Fairfield Heights	\$0	\$0	\$770,000
Cabramatta Town Centre	\$0	\$0	\$665,000
Roads, Kerb & Gutter	\$1,481,291	\$1,415,864	\$10,115,000
Drainage	\$0	\$0	\$1,372,000
Fairfield City Plaza	\$0	\$0	\$1,775,000
Bareena Park Embellishments	\$0	\$0	\$104,000
Fairfield Showground Redevelopment	\$0	\$0	\$118,000
Fairfield Business Hub	\$0	\$0	\$92,000
<b>TOTAL FORECAST EXPENDITURE</b>			<b>\$54,310,915</b>



# 2024 State of Our City Report

The State of Our City Report forms a crucial component of the Annual Report during the year an ordinary election of councillors is held, as well as fulfilling the requirements of the *Local Government Act 1993* (the Act). Specifically, under section 428, item 2, the Act mandates that councils report on the implementation and effectiveness of their Community Strategic Plan (Fairfield City Plan). The State of Our City Report addresses this directive by providing a comprehensive assessment of Council's progress, including key metrics and trends impacting the Fairfield City community. This information is used to inform new Councillors and support evidence-based planning for future Delivery Programs and other strategic documents.

The State of Our City report has been created as a standalone attachment to the Annual Report to enhance readability. This report is publicly accessible on Council's website at [www.fairfieldcity.nsw.gov.au](http://www.fairfieldcity.nsw.gov.au).



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# Financial Summary

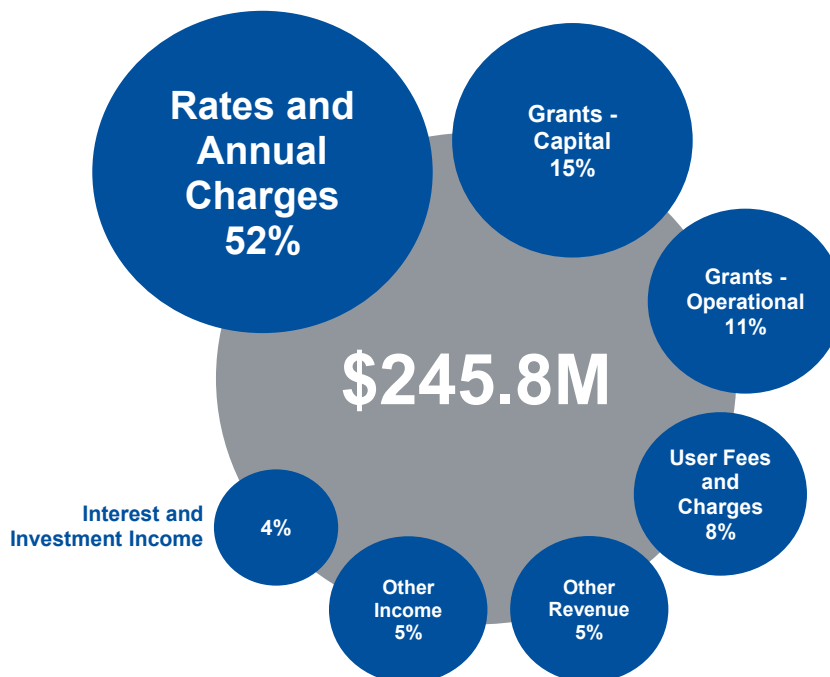
## Financial Overview

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 we continue to meet the community's needs and aspirations.

Council's financial position remains strong with a net surplus of \$48.0 million (2023: \$40.8 million), which included depreciation expense of \$36.6 million (2023: \$38.0 million). The increased operating result is mainly due to \$2.8 million of additional interest earned on investments this year from higher interest rates, a \$4.2 million increase in rates and charges, and a non-cash developer contribution of \$13.1 million brought to account this financial year following the dedication of land and buildings to Council under a Voluntary Planning Agreement. These gains were offset by a \$2.7 million increase in Materials and Services costs due to the launch of an additional FOGO Green Bin service for residential dwellings in June 2024, increased insurance costs arising from provisions raised for recently notified historical claims, increased software licensing costs, and increased Pound charges due to limited options available for accommodating stray animals. Employee costs were \$2.4 million higher than the prior year due to increases in the Award and Superannuation Guarantee rate, and other expenses were \$4.4 million higher due to increases in the Emergency Services Levy from the State Government and increases in domestic waste disposal charges. Financial Assistance Grant income was \$4.0 million less than the prior year due to a reduction in the advance allocation.

