



Our home  
*Our City* Our future

DELIVERY PROGRAM  
 2011-2013





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## SECTION ONE INTRODUCTION



Public art at Bonnyrigg Town Centre Park




## 1.1 MESSAGE FROM THE MAYOR AND CITY MANAGER

We are pleased to present Fairfield City Council's Delivery Program for the period 1 July 2011 to 30 June 2013. This is the first Delivery Program for Council under the new government reporting legislation and it improves the way we partner with our community to deliver our services.

The Delivery Program is Council's response to the Fairfield City Plan 2010-2020 which sets the vision for the community and determines the aspirations and goals for the City over the ten year period. The Delivery Program identifies the specific activities that Council will undertake during its term of office to assist in delivering on the goals set by the community in the City Plan. This plan forms part of a suite of plans required under the Integrated Planning and Reporting Framework. Further details regarding this framework are in Section 1.2.

The Council provides a wide range of frontline services across many activities and we are always striving towards ensuring best value for money in delivering these services. The Delivery Program incorporates the services and projects we want to focus on for the benefit of our community and our City in the coming two years. These services and projects are aimed at achieving Council's mission and are contained within one of five themes developed by the Council, these being:

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



We commend Council's first Delivery Program to you as a comprehensive insight into Council's business. There are however a number of major programs and new projects which we would like to highlight.

There will be a continued focus on the well being of our community with an emphasis being placed on upgrading a number of our preschool facilities, continuing to refurbish and refresh the Whitlam Library at Cabramatta and providing life-long learning programs across both of these services. We are also continuing our support of the Community Bike Project where we will work with the Western Sydney Cycling Network to become more sustainable into the future. There are also a significant number of service outputs to be delivered to the community which includes continued delivery of a number of festivals and events, such as the Fairfield Bring It On Festival, focus on implementing activities for the ageing population within the city and implementation of a number of community capacity building activities.

There are a number of key place and infrastructure programs and projects. These include the construction of a link road from Canley Vale Road through Adams Reserve to Railway Parade, providing a new car park within the Bonnyrigg Town Centre Park, developing a project plan for a new Fairfield Youth and Community Centre and a project plan for the new Fairfield library complex. There will also be significant works carried out in Canley Heights as part of Stages 2 and 3 of the Canley Heights Public Domain Project. Work will also be commencing on acquiring a site and constructing a new Fairfield Town Centre Park.

Environmental sustainability programs and projects will continue to be delivered over the coming years. Council has approved for two trial projects which will focus on reducing the amount of illegal waste being dumped and improving the management of waste that

is removed from home unit blocks across the city. We will be continuing to implement the Flood Mitigation Program, the Stormwater Programs and the Natural Resources Program. These major programs and projects will reduce local flooding, improve the quality of the water in our creek system, improve the management of stormwater and enhance the environmental sustainability of the city.

Council's long-term goal is to ensure a sustainable City for future generations. This incorporates the responsible management of social, financial and environmental aspects of the City and balances future needs with the needs of the present day. We look forward to working with you to realise Council's mission of "Partnering with the Community to achieve the vision for Fairfield City".

**Nick Lalich**  
**Mayor**

**Alan Young**  
**City Manager**

## 1.2 WHAT IS THE DELIVERY PROGRAM?

The Delivery Program is a key planning document that forms part of the New South Wales State Government's Integrated Planning and Reporting Framework. Integrated Planning and 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 in Figure 1.

Figure 1: Integrated Planning and Reporting Model







## 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 Non-Governmental Organisations (NGOs) 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 AND 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.

This inaugural Delivery Program will only be for a period of two years covering the 2011/12 and 2012/13 financial years. This has come about because this Delivery Program has been developed mid-way through the term of office for the current Council.

## OPERATIONAL PLAN

Supporting the Delivery Program is an annual Operational Plan. This plan will outline the individual activities (projects and major 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 2 illustrates how the Community Strategic Plan, Delivery Program and Operational Plan are related to each other.

In summary, 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.

**Figure 2: The relationship between the Community Strategic Plan, Delivery Program and Operational Plan**







## SECTION TWO FAIRFIELD CITY OVERVIEW



Wetherill Park Industrial Estate Gipps Rd Gateway




## 2.1 '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 km<sup>2</sup> 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

