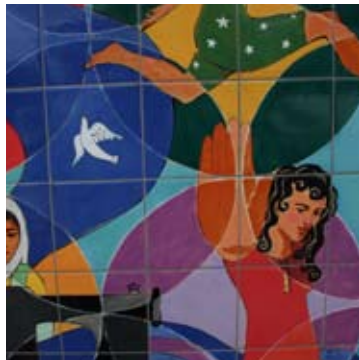




Our home
Our City Our future

FAIRFIELD CITY PLAN 2010-2020 COMMUNITY STRATEGIC PLAN





OUR COMMITMENT TO ABORIGINAL AND TORRES STRAIT ISLANDER RESIDENTS

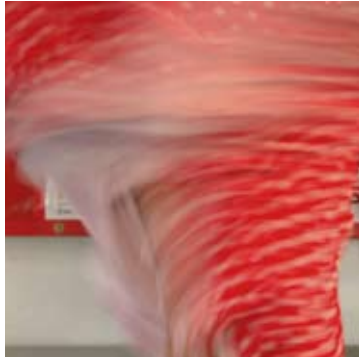
Fairfield City Council recognises the customs and traditions of Aboriginal peoples, their spiritual relationship with the land and the right of Aboriginal and Torres Strait Islander Australians to live according to their own beliefs, values and customs. The vital importance of Aboriginal and Torres Strait Islander people's contribution to strengthening and enriching the heritage of all Australia is acknowledged.

Fairfield City Council acknowledges the Cabrogal people as the traditional custodians of the Fairfield City local government area and pays its respect to the Elders both past and present. The Cabrogal clan takes its name from the 'cobra grub' a staple food for the clan, which is found in local creeks in the area.

Fairfield City Council signed a Local Government Commitment that both acknowledged and recognised Aboriginal and Torres Strait Islander people as the first peoples of Australia. It also 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 NAIDOC Week on 5 July 2000 where Fairfield City Council dedicated itself to developing a partnership approach with Aboriginal and Torres Strait Islander peoples as part of addressing the needs of whole communities.





SECTION ONE

SECTION ONE



FOREWORD

Welcome to **The Fairfield City Plan 2010 - 2020 – Community Strategic Plan** which is the culmination of extensive community engagement with Fairfield City residents to find out what they want for the long term future of our city. There is a quote which says **“good plans shape good decisions. That’s why good planning helps make elusive dreams come true”**.

The community engagement process undertaken to develop this City Plan quantifies the Fairfield community’s ‘elusive dreams’ and the journey to the future we must all undertake to achieve them. This work involved surveys (both residents and businesses), a series of focus groups with residents, government departments, community organisations, schools and youth representatives, a web feedback form and youth event. Over the first half of this year 1775 residents took the opportunity to have a say on what they feel is important to the community and where they believe Fairfield City should be heading. We would like to thank all those residents who had a say. Your comments and feedback have been invaluable in the development of this City Plan. Also, a special mention needs to be made of our ‘local heroes’ and ‘local champions’ whose images and quotes are used in this publication. Your active support of Fairfield City and what it has to offer is much appreciated and truly shows the range of conscientious residents in our city.

It is important to stress that this Fairfield City Plan 2010-2020 is not the Council’s plan. Rather, it belongs to all the residents of the Fairfield City local government area as it sets out ‘what they as a community want to see happen in their city over the coming decade’. It reflects their goals and priorities they want for the future of our city. Fairfield City Council has a special role to play in the development of this Community Strategic Plan in that it is the agency which has been charged with its compilation. However, it is not the Council’s sole responsibility to deliver on all the community outcomes identified in this plan. A range of other governments (both Federal



and State), organisations, institutions, agencies as well as every resident will have an important role to play in delivering the community outcomes identified in this plan.

This City Plan is the second Strategic Plan which has been developed for our city. An initial City Plan was developed by the Council in 2007 **(See Appendix 1)**. The introduction of the new Integrated Planning and Reporting Framework by the NSW State Government in 2009 **(See Appendix 2)** provided an opportunity for Council to review the first City Plan as well as seeking the community's views to retest many of the strategic priorities raised in this first City Plan. This has allowed us to see if the priorities are still relevant to the Fairfield City community and whether the long term strategic direction for our city is still appropriate. This community engagement asked residents to define what they like about living in the city, what they would like to change and then to prioritise what they want to see achieved in the future.

We thank all those who took time to provide us with comments on the draft City Plan. Your feedback has been invaluable in the development of this new City Plan.

Nick Lulich
**Mayor of
Fairfield City**

Alan Young
City Manager

The community engagement process undertaken to develop this City Plan quantifies the Fairfield community's 'elusive dreams' and the journey to the future we must all undertake to achieve them.



STRUCTURE OF THIS PLAN

HOW TO READ THE FAIRFIELD CITY PLAN 2010 - 2020 COMMUNITY STRATEGIC PLAN

An innovative approach has been taken in the creation of this Fairfield City Plan 2010 - 2020 - Community Strategic Plan. It has been built around a conversation consisting of:

‘We are Fairfield City’ Where the community talks about its history, its demographics and the features which make it unique compared to its neighbours and the rest of Metropolitan Sydney. This conversation then moves to the residents of Fairfield City outlining their vision, aspirations, priorities and community outcomes they want to see achieved for the future of their city.

The diagram on the next page sets out how this Fairfield City Plan 2010 - 2020 Community Strategic Plan is structured. The document is divided into eight sections consisting of:

Sections 1-3

A foreword from the Mayor & City Manager outlining the background to the development of the Community Strategic Plan and a conversation where the City of Fairfield describes its history and demographics

1. **Foreword** - Introduction by Mayor and City Manager
2. **We are Fairfield City** - A history of Fairfield City
 - Where our city comes from
3. **We are Fairfield City** - Who we are
 - Demographics
 - What makes us unique

Sections 4-6

The Community of Fairfield City has a conversation defining what they want for the future and develop a Shared Vision

4. **We are Fairfield City** - Residents discuss what they want for the future
 - Starting a conversation with residents
 - Influences on the community's view of the future
 - Taking our journey to the future
5. **We are Fairfield City** - Our Vision for the Future
 - A Vision Statement for Fairfield City
 - What we said
6. **We are Fairfield City** - Setting the Themes
 - Setting the Themes
 - Setting the Goals, Outcomes, Strategies, Indicators & Measures

Section 7

The Community of Fairfield City commence their journey to the future

7. **We are Fairfield City** - Our Journey to the Future
 - Where to now – getting to our destinations

Section 8

Appendices

8. **Appendices** - Supporting information
 - Appendix 1: Sources of information & source documents
 - Appendix 2: Overview of Integrated Planning & Reporting
 - Appendix 3: Social Inclusion
 - Appendix 4: Relationship to the NSW State Plan
 - Appendix 5: Delivering the Community Goals
 - Appendix 6: Glossary of Terms

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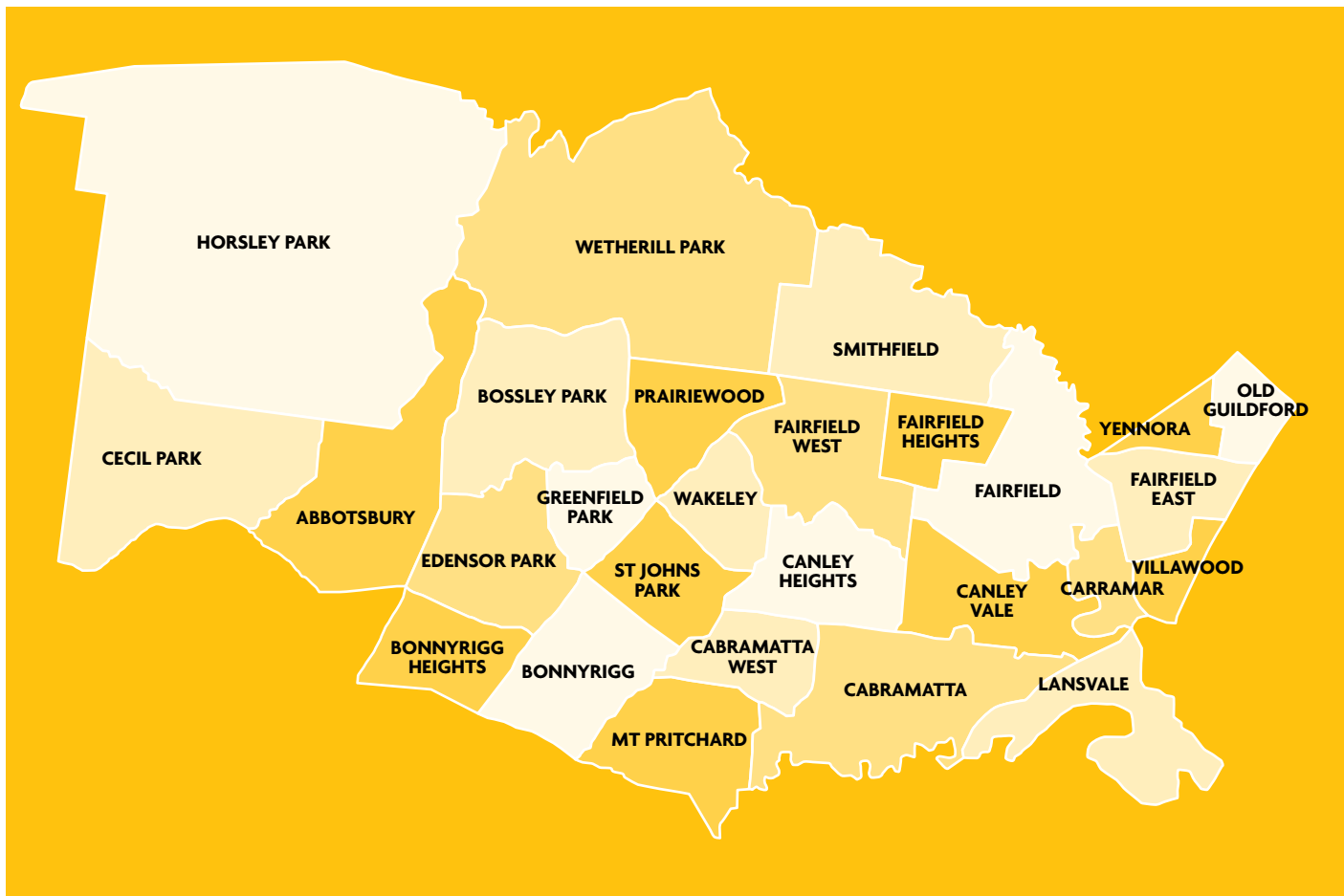
SECTION TWO

‘WE ARE FAIRFIELD CITY’ - OUR STORY

We are Fairfield City – this is our story. Located near the geographical centre of metropolitan Sydney we are 32 kilometres south-west of the Sydney CBD covering 104 km² incorporating the suburbs and localities of 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, Pairiewood, Smithfield (part), St Johns Park, Villawood (part), Wakeley, Wetherill Park and Yennora (part).

Our City’s terrain is mainly flat with the land to the south being a drainage basin for an extensive network of creeks flowing south-east into the Georges River and ultimately Botany Bay, whilst to the west and north we have a ridge circling from Prospect to Cecil Park which in places rises to more than 100 metres.

For more than 30,000 years the land of our 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. The arrival of the First Fleet in 1788 heralded major changes in how our landscape was utilised.





Europeans first arrived on our lands in 1791 but had difficulty breaking it in 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 our 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 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. By 1900 we had 2,500 people living in our area. Our journey towards city-hood had begun!

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

Rapid population growth following the end of the Second World War saw our rural outlook turn into a predominantly urban one. Many ex-service men and new European migrants settled in our newly developed suburbs. Large scale Housing Commission developments in the 1950s swelled our population to 38,000. By 1979 we had become one of the largest local government areas in New South Wales with our population more than trebling to 120,000.

Today our city has an estimated population of 194,543 and is one of the most culturally diverse council areas in Australia. More than half of our residents were born overseas, coming from 130 mostly non-English speaking countries. Many new migrants to Sydney choose to live in our multicultural community. The majority of

our residents speak a language other than English at home, with the most common being Vietnamese, Arabic, Assyrian, Cantonese and Spanish. Our current population is relatively young compared to other parts of Sydney with many young families choosing to reside here. However, our fastest growing age group are the 65 years and over. We are now facing an ageing future which will place special demands on our services and facilities into the immediate future. As residents we are very proud of our diversity and see it as our major strength.

We are Fairfield City – Celebrating diversity.







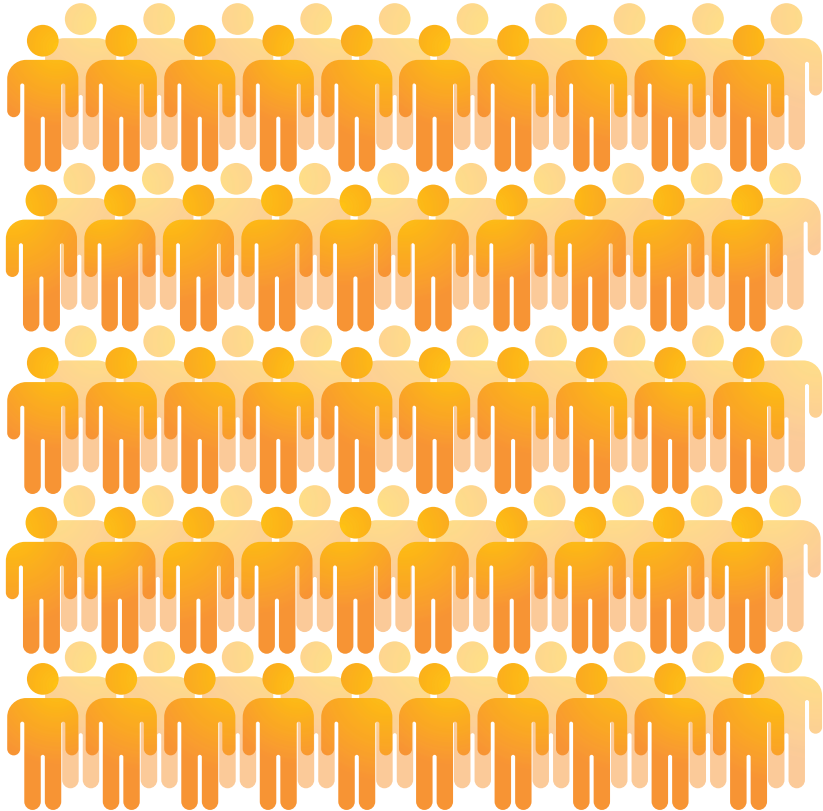
SECTION THREE

SECTION THREE

WE ARE FAIRFIELD CITY– WHO WE ARE

IF WE WERE A VILLAGE OF ONLY 100 PEOPLE*...

Welcome to the Village of Fairfield! If we were a village of 100 people the main characteristics of our population would be*:

13 are 65 years and older	20 are 14 years old and younger	14 are 15 – 24 years old	53 are 25 – 64 years old	51 are married and 32 have never been married	11 are separated or divorced
51 are female and 49 are male					33 are couples with children under 15 years of age
27 have some form of educational qualification while 68 have no qualifications					32 own their own home and 29 are renting
73 live in a separate house with 8 living in high density housing					66 have a weekly income of less than \$600
15 live in a lone person household					1 has a weekly income of more than \$2,000
89 speak more than one language and 9 can only speak English					42 were born in Australia
17 speak Vietnamese, 6 speak Arabic, 6 speak Assyrian, 6 speak Cantonese, 4 speak Spanish, 4 speak Italian, 3 speak Khmer, 2 speak Mandarin, 2 speak Serbian, 2 speak Croatian at home					51 were born overseas
35 are Catholic, 22 are Buddhist 4 are Muslim					14 born in Vietnam 6 born in Iraq 4 born in Cambodia 3 born in Italy 2 born in China 1 born in Croatia 1 born in Lebanon 1 born in FFROY** 1 born in Philippines 1 born in New Zealand
15 are other Christian and 6 have no religious affiliation	11 are unemployed	25 are in part time employment	11 had arrived in Australia since 2001 with 27 arriving between 1991 - 2000		

*The figures quoted here can be read as a percentage of Fairfield City's total population. That is, 51 born overseas = 51% of our City's population were born overseas. All these figures are based on the 2006 Census data.

**FFROY is the Former Federal Republic of Yugoslavia.

WE ARE FAIRFIELD CITY - WHAT MAKES US 'UNIQUE'

We are Fairfield City - Our community has many unique features which distinguishes us from our immediate neighbours and the rest of metropolitan Sydney. These unique features create many opportunities and challenges for achieving our community's desires. Set out below is a summary of our unique features and how our residents differ from neighbouring cities within WSROC** and the rest of Metropolitan Sydney (the Sydney Statistical Division).

Over half of our residents (51.5%) were born overseas compared to 34.8% for the WSROC region and 31.8% for Metropolitan Sydney	We have one of the highest levels of home ownership in Sydney with 32.2% of homes in the city owned compared to 28.8% for WSROC and 30.1% for Metropolitan Sydney.	Our households are generally larger compared to our Region and metropolitan Sydney with 20.5% of households containing 5 or more people compared to 15.7% for WSROC and 11.7% for Metropolitan Sydney	21.4% of our households are One-Parent families with children compared to 17.4% for WSROC and 15.6% for Metropolitan Sydney
Many of our residents predominantly speak another language and do not speak English well (32.3%). This is double the level for our region (17.4%) and for Metropolitan Sydney (14.0%)			We have an unemployment level of 10.6% compared to 6.6% for WSROC and 5.3% for Metropolitan Sydney (2009)
Over 65.8% of our population have an income (less than \$600 per week) compared to only 55.6% for WSROC and 50.1% for Metropolitan Sydney			We are the main place of settlement for Humanitarian Program Migrants within NSW. 19.3% (3979) of the Program migrants who settled in NSW between 2005 – 2010 chose our city as the place to live
We have one of the highest unskilled workforces with 60.8% of residents having no educational qualifications compared to 49.7% for the WSROC Region and 42.8% for metropolitan Sydney			We have a low level of connectivity to the on-line community. 50.4% of our households have access to the Internet compared to 59.8% for the WSROC Region and 62.1% for Metropolitan Sydney
We have the highest level of socio-economic disadvantage within Sydney with a SEIFA Index Score of 876.07. This index measures the level of disadvantage in terms of low income, high unemployment and low levels of education			

**WSROC stands for Western Sydney Regional Organisation of Councils that consists of the cities of Auburn, Bankstown, Blacktown, Blue Mountains, Fairfield, Hawkesbury, Holroyd, Liverpool, Parramatta and Penrith which have a combined population of 1,709,215 (2009 est.)





SECTION FOUR

SECTION FOUR

WE ARE FAIRFIELD CITY - THE BIG PICTURE

WHAT IS INFLUENCING US THAT IS OUTSIDE OUR CITY

We, like every community around the world, do not exist in isolation – As residents we recognise that Fairfield City is part of a bigger picture. There are things that happen in the wider world which can impact upon our attitudes and perceptions. Some of the most significant factors are set out in the diagram below. These factors can influence our hopes and dreams for the future and can come from the international, federal, state and local levels.



International

- Climate Change
- Global Financial Crisis (GFC)
- International issues



National

- Immigration
- Ageing Population
- Social Inclusion



State

- Transport
- Jobs
- Education
- Health services
- Environment
- Community Safety
- Governance



Local

- Household size
- Housing affordability
- Population diversity
- Education & Employment

INFLUENCES



OUR COMMUNITY DESIRES

INTERNATIONAL INFLUENCES

In recent times some of the most significant issues which are impacting upon our lives are:

CLIMATE CHANGE

Climate change is increasingly recognised by the wider community as an issue that must be considered in long term planning. Over the last century Australia, along with the rest of the world, has experienced an average warming of about 0.9°C. It is now more than 90% certain that observed increases in global temperature are caused by greenhouse gas emissions.¹ Within the Sydney region, the CSIRO has predicted an increase in temperature; a reduction in overall rainfall, but an increase in extreme rainfall events; and an increase in other climate extremes such as drought, extreme winds and fire. In response to this situation the Federal Government became a signatory to the Kyoto Protocol and Agenda 21. The *Kyoto Protocol* aims at fighting global warming through the stabilisation of greenhouse gas concentrations in the atmosphere. Under the Protocol, signatory countries agreed to reduce their collective greenhouse gas emissions by 5.2% from 1990 levels. The Protocol allows for several “flexible mechanisms,” such as emissions trading, the clean development mechanism (CDM) and joint implementation to allow countries to meet their emission limitations. **Agenda 21** is the global blueprint for sustainability that was agreed at the United Nations Conference on Environment and Development in 1992 (the Rio Earth Summit) and identifies local authorities as the level of government closest to the people which can implement local plans for sustainability. As individuals we are being asked to take on more personal responsibility to reduce our carbon footprint. This involves us in actions such as using alternative energy and fuel sources, using alternative transport modes, retrofitting our properties with water conservation appliances, installing rainwater tanks and choosing energy efficient appliances.

¹ NSW State of the Environment Report 2009, Department of Environment, Climate Change & Water, DEC 2009, p46



“I am pleased to see that Fairfield Council is even suggesting to contributing to actions to address climate change”

Resident Survey response

“Transport accounts for...13% of NSW greenhouse gas emissions. The majority of transport emissions are from cars (58%)”

NSW State of Environment Report 2009

GLOBAL FINANCIAL CRISIS (GFC)

The succession of institutional collapses that followed the fall of Lehman Brothers in the USA in September 2008 was a major trigger for the global financial crisis in 2009. It heralded the tightening of credit and collapse in business and consumer confidence resulting in massive falls in stock markets and pressure on housing values. In response to this crisis the Federal Government launched a number of stimulus initiatives such as the Jobs Fund and Innovation Fund. At the individual level the impact of the GFC was felt by many of us through reduced incomes from investments as a consequence of interest rates being slashed to their lowest levels since the Great Depression of the 1930s. While the economic downturn was not as severe in Australia as compared to many overseas countries, it has contributed to slowing growth in household consumption. Per capita expenditure on food, clothing, cigarettes and alcohol, vehicles and transport, recreation and communications, and other goods and services all decreased in 2008-09 from the previous year.² The full effects of the Global Financial Crisis are still playing out across the world impacting upon the lives of ordinary people through higher unemployment, mortgage foreclosures, diminished income from investments, lower property prices and reduced consumption.

