Our home
Our City Our future

FairfieldCity
Celebrating diversity

Draft 2025-2035
**Fairfield City Plan**
**Community Strategic Plan**

INTEGRATED **PLANNING** AND **REPORTING** FRAMEWORK

## Need help?

This document contains important information. If you do not understand it, please call the Translating and Interpreting Service on 131 450. Ask them to phone 9725 0222 on your behalf. Business hours Monday to Friday 8.30am-5pm.

### ARABIC

للحصول على معلومات إضافية يرجى الاتصال بمركز خدمة الجمهور على الرقم 9725 0222، أو مراجعة موقعنا الالكتروني www.fairfieldcity.nsw.gov.au
إذا كنت بحاجة إلى مترجم فوري، يرجى الاتصال بخدمات الترجمة الفورية الهاتفية (TIS) على الرقم 131 450، سعياً للمساعدة.

### ASSYRIAN

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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。
如果您需要傳譯員服務，請致電電話傳譯服務處 131 450 尋求協助。

### ITALIAN

Per ulteriori informazioni siete pregati di contattare il Centro Assistenza Clienti al numero 9725 0222 o di visitare il nostro sito web www.fairfieldcity.nsw.gov.au
Se avete bisogno di un interprete chiamate il Servizio di Interpretariato Telefonico al numero 131 450 per assistenza.

### KHMER

ដើម្បីទទួលបានព័ត៌មានបន្ថែម សូមទាក់ទងមជ្ឈមណ្ឌលកិច្ចបរិការហតមន៍ តាមទូរស័ព្ទលេខ 9725 0222 ឬបើកមើលវ៉ិបសាយរបស់យើង www.fairfieldcity.nsw.gov.au
ប្រសិនបើលោកអ្នកត្រូវការអ្នកបកប្រែភាសា សូមទូរស័ព្ទ កិច្ចបរិការបកប្រែភាសាតាមទូរស័ព្ទ លេខ 131 450 ដើម្បីសុំជំនួយ។

### SPANISH

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

### VIETNAMESE

Để biết thêm thông tin, xin liên hệ với Trung Tâm Dịch Vụ Khách Hàng ở số 9725 0222 hoặc truy cập trang mạng của chúng tôi www.fairfieldcity.nsw.gov.au
Nếu quý vị cần thông dịch viên, xin gọi Dịch Vụ Thông Dịch Viên Qua Điện Thoại ở số 131 450 để được giúp đỡ.

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## National Relay Service

If you have a hearing or speech impairment, contact Fairfield City Council using the National Relay Service.

TTY users call 133 677 then dial 9725 0222.

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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# Fairfield City Plan

Priorities for the Future

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# Introduction

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The Local Government Integrated Planning and Reporting (IPR) Framework was introduced to improve a council's long-term community, financial and asset planning. The IPR Framework ensures councils plan for a sustainable future for their community by addressing their needs and priorities as they identify them.

Fairfield City Council's IPR Framework comprises of a number of plans: ten-year Fairfield City Plan, ten-year Resourcing Strategy, four-year Delivery Program and annual Operational Plan. The Framework also comprises of a number of reports: State of Our City, Annual, and Quarterly Reports.

The Fairfield City Plan (City Plan) is the **Community's Plan**, which has been prepared by Council through a series of community consultations. This Plan sets out the community's vision, needs and priorities for the next ten years, which are identified under the five themes. The current City Plan was developed in 2025 and records the aspirations of the community for the ten-year period up to 2035.

The implementation of the City Plan is **everyone's responsibility** to work towards achieving the community's vision, priorities, and goals. All levels of government Federal, State and Local, Non-Government Organisations, Businesses, private sector, and individual residents have a role to play in delivering the plan.

# Message from
# The Mayor and General Manager

We are pleased to present the Fairfield City Plan, our Community Strategic Plan, which captures the aspirations and priorities of our residents. Through extensive community engagement, we have listened to our diverse community to ensure this plan continues to shape the future of our City in alignment with their needs and expectations.

Fairfield City Council remains committed to delivering for its residents, achieving an outstanding 93% community satisfaction rating in 2024, one of the highest in NSW local government. This reflects our dedication to providing high-quality services, maintaining public spaces, and ensuring Fairfield City remains a great place to live, work, and raise a family.

However, recent survey results highlight growing concerns among residents regarding state government responsibilities that are not being adequately addressed. Key issues requiring urgent attention include improvements to the local health system, particularly Fairfield Hospital, better access to public transport through additional stations in the City's west, the development of multi-storey commuter car parks, and the need for more affordable housing.

With state-responsible issues increasingly affecting our community, Council will take on a stronger advocacy role to push for the improvements our residents need. While we will continue to deliver for our community, we will also actively lobby the State Government to secure the necessary investments and policy changes that will enhance essential services and infrastructure in Fairfield City.

It is important to note that while Fairfield City Council produces the Fairfield City Plan, this document is developed on behalf of the community and reflects its collective vision and aspirations. Council is not solely responsible for delivering all the outcomes in the plan; rather, this responsibility is shared with various stakeholders, including Federal and State Governments, non-government organisations, businesses, institutions, agencies, and individuals. Achieving the community's goals will require collaboration and commitment from all stakeholders.

We thank our community for their continued support. Together, we will work to make Fairfield City a vibrant, safe, connected, and inclusive city, celebrating and embracing our diversity.

**Frank Carbone**
Mayor of Fairfield City

**Bradley Cutts**
General Manager



"We will work to make Fairfield City 'a vibrant, safe, connected, and *inclusive City, celebrating and embracing our diversity'."*

# Integrated Planning and
# Reporting Framework

The Integrated Planning and Reporting (IPR) Framework is a legislative requirement for all NSW Councils who are expected to develop a series of long, medium and short-term plans that together provide a consistent approach to community planning, which ensure a more sustainable Local Government industry as well as align with regional and state priorities.



You are here

FEDERAL STRATEGIES AND PLANS

STATE STRATEGIES AND PLANS

REGIONAL PLANS

FAIRFIELD CITY PLAN
COMMUNITY STRATEGIC PLAN
10 Years (State of Our City Report)

THE LOCAL STRATEGIC PLANNING STATEMENT

LONG TERM PLANS

OTHER PLANS:
- SOCIAL AND CULTURAL PLANS
- ENVIRONMENTAL PLANS
- LAND USE INSTRUMENTS AND PLANS
- ECONOMIC PLANS

RESOURCING STRATEGY
Long-term Financial Plan
Asset Management Strategy
Workforce Management Plan

MEDIUM TERM PLANS

COMMUNITY ENGAGEMENT

DELIVERY PROGRAM
4 years

OPERATIONAL PLAN
1 year (Quarterly Report)

SHORT TERM PLANS

ANNUAL REPORT

Ongoing monitoring and review

## What are the Benefits of the IPR Framework?

Allows councils to plan for the future

Supports decision making

Provides a roadmap for councils and their communities

Encourages best practice and continuous improvement

Supports local capacity building and partnerships

Uses indicators to measure and track performance

# How is the
# IPR Framework Delivered?

## How We Plan



### Strategy and Plan

The **Community Engagement Strategy** outlines the principles, guidelines, methodology and actions Council will undertake in order to ensure that the community and relevant stakeholders are engaged and involved in the development of Council policies, strategies, plans and programs.

The **Community Strategic Plan** (Fairfield City Plan) is the *community's plan* and outlines the needs, priorities, and aspirations of the community, which are identified through extensive Community Engagement.

### Vision to Action

The next plan in the framework is the **Delivery Program** covering the 4-year period aligned to the term of the Council. This is a statement of commitment to the community from each newly elected Council and sets out the specific activities to be undertaken by Council during its term of office.

These activities work towards delivering on the priorities, goals, outcomes, and community's strategies outlined in the Fairfield City Plan. The Delivery Program also identifies indicators to measure our progress towards achieving the Community's vision.

The Delivery Program is supported by four 1-year **Operational Plans** which outline the detailed projects, services and budget that will be undertaken for each financial year in order to achieve the commitments made by the Council in the Delivery Program.

### Resourcing the Plan

The Delivery Program must be informed by a **Resourcing Strategy**, a 10-year forward planning document which reviews what money, assets and people are available to deliver the services, major programs, and projects to the community.

The Resourcing Strategy is used to inform and determine what Council is able to deliver of the community's vision, priorities and needs as explored in the Fairfield City Plan. The Resourcing Strategy consists of four components:

·     The **Long-Term Financial Plan** (money) – what money is available to Council and the way that Council will ensure financial sustainability into the future.
·     The **Asset Management Strategy and Plans** (assets) – identify Council's assets and the condition that they will be maintained at for the delivery of Council services over the next 10 years.
·     The **Workforce Management Plan** (people) – what staffing resources are available to deliver the services identified over the next 4 years.

## How We Report to the Community



### State of Our City Report

**State of Our City Report** (reports on the Fairfield City Plan): The State of Our City Report reports on all stakeholders' contributions in implementing the Fairfield City Plan. It is developed around the five themes identified in the City Plan and reports on contributions made by all stakeholders towards delivering the community's outcomes, as well as the progress on indicators in the Fairfield City Plan.

### Annual Report

**Annual Report** (reports on the Operational Plan): The Annual Report delivers an informative snapshot of what the City achieved in the financial year. It highlights many of the exciting initiatives, programs and services Council has undertaken. The Annual Report also includes Council's Financial Statements, which are audited by the Audit Office of NSW.

### Quarterly Reports

**Quarterly Reports** (reports on the Operational Plan and Delivery Program): The Community is informed about Council's performance through the Quarterly Report every three months, where Council updates the community about its progress on its specific projects, programs and services detailed in the Delivery Program and Operational Plan.

# What is the
# Fairfield City Plan?

The Community Strategic Plan (Fairfield City Plan) is a key component of the Integrated Planning and Reporting Framework developed to improve transparency, accountability, and sustainability for the Fairfield community. It identifies the **community needs and aspirations** for the next 10 years, which are represented throughout the plan in the vision, goals, outcomes, and community strategies.

The Fairfield City Plan was developed using the **2024 Community Engagement Strategy** to ensure that feedback from local residents, businesses, and other stakeholders was effective and accessible.

Within the IPR Framework, the Fairfield City Plan serves as the highest-level strategic document as it **informs and guides** the development of other key documents, such as the Delivery Program and Operational Plan - **Council's response** to the community's needs and aspirations - as well as Resourcing Strategies, which outlines the workforce, finance, and assets available to deliver on these responses.

# Everyone Can Make a Difference

Everyone has a part to play in achieving the community's vision, priorities, and goals. When looking at the 5 Themes and the goals for Fairfield City, **all stakeholders can contribute** towards their achievement. These stakeholders include the Federal Government, State and Local Government, Non-Government Organisations, the private sector, and even individual residents have a role to play.

# Council's Role

It is important to recognise that Council is not wholly responsible for delivering on all elements of the Fairfield City Plan. Council's Delivery Program focuses on those activities where Council has a certain level of control over the outcome.

Council has a role to **deliver**, within their capacity, a range of projects and services for the community including waste collection, libraries, childcare, maintenance of local roads and footpaths, public spaces, recreation facilities, events, and regulatory functions.

In the instance Council cannot deliver projects, we build and facilitate strategic **partnerships** with federal and state government agencies, private corporations, and a range of other service providers whose work contributes towards achieving the community's vision, priorities, and goals.

When Council is not in direct control, Council gives voice to the needs and aspirations of the community by **advocating** for changes in policy and action at the relevant levels of government and industries to achieve the best outcomes for the Fairfield City community.

| Deliver | Partner | Advocate |
| --- | --- | --- |
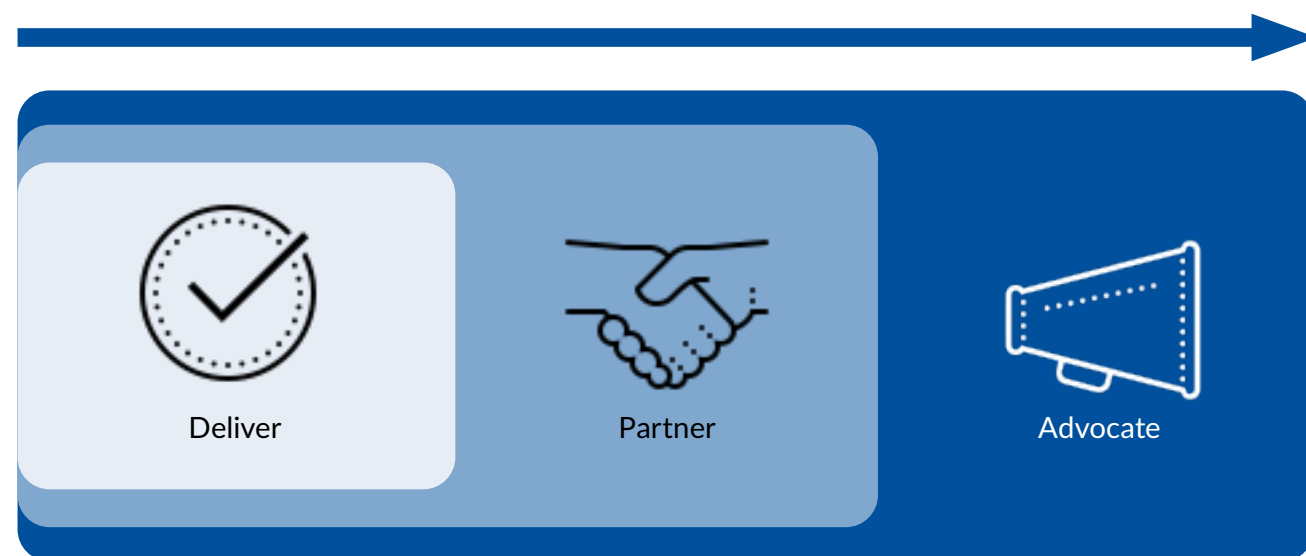
Council has identified these stakeholders for partnerships and advocacy as part of the themes further in this document.

## Council Services

Council is committed to delivering a wide range of services for the community to work towards achieving the community's vision, priorities, and goals as identified in the 2025-2035 Fairfield City Plan. These services are reviewed each term to ensure that they continue to align with the community's vision, priorities, and goals. Council is also required to deliver services legislated under the Local Government Act.

Services delivered by council are identified under two categories, external services (principal activities) and internal services (corporate activities) which are identified below.

### External Services
(Principal activities)

- Building Control and Compliance
- Catchment Planning
- Children and Family Services
- City Connect Bus
- Communication and Marketing
- Community Business Hub (Fairfield City HQ)
- Community Compliance
- Community Facilities
- Customer Service Administration Centre
- Development Planning
- Economic Development
- Emergency Management
- Land Information Services
- Leisure Centres
- Library Services
- Museum and Gallery
- Major Events
- Natural Resource Management
- Place Management
- Property Strategy and Services
- Public Health and Environment
- Showground and Golf Course
- Social Planning and Community Development
- Strategic Asset Management – Civil and Built
- Strategic Asset Management – Open Space
- Strategic Land Use Planning
- Street and Public Amenities Cleaning
- Sustainable Resource Centre
- Traffic and Transport
- Waste Management

### Internal Services
(Corporate activities)

- Business Continuity and Insurance
- Business Improvement
- Design Management
- Financial Sustainability
- Fleet and Stores Management
- Governance
- Information and Communication Technology
- Infrastructure Construction and Maintenance
- Integrated Planning and Performance
- Internal Audit
- Major Projects
- Parks and Open Space Operations
- People and Culture
- Procurement
- Quality Management and Assurance
- Records and Information Management

# Fairfield's Story

### Indigenous Background

For more than 30,000 years the land of this City has been home to Aboriginal people from the Cabrogal clan of the Darug Peoples. These 'first people of the land' hunted and gathered burraga (bandicoots), numbats, koalas, wallabies, burru (grey kangaroo), potoroos and wombats across the lands and fished for flathead, mullet, turtle, mussels, oysters, yabbies, crabs, prawns and cobra worm in the local rivers and creeks.

*Ngarunga Gurubadu: Stories of River and Water exhibition*

### Settlement history

The arrival of the First Fleet in 1788 heralded major changes in how the Fairfield City landscape was utilised. The first Europeans struggled due to the area's tough geography. The area was often described by these early settlers as 'bad country' that 'frequently overflowed'. It was during this time the area was given the new name of 'Fairfield' by one of the largest land owners, John Horsley, in honour of his family connection to the Fairfield Manor in Somerset, England.