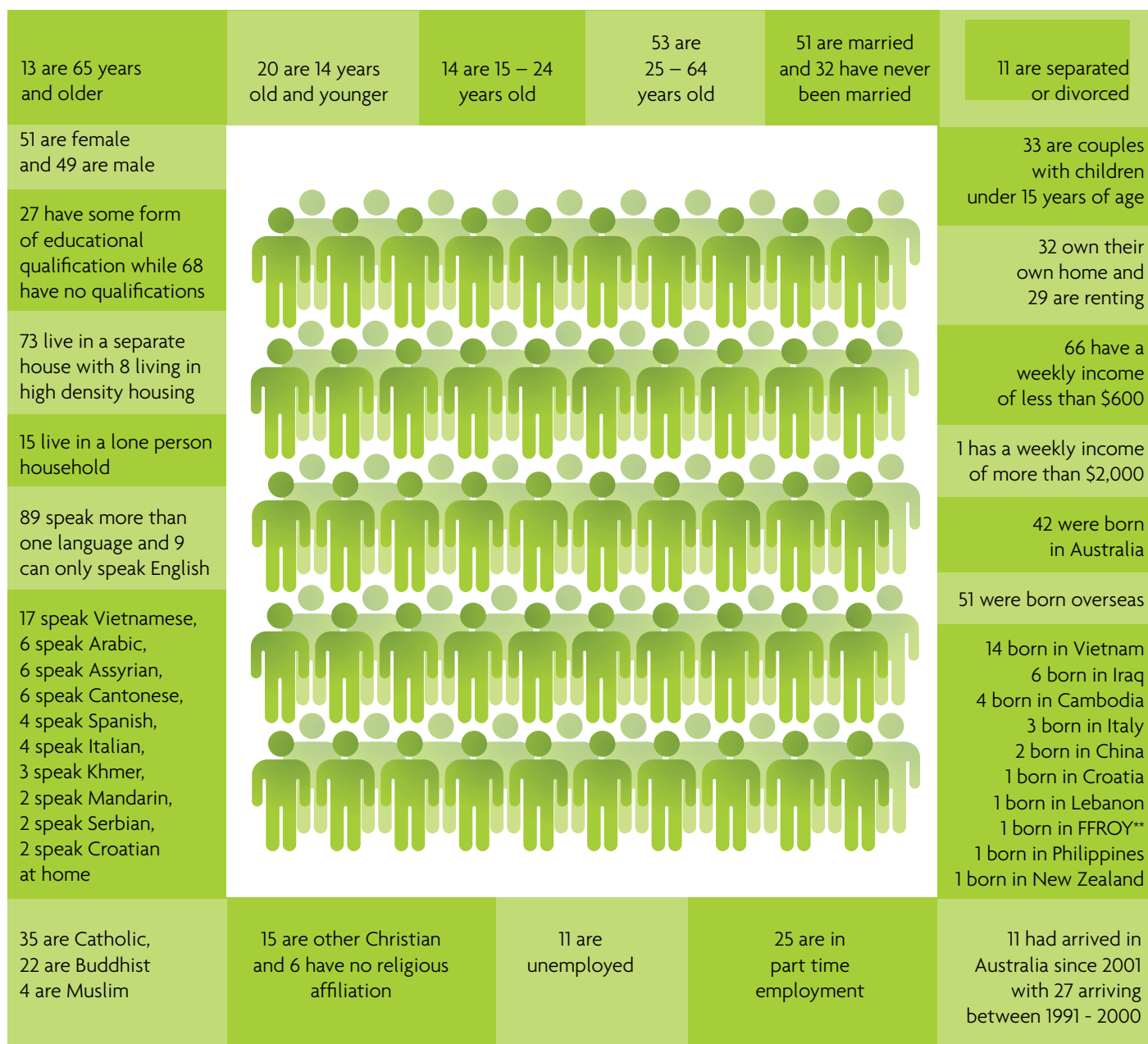
our residents speak a language other than English at home, with the most common being Vietnamese, Arabic, Assyrian, Cantonese and Spanish. Our current population is relatively young compared to other parts of Sydney with many young families choosing to reside here. However, our fastest growing age group is 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.**

## 2.2 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\*:



\*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.



## 2.3 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 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		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

\*\*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.)

## 2.1 FAIRFIELD CITY'S COMMUNITY ASPIRATIONS - WHAT WE SAID

We asked the community to define the best things they liked about our city, the things they would change and the things they would like to see in place by the year 2020. Also, they set out the priorities which will help us achieve the Community's vision.

A range of engagement methods were used to ensure that the Community were heard and involved in the development of the Community Strategic Plan. The consultation with the Community was divided into several parts to collect information from residents, organisations and businesses living or working in the City. Three targeted groups were identified and specific methods were used to hear the views. These consisted of:

- Residents
- Government and Non-Government Agencies
- Businesses

Surveys were distributed to residents and businesses across the City and focus groups were conducted with the three different groups. Set out below is a summary of what they said and the community priorities they identified.

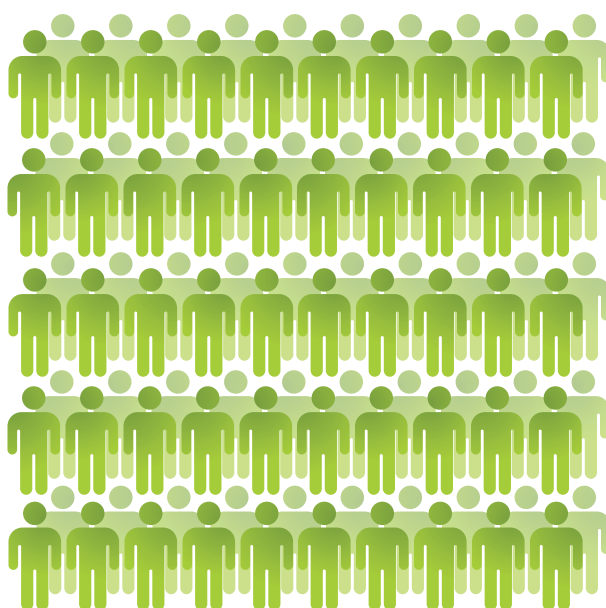
### The things we would like to see in Fairfield City by 2020

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

### Best things we like about Fairfield City

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

### WHAT WE SAID



### The Priorities which will help us achieve our Vision

1. Less Crime and 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 and Tafe

### The things we would change

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

## 2.5 THE RELATIONSHIP BETWEEN THEMES, GOALS AND STRATEGIES – FAIRFIELD CITY PLAN 2010-2020

Each Theme within the *Fairfield City Plan 2010-2020* has a series of ‘Goals’ which sets out the specific directions the Community want to see the City heading towards and each Goal has a series of ‘Community Outcomes’ which describe what they want to see happen (See diagram below). It is important to refer to these goals when developing Council’s Delivery Program.