INTERNATIONAL ISSUES

The international political environment can have a huge impact upon our individual lives. In recent years conflicts in areas such as Somalia, Sudan, Iraq and Afghanistan have led to the displacement of millions of people. From Australia's perspective these conflicts have been a major 'push' factor in generating refugees. Many of these refugees end up settling within the major metropolitan areas like Sydney. In 2008-09 43% (5809) of migrants accepted under Australia's Humanitarian Programs chose to settle within NSW and Fairfield City is a major recipient of this source of migrants. Over the period 2005 – 2010, 20,563 migrants accepted under the Humanitarian Program chose to settle in our State and of these 19.3% or 3979 came to live in Fairfield City.

NATIONAL INFLUENCES

The Federal Government is telling us that "Australia faces a complex mix of long term challenges – an ageing and growing population, escalating pressures on the health system, and an environment vulnerable to climate change. These challenges will place substantial pressure on Australia's economy, living standards and government finances over the next 40 years"³.

IMMIGRATION

Our country is a nation built on migration. Since the end of World War 2 (1945) our country has grown from a population of just over 7 million to a nation of more than 22 million. Migration is the main component of Australia's population growth in recent years (see Figure below). It currently accounts for almost two-thirds of our population growth.

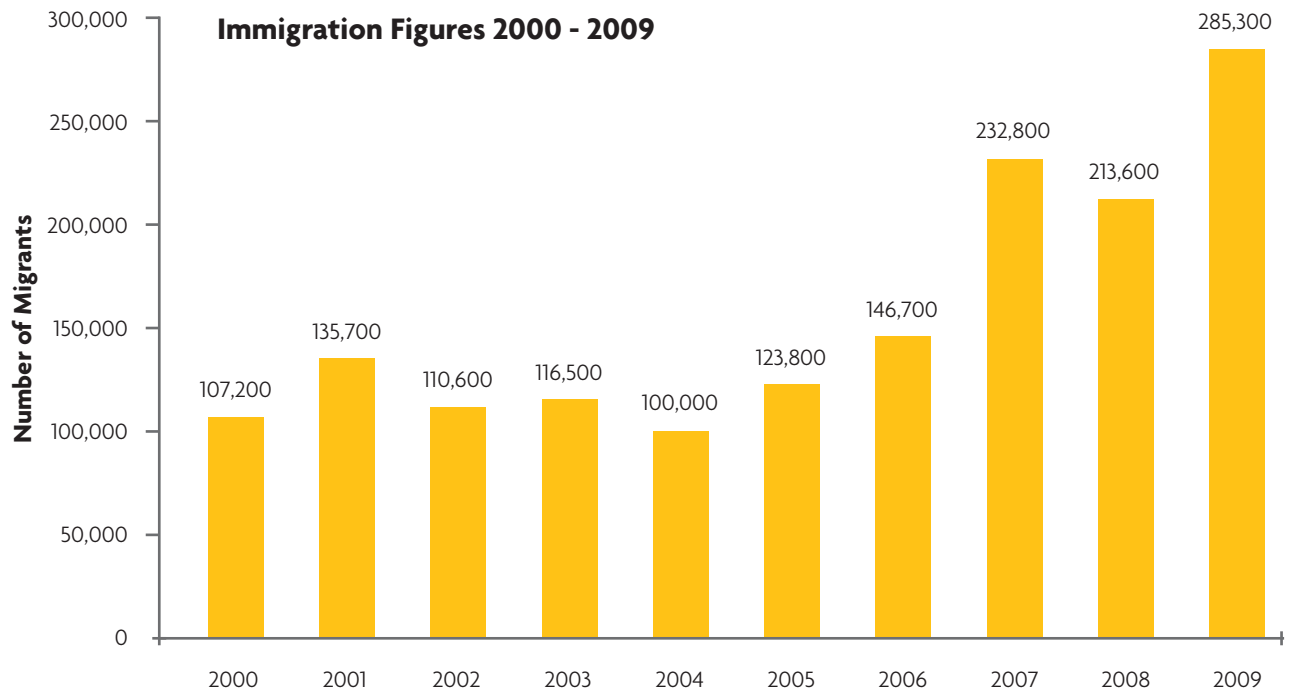
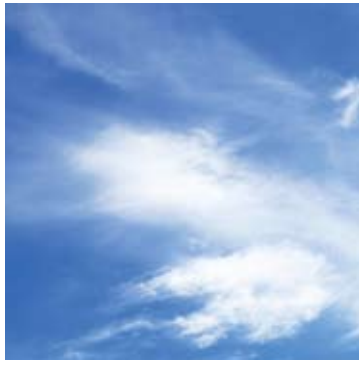
Over the past three years (2007 – 2009) the average migrant intake by Australia has been 243,900. In 2008-09 the Net Overseas Migration estimate was 285,347 persons accounting for 64.4% of the nation's population growth in that year. Our State is a major recipient of this flow of migrants with 30% (85,600) choosing to settle here. Our city is a community of immigrants with over half of our city's population (51.5%) being born overseas with 38% of us arriving in Australia since 1991.

“[I] like that there is work done towards ensuring some new communities are welcomed when they arrive. But I think the cause needs more champions, people who stand tall in their communities and can lead...”

Resident Survey response

² NSW State of the Environment Report 2009, Department of Environment, Climate Change & Water, DEC 2009, p19

³ Australia to 2050: Future Challenges, Commonwealth of Australia, January 2010 p.vii



AGEING POPULATION

Australia, like most developed countries has an ageing population where the proportion of working age people is projected to fall, with it being estimated that there will be only 2.7 people of working age to support each Australian aged 65 years and over by 2050.

An ageing population will have consequences for economic growth and government finances. While the past 40 years have seen annual average growth in real GDP of 3.3 percent, the next 40 years are projected to see growth slow to 2.7% annually. The ageing population is the major factor driving the slowing in economic growth. Accompanying this slower growth will be added fiscal pressures on all levels of government within the country with increasing demand for age-related payments and services. The current age structure of our city is weighted heavily towards younger groups reflective of the large number of young families currently present in Fairfield City. However, as this current population matures, and with a projected low influx of younger people, we are expecting our city will experience a significant ageing of the population. By 2031 the biggest changes to our city are projected to be:

- A decrease of approximately 3,200 people aged 20 – 24 years old.

- Significant increases in people aged 70+ years with people aged 85+ to increase by 8.6% per annum placing increasing pressure on specialised services, care and housing for older people.

SOCIAL INCLUSION

The Commonwealth Government has introduced social inclusion policies which attempt to address disadvantage across our society. These new policies are based on a number of important principles which are outlined in **Appendix 3**. Six priority areas have been identified for action consisting of:

1. Targeting jobless families with children to increase work opportunities, improve parenting and build capacity.
2. Improving the life chances of children at greater risk of long term disadvantage.
3. Reducing the incidence of homelessness.
4. Improving outcomes for people living with disability or mental illness and their carers.
5. Closing the gap for Indigenous Australians.
6. Breaking the cycle of entrenched and multiple disadvantage in particular neighbourhoods and communities.

STATE INFLUENCES

We as a community often call for more action in the areas of health, community safety, education, transport and environmental protection. We all want access to good quality health services; want our community to feel and be safe; want our children to have access to a good standard of education; want an effective transport system with good quality roads as well as having easy access to reliable and efficient public transport; and we all want to have an environment that is clean and green. To address these community desires the NSW State Government has developed a State Plan which aims to strengthen and prioritise government effort that impacts on our daily lives. This plan has a series of strategic priorities addressing quality of life issues consisting of:

1. Our transport network is world class – safe, reliable and integrated.
2. Our economy grows stronger supporting jobs and attracting business investment
3. Our children are better educated, our people more skilled and we are known for our research and innovation
4. Our health system provides the highest quality care accessible to all

5. Our energy is clean, our natural environment is protected and we are leaders in tackling climate change
6. Our community is strong and the most disadvantaged communities and our most vulnerable citizens are supported
7. Our police and justice system keep the community safe⁴

The Plan defines the priorities for government action in the areas of transport, business support and employment, education, health, environment, community well-being, and community safety where it has direct service delivery responsibilities (see diagram below).

All of these actions impact upon the quality of life we experience as residents of New South Wales. The State Government's work to achieve the priorities as outlined in the State Plan is going to contribute to the achievement of the community outcomes that we desire. **Appendix 4** sets out how the State Plan will contribute to the future that we as the community of Fairfield City want.

Better Transport & Liveable	Supporting Business & Jobs	Clever State	Healthy Communities	Green State	Stronger Communities	Keeping People Safe
<ul style="list-style-type: none"> • Improve the public transport system • Provide reliable public transport • Improve the road network • Maintain road infrastructure • Improve road safety • Increase walking & cycling • Increase the number of jobs closer to home • Grow cities & centres as functional & attractive places to live, work & visit • Improve housing affordability 	<ul style="list-style-type: none"> • Maintain & invest in infrastructure • Increase business investment & support jobs • Speed up planning decisions • Drive innovation to grow productivity • Cut red tape • Maintain AAA rating • Ensure reliable electricity supply 	<ul style="list-style-type: none"> • Make sure children have the skills for learning by school entry • Support students to reach their full potential at school • Engage students in learning for longer • Improve access to jobs and training • Increase access to knowledge and skills in partnership with universities 	<ul style="list-style-type: none"> • Improve and maintain access to quality healthcare in the face of increasing demand • Improve survival rates and quality of life for people with potentially fatal or chronic illness • Promote healthy lifestyles • Reduce preventable hospital admissions • Improve outcomes in mental health 	<ul style="list-style-type: none"> • Tackle climate change • Develop a clean energy future • Secure sustainable supplies of water and use our water supply more wisely • Protect our native vegetation, biodiversity, land, rivers and coastal waterways • Improve air quality • Reduce waste 	<ul style="list-style-type: none"> • Improve child wellbeing, health & safety • Strengthen Aboriginal communities • Support people with disabilities 	<ul style="list-style-type: none"> • Reduce rates of crime, particularly violent crime • Reduce levels of anti-social behaviour • Reduce re-offending • Improve the efficiency of the court system

⁴ NSW State Plan, NSW Government 2010, p.5

LOCAL INFLUENCES

Our city also has a range of local factors which impact upon our daily lives. The most prominent of these are household size, housing affordability, population diversity and education and employment which in turn are reflected in our SEIFA (Socio-Economic Indexes for Areas) index score. These factors present many challenges for us.

CHANGES IN HOUSEHOLD SIZE

Currently, couples with children are the dominant housing group within our city accounting for 53.7% of all households. Our city is currently experiencing a substantial change in the structure of its households. Between 1996 – 2006, the number of couples with children decreased by 2,708 households with the majority of this decrease being young family households (children 15 years and younger). This loss of families has been balanced by growth in all other main household groups such as one parent families, couples without children and lone person households resulting in:

- An increase in One Parent Families which now account for 18.1% of all households in our city.
- Since 1996 lone person households have increased almost twice as fast as for the rest of the Western Sydney Region.

The average household size in our city has been declining over the past decade decreasing from 3.4 in 1996, to 3.3 in 2001 and 3.2 in 2010. By 2031 it is estimated that our average household size could be somewhere between 2.3 – 2.8 per household. This change in household size will not see a reduction in demand for housing, but rather will see an increase in demand. It is projected that an additional 10,000 – 24,000 homes will be required within our city depending on whether the average household size drops to 2.3 or 2.8 persons per household.



“Make Fairfield a place to live, not a stepping stone to (another) area.”

Resident Survey response



“It is a great challenge for the government to strike a healthy balance in providing affordable housing yet striving to preserve natural habitats of living things”

Resident Survey response

HOUSING AFFORDABILITY

The Fairfield Local Government Area contains some of the most affordable housing for rental and purchase in metropolitan Sydney and should be viewed as an important source of affordable housing.⁵ However, due to a large number of our households having very low incomes, housing affordability is a major issue for our residents. Many of our households are experiencing some form of housing stress. Data indicates that 12,205 very low to moderate income households (annual incomes of up to \$71,968) in our city are currently experiencing some form of housing stress. This represents 57% of very low, low and moderate income households within our city. Mortgage stress impacts 7,043 low to moderate income earners with the most (3,275 households) being very low income earners (annual incomes of less than \$28,964). Rental stress impacts 5,171 households within our city with very low income earners experiencing the most stress (3,852). This group is particularly vulnerable to the impacts of redevelopment aimed at people with higher incomes. This could see the most disadvantaged pushed out of the Fairfield City real estate market.

⁵ Draft Fairfield Residential Development Strategy, March 2009, p22

POPULATION DIVERSITY AND HOUSING CHOICE

Our city is one of the most culturally diverse areas in Australia. Over half of our residents were born overseas with many tracing their origins to over 130 countries. Our cultural diversity creates a demand for a variety of housing needs which are sometimes different to those traditional housing needs, such as multiple families or generations residing in a single house, creating demand for larger homes, with other cultural and religious beliefs influencing housing choice.

EDUCATION & EMPLOYMENT

Our city has a smaller proportion of people holding formal education qualifications compared to the rest of Sydney with 60.8% of us holding no educational qualifications. This means our city has largely an unskilled workforce. This lack of skills reflects in our city's high unemployment level. As of March 2010 Fairfield East had an unemployment rate of 12.2% and Fairfield West had a level of 6.3% compared to a metropolitan Sydney rate of 5.9% and national rate of 5.6%. These figures show that there is also an internal divide between western and eastern parts of the city where the unemployment rate in our eastern suburbs is nearly twice as high as those in our west. The unemployment level for youth (15 – 19 year olds) in our city is significantly higher than for the total population. As of June 2010 Fairfield City had a youth unemployment rate of 22.1%.

“More free English classes, more computer classes, and more community classes”

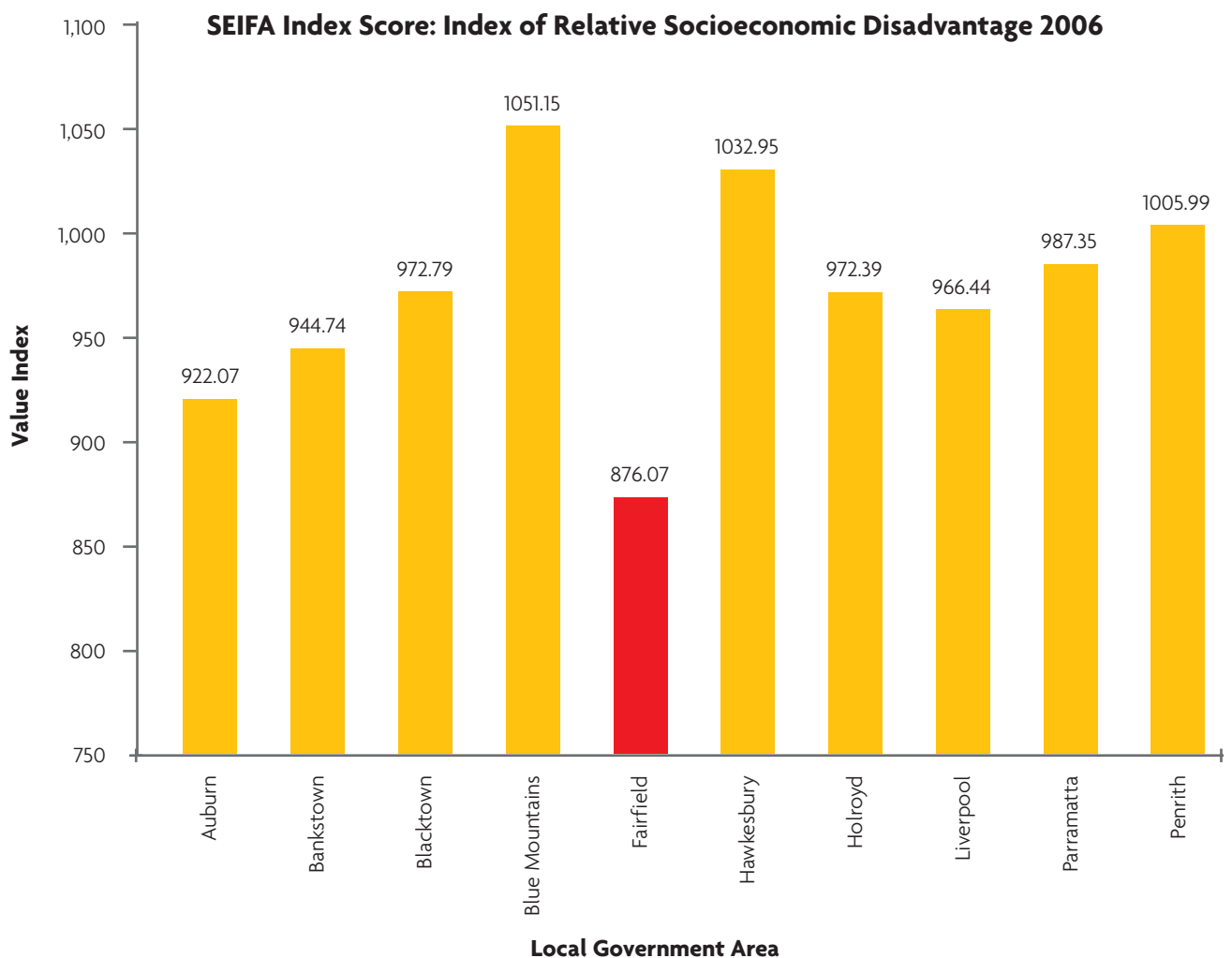
Resident Survey response



SEIFA INDEX

All of the above factors create many challenges for our residents. The Socio-Economic Indexes for Areas (SEIFA) have been constructed by the Australian Bureau of Statistics to allow for the comparison of social and economic conditions across Australia. The SEIFA index values are derived from multiple-weighted variables with the reference value for the whole of Australia set at 1,000. One index for SEIFA is the Index of

Relative Socio-Economic Disadvantage (IRSD) which contains indicators of disadvantage for low income, high unemployment and low levels of education. A low reading for an area means it has a higher level socio-economic disadvantage. Our city scores only 876.07 on the IRSD Index which is the lowest within Metropolitan Sydney as well as within our region (see table below).



This low SEIFA Index Score indicates that our city has a high level of socio-economic disadvantage compared to the rest of Sydney. This situation heavily influences our aspirations as a community.

WE ARE FAIRFIELD CITY - STARTING THE CONVERSATION ABOUT OUR FUTURE

We are the city's residents and have been asked to define our hopes and dreams for the future of our city so we can build them into a new Fairfield City Plan 2010 - 2020 Community Strategic Plan. Fairfield City Council has been charged with bringing our views together to develop this new City Plan.

To assist with this process a Community Engagement Strategy was developed by Fairfield City Council to undertake a conversation with us to help us define the priorities for the future of our city. A range of engagement methods were used to ensure that we were heard and involved in the development of this new Community Strategic Plan.

The consultation with us was divided into several parts to collect information from residents, organisations and businesses living or working in our city. To ensure a high level of input from us, three targeted groups were identified and specific methods were used to hear our views. These consisted of:

- **Residents**

- o A residents survey was distributed to all households in the city
- o Focus groups were conducted with hard to reach groups who might have barriers to participating in the residents survey

- **Government and Non-Government Agencies**

- o Focus groups were arranged with government and non-government agencies who operate within our city

- **Businesses**

- o A Business Survey was distributed targeting local businesses across the city, and
- o Focus groups were also conducted with business representatives.

Over 1775 of us took the opportunity to participate in this conversation to think about and discuss our city's future. 1,233 of us submitted the survey with a further 228 taking part in 20 focus groups and 249 participated

in 17 focus groups with stakeholder groups. Also 65 of our businesses took the opportunity to reply to a business survey which was distributed across our town centres and industrial areas.

As residents and stakeholders we were asked to address:

- Where we are now by outlining the best things we like about Fairfield City and the things we would like to change, and
- Where we want the city to be in 10 years time by setting out what we would like to see in our city by the year 2020.

We provided many responses to these questions the details of which can be found in the Community Engagement Report. Our broad priorities in answer to the above questions are set out on page 35.

"I love the survey. A great initiative, actively seeking input."

Survey Participant



WE ARE FAIRFIELD CITY – TAKING OUR JOURNEY TO THE FUTURE

The community engagement process saw us provide thousands of comments on where we want to see Fairfield City heading. These comments were crucial in helping us develop a ‘shared vision’ for our city’s future as well as setting the goals and strategies for future actions. (See diagram below)







SECTION FIVE

SECTION FIVE

WE ARE FAIRFIELD CITY -

OUR SHARED VISION FOR THE FUTURE

Here are the results of our conversation about the future of Fairfield City. We were asked if we were happy with the current Vision Statement for our city. Seventy-three percent of us who participated in the conversation supported the existing Vision Statement which is: 'A thriving, safe and friendly place where people are proud to live, invest and prosper'. Also, many of us felt the Vision Statement could be further improved to reflect the spirit and heart of our city by adding words that better describe our city. We also felt there was a need to keep the statement as simple as possible as there is some ambiguity with words like 'thriving' which could be interpreted in some languages as meaning 'busy'. With this feedback in mind, we believe our Shared Vision for Fairfield City which we should aspire to achieve is:

We are Fairfield City – a welcoming, safe and diverse community where we are proud to belong, invest and prosper



OUR HOME, OUR CITY, OUR FUTURE



WE ARE FAIRFIELD CITY -

WHAT WE SAID

We were asked to define the best things we like about our city, the things we would change and the things we would like to see in place by the year 2020. Also, we set out the priorities which will help us achieve our vision. Set out below is a summary of what we said and the community priorities we identified.