*The Crescent, Fairfield, 1949, Looking South*

The construction of the railway between the townships of Parramatta and Liverpool in 1856 saw our area's fortunes change. As we had the only intermediate station on this line, orchards, farms, tanneries, sawmills and houses began to sprout up across the land.

### City Development

By 1888 the area was gazetted as the Municipality of Smithfield and Fairfield and continued to see the population rapidly expand and by 1900 there were 2,500 people living in the area. By the early years of the twentieth century Fairfield had become a typical country town with paddocks behind the main street with timber mills and tanneries being the main industries. In 1920, the city was renamed the Municipality of Fairfield and in 1948 with a population of over 27,000 was amalgamated with the Cabramatta-Canley Vale Council. By May 1979 it was proclaimed the City of Fairfield.

*Aerial view of the "A" Class Industrial Area, East Fairfield Municipality of Fairfield, Record of Progress, August 1959*

Rapid population growth following the end of the Second World War saw the rural outlook turn into a predominantly urban one. Many ex-service men and new European migrants settled in the newly-developed suburbs. Large scale housing commission developments in the 1950s swelled the population to 38,000. By 1976 Fairfield had become one of the largest local government areas in New South Wales with the population more than trebling to 120,000.

### Fairfield today

Today Fairfield City has an estimated population of 209,742 (2023) people who reside in 67,619 dwellings across Fairfield City. The City is one of the most culturally diverse council areas in Australia. More than half of the residents were born overseas, coming from mostly non-English speaking countries. Many new migrants to Sydney choose to live in this multicultural community. 70% of residents speak a language other than English at home, with the most common being Vietnamese, Assyrian, Arabic, Cantonese, Khmer and Spanish. The residents are very proud of their diversity and see it as a major strength.

*Lunar New Year Cabramatta 2024*

# Fairfield's Story

**FAIRFIELD CITY**
The City is located in Sydney's south-west, about 32 kilometres from the Sydney CBD. The City encompasses a total land area of approximately 102 square kilometres.
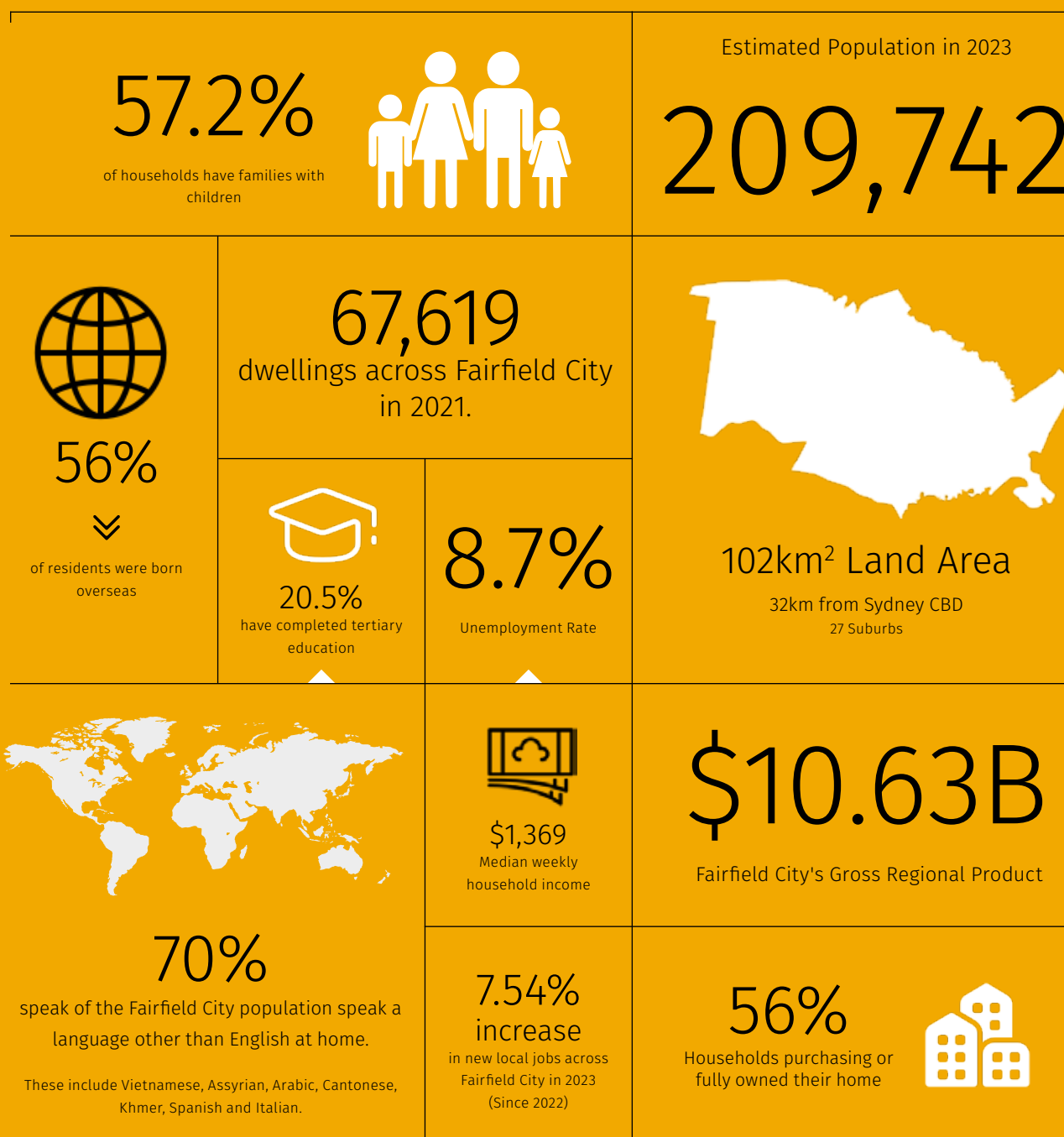
**SUBURBS**
Fairfield City has 27 suburbs: Abbotsbury, Bonnyrigg, Bonnyrigg Heights, Bossley Park, Cabramatta, Cabramatta West, Canley Heights, Canley Vale, Carramar, Cecil Park (part), Edensor Park, Fairfield, Fairfield East, Fairfield Heights, Fairfield West, Greenfield Park, Horsley Park, Lansvale, Mount Pritchard (part), Old Guildford, Prairiewood, Smithfield (part), St Johns Park, Villawood (part), Wakeley, Wetherill Park, and Yennora.

4 major business and retail centres

Major Events

Community Business Hub (Fairfield City HQ)

5,500Ha Western Sydney Regional Parklands and Chipping Norton Lake

5 libraries

Fairfield City Museum and Gallery

684km of road pavement

1,226km of kerb and gutter

972km of footpath and cycleways

3 Leisure Centres including Aquatopia

496 parks and reserves

87 Bridges / Culverts / Jetties

Fairfield Showground - Cultural and large-scale events

139 early learning centres

8 creeks covering 80km in total

Smithfield / Wetherill Park Industrial Estate - Largest in Southern Hemisphere

1 local hospital

139 car parks

5 train stations

# Fast Facts about Fairfield City

**57.2%**
of households have families with children

Estimated Population in 2023
**209,742**

**56%**
of residents were born overseas

**67,619**
dwellings across Fairfield City in 2021.

**20.5%**
have completed tertiary education

**8.7%**
Unemployment Rate

**102km² Land Area**
32km from Sydney CBD
27 Suburbs

**70%**
speak of the Fairfield City population speak a language other than English at home.

These include Vietnamese, Assyrian, Arabic, Cantonese, Khmer, Spanish and Italian.

**7.54% increase**
in new local jobs across Fairfield City in 2023 (Since 2022)

**$1,369**
Median weekly household income

**$10.63B**
Fairfield City's Gross Regional Product

**56%**
Households purchasing or fully owned their home

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## What makes the
# Fairfield Community Unique

The Fairfield City community has many unique features which distinguish the City from the immediate neighbours and the rest of metropolitan Sydney.

These unique features create many **opportunities and challenges** for achieving the community's vision, priorities and goals. Set out below is a summary of the unique features and how Fairfield City residents differ from the rest of Greater Sydney, NSW, and Australia.

| 2021 Census | Our City | Greater Sydney | New South Wales | Australia |
|---|---|---|---|---|
| Median weekly household income | $1,369 | $2,099 | $1,849 | $1,740 |
| Medium and high density housing | 29% | 46% | 35% | 28% |
| Median weekly mortgage repayments | $461 | $560 | $500 | $432 |
| Median weekly rent | $390 | $470 | $420 | $380 |
| Lone person households | 16.6% | 22.2% | 23.7% | 24.2% |
| Households with children | 57.2% | 44.9% | 41.5% | 40.2% |
| Persons per household | 3.20 | 2.68 | 2.57 | 2.52 |
| Amount of social housing | 7.7% | 4.1% | 4.0% | 3.6% |
| Speak a language other than English | 69.7% | 37.4% | 26.6% | 22.3% |
| Speak English not well or not at all | 22.9% | 6.4% | 4.5% | 3.4% |
| No qualifications | 58% | 34.2% | 35.9% | 36.8% |
| Median age | 39 | 37 | 39 | 38 |
| Aging population (55 and over) | 30.1% | 26.3% | 29.6% | 29.1% |
| Aboriginal and Torres Strait Islander population | 0.7% | 1.7% | 3.4% | 3.2% |
| SEIFA index of disadvantage 2021* | 814 | 1010 | 1000 | 1001 |
| Households renting | 36% | 35% | 31% | 30% |

*\* The SEIFA index assesses socio-economic disadvantage using various Census characteristics, with lower scores indicating higher levels of disadvantage. Fairfield has a SEIFA index of 814, the lowest average score in NSW.*

*Source: Australian Bureau of Statistics, Census of Population and Housing 2021. Compiled by .id (informed decisions).*

# How the Goals, Outcomes, and Strategies Were Developed

The Fairfield City Plan is the community's plan developed based on the results of extensive community engagement. Everyone has a role to play in achieving the community's vision, outlined in the Plan including all government agencies, businesses, community groups and even individuals.

Community engagement is an important process to identify the community's goals, outcomes, and strategies. Information about the community's needs and aspirations was collected through the **engagement activities**, which were analysed and grouped into similar priorities. The community's goals and outcomes were determined by the most popular priorities, while the responses to the question 'How will we get there' were used to develop the **community strategies** identified for achieving the goals and outcomes.

The community's goals generally give a focus for stakeholders to work towards and are able to be measured. As a result, **community indicators** have been identified to track whether stakeholders are heading in the right direction against these goals.
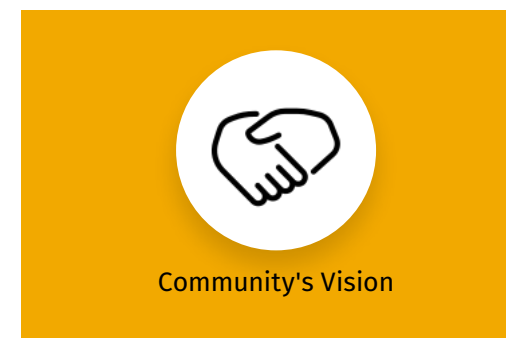


**Community's Vision**

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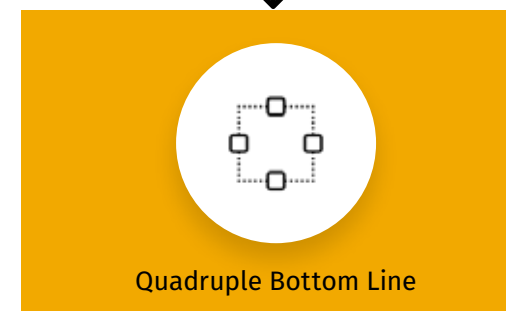
**Quadruple Bottom Line**
- Social
- Economic
- Environmental
- Civic Leadership

↓

**City Plan Themes**
- Theme 1 Community Wellbeing
- Theme 2 Places and Infrastructure
- Theme 3 Environmental Sustainability
- Theme 4 Strong and Resilient Economy
- Theme 5 Good Governance and Leadership

↓

**Achieving the Community's Vision**
- 17 Goals
  Where does the community want to be?
- 27 Outcomes
  What should this look like?
- 52 Strategies
  What are some ways the community have said we could get there?

↓
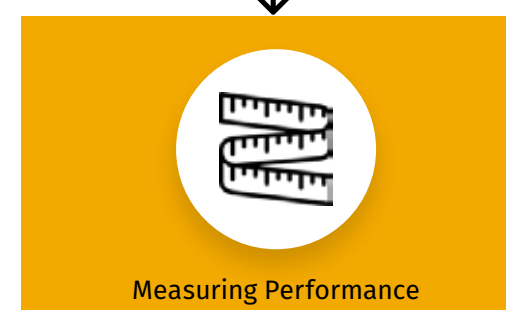
**Measuring Performance**
- 156 Indicators
  Are we heading in the right direction?

# Community Engagement

Community engagement is an essential part of the way Council does business with the community and is a way for Council to partner with the community to plan for the City's future. **Social Justice Principles** inform the 2024 Community Engagement Strategy. The engagement strategy guided Council's actions to ensure the community and relevant stakeholders were engaged and involved in the development of the 2025-2035 Fairfield City Plan.

Council conducted multiple engagement activities across the City. This weas part of the strategy to achieve a representative response from the community.

Activities included information booths at community events attended by over 10,000 members of the community, discussions at **advisory committees** and **interagency networks** with more than 150 members combined, physical and online surveys for both **residents** and **businesses**, and social media posts reaching nearly 120,000 people (over half of Fairfield City's population). A total of 1,307 community members took the opportunity to have a say on what they felt was important to them and what they would like to see in Fairfield City over the next 10 years.

The survey was designed by developing 6 simple questions that would address 3 key components for the community:
· Where are we now?
· Where do we want to be in 10 years' time?
· How will we get there?

## Community Survey Profile

### Suburb

| | | |
|---|---|---|
| Abbotsbury 3.37% | Edensor Park 3.08% | Prairiewood 2.79% |
| Bonnyrigg 5.96% | Fairfield 11.54% | Smithfield 2.69% |
| Bonnyrigg Heights 2.40% | Fairfield East 1.25% | St Johns Park 2.69% |
| Bossley Park 7.69% | Fairfield Heights 6.44% | Villawood 1.35% |
| Cabramatta 7.50% | Fairfield West 6.44% | Wakeley 3.85% |
| Cabramatta West 2.88% | Greenfield Park 2.60% | Wetherill Park 5.96% |
| Canley Heights 5.00% | Horsley Park 0.67% | Yennora 0.29% |
| Canley Vale 4.52% | Lansvale 0.87% | Other 2.60% |
| Carramar 1.92% | Mt Pritchard 2.31% | |
| Cecil Park 0.38% | Old Guildford 0.29% | |

### Age

- 12 years and under – 11.95%
- 13-17 years old – 4.42%
- 18-24 years old – 5.93%
- 25-34 years old – 13.45%
- 35-49 years old – 28.50%
- 50-59 years old – 14.02%
- 60-69 years old – 11.29%
- 70-84 years old – 9.97%
- 85 years and over – 0.47%

### Surveys Completed
## 1,307

### Languages Spoken at Home

- English 54.93%
- Vietnamese 11.93%
- Arabic 4.24%
- Italian 3.44%
- Spanish 3.33%
- Assyrian / Aramaic 2.98%
- Other 19.15%
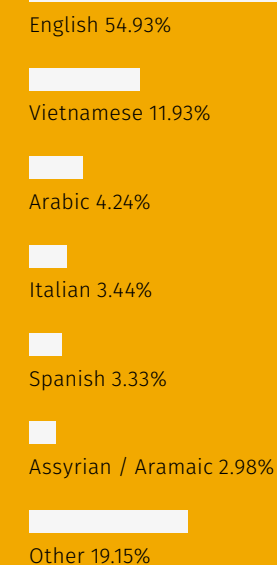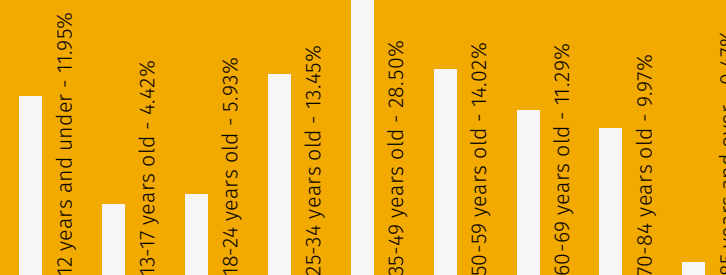
### Reach
## 120,000

## What the Community Said They Liked About Fairfield City

Fairfield City, located in South Western Sydney, is made up of a unique and diverse community. This multiculturalism influences the wants and needs of the community and impacts on how people live and work within Fairfield City.