## 2.6 FAIRFIELD CITY COUNCIL'S MISSION –

### THE RELATIONSHIP BETWEEN THE COMMUNITY'S VISION AND COUNCIL'S MISSION

In 2010 the Fairfield City community was asked to identify their long term aspirations for our city. Part of this process was to develop a new shared Vision for the community which would clearly set out where the community wants to see the City heading within the next ten years. This Vision works in concert with

Fairfield City Council's Mission to set out how Fairfield City Council will assist the community in turning the Vision into a reality.

The figure below sets out the relationship between the Community's Vision and Council's Mission.



## 2.7 COUNCIL PROFILE

Fairfield City Council is made up of twelve Councillors and a popularly elected Mayor. The Mayor and Councillors constitute the governing body of Council. As well as sitting as a full Council, there are a number of sub committees that deal with different aspects of Council activities. At present Council has four Committees: the Services Committee, the Outcomes Committee, Traffic Committee and the Sister City Committee. The detail of each of these Committees is outlined below.



The role of the Services Committee is to review the operations and activities of Council's business units, undertake Council's regulatory and service functions and responsibilities in the areas of planning, the environment, community health and safety and land use. Services Committee Meetings are generally held on the second Tuesday of each month at 6.30pm.

The role of the Outcomes Committee is to determine the policies, priorities, plans and progress in achieving Council's vision and strategic plan. Outcomes Committee Meetings are generally held on the second Tuesday of each month at 6.30pm.

The role of the Traffic Committee is to consider those matters relating to Council's functions under the Roads Act 1993 and the regulations made there under and those matters relating to Council's functions in respect to public roads under the Local Government Act 1993 and the regulations made there under. Traffic Committee meets on the second Monday of February, April, June, August, October and December at 2.30pm.

The role of the Sister City Committee is to encourage friendships between the people of Fairfield and the residents of Fairfield's Sister Cities; promote international understanding and provide opportunities for residents to experience the culture of the Sister Cities so that they develop greater awareness, tolerance and understanding of other cultures; give young people the opportunity to develop leadership skills and experience different cultures; and develop business and economic relationships between the sister cities and Fairfield so the City and community benefit financially. Sister City Committee meetings are held at the conclusion of the Outcomes and Services Committee meetings on an 'as required' basis.

Council and Committee meetings are held at Council's Administration Centre at 86 Avoca Road, Wakeley. Ordinary Council Meetings are generally held on the fourth Tuesday of each month at 7.00pm.

Members of the public are welcome to the full Council meetings and the four Committee meetings. At the Committee meetings they are able to ask questions and talk on items on the agenda.

The public may also ask questions at ordinary Council meetings, provided that the question is submitted in writing by 12pm on the day of the meeting, and the question does not relate to an item listed on the agenda.

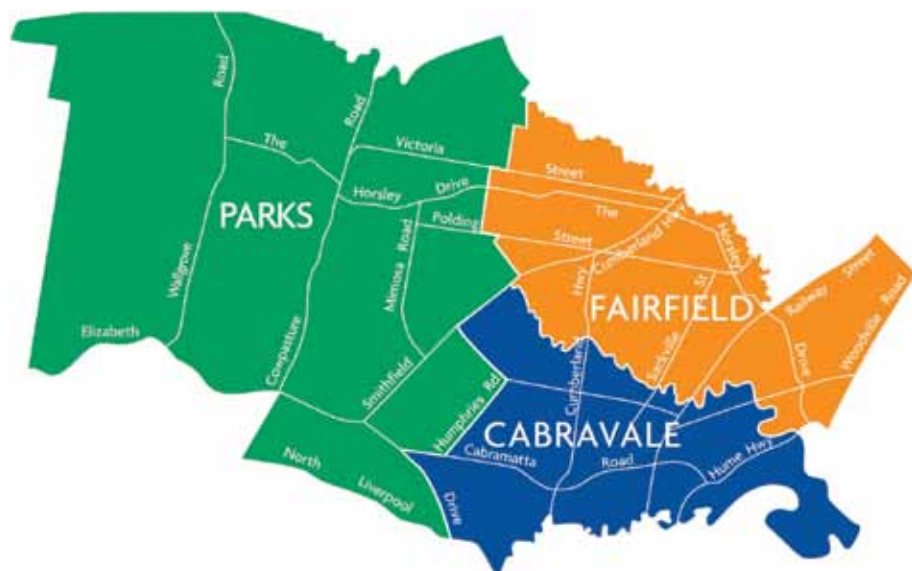
For more information and specific meeting dates and time:

- Visit Council's website at [www.fairfieldcity.nsw.gov.au](http://www.fairfieldcity.nsw.gov.au) to access a range of information about Council, Fairfield City and local government
- Call us on 9725 0222 or fax us on 9725 4249
- Write to us at PO Box 21, Fairfield NSW 1860
- Email us at [mail@fairfieldcity.nsw.gov.au](mailto:mail@fairfieldcity.nsw.gov.au)

## 2.8 OUR ELECTED REPRESENTATIVES 2008-2012

Fairfield City Council is divided into three electoral areas called wards and every four years, four councillors are elected to represent the interests of residents and businesses in each ward.

The last election was in September 2008 and 12 Councillors were elected as well as the City's popularly elected Mayor. These representatives will act as advocates for their respective Wards as well as serve the City as a whole for a period of four years to September 2012.