The things we would like to see in Fairfield City by 2020

1. A Clean & Attractive Place to live
2. Less Crime & more Police
3. Trains & Buses that connect
4. Improved Shopping Centres
5. More Car Parks
6. Community Spirit and Integrated Community
7. Lots of Parks, Open Space & Cycleways

Best things we like about Fairfield City

1. Diversity & Multicultural
2. Proximity & Location
3. Amenity & Services
4. Friendly People & Family
5. Shopping
6. Food
7. Parks, Open Space & Bike Paths
8. Community & Community Services
9. Affordable
10. Public Transport

WHAT WE SAID



The Priorities which will help us achieve our Vision

1. Less Crime & Feeling Safe
2. More Employment Opportunities
3. More Activities for Youth
4. Better Health Services
5. More Activities for Children
6. Less Rubbish Dumping
7. Better Public Transport
8. More Parking
9. Cleaner Environment
10. Access to Schools/ University/ Colleges & Tafe

The things we would change

1. City to be more Clean & Tidy
2. Increased Community Safety
3. Improved Parking
4. Improved Public Transport
5. improved Shopping Choice
6. Improved Parks & more Open Space
7. Reduced Traffic
8. More Activities for Children & Youth
9. Improved Fairfield CBD
10. Improved Roads





SECTION SIX

SECTION SIX

WE ARE FAIRFIELD CITY – SETTING THE THEMES

Our Community Strategic Plan has been structured around five themes as set out in the diagram on the next page. These themes consist of:

- Theme 1: Community Wellbeing - addressing social issues
- Theme 2: Places & Infrastructure - addressing infrastructure and place issues identified by the community
- Theme 3: Environmental Sustainability - addressing environmental issues
- Theme 4: Local Economy & Employment - addressing economic issues
- Theme 5: Good Governance & Leadership - addressing governance issues

The Themes outline what we as the community of Fairfield City 'want to see happen' over the long term. These Themes break down into a series of 'Goals' which set out specific directions we want to see the city heading in the future. Each goal has a series of Community Outcomes which describe what we want to see. Accompanying these is a series of strategies which identify some of the ways to achieve the community outcomes. To ensure we are getting to our desired destinations we need to have in place a series of indicators and measures. These let us know if our journey is on track and heading in the right direction.

Community Vision

“We are Fairfield City – a welcoming, safe and diverse community where we are proud to belong, invest and prosper”

FUTURE DIRECTIONS



This plan now details what we need to do to get to our desired destinations. Read on to see Fairfield City’s exciting journey to the future!



“Being healthy and active is of great benefit to our community’s wellbeing. The expansion of our cycleways is one way of providing recreational opportunities for our residents.”

Joe Farrugia, Vice President Western Sydney Cycling Network

Pride Affordable
Good Health Support
Safety Access Quality
Identity Heritage
Diversity Opportunity
Law-abiding Inclusion



THEME ONE

COMMUNITY WELLBEING

COMMUNITY WELLBEING

WHAT IS COMMUNITY WELLBEING?

Community Wellbeing relates to the quality of life we enjoy when we live, work, play, shop or visit the Fairfield City area. It's about a good relationship with our neighbours, the opportunities we have to meet our daily needs and achieve our ambitions, our sense of belonging, respect for the things we value, the support that's available when we need it, and the pride we feel in our diverse community and neighbourhoods.

COMMUNITY WELLBEING IN FAIRFIELD CITY

Our city has a number of quality of life trends and issues which need to be addressed. Some of the most significant trends are:

- Our city's population is relatively stable with most of our growth occurring between 1945–1996. Since then our city has experienced little growth with our population currently estimated to be 194,543 (2009).
- Although our city is not growing significantly, household size is reducing where it is projected that by 2031 our average household size will be somewhere between 2.3 – 2.8 per household creating demand for an additional 10,000 – 24,000 homes.
- Our population is ageing quickly with significant increases in people aged 85+. This group is projected to increase by 8.6% per annum to 2031 placing greater pressure on specialised services, care and housing for older people
- Almost a third of our residents speak a language other than English at home (72.5%). Our city has more residents who speak English poorly or not at all, than any other Australian city.
- Our city is the second most disadvantaged community in NSW with a SEIFA Index score of 876.06.

- We have one of the highest unemployment rates within Metropolitan Sydney. At the time of the last census (2006) our unemployment level was 10.6% compared to 4.7% for the whole of Sydney.
- We have a high level of housing stress with a significant number of our residents paying more than 30% of their gross income on housing.
- Nearly 66% of our residents have a low income (Less than \$600 per week).
- Our city is one of the most multicultural areas within Australia with 51.5% of residents born overseas coming from over 130 countries.
- We have a predominantly unskilled workforce with 60.8% of our residents having no educational qualifications compared to 49.7% for the WSROC Region and 42.8% for metropolitan Sydney.
- Overall, our city has poor health compared to our neighbours and the rest of Sydney.



WHAT WE SAID

We overwhelmingly identified crime and safety as the biggest social issue facing our city over the next 10 years. Many people said they felt unsafe and want to see more police and more educational programs especially for young people. Information and better use of the media was also identified as a solution for the city.

While our diversity and multiculturalism was identified as the best thing about Fairfield City, many of us felt that harmony and integration was a major issue facing us. We want more cross cultural programs which will bring cultural groups together to share and learn from each other, to ensure we continue the harmonious and tolerant place that we have today.

Unemployment was of concern with many of us wanting more employment and training opportunities. Alcohol and drugs continues to be of concern along with our ageing population, the need for activities for children and young people, housing and housing affordability, population growth, immigration and health.

When asked to identify services and facilities that were important to us, not surprisingly, more police and law enforcement ranked highest. This was followed by health and medical, garbage and waste services, work and employment, schools, parks and open space, libraries, affordable housing and community facilities.

WHAT WE WANT

We share core values based around respect and our responsibility to society to underpin a safe, law-abiding, harmonious community which is proud of its culture and heritage. We also are healthy enjoying a good standard of living with an enhanced quality of life.



AS A COMMUNITY OUR GOALS ARE:

- GOAL 1** Sharing values and respect for our diversity, culture and heritage
- GOAL 2** Being healthy and active
- GOAL 3** Enjoying a good standard of living and enhanced quality of life
- GOAL 4** Being safe and law-abiding
- GOAL 5** Having access to opportunities

COMMUNITY WELLBEING

GOAL 1: SHARING VALUES AND RESPECT FOR OUR DIVERSITY, CULTURE AND HERITAGE

We are a harmonious community that respects, appreciates and celebrates our diversity (cultural, age, life experience etc), learning from each other and valuing our local heritage and identity.

OUTCOMES – WHAT THIS MEANS FOR OUR COMMUNITY

- 1.1 A feeling of inclusion, tolerance and respect
- 1.2 The changing needs of different groups within the community are met
- 1.3 All groups – Aboriginal and Torres Strait Islander, English speaking, migrant groups, refugees, new and emerging communities – feel included
- 1.4 A strong, caring and cohesive community
- 1.5 Community identity and pride

STRATEGIES – ACHIEVING THE OUTCOMES

- Promoting a sense of belonging by celebrating the diversity within our community
- Celebrating our diversity and multiculturalism through festivals and artistic expression
- Providing English language and migrant support services to meet the high level of need in our community
- Protecting, recording, displaying and celebrating our City's heritage and culture
- Developing and implementing cross-cultural communication, education and programs
- Developing activities and programs that cater for people of all ages
- Encouraging residents to connect to each other



“Despite many in our community struggling socio-economically, our diversity of cultures, religion and social backgrounds is our strength in that it doesn’t divide or separate us but rather gives us pride and helps us work together to confront our challenges”

Ricci Bartels, Coordinator Fairfield Migrant Resource Centre

GOAL 2: BEING HEALTHY AND ACTIVE

We enjoy good health (physical, psychological, social and environmental), have access to high quality facilities and services and contribute to our own wellbeing through a healthy lifestyle.

OUTCOMES – WHAT THIS MEANS FOR OUR COMMUNITY

- 2.1 Accessible and affordable services to support health
- 2.2 Active and creative leisure and recreational opportunities
- 2.3 A healthy and safe environment
- 2.4 Good nutrition and healthy lifestyles

STRATEGIES – ACHIEVING THE OUTCOMES

- Providing medical and other health services that are accessible meet community needs
- Providing a range of open space, sporting fields and recreation facilities and programs
- Providing activities and facilities to enjoy hobbies and leisure pastimes
- Using standards, works and inspections to ensure clean, healthy and safe public places, goods and services
- Providing information and education about healthy lifestyles including being sun smart, nutrition, exercise, tobacco use, drug and alcohol misuse, risk taking behaviours and mental wellbeing
- Providing preventative health services and programs



“I love doing my swimming lessons at the Prairiewood Leisure Centre every Monday”

Sean 9 years old Fairfield Heights



COMMUNITY WELLBEING

GOAL 3: ENJOYING A GOOD STANDARD OF LIVING AND ENHANCED QUALITY OF LIFE

We can satisfy our needs to meet our changing life requirements and ambitions

OUTCOMES – WHAT THIS MEANS FOR OUR COMMUNITY

- 3.1 A good future for our children
- 3.2 Life long learning and training opportunities
- 3.3 A range of housing types that cater for different life stages, family needs and levels of affordability
- 3.4 Accessible care and support services
- 3.5 A range of employment opportunities, job satisfaction and income to support residents' aspirations
- 3.6 Reduced poverty
- 3.7 Social impacts are considered in all decisions which will impact upon the community

STRATEGIES – ACHIEVING THE OUTCOMES

- Providing care and support services and facilities for all sectors of the community
- Providing information to enable informed decisions on quality of life issues such as health, education/skills, responsible gambling and drinking, social networks, work/life balance
- Providing a mix of housing and tenure types for all sectors
- Developing a strong economy that provides a range of job opportunities
- Providing education and training that meet the needs and interests of the community
- Ensuring people have access to healthy and culturally appropriate food
- Providing support services for people who are experiencing homelessness
- Providing support for refugee and migrants with their settlement services



“We all walk in the footprints of our ancestors through all cultures, and contribute to the well-being of ourselves through celebrating our diversity and acknowledging our strengths and values”

Aunty Mae Robinson
Aboriginal Elder, Ratepayer



GOAL 4: BEING SAFE AND LAW ABIDING

We share core values about respect for individual rights and our responsibility to society and feel safe going about our daily lives, respecting and complying with laws and regulations supporting community order and social justice.

OUTCOMES – WHAT THIS MEANS FOR OUR COMMUNITY

- 4.1 Reduced crime and violence
- 4.2 A safer and secure city
- 4.3 Improved public awareness of crime prevention and community safety
- 4.4 Effective laws and regulations
- 4.5 Less anti-social behaviour
- 4.6 Fewer accidents

STRATEGIES – ACHIEVING THE OUTCOMES

- Providing early intervention and prevention
- Providing community education on law and order
- Encouraging the reporting of crime
- Implementing better design to increase passive surveillance and reduce opportunities for crime/accidents to occur
- Ensuring fair and consistent enforcement
- Providing police, emergency service and other regulatory officers to meet the community's needs
- Identifying crime and accident hotspots
- Preventing vandalism and malicious damage
- Providing clear information about rules, regulations, processes and appropriate behaviours
- Providing education on road safety



“Community safety is not just a Police responsibility. It requires everyone to work together in partnership with the local police”

Peter Lennon, Commander Fairfield Local Area Command

COMMUNITY WELLBEING

GOAL 5: HAVING ACCESS TO OPPORTUNITIES

We feel optimistic about our future with opportunities and access to achieving our aspirations.

OUTCOMES – WHAT THIS MEANS FOR OUR COMMUNITY

- 5.1 Access to community facilities and services
- 5.2 Commitment to assist our neighbours and the wider community
- 5.3 A sense of optimism and progress

STRATEGIES – ACHIEVING THE OUTCOMES

- Providing community facilities and services that meet community needs and are affordable
- Promoting and recognising community assistance, service and volunteers
- Building the capacity of our community



ACHIEVING OUR GOALS? – OPPORTUNITIES & CHALLENGES

OPPORTUNITIES – ACTIVITIES AND INITIATIVES WHICH WILL HELP US ACHIEVE OUR GOALS

- Reviewing the types of community services that are provided to meet the changing needs and priorities for an ageing population
- Additional Youth Services in the city
- Maintaining and building on the strong community harmony which already exists in the city
- Greater access to education and job readiness training, especially English language skills
- Better community connections through volunteer programs, lifelong learning etc.
- Streamlining access to services by providing better information about what is available
- Providing more affordable housing
- Better health practices
- More sporting and recreational facilities
- Strong community partnerships for service delivery

CHALLENGES – SPECIFIC ISSUES THAT MAY IMPACT UPON OUR GOALS

- Rapidly ageing population
- Lack of resources to support community organisations
- High levels of disadvantage in parts of the city
- Maintaining community harmony
- Poverty and the lack of sustainable income
- High levels of unemployment and uncertain economic climate
- High demand for refugee settlement services
- Concerns about crime and safety
- Cultural and other barriers to reporting crime
- Poor health and lifestyles
- Lack of low cost and affordable housing
- Lack of available social housing
- Addressing tobacco, alcohol and illegal drug use
- Improving the quality of life without dislocating the existing community through gentrification
- Minimising the harm from addictive behaviours such as gambling, smoking, drugs and alcohol
- Obtaining open space to provide more sporting and recreational facilities
- Food security

COMMUNITY WELLBEING

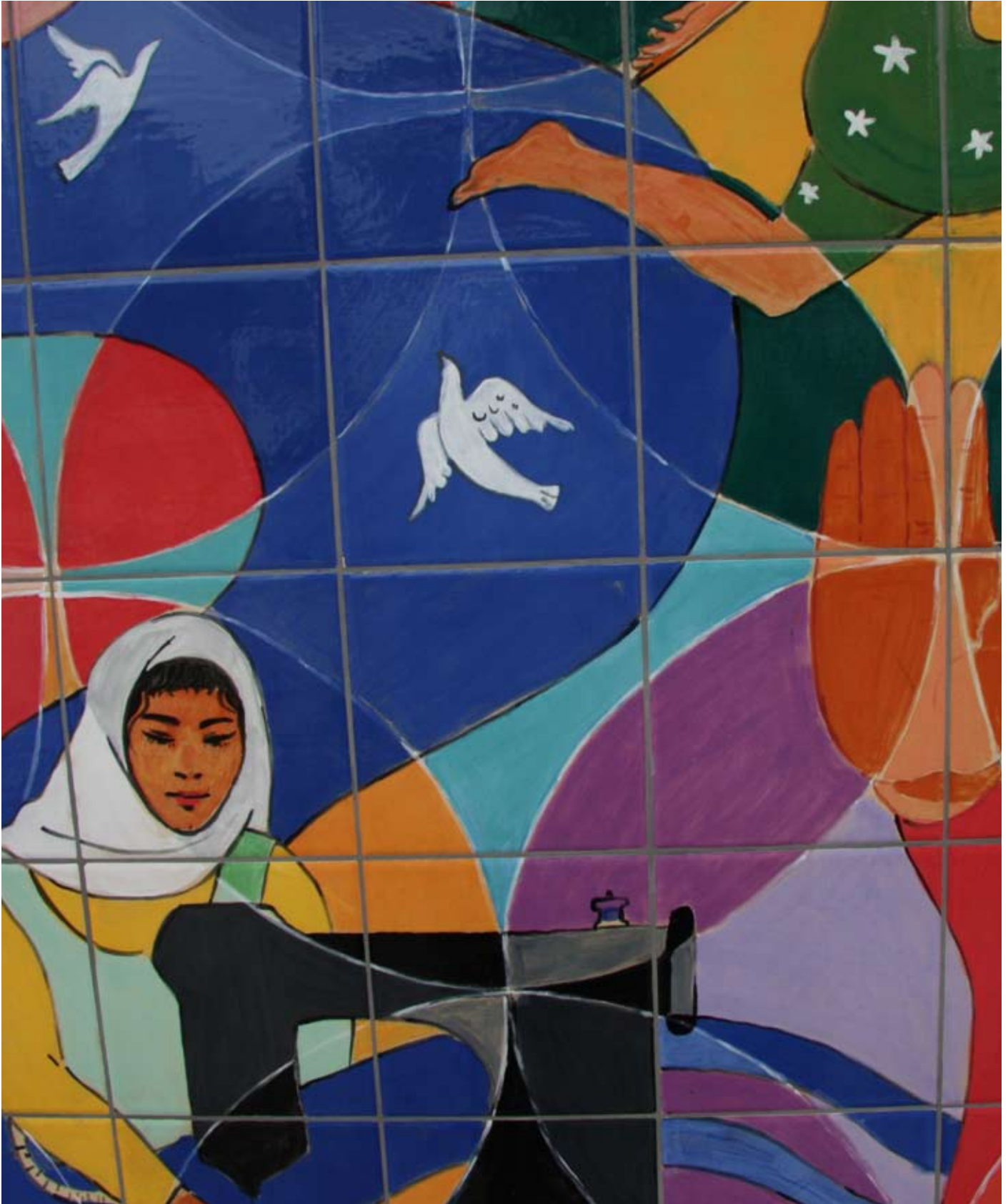
TRACKING OUR PROGRESS - INDICATORS

- Degree of community pride – FCC Image Survey
- Degree of community cohesion – FCC Image Survey
- Degree of social tolerance – FCC Image Survey
- Housing stress is declining – ABS data
- Level of Disadvantage is declining – SEIFA Index
- Household income levels – ABS data
- Educational qualifications – ABS census data
- Number of children school ready – AEDI (Australian Early Development Index) – FAHSCIA data
- Improved health risk factors (smoking, nutrition, alcohol, physical activity) – NSW Health Telephone Survey
- Perception of community safety – FCC Image Survey
- Crime rates decreasing – BOCSR Reports
- Reduced rate of accidents - (Road – Transport data) (Falls – Health data)

DELIVERING ON THE COMMUNITY GOALS – EVERYONE CAN MAKE A CONTRIBUTION

Everyone has a part to play in achieving our community goals. When looking at the Community Wellbeing goals for Fairfield City, the Federal Government, the NSW State Government, Fairfield City Council, Non-Government Organisations, the Private Sector and individual residents can make a contribution towards their achievement. To see how everyone can play their part in the area of Community Wellbeing see Appendix 5. This outlines the range of departments, agencies, organisations and activities which currently assist in achieving our Community Wellbeing Goals.





Women's Journey Mural. Resala Alazzawi in partnership with Immigrant Women's Health Service



“We know the Fairfield community expects to satisfy their shopping needs with good product, value and service with every shopping experience.”

Margaret Martin, Centre Manager Neeta City Shopping Centre

Streetscapes **Growth**
Entertainment Leisure
Change Character
Accessible **Value**
Recreation Attractive
Public spaces **Quality**



THEME TWO

PLACES & INFRASTRUCTURE

PLACES & INFRASTRUCTURE

WHAT ARE PLACES & INFRASTRUCTURE?

Places and infrastructure are the buildings, facilities, open space, town centres, roads, footpaths, public transport and all other built structures that we use to meet our day to day and future needs. The availability of places and infrastructure in the community enables services to be provided and therefore contributes to our wellbeing. The quality of our places and infrastructure create a first impression for visitors to our city and help shape the care and pride we take in our area

PLACES & INFRASTRUCTURE IN FAIRFIELD CITY

The provision of places and infrastructure to meet our changing needs as residents is critical to the well-being of our community. Major features of our city's places and infrastructure are:

- Our city contains three large to medium sized employment zones (Smithfield/Wetherill Park, Lansvale, Fairfield East) and four major business and retail centres at Fairfield, Cabramatta, Bonnyrigg and Prairiewood as well as 47 local suburban shopping centres distributed across the city.
- Fairfield City Council manages a total of 65 community buildings as well as 5 libraries, 3 leisure centres, 18 child care centres, 1 museum and gallery, 1 golf course, 2 tennis complexes and 1 showground.
- Our 5 libraries have 97,357 members which had 920,238 visits and issued over 1 million items in 2009
- The three leisure centres had a total of 1,176,016 visits in 2009 of which 40% were children.
- State government departments provide major infrastructure and utilities such as hospitals and schools, roads, electricity, gas, water and sewage, drainage and communications as well as public housing.

- Our city has 93 car parks
- We have over 580 parks within our city. Of these open spaces the residents and sporting clubs use 163 sporting fields, 39 outdoor netball courts, 52 amenities buildings and 128 playgrounds.
- Our city's multicultural community is supported by numerous churches and places of worship.
- There are three major transport networks linking our city to key metropolitan locations. These include the Parramatta to Liverpool Bus T-Way, two railway lines from Sydney to Liverpool with one passing through Villawood and the other through Fairfield.
- Local clubs provide a significant part of our city's sporting infrastructure and are used for socialising by many residents.



WHAT WE SAID

We were asked what the three big infrastructure needs for our city were within the next 10 years. We identified public transport as the highest priority including the need to increase frequency, reduce cost, increase bus coverage to the outer parts of Fairfield City, including the industrial areas. We also want increased commuter parking and improvements to disabled access at train stations. We also identified roads, parking, shopping centre improvements, open space and parks, footpaths, affordable housing, community centres, health services and improved disability access as major needs for our city.

When asked to rank in order of importance infrastructure priorities requiring to be actioned we saw the cleaning of public spaces as the highest priority, followed by public transport, the need for more parking, more park improvements, upgrading our roads and bridges, town centre improvements, the need for additional aged care facilities, improved drainage and flood management, additional footpaths and improved community centres and child care.

WHAT WE WANT

Our city is clean, attractive and easy to access. We have quality buildings, infrastructure and public spaces that meet community need. Our City is renowned for its entertainment, leisure and recreational opportunities and has in place effective systems to minimise impacts from natural disasters.