Through extensive community engagement with the Fairfield City community, the following likes and values were **identified by the community** to continue into the future:

- The diverse cultural makeup, which is reflected in the variety of cuisines available, festivals, carnivals, and events showcasing local talent and cultural diversity..
- Great family parks and super parks with amenities.
- Access to an abundance of natural, green, open spaces.
- Location central to Western Sydney suburbs.
- Family orientated community and Council.

*"Great place to live + work"*

*"I love Fairfield community and want to keep community moving forward"*

*"Very proud to have grown up in Fairfield. The people make the place special."*

*"I really like living in Fairfield. We have wonderful parks, walking cycling parks and a great community spirit."*

*"Happy to reside in this city which provides such a good number and variety of community activities across all ages and culture"*

*"I think Fairfield City Council does an excellent job and I appreciate this opportunity to give feedback about how services can be further improved."*

*"Fairfield City is a place where you can raise a family that is safe and has a great community that is highly engaged and comes together supporting small businesses where we often meet each other over food, activities and culture."*

*"Honestly, the city is developing great we have the cultural diversity, we just need to slightly improve some aspects of the area to truly optimise it"*

# Councillor Engagement
## Outcomes

Engagement was undertaken with the Councillors to identify the issues and priorities they had heard from the Fairfield City Community during the recent local government elections. The Councillors identified a number of issues consistent with the community engagement results and are reflected throughout the goals, outcomes and community strategies within the five theme areas.

Most of the local issues identified relate to the Top 11 Priorities:

- Connected Transport System, including Regional Links – advocate for State Government funding
- Car Parking Spaces - commuter spaces (State Government responsibility)
- Attractive and Lively Town Centres – Instagrammable places, cleanliness, vibrant landscaping
- Inviting and Well Used Community Spaces – more playgrounds, water bubbles, connected circuit walking paths, and outdoor gym equipment
- Tourism throughout the City
- Accessibility to Health, Medical Facilities and Services
- Affordable Housing - advocate for State Government intervention

# What We Have Learned
## In Developing the Fairfield City Plan

The development of the Fairfield City Plan has provided valuable insights into the evolving priorities of our community. A key finding is how the top ten community priorities have shifted compared to the 2022-2032 Fairfield City Plan. Some priorities that were previously dominant have now decreased in urgency due to Council's strong commitment and progress in addressing them, while others have become more pressing, as highlighted in the **2024 State of Our City Report**.

One of the most significant trends is the increasing number of state government-related priorities beyond Fairfield City Council's direct control. Issues such as a more connected transport system, housing affordability, additional commuter car parking spaces, and the expansion of Fairfield Hospital have risen in importance, reflecting the community's growing concern over gaps in essential services and infrastructure. These challenges require significant state government intervention to address effectively.

With state-responsible issues increasingly impacting Fairfield City, Council recognises the need to take on a stronger advocacy role. While we will continue delivering for our community, we will also actively lobby the State Government to secure the necessary investments and policy changes to enhance local services and infrastructure. This includes advocating for better transport links, improved healthcare services, increased housing options, and economic development opportunities to ensure Fairfield City remains a great place to live, work, and invest.

The Fairfield City Plan reflects these learnings, providing a clear roadmap balancing Council's responsibilities with a strategic approach to advocating for the community's needs at higher levels of government. By working together with residents, businesses, and key stakeholders, Fairfield City will continue to grow and thrive while addressing the challenges and opportunities ahead.

# Community's Vision

## "Fairfield is a **vibrant**, **safe**, **connected** and **inclusive** city that celebrates and embraces our diversity"

Identifying the community's vision is important as it defines a clear image of the community's expectations and helps guide all relevant stakeholders and partners when choosing current and future actions. Based on the Fairfield City community's feedback, the vision for the 2025-2035 Fairfield City Plan has been reaffirmed. The community's focus remains about providing future generations with an environment that is vibrant and safe, which is filled with opportunities to learn and grow, while still embracing their cultures.

### Vibrant City

A vibrant city celebrates diverse cultural experiences, a thriving local economy, and well-designed public spaces enriched with colour and natural landscaping to foster social connection and community pride. In Fairfield City, this vision includes lively town centres, bustling markets, arts and cultural events, tourist destinations and high-quality recreational facilities. By embracing these elements, Fairfield City can grow into a more dynamic, prosperous, and welcoming place for all.

### Safe City

A safer city is built on security, inclusivity, and community support, ensuring residents, businesses, and visitors feel protected. Key components include well-lit streets, CCTV surveillance, a strong law enforcement presence, an active transport network, and emergency preparedness programs. Achieving his vision requires commitment to reduce risks, enhance public confidence, and create a safe, and welcoming environment for all.

### Connected City

A connected city is an urban area combining smart infrastructure, efficient transport networks, and digital technology to enhance access to key locations, amenities, major centres, and key CBDs. This connectivity improves the overall quality of life for residents, businesses, and visitors.

### Inclusive City

Fairfield City envisions a welcoming and accessible community where everyone, regardless of background, ability, or circumstances, has equal opportunities to succeed. An inclusive city focuses on accessible public spaces, services, and infrastructure, celebrates cultural diversity, and promotes a strong sense of belonging alongside economic and job opportunities. Through equitable social policies, active community engagement, and targeted support programs, Fairfield City aims to remain a leading example of multiculturalism.
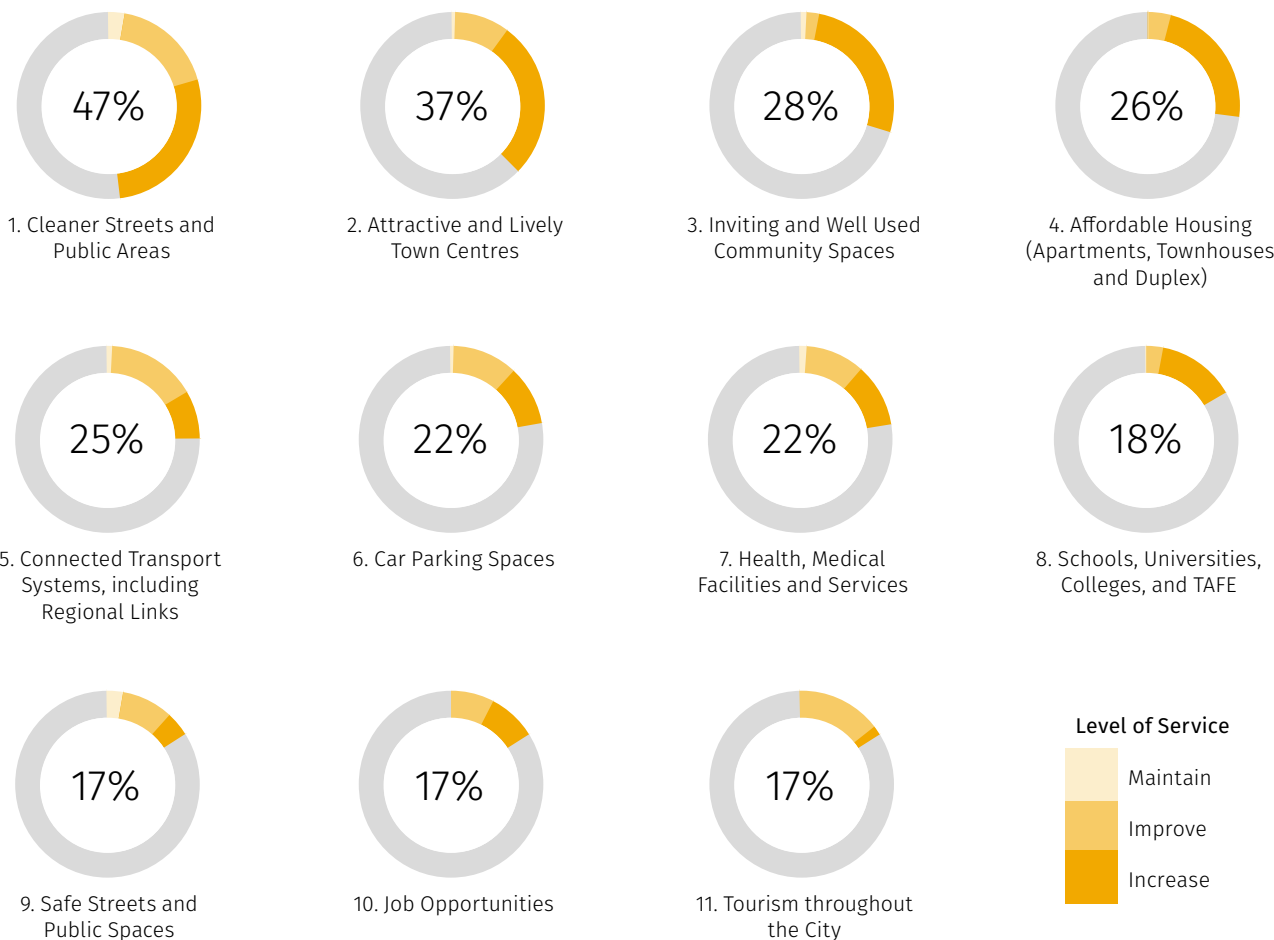
# Priorities for the Future

Over the past 3 years, stakeholders and partners across Fairfield City have contributed to achieving the community's vision and priorities. These achievements have been highlighted in the **2024 State of Our City Report**. These documents identified stakeholder and partner contributions, which have impacted on the priorities compared to the previous years.

During extensive community engagement in 2024, the community was asked where they want to be in 10 years' time and how this can be achieved. As a result, the community was able to reaffirm its vision, identify a number of goals under each of the Theme areas and a list of their **top priorities**.

Having a clear list of top priorities in the Fairfield City Plan allows Council and stakeholders to **focus limited resources** on the most important issues identified by the community, provides a framework for prioritising resource allocation and decision-making, and ensures efficient use of resources to address key community needs.

The following list of priorities account for **55% of survey responses** towards their needs and aspirations. Below we have outlined the percentage of respondents who selected that priority, and a breakdown of if they want that priority to be maintained, improved, or increased.

| | | | |
|---|---|---|---|
| **47%** | **37%** | **28%** | **26%** |
| 1. Cleaner Streets and Public Areas | 2. Attractive and Lively Town Centres | 3. Inviting and Well Used Community Spaces | 4. Affordable Housing (Apartments, Townhouses and Duplex) |
| **25%** | **22%** | **22%** | **18%** |
| 5. Connected Transport Systems, including Regional Links | 6. Car Parking Spaces | 7. Health, Medical Facilities and Services | 8. Schools, Universities, Colleges, and TAFE |
| **17%** | **17%** | **17%** | |
| 9. Safe Streets and Public Spaces | 10. Job Opportunities | 11. Tourism throughout the City | |

**Level of Service**
- Maintain
- Improve
- Increase

# Top 11 Priorities

**01.** Cleaner Streets and Public Areas

**02.** Attractive and Lively Town Centres

**03.** Inviting and Well Used Community Spaces

**04.** Affordable Housing (Apartments, Townhouses and Duplex)

**05.** Connected Transport Systems, including Regional Links

**06.** Car Parking Spaces

**07.** Health, Medical Facilities and Services

**08.** Schools, Universities, Colleges, and TAFE

**09.** Safe Streets and Public Spaces

**10.** Job Opportunities

**11.** Tourism throughout the City

# Top 11 Priorities









### Cleaner Streets and Public Areas -
### Community Priority 1

Cleaner streets and public areas are essential for a healthy, safe, and attractive environment. This priority focuses on beautification efforts, such as planting trees, installing planter boxes, and improving pavements with painting, stencils, and pavers. Upgrading shopfronts and buildings, including awnings and façades, can further enhance the streetscape. Effective waste management, including increased bin collection in high-traffic areas, helps reduce litter, while maintaining clean public fixtures like seats, bins, and lighting poles ensures a well-kept appearance. Clean and well-maintained public amenities, including toilets and playgrounds, are crucial for community well-being, along with better strata management in unit complexes to improve waste disposal. Addressing graffiti issues and managing overgrown grass in parks contribute to a cleaner urban environment. Finally, enhancing welcome signage with landscaping and lighting helps create a positive first impression for residents and visitors. By focusing on these aspects, cleaner streets and public areas foster a stronger sense of community pride and a more vibrant public space.

### Attractive and Lively Town Centres -
### Community Priority 2

An attractive and lively town centre is vital for fostering a vibrant, engaging, and economically strong community. This priority focuses on creating larger multi-use parks in Fairfield and Cabramatta town centres, incorporating splash pads, playgrounds, and gathering spaces for outdoor meetings and lunches. Day and night activations, such as food festivals, concerts, and cultural events, are seen as essential to maintaining a dynamic atmosphere. Investment in park amenities, including restaurants and cafés, can further enhance activity into the evening. The community envisions redeveloping Fairfield and Cabramatta into major CBDs, encouraging business growth with office towers, hotels, banks, and insurance companies, particularly as the new airport presents opportunities for economic expansion. Improving walkability and connectivity between transport hubs and town centres, expanding festival squares, and closing roads to create pedestrian promenades are key strategies for enhancing accessibility and safety. Wider footpaths and outdoor dining spaces are encouraged to support local businesses, alongside high-quality retail development. Establishing distinct identities for each town centre, would strengthen cultural appeal. Eat street precincts, green spaces, seating areas, and public art will also play a crucial role in enriching the town centre experience.

### Inviting and Well Used Community Spaces -
### Community Priority 2

Creating inviting and well-used community places and parks is essential for fostering social connection, recreation, and a sense of belonging. Enhancing sporting fields with grandstands and seating, including integrated sandstone block seating, will encourage greater attendance at competitions and casual use. Adequate lighting for both facilities and surrounding pathways is crucial for safety and accessibility, allowing people to move through parks and reach their cars comfortably at night. More trees along walkways and cycleways will provide shade and improve the overall experience for pedestrians and cyclists. Park car parks can be enhanced with landscaping, while gathering spaces such as picnic areas would benefit from water features to create more attractive and inviting environments. Incorporating artworks in parks near main roads, as well as beautifying dark and underutilised spaces like under bridges, will make these areas feel safer and more appealing.

### Affordable Housing (Apartments, Townhouses, and Duplex) - Community Priority 4

Affordable housing is a key priority, particularly for young adults under 30 who are struggling to enter the property market while wanting to remain close to family for support. There is a strong demand for modern, well-designed apartments offering security and convenience, including high-rise developments (10+ storeys) in Cabramatta and Fairfield. Mixed-use developments, where residential spaces are built above local shops, provide both housing and easy access to essential services. Rezoning in appropriate locations (avoiding narrow streets) can encourage a variety of housing options, addressing shortages while maintaining liveability. Rent increase caps could help ensure affordability for renters, while increasing the availability of duplexes and townhouses outside of town centres would provide more housing diversity. These strategies aim to create a balanced and sustainable housing market that supports the needs of the community.

**Connected Transport Systems, including Regional Links - Community Priority 5**

A well-connected transport system is essential for improving accessibility, reducing travel times, and supporting economic growth. The community has identified a strong need for additional train stations in key areas such as Prairiewood, Bonnyrigg, and Wetherill Park/Smithfield Industrial Area, as buses alone are not meeting their needs. Better integration between train and bus schedules is also crucial to ensure more seamless connections. There is growing support for converting existing bus T-ways into light rail or Metro services, as the perception of bus services is less favourable. Additionally, improving the planning and connectivity of bike paths to major attractions and amenities will enhance active transport options across the city. Addressing these transport gaps will provide residents with more efficient, reliable, and accessible travel options, ensuring better connections within Fairfield City and the broader region.