### MAYOR



**Nick Lalich**  
9725 0203 (W)  
9725 4559 (Fax)

### FAIRFIELD WARD



**Frank Carbone**  
0407 925 315 (M)



**Albert Mooshi**  
0409 744 510 (M)  
9609 1100 (Fax)



**Zaya Toma**  
0450 924 933 (M)  
9230 2396 (Fax)



**Lawrence White**  
0438 222 971 (M)  
9724 1577 (Fax)

### PARKS WARD



**Anwar Khoshaba (OAM)**  
0428 224 044 (M)  
9753 1912 (Fax)



**Frank Oliveri**  
0419 018 356 (M)  
9822 1736 (Fax)



**Andrew Rohan**  
0407 226 209 (M)  
8786 1937 (Fax)



**Sam Yousif**  
0417 334 322 (M)  
9756 6143 (Fax)

### CABRAVALE WARD



**Dennis Huynh**  
0418 288 289 (M)  
9723 8824 (Fax)



**Nhan Tran**  
0458 300 255 (M)  
9726 8857 (Fax)



**Joe Molluso**  
0418 440 971 (M)  
8786 2356 (Fax)



**Sarah Trapla**  
0408 411 213 (M)



## 2.9 ORGANISATIONAL PROFILE



## 2.9 ORGANISATIONAL PROFILE (CONTINUED)



### **Alan Young – City Manager**

The City Manager is the General Manager and Chief Executive Officer of the Council and has responsibility for the day to day management of all staff and operations.

Within the City Manager's Office are the specific functions of Enterprise Performance Management and Corporate Communications. This places a focus on a range of enterprise issues which are vital for the City Manager to monitor, to maintain a sustainable organisation. This facilitates a proactive approach to the management of service delivery outcomes across Fairfield City Council and the identification of areas of improvement for overall effectiveness and efficiency.



### **Deborah Sandars – Executive Manager, City Services**

The City Services Department provides a range of services through specific business units to ratepayers, businesses and the broader community. The services aim to reflect industry best practice and value for dollar. The diversity of the service activities together with increased community expectations makes the business of City Services a very dynamic and complex one.



### **Diane Cuthbert – Executive Manager, Environmental Standards**

The Environmental Standards Department has two major functions, firstly the development and implementation of land use planning controls and secondly the implementation of regulations (both State and Local) to better achieve the Council's vision of a cleaner, greener and safer Fairfield City.



### **Rhonda Tyne – Executive Manager, City Outcomes**

The City Outcomes Department has been established to ensure that Council's activities deliver the priority outcomes for the City. The City Outcomes Department identifies the needs and goals of the Fairfield community as well as the major issues and opportunities facing the City and ensures that Council's activities give priority to meeting them. Operationally, the City Outcomes Department focus is in leading multi-disciplinary teams working across Council to address complex issues. It needs to be flexible and reactive to deal with emerging issues, the changing priorities of the Council and expectations of the community.



### **Tim Robinson – Executive Manager, Corporate Support**

The role of the Corporate Support Department is to manage Council and organisational governance requirements; provide a one-stop shop service to Council's external customers; and to deliver a range of internal services and strategic advice in relation to information technology, human resources and finance. Whilst Corporate Support activities are diverse, a key focus is to increase and grow Fairfield City Council's organisational capability in dealing with the evolving and complex business environment and to deliver on community expectations.



## 2.10 FAIRFIELD CITY COUNCIL – OVERVIEW OF COUNCIL SERVICES

Fairfield City Council is a multi-functional organisation which provides a wide range of services to the community consisting of 42 services and 105 different sub-services. These all directly contribute in assisting the community to achieve their Shared Vision for the future of Fairfield City as well as the Community Goals identified in the Fairfield City Plan 2010-2020. The services are split between 'external' and 'internal' services. 'External' Services relate to those services which Fairfield City Council delivers directly to the community whilst 'Internal' services relate to activities which assist the organisation to function in an efficient, effective and accountable manner. The 'sub-services' consist of the range of activities that are delivered within each service. Further details relating to each of the Council services are available in Section 5 of this plan.

### EXTERNAL SERVICES

#### **Asset Management**

Managing community assets to meet the required level of service in the most cost effective manner

- Asset Management Planning
- Road Assets
- Building Assets
- Drainage Assets
- Street Lighting

#### **Building Control**

Ensuring building compliance with planning laws/regulations and providing regulatory inspection and enforcement services

- Minor development application assessments and advice
- Building inspection, compliance, investigation and prosecution
- Fire safety inspection and compliance

#### **Built Services**

Providing Civil Urban and Landscape design and operating Traffic and Safety programs

- Design and Project Management
- Traffic and Road Safety
- Fairfield Consulting Services

#### **Catchment Management**

Reducing the risk to life and property from flooding of the creek system and overland stormwater flows and improving water quality, bank erosion, biodiversity and amenity of the creek corridors

- Floodplain Risk Management
- Stormwater Management
- Natural Resource Management

#### **Children and Family Services**

Operating and maintaining child care services consisting of 6 Long Day Care, 3 Multi-purpose, 6 Pre-Schools, 1 Out of School Hours Care (OOSH) Service and 1 Family Day Care Scheme and providing other support services to children and families

- Children's Services
- Family Services

#### **Construction and Contracts Management**

Undertaking project management for construction of major engineering projects

#### **Communications**

Providing information to the community on Council activities and issues of significance to the City

- Media relations, publications and Council website
- Mayoral Relations
- Australian Citizenship Ceremonies
- Internal Communications

#### **Community Development**

Delivering community services, strategies and programs to support residents in the areas of youth, aged, disabled, Aboriginal, crime and safety, multicultural grants and disadvantaged

- Planning and implementation
- Community development/capacity building
- Advocacy and Expert Advice
- Contracts/Grants/Special Purpose Funding
- Partnerships with Government, Non Governmental Organisations and community groups