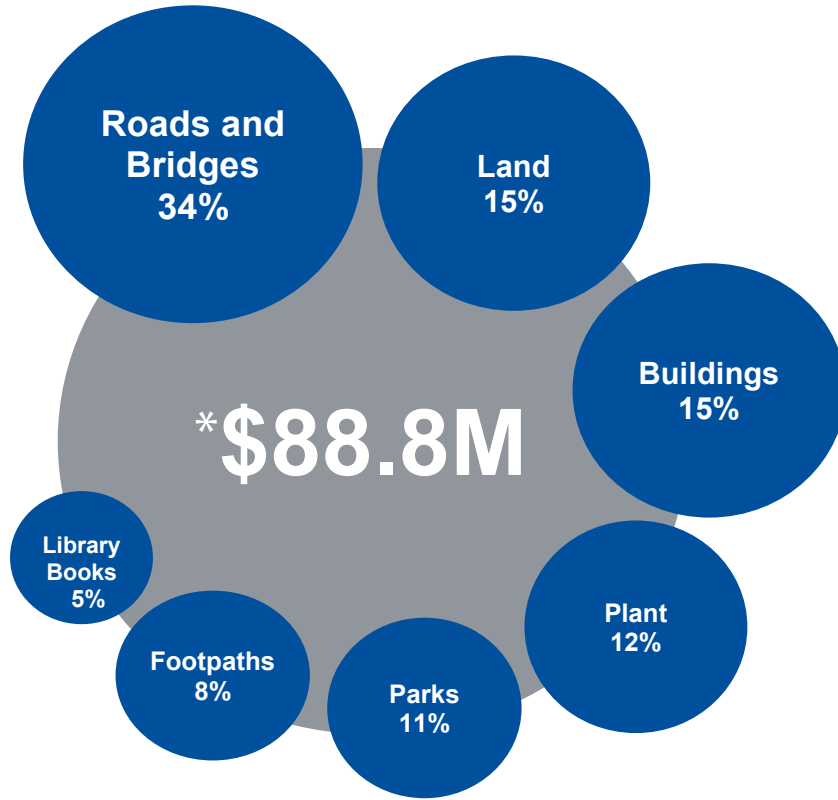
Overall income is up by 6.6% compared to the previous year to \$245.8 million (2023: \$230.6 million). Rates and annual charges represent 52% of Council's total revenue and increased by 3.4% (rate peg - determination from the Independent Pricing and Regulatory Tribunal was 3.7%) against the previous year due to an increase in the rate levied, albeit the magnitude of the increase was mitigated by a 2.7% increase in the Domestic Waste charge.