**Car Parking Spaces - Community Priority 6**

Increasing car parking availability is a key priority to support commuters, businesses, and workers across Fairfield City. There is a strong need for additional commuter parking at railway stations and T-ways to improve accessibility for those relying on public transport. The community has also called for more multi-storey car parks in key town centres, including Fairfield, Canley Heights, and Bonnyrigg, to ease congestion and support local businesses. Additionally, more parking in industrial estates is essential to accommodate workers and improve access to employment hubs. Expanding parking infrastructure in these critical areas will enhance convenience, reduce traffic pressures, and support economic growth in the city.

**Health, Medical Facilities and Services - Community Priority 7**

Improving access to quality healthcare, with calls for a new hospital in Fairfield or an expansion into a district hospital to provide more health services, specialists, and reduce waiting times. The community also supports the development of a dedicated medical precinct to centralise healthcare services. There is a strong demand for more 24-hour medical centres, pharmacies, and bulk-billing facilities to ease pressure on hospitals, especially at night, given the GP shortage in the region. A Wellness Hub focusing on physical recovery and mental health would further support community well-being. Additionally, increasing local specialist services is essential to reduce the need for residents to travel outside the LGA for medical care.

**Schools, Universities, Colleges, and TAFE - Community Priority 8**

Expanding access to quality education is a key priority for the community, with strong support for establishing a university campus in Fairfield to provide higher education opportunities locally. There is also a need for more primary and secondary schools to accommodate the growing population, along with upgrades to existing public school facilities to improve learning environments. Additionally, relocating TAFE into Fairfield Town Centre would make vocational education more accessible and better connected to public transport and local businesses. Investing in education infrastructure will help create greater opportunities for students and professionals while supporting the city's long-term growth and development.

### Safe Streets and Public Spaces –
**Community Priority 9**

Creating safer streets and public spaces is a key community priority, with a strong emphasis on improving lighting in key areas such as town centres, parks, outdoor gyms, transport hubs, and roundabouts. Alternative lighting solutions, such as illuminating trees, can enhance visibility while maintaining an inviting atmosphere. The community has also highlighted the need for increased police presence and patrols in town centres, both during the day and night, to improve safety and deter crime. Addressing drug-related issues and their impact on public spaces is also a major concern, with calls for stronger interventions to create a safer and more welcoming environment.

### Job Opportunities –
**Community Priority 10**

Expanding local job opportunities is a key community priority, with strong support for encouraging and investing in diverse businesses to drive economic growth. Key initiatives include the development of business parks, office towers, a medical precinct, a district hospital, and a major shopping centre, particularly in Fairfield, Cabramatta, and Bonnyrigg. These investments would create employment across various sectors, attract businesses, and provide residents with more opportunities to work closer to home. Strengthening the local economy through job creation will contribute to a more prosperous and self-sustaining Fairfield City.

### Tourism throughout the City –
**Community Priority 11**

With the development of the new airport, the community sees an opportunity to make Fairfield City a more attractive place to live, visit, and invest in. There is strong support for major tourism attractions, such as an Asian-themed garden to draw visitors. The city's renowned yum cha scene could be further promoted by creating engaging experiences to attract more people. Enhancing public spaces with water features, gardens, and a scenic viewing platform showcasing city or Blue Mountains views would also boost tourism appeal. Other exciting suggestions include a theme park or luge to create unique visitor experiences. Additionally, the community wants to develop Instagrammable events and festivals, such as a Vivid-style festival, major movie-themed tours, concerts under the stars, and international food festivals in Cabramatta and Fairfield.

# Themes

In developing the 2025-2035 Fairfield City Plan, the Quadruple Bottom Line was used to create a balanced approach, rather than favouring one need over another. This was achieved by addressing the four elements of the Quadruple Bottom Line, which are Social, Environmental, Economic and Civic Leadership.

Based on the community's needs and aspirations identified during the extensive community engagement activities, the following five themes were identified as working towards achieving the community's vision, priorities, and goals.

Theme 5:
Good Governance
and Leadership

Theme 1:
Community
Wellbeing

Theme 4:
Strong and
Resilient Economy

Theme 2:
Places and
Infrastructure

Theme 3:
Environmental
Sustainability
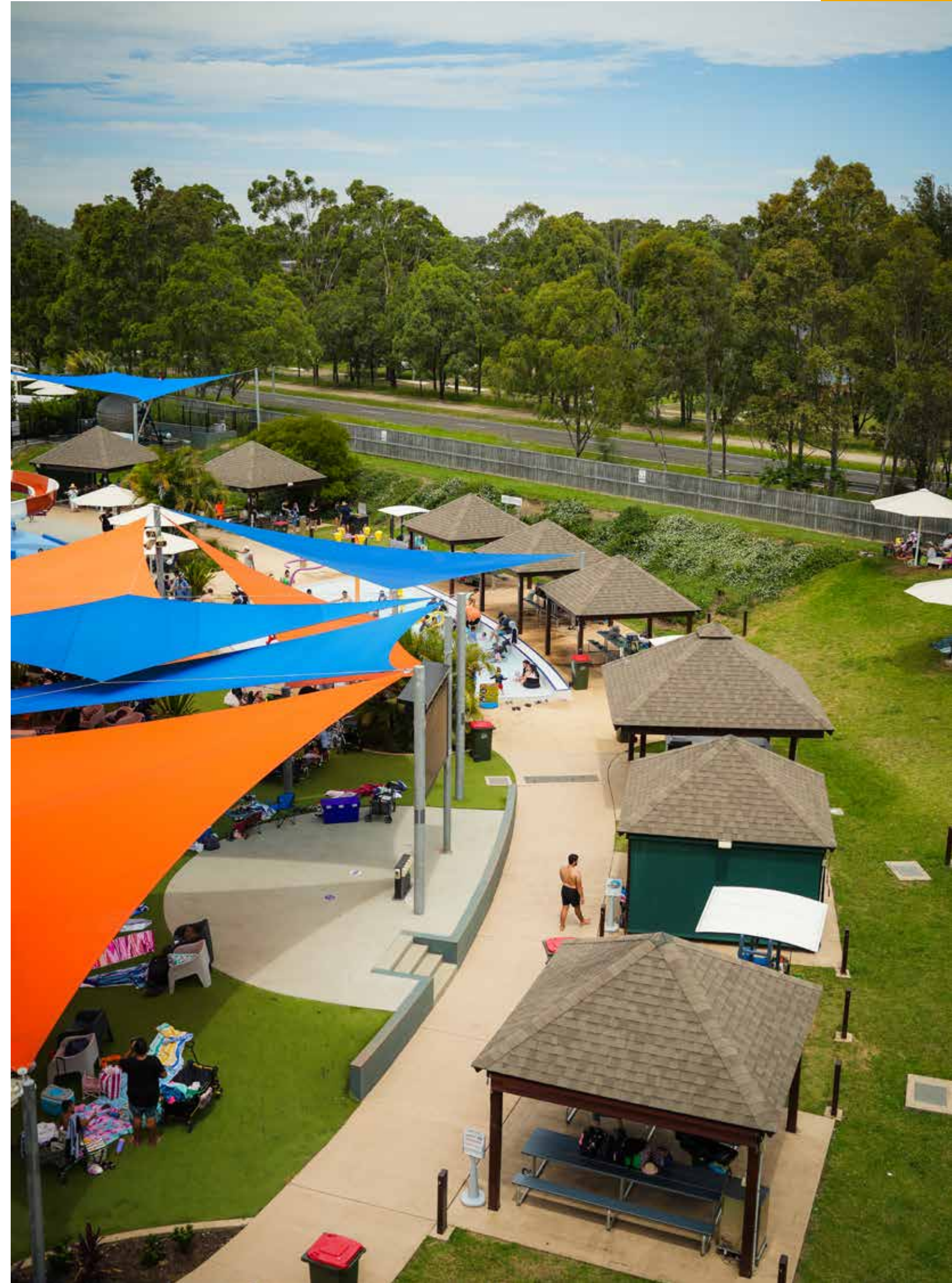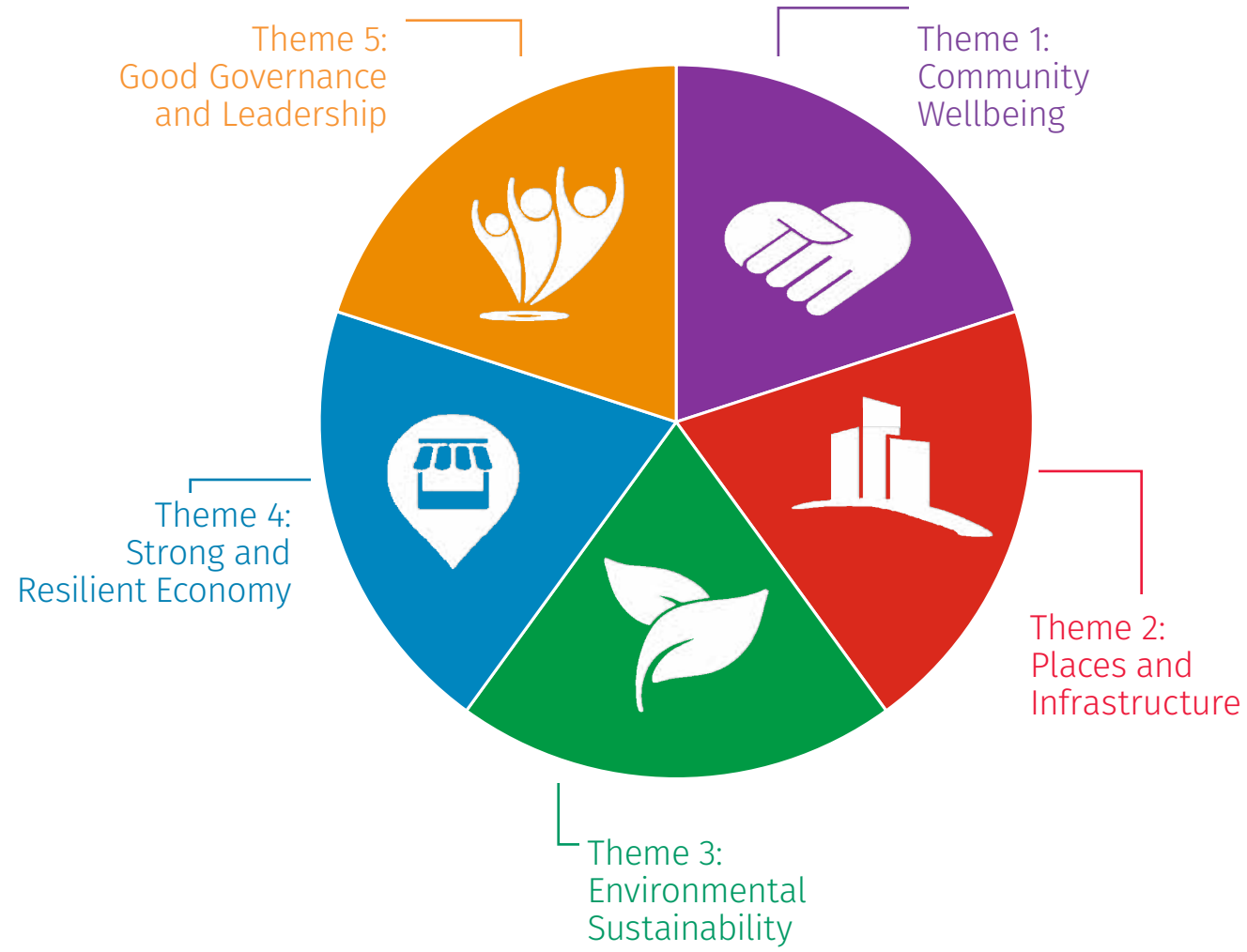
# How to Read this Plan

The plan is divided into the five theme areas:

- Theme 1 Community Wellbeing
- Theme 2 Places and Infrastructure
- Theme 3 Environmental Sustainability
- Theme 4 Strong and Resilient Economy
- Theme 5 Good Governance and Leadership

For each of the five themes there is a detailed list of:

- Goals: Where the community want to be?
- Outcomes: What this should look like?
- Strategies: What are some of the ways the community have said we could get there?
- Indicators: Are we heading in the right direction?

We believe that **everyone has a responsibility in implementing the Fairfield City Plan's goals**. At the end of each Theme area is a summary list highlighting those that have a key role in delivering these strategies:

- Stakeholders: Who has a role to play?

For each of the strategies, Fairfield City Council's role is also defined by the following icons:

Deliver | Partner | Advocate
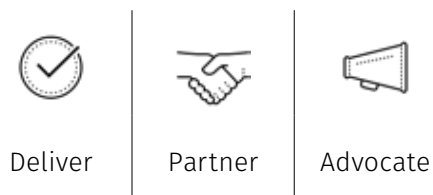
*Note: 2025-2035 Fairfield City Plan indicators will be reported on in the 2028 State of Our City Report.*

Theme One, Goal One

## Goal 1.1. A safe City that feels more secure

**Outcome:** Safer streets and public spaces *(Priority 9)*
→ Outcome of the goal

**Strategies** that will deliver this:
→ List of strategies to achieve the goal

Council's Role
← How Council will support this strategy

1. Minimise loitering and deter anti-social behaviour in public areas

**Indicators** to know we're heading in the right direction:
→ List of indicators to check if we are achieving the goal

Data Source

Reduction in the number of reported incidents of anti-social behaviour in public areas.

NSW Bureau of Crime Statistics

The goals the stakeholder can contribute to

### Theme 1 Stakeholders
→ List of stakeholders that can help achieve the goals

Goals

| Federal Government | | 1.1. | 1.2. | 1.3. | 1.4. |
|---|---|---|---|---|---|
| | Department of Health | | ♥ | | |
| | Australian Federal Police | ♥ | | | ♥ |
| | Department of Social Services | | ♥ | ♥ | ♥ |
| | Services Australia | | ♥ | ♥ | ♥ |
| | Department of Home Affairs | ♥ | | | |
| | Australian Children's Educational and Care Quality Authority | | | | ♥ |
| | National Disability Insurance Agency | | | ♥ | ♥ |

Theme One

# Community Wellbeing

**United Nations Sustainable Development Goals**

**1** NO POVERTY | **2** ZERO HUNGER | **3** GOOD HEALTH AND WELL-BEING | **4** QUALITY EDUCATION | **5** GENDER EQUALITY | **10** REDUCED INEQUALITIES

**Resilient Sydney Direction:** 1. People Centred City and 3. Connect to Strength

# Theme 1: Community Wellbeing

## Goal 1.1. A safe City that feels more secure

**Outcome:** Safer streets and public spaces *(Priority 9)*

**Strategies** that will deliver this:                    Council's Role

| Strategies | Council's Role |
|---|---|
| 1. Minimise loitering and deter anti-social behaviour in public areas | |
| 2. Improve lighting in key locations that provide public access to amenities and facilities | |
| 3. Strengthen police presence in town centres during both day and night | |
| 4. Enforce public safety through animal companion, parking, and traffic compliance | |

**Indicators** to know we're heading in the right direction:        Data Source

| Indicators | Data Source |
|---|---|
| Reduction in the number of reported incidents of anti-social behaviour in public areas. | NSW Bureau of Crime Statistics |
| Reduction in fear of crime | NSW Bureau of Crime Statistics and Council Survey |
| Complete lighting installation improvements to improve safety at public places and community facilities. | Fairfield City Council database: completed lighting projects and major programs |
| Reduction in reported incidents of crime or accidents in newly lit areas. | NSW Bureau of Crime Statistics |
| Increase the number of community patrols and safety interventions in high-risk areas. | Mayor's Crime Prevention Committee Minutes |
| Improved public perception of safety in town centres during the day and night. | Community Wellbeing survey |
| Improvement in parking violations enforcement. | Fairfield City Council database: Community compliance statistics |
| Conduct community awareness campaigns to educate the public about animal companion regulations and responsible ownership. | Fairfield City Council database: Community compliance statistics |

## Goal 1.2. A healthy and active community through reliable services and opportunities

**Outcome**: Improved health, medical facilities and services (Priority 7)

**Strategies** that will deliver this:                    Council's Role

| Strategies | Council's Role |
|---|---|
| 1. Enhance hospital services and treatment options | |
| 2. Increase medical centres, local specialists, and wellness centres within the City | |
| 3. Expand and promote access to affordable facilities, fitness programs and physical activities. | |