### **Compliance Investigation and Enforcement**

Ensuring compliance with planning, parking, companion animal, dumping laws and regulations

- Development and compliance
- Community Enforcement (Rangers) and Parking Enforcement
- Companion Animal enforcement

### **Customer Service**

Providing customer service related to inquiries, payments, lodgment of applications via the Administration Centre counter and call centre

- Front Counter service
- Call Centre service

### **Development Planning**

Providing advice on and processing significant development applications

- Development application assessment
- Zoning Certificate (S149) preparation
- Specialist and technical advice

### **Emergency Risk Management**

Providing leadership and support to the Emergency and Disaster Response arrangement for the city

- Fairfield Local Emergency Management Committee
- Fairfield Disaster Response Capability

### **Environmental and Public Health**

Providing environmental and public health protection through education, inspection and enforcement

- Inspection and compliance of premises and systems posing risk to public health
- Immunisation services
- Inspection and compliance with environmental standards of industrial and commercial premises

### **Fairfield Showground and Golf Course**

Providing venues for a range of recreational, leisure and commercial activities

- Management and development of the Showground as a venue
- Contract management for the Golf Course

### **Infrastructure Construction and Maintenance**

Providing on-ground construction and maintenance activities for Council assets

- Construction and Maintenance Services
- Operational Support Services

### **Leisure Centres**

Providing aquatic, gym and other leisure facilities at Fairfield, Prairiewood and Cabravale

- Aquatics (Swimming Programs)
- Dry Recreation (recreational services and programs)
- Operation and maintenance of the Aquatic Centres, Gyms and Fairfield Tennis Centre

### **Library Services**

Managing and operating libraries at Cabramatta, Fairfield, Wetherill Park, Bonnyrigg and Smithfield with collections, resources, technology and associated activities

- Library Resources and Assets
- Library Programs and Services

### **Major Projects Management**

Providing project management for the delivery of significant community infrastructure

### **Museum and Gallery**

Preserving and showcasing works of art, culture and heritage

- Exhibitions and programs
- Preservation of Fairfield's cultural history
- Management and maintenance of the Museum

### **Open Space**

Managing the city's parks, native bush, sports fields and sports courts

- Recreation development
- Managed sports facilities (tennis courts, sports fields)
- Parks/Playgrounds/Routine Maintenance and capital improvements
- Sports grounds maintenance and capital improvements
- Graffiti vandalism removal from public land and facilities
- Tree Preservation Order management

### **Place Management**

Providing holistic and integrated management of public domain improvements in the four major centres of the City (Fairfield, Cabramatta, Bonnyrigg and Smithfield/Wetherill Park) as well as stakeholder liaison, business support and marketing/promotion.

### **Policy and Strategic Planning**

Providing in-house expert advice on open space and recreation, transport, social planning, health, housing issues, economic development, cultural development and corporate planning to assist with the development of policy and to deliver specific projects

- Policy, planning and strategy
- Submissions/Advocacy/Expert Advice/Partnerships
- Grants and Special Purpose Funding
- Project Management

### **Property and Community Facilities**

Providing real estate services and strategic property consultancy for Council's property portfolio and managing community facilities (buildings, buses and sports fields) that are leased or booked

- Lease and Property Management Services
- Reporting, Administration and Community Facility Promotion
- Programmed cleaning, maintenance and breakdown rectification

### **Strategic Land Use Planning**

Developing and maintaining the policy and statutory framework that guides land use in the City

- Local Environmental Plans and Development Control Plans
- Developer Contributions Management
- Heritage Assessment

### **Street and Public Amenities Cleaning Service**

Cleaning public toilets, streets, footpaths and litter bins

- Cleaning shopping centres/residential streets/industrial areas
- Public amenities cleaning

### **Surveying**

Undertaking surveying and collecting relevant spatial data for a range of Council projects and providing an external consulting service

- Internal Council Work
- External Consulting Service

### **Sustainable Resource Centre (Hassall Street)**

Recycling service for construction and demolition materials for Council and the commercial market

### **Townsafe Program**

Managing Closed Circuit Television (CCTV) networks and community safety monitoring programs in Cabramatta and Canley Vale

### **Waste Education and Environmental Sustainability**

Educating and promoting sustainability within the Fairfield City Community and the Council

- State of the Environment Report and planning
- Corporate and Community Sustainability

### **Waste Management**

Collecting and recycling/disposing of domestic garbage and bulky waste from residential properties as well as offering a waste collection and disposal service at cost to commercial premises

- Domestic garbage collection
- Domestic recycling collection
- Domestic Clean-up collection
- Commercial Waste collection
- Management of Council's Waste Contract

## **INTERNAL SERVICES**

### **Business Improvement**

Providing business analysis to improve efficiency and/or outputs of City Services Department business units

- Business Analysis, Strategic Issues and Budget Preparation
- Performance Measurement, Reporting and Marketing
- Motor Vehicle Fleet Management Policy
- Undertake administrative business support function for the City Service Department

### **Civic and Councillor Services**

Supporting Council's formal meeting process and providing assistance to Councillors

- Managing Council and Committee meetings and coordination of business papers, agendas, minutes etc
- Local Government Elections
- Administrative support for Councillors to undertake their civic duties

### **Enterprise Performance**

Overseeing continuous organisational improvement and reporting on Council's performance in meeting its stated objectives

### **Financial Operations**

Managing revenue collection and supplier payments

- Accounts Payable
- Accounts Receivable
- Rating Services

### **Financial Management**

Undertaking long term financial planning, overall budget management and financial reporting

- Annual Budget Management and Financial Reporting
- Cashflow Management
- Financial Systems Maintenance