## Where our Money Comes From



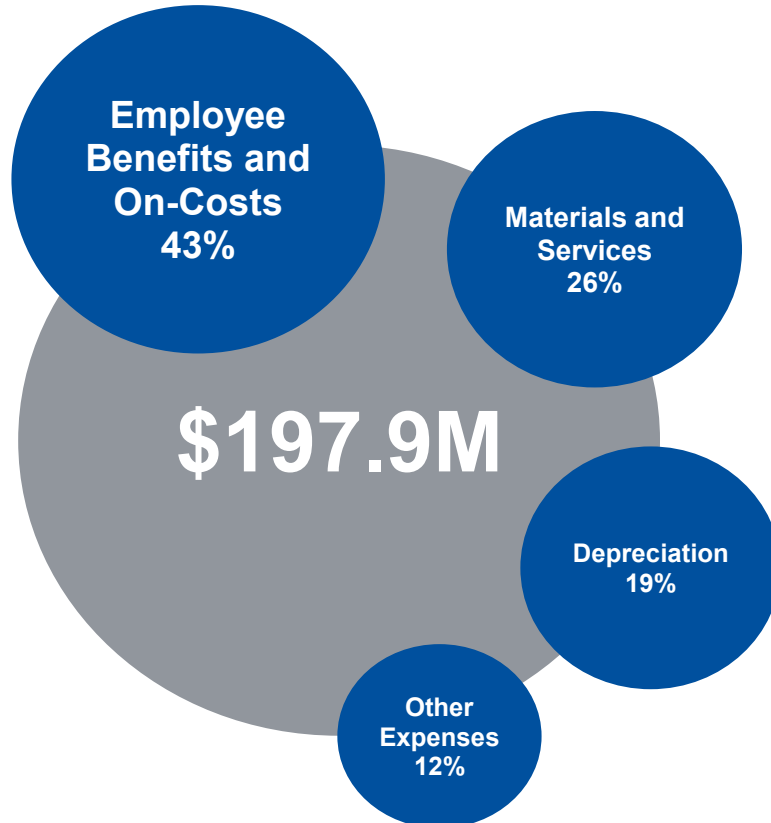
In addition to operating activities which contributed net cash inflow of \$66.1 million (2023: \$74.7 million), there were also proceeds from the sale of assets (\$2.5 million). Cash outflows other than operating activities were used to purchase and construct assets (\$75.7 million). The decrease in cash compared to 2023 was mainly due to reduced Financial Assistance Grant Funding and increased expenditure on infrastructure asset construction.

# Where It Was Spent - Capital



\* Note: Includes non-cash developer contribution of \$13.1 million brought to account this financial year following the dedication of land and buildings to Council under a Voluntary Planning Agreement.

# Where It Was Spent - Operational



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## Performance Ratios

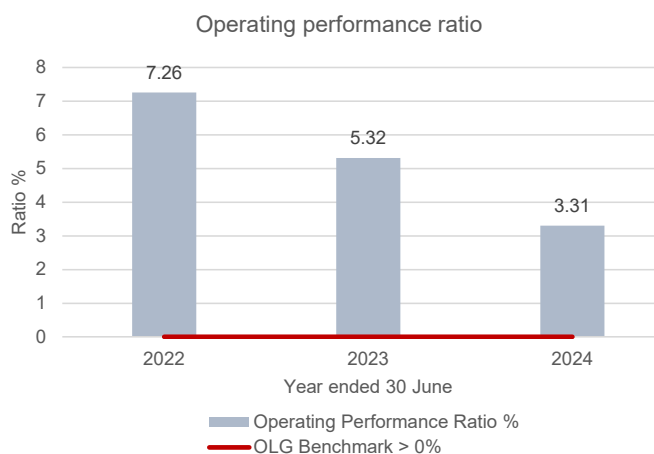
Council continues to be prudently managed and financially sustainable. An analysis of industry benchmarks on its financial performance ratios as identified by the Audit Office of New South Wales is as follows:

- Operating performance indicator of 3.31 per cent (5.32 per cent in 2023) exceeded the benchmark of 0.0 per cent.
- Own source operating revenue ratio was 73.67 per cent (77.13 per cent in 2023), exceeding the benchmark of 60 per cent.
- Unrestricted current ratio of 2.07 times (2.30 times in 2023), which exceeded the benchmark of 1.5 times.
- Debt service cover ratio for the Council is 29.52 times (27.45 times in 2023) and exceeded the benchmark of 2.0 times.
- The rates and annual charges outstanding ratio was 4.11 per cent (4.21 per cent in 2023) and continues to be lower than the industry benchmark of 5.0 per cent.
- Cash expense cover ratio was 5.17 months (4.35 months in 2023), which exceeded the benchmark of 3.0 months.
- Building and infrastructure renewals for 2024 represented 137.43 per cent (102.54 per cent in 2023) of the depreciation charges for those assets, exceeding the benchmark of 100 per cent.