**Indicators** to know we're heading in the right direction:        Data Source

| Indicators | Data Source |
|---|---|
| Increase in the number of specialised treatments and services available at local hospitals | HealthStats NSW |
| Improvement in patient satisfaction with hospital services | HealthStats NSW |
| Reduction in average wait times for key treatments and services | HealthStats NSW |
| Increase in the number of medical centres within the city | HealthStats NSW |
| Increase in the number of local specialists available in Fairfield City. | HealthStats NSW |
| Increase in the number of affordable fitness programs offered within the city. | External Data |
| Increase in participation rates in local fitness programs. | External Data |
| Expansion of accessible outdoor fitness equipment in public spaces | Fairfield City Council database: number of new and renewed gym equipment |

# Goal 1.3. A proud diverse community that is celebrated

**Outcome**: Embraced Cultural Heritage and Inclusion

**Strategies** that will deliver this:     Council's Role

| Strategy | |
|---|---|
| 1. Promote awareness and appreciation of cultural traditions through events such as multicultural festivals, art exhibitions, and food fairs. | Deliver, Partner |
| 2. Develop murals, sculptures, and monuments that celebrate the community's diverse cultural heritage. | Deliver, Partner |
| 3. Collaborate with cultural and faith-based organisations to co-design initiatives fostering inclusivity. | Deliver, Partner |

**Indicators** to know we're heading in the right direction:    Data Source

| Indicator | Data Source |
|---|---|
| Community satisfaction with cultural events. | Service Levels Survey: Cultural activities and events |
| Improved effectiveness of multicultural events and exhibitions. | Service Levels Survey |
| Upgraded or installed public murals, sculptures, or monuments that represent diverse cultural heritages. | Fairfield City Council database: number of new and renewed public monuments |
| Perception of community cohesion | Service Levels Survey |
| Increased partnerships with cultural and faith-based organisations each year to co-design inclusive community programs or initiatives. | NSW Department of Education |
| Improved satisfaction rate from participants in co-designed initiatives, as measured by post-program surveys. | Service Levels Survey |

Deliver | Partner | Advocate
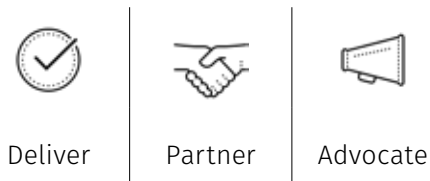
# Goal 1.4. An inclusive City with access to opportunities and facilities

**Outcome**: Improved access to education and learning facilities (Priority 8)

**Strategies** that will deliver this:     Council's Role

| Strategy | |
|---|---|
| 1. Enhance access to universities, colleges, and TAFE institutions within the city. | Advocate |
| 2. Address overcrowding in public schools by providing necessary facilities and upgrading aging infrastructure across the city. | Advocate |
| 3. Provide diverse and affordable lifelong learning opportunities for community members. | Deliver |
| 4. Enhance childcare centres and facilities by providing extensive learning opportunities and interactive amenities. | Deliver |

**Indicators** to know we're heading in the right direction:    Data Source

| Indicator | Data Source |
|---|---|
| Number of new partnerships established between Fairfield City Council and local universities/colleges/TAFE. | Fairfield City Council data: Economic Development |
| Increase local residents attending University admission. | Australian Bureau of Statistics |
| Improved average of NAPLAN results. | NSW Department of Education |
| Improved average of TAR results. | NSW Department of Education |
| Reduction in the average student-to-teacher ratio in overcrowded schools | NSW Department of Educations |
| Increase in the number of classrooms or facilities added to address overcrowding. | NSW Department of Education |
| Value in upgrades scheduled within the Fairfield City. | NSW Department of Education |
| Increase the number of free or low-cost lifelong learning programs offered to community members. | Fairfield City Council data: Social Planning and Community Development |
| Increase participation rate in lifelong learning programs. | Fairfield City Council data: Social Planning and Community Development |
| Improved satisfaction rate regarding the relevance and quality of lifelong learning opportunities provided. | Service Levels Survey |
| Increase in enrolment at childcare centres. | Fairfield City Council data: Children and Family Services |
| Improved satisfaction rate among parents regarding the quality of education and interactive opportunities provided at local childcare centres. | Service Levels Survey |

# Theme 1 Stakeholders

| | | Goals | | | |
| --- | --- | :---: | :---: | :---: | :---: |
| | | 1.1. | 1.2. | 1.3. | 1.4. |
| **Federal Government** | Department of Health | | ♥ | | |
| | Australian Federal Police | ♥ | | | ♥ |
| | Department of Social Services | | ♥ | ♥ | ♥ |
| | Services Australia | | ♥ | ♥ | ♥ |
| | Department of Home Affairs | ♥ | | | |
| | Australian Children's Educational and Care Quality Authority | | | | ♥ |
| | National Disability Insurance Agency | | | ♥ | ♥ |
| **NSW Government** | Community Services | | ♥ | | ♥ |
| | NSW Department of Communities and Justice | ♥ | | | |
| | Library Council of NSW | | | | ♥ |
| | NSW Police Force | ♥ | | | |
| | Ambulance Service of NSW | ♥ | ♥ | | |
| | NSW Land and Housing Corporation | | ♥ | | |
| | Community Housing | | ♥ | | |
| | Technical and Further Education (TAFE) NSW | | | | ♥ |
| | NSW Department of Education | | | | ♥ |
| | NSW Health | | ♥ | | |
| **Fairfield City Community and Organisations** — **Fairfield City Council** | Community Development Grants | | | | ♥ |
| | Creative Community Grants | | | | ♥ |
| | Advocacy for funding and services for the community | ♥ | ♥ | ♥ | ♥ |
| | Citizenship ceremonies | | ♥ | | |
| | Disability Inclusion Action Plan | ♥ | ♥ | ♥ | ♥ |
| | Community Safety and Crime Prevention Strategy | ♥ | | | |
| | CCTV Camera Program | ♥ | | | |
| | Children and Family Services | | | | ♥ |
| | Library Services | | | ♥ | ♥ |
| | Leisure Centres | | ♥ | | ♥ |
| | Health Partnerships | | ♥ | | |
| | Social Planning and Community Development | ♥ | ♥ | ♥ | ♥ |
| | Community events celebrating cultural diversity | | ♥ | | |
| | Advisory committees and networks | ♥ | ♥ | ♥ | ♥ |
| | Fairfield City Museum and Gallery | | | ♥ | ♥ |
| | Youth Week Festival (Bring it On! Festival) | ♥ | ♥ | ♥ | ♥ |
| | Community Facilities | | | | ♥ |
| | Showground and Golf Course | | ♥ | | ♥ |

# Theme 1 Stakeholders

| | | Goals | | | |
| --- | --- | :---: | :---: | :---: | :---: |
| | | 1.1. | 1.2. | 1.3. | 1.4. |
| **Fairfield City Community and Organisations** — **Non-Government and Not-for-profit Organisations** | Community services groups | ♥ | ♥ | ♥ | ♥ |
| | Aboriginal support organisations | | | ♥ | |
| | Community programs that promote a sense of pride of place and community spirit | ♥ | ♥ | ♥ | ♥ |
| | Western Sydney Cycling Network | ♥ | | ♥ | ♥ |
| **Private Sector** | Financial and in-kind sponsorship and support for cultural events and initiatives | ♥ | ♥ | ♥ | |
| | Provide employment and training opportunities including volunteering | | | | ♥ |
| **Individuals** | Participation in cultural activities and events | | | ♥ | ♥ |
| | Participation in healthy lifestyle activities | | ♥ | | ♥ |
| | Obtain higher education qualifications and skills | | | | ♥ |
| | Respect other people's rights and property | ♥ | | | |
| | Be law-abiding | ♥ | | | |
| | Reporting criminal activity and antisocial behaviour | ♥ | | | |

# Theme Two

# Places and Infrastructure

**United Nations Sustainable Development Goals**

**Resilient Sydney Direction:** 1. People Centred City

# Theme 2: Places and Infrastructure

## Goal 2.1. An accessible City with connected and reliable transport

**Outcome**: Connected Transport System, including Regional Links (Priority 5)

**Strategies** that will deliver this:                     Council's Role

| Strategy | Council's Role |
|---|---|
| 1. Advocate for better transport connections for Fairfield City including the metro and light rail links to key locations such as Parramatta, Sydney CBD, and the new airport. | |
| 2. Improve accessibility to public transport such as train stations and major bus routes including lift access at train stations, upgrades to bus shelters and bus stops, and increased commuter car park spaces. | |
| 3. Increase and improve traffic controls and road safety through additional traffic facilities to reduce speed. | |

**Indicators** to know we're heading in the right direction:      Data Source

| Indicator | Data Source |
|---|---|
| Host advocacy meetings with state and federal governments to promote metro and light rail projects. | Fairfield City Council data: Traffic and Transport |
| Conduct community consultation sessions annually to gather support and feedback for transport advocacy initiatives. | Fairfield City Council data: Traffic and Transport |
| Improved journey durations to major CBDs such as Parramatta, Blacktown, Penrith and Sydney. | Transport for NSW |
| Achieve upgrade at 1 train station to include lift access within the next 4 years, in collaboration with transport authorities. | Transport for NSW |
| Install or upgrade bus shelters to improve passenger comfort and accessibility. | Fairfield City Council data: Strategic Asset Management - Civil and Built |
| Increase commuter car park spaces through advocacy with State Government. | Transport for NSW: Public car parking spaces at train stations |
| Increased use of public transport as method of travel to work | Australian Bureau of Statistics |
| Install additional speed humps and 5 new roundabouts annually in high-risk areas. | Fairfield City Council data: Traffic and Transport |
| Install 10 additional speed humps and 5 new roundabouts in high-risk areas. | Fairfield City Council data: Traffic and Transport |
| Complete traffic safety audits in identified problem areas to prioritise future improvements. | Fairfield City Council data: Traffic and Transport |
| Reduced fatal and serious crashes on the road network | Transport for NSW |

## Goal 2.2. A sustainable and liveable city through affordable housing (Priority 4), vibrant urban spaces, and amenities

**Outcome**: Enhanced living standards for the community

**Strategies** that will deliver this:                     Council's Role

| Strategy | Council's Role |
|---|---|
| 1. Ensure a range of affordable housing options are available to all residents, promoting inclusivity and reducing housing stress. | |
| 2. Develop and maintain vibrant and welcoming urban spaces through assets that encourage social interaction, recreational activities, and community events. | |
| 3. Promote sustainable, high-quality development enhancing the City's unique character through thoughtful design and strategic planning. | |

**Indicators** to know we're heading in the right direction:      Data Source

| Indicator | Data Source |
|---|---|
| Increase in Affordable Housing Stock considered below the average NSW median house price. | External data |
| Monitoring Development Approvals and types of developments. | Fairfield City Council data: Development Planning |
| Complete urban revitalisation projects, focusing on town centres and key public spaces. | Fairfield City Council data: Strategic Land Use Planning |
| Increase the use of public spaces for community events and activities. | Fairfield City Council data: Strategic Land Use Planning |
| Achieve an 80% satisfaction rate in annual community surveys regarding the design and quality of new developments. | Service Levels Survey |
| Increase in green roofs, urban tree canopies, or open spaces integrated into new developments by 2026. | External data |
| Update or adopt new policies promoting sustainable, high-quality design standards. | Fairfield City Council data: Strategic Land Use Planning |

# Goal 2.3. Community assets and infrastructure are well managed into the future

**Outcome**: Long-term reliability and serviceability for the City

## Strategies that will deliver this:          Council's Role

| | |
|---|---|
| 1. Upgrade and maintain infrastructure such as roads, kerb and gutter, drainage, footpaths, bridges etc. | ✓ 📢 |
| 2. Develop and modernise community facilities and technologies. | ✓ 🤝 |
| 3. More multi-storey car parks / more at-grade carparks to be developed into multi-storey carparks at town centres. | ✓ 📢 |

## Indicators to know we're heading in the right direction:          Data Source

| | Data Source |
|---|---|
| Percentage of Infrastructure upgraded. | Fairfield City Council data: Asset Management - Civil and Built |
| Decrease the percentage of roads rated in "poor" or "very poor" condition. | Fairfield City Council data: Asset Management - Civil and Built |
| Achieve a 15% reduction in reported drainage and flooding incidents in identified problem areas | Fairfield City Council data: Catchment Planning |
| % of community facilities with energy-efficient systems (e.g. LED lighting, solar panels). | Fairfield City Council data: Community Facilities |
| Achieve an 85% satisfaction rate in community surveys regarding facility usability and modernity. | Fairfield City Council data: Community Facilities |
| Increase foot traffic or usage rates of upgraded facilities. | Fairfield City Council data: Community Facilities |
| Increased number of car parking spaces in town centres | Fairfield City Council data: Property Strategy and Services |

# Goal 2.4. Inviting and well used open space (Priority 3)

**Outcome**: An active and socially connected community

## Strategies that will deliver this:          Council's Role

| | |
|---|---|
| 1. Open spaces are well utilised for entertainment, leisure, and recreation opportunities for all, such as playground, community picnic areas, and events. | ✓ |
| 2. Improve park aesthetics through diverse landscaping and public art. | ✓ |
| 3. Provide quality sporting fields and open space facilities for the community. | ✓ |

## Indicators to know we're heading in the right direction:          Data Source

| | Data Source |
|---|---|
| Increased % of residents have access to key parks and amenities within 3 km of their residence. | Fairfield City Council data: Strategic Land Use Planning |
| Utilisation Rate: Percentage of available open space used for events, leisure, and recreation activities throughout the year. | Fairfield City Council data: Community Facilities |
| Diversity of Programs: The number of different types of programs or activities offered (e.g., sports, arts, nature walks). | Fairfield City Council data: Asset Management - Open Space |
| Achieve a satisfaction score of 80% or higher in surveys regarding the quality and availability of public amenities. | Service Levels Survey |
| Biodiversity Indicators: Variety of plant species and native flora introduced into parks to enhance natural aesthetics. | Fairfield City Council data: Natural Resource Management |
| Field Availability and Usage: Percentage of time that sporting fields are in use versus available time. | Fairfield City Council data: Community Facilities |
| Participation in Sporting Activities: Number of community members participating in organised sporting events or training sessions. | Fairfield City Council data: Community Facilities |
| Facility Condition Rating: Community and user satisfaction with the condition and accessibility of sporting fields and facilities. | Fairfield City Council data: Community Facilities |
| Upgrade and Development Projects: Number of facility improvements or upgrades completed within a specified timeframe. | Fairfield City Council data: Asset Management - Open Space |
| Injury Rate: The number of injuries reported on sports fields and their relation to facility quality or maintenance. | Fairfield City Council data: Community Facilities |

✓ Deliver | 🤝 Partner | 📢 Advocate

## Theme 2 Stakeholders

| | | Goals | | | |
|---|---|:---:|:---:|:---:|:---:|
| | | 2.1. | 2.2. | 2.3. | 2.4. |
| Federal Government | Australian Transport Safety Bureau | ▮ | | | |
| | Department of Infrastructure, Transport, Regional Development and Communications | ▮ | | ▮ | |
| | Australian Building and Construction Commission | | ▮ | ▮ | |
| | Western Sydney City Deals | ▮ | ▮ | ▮ | ▮ |
| NSW Government | Transport for NSW | ▮ | | ▮ | |
| | Roads and Maritime Services | ▮ | | | |
| | NSW Office of Sport | | | ▮ | ▮ |
| | NSW Department of Communities and Justice | | ▮ | | |
| | NSW Department of Planning and Environment | | ▮ | | ▮ |
| | Infrastructure NSW | ▮ | ▮ | ▮ | ▮ |
| | Sydney Trains | ▮ | | | |
| Fairfield City Community and Organisations | **Fairfield City Council** | | | | |
| | Infrastructure Construction and Maintenance | ▮ | ▮ | ▮ | ▮ |
| | Major Projects | ▮ | | ▮ | ▮ |
| | Traffic and Transport | ▮ | | | |
| | Asset Management | | | ▮ | ▮ |
| | Development Planning | | ▮ | | |
| | City Connect Bus | ▮ | | | |
| | Building Control and Compliance | | ▮ | | |
| | Strategic Land Use Planning | | ▮ | | |
| | Local Strategic Planning Statement | ▮ | | | ▮ |
| | **Non-Government and Not-for-profit Organisations** | | | | |
| | Service clubs undertaking community projects and programs to promote community pride | | | | ▮ |
| | Provide support to individuals and groups requiring access to services | | | | ▮ |
| | **Private Sector** | | | | |
| | Good building design and maintenance | | ▮ | ▮ | |
| | Removal of graffiti on private property | | | | ▮ |
| | Waste is disposed of responsibly | | | | ▮ |
| | Buildings meet all legislative and design requirements | | ▮ | ▮ | |
| | **Individuals** | | | | |
| | Private property is well maintained and kept clean and tidy | | | | ▮ |
| | Litter is disposed of responsibly | | | ▮ | ▮ |
| | Public and private domain property and fixtures are treated with respect | | | ▮ | ▮ |