AS A COMMUNITY OUR GOALS ARE:

- GOAL 1** Our City is a clean and attractive place where we take pride in our diverse character
- GOAL 2** Buildings and infrastructure meet the changing standards, needs and growth of our community
- GOAL 3** Our City is accessible
- GOAL 4** Our City has quality public spaces as well as entertainment, leisure and recreation opportunities
- GOAL 5** We minimise the impacts from natural events and disasters

PLACES & INFRASTRUCTURE

GOAL 1: OUR CITY IS A CLEAN AND ATTRACTIVE PLACE WHERE WE TAKE PRIDE IN OUR DIVERSE CHARACTER

Our City takes pride in the diversity of its built environment which is reflected in the quality of new buildings and facilities as well as the care and maintenance of existing places and infrastructure

OUTCOMES – WHAT THIS MEANS FOR THE COMMUNITY

- 1.1 Quality design, construction and maintenance helps preserve our local character and respects the city's heritage and cultural diversity
- 1.2 Places, infrastructure and buildings are clean, in good repair and meet important fire, safety, health and environmental standards
- 1.3 Cost effective lighting for attractive, vibrant and safe public spaces and streets
- 1.4 There is respect for the cultural enrichment of our spaces eg. architecture, art works etc
- 1.5 A clean City where litter, dumped rubbish and graffiti are minimised

STRATEGIES – WHAT WE WILL DO TO ACHIEVE THE OUTCOMES

- Ensuring there is a high standard of design, landscaping and public art
- Urban renewal of older residential and industrial areas
- Maintaining the quality of public spaces, buildings and infrastructure through agreed service levels for cleaning, renewal, graffiti and litter management, public health and safety requirements
- Reducing littering and illegal dumping through education and enforcement
- Ensuring public spaces and infrastructure enable cultural recognition and activities
- Recognising places of cultural significance within the City.



Boo'kerrikin' by Joe Hirst, Warali Wali

“In terms of infrastructure a major issue for Fairfield residents is affordable and accessible housing. We all have a role in making this happen.”

Jan Collie, Chief Executive Officer Cabramatta Community Centre



GOAL 2: BUILDINGS AND INFRASTRUCTURE MEET THE CHANGING STANDARDS, NEEDS AND GROWTH OF OUR COMMUNITY

Our city has activities, buildings and infrastructure to an agreed standard that cater to our diverse needs and future growth

OUTCOMES – WHAT THIS MEANS FOR THE COMMUNITY

- 2.1 Infrastructure is planned, managed and resourced to meet community need and service levels
- 2.2 Changing needs and wants of the community inform the provision of community facilities
- 2.3 Fairfield takes responsibility for a share of Sydney's growth and residents' desire for their children and grandchildren to live locally
- 2.4 Community facilities and assets including libraries, museums, community centres and meeting spaces are accessible and valued by the community
- 2.5 Institutions such as hospitals, places of worship, schools etc meet our community need and are located in the local area
- 2.6 Employment/industrial areas, especially Smithfield/Wetherill Park and town centres are viable so they provide jobs and services to the community
- 2.7 Reliable and affordable utility services – water, sewerage, electricity, gas, drainage, information technology (IT) and communications

STRATEGIES – WHAT WE WILL DO TO ACHIEVE THE OUTCOMES

- Providing buildings, infrastructure and facilities that are well designed and cost effective to meet community needs
- Managing assets and infrastructure to balance spending on maintenance, renewal and new facilities
- Implementing comprehensive strategic land use planning & regulatory framework for new development
- Enabling housing types that meet residents' present and future needs
- Developing effective stakeholder partnerships to respond to local need
- Providing infrastructure to support employment areas

PLACES & INFRASTRUCTURE

GOAL 3: OUR CITY IS ACCESSIBLE

Our City has affordable integrated public transport that connects people with their destinations, a good road/pedestrian/cycling network, effective traffic management, adequate parking and is easily accessible to all.

OUTCOMES – WHAT THIS MEANS FOR THE COMMUNITY

- 3.1 Public transport, footpaths, cycleways and roads are accessible, safe, efficient, convenient, reliable and affordable and connect people with where they want to go
- 3.2 Effective traffic management that deals with congestion and safety
- 3.3 There is adequate parking
- 3.4 There is good integration between different modes of transport

STRATEGIES – WHAT WE WILL DO TO ACHIEVE THE OUTCOMES

- Providing affordable, accessible, convenient and safe public transport – rail, bus, taxis, T-way etc.
- Promoting and enabling walking and cycling
- Integrating land use and transport to promote better connections between employment areas, education facilities, entertainment districts and public transport nodes
- Establishing and integrating parking strategies for shopping centres and major destinations and events
- Ensuring effective planning and works for traffic, pedestrians and cycling to maximise access and safety
- Ensuring trains and buses connect
- Providing 'end of trip' facilities such as secure bike parking, lockers etc. to provide for better integration of different modes of transport



“My family likes using the trains”

James, Marlborough Street
Early Learning Centre

GOAL 4: OUR CITY HAS QUALITY PUBLIC SPACES AS WELL AS ENTERTAINMENT, LEISURE AND RECREATION OPPORTUNITIES

Our City has high quality destinations, well used open space, town and neighbourhood centres that provide for a variety of active and passive activities as well as a range of leisure and recreation opportunities.

OUTCOMES – WHAT THIS MEANS FOR THE COMMUNITY

- 4.1 Town and neighbourhood centres are social meeting places as well as places for business
- 4.2 Open space, public spaces, shopping centres and streetscapes are accessible, well connected and well designed places
- 4.3 Open space provides opportunities for passive, active, sporting opportunities and environmental uses
- 4.4 Local recreation, cultural, entertainment and leisure opportunities are enjoyed and promoted

STRATEGIES – WHAT WE WILL DO TO ACHIEVE THE OUTCOMES

- Revitalising town and neighbourhood centres through public domain works and a high standard of maintenance and renewal
- Providing well developed open and public space and connections that meet the needs of the community in its location, size and type of facilities
- Promoting recreation and leisure opportunities



PLACES & INFRASTRUCTURE

GOAL 5: WE MINIMISE THE IMPACTS FROM NATURAL EVENTS AND DISASTERS

Our City has effective mitigation works and response strategies to minimise impacts from flooding, bushfires, storms and other emergencies.

OUTCOMES – WHAT THIS MEANS FOR THE COMMUNITY

- 5.1 Reduced impact and/or frequency of flooding, bushfire and other emergencies
- 5.2 Effective emergency response systems

STRATEGIES – WHAT WE WILL DO TO ACHIEVE THE OUTCOMES

- Planning and implementing works which reduce the impact of natural events and disasters
- Planning, informing and educating about prevention and response strategies
- Having systems in place to maximise community safety
- Having effective drainage systems



WHAT ARE OUR PRIORITIES ? – OPPORTUNITIES & CHALLENGES

OPPORTUNITIES – ACTIVITIES AND INITIATIVES WHICH WILL HELP US ACHIEVE OUR GOALS

- New/expanded Fairfield Library
- Upgrade open space for active, passive, sporting and environmental use
- Improved community centres
- Expanded Prairiewood community centre
- Strategic provision and management of carparking
- Revised public transport plans to better service local communities
- More attractive and cleaner town centres and open spaces
- New planning controls for the City
- Successful community and housing renewal at NewLeaf Bonnyrigg
- Expanded cycleways and bike parking
- A strategic asset management approach developed and implemented

CHALLENGES – SPECIFIC ISSUES THAT MAY IMPACT UPON OUR GOALS

- Balancing budgets with the escalating costs of maintaining /renewing public assets
- Managing increasing and changing community expectations on the variety, level of services and facilities provided
- Addressing changing requirements relating to different cultures and an ageing population
- Sourcing additional funding for improvements to public transport
- Providing quality affordable housing across the city
- Managing the implications of the new planning process
- Meeting increasing compliance requirements and costs relating to risk management and public liability
- Balancing the amount of street space to be utilised for the expansion of cycleways

PLACES & INFRASTRUCTURE

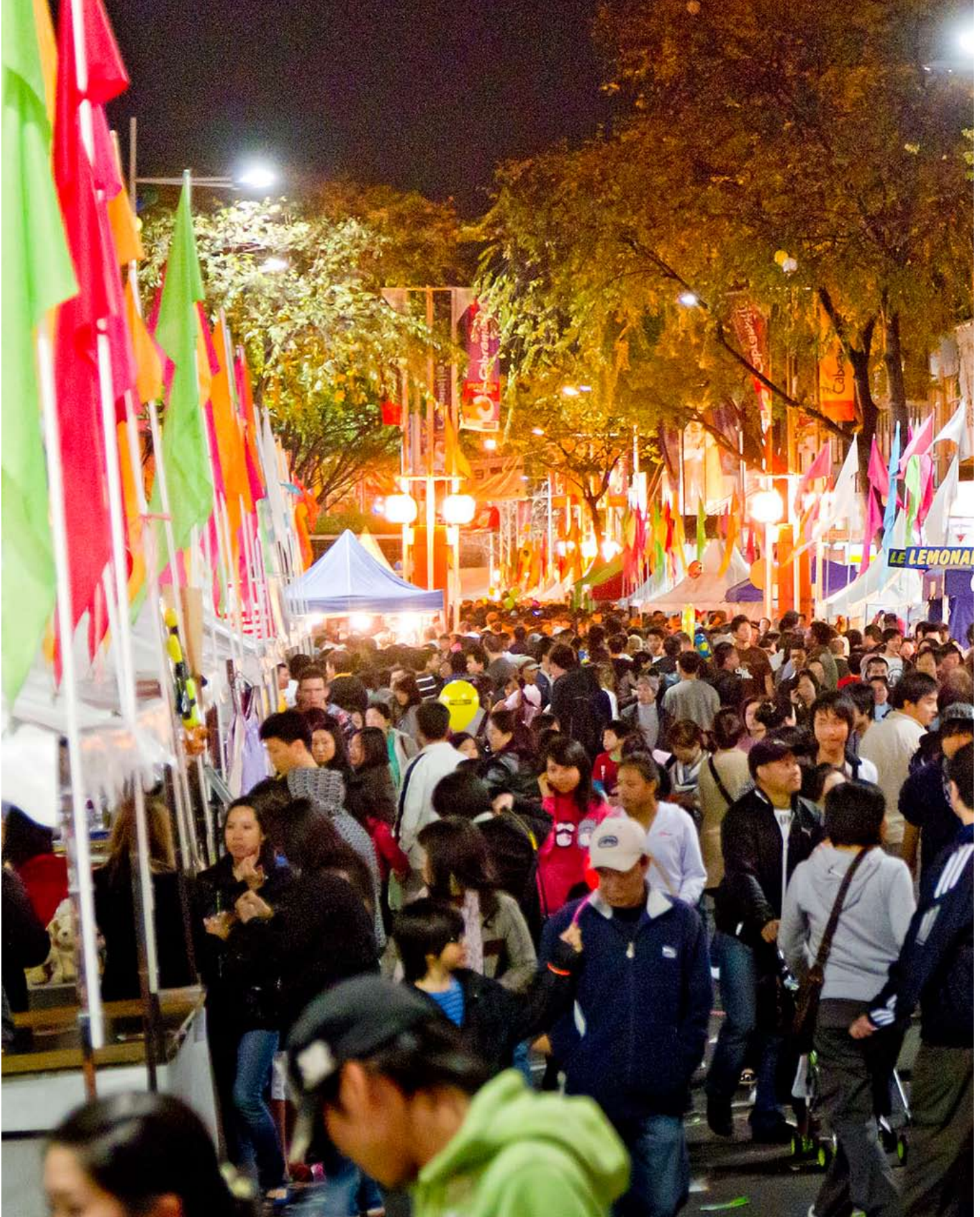
TRACKING OUR PROGRESS - INDICATORS

- Perception rating on asset maintenance – FCC Image Survey
- Capacity of community facilities – FCC Reports and Organisation Annual Reports
- Perception of local attractiveness – FCC Image Survey
- Perception of Town Centre Cleanliness – FCC Image Survey
- Use of local shopping centres – FCC Image Survey
- Total time traveled per person per weekday, Fairfield City – Annual Household Travel Survey
- Transport use – ABS Census data, FCC Image Survey
- Community perception of the appearance of parks, gardens, sports fields, leisure centres and pools – FCC Image Survey
- Patronage of libraries, community centres, golf courses, leisure centres, sports fields, parks, Showgrounds, Western Sydney Parklands, Equestrian Centre, Clubs – Annual Reports
- Disaster/Emergency preparedness – FCC Image Survey

DELIVERING ON THE COMMUNITY GOALS – EVERYONE CAN MAKE A CONTRIBUTION

Everyone has a part to play in achieving our community goals. When looking at the Places & Infrastructure goals for Fairfield City, the Federal Government, the NSW State Government, Fairfield City Council, Non-Government Organisations, the Private Sector and individual residents can make a contribution towards their achievement. To see how everyone can play their part in the area of Places & Infrastructure see Appendix 5. This outlines the range of departments, agencies, organisations and activities which currently assist in achieving our Places & Infrastructure Goals.



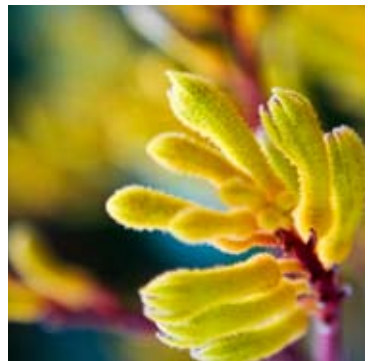
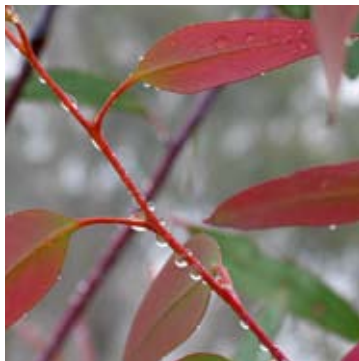




“Participation in Council’s sustainable living program has provided my family with ideas on how to lessen our impact on the environment”

Alex, Grigory & Amelia Rogojikn, Sustainable Living Program Participants

Biodiversity **Clean** Protect
Reduce Eco-friendly
Awareness **Recycle**
Stewardship Well-being
Open spaces Sustainability
Responsibility



THEME THREE

ENVIRONMENTAL SUSTAINABILITY

ENVIRONMENTAL SUSTAINABILITY

WHAT IS ENVIRONMENTAL SUSTAINABILITY?

Our local environment and natural resources define our City and contribute to our wellbeing. In turn, our activities impact the quality and viability of many species and finite resources. Increasing awareness of environmental challenges such as climate change and water shortages has increased the pressure for protection and management of our bushland, local wildlife and waterways. Environmental sustainability is important at the local and global level and for the health and wellbeing of future generations.

ENVIRONMENTAL SUSTAINABILITY IN FAIRFIELD CITY

We recognise that our city's environment is important to our community's long term sustainability. Some of the major aspects of our environmental sustainability are:

- Our city has 8 major creeks and approximately 1,400 hectares of Cumberland Plain Woodland
- The energy use per capita from residents in our city has increased by 5.1% compared to that in 2003 (up from 3,002 kWh per capita per year).
- Average water consumption per house has decreased since 2005 down from 249 kL per house to 236 kL per house per year.
- Average waste generated per household decreased slightly since 2005 from 1.51 to 1.49 tonnes per household per year.
- Illegal dumping continues to be a problem across our city with the number of complaints more than doubling since 2005 (an increase from 573 to 1,232 in 2009).
- In 2009 140.9 tonnes of aquatic litter was removed from our city's waterways. Plastic drink bottles constituted 21.6% of this total.
- In addition to the above total in 2009, 11 car bodies, one motor bike, car parts, 300 car tyres, 160 shopping trolleys, microwaves, ovens, televisions, medical supplies, lounges, car batteries, milk crates, gas bottles, water tanks, push bikes and building materials were also removed from our city's waterways.
- Of the 632,755 trips starting or ending in our city on average 74.2% of these are in private motor vehicles and 25.8% are made using other modes – train, bus, walking, taxi, bicycle or other modes.
- 39% of our residents work locally, while 61% work in other local government areas.
- Since 2006 the Council has planted 202,467 native plants across our city as part of its Bush Regeneration and Creek Care Programs.
- The Western Sydney Regional Parklands managed by the State Government covering an area of 5,280 hectares located across Blacktown, Fairfield and Liverpool LGAs provides a major biodiversity corridor on the Cumberland Plain.
- In 2009 the Nalawala Community Nursery produced over 89,000 plants covering 200 different native species found locally in Fairfield City.
- More than 17% of our city's land area is non-urban

WHAT WE SAID

When asked to outline the major environmental issues facing Fairfield City over the next 10 years we identified the need for cleaner creeks and bushland, concerns about increased costs due to climate change, illegal rubbish dumping, pollution and the need for more trees to be planted. We also said we would like to see more education about good environmental practice, additional clean ups, increased enforcement and fines, especially in relation to illegal dumping, more trees, and changes to the current rubbish collection system. We also want to see our farming lands protected and to have improved public transport.

WHAT WE WANT

We protect and enhance our natural environment and are taking action to address climate change as well as supporting sustainable activities and development.



AS A COMMUNITY OUR GOALS ARE:

- GOAL 1** Protecting and enhancing our natural environment
- GOAL 2** Contributing to actions that address climate change
- GOAL 3** Supporting sustainable activities and development



ENVIRONMENTAL SUSTAINABILITY

GOAL 1: PROTECTING AND IMPROVING OUR NATURAL ENVIRONMENT

Fairfield City values its natural environment, especially its biodiversity and its waterways.

OUTCOMES – WHAT THIS MEANS FOR OUR COMMUNITY

- 1.1 Rehabilitated waterways and riparian zones
- 1.2 Improved water quality in our waterways
- 1.3 Significant habitats, biodiversity and native vegetation are protected
- 1.4 We value our vegetation and open space
- 1.5 The Western Sydney Regional Parklands and the rural lands of the city are valued for their environmental and visual quality

STRATEGIES – ACHIEVING THE OUTCOMES

- Returning creek systems where possible to a more natural condition
- Managing stormwater and minimising run-off
- Managing salinity and acid sulphate soils
- Mitigating and managing flooding
- Taking a catchment management approach to managing our natural resources
- Minimising pollution and undertaking clean-ups where spills/emissions occur
- Increasing tree cover, vegetation and open space
- Regenerating endemic plants where appropriate
- Protecting native flora and fauna and controlling pest species
- Advocating the preservation of open space and rural lands within the city



“We need more indigenous trees to beautify our City and improve its biodiversity”

Bob Ward, President Flora Park Volunteers

GOAL 2: CONTRIBUTING TO THE ACTIONS THAT ADDRESS CLIMATE CHANGE

Our city responds to climate change by contributing to the world's attempts to reduce carbon pollution and minimise temperature increase by reducing our ecological footprint

OUTCOMES – WHAT THIS MEANS FOR OUR COMMUNITY

- 2.1 We take individual and community responsibility and action to reduce our environmental footprint
- 2.2 Reduced resource consumption
- 2.3 Responsible resource recovery and management of waste
- 2.4 We build up the resilience of the community to adapt to the impacts of climate change

STRATEGIES – ACHIEVING THE OUTCOMES

- Changing behaviour through information, awareness, involvement and access to new technologies
- Influencing the community's expectations about the use of water, energy and other resources
- Reducing greenhouse gas emissions across the city
- Promoting and implementing 'Reduce, Recycle, Reuse'
- Ensuring waste disposal is in line with Federal and State legislative requirements
- Working in partnership using a total catchment management approach to achieve good environmental outcomes across the city
- Providing shade, native plants, bush regeneration and sustainable facilities in public and open spaces

- Developing strategies to ensure private and public infrastructure are designed to cope with the impact of climate change
- Specifying in design and regulation the use of sustainable materials in the construction of infrastructure projects



ENVIRONMENTAL SUSTAINABILITY

GOAL 3: SUPPORTING SUSTAINABLE ACTIVITIES AND DEVELOPMENT

Our city supports the eco-friendly design of buildings, sustainable practices and resource management.

OUTCOMES – WHAT THIS MEANS FOR THE COMMUNITY

- 3.1 Water is valued through harvesting and reuse
- 3.2 Improved air quality in our region
- 3.3 Minimise excessive noise that could impact comfort and health
- 3.4 Individuals, businesses, industries and governments optimise their environmental performance

STRATEGIES – WHAT WE WILL DO TO ACHIEVE THE OUTCOMES

- Requiring the better design of buildings and facilities to improve their environmental performance
- Developing and implementing appropriate noise, odour and emissions controls and ensuring they are enforced
- Developing and implementing planning controls and guidelines to protect environmentally sensitive land and waterways and promoting sustainable practices
- Supporting businesses, agencies and governments to adopt environmentally friendly processes and practices
- Ensuring targeted recycling systems are put in place and encouraged
- Encouraging the use of public transport, cycling and walking in preference to private cars
- Encouraging the uptake of renewable energy sources
- Encouraging reduced water consumption by householders and businesses

WHAT ARE OUR PRIORITIES? – OPPORTUNITIES & CHALLENGES

OPPORTUNITIES – ACTIVITIES AND INITIATIVES WHICH WILL HELP US ACHIEVE OUR GOALS

- New technology and research
- Use of recycled materials, water tanks, solar panels, sustainable design etc in new construction
- Coordinating information and action about sustainable practices and subsidies
- Creeks are cleaner and less polluted
- Protection of endangered species and native or significant vegetation
- Expanded use of reuseable water – Rosehill Water Recycling Plant
- Development and promotion of the Western Sydney Parklands

CHALLENGES – SPECIFIC ISSUES THAT MAY IMPACT UPON OUR GOALS

- The ability of the community to adapt to Climate Change
- Differing levels of awareness of environmental issues
- Timeframes for actions and impacts
- Cost of sustainable initiatives
- Uncertainty about proposed climate change legislation
- Changing people's habits, practices, expectations, attitudes and knowledge
- Action matching commitment
- Increasing cost of energy, water, waste management
- Weather extremes
- Development pressures on significant habitats
- Getting people to take up new innovations

TRACKING OUR PROGRESS - INDICATORS

- Air quality improves across the region – DECCW Regional Air Quality Reports
- Waste levels decline – DECCW Local Government Waste & Resource Recovery Data Returns
- Improving water quality in our waterways – FCC Water Quality Sampling Program
- Levels of consumption of water across the city – Sydney Water water consumption reports
- Numbers of native species trees planted in the city increases – FCC Nursery Reports
- Changes in the area of native bush and canopy across the city – GIS database four yearly review
- Community Rating on appearance of creeks and stormwater flood control – FCC Image Survey

DELIVERING ON THE COMMUNITY GOALS – EVERYONE CAN MAKE A CONTRIBUTION

Everyone has a part to play in achieving our community goals. When looking at the Environmental Sustainability goals for Fairfield City, the Federal Government, the NSW State Government, Fairfield City Council, Non-Government Organisations, the Private Sector and individual residents can make a contribution towards their achievement. To see how everyone can play their part in the area of Environmental Sustainability see Appendix 5. This outlines the range of departments, agencies, organisations and activities which currently assist in achieving our Environmental Sustainability Goals.