### Operating performance ratio

Council exceeded the benchmark for the current year. The decrease in ratio from 2023 was due to increases in the Emergency Services Levy and Domestic Waste Disposal costs, and launch costs for the new FOGO Green lidded bin service.

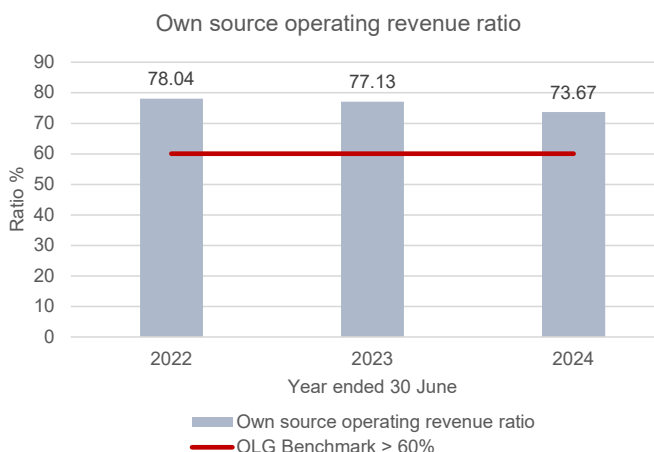
The 'operating performance ratio' measures how well council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements). The benchmark set by OLG is greater than zero per cent.



### Own source operating revenue ratio

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

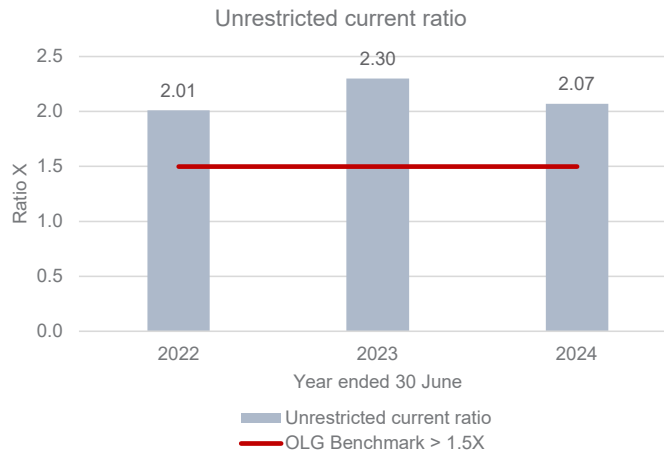
The 'own source operating revenue ratio' measures council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by OLG is greater than 60 per cent.



### Unrestricted current ratio

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

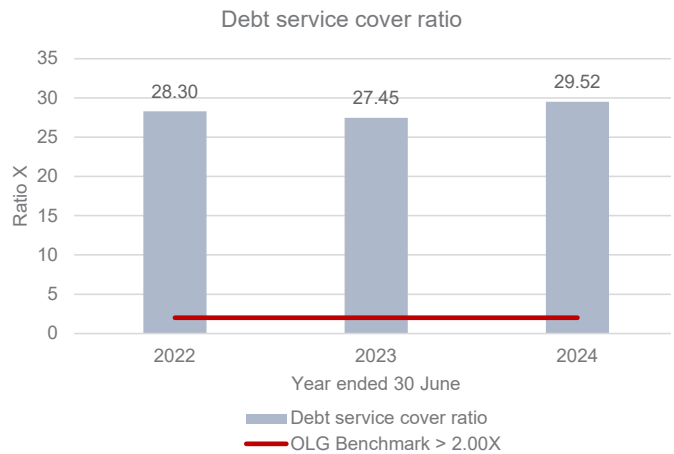
The 'unrestricted current ratio' is specific to local government and represents council's ability to meet its short-term obligations as they fall due. The benchmark set by OLG is greater than 1.5 times.