**Theme Three**

# Environmental Sustainability

**United Nations Sustainable Development Goals**

**6** CLEAN WATER AND SANITATION
**7** AFFORDABLE AND CLEAN ENERGY
**12** RESPONSIBLE CONSUMPTION AND PRODUCTION
**13** CLIMATE ACTION
**14** LIFE BELOW WATER
**15** LIFE ON LAND

**Resilient Sydney Direction:** 2. Living with our Climate and 4. Get Ready

# Theme 3: Environmental Sustainability



## Goal 3.1. A sustainable natural environment

**Outcome**: Improved health of local eco-systems

**Strategies** that will deliver this:                     Council's Role

| Strategy | Council's Role |
|---|---|
| 1. Enhanced environmental health and sustainability through improved air, water, and soil quality, alongside conservation efforts to protect biodiversity. | ✓ 👉 |
| 2. Strengthen Flood Mitigation and Infrastructure Maintenance. | ✓ |
| 3. Enhance Emergency Preparedness and Community Awareness. | ✓ |

**Indicators** to know we're heading in the right direction:          Data Source

| Indicator | Data Source |
|---|---|
| Increase tree canopy coverage by 15% in urban areas by 2030 to reduce urban heat island effects. | External data |
| Percentage of waterways meeting environmental quality guidelines. | Fairfield City Council data: Catchment Planning |
| Area of natural habitats restored or maintained (hectares/year). | Fairfield City Council data: Natural Resource Management |
| Number of flood-prone areas addressed through mitigation projects. | Fairfield City Council data: Catchment Planning |
| Percentage of stormwater systems maintained or upgraded annually. | Fairfield City Council data: Catchment Planning |
| Number of detention basins or water-sensitive urban design projects completed. | Fairfield City Council data: Catchment Planning |
| Percentage of residents aware of flood risks and evacuation procedures. | Fairfield City Council data: Catchment Planning |
| Number of community flood resilience workshops conducted. | Fairfield City Council data: Catchment Planning |
| Number of emergency response plans updated. | Fairfield City Council data: Emergency Management |
| Percentage of residents who report being prepared for emergencies. | Service Levels Survey |
| Average response time to emergency calls. | NSW SES |
| Number of partnerships established with local and regional emergency organisations. | Fairfield City Council data: Emergency Management |

## Goal 3.2. An environmentally aware and active community

**Outcome**: A protected natural environment for future generations

**Strategies** that will deliver this:                     Council's Role

| Strategy | Council's Role |
|---|---|
| 1. Increase community awareness and participation in recycling by providing targeted education programs. | ✓ |
| 2. Increase the adoption of sustainable practices among residents by promoting energy-efficient appliances, water conservation methods, and waste reduction initiatives. | ✓ |
| 3. Optimise Waste Disposal Services by improving public access to recycling facilities. | ✓ |

**Indicators** to know we're heading in the right direction:          Data Source

| Indicator | Data Source |
|---|---|
| Participation Rate in Education Programs | Fairfield City Council data: Natural Resource Management and Waste Management |
| Recycling Knowledge Improvement | Fairfield City Council data: Waste Management |
| Recycling Contamination Rate | Fairfield City Council data: Waste Management |
| Recycling Rates | Fairfield City Council data: Waste Management |
| Adoption Rate of Sustainable Practices | Fairfield City Council data: Natural Resource Management |
| Energy-Efficient Appliance Uptake | Fairfield City Council data: Natural Resource Management |
| Water Usage Reduction | Fairfield City Council data: Natural Resource Management |
| Household Waste Reduction | Fairfield City Council data: Natural Resource Management |
| Customer Satisfaction | Service Levels Survey |
| Recycling Facility Usage | Fairfield City Council data: Sustainable Resource Centre |

# Goal 3.3. Environmental compliance standards are met

**Outcome**: Public and environmental health is safeguarded
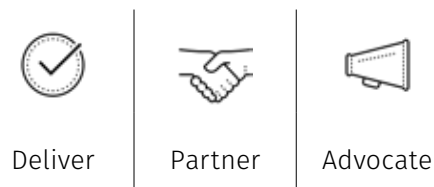
**Strategies** that will deliver this:     Council's Role

| Strategy | Council's Role |
|---|---|
| 1. Enhance Environmental, Public Health and Food Safety Compliance. | Deliver |
| 2. Address Illegal Dumping and Litter prevention to promote cleaner street and public areas. | Deliver / Partner |

**Indicators** to know we're heading in the right direction:     Data Source

| Indicator | Data Source |
|---|---|
| Percentage of environmental incidents resolved within compliance timeframes. | Fairfield City Council data: Public Health and Environment |
| Reduction in pollution-related complaints year-on-year. | Fairfield City Council data: Community Compliance |
| Percentage of registered premises inspected for public health compliance. | Fairfield City Council data: Public Health and Environment |
| Number of health-related workshops or education programs conducted. | Fairfield City Council data: Public Health and Environment |
| Percentage of food premises inspected and compliant with standards. | Fairfield City Council data: Public Health and Environment |
| Reduction in the number of illegal dumping incidents reported annually. | Fairfield City Council data: Waste Management |
| Percentage of offenders penalised for illegal dumping through enforcement actions. | Fairfield City Council data: Waste Management |
| Percentage of streets and public areas achieving cleanliness standards (e.g. through regular audits). | Fairfield City Council data: Waste Management |
| Community participation rate in litter prevention or clean-up programs. | Fairfield City Council data: Waste Management |

Deliver | Partner | Advocate

## Theme 3 Stakeholders

| Stakeholder group | Organisation | 3.1. | 3.2. | 3.3. |
|---|---|---|---|---|
| Federal Government | Department of Environment and Energy | ✔ | ✔ | |
| | Department of Agriculture and Water Resources Climate Change Authority | ✔ | | |
| | Clean Energy Regulator and Energy Finance Corporation | | ✔ | |
| NSW Government | Office of Environment and Heritage | ✔ | ✔ | |
| | Environment Protection Authority (EPA) NSW | ✔ | | |
| | NSW Office of Water | ✔ | | |
| | Department of Industry | ✔ | | |
| | NSW Department of Planning and Environment | ✔ | ✔ | |
| | NSW Reconstruction Authority | ✔ | ✔ | |
| Fairfield City Community and Organisations | **Fairfield City Council** | | | |
| | Catchment Management and Stormwater Levy Program | ✔ | ✔ | |
| | Natural Resource Management | ✔ | ✔ | |
| | Sustainable Resource Centre | ✔ | | |
| | Nalawala Community Hall and Community Nursery | | ✔ | |
| | Initiatives and education on environmental sustainability | | ✔ | |
| | Domestic Waste and Recycling | ✔ | ✔ | |
| | Environmental Regulatory Compliance | | | ✔ |
| | **Non-Government and Not-for-profit Organisations** | | | |
| | Western Sydney Cycling Network | ✔ | ✔ | |
| | Australian Youth Climate Coalition | ✔ | ✔ | |
| | Keep Australia Beautiful, National Tree Day, Earth Hour and Clean Up Australia Day | ✔ | | |
| | Western Sydney Regional Illegal Dumping Squad | ✔ | ✔ | |
| | Environmental Educator Network | | ✔ | |
| | Georges River Combined Councils' Committee | ✔ | | |
| | Greater Sydney Local Land Services | ✔ | | |
| | Resilient Sydney | | ✔ | |
| | **Private Sector** | | | |
| | Reduce emissions and waste | ✔ | | |
| | Investigate in solar energy and waste to energy initiatives | | ✔ | |
| | **Individuals** | | | |
| | Continue to reduce, reuse and recycle | | ✔ | |
| | Compost kitchen and garden waste | | ✔ | |
| | Choose energy water efficient appliances and fitouts | | ✔ | |
| | Report illegal dumping and littering activities | ✔ | ✔ | |

## Theme Four

# Strong and Resilient Economy

United Nations
Sustainable
Development
Goals

8 DECENT WORK AND ECONOMIC GROWTH

**Resilient Sydney Direction:** 3. Connect to Strength

# Theme 4: Strong and Resilient Economy

## Goal 4.1. Resilient

**Outcome**: A thriving local economy

**Strategies** that will deliver this:    Council's Role

| Strategy | |
|---|---|
| 1. Strengthen Employment Skills and Opportunities through targeted training and development programs. | ✓ |
| 2. Increase business development and local employment by partnerships with local businesses and workforce training initiatives. | 🤝 |
| 3. Enhance retail, hospitality, and infrastructure to drive economic growth by supporting local business revenue. | 🤝 |

**Indicators** to know we're heading in the right direction:    Data Source

| Indicator | Data Source |
|---|---|
| Percentage of participants reporting improved skills or knowledge. | Fairfield City Council data: Economic Development |
| Number of training and development programs conducted annually. | Fairfield City Council data: Economic Development |
| Local job placements facilitated through partnerships. | Fairfield City Council data: Economic Development |
| Growth in local business engagement with Council programs. | Fairfield City Council data: Economic Development |
| Percentage of businesses reporting improved access to skilled local employees. | Fairfield City Council data: Economic Development |
| Increase in retail and hospitality job opportunities. | National Institute of Economic and Industry Research |
| Occupancy rates for retail and hospitality spaces in town centres. | Fairfield City Council data: Economic Development |
| Visitor numbers or foot traffic in key retail and hospitality zones. | Fairfield City Council data: Economic Development |
| Local business participation in Council-sponsored events or promotions. | Fairfield City Council data: Major Events |

## Goal 4.2. Lively

**Outcome**: Tourism throughout the City (Priority 11)

**Strategies** that will deliver this:    Council's Role

| Strategy | |
|---|---|
| 1. Promote Vibrant Nightlife and Entertainment scene across our City Centres by implementing initiatives to attract a diverse range of entertainment options and increase foot traffic. | ✓ |
| 2. Foster Tourism and Attractions through enhancing infrastructure and offering new attractions or experiences. | 🤝 |
| 3. Enhance Local Marketing and Engagement of Town Centres by improving the City's online presence through social media and digital platforms. | 🤝 |

**Indicators** to know we're heading in the right direction:    Data Source

| Indicator | Data Source |
|---|---|
| Extended Business Hours Participation. | Fairfield City Council data: Economic Development |
| Visitor Satisfaction Ratings | Service Levels Survey |
| Foot Traffic Increase | Fairfield City Council data: Place Management |
| Community Safety Metrics | Fairfield City Council data: Place Management |
| Tourist Visitation Numbers | Fairfield City Council data: Place Management |
| New Attractions Added | Fairfield City Council data: Place Management |
| Social Media Engagement on Tourism Campaigns | Fairfield City Council data: Economic Development |
| Visitor Spend Per Capita | Tourism Research Australia |
| Website Traffic and User Engagement | Fairfield City Council data: Economic Development |
| Digital Campaign Conversion Rates | Fairfield City Council data: Communications and Marketing |
| Social Media Metrics | Fairfield City Council data: Communications and Marketing |

## Goal 4.3. Attractive

**Outcome**: Attractive and Lively Town Centres (Priority 2)

**Strategies** that will deliver this:          **Council's Role**

| Strategy | |
|---|---|
| 1. Upgrade and maintain older buildings to improve their appearance, functionality, and safety within City Centres. | |
| 2. Enhance cleanliness in town centres through increased cleaning efforts and regular maintenance. | |
| 3. Beautify town centres with improved planter boxes, landscaping, and seasonal decorations. | |

**Indicators** to know we're heading in the right direction:          **Data Source**

| Indicator | Data Source |
|---|---|
| Community satisfaction with building functionality and appearance (%). | Service Levels Survey |
| Annual investment into town centre upgrades ($). | Fairfield City Council data: Economic Development |
| Frequency of cleaning operations conducted per week. | Fairfield City Council data: Street and Public Amenities Cleaning |
| Amount of waste collected (tons) in town centres annually. | Fairfield City Council data: Waste Management |
| Reduction in littering in Town Centre (%). | Fairfield City Council data: Community Compliance |
| Percentage of town centre areas rated as "clean" during inspections. | Fairfield City Council data: Waste Management |
| Number of community complaints related to cleanliness. | Fairfield City Council data: Community Compliance |
| Customer satisfaction with the cleanliness of town centres (%). | Service Level Survey |
| Number of planter boxes installed or upgraded annually. | Fairfield City Council data: Place Management |
| Square meters of landscaping added or maintained annually. | Fairfield City Council data: Asset Management - Open Space |
| Number of seasonal decoration installations (e.g., festive lights, banners) per year. | Fairfield City Council data: Traffic and Transport |
| Community satisfaction with the visual appeal of town centres (%). | Service Levels Survey |
| Increase in pedestrian traffic during decorated/seasonal periods (%). | Fairfield City Council data: Place Management |
| Reduction in vandalism incidents involving beautification elements (%). | Fairfield City Council data: Community Compliance |

Deliver | Partner | Advocate

## Theme 4 Stakeholders

| | | Goals 4.1. | 4.2. | 4.3. |
|---|---|:---:|:---:|:---:|
| Federal Government | National Federation Reform Council | ● | | |
| | Department of Education, Skills and Employment | ● | | |
| | Department of Home Affairs | | ● | |
| | Centrelink | ● | | |
| | Regional Development Australia – Sydney | ● | | |
| | Australian Research Council | ● | | |
| NSW Government | Department of Planning, Industry and Environment | ● | | |
| | NSW Department of Education | ● | | |
| | Technical and Further Education (TAFE) NSW | ● | | |
| | NSW Department of Industry | ● | | |
| Fairfield City Community and Organisations | **Fairfield City Council** | | | |
| | Advocacy for employment skills and training assistance | ● | | |
| | Promote investment and growth | ● | | |
| | Strategic planning | ● | | ● |
| | Major events, tourism, marketing and promotion activities | | ● | ● |
| | Economic development | ● | ● | ● |
| | Town centre public domain improvements | | ● | ● |
| | Place management programs | ● | ● | ● |
| | Library programs | ● | ● | ● |
| | Community Business Hub (Fairfield City HQ) | ● | ● | ● |
| | **Non-Government and Not-for-profit Organisations** | | | |
| | Workforce Australia providers | ● | | |
| | Business enterprise centres | ● | | |
| | Registered training organisations | ● | | |
| | Migrant resource centres | ● | | |
| | **Private Sector** | | | |
| | Support access to jobs and training for locals | ● | | |
| | Commitment to and expansion of apprentice and work experience programs | ● | | |
| | Seek supplies locally | ● | | |
| | **Individuals** | | | |
| | Undertake education/vocational training | ● | | |
| | Actively seek employment | ● | | |
| | Participate in community consultations | | ● | ● |
| | Shop locally | | ● | ● |