### **Governance**

Ensuring Council provides effective and accountable services

- Governance and Compliance with legislation
- Risk Management and Insurance
- Internal Audit

### **Graphic Design and Printing**

Providing graphic design, printing and laminating services for internal customers

### **Human Resources**

Providing support, skill development and meeting Council's commitments to its employees

- Payroll and Operations
- Organisational Development and Learning (Training)
- Occupational Health and Safety

### **Information Technology (IT)**

Managing and operating Council's information technology systems and infrastructure

- Helpdesk and monitoring services
- IT Infrastructure and Application Support

### **Land Information Services**

Providing land information in text and mapped formats

- Geographic Information Systems and land data
- Street Address Management

### **Procurement, Stores and Supply**

Ensuring 'best value for money' in Council's purchasing activities, storage and supply of goods

- Tendering, Contract Management and Procurement
- Inter-Council Project Collaboration

### **Property Development Fund**

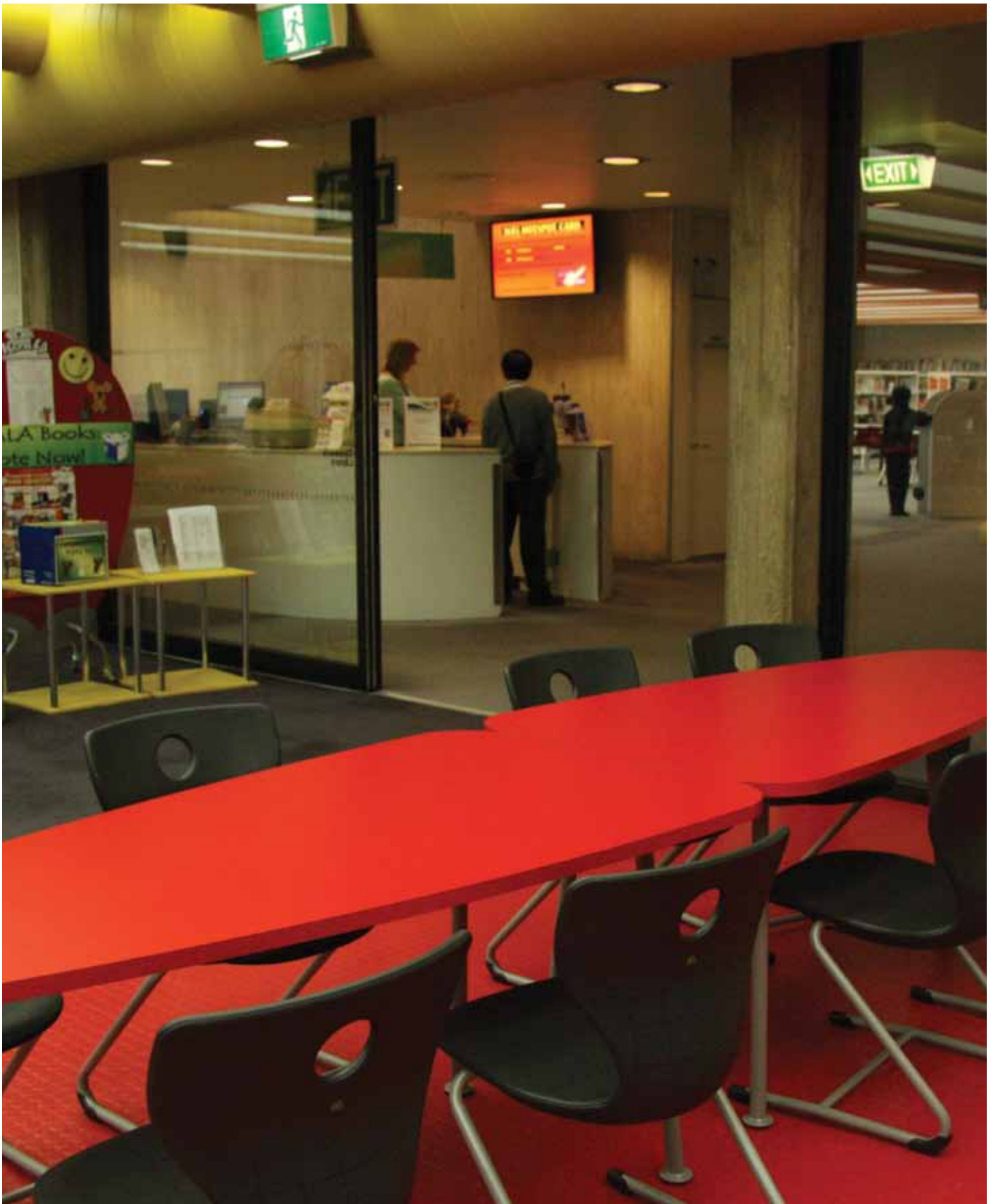
Generating revenue through commercial real estate investment and development

- Property Development Fund and Real Estate Investment Portfolio management
- Land Audit

### **Records Management**

Managing Council's electronic and paper based information and documents

- Records Management –paper based
- Records management – Electronic Data Management System (EDMS)



Whitlam Library, Cabramatta





## SECTION THREE

### 2009-2011 ACHIEVEMENTS



*Fisher Street Car Park, Cabramatta facade*

### 3.1 ACHIEVING COMMUNITY OUTCOMES – WHAT THEY ARE AND COUNCIL’S ROLE IN ACHIEVING THEM

The Fairfield City Plan 2010-2020 identifies a range of ‘Community Outcomes’ under each of the Five Themes (Community Wellbeing, Place and Infrastructure, Environmental Sustainability, Local Economy and Employment, Good Governance and Leadership). These Community Outcomes are the community’s overall aspirations for Fairfield City’s future. While many of these community outcomes relate directly to Fairfield City Council’s activities (services and projects), some can only be achieved with help from other organisations such as business, state and federal government and non-governmental organisations. Examples of contributors towards achieving community outcomes are:

- Fairfield City Council
- Other Councils (such as neighbouring councils and regional organisations of councils)
- State Government Departments and agencies
- Commonwealth Government Departments and agencies
- Community and non-government organisations
- Residents of Fairfield City (through surveys, focus groups, submissions and other community engagement processes)

#### FAIRFIELD CITY COUNCIL’S ROLE IN CONTRIBUTING TO COMMUNITY OUTCOMES

Community outcomes cover wide ranging issues such as community safety, health care, education, economic development, housing affordability, transport, utility services and environmental protection. Many of these areas do not fall directly within Fairfield City Council’s area of responsibility and as such Council has a limited role to play in their delivery. However, Council does recognise that it can contribute to community outcomes in a number of different ways. Council can assume different roles as follows:

- **Provider** – where Council can be either the significant service provider or a joint-provider by providing a service in conjunction with other organisations
- **Funder** – where Council funds an activity but it is delivered on its behalf by another provider (eg Community organisation)
- **Regulator** – where Council regulates the delivery of an activity or service to ensure that the community interest is protected (eg Public health inspections of restaurants)
- **Promoter or Facilitator** – where Council does not have responsibility to deliver a service or activity but actively promotes its provision by another agency/organisation
- **Advocate** – where Council advocates on behalf of the community (eg making submissions on legislation etc)

Table 1 opposite provides examples of the roles that Fairfield City Council may fulfil.



**Table 1: Examples of Fairfield City Council's roles in achieving Community Outcomes**

PROVIDER	Library service	Council operates five libraries located at Cabramatta, Fairfield, Bonnyrigg, Smithfield and Wetherill Park.
FUNDER	Street lighting	Street lighting is very important for illuminating our streets at night. Council pays Origin Energy a contract amount per annum for the provision of street lights across our City.
REGULATOR	Animal control	The animal control service provides a regulatory control and registration of companion animals.
PROMOTER AND FACILITATOR	Road Safety	Safety on our roads is a very important issue for Fairfield City. The Council runs a range of road safety programs promoting safe use of our roads.
ADVOCATE	Submissions	The Council prepares submissions on various matters that are of importance to many Fairfield residents, eg changes to planning laws.

## 3.2 ACHIEVEMENTS TO DATE

This inaugural Delivery Program has been developed mid-way through the current Council's term of office. Although it sets out the activities (services and projects) Council will be undertaking over the 2011-12 and 2012-13 financial years to help achieve the Community's long term aspirations, much has already been achieved. Set out below is a summary of the achievements by Council during the first two years of its term of office.

### ADDITIONAL NEW FOOTPATH PAVING

Over the past two years Council has significantly increased the funds for new footpath construction. In 2010-2011, 8km of new footpath will be built compared to 4km in 2007-2008. Council's target is to provide a footpath on at least one side of every street in the City.

**Achieving Theme 2 Places and Infrastructure**  
**Goal 3 Our City is accessible.**

### ADDITIONAL OPEN SPACE

Council has reviewed and prioritised a list of sites for acquisition for additional open space for the City using Section 94 funds. A major site (4863 sq m) in McBurney Rd Cabramatta West has been acquired and is being developed as a park. Sites in and near the

Fairfield Central Business District (CBD) are also under investigation. A large number of other sites are also in the process of being acquired to connect or expand existing parks and to provide additional open space.

**Achieving Theme 1 Community Wellbeing**  
**Goal 2 Being healthy and active.**

**Achieving Theme 2 Places and Infrastructure**  
**Goal 2 Buildings and infrastructure meet the changing standards, needs and growth of our community.**

### ADDITIONAL PUBLIC CAR PARKING

Additional car parking is a priority in a number of centres with the following works completed or underway:

- Cabramatta**
  - Fisher Street Multi Deck Car Park – 172 spaces
  - John Street at grade car park – 74 spaces
- Canley Heights**
  - Ascot Street – 20 spaces
  - Derby Street – 26 spaces
  - Peel Street – 19 spaces
- Horsley Park**
  - Horsley Park Reserve – 40 spaces

Council is also undertaking a review of parking needs and opportunities to inform the new Section 94 Plan and future commitments.

Achieving Theme 2 Places and Infrastructure  
Goal 3 Our City is accessible.

### ADDITIONAL RESOURCES TO ADDRESS DUMPED RUBBISH

Council has initiated a project to limit the amount of rubbish dumped on streets. It has progressed well, focusing on engaging local Real Estate managers and Strata bodies, developing targeted waste education material for residents living in home units and liaising with Council's nominated Regional Illegal Dumping (RID) squad officer, to provide enforcement strategies when offenders are detected.

A decrease in the amount of rubbish has been noted in residential streets containing free standing homes. A Council crew patrol home unit areas daily and has been successful in quickly removing rubbish deposits. This measure has enhanced the presentation of city streets. The project will continue to prioritise streets containing home unit development.

Achieving Theme 2 Places and Infrastructure  
Goal 1 Our City is a clean and attractive place where we take pride in our diverse character.

Achieving Theme 3 Environmental Sustainability Goal 2  
Contributing to actions that address climate change.

### CANLEY VALE LINK ROAD

Council identified a longer term need to provide for a new road in Canley Vale Town Centre to service/ facilitate future growth of the centre. Council is seeking to provide Stage 1 of this road which provides access to part of Adams Reserve and rear access to some privately owned sites fronting onto Canley Vale Road. It is anticipated that future stages will be constructed to finalise the entire link road as more development proceeds.