### Debt service cover ratio

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

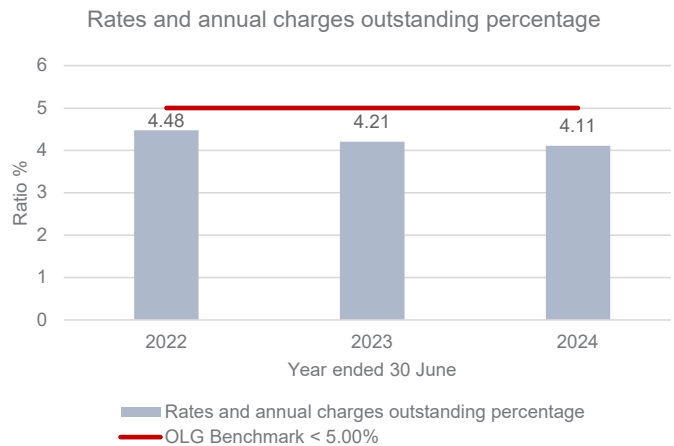
The 'debt service cover ratio' measures the operating cash to service debt including interest, principal and lease payments. The benchmark set by OLG is greater than two times.



### Rates and annual charges outstanding ratio

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

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 metropolitan councils.



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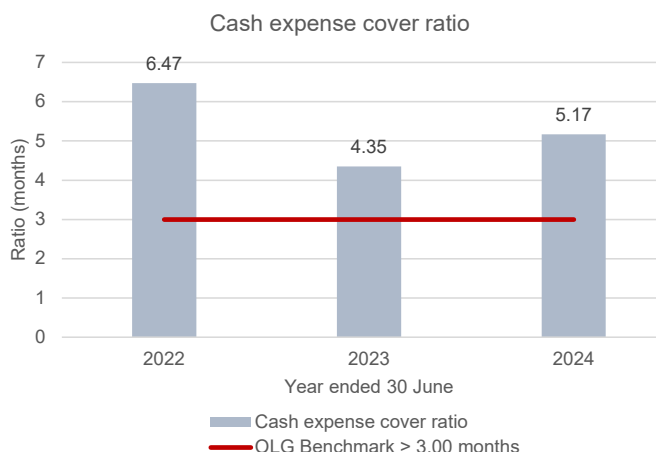
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## Cash expense cover ratio

Council met the benchmark for the current year.

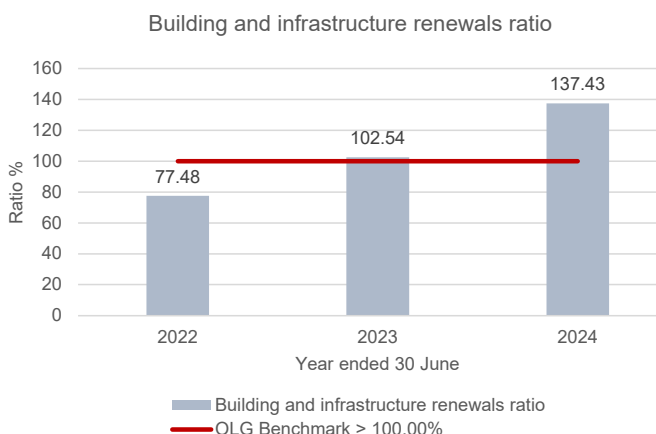
This liquidity ratio indicates the number of months the council can continue paying for its immediate expenses without additional cash inflow. The benchmark set by OLG is greater than three months.



## Building and infrastructure renewals ratio

Council has exceeded the ratio for the current year, and on a cumulative basis over the 9 years since inception.

This building and infrastructure renewals ratio assesses the rate at which these assets are being renewed relative to the rate at which they are depreciating. The benchmark set by OLG is greater than 100 per cent.



## 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 2023/2024 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/](http://www.fairfieldcity.nsw.gov.au/annualreport/)





Fairfield City Council's 2023-2024 Annual Report is available for viewing at Council's website :

[www.fairfieldcity.nsw.gov.au/ipr](http://www.fairfieldcity.nsw.gov.au/ipr)

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**Design and Production**

Designed and produced by the Integrated Planning and Reporting (IPR) Unit, Fairfield City Council.