## Theme Five

# Good Governance and Leadership

**United Nations Sustainable Development Goals**

**Resilient Sydney Direction:** 5. One City

# Theme 5: Good Governance and Leadership

## Goal 5.1. Decision-making processes are open and transparent

**Outcome**: Community interests are well represented

| **Strategies** that will deliver this: | Council's Role |
|---|---|
| 1. Our community is connected and engaged innovatively. | ✓ |
| 2. Information is available and clearly communicated to the diverse community. | ✓ |
| 3. Involve the community in the development of strategies and plans, ensuring their input shapes decisions and outcomes. | ✓ |

| **Indicators** to know we're heading in the right direction: | Data Source |
|---|---|
| Community engagement rate - Percentage of community members participating in engagement initiatives (e.g., online forums, social media, public meetings). | Fairfield City Council data: Integrated Planning and Performance |
| Digital engagement growth - Increase in the number of online platforms or tools utilised for community engagement. | Fairfield City Council data: Integrated Planning and Performance |
| Feedback satisfaction score - Average satisfaction rating (out of 5) from participants in community engagement activities. | Service Levels Survey |
| Participation inclusivity - Percentage of engagement activities tailored to marginalised or under-represented groups. | Fairfield City Council data: Integrated Planning and Performance |
| Accessibility compliance rate - Percentage of communication materials meeting accessibility standards (e.g., WCAG compliance, multilingual support). | Fairfield City Council data: Communications and Marketing |
| Community awareness score - Survey-based metric measuring the community's awareness of key initiatives and services. | Service Levels Survey |
| Community participation rate - Percentage of the population involved in consultations or feedback opportunities. | Fairfield City Council data: Integrated Planning and Performance |
| Actioned community feedback - Percentage of community suggestions incorporated into final strategies or plans. | Fairfield City Council data: Integrated Planning and Performance |

## Goal 5.2. Fairfield City is financially sustainable and responsible

**Outcome**: Services are affordable

| **Strategies** that will deliver this: | Council's Role |
|---|---|
| 1. Maintain competitive rates that are lower than those of surrounding councils. | ✓ |
| 2. Deliver high-quality, value-for-money services to meet community needs effectively. | ✓ |
| 3. Enhance transparency by communicating openly with the community about financial decisions. | ✓ |
| 4. Deliver financial sustainability and seek diverse investment opportunities. | ✓ |

| **Indicators** to know we're heading in the right direction: | Data Source |
|---|---|
| Average residential rate per property compared to neighbouring councils | Fairfield City Council data: Financial Sustainability |
| Ratepayer satisfaction with value for money - Percentage of surveyed ratepayers who agree that rates are competitive. | Service Levels Survey |
| Community satisfaction with council services - Percentage of residents rating services as "good" or "excellent" in annual surveys. | Service Levels Survey |
| Fees and Charges Benchmarks | Fairfield City Council data: Financial Sustainability |
| Public accessibility of financial reports - Number of financial updates or reports published on the council's website annually. | Fairfield City Council data: Financial Sustainability |
| Clarity of financial communications - Percentage of surveyed residents who find financial communications clear and accessible. | Service Levels Survey |

# Goal 5.3. Accountability

**Outcome**: A reliable system trusted by the Community

## Strategies that will deliver this:                    Council's Role

| Strategy | Council's Role |
|---|---|
| 1. Implement robust risk management frameworks, ensuring strong corporate governance to minimise risks and enhance decision-making processes. | ✓ |
| 2. Continue to review business continuity plans and quality management systems to maintain operational resilience and continuous improvement. | ✓ |
| 3. Strengthen corporate reporting systems to monitor performance and ensure alignment with community needs and expectations. | ✓ |

## Indicators to know we're heading in the right direction:                    Data Source

| Indicator | Data Source |
|---|---|
| Risk Assessment Completion Rate: Percentage of business units completing annual risk assessments. | Fairfield City Council data: Business Continuity and Insurance |
| Risk Mitigation Actions Implemented: Percentage of identified risks with mitigation actions in place. | Fairfield City Council data: Business Continuity and Insurance |
| Risk Register Updates: Frequency and timeliness of updates to the corporate risk register. | Fairfield City Council data: Business Continuity and Insurance |
| Business Continuity Plan Reviews: Percentage of business continuity plans reviewed and updated annually. | Fairfield City Council data: Business Continuity and Insurance |
| System Downtime Reduction: Percentage reduction in downtime due to system or operational disruptions. | Fairfield City Council data: Information and Communication Technology |
| Process Improvement Initiatives: Number of completed quality improvement initiatives annually. | Fairfield City Council data: Business Improvement |
| Timeliness of Reports: Percentage of corporate performance reports delivered on time. | Fairfield City Council data: Governance |
| Community Feedback Incorporated: Percentage of corporate decisions informed by community feedback. | Fairfield City Council data: Governance |
| Performance Indicator Achievement Rate: Percentage of strategic performance indicators meeting or exceeding targets. | Fairfield City Council data: Integrated Planning and Performance |
| Stakeholder Satisfaction: Percentage of stakeholders satisfied with corporate reporting transparency and quality. | Service Levels Survey |

Deliver    |    Partner    |    Advocate

# Theme 5 Stakeholders

| Stakeholder group | | Goals 5.1. | 5.2. | 5.3. |
|---|---|---|---|---|
| Federal Government | Australian Bureau of Statistics | ✓ | | ✓ |
| | Productivity Commission | ✓ | | ✓ |
| | Office of the Australian Accounting Standards Board | ✓ | ✓ | ✓ |
| | Four Federal Government Seats - Blaxland, Fowler, McMahon and Werriwa | ✓ | | ✓ |
| NSW Government | NSW Police Force | ✓ | | ✓ |
| | Hospitals/health services | ✓ | ✓ | ✓ |
| | Five State Government seats - Badgery's Creek, Cabramatta, Fairfield, Liverpool and Prospect | ✓ | | |
| | NSW Electoral Commission | | | ✓ |
| | Office of Local Government | | | ✓ |
| | Independent Commission Against Corruption | | | ✓ |
| | Information and Privacy Commission NSW | | | ✓ |
| | Independent Pricing and Regulatory Tribunal of NSW | ✓ | ✓ | ✓ |
| | NSW Department of Premier and Cabinet | ✓ | | ✓ |
| Fairfield City Community and Organisations | **Fairfield City Council** | | | |
| | Advocacy to all levels of government on the identified community needs | ✓ | ✓ | ✓ |
| | Local media release, Mayoral message, newsletters and website | ✓ | | |
| | Council and committee meetings | ✓ | | |
| | Fairfield City Plan and Long Term Financial Plan | ✓ | | |
| | Elected representatives | ✓ | | |
| | Financial sustainability | | ✓ | ✓ |
| | Corporate planning and improvements | ✓ | ✓ | ✓ |
| | **Non-Government and Not-for-profit Organisations** | | | |
| | Actively seek up to date information, managed effectively and within statutory requirements. | ✓ | | |
| | Barriers to education, training and employment are explored and solutions generated. | ✓ | | |
| | Encourage the community to voice their views. | ✓ | ✓ | ✓ |
| | **Private Sector** | | | |
| | Compliance and understanding of licence standards and guidelines | ✓ | | ✓ |
| | Actively seek business growth information and participation in local or regional business events | | | ✓ |
| | **Individuals** | | | |
| | Participate in focus groups and surveys. | | | ✓ |
| | Attend council and committee meetings. | ✓ | | |
| | Regularly visit websites and contact relevant government organisation for information/action. | | | ✓ |

# Issues and Influences

The Fairfield City Community is like every community around the world, we do not exist in isolation, we are part of a bigger picture. There are things that happen in the wider world, which can impact upon the community's attitudes and perceptions. The following lists are some of the most significant factors and come from international, federal, state, regional and local levels. These factors all **impact on or influence the community's concerns**, hopes and dreams for the future.

## International

- Geopolitical instability
- Climate impacts and environmental policies
- Migration patterns
- Cyber-attacks
- Public health
- Food security
- Supply chain dependencies
- Global megatrends (CSIRO updated megatrends 2022)
- United Nations Sustainable Development Goals

## Federal

- **Western Sydney Airport**
- Immigration and humanitarian settlement
- Social cohesion
- Welfare
- Ageing population
- Terrorism
- Cyber-attacks
- Economic instability
- Climate impacts
- Indigenous rights and recognition
- Lack of policy stability (childcare and health)
- **Regional and urban political divide (cost shifting to support regional as opposed to urban areas, e.g. Federal Assistance Grants, Black Spot Program)**

## State

- **Public hospitals and public health**
- **Emergency services management**
- Jobs and economy
- Education and skills development
- Community safety
- Digital technology
- **Extreme weather (bushfires, drought, flood)**
- **Financial Sustainability**
- Waste recycling streams/ management
- Legislative changes and impacts
- Western City District Plan
- NSW Affordable Housing Strategy
- NSW State Infrastructure Strategy 2022-2042: Staying Ahead
- Future Transport Strategy: Our vision for transport in NSW
- Planning SEPPS (impact on local planning, e.g. oversupply of granny flats)

## Regional

- **Western Sydney Airport**
- Resilient Sydney
- Smart Cities Strategy
- Regional cities strategies and plans (including Liverpool and Parramatta)
- Western Sydney Employment Area (WSEA) (flow on effect to Fairfield)
- Heat island

## Local

- **Housing affordability**
- Healthcare access
- Businesses and job opportunities (blue- and white-collar jobs)
- Fairfield Local Environmental Plan (LEP)
- Local Strategic Planning Statement
- Unique characteristics of the local community (refer to City Profile)
- Refugee settlement service limitation (constraints on already limited resources)
- **Transportation and infrastructure**
- Population growth

# The Big Picture

## Western Sydney Airport

The (Federal) Australian Government continues to construct the Western Sydney International (Nancy-Bird Walton) Airport at Badgery's Creek, which is expected to have a single runway in operation by 2026.

It is acknowledged the new airport is expected to be a major generator of economic activity and provide employment opportunities in Western Sydney. It is estimated by the early 2030s, the proposed airport is expected to generate nearly 9,000 direct jobs, with around 6,900 indirect jobs in the surrounding area which includes Fairfield City.

The Western Sydney Infrastructure Plan has identified various road projects, which will connect the Western Sydney International Airport and Sydney's road network. This includes the M12 Motorway, which will provide an east-west link between the M7 Motorway and The Northern Road, whilst also providing a connection to the Western Sydney International Airport, and is expected to be completed in 2026. It is noted there have been issues raised with regards to access to the M12 Motorway, as well as the need for an upgrade of Elizabeth Drive given the increase in traffic created by the airport.

There have also been concerns raised with regards to the impacts on the rural-residential areas of Horsley Park and Cecil Park, particularly regarding airport noise due to the 24 hours, 7 days a week curfew-free operations at the airport.

## Regional and Urban Political Divide

Cost shifting (transferring responsibility of certain functions from State and Federal Government to Local Councils) has increased in recent years. This is to support regional as opposed to urban areas, which impacts directly on the financial sustainability and operations of Fairfield City.

This continued practice has forced councils to divert funds from local infrastructure projects, places the burden of costs on ratepayers, and impacts the maintenance of existing service delivery standards whilst meeting new responsibilities. Examples of cost shifting include:

· The responsibility of signs and line markings has been shifted to local councils, who will now have to bear the cost that was previously handled by other levels of government.
· Changes to the allocation model for Federal Assistance Grants, which have seen a reduction in forecasted revenue due to NSW Government allocation decisions.
· A significant increase in the Emergency Services Levy imposed on all councils, placing additional financial burdens.
· The introduction of the Dam Safety Levy on declared dam owners.

Council continues to work towards maintaining financial sustainability and meeting community needs, but the ongoing impact of cost shifting remains a significant concern for the council's long-term financial planning and service delivery capabilities.

## Public Hospitals and Public Health

Following an 11,000-strong signed petition by the community plus several advocacy meetings with current and former premiers and health officials, $550 million will be invested in the upgrade of Fairfield Hospital - significantly expanding its capacity and services to meet the growing and diverse healthcare needs of Fairfield City.

Key upgrade features will see enhanced emergency and intensive care units and new diagnostic and treatment capabilities – including an MRI machine, ensuring that residents have access to top-tier healthcare services close to home, reducing the need for them to travel long distances for specialised treatment.

With the region continuing to grow, as well as the introduction of the new Western Sydney International Airport, the need for a health precinct with the ability to cater for the health needs of the community is evident. The Fairfield Hospital upgrade is seen as a catalyst for developing a healthcare precinct focused on specialist services, aligning with the socio-economic needs of Fairfield LGA and Western Sydney. This would support Fairfield City's Town Centres by enabling medical centres to refer to local specialists.

## Emergency Services Management

Australia's fire and emergency services have traditionally relied on domestic and international resource sharing to manage large-scale natural disasters, benefiting from predictable seasonal patterns for hazards like tropical cyclones and bushfires. This system allowed for effective resource allocation between states and hemispheres. However, lengthening and overlapping disaster seasons are now challenging these arrangements, limiting the ability of emergency services to assist each other while maintaining local capacity.

The recent increase of the Emergency Services Levy imposed on councils in 2023/24 has also created additional pressures on operational and financial resources. Moreover, even though the Stormwater Levy has provided a dedicated funding source for important environmental and infrastructure improvements, in particular, flood mitigation and management, it has remained unchanged in order to relieve pressure on ratepayers. Balancing the impact of both levies has implications for the council's budget management and service delivery capabilities. The addition of a Dam Safety Levy to fund State Government services adds to the financial challenge.

# The Big Picture

## Extreme Weather

Climate change remains a critical global threat, heightened by weakening international cooperation. Despite temporary emission reductions during the pandemic, the transition to greener economies has been delayed.

In Australia and globally, climate change impacts are increasingly evident in the natural environment. Rising temperatures, more frequent and severe heatwaves, and intense rainfall events are causing significant changes in ecosystems. These include shifts in plant, animal, and insect distributions, and increased coral bleaching on the Great Barrier Reef and Western Australian reefs.

The intensifying extreme weather events associated with climate change are also having a substantial impact on infrastructure and asset management. More frequent and severe storms, floods, and heatwaves accelerate the deterioration of roads, bridges, buildings, and other critical infrastructure. This increased wear and tear leads to higher maintenance costs and shorter asset lifespans.

## Financial Sustainability

The impacts to Council in the medium to long term include complex and specific application processes for government grants as Federal and State Governments contain their spending, as well as rising costs to councils associated with cost shifting. For example, the NSW Government allocation decisions have reduced Fairfield City Council's Federal Assistance Grant allocation which has impacted Council's forecasted revenue.

Examples of the NSW and Federal government downsizing pressures, including cost shifting to councils, are:
· Emergency Services Levy
· Rural Fire Service Assets
· Sydney Region Development Fund Levy
· Dam Safety Reporting and Levy
· Waste Services Levy

These additional responsibilities come with both direct and indirect cost pressures. For example, along with the direct cost for completing Dam Safety Reports, there is the indirect staff and administrative costs to implement management systems and commitees to adhere to dam safety reporting requirements.

Inflation and rising costs have also impacted Council's ability to remain financial sustainable, having to take into account increased material costs, electricity, rate cap, and waste disposal contracts.

Whilst prudent financial management has ensured Council is currently in a sound financial position, it will need to absorb Federal and State Government pressures, and take corrective action where necessary in order to remain financially sustainable.

## Housing Affordability

As Sydney housing prices continue to increase, housing affordability is a growing concern for the Fairfield City Community. Population growth, investor demand and the desirability of areas for high income earners is impacting on the affordability of housing for low to moderate income households. Fairfield in comparison to other Sydney suburbs, is more affordable, but housing affordability is nevertheless still a key focus for the local community.

The State Government has yet to take the lead in delivering any new policies or strategies to address housing affordability issues in Sydney, and in particular Fairfield. Council has taken the initiative to alleviate some of this pressure by introducing a trial to provide financial support to eligible first home buyers in Fairfield City in the form of a one-off payment expected to be worth between $6,000 to $10,000.

There will also need to be a focus on increasing housing diversity and affordability, and providing opportunities for increased future redevelopment, in order to meet the changing needs of the Fairfield City community.

## Transportation and Infrastructure

The NSW State Government is the primary provider of public transport. Fairfield City is served by the T2 Airport, Inner West & South Line, T3 Bankstown Line and T5 Cumberland rail lines in the east. The Liverpool-Parramatta T-Way travels through the centre of the City and private bus routes traverse other parts of the City. Local community bus services are also provided by Fairfield City Council (City Connect) and by a number of clubs.

The train stations within Fairfield City are located at:
· Cabramatta
· Canley Vale
· Carramar*
· Fairfield
· Villawood*
· Yennora*

*This location is not wheelchair accessible

The vast majority of Fairfield City residents travel to work by car. Prior to the pandemic, where many occupations were required to work from home if possible, about 14.7% of our residents took the train or bus to work compared to 22.3% in Greater Sydney. With a larger number of cars transiting through the City, and with the development of the Western Sydney International Airport, it places increased pressure on road networks (especially on road maintenance and congestion) as well as parking facilities (particularly in town centres and residential apartments).