“Family businesses are the backbone of Fairfield City’s local economy”

Luke Nguyen, Owner Red Lantern Restaurant, International Chef

Skills Opportunities
Training Marketing Parking
Access Jobs Promotion
Investment Location
Education Infrastructure
Occupancy rates



THEME FOUR

LOCAL ECONOMY & EMPLOYMENT

LOCAL ECONOMY & EMPLOYMENT

WHAT IS LOCAL ECONOMY & EMPLOYMENT?

The businesses and industries in Fairfield City and the surrounding areas provide goods and services as well as local employment opportunities. The shopping centres not only provide a range of products and services, they are also important meeting places and often represent the identity of their suburb. The Smithfield-Wetherill Park industrial area is one of the largest industrial estates in Australia and therefore a major employer, traffic generator and economic powerhouse.

Higher than average levels of unemployment, especially youth unemployment, place increased importance on access to education and training.

LOCAL ECONOMY & EMPLOYMENT IN FAIRFIELD CITY

The main features of our local economy and employment are:

- Fairfield City is part of the Western Sydney Region which generates almost \$80 billion in economic value-add (2007-08) and accounts for more than one-fifth of the NSW economy.
- There are approximately 46,000 people who work in Fairfield City, the majority of whom are employed in manufacturing, with retail trade and wholesale trade industries employing the next highest number of people.
- In 2006 the city's labour force was 73,119 persons of which 18,107 were employed part-time (24.8%) and 44,044 were fulltime workers (60.2%).
- Overall in 2006, 89.4% of our city's labour force was employed and 10.6% were unemployed.
- Over 65.8% of our population have a low weekly income (Nil - \$599 per week).



- The medium weekly individual income for persons aged 15 years and over was \$319 compared to \$466 for the whole of Australia. The medium weekly household income was \$873 compared to \$1,027 for Australia.
- Our city has a highly unskilled workforce with 60.8% of our residents having no educational qualifications.
- We have one of the lowest rates of internet usage with 56.8% of our households having no connection to the internet.
- Retail expenditure by residents of our city was estimated at \$1,366.3 billion in 2007-08

WHAT WE SAID

We identified the availability of employment (access to jobs) as our biggest concern, followed by unemployment, lack of skills and education, retention and attraction of employees, youth employment, fluency in English, population growth, development of small and local business and the ageing population as the main economic and employment concerns facing our city.

When asked what we felt were the major barriers to participating in training and employment we saw language as the biggest barrier, followed by computer and internet access, qualifications, family, pathways to employment, distance from home and public transport.

In dealing with these issues we want to see improved public transport, especially in our industrial areas, improved training opportunities, notably the range of courses offered by Wetherill Park TAFE, access to university and TAFE, more job opportunities, more language assistance. We also saw more internet access as being important and recognized that our libraries were key in assisting in this area. We also felt that youth activities, cheaper child care and increased support for women and aged persons returning to the work force would be of assistance.

Our business community identified skilled workforce and employment opportunities, transport, infrastructure provision and population issues as the biggest issues facing our city.

WHAT WE WANT

Our local economy has a wide range of employment opportunities with a skilled workforce, a range of vibrant shopping centres as well as prosperous businesses, industries and services.



AS A COMMUNITY OUR GOALS ARE:

- GOAL 1** A range of employment opportunities and a workforce with a variety of skills
- GOAL 2** Having vibrant, safe and attractive places for shopping and access to services
- GOAL 3** Prosperous businesses, industries and services

LOCAL ECONOMY & EMPLOYMENT

GOAL 1: A RANGE OF EMPLOYMENT OPPORTUNITIES AND A WORKFORCE WITH A VARIETY OF SKILLS

Our City is home to a range of job opportunities that make use of the skills of our community and enable people to work locally.

OUTCOMES – WHAT THIS MEANS FOR THE COMMUNITY

- 1.1 We have access to training and education to acquire our desired work skills
- 1.2 Newly arrived residents from overseas are assisted to gain access to the workforce
- 1.3 Our city has lower rates of unemployment and underemployment

STRATEGIES – ACHIEVING THE OUTCOMES

- Developing and implementing targeted programs to address language skills and unemployment
- Assisting businesses to identify their skills needs and providing training and access to jobs
- Providing affordable and convenient public transport to job/training/education opportunities in the local area, including Wetherill Park, Smithfield, Parramatta and Liverpool
- Encouraging a range of local employment opportunities
- Providing wider internet access within the community to broaden education/training opportunities



GOAL 2: HAVING VIBRANT, SAFE AND ATTRACTIVE PLACES FOR SHOPPING AND ACCESS TO SERVICES

We have attractive, safe shopping centres that provide a range of retail, commercial and service opportunities to meet the needs of the community.

OUTCOMES – WHAT THIS MEANS FOR THE COMMUNITY

- 2.1 Access to a variety of shopping and services including four major centres:
- Fairfield as the City's major retail/commercial centre
 - Cabramatta as a significant tourist and Asian food centre
 - Prairiewood as a retail and medical precinct
 - Bonnyrigg as a significant shopping and cultural centre
 - and other local and neighbourhood centres
- 2.2 Shopping centres are safe and attractive with good amenity
- 2.3 Good access within Fairfield City as well as links to Parramatta, Liverpool, Blacktown and Sydney City

STRATEGIES –ACHIEVING THE OUTCOMES

- Ensuring the variety of centres is supported by clear plans and strategies
- Providing adequate parking, good public transport and pedestrian access
- Developing agreed improvements and maintenance programs for public domain areas
- Ensuring shopkeepers and owners provide clean, attractive and well maintained premises
- Promotion and marketing



“Locating our business in Smithfield has given us good visibility, a good mix of residential and business for our customer base and it is an area that highlights our product niche”

Kym Latter, Owner Gertie & Gilbert Gourmet Cupckaes

LOCAL ECONOMY & EMPLOYMENT

GOAL 3: PROSPEROUS BUSINESSES, INDUSTRIES AND SERVICES

Our local businesses and industries have the infrastructure, support services, networks, employees, promotion and information they need to be successful.

OUTCOMES – WHAT THIS MEANS FOR THE COMMUNITY

- 3.1 Fairfield City is a preferred location
- 3.2 The Smithfield/Wetherill Park industrial area is a viable 21st Century major industrial & employment area
- 3.3 Local tourist/leisure attractions are successful destinations
- 3.4 Industrial and commercial areas are compatible with surrounding land uses
- 3.5 Businesses actively fulfill their social, community and environmental responsibilities
- 3.6 Businesses receive support and information to establish and grow

STRATEGIES – ACHIEVING THE OUTCOMES

- Providing the necessary support infrastructure
- Providing mentoring and access to information
- Marketing local businesses and growth opportunities
- Developing appropriate controls
- Capitalising on business/industry partnerships to promote existing strengths and emerging opportunities to grow the local economy
- Key stakeholders work together

WHAT ARE OUR PRIORITIES? – OPPORTUNITIES & CHALLENGES

OPPORTUNITIES – ACTIVITIES AND INITIATIVES WHICH WILL HELP US ACHIEVE OUR GOALS

- Improved access to services
 - physical access – safe, well-lit, disabled access
 - on-line services & access to the internet
 - integrated services (one-stop shops)
- Develop industry partnerships
- Cultural identity and diversity and links to overseas markets
- Proximity to the regional centres of Parramatta & Liverpool, the M7 and M5, TWay and large workforce
- Promote competitive advantages in the metropolitan context eg land prices, location to main transport hubs and other regional centres
- To reduce red tape for businesses
- Support for new and emerging businesses

CHALLENGES – SPECIFIC ISSUES THAT MAY IMPACT UPON OUR GOALS

- Decline of manufacturing and impact on established industrial areas
- Competition from Western Sydney Employment Lands and other emerging estates
- Youth and long term unemployment
- Parking, and traffic congestion in and around major centres
- Lack of public transport particularly into Smithfield/Wetherill Park Industrial area

TRACKING OUR PROGRESS - INDICATORS

- Employment levels – DEWR Small Area Market Reports
- Educational Qualifications – ABS Census data
- Perception of shopping centres – FCC Image Survey
- Perception of local attractiveness and variety – FCC Image Survey
- Local Business Confidence – FCC Business Confidence Survey
- Increased number of jobs in the city – ABS data

DELIVERING ON THE COMMUNITY GOALS – EVERYONE CAN MAKE A CONTRIBUTION

Everyone has a part to play in achieving our community goals. When looking at the Local Economy & Employment goals for Fairfield City, the Federal Government, the NSW State Government, Fairfield City Council, Non-Government Organisations, the Private Sector and individual residents can make a contribution towards their achievement. To see how everyone plays their part in the area of Local Economy & Employment see Appendix 5. This outlines the range of departments, agencies, organisations and activities which currently assist in achieving our Local Economy & Employment Goals.





“We all need to work together to build a better future for our community”

James Chan, President Australian Chinese Buddhist Society

Representative Advocacy
Partnership Effective Civic Pride
Cooperation Integrity
Engaging Accountability
Democracy Transparency
Professionalism Inclusive
Consultation Compliance



THEME FIVE

GOOD GOVERNANCE & LEADERSHIP

GOOD GOVERNANCE & LEADERSHIP

WHAT IS GOOD GOVERNANCE AND LEADERSHIP?

As a democracy, we want our leaders to listen to us, represent our views with integrity and strive to achieve for the good of the community. Decision making, especially in the public sector, must be transparent, objective and accountable. Good governance and leadership ensures the community has access to information and participates in the development of policies and decisions that affect them. Across all sectors of our community we look for a high standard of ethics, justice and honesty to be reflected in the actions and behaviour of individuals, organisations, businesses and governments.

GOOD GOVERNANCE AND LEADERSHIP IN FAIRFIELD CITY

- Our city is politically represented by three electorates at both the Federal (Blaxland, Fowler and Prospect) and State (Smithfield, Fairfield and Cabramatta) levels.
- At the local government level we are represented by 12 councillors (elected from within three wards, Parks, Fairfield and Cabravale) and a popularly elected Mayor.
- A large number of not-for-profit and community agencies are located in our city providing a wide range of services.
- Over 70% of families in our city speak a language other than English at home which creates a barrier to active participation in governance processes for our city.



WHAT WE SAID

When we were asked if we were satisfied with the level of access we had to information nearly one-third of us indicated we rarely or only sometimes had enough access. Also, over 43% of us felt that local issues could be better covered in the local media.

When asked if we directly participated in community activities over 41% of us said that we rarely or only sometimes get involved. We felt that time, awareness, family commitments, work and travel costs were the main barriers to our participation.

Overall, we felt that improved access to information particularly for minority language groups and for people who are vision impaired should be improved and also we want to see partnerships across government and non-government organisations enhanced.

WHAT WE WANT

Our city has a good reputation as being well represented and governed where the community has a voice and actively participate in decisions.



AS A COMMUNITY OUR GOALS ARE:

- GOAL 1** We are well represented and governed where all act ethically and in the interest of the community
- GOAL 2** All have a voice and the opportunity to participate
- GOAL 3** Our City has a good reputation for equity and fairness

GOOD GOVERNANCE & LEADERSHIP

GOAL 1: WE ARE WELL REPRESENTED AND GOVERNED WHERE ALL ACT ETHICALLY AND IN THE INTEREST OF THE COMMUNITY

Our City is well led by governments at all levels and efficiently managed by their administrations.

OUTCOMES – WHAT THIS MEANS FOR THE COMMUNITY

- 1.1 Cooperation between Local, State and Federal governments
- 1.2 Political leaders champion community views and priorities
- 1.3 Value for the public money that is spent
- 1.4 Decisions are based on sound information and analysis and they are sustainable in the long term
- 1.5 There is a shared vision for the future
- 1.6 Council is a community leader that is accountable, effective and sustainable in its decisions and operations
- 1.7 Legislative obligations are complied with

STRATEGIES –ACHIEVING THE OUTCOMES

- Developing effective partnerships between the community, Council, government agencies, other providers and the private sector to achieve community goals
- Ensuring public finances are effectively managed
- Developing and implementing relevant strategic plans and policies to guide future actions and expenditure
- Collecting and analysing relevant information on which to base decisions
- Advocating on local issues
- Ensuring access to information



“Participating in the decisions of our community are important in creating an inclusive city”

Tarsha Gavin, member Fairfield Youth Advisory Committee

GOAL 2: ALL HAVE A VOICE AND THE OPPORTUNITY TO PARTICIPATE

We have access to information and feel empowered to be involved in decisions that affect us.

OUTCOMES – WHAT THIS MEANS FOR THE COMMUNITY

- 2.1 Information is available and clearly communicated to all sectors of our community
- 2.2 All people have the opportunity to have a say and be involved in decisions that affect them
- 2.3 Leaders advocate on behalf of the community

STRATEGIES – ACHIEVING THE OUTCOMES

- Collecting, analysing and sharing information about the city to determine and support its needs
- Encouraging community development initiatives that empower people and community organisations to participate
- Using a variety of languages and means of information and communication to reach different groups
- Ensuring diverse representation on stakeholder and advisory groups
- Actively undertaking meaningful communication and engagement



GOOD GOVERNANCE & LEADERSHIP

GOAL 3: OUR CITY HAS A GOOD REPUTATION FOR EQUITY AND FAIRNESS

Our City is known for its attractions, diversity, community harmony, equity and fairness.

OUTCOMES – WHAT THIS MEANS FOR OUR COMMUNITY

- 3.1 Local council, businesses, institutions, other organisations and individuals have high standards of integrity, trust, equity, customer service and performance
- 3.2 Laws and regulations are clear, fair, understood and complied with
- 3.3 People are proud to belong to the Fairfield City community

STRATEGIES – ACHIEVING THE OUTCOMES

- Promoting , educating, measuring and recognising high standards of integrity and performance
- Ensuring the economic, social, environmental and leadership implications are considered in decision-making
- Promoting, recognising and celebrating the positive achievements in the community

WHAT ARE OUR PRIORITIES? – OPPORTUNITIES & CHALLENGES

OPPORTUNITIES – ACTIVITIES AND INITIATIVES WHICH WILL HELP US ACHIEVE OUR GOALS

- Reduce and minimise bureaucratic requirements
- Improved understanding of residents regarding the roles and influences of agencies in the city
- Everybody has the opportunity to make a contribution and be part of decision-making
- Higher uptake and use of social media as a community engagement tool by residents
- Maintain open communication
- Being open and accountable

CHALLENGES – SPECIFIC ISSUES THAT MAY IMPACT UPON OUR GOALS

- Consistent use of plain English and community languages
- Understanding of bureaucratic processes
- Cooperation with governments and agencies with influence in Fairfield City
- Addressing communication and engagement across a diverse multicultural city
- Building trust in all areas of the community
- Keeping the focus on the community as a whole

TRACKING OUR PROGRESS - INDICATORS

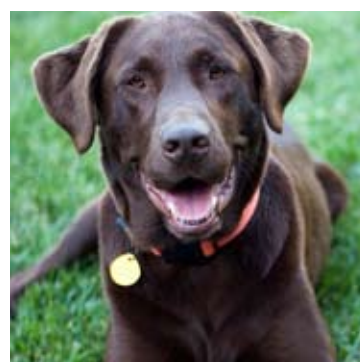
- Level of community participation (volunteering) – ABS data
- Perception rating by residents on level of information provided by Council – FCC Image Survey
- Internet access – ABS Census data
- Degree of Community Pride – FCC Image Survey
- Number of partnerships with NGOs – FCC Quarterly Report and Annual Report

DELIVERING ON THE COMMUNITY GOALS – EVERYONE CAN MAKE A CONTRIBUTION

Everyone has a part to play in achieving our community goals. When looking at the Good Governance & Leadership goals for Fairfield City, the Federal Government, the NSW State Government, Fairfield City Council, Non-Government Organisations, the Private Sector and individual residents can make a contribution towards their achievement. To see how everyone can play their part in the area of Good Governance & Leadership see Appendix 5. This outlines the range of departments, agencies, organisations and activities which currently assist in achieving our Good Governance & Leadership Goals.







SECTION EIGHT APPENDICES

- APPENDIX 1: Sources of Information
- APPENDIX 2: What is the Fairfield City Plan 2010 - 2020 Community Strategic Plan. An overview of Integrated Planning & Reporting
- APPENDIX 3: Social Inclusion
- APPENDIX 4: How the NSW State Plan assists the Fairfield City Plan 2010 - 2020 Community Strategic Plan in achieving its community outcomes
- APPENDIX 4: Delivering on the Community Goals – Everyone can make a contribution
- APPENDIX 5: Glossary of Terms

APPENDICES

APPENDIX 1 - SOURCES OF INFORMATION & SOURCE DOCUMENTS

The draft Fairfield City Plan 2010-2020 – Community Strategic Plan has built upon a great deal of work. Fairfield City Council has undertaken in recent years to set out the long term strategic priorities for the City. It has also built upon extensive engagement and consultation the Council has with the Fairfield community. In particular, two principal sources of information have been used in developing this draft Community Strategic Plan consisting of:

- Reviewing the Fairfield City Plan 2007, and
- Implementing a Community Engagement Plan to retest the strategic priorities identified in the 2007 Fairfield City Plan and also to review the City's Vision. A separate report has been produced detailing the results of the community engagement.

FAIRFIELD CITY PLAN 2007

Fairfield City Council developed and adopted a 'Fairfield City Plan' in 2007. Although this Plan was developed prior to the new integrated planning and reporting legislation it can be considered to be the City's initial Community Strategic Plan. This plan was based around seven Broad Aims which were:

- Broad Aim 1: The right things in the right place
- Broad Aim 2: A healthy, skilled and resourceful population
- Broad Aim 3: Clean & Safe, Natural & Built environments
- Broad Aim 4: Biodiversity & Ecological Health
- Broad Aim 5: A well based Local Economy
- Broad Aim 6: Cultural Harmony
- Broad Aim 7: Governance & Organisational Capability

Since the end of 2009 Council has reviewed this Plan and decided to retest its relevance to the Fairfield Community through the implementation of a community engagement strategy which was adopted

in December 2009. An outcome of this review has been a rationalisation of the Broad Aims into five Themes consisting of:

- Theme 1: Community Wellbeing
- Theme 2: Places & Infrastructure
- Theme 3: Environmental Sustainability
- Theme 4: Local Economy & Employment
- Theme 5: Good Governance & Leadership

SOURCE DOCUMENTS

- *Community Consultation Report*, Fairfield City Council, October 2010
- *Delivering Skills for NSW- Strategic Plan for Vocational Education and Training 2008-2010*, NSW Department of Education & Training, April 2008
- *Investing in a better future- NSW Government response to the NSW Jobs Summit*, NSW Government, 2009
- *Jobs for Western Sydney – Western Sydney Business Growth Plan*, NSW Government & Regional Development Australia, 2010
- *NSW State of the Environment Report 2009*, Department of Environment, Climate change and Water (DECCW), December 2009
- *Draft Fairfield Residential Development Strategy*, Hassell, March 2009
- *State of the Environment Report 2008/2009*, Fairfield City Council, November 2009
- *Fairfield City Council Management Plan 2010/11 to 2012/13*, Fairfield City Council, 2010
- *Fairfield City Council Annual Report 2008/2009*, Fairfield City Council, 2010
- *Population flows – Immigration aspects 2008-2009 edition*, Department of Immigration & Citizenship, Commonwealth of Australia, 2010
- *Fairfield City Plan 2007*, Fairfield City Council, 2007

APPENDIX 2 - WHAT IS THE FAIRFIELD CITY PLAN 2010 - 2020 COMMUNITY STRATEGIC PLAN – AN OVERVIEW OF INTEGRATED PLANNING & REPORTING

The NSW Government has introduced a new way for councils to conduct their business called Integrated Planning and Reporting. This new system shows a commitment to creating a strong and sustainable local government system where communities can have a more direct say in what happens in their area. All councils are required to move into this new framework by 2012.

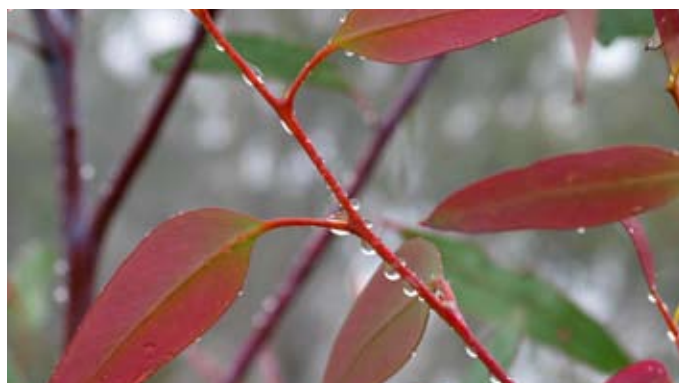
Underpinning this new framework is the requirement for councils to take a long-term view when making decisions and the need for them to consider the Quadruple Bottom Line (QBL) consisting of social, economic, environmental and civic leadership (governance) aspects for existing and future generations. Coupled with this, the Social Justice Principles of equity, access, participation and rights must also be taken into consideration when developing the new integrated plans. These principles are defined as:

- **Equity** – fairness in decision-making, prioritisation and allocation of resources, particularly for those in need. This principle provides for everyone to have a fair opportunity to participate in the future of the community. It also requires the planning process to take particular care to involve and protect the interests of people in vulnerable circumstances.
- **Access** – all people to have fair access to services, resources and opportunities to improve their quality of life.
- **Participation** – everyone should have the maximum opportunity to genuinely participate in decisions that affect their lives.
- **Rights** – equal rights should be established and promoted, with opportunities for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

The new framework encourages councils to draw their various plans together, to understand how they interact and to get the maximum leverage from their efforts by planning holistically for the future. Figure 1 shows how all these components will interact in defining community aspirations to achieve Community Outcomes.