Achieving Theme 2 Places and Infrastructure  
Goal 3 Our City is accessible.

### COMMUNITY BIKE PROJECT

The Bike Project was initiated in 2006, and has concentrated on the development of a cycling club to:

- Provide an opportunity for residents to experience local bike trails and bike riding.
- Provide a sustainable service where disused bicycles can be recycled for community use.
- Promote the Fairfield City cycle way network to the community for their increased use and benefit.
- Promote the health and environmental benefits of cycling to the Fairfield City community.

Council recruited community volunteers and established the Western Sydney Cycling Network (WSCN). This group of volunteers took carriage of the Project, and works with Council to establish the Bike Project. The Project was initiated with a three year funding agreement from Council. Given the success of the project, Council renewed the project for another 3 years to assist it to become self-sustaining.

Achieving Theme 1 Community Wellbeing  
Goal 2 Being healthy and active.

Achieving Theme 3 Environmental Sustainability Goal 3  
Supporting sustainable activities and development.

### DISASTER RECOVERY

Council's Information Technology (IT) environment has undergone significant expansion over the last five years creating higher levels of dependency on electronic communication and information. This has resulted in a need for increased capacity and improved resilience in areas of high speed storage, improved system back-up and recovery technology and an updated Business Continuity Plan. A three year project is being undertaken from 2010-2011 to 2012-2013 involving a total investment of \$860,000 to increase the storage capacity for council's electronic records and also to provide the system with greater resilience in case of a disaster.

Achieving Theme 5 Good Governance and Leadership  
Goal 1 We are well represented and governed where all act ethically and in the interest of the community.

## DUTTON LANE REDEVELOPMENT

The Property Development Fund program was established by Council to identify and engage in entrepreneurial real estate activities of a commercial nature to generate additional revenue through the rationalisation and development of its land holdings.

The Council owned site at Dutton Lane, Cabramatta presents an opportunity for redevelopment to maximise the commercial and community benefits of the land holding. Its premium location and site characteristics provide the ideal potential for a retail complex, which would include an upgrade of community facilities and amenities to meet current and future demands.

Investigations are currently being carried out to determine what the optimum outcome for the site would be for Council from both a commercial and community perspective. It is envisaged that the successful completion of this project will produce significant community benefits in respect to open space, car parking and amenities as well as placing Council in a strong long term financial position.

**Achieving Theme 2 Places and Infrastructure Goal 2 Buildings and infrastructure meet the changing standards, needs and growth of our community.**

## FAIRFIELD YOUTH AND COMMUNITY CENTRE

The need for a Youth facility catering for Fairfield has long been recognised by both the community and Council. A proposal for a Visy Cares Centre was under investigation but did not proceed because of an escalating estimated budget and a review of the priorities of youth activities that are required, in Fairfield. Following a philanthropic offer from Mounties for a community facility, Council resolved to contribute Section 94 funds and commenced planning for a new Youth and Community Centre that will provide both active recreational space and program space for a variety of training and other activities. The centre is proposed to be built near the Fairfield

Leisure Centre in Fairfield Park. The available funds will establish Stage 1 of the Centre which will be expanded as funds become available. Planning and design of the Centre has commenced.

**Achieving Theme 2 Places and Infrastructure Goal 4 Our City has quality public spaces as well as entertainment, leisure and recreation opportunities.**

**Achieving Theme 1 Community Wellbeing Goal 2 Being healthy and active.**

## FEDERAL GOVERNMENT JOBS FUND AND REGIONAL AND LOCAL COMMUNITY INFRASTRUCTURE PROGRAM (RLCIP) GRANTS

In response to the Global Financial Crisis, the Federal Government allocated significant funding for employment generating community infrastructure projects. This funding enabled Council to fast track a number of asset renewal projects and undertake significant new facilities consisting of –

### RLCIP Round 1:

- \$100,000 Public Toilets at Cabravale Memorial Park
- \$400,000 Amenities Building at Allambie Road Reserve
- \$265,000 Footbridge at Homebush Reserve
- \$278,000 Car park at Horsley Park Reserve
- \$100,000 Public Toilets at Fairfield District Park
- \$117,000 Canteen upgrades at 11 sporting facilities
- \$100,000 Public Toilets at Wetherill Park Reserve

RLCIP Round 1 Major Projects – \$5.61M Construction of Fisher Street car park at Cabramatta

### RLCIP Round 2:

- \$450,000 Centres Improvement Program -
  - Derby Street and Ascot Street Canley Heights
  - Cnr Granville and Horsley Drive Fairfield
  - Bolivia Street Cabramatta
  - Cnr Elizabeth Drive and Meadows Road, Mt Pritchard
- \$102,000 Community Facilities Upgrades -
  - Replace switchboard at Fairfield Seniors Centre
  - Replace kitchen at Brennan Park Community Hall

- Upgrade canteen at Janice Crosio Oval
- Replace shed at Cabramatta Childcare Centre

#### RLCIP Round 3:

- \$502,000 Canley Heights Town Centre Public Domain Improvement Works
- \$50,000 Bonnyrigg Town Centre – Bibbys Place

Jobs Fund - \$650,000 Modular sustainable toilets in five parks

**Achieving Theme 2 Places and Infrastructure**  
**Goal 2 Buildings and infrastructure meet the changing standards, needs and growth of our community.**

## FINANCIAL SUSTAINABILITY

During the current term of this Council its financial position has been significantly affected by –

- Increased superannuation payments
- Decreased