# Appendix 1 - Links to the City Plan Goals

| The NSW State Government Performance and Wellbeing Framework | T1-1: A safe city that feels more secure | T1-2: A healthy and active community through reliable services and opportunities | T1-3: A proud diverse community that is celebrated | T1-4: An inclusive city with access to opportunities and facilities | T2-1: An accessible city with connected and reliable transport | T2-2: A sustainable and liveable city through affordable housing, vibrant urban spaces, and amenities | T2-3: Community assets and infrastructure are well managed into the future | T2-4: Inviting and well used open space | T3-1: A sustainable natural environment | T3-2: An environmentally aware and active community | T3-3: Environmental compliance standards are met | T4-1: Resilient | T4-2: Lively | T4-3: Attractive | T5-1: Decision making process are open and transparent | T5-2: Fairfield City is financially sustainable and responsible | T5-3: Accountability |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Healthy** — People receive timely, quality care in hospitals and the community | | ● | | ● | | | | | | | | | | | | | |
| **Healthy** — People are supported to make the best decisions for their health | | ● | | ● | | | | | | | | | | | | | |
| **Healthy** — People are enabled to lead active lifestyles | | ● | | ● | | | | ● | | | | | | | | | |
| **Skilled** — All children benefit from quality early childhood education and care | | | | ● | | | | | | | | | | | | | |
| **Skilled** — All school students are supported to reach their full potential | | | | ● | | | | | | | | | | | | | |
| **Skilled** — Vocational education delivers the skills that people and businesses need | | | | ● | | | | | | | | ● | | | | | |
| **Prosperous** — State finances are robust and sustainable | | | | | | | | | | | | | | | | ● | |
| **Prosperous** — Markets are fair and competitive, and workplaces are safe | ● | | | | | | | | | | | ● | | | | ● | ● |
| **Prosperous** — A vibrant and diverse economy that supports improving living standards | | | | | | ● | | | | | | ● | ● | ● | | | |
| **Prosperous** — Everyone has access to productive and rewarding jobs | | | | | | | | | | | | ● | | ● | | | |
| **Housed** — Quality housing solutions are sufficient and affordable | | | | | | ● | | | | | | | | | | | |
| **Housed** — Places are well-designed and sustainable | | | | | ● | ● | ● | ● | | | | | | | | | |
| **Housed** — Vulnerable people have access to suitable housing | | | | ● | | ● | | | | | | | | | | | |
| **Secure** — Communities are safe | ● | | | | | | | | | | | | | | | | |
| **Secure** — People have access to justice and protection under the law | ● | | | | | | | | | | | | | | | | |
| **Secure** — Children and families are safe and supported | | | | ● | | | | | | | | | | | | | |
| **Secure** — Communities are prepared for and resilient to disasters and emergencies | | | | | | | | | ● | ● | ● | ● | | | | | |
| **Community** — Government is coordinated, transparent and trusted | | | | | | | | | | | | | | | ● | ● | ● |
| **Community** — Aboriginal people's voices are heard at the centre of government | | | ● | ● | | | | | | | | | | | ● | | |
| **Community** — Creative and cultural sectors are sustainable and growing | | | | ● | | | | | | | | ● | | | | | |
| **Community** — Communities are diverse, engaged and cohesive | | | ● | ● | | | | | | | | | | | | | |
| **Connected** — Government services are accessible, effective and integrated | | | | | | | | | | | | | | | ● | ● | ● |
| **Connected** — People, businesses and communities are connected through safe and reliable public transport | ● | | | ● | ● | | | | | | | ● | ● | ● | | | |
| **Connected** — People and businesses have access to digital services | | | | ● | | | ● | | | | | ● | | | ● | | |
| **Sustainable** — A secure and sustainable transition to a circular economy and Net Zero | | | | | | | | | ● | ● | ● | ● | | | ● | | |
| **Sustainable** — Natural resources are used productively and sustainably | | | | | | | | | ● | ● | ● | | | | | ● | |
| **Sustainable** — The environment and our heritage is protected, enhanced and enjoyed | | | | | | | ● | | ● | ● | ● | | | | | | |
| **Sustainable** — Communities and businesses reduce emissions and adapt to the impacts of climate change | | | | | | | | | ● | ● | ● | ● | | | | | |

| | | Theme 1 - Community Wellbeing | | | | Theme 2 - Places and Infrastructure | | | | Theme 3 - Environmental Sustainability | | | Theme 4 - Strong and Resilient Economy | | | Theme 5 - Good Governance and Leadership | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 1: A safe city that feels more secure | 2: A healthy and active community through reliable services and opportunities | 3: A proud diverse community that is celebrated | 4: An inclusive city with access to opportunities and facilities | 1: An accessible city with connected and reliable transport | 2: A sustainable and liveable city through affordable housing, vibrant urban spaces, and amenities | 3: Community assets and infrastructure are well managed into the future | 4: Inviting and well used open space | 1: A sustainable natural environment | 2: An environmentally aware and active community | 3: Environmental compliance standards are met | 1: Resilient | 2: Lively | 3: Attractive | 1: Decision making process are open and transparent | 2: Fairfield City is financially sustainable and responsible | 3: Accountability |
| **United Nations Sustainable Development Goals** | 1 No poverty | | | ● | ● | | | | | | | | | | | | | |
| | 2 Zero hunger | | ● | | ● | | | | | | | | | | | | | |
| | 3 Good health and well-being | ● | ● | ● | | | | | | | | | | | | | | |
| | 4 Quality education | | ● | ● | ● | | | | | | | | | | | | | |
| | 5 Gender equality | ● | ● | ● | ● | | | | | | | | | | | | | |
| | 6 Clean water and sanitation | | | | | | | | | ● | | ● | | | | | | |
| | 7 Affordable and clean energy | | | | | | | | | ● | | | | | | | | |
| | 8 Decent work and economic growth | | | | | | | | | | | | ● | ● | ● | | | |
| | 9 Industry, innovation and infrastructure | | | | | ● | ● | ● | ● | | | | | | | | | |
| | 10 Reduced inequalities | ● | ● | ● | ● | | | | | | | | | | | | | |
| | 11 Sustainable cities and communities | | | | | ● | ● | ● | ● | | | | | | | | | |
| | 12 Responsible consumption and production | | | | | | | | | ● | ● | ● | | | | | | |
| | 13 Climate action | | | | | | | | | ● | ● | ● | | | | | | |
| | 14 Life below water | | | | | | | | | ● | ● | ● | | | | | | |
| | 15 Life on land | | | | | | | | | ● | ● | ● | | | | | | |
| | 16 Peace, justice and strong institutions | | | | | | | | | | | | | | | ● | ● | |
| | 17 Partnership for the goals | | | | | | | | | | | | | | | ● | ● | ● |
| **Resilient Sydney** | 1 People centred City | ● | ● | ● | ● | ● | ● | ● | ● | | | | | | | | | |
| | 2 Live with our climate | | | | | | | | | ● | ● | ● | | | | | | |
| | 3 Connect for strength | ● | ● | ● | ● | | | | | | | | ● | ● | ● | | | |
| | 4 Get ready | | | | | | | | | ● | ● | ● | | | | | | |
| | 5 One city | | | | | | | | | | | | | | | ● | ● | ● |

# Appendix 2 - Glossary of Terms

### Annual Report

The Annual Report contains a full listing of Council's achievements, key highlights, cost savings and financial position after the implementation of the Operational Plan.

### Asset Management Policy, Strategy and Plans

The Asset Management Policy, Strategy and Plans provide an overview of Council's assets including long term projections for asset maintenance, rehabilitation and replacement costs. Asset Management Plans include details about the service levels and works required by areas within Council to maintain assets at correct levels.

### Asset Condition Criteria

Asset condition is a method used to determine the remaining useful life of an asset. It is used as part of the Asset Management Strategy to identify when an asset needs to be serviced or replaced. Asset conditions are categorised under the following criteria:

1. Excellent Condition - No work required (normal maintenance)
2. Good Condition - Only minor work required
3. Average Condition - Some work required
4. Poor Condition - Some renovation required within 1 year
5. Very Poor Condition - Urgent renovation/upgrading required

### Capital Projects

Capital projects are generally large scale, large cost projects that are a long term investment which either build on, add to or improve Council's assets. For example, the construction of a building to house Council vehicles and machinery.

### Community Engagement

The Local Government Act requires councils to engage with their community to ensure planning and decision making meets the needs and aspirations of the community. Community Engagement is based on the social justice principles of access, equity, rights, diversity and participation.

### Community Engagement Strategy

Council is required by legislation to develop a Community Engagement Strategy, which outlines how Council will engage with the community to establish their vision, priorities and goals for the future of Fairfield City. The information collated during this community engagement informs the development of the Fairfield City Plan which is Council's ten year Community Strategic Plan.

### Community Engagement Report

The Community Engagement Report provides a summary of the information and data gathered during the community engagement process. The Report summarises and analyses the information received by Council and identifies the community's visions, priorities and goals which inform the development of the Fairfield City Plan.

### Community Strategies

A community strategy is a plan, method or series of actions the community has identified for achieving a specific goal or result.

### Delivery Program

The Delivery Program is a four year plan that identifies Council's commitment to the community in delivering services (including major programs) and projects. It details the activities Council will undertake during its term of office to achieve the community vision, priorities and goals as identified in the Fairfield City Plan. The Delivery Program is reviewed every year as Council prepares its next Operational Plan.

### Demographic

The statistical data of a population such as age, sex, income, education, etc.

### Fairfield City Plan (Community Strategic Plan)

The Fairfield City Plan is the community's plan which identifies what the priorities and expectations (community outcomes) are for the future of Fairfield City over the next ten years. It identifies Theme's, Community Goals and Strategies that all stakeholders can utilise for achieving these priorities and goals.

### Financial Disadvantage

A person is considered to be financially disadvantaged if:
- they are experiencing financial difficulty,
- they have low or no income,
- their main source of income is a Centrelink benefit, or
- their income is insufficient to meet their personal financial commitments.

### Goal

A Goal is the result or achievement toward which effort is directed by Council in order to achieve results for the community. Goals generally give focus to stakeholders by highlighting a direction to work towards and providing measurable milestones. Goals are vital for formulating successful strategies and plans.

### Indicator Measure

Indicators are a measurable variable developed to identify progress towards the community's vision.

### Infrastructure

Infrastructure is the basic facilities, services and installations needed for the functioning of a community or society, such as transport networks, facilities, drainage and sewerage.

### Integrated Planning and Reporting Framework

The Integrated Planning and Reporting (IPR) Framework is a legislative requirement for all NSW councils and is designed to improve local government's community, financial and asset planning. Council is required to develop a series of long, medium and short term plans aiming to ensure a more sustainable Local Government sector with a key focus on councils being more responsive to community priorities. Council reports on these plans and the progress towards achieving the community's vision, priorities and goals, identified through community engagement.

### Issues and Influences

These are challenges which may impact upon Council's ability to deliver services (including major programs) and projects during the four year period of the Delivery Program or the one year Operational Plan.

### Long Term Financial Plan

The Long Term Financial Plan (LTFP) sets out a 10 year financial plan for Council's projected income and expenditure, balance sheet and cash flow statement. The LTFP aims to ensure Council is financially sustainable into the future as Council works towards achieving the vision, priorities and goals of the community. The LTFP is one of the three components which make up the Resourcing Strategy.

### Major Programs

Major Programs are a significant body of works delivered by various Council services each year. There are currently three categories of major programs that Council services deliver, these include Asset Renewal, Service Expenditure and Service Detail. Detailed versions of the major programs are included each year in the Operational Plan.

## Megatrends

A megatrend is a large change in social, economic, political, environment or technology impacting our community. These affect a wide range of activities, processes and views in government and society over the long-term. They are the main impacts driving trends, such as an aging population or advancing technologies (e.g. Social Media).

## Non-Capital Projects

Non-Capital projects are generally lower cost, short term investments such as the purchase of machinery components or services provided to the community.

## NSW Premier's Priorities

The NSW Premier's Priorities are 12 priorities that align with the 18 State Priorities to grow the economy, deliver infrastructure, protect the vulnerable and improve health, education and public services across NSW.

## Operational Plan

The Operational Plan is a one year plan providing further detail, including an operating budget, on the services (including major programs) and projects to be delivered in the period.

## Outputs

Outputs are an identified level of service expected to be delivered by each service area of Council. They identify what is to be delivered by a service each year within the funds identified.

## Outcomes

An outcome defines what the successful achievement of a goal should look like. It is what the community would like to see as the result of implementing plans and strategies.

## Projects

Each year a number of projects are identified to be delivered as "value adds" to the Council services (including major programs) delivered in each activity area of council.

## Quadruple Bottom Line

In order to ensure plans and strategies are developed with a broad and balanced view, Council uses the principle of the Quadruple Bottom Line (QBL). The four key considerations of the QBL are social, environmental, economic and civic leadership.

## Resourcing Strategy

The Resourcing Strategy is a critical link between the Fairfield City Plan and the Delivery Program. It outlines what resources are required by Council to implement the long term needs and priorities of the community. The Resourcing Strategy consists of three components:

- A Long Term Financial Plan (Money)
- An Asset Management Strategy (Assets)
- A Workforce Management Plan (People)

## Service Areas

A service is a functional area of Council, delivered to enhance the quality of life for the community. These services are listed under each Theme within the Delivery Program and the outputs of these service areas are listed in more detail in the Operational Plan along with the major programs delivered as part of the service.

## Social Justice Principles

The Social Justice Principles ensure social considerations such as equity, access, participation, diversity and rights are taken into account when engaging the community. Social Justice Principles are based on eliminating inequity and promoting inclusiveness of diversity.

## Stormwater and Flood Mitigation Programs

Council has three programs to improve the management of stormwater runoff and flooding within the City. These are the:

1. Existing Stormwater Management Program
2. Stormwater Levy Program
3. Flood Mitigation Program

Each of these programs comprise a number of projects to help improve water quality, reduce the risk of flooding, reduce creek bank erosion, upgrade stormwater infrastructure, such as pipes and drains, and bring water back into the landscape to improve biodiversity and irrigate sports and playing fields.

## Stakeholder

An individual, business or organisation that is impacted by or has an impact on Council plans and strategies.

## Staff (FTE)

Staff (Full Time Equivalent) identifies the number of staff (including part-time, casual etc.) allocated to deliver an output, based on full-time comparison.

## State of Our City Report

The State of Our City Report (previously known as the End of Term Report) is designed to report on the progress by all stakeholders in achieving the community's visions, priorities and goals as set out in the Fairfield City Plan. This Report is produced at the end of a Council's four-year term.

## Strategy

A strategy is a plan, method, or series of actions for achieving a specific goal or result.

## Workforce Management Plan

The Workforce Management Plan sets out the long term workforce required to implement the services, projects and major programs identified in the Delivery Program. It provides strategies ensuring Council has the workforce to continue to meet the needs of the services required to be delivered, as identified in Council's plans..

# Appendix 3 - References

**⊙** Australian Bureau of Statistics, Fairfield City Community Profile from the Census of Population and Housing
www.abs.gov.au

**⊙** Office of Local Government
www.olg.nsw.gov.au

**⊙** Community Profile
profile.id.com.au/fairfield

**⊙** NSW State Government - Performance and Wellbeing Framework
www.nsw.gov.au

**⊙** Resourcing Strategy - Long Term Financial Plan
**www.fairfieldcity.nsw.gov.au/ipr**

**⊙** Greater Sydney Region Plan - A Metropolis of Three Cities
www.planning.nsw.gov.au/plans-for-your-area/a-metropolis-of-three-cities

**⊙** Western Sydney Infrastructure Plan
investment.infrastructure.gov.au/projects/key-projects/western-sydney-infrastructure-plan

**⊙** Western Sydney City Deal
www.infrastructure.gov.au/territories-regions-cities/cities

**⊙** State Infrastructure Strategy
www.infrastructure.nsw.gov.au/expert-advice/state-infrastructure-strategy/

**⊙** NSW Future Transport Strategy
www.future.transport.nsw.gov.au/

**⊙** Fairfield City Council Strategies, Plans and Action Plans as identified at the commencement of each theme area (available on Council's website)
www.fairfieldcity.nsw.gov.au

**FairfieldCity**
Celebrating diversity