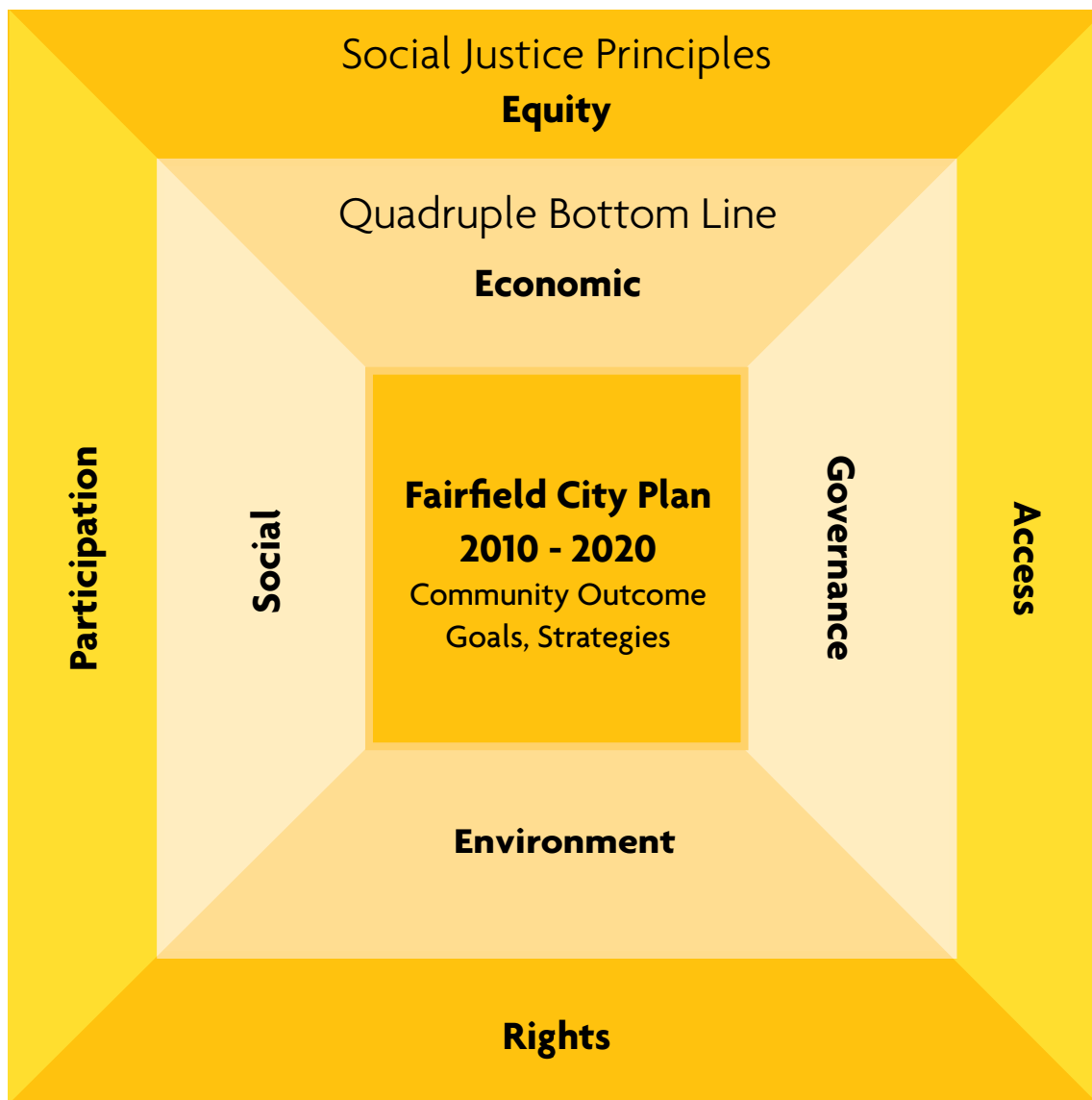
“Integrated Planning & Reporting recognises that communities do not exist in isolation but rather, they are part of a larger natural, social, economic and political environment that influences and, to a large extent, shapes their future direction. ...It sees all these as being connected.”

DLG Guidelines



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Figure 1: How we interpret Community Aspirations to achieve our Community Outcomes



Integrated Planning & Reporting is based around a hierarchy of plans consisting of:

- A Community Strategic Plan
- A Delivery Program
- An Operational Plan
- An Annual Report

Each plan is connected to each other as set out Figure 2.

Figure 2: Integrated Planning and Reporting Model



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THE COMMUNITY STRATEGIC PLAN

The Community Strategic Plan is the highest level plan which identifies the community's main priorities and aspirations for the future and strategies for achieving these. It is important to note that the Community Strategic Plan is 'the community's plan'. While Fairfield City Council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan (Fairfield City Plan 2010-2020) on behalf of the Fairfield local government area, it is not wholly responsible for its implementation. Other partners, such as State and Federal government and community groups will also be engaged in delivering the long-term community outcomes of this plan.

The Community Strategic Plan must take a long term outlook and cover a minimum timeframe of 10 years and:

- Establish strategic objectives together with strategies to achieve those objectives.
- Address social, environmental, economic and civic leadership issues in an integrated manner.
- Be based on the social justice principles of equity, access, participation and rights, and
- Give due regard to the NSW State Plan and other relevant state and regional plans.

DELIVERY PROGRAM & RESOURCING STRATEGY

Sitting beneath the Community Strategic Plan is the Delivery Program. The Delivery Program sets out the specific activities to be undertaken by Fairfield City Council during its term of office to implement the strategies outlined in the Community Strategic Plan. However, these strategies will not be achieved without sufficient resources – time, money, assets and people – to actually carry them out. Therefore the Community Strategic Plan and Delivery Program must be informed by a Resourcing Strategy which consists of three components:

- A Long Term Financial Plan – setting out where the money comes from

- A Workforce Management Plan – setting out staffing resources required to do the work
- An Asset Management Plan – defining what assets or infrastructure are required.

The Delivery Program (covering a period aligned to the term of the Council – normally 4 years) is a statement of commitment to the community from each newly elected council. In preparing a Delivery Program, Council is accounting for its stewardship of the community's long-term goals, outlining what it intends to do towards achieving these goals and what its priorities will be.

OPERATIONAL PLAN

Supporting the Delivery Program is an annual Operational Plan which spells out the details of the Delivery Program. This plan will outline the individual activities (projects and programs) that will be undertaken each financial year to achieve the commitments made by the Council in the Delivery Program. The Operational Plan must also identify how Council will determine the effectiveness of its activities undertaken and be supported by a detailed budget.

ANNUAL REPORT

The Annual Report is the key point of accountability between a Council and its community where it reports on the implementation of the Delivery Program and Operational Plan.

THE RELATIONSHIP BETWEEN THE PLANS

Figure 3 illustrates how the Community Strategic Plan, Delivery Program and Operational Plan are related to each other.

Figure 3: The relationship between the Community Strategic Plan, Delivery Program and Operational Plan



Figure 3 shows, the Community Strategic Plan sets out the community’s long term desired **outcomes**, and the **strategies** to achieve these. The Delivery Program sets out the Council’s commitments during its term of office (4 years), by outlining the **strategies** and **activities** it will undertake over this period to help achieve the community goals and outcomes. The Operational Plan which is a sub-plan of the Delivery Program identifies the specific **activities** (which consist of services and projects) and their budget allocations to be undertaken during a financial year.

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APPENDIX 3: SOCIAL INCLUSION

The Australian Government has a vision of a 'socially inclusive society' is one in which all Australians feel valued and have the opportunity to participate fully in the life of our society. Social inclusion policies have been developed which recognise that while every person is ultimately responsible for making a go of their lives, not everyone begins at the same starting point and some people strike setbacks or crises during their lives. An emphasis is now being placed on supporting individuals and communities to work their way to a better life. Achieving this vision means that all Australians will have the resources, opportunities and capability to:

- Learn, by participating in education and training
- Work, by participating in employment or voluntary work, including family and carer responsibilities
- Engage, by connecting with people, using local services and participating in local civic, cultural and recreational activities and
- Have a voice, in influencing decisions that affect them.

When people are lacking in certain resources, opportunities and/or capabilities so that they are unable to participate in learning, working or engaging activities and are unable to influence the decisions affecting them, they can experience social exclusion. The Social Inclusion Agenda addresses the need to make our society a more inclusive one as well as the need to overcome the processes leading to, and the consequences of, social exclusion. The agenda is based on a set of social inclusion principles which consist of:

- Building on individual and community strengths
- Building partnerships with stakeholders
- Developing services tailored to the needs of communities
- Early intervention and prevention
- Joined-up government services

- The greater use of evidence to inform innovative policy making
- Using a locational approach to tackle entrenched poverty, and
- Planning to build future resilience in disadvantaged families and communities

The Government is focussing its initial efforts on six social inclusion areas consisting of:

1. Targeting the number of jobless families with children to increase work opportunities, improve parenting and build capacity.
2. Improving the life chances of children at greatest risk of long term disadvantage
3. Reducing the incidence of homelessness
4. Improving outcomes for people living with disability or mental illness and their carers
5. Closing the gap for Aboriginal and Torres Strait Islanders, and
6. Breaking the cycle of entrenched and multiple disadvantage in particular neighbourhoods and communities.

APPENDIX 4: HOW THE NSW STATE PLAN CONTRIBUTES TO THE FAIRFIELD COMMUNITY OUTCOMES

The Integrated Planning & Reporting Framework recognises that communities do not exist in isolation of each other but rather are ‘part of a larger natural, social, economic and political environment that influences and, to a large extent, shapes their future direction.’ In particular, in developing a Community Strategic Plan for Fairfield City there is a requirement for the NSW State Plan to be given due consideration.

WHAT IS THE NSW STATE PLAN?

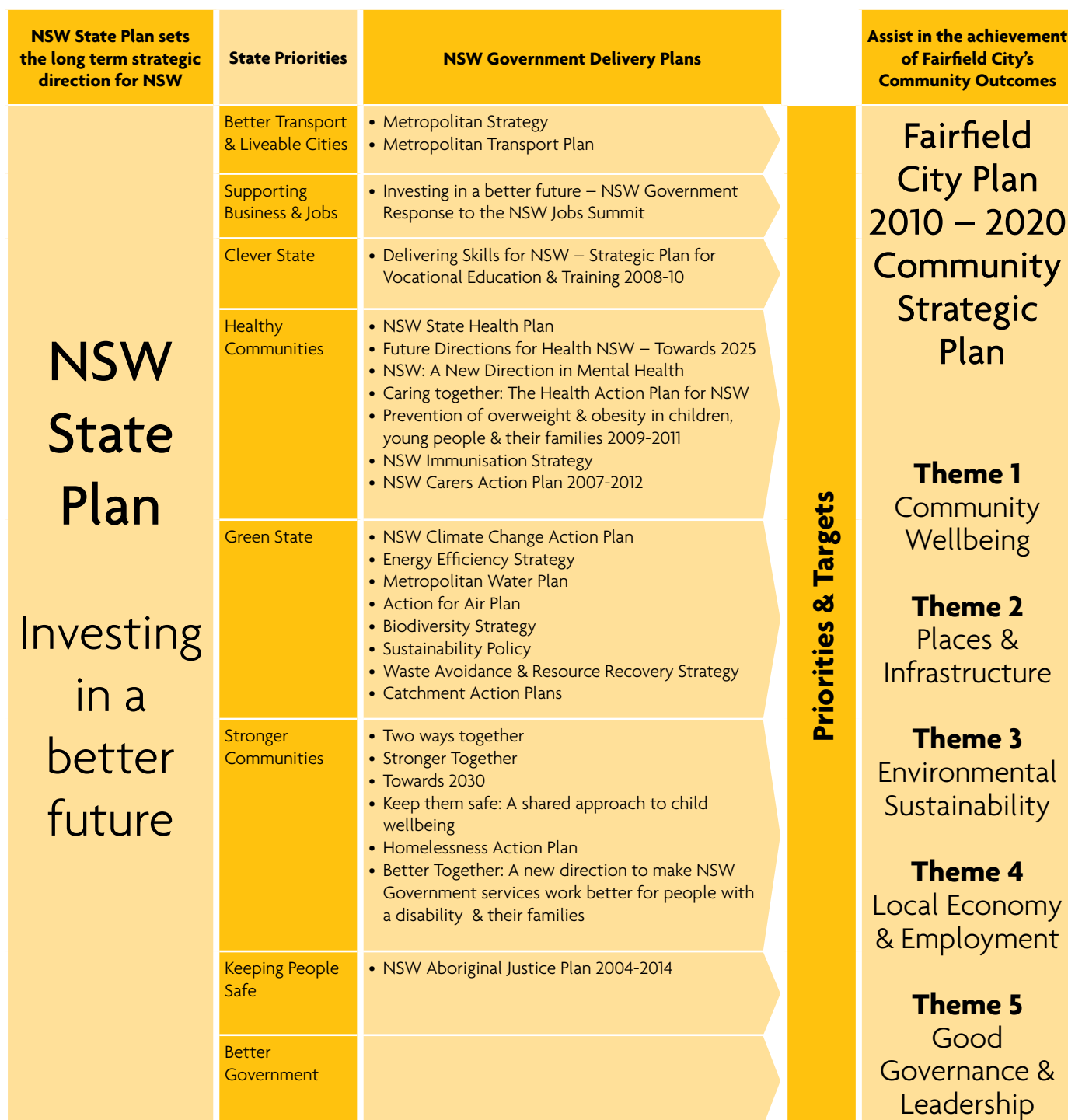
The NSW State Plan sets out the goals, priorities and targets that the NSW State Government is working towards over the long term. The NSW Government delivers services that touch every part of residents’ daily lives – from education, health, transport and policing to planning, environmental protection, and community services. As the State Government provides such a wide range of activities and services there are always competing demands for both resources as well as from the raised expectations of the NSW community. The State Plan attempts to address these challenges by setting clear priorities to guide State Government decision making and resource allocation.

The NSW State Plan is a policy document driving performance across the NSW public sector. It is linked to a series of detailed delivery plans (see diagram below). The priorities and targets within the NSW State Plan and the supporting Delivery Plans will greatly assist the Fairfield City Community in achieving the desired community outcomes they have identified within the Fairfield City Plan 2010 - 2020 Community Strategic Plan. Figure 1 on the following pages illustrate:

1. The relationship between the NSW State Plan, State Delivery Plans and the Fairfield City Community Strategic Plan
2. The relationship between the Community goals identified within each Theme for Fairfield City and relevant State Priorities identified in the NSW State Plan

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Figure 1: How the NSW State Plan & State Delivery Plans relate to the Fairfield City Community Strategic Plan





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Fairfield City Theme & Goals	NSW State Plan Priorities & Targets which will assist in achieving Fairfield City Community Outcomes				
Theme 3 Environmental Sustainability Goal 1 Protecting & enhancing our natural environment	Green State <ul style="list-style-type: none">Protect our native vegetation, bio-diversity, land, rivers & costal waterwaysImprove air qualityReduce waste	Better Transport & Liveable Cities <ul style="list-style-type: none">Grow cities & centres as functional & attractive places to live, work & visit			
Theme 3 Environmental Sustainability Goal 2 Contributing to actions that address climate change	Green State <ul style="list-style-type: none">Tackle climate changeDevelop a clean energy futureReduce waste				
Theme 3 Environmental Sustainability Goal 3 Supporting sustainable activities & development	Green State <ul style="list-style-type: none">Secure sustainable supplies of water & use our water supply more wiselyProtect our native vegetation, biodiversity, land, rivers & coastal waterwaysImprove air qualityReduce waste				
Theme 4 Local Economy & Employment Goal 1 We have a range of employment opportunities & a workforce with a variety of skills	Green State <ul style="list-style-type: none">Protect our native vegetation, biodiversity, land, rivers & costal waterwaysImprove air qualityReduce waste	Better Transport & Liveable Cities <ul style="list-style-type: none">Grow cities & centres as functional & attractive places to live, work & visit			
Theme 4 Local Economy & Employment Goal 2 We have vibrant, safe & attractive places for shopping & access to services	Better Transport & Liveable Cities <ul style="list-style-type: none">Grow cities & centres as functional & attractive places to live, work & visit	Keeping People safe <ul style="list-style-type: none">Reduced rates of crime, particularly violent crimeReduce levels of anti-social behaviourReducing reoffending			
Theme 4 Local Economy & Employment Goal 3 We have prosperous businesses, industries & services	Better Transport & Liveable Cities <ul style="list-style-type: none">Improve the public transport sytemProvide reliable public transportImprove the road networkGrow cities & centres as functional & attractive places to live, work & visitMaintain road infrastructureIncrease number of jobs closer to homeImprove housing affordability	Supporting Business & Jobs <ul style="list-style-type: none">Maintain & invest in infrastructureIncrease business investment & support jobsSpeed up planning decisionsCut red tapeDrive innovation to grow productivityEnsure reliable electricity supplyMaintain AAA rating	Clever State <ul style="list-style-type: none">Improve access to jobs & training	Green State <ul style="list-style-type: none">Develop a clean energy futureSecure sustainable supplies of water & use our water supply more wiselyReduce waste	
Theme 5 Good Governance & Leadership Goal 1 We are well represented and governed where all act ethically & in the interest of the community	Better Government <ul style="list-style-type: none">More transparent & accountableDelivering resultsCustomer focusedEarly intervention	Better Transport & Liveable Cities <ul style="list-style-type: none">Grow cities & centres as functional & attractive places to live, work & visit	Supporting Business & Jobs <ul style="list-style-type: none">Speed up planning decisionsCut red tapeMaintain AAA rating		
Theme 5 Good Governance & Leadership Goal 2 All have a voice and the opportunity to participate	Better Government <ul style="list-style-type: none">Effective partnershipsCustomer focused				
Theme 5 Good Governance & Leadership Goal 3 Our City has a good reputation for equity & fairness	Better Government <ul style="list-style-type: none">InnovativeCustomer focused				

APPENDIX 5: DELIVERING ON THE COMMUNITY GOALS – EVERYONE CAN MAKE A CONTRIBUTION

It is important to stress that the ‘Fairfield City Plan 2010-2020’ – **Community Strategic Plan** is the community’s plan. It reflects the community’s aspirations and priorities that they want to see for the future of Fairfield City. Fairfield City Council has a special role to play in the development of the City Plan. However, it is not the Council’s sole responsibility to deliver on all the community outcomes identified in this plan. Everyone can make a contribution to achieving the goals identified in this plan. The Federal and State governments, organisations, institutions, agencies as well as individual residents all have a role to play in delivering the community outcomes identified in this Community Strategic Plan.

COMMUNITY OUTCOMES – WHAT ARE THEY?

‘Community Outcomes’ are the community’s overall wants for our city’s future. They relate to all aspects of the city – its environment, economy, social and cultural wellbeing and its governance. While many of these community outcomes relate directly to Fairfield City Council’s activities and responsibilities, many can also only be achieved with help from other areas such as business, state and federal government, neighbouring councils, non-governmental organisations and by individual residents. The tables below set what everyone is currently doing to help achieve the goals outlined in this Fairfield City Plan 2010-2020 – Community Strategic Plan.

Theme 1: Community Wellbeing

Community Goals (CG)	Federal Govt	State Govt	Fairfield City Council	Non-Govt. Organisations & Not-for-profits	Private Sector	Individual
Goal 1 Sharing values and respect for our diversity, culture and heritage	Department of Environment, Water, Heritage & Arts Australian War Memorial Australia Business Arts Foundation Australia Council Environment Protection & Heritage Council National Film & Sound Archive National Gallery of Australia National Library of Australia National Museum of Australia National Portrait Gallery Screen Australia	Communities NSW Department of Human Services Aboriginal Affairs NSW NSW Aboriginal Land Council Art Gallery of NSW Arts NSW Australian Museum Heritage Council of NSW Historic Houses Trust of NSW Screen NSW Community Relations Commission Cooperatives Council	Community programs and cultural programs, activities & capacity building Advocacy for funding & services for the community Administration of community development funding including CDSE Social Plan Cultural Plan Citizenship ceremonies Leased office space for community service providers, including NGOs	NGOs providing programs and services in the areas of: - Children services - Community Development - Employment - Aged Care - Youth Disability Services Aboriginal support organisations Cultural Associations, Clubs & Welfare Groups Women’s Support Groups	Financial and in-kind sponsorship & support for cultural events and initiatives Support for the protection of buildings, sites & landscapes of cultural & heritage significance Having workplace environments that promote respect and cultural understanding The provision of private funded and owned galleries & venues for cultural activities	Commitment to shared values Respecting other peoples’ values, culture & heritage Attending cultural activities & events Participation in cultural activities & events Being a member of Cultural, Support Group

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Community Goals (CG)	Federal Govt	State Govt	Fairfield City Council	Non-Govt. Organisations & Not-for-profits	Private Sector	Individual
	<p>Australian Institute of Aboriginal & Torres Strait Islander Studies</p> <p>National Australia Day Council</p> <p>National Archives of Australia</p>	<p>State Library of NSW</p> <p>Powerhouse Museum</p>	<p>Cultural Grants program</p> <p>Community Service Directory</p> <p>Disability Access Plan & works</p> <p>Community events celebrating cultural diversity</p> <ul style="list-style-type: none"> - Moon Festival - Lunar New Year - Youth Festival 	<p>Senior Citizen Organisations</p> <p>Youth Clubs</p> <p>Community Service Groups</p> <p>Social & Sports Clubs</p> <p>Interfaith Friendship Groups</p> <p>Cultural Festivals & Events</p> <p>Churches, Mosques, Temples & Religious Organisations</p> <p>Lobby groups promoting the views of various cultural groups within the community</p> <p>Migrant education and resource groups</p>		
<p>Goal 2</p> <p>Being healthy and active</p>	<p>Department of Health & Ageing</p> <p>Department of Human Services</p> <p>Quarantine & Inspection Services (Biosecurity)</p> <p>Medicare</p> <p>Health funding, research & standards</p> <p>Food standards Australia New Zealand</p> <p>Australian Sports Commission</p> <p>Aged Care Standards & Accreditation</p> <p>Australian Institute of Health & Welfare</p>	<p>Department of Health</p> <p>Communities NSW</p> <p>Department of Human Services</p> <p>Ambulance Service of NSW</p> <p>HealthSupport</p> <p>NSW Office of Science & Medical Research</p> <p>Sport & Recreation Advisory Council</p> <p>Sport & Recreation NSW</p> <p>Sporting Injuries Committee</p> <p>The Children's Hospital at Westmead</p>	<p>Domestic waste & recycling collection</p> <p>Clean up service</p> <p>Drug Action Plan</p> <p>Puff Free Parks</p> <p>Health promotions</p> <p>Immunisation Program</p> <p>Animal Control</p> <p>Provision & maintenance of open space & sporting fields</p> <p>Tennis coaching, coaching, court hire</p> <p>Open space & recreation needs planning & policies</p>	<p>Community programs, activities & capacity building aimed at healthy and active lifestyles</p> <p>Promotion of healthy lifestyles and provision of resources to community.</p> <p>Sports Clubs</p> <p>Art Societies</p> <p>Dance Clubs</p> <p>Bird Clubs</p> <p>Community Choirs</p> <p>Western Sydney Cycling Network</p> <p>Playgroups</p> <p>Bushwalking Club</p> <p>Garden Clubs</p>	<p>Financial and in-kind support for healthy community initiatives, including supporting sports participation</p> <p>Golf Clubs</p> <p>Fitness Centres & Gyms</p> <p>Bowling Clubs</p> <p>Toddler Kindy</p> <p>GymbaROO</p> <p>Clubs eg Mounties etc</p> <p>Private Health & Medical Centres</p> <p>Private Hospitals</p>	<p>Participation in passive health lifestyle activities – walking, cycling, running,</p> <p>Getting involved in local sporting and physical activities</p> <p>Leading a healthy lifestyle – regular exercise & good diet</p> <p>Have regular medical check-ups</p> <p>Have a good work/life balance</p> <p>Becoming a member of a service club</p> <p>Becoming a volunteer</p>

Community Goals (CG)	Federal Govt	State Govt	Fairfield City Council	Non-Govt. Organisations & Not-for-profits	Private Sector	Individual
	National Childcare Accreditation Council Office of the Australian Building & Construction Commissioner Safe Work Australia Medibank Private Private Insurance Ombudsman Therapeutic Goods Administration Centrelink Child support Agency Medicare Australia	Chiropractors Registration Board Clinical Excellence Commission Institute of Psychiatry NSW NSW Medical Board Medical Committees under the Poisons & Therapeutic Good Act Medical Services Committee Mental Health Review Tribunal Sydney South West Area Health Service Sydney West Area Health Service Dental Board of NSW Dental Technicians Registration Board Duke of Edinburgh's Award Scheme Workers Compensation Commission Workers Compensation Dust Diseases Board Fluoridation of Public Water Supplies Advisory Committee Food Authority NSW Optical Dispensers Licensing Board Optometrists Registration Board	Monitoring food safety on retail food businesses Monitoring infection control in regulated premises – skin penetration activities (tattooists, piercing, acupuncturists, beauty salons, funeral industry, brothels, places of shared accommodation) Monitoring the maintenance of cooling towers, warm water systems (Legionnaires disease) Undertaking training in food safety and infection control	Youth Health Services Health promotion, early intervention, treatment and after care programs Community Health Centres Service Clubs (eg Lions, Rotary, Probus etc) Health Promotion Services Immunisation programs Nutrition advice & programs (eg Breastfeeding Associations)		

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Community Goals (CG)	Federal Govt	State Govt	Fairfield City Council	Non-Govt. Organisations & Not-for-profits	Private Sector	Individual
		Osteopaths Registration Board Physiotherapists Registration Board Podiatrists Registration Board Poisons Advisory Committee Private Hospitals & Day Procedure Centres Advisory Committees NSW Product Safety Committee				
Goal 3 Enjoying a good standard of living and enhanced quality of life	Australian Trade Commission National Indigenous Health Equality Council	Department of Health Department of Human Services NSW Ageing Disability & Home Care Home & Community Care Program (HACC) Advisory Committee Department of Housing Retirement Villages Advisory Council Commission for Children & Young People Office of Community Housing The Lifetime Care & Support Authority of NSW NSW Ministerial Advisory Committee on Ageing NSW Aboriginal Housing Office	Children's programs eg supported playgroups, special needs speech pathology etc Child care services family day care long day care preschools outside school hours care Children's support services Promote aged housing & affordable housing On-line homework help Gambling policy Social, health & housing policies and advocacy	Children's and youth support services Aged Care Services Increase partnerships between schools and community organisations Community based education programs including numeracy and literacy Youth Projects aimed at skills building Child care services - family day care - long day care - preschools - outside school hours care Financial Counselling Services Vocational Counselling Health Promotion Services Living Skills Programs	Financial and in-kind support for children and youth programs Provision of affordable housing in new developments	Obtain education /vocational qualifications & skills Lead a healthy lifestyle

Community Goals (CG)	Federal Govt	State Govt	Fairfield City Council	Non-Govt. Organisations & Not-for-profits	Private Sector	Individual
				Marriage Counselling Migrant Education & Resources Parenting Skills services & programs Relationship Counselling Remedial Education Programs Transition to Work Programs Hume Community Housing Meals on wheels Ethnic Meals Program Soup Kitchen in Fairfield Food programs at Villawood		
Goal 4 Being safe and law-abiding	Attorney General's Department Australian Crime Commission Australian Federal Police Australian Government Solicitor Australian Institute of Criminology Australian Institute of Police Management Australian Strategic Policy Institute Australian Secret Intelligence Service Inspector-General of Intelligence & Security	Department of Justice & Attorney General Corrective Services NSW Department of Human Services NSW Police Force Police Integrity Commission Judicial Commission of NSW Legal aid Commission of NSW Office of the Director of Public Prosecutions Administrative Decisions Tribunal Independent Commission Against Corruption (ICAC)	Traffic management & road safety Safety audits Crime Prevention Reference Group CCTV Crime Prevention Plan & actions Public safety compliance – fire, cooling towers, swimming pools, food premises, septic tanks etc Places of public entertainment Training for food handlers Child restraint fitting service Security for public buildings Compliance investigation & enforcement	Community programs that deter children and young people from crime (intervention) Community programs that promote a sense of pride of place and community spirit. Provision of refuges School Holiday Activities	CCTV Security in key areas Financial and in-kind support for safety programs and initiatives Implementing better design to reduce opportunity for crime	Respect other peoples rights and property Be law abiding Support community safety programs & projects Report criminal activity & anti-social behaviour

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Community Goals (CG)	Federal Govt	State Govt	Fairfield City Council	Non-Govt. Organisations & Not-for-profits	Private Sector	Individual
	Fair Work Australia Family Court of Australia Federal Court of Australia Federal Magistrates Court of Australia High Court of Australia	Industrial Relations Commission of NSW Office of Industrial Relations Registry of Births, Deaths & Marriages Solicitor General & Crown Advocate Children's Court Advisory Committee Club Industry Advisory Council NSW Crime Commission Crown Solicitor's Office NSW Office of Liquor, Gaming & Racing State Records Authority of NSW Fair Trading NSW Fair Trading Advisory Council NSW State Parole Authority NSW Trustee & Guardian Victims Advisory Board Young Offenders Advisory Council Youth Justice Advisory Committee				

Community Goals (CG)	Federal Govt	State Govt	Fairfield City Council	Non-Govt. Organisations & Not-for-profits	Private Sector	Individual
Goal 5 Having access to opportunities	Department of Families, Housing, Community Services & Indigenous Affairs Department of Immigration & Citizenship Humanitarian Settlement & migration programs Commonwealth employment programs Early Childhood & Child Care Australia Day and other National Awards Australian Human Rights Commission Equal Opportunity for Women in the Workplace Agency Migration Review Tribunal and Refugee Review Tribunal Office of Migration Agents Registration Authority Aboriginal Hostels Ltd	Communities NSW Department of Education & Training Department of Human Services Aboriginal Education Consultative Group Inc. NSW NSW Adult Migrant English Service Anti-Discrimination Board The Children's Guardian City West Housing NSW Community Languages Schools Board Local Government Grants Commission Disability council of NSW University of NSW University of Sydney University of Technology Sydney University of Western Sydney Wetherill Park TAFE Youth Advisory Council Premier's Council for Women	Festivals & events, including Youth Festival, Moon Festival, Lunar New Year Multicultural Advisory Committee Fairfield Migrant Interagency Seniors Week concert & activities Strategy on Ageing Reconciliation Strategy Aboriginal Advisory Committee Translation/interpreter services Heritage Grants Program Museum exhibitions & collections Naming of streets, open space etc. Youth Advisory Committee Local history collection Arts Advisory Committee Cultural planning & policies Programs & activities in libraries & museum Bookings for Council facilities Fairfield Seniors Network	Community programs, activities & capacity building across sectors (group programs, casework, training etc) Advocacy for funding & services for the community Provide volunteer opportunities Provide strong, consistent community networks accessible for the community Community Education programs Community Health Centres Language & Literacy Services (Smith Family)	Financial and in-kind support for community initiatives Provide Employment and training opportunities, including volunteering Provision of language & literacy services (ACL)	Actively participating in established programs Obtain education/ vocational qualifications

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Theme 2: Places & Infrastructure

Community Goals (CG)	Federal Govt	State Govt	Fairfield City Council	Non-Govt. Organisations & Not-for-profits	Private Sector	Individual
Goal 1 Our City is a clean and attractive place where we take pride in our diverse character	Grant funding for infrastructure projects	Department of Planning Communities NSW	Cleaning buildings, streets, town centres, public toilets & bus shelters Survey & design services Museum & gallery exhibitions Information signs Dumped rubbish collection Litter bin collection Public art Building inspections/certification Local approvals Compliance investigations & enforcement Graffiti removal 4 Major Business Centres 47 Local & Neighbourhood Shopping Centres	Support for the provision of Public Art Service Clubs undertaking community projects and programs to promote community pride Clean up Australia Day	Good building design & maintenance Private property is kept clean Waste is disposed of responsibly Shops are well presented, safe, clean & tidy Support for the provision of Public Art Removal of graffiti on private property	Private property is well maintained and kept clean and tidy Litter is disposed of responsibly Public & private domain property and fixtures are treated with respect
Goal 2 Buildings and infrastructure that meet the changing standards, needs and growth of our community	Department of Infrastructure, Transport, Regional Development & Local Government Australian Rail Track Corporation Bureau of Infrastructure, Transport & regional Economics Australian Building Codes Board Funding for Aged Care places	Department of Planning Landcom RailCorp Roads & Traffic Authority State Transit Authority Transport Construction Authority Sydney Water Corporation TransGrid Energy Australia NSW Public Works	Construction and maintenance of: - Libraries - Museum & Gallery - Community Centres & meeting rooms - Youth Centres - Senior Citizen Centres - Child Care Centres Asset, infrastructure & plant management	Community Centres and meeting rooms in Clubs	<i>Health</i> Private Hospitals Drug & Alcohol Clinics Open Space & Recreation Community Clubs Ten Pin bowling & Play Facilities Sporting Clubs <i>Education</i> Private Schools Coaching Colleges <i>Utility</i> Rosehill Water Recycling System	Private Property is well maintained Use services when they are provided locally Provide input on development proposals

Community Goals (CG)	Federal Govt	State Govt	Fairfield City Council	Non-Govt. Organisations & Not-for-profits	Private Sector	Individual
			Property management, acquisition & disposal Building construction & maintenance Assessing DAs Land use planning & policy – LEPs, DCPs Zoning certificates Developer contributions administration Subdivision			
Goal 3 Our City is accessible	Australian Transport Safety Bureau Civil Aviation Authority National Transport Commission Funding for National Highway maintenance and upgrades (M7)	Department of Planning RailCorp Roads & Traffic Authority State Transit Authority Transport Construction Authority Transport NSW Motor Accidents authority Motor Vehicle Industry Advisory Council	Construction & maintenance of roads, footpaths, kerb & gutter, cycleways Community buses Public carparks construction, maintenance & management Parking & transport policies & strategies Traffic committee Parking enforcement Bus shelter construction & maintenance Vehicular crossings Improving access to public facilities Street lighting Installation & maintenance of street, park & building signs Develop a Pedestrian Access & Mobility Plan	Advocate for access to services and facilities Provide support to individuals and groups requiring access services	Properties and businesses are easy to access by all groups Buildings meet all access legislative and design requirements Compliance with Disability Discrimination Act 1992 Employment strategies which deal with access and mobility issues Ensure equality of employment opportunities in recruitment & selection process	Individuals respect mobility parking to ensure that those that need it can use it

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Community Goals (CG)	Federal Govt	State Govt	Fairfield City Council	Non-Govt. Organisations & Not-for-profits	Private Sector	Individual
Goal 4 Our City has quality public spaces as well as entertainment, leisure & recreation opportunities	Tourism Australia	Department of Planning Tourism NSW Sport & recreation NSW Events NSW	Town centres, public domain & streetscape improvements Landscaping & improving open space Plans of management for open space Tree planting & removal Playgrounds Sporting fields & facilities including amenities buildings Public bikes project Public toilets Fairfield Golf course Fairfield, Prairiewood & Cabra Vale Leisure Centres Fairfield Showground Tennis courts – St Johns Park, Emerson St, Brennan Park & Fairfield Park Parks improvement program Contribution to Sydney Region Development Fund Outdoor dining & activity approvals		Privately owned entertainment venues – restaurants, cafes, clubs etc Private gyms and recreation facilities	Dispose of litter responsibly Respect public property No graffiti

Community Goals (CG)	Federal Govt	State Govt	Fairfield City Council	Non-Govt. Organisations & Not-for-profits	Private Sector	Individual
Goal 5 We minimise the impacts from natural events and disasters	Bureau of Meteorology Geoscience Australia	Bush Fire Coordinating Committee Hazardous chemicals Advisory Committee NSW Rural Fire Service Rural Fire Service Advisory Council State Emergency Management Committee State Emergency Service State Rescue Board of NSW NSW Fire Brigade Fire Services Joint Standing Committee	Stormwater drainage construction, renewal & maintenance Flood mitigation works Voluntary house purchase scheme Emergency management committee Rural fire services Bush fire prevention Fire brigades contribution			Be prepared for natural disasters – have a disaster kit Do not block drains Dispose of waste properly

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Theme 3: Environmental Sustainability

Community Goals (CG)	Federal Govt	State Govt	Fairfield City Council	Non-Govt. Organisations & Not-for-profits	Private Sector	Individual
Goal 1 Protecting and enhancing our natural environment	Department of Agriculture, Fisheries & Forestry Department of Environment, Water, Heritage and the Arts Department of Resources, Energy & Tourism Environment Protection & Heritage Council Land & Water Australia National Water Commission Sydney Harbour Federation Trust Plant Health Australia	Department of Environment, Climate Change & Water Department of Planning Sydney Catchment Authority Sydney Metropolitan Catchment Management Authority Environment Protection Authority Board Natural Resources Commission Chipping Norton Lakes Authority Noxious Weeds Advisory Committee Non-Indigenous Animals Advisory Committee National Parks & Wildlife Advisory Council Anti Dumping Campaign Air Quality Monitoring Program NSW Bio-banking program NSW Waste & Resource Recovery Strategy Green Vehicle Program Clean Cars for NSW Recycling Water Scheme Desalination Water Plant Water Reduction Program	Community Native Nursery to propagate endemic species Catchment & Natural resource management Management of spills & other public health incidents Enforcement of legislation related to air, noise & water pollution Stormwater levy program Biodiversity Strategy Bush & Wetland regeneration Noxious weed control	Sydney Metropolitan Catchment Management Authority Catchment Action Plan (CAP) Keep Australia Beautiful Clean Up Australia Day National Tree Day	Undertake an environmental audit of business Reduce emissions and waste Use recycled materials where possible Ensure appropriate controls are in place to deal quickly with industrial spills	Retain vegetation and trees on private property Use pesticides and herbicides sparingly Be a responsible pet owner, keep domestic cats in at night Support and participate in environmental programs, projects and initiatives Volunteer for bush & creek care programs Be responsible in the disposal of waste – no illegal dumping or littering Dispose of garden waste carefully to stop the spread of weeds Take note of what goes down the drain Use environmentally friendly products Use only the water you need, and reuse when possible Help keep water clean by using biodegradable & environmentally friendly products Learn about native species & the negative effects of non-native plants and animals on the environment Plant a tree

Community Goals (CG)	Federal Govt	State Govt	Fairfield City Council	Non-Govt. Organisations & Not-for-profits	Private Sector	Individual
Goal 2 Contributing to actions that address climate change	Government rebates on solar credit, solar bonus scheme, grey water and rainwater, water efficiency devices Climate Change Adaptation Program	Department of Environment, Climate Change & Water Climate Change, Policy & Programs Group Department of Planning Renewable energy targets Clean Energy Initiatives Carbon Pollution Reduction Scheme Product Stewardships Green loan program Energy efficiency home packages Climate Change Fund	Waste minimisation & education programs Water & Energy Plans & actions State of the Environment Report Environmental education & auditing	Earth Hour Event Australian Youth Climate Coalition Climate Change Institutes ICLEI (Local Government for Sustainability)	Consider alternative energy and fuel sources Retrofit water appliances Install a rainwater tank Undertake an energy audit and retrofit energy efficient equipment Use recycled water for industrial purposes	Continue to reduce consumption of fossil fuels, energy and water Consider alternative energy and fuel sources Find out how much of your home's energy is supplied by renewable sources & seek to increase it Retrofit water appliances Consider alternative transport options particularly for short distance journeys Carpool Install a rainwater tank Choose energy efficient appliances
Goal 3 Supporting sustainable activities and development	Australian Bureau of Agricultural & Resource Economics Australian Fisheries Management Authority Fisheries Research & development Corporation Rural Industries Research & Development Corporation	Department of Environment, Climate Change & Water Department of Planning Sustainability Policy Low Income household Retrofit NSW Business Sustainability Advantage Energy Efficiency for Small Business NSW 'Our Environment –It's a living thing' Community education program Sustainable Schools Program NSW Bike Plan Green Skills Training & job development	Sustainable Resource Centre – Hassall St Initiatives to reduce water, energy & waste and to use recycled materials Nalawala Community Hall Georges River Combined Councils Committee (GRCCC) member Sustain & Save Program to assist businesses to save money, water, energy & reduce waste	Sydney Metropolitan Catchment Management Authority Catchment Action Plan (CAP) Western Sydney Cycling Network Community Native Nursery	Consider alternative energy and fuel sources Retrofit water appliances Install a rainwater tank Undertake an energy audit and retrofit energy efficient equipment Use recycled water for industrial purposes	Continue to reduce, reuse and recycle Buy less packaging Compost kitchen and garden waste E-cycle, recycle and/or properly dispose of electronic waste Participate in a local environmental festival or event Raise awareness about the state of the environment locally & globally

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Theme 4: Local Economy & Employment

Community Goals (CG)	Federal Govt	State Govt	Fairfield City Council	Non-Govt. Organisations & Not-for-profits	Private Sector	Individual
Goal 1 A range of employment opportunities and a workforce with a variety of skills	Australian Research Council CSIRO Department of Education, Employment & Workplace Relations Australian Curriculum, Assessment & Reporting Authority Australian Institute for Teaching & School Leadership Fairwork Ombudsman Centrelink	Department of Education & Training Department of Industry & Investment NSW Businesslink Office of the Minister for Western Sydney NSW Board of Studies NSW Board of Vocational Education & Training TAFE NSW NSW Vocational Education & Training Accreditation Board	Advocacy for employment skills & training assistance Business research and analysis Promote business investment & employment growth Strategic planning	Support access to jobs & training for locals Registered Training Organisations & Job Services Providers	Support access to jobs & training for locals Commitment to and expansion of Apprentice programs Commitment to and expansion of Work Experience programs Registered Training Organisations & Job Services Providers	Undertake education/ vocational training Have a commitment to on-going education & training to continually upskill
Goal 2 Having vibrant, safe and attractive shopping and access to services	Maintain infrastructure & buildings	Department of Planning Department of Industry & Investment NSW Food Authority Maintain infrastructure & buildings	Town centre and neighbourhood centre public domain improvements Place promotion activities Commercial waste collection Maintain infrastructure & buildings Operation of the Fairfield Markets	Maintain infrastructure & buildings	Maintain infrastructure & buildings Maintain visual quality of shopfronts Better building design to reduce opportunities for crime/anti-social behaviour	Tenant responsibility for shop internal fit out and presentation Respect for public property – no vandalism or graffiti Dispose of litter & waste responsibly

Community Goals (CG)	Federal Govt	State Govt	Fairfield City Council	Non-Govt. Organisations & Not-for-profits	Private Sector	Individual
Goal 3 Prosperous businesses, industries and services	Department of Resources, Energy & Tourism Department of Innovation, Industry, Science & Research Tourism Australia IP Australia National Measurement Institute Professional Standards Board for Patent & Trade Mark Attorneys National Competition Council Productivity Commission Australian Securities & Investments Commission Australian competition & Consumer Commission	Department of Planning Department of Industry & Investment Small Business Services & Sydney Operations State & Regional Development & Tourism NSW Small Business Development Corporation (SBDC) Businesslink NSW State & Regional Development Committee	Business & investment promotion Small Business September Tourism promotion Creative industries support Place management program - Fairfield - Cabramatta/ Canley Vale/ Canley Heights - Smithfield/ Wetherill Park - Prairiewood/ Bonnyrigg Support Cumberland Business Chamber Marketing & promotion activities Town Centre committees	Maintain services that meet community need Community First Step Cabramatta Community Centre Packs Community Network Anglicare Burnside Catholicare Bonnyrigg Learning Network	Property owners & managers attracting new business Chamber of Commerce promote business in centres	Shop locally Use local services

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Theme 5: Good Governance & Leadership

Community Goals (CG)	Federal Govt	State Govt	Fairfield City Council	Non-Govt. Organisations & Not-for-profits	Private Sector	Individual
Goal 1 We are well represented and governed where all act ethically and in the interest of the community	Three Federal Govt Seats: - Blaxland - Fowler - Prospect Governance of Industrial Relations Law (Fairwork Australia) Promotion and regulation of consumer competition (ACCC) Protection and promotion of Human Rights (AHRC) Australian Electoral Commission Department of Finance & Deregulation Department of the Prime Minister & Cabinet Australian National Audit Office Commonwealth Ombudsman Office of the Privacy Commissioner The Treasury Auditing & Assurance Standards Board Australian Accounting Standards Board Australian Bureau of Statistics Australian Taxation Office Australian Valuation Office Reserve Bank of Australia	- Three State Govt Seats: o Fairfield o Smithfield o Cabramatta - Independent Commission against Corruption - Premiers Department - Local Government Act, - Industrial Relations Commission of NSW - Privacy Commission and Privacy Legislation - GIPPA /FOI - Published annual reports and management plans, with specified timeframes for community comment - Annual External Financial Audits Education: Partnerships with community, sharing use of facilities, private and public educational opportunities, access to TAFE- including Hospitals/Health Access to planned and emergency health care Adequate resource allocation for preventative health measures	Corporate management Civic & councillor support Mayoral receptions Visits be delegations/schools etc Corporate functions – HR, IT, OH & S, Training, Fleet Management, Payroll, Finance, Procurement, Printing, Administration, Depot, Records Risk Management Insurance Information registers Rates Land Information Call Centre Local Council elections Submissions/ Responces/ Advocacy Committees & partnerships with NGOs, State & Federal Governments & stakeholders Community profile & census information Integrated Plans Annual Report Sister cities support WSROC member LGSA member Local Government Week activities	Community Management Committees: staff training, EEO, staff reflect community diversity, recruitment, procurement, insurance, OHS, Risk Management, Payroll, IT, Annual General Meetings, Not-For-Profit and For Profit community organisations Employment opportunities Staff and financial management Contract management Partnerships with community, government and business Networks- eg: business, community, ethnic specific Well funded and diverse programs across the City Longer term and sustainable funding Industry standards, guidelines, legislation and business support information is accessible in community languages Increased transparency in how decision making and policy development has occurred	Chamber of Commerce Local Businesses Small/Family Business Home Business Philanthropic Trust Private Corporation Increased transparency in how decision making and policy development has occurred Increased sharing of information Improved industry wide and business specific information available in a variety of mediums to increase access to NESB business operators Actively seek information about employer and employee rights and responsibilities Actively seek business growth information and participate in local or regional business events Compliance and understanding of license, standards and guidelines for various industries and vehicle	Volunteers contributing to the City Residents educated, employed- adding to local economy Politicians representing community Community leaders Growing neighbourhoods Actively seek up to date information for business and industry activity Actively seek information about employee rights and responsibilities Residents participate in providing comment to local, state and federal government representatives Increased civic capacity for residents to engage in complaints process Compliance and understanding of license, standards and guidelines for various industry and vehicle

Community Goals (CG)	Federal Govt	State Govt	Fairfield City Council	Non-Govt. Organisations & Not-for-profits	Private Sector	Individual
		<p>Access to dental care</p> <p>Police:</p> <p>Law and order, enforcement and community policing</p> <p>Resourcing and support ethnic organisations</p> <p>Include key stakeholders in consultations and planning to develop policies</p> <p>Industry standards, guidelines, legislation and business support information is accessible in community languages</p> <p>Increased transparency in how decision making and policy development has occurred</p> <p>Increased sharing of information</p> <p>Improved industry wide and business specific information available in a variety of mediums to increase access to NESB business operators</p> <p>Better regionally focused business growth strategies, industry development strategies that are properly resourced</p>	<p>Capacity building of families, neighbourhoods and Place</p> <p>Town Centre Committees</p> <p>Libraries, Leisure centres, child care, cultural places of significance</p> <p>Industry standards, guidelines, legislation and business support information is accessible in community languages</p> <p>Increased transparency in how decision making and policy development has occurred</p> <p>Improved industry wide and business specific information available in a variety of mediums to increase access to NESB business operators</p> <p>Locally and regionally focused business growth strategies, industry development and inward investment strategies that are properly funded</p> <p>Staff Ambassadors to local primary and high schools</p> <ul style="list-style-type: none"> • Three Wards <ul style="list-style-type: none"> o Parks Ward o Cabravale Ward o Fairfield Ward 	<p>Increased sharing of information</p> <p>Improved industry wide and business specific information available in a variety of mediums to increase access to NESB business operators</p> <ul style="list-style-type: none"> - Grant management - Residents action groups <p>Community “watch dogs”</p>		

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Community Goals (CG)	Federal Govt	State Govt	Fairfield City Council	Non-Govt. Organisations & Not-for-profits	Private Sector	Individual
		<p>NSW Health will be responsible for management and resourcing of Local Health Networks.</p> <p>RTA – License</p> <p>Industry licenses</p> <p>Standards and Guidelines</p> <p>Department of Premier & Cabinet</p> <p>NSW Audit Office</p> <p>Department of Services, Technology & Administration</p> <p>Local Government Boundaries Commission</p> <p>Local Government Pecuniary Interest & Disciplinary Tribunal</p> <p>Local Government Remuneration Tribunal</p> <p>NSW Treasury</p> <p>Office of State Revenue</p> <p>State Records</p> <p>Authority of NSW</p> <p>Privacy NSW</p>	<p>FCC Code of Conduct</p> <p>Council Policies:</p> <ul style="list-style-type: none"> o Appropriate Workplace Behaviour o Secondary Employment o Procurement Policy <p>Internal & External Audit and review of system and processes</p> <p>Facilitation of Local, State & Federal Government advocacy groups to progress Fairfield City issues /needs eg Roads & Infrastructure, community education and training</p> <p>Published annual reports and management plans, with specified timeframes for community comment.</p> <p>Annual External Financial Audits</p> <p>Long Term Financial plan</p> <p>Corporate management</p> <p>Civic & Councillor support</p> <p>Mayoral receptions</p> <p>Visits by delegations/schools etc</p>			

Community Goals (CG)	Federal Govt	State Govt	Fairfield City Council	Non-Govt. Organisations & Not-for-profits	Private Sector	Individual
			Corporate functions – HR, IT, OH&S, Training, Fleet Management, Payroll, Finance, Procurement, Printing Administration, Depot, Records Risk management Insurance Information Registers Rates Land information Call Centre Local Council elections Submissions, responses & advocacy Committees & partnerships with NGOs, State & Federal governments & stakeholders Community profile & census information Management Plan Annual Report Sister cities support WSROC member LGA member Local Government Week activities			

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Community Goals (CG)	Federal Govt	State Govt	Fairfield City Council	Non-Govt. Organisations & Not-for-profits	Private Sector	Individual
Goal 2 All have a voice and the opportunity to participate	<p>Inclusion of key stakeholders in consultations to develop policy</p> <p>Industry and business support information is accessible in community languages and through a variety of mediums including seminars held in community languages</p> <p>Eg: ATO brochures and Small Business September</p> <p>Increased transparency in how decision making and policy development has occurred</p> <p>Sharing of information that aims to increase understanding and participation</p> <p>Active relationship building with the business community to facilitate education of business operators, information share and feedback</p> <p>Social Inclusion Agenda</p> <p>How to Vote Workshops</p> <p>Promotion of license, standards and guidelines for various industry and vehicle</p> <p>Government 2.0 (Web 2.0) use of interactive media / social media to form citizen</p>	<p>More effective and inclusive consultation really reflective of the needs of the community</p> <p>Consultation of small community organisations on the development of policy</p> <p>Supporting business and jobs and service industries such as aged care.</p> <p>Include key stakeholders in consultations and planning before policy is announced or implemented</p> <p>Industry and business support information is accessible in community languages and through a variety of mediums including seminars held in community languages</p> <p>Eg: ATO brochures and Small Business September</p> <p>Increased transparency in how decision making and policy development has occurred</p> <p>Increased sharing of information that aims to increase understanding and participation</p>	<p>Consultation/ information sessions</p> <p>Council & committee meetings</p> <p>Special Purpose committees</p> <p>Town Centre Committees/ Discussion Group</p> <p>Public Information requests</p> <p>Newsletters</p> <p>Media releases</p> <p>Website</p> <p>City Plan</p> <p>Promotions/ Marketing/ Publicity</p> <p>Feedback mechanisms for residents and customers</p> <p>Leadership Forums</p> <p>Effective community engagement strategies</p> <p>Include key stakeholders in consultations and planning before policy is announced or implemented</p> <p>Industry and business support information is accessible in community languages and through a variety of mediums including seminars held in community languages Eg: ATO brochures and Small Business September</p>	<p>Residents on Community Management Committee</p> <p>Capacity training for organisations to improve ability for completing and competing for grants/ tenders/ funding</p> <p>Community consultations</p> <p>Community Networks</p> <p>Leaders Forums</p> <p>Responding to government changes in policy</p> <p>Participate in consultation sessions with an evidence base, examples of the issue and/ or suggested solutions</p> <p>Actively seek and share up to date information</p> <p>Barriers to education, training and employment are explored and solutions generated in a collaborative way</p>	<p>Actively seek up to date information</p> <p>Barriers to education, training and employment are explored and solutions generated in a collaborative way</p> <p>Encourage the community to voice their views</p>	<p>Actively seek up to date information</p> <p>Barriers to education, training and employment are explored and solutions generated in a collaborative way</p> <p>Participate in surveys, focus groups to provide community input</p> <p>Vote in elections</p> <p>Provide submissions on draft plans and policies</p> <p>Regularly visit council's website or contact council's customer service centre</p> <p>Attend Council & community meetings</p>

Community Goals (CG)	Federal Govt	State Govt	Fairfield City Council	Non-Govt. Organisations & Not-for-profits	Private Sector	Individual
	centric approaches to delivery of policy and service. Eg ATO Communication strategy 2007-2010	<p>Active relationship building with the business community to facilitate education of business operators, information share and feedback</p> <p>Capacity of individuals to nominate to sit on Local Health Networks. Process for ensuring that Fairfield LGA is represented and resourced appropriately based on need.</p> <p>What will happen to Hospital Community Participation Committees and Consumer Networks with changes from the National Health Reform Agenda</p> <p>How to Vote Workshops</p> <p>Promotion of license, standards and guidelines for various industry and vehicle</p> <ul style="list-style-type: none"> - State media, papers and TV; - Conventional Consultation such as community workshops and briefings <p>Departmental industry and community reference groups</p> <p>NSW Electoral Commission</p>	<p>Increased transparency in how decision making and policy development has occurred</p> <p>Increased sharing of information that aims to increase understanding and participation</p> <p>Active relationship building with the business community to facilitate education of business operators, information share and feedback</p> <p>CityLife</p> <p>Multilingual Community newsletters;</p> <p>Extensive use of NESB translation for publications and material</p> <p>Public attendance at Council, Services and Outcomes Committees</p> <p>Digitally based community notice boards</p> <p>Customer Request Management system</p> <p>Local media release and Mayoral Message.</p> <p>Local Papers</p> <p>Consultation / information sessions</p> <p>Council & Committee meetings</p>			

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Community Goals (CG)	Federal Govt	State Govt	Fairfield City Council	Non-Govt. Organisations & Not-for-profits	Private Sector	Individual
		Government Chief Information Office State Records Authority of NSW NSW Ombudsman Office of the Information Commissioner	Special purpose Committees Town Centre Committees/ Discussion Group Information requests, Government Information Public Access (GIPA)Act Newsletters Media releases Web site City Plan Promotions/ marketing/ publicity			
Goal 3 Our city has a good reputation for equity and fairness	Meeting business need by actively assisting international businesses about assessing locality Educational assistance to residents to break the cycle of entrenched disadvantage and poor education levels	Independent Pricing & Regulatory Tribunal of NSW Consumer, Trader & Tenancy Tribunal Fair Trading NSW Rental Bond Board Workcover Authority NSW Tourism Partner with the City to promote the whole City and comprehensively deepen all visitor experiences Meeting business need by actively assisting international businesses about assessing locality Educational assistance to residents to break the cycle of entrenched disadvantage and poor education levels Aim for low crime levels	Governance Customer Service Centre Audit & Probity Statutory Planning & Reporting Organisational performance monitoring Grants management Mayoral donation fund Good news stories and achievements in local and regional media Well resourced City wide inward attraction campaign, marketing and promotion Collaboratively market industry concentrations and complementary businesses to other businesses and residents outside of the City FCC Code of Conduct	Good news stories and achievements in local and regional media Ensure that NGO agencies are managed professionally and within established statutory requirements	Good news stories and achievements in local and regional media Collaboratively market industry concentrations and complementary businesses to other businesses and residents outside of the City	Good news stories and achievements in local and regional media Satisfaction surveys

Community Goals (CG)	Federal Govt	State Govt	Fairfield City Council	Non-Govt. Organisations & Not-for-profits	Private Sector	Individual
			Council Policies: Appropriate Workplace Behaviour Secondary Employment Localised media initiatives Governance Customer service centre Audit & probity Statutory planning & reporting Organisational performance monitoring Grants management Mayoral Donation Fund			

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APPENDIX 6 GLOSSARY OF TERMS

AGENDA 21

Agenda 21 is the global blueprint for sustainability that was agreed at the United Nations Conference on Environment and Development in 1992 (the Rio Earth Summit). Chapter 28 of Agenda 21 identifies local authorities as the sphere of governance closest to the people, and calls upon all local authorities to consult with their communities and develop and implement a local plan for sustainability - a 'Local Agenda 21'. In 1997 Asia Pacific Economic Cooperation (APEC) Ministers for Sustainable Development set an APEC-wide target to double the number of local councils involved in LA21 by 2003. In the same year Australia's national Local Agenda 21 (LA21) program was established

Local Agenda 21 is a program that provides a framework for implementing sustainable development at the local level. Local Agenda 21 aims to build upon existing local government strategies and resources (such as Corporate plans, vegetation management plans, and transport strategies) to better integrate environmental, economic and social goals.

ACTIVITY

An 'activity' consists of projects and services undertaken by Fairfield City Council to deliver on the Community Outcomes identified in the Community Strategic Plan, Delivery Program and Operational Plan. A project has a defined time in its implementation and may cover one or several years in terms of its delivery (eg. The construction of a new road or community facility etc). A service is an on-going activity the Council is undertaking which has no time limit (eg. The operation of a library or a community centre etc)

ANNUAL REPORT

A key aspect of the Integrated Planning & Reporting Framework is the requirement to report to the community on activities and outcomes that have been undertaken within the Delivery Program and Operational Plan. Every council is required to produce

an Annual report which provides a financial summary of income and expenditure over the past financial year as well as an overview of financial performance. The Annual Report also provides information on:

- Performance against key performance indicators for council activities
- Summary of legal proceedings
- Contracts awarded
- Private works & financial assistance
- Details on external bodies, companies and partnerships
- Details on mayoral and councilor fees, expenses and facilities
- Senior staff salaries and remuneration
- Stormwater levies and special rate variations
- Companion animals
- State of the Environment report

ASSET MANAGEMENT PLANNING

Integrated Planning & Reporting requires all councils to produce an Asset Management Strategy and Asset Management Plan which must account for and plan for all existing assets under their ownership. The Asset Management Strategy must consist of an overarching Asset Management Policy adopted by the Council as well as identifying assets which are critical to the council's operations as well as asset management capability and projected resource requirements and timeframes. An asset management plan must also be developed which identifies asset service standards and long term projections for asset maintenance, rehabilitation and replacement costs.

CHALLENGES

In the context of this Community Strategic Plan a 'challenge' is seen as an issue which may impact upon a goal or desired community outcome as set out under the Themes.

COMMUNITY ENGAGEMENT

Councils are required to extend consultation on their activities to include 'community engagement' which requires a more comprehensive approach from councils when talking to their communities about initiatives and activities. Councils must now have in place a Community Engagement Strategy which requires them to consider the levels of community engagement they should undertake. These levels are:

Inform	to provide the public with balanced and objective information to help them understand a problem, alternatives, opportunities and/or solutions.
Consult	To obtain public feedback on alternatives and/or decisions.
Involve	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.
Collaborate	To partner with the public in each aspect of the decision including the development of alternatives and identification of the preferred solution.

COMMUNITY OUTCOMES

Community outcomes are the end results the community wants to achieve. Community outcomes play a critical role shaping the future of the city because:

- They give residents a say in the future direction and well-being of the Fairfield City Local Government Area
- Government agencies, businesses, community groups and the wider community can better coordinate resources to ensure progress is made towards the outcomes
- They help prioritise competing issues to inform local decision-making
- Progress can be measured towards achieving the outcomes

COMMUNITY STRATEGIC PLAN (FAIRFIELD CITY PLAN 2010-2020)

The Community Strategic Plan (Fairfield City Plan 2010-2020) is the highest level of plan within the Integrated Planning & Reporting hierarchy. This plan identifies the community's main priorities and expectations (community outcomes) for the future and the strategies for achieving these goals.

The Community Strategic Plan for Fairfield City is called the Fairfield City Plan 2010-2020. This plan must take a long term outlook covering a minimum timeframe of 10 years and must address social, environmental, economic and civic leadership issues. This Plan must include:

- A Community Vision Statement
- A series of strategic objectives for the community
- Strategies for achieving the objectives, and
- Assessment methods for determining whether the objectives are being achieved

In order to ensure that the community outcomes identified in the Community Strategic Plan can be adequately delivered, the Plan must be informed by a Resourcing Strategy which consists of a Long Term Financial Plan, an Asset Management Plan and a Workforce Management Plan.

DELIVERY PROGRAM

The Delivery Program is a form of social contract between the Council and the community detailing the activities it will undertake during its term in office to achieve the community outcomes identified within the Community Strategic Plan. The Delivery Program is the single point of reference for all activities undertaken by the council during its four year term in office.

GOAL

A Goal is the result or achievement toward which effort is directed. It is the overall aim that action needs to be directed towards.

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INTEGRATED PLANNING & REPORTING

Integrated Planning & Reporting is a new framework developed by the NSW Government to ensure that councils are better reflecting community aspirations within their activities. The framework is based around a new planning hierarchy which consists of:

- A Community Strategic Plan which defines community aspirations and outcomes over the long term (a minimum of 10 years)
- A Delivery Program which sets out the specific activities a Council will undertake over its term in office (4 Years) to achieve the community outcomes identified in the Community Strategic Plan
- An Operational Plan which is a sub-plan of the Delivery Program which details the specific activities that will be undertaken by the Council within a particular financial year
- An Annual Report which details the financial performance of the Council and how it is progressing in achieving the community outcomes for a particular financial year.

LONG TERM FINANCIAL PLAN

The Long Term Financial Plan (LTFP) is one of the three components which make up the Resourcing Strategy that informs the Community Strategic Plan and Delivery Program. The Long Term Financial Plan must cover a minimum period of 10 years and must include:

- Projected income and expenditure, balance sheet and cash flow statement
- Planning assumptions used to develop the LTFP
- Sensitivity analysis – highlights/factors/assumptions most likely to affect the Plan
- Financial modeling for different scenarios
- Methods of monitoring financial performance.

NSW STATE PLAN

The NSW State Plan is the main policy document driving performance across the NSW public sector. It is based on a number of principles consisting of:

- Rights, respect & responsibility
- Delivering better services
- Fairness & opportunity
- Growing prosperity across NSW
- Environment for living

The State Plan identifies eight Strategic Priorities consisting of:

- Better Transport & Liveable Cities
- Supporting Business and Jobs
- Clever State
- Healthy Communities
- Green State
- Stronger Communities
- Keeping People Safe
- Better Government

These Strategic Priorities are linked to a series of detailed delivery plans (eg. Metropolitan Transport Plan, Metropolitan Strategy, NSW State Health Plan, NSW Climate change Action Plan, Homelessness Action Plan etc). In developing their Community Strategic Plans, councils must give consideration to the NSW State Plan.

OPERATIONAL PLAN

The Operational Plan is a 'sub-plan' of the Delivery Program in that it supports the activities outlined in the Delivery Program. Whereas the Delivery Program takes a four year outlook, the Operational Plan is produced annual and focuses on the specific activities (projects and programs) that a council will undertake within a specific financial year. The Operational Plan also includes a council's operational budget for the financial year.

OPPORTUNITY

An opportunity is a situation or condition favorable for attainment of a goal. In terms of this Community Strategic Plan each Theme identifies potential 'opportunities' which will assist in achieving the desired community outcomes as set out under each goal.

QUADRUPLE BOTTOM LINE (QBL)

The Community Strategic Plan must adequately address social, environmental, economic and civic leadership considerations. This is known as the quadruple bottom line and aims to ensure that a holistic and balanced view is taken to issues within a local government area.

RESOURCING STRATEGY

Each council must have a long term Resourcing Strategy to assist in achieving the goals set out in the Community Strategic Plan and the Delivery Program. The Resourcing Strategy consists of three components:

- A Long Term Financial Plan
- An Asset Management Plan
- A Workforce Management Plan

SOCIAL JUSTICE PRINCIPLES

The Social Justice Principles are outlined in the NSW Government's Social Justice Strategy and are based on the following inter-related principles

Equity - there should be fairness in decision making, prioritising and allocation of resources, particularly for those in need. Everyone should have a fair opportunity to participate in the future of the community. The planning process should take particular care to involve and protect the interests of people in vulnerable circumstances.

Access - all people should have fair access to services, resources and opportunities to improve their quality of life.

Participation - everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives.

Rights - equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

STRATEGY

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

WORKFORCE MANAGEMENT PLAN

Workforce planning is an important part of the new Integrated Planning and Reporting Framework. Council's workforce strategy will form part of the Resourcing Strategy, helping to meet the community's priorities and aspirations, as expressed in the Community Strategic Plan, by having the right people in the right places with the right skills doing the right jobs at the right time. The development of an effective workforce strategy will enable Council to plan its future workforce needs to deliver goals, focus on the medium- and long-term and also provide a framework for dealing with immediate challenges in a consistent way.

ADOPTED BY COUNCIL 14 DECEMBER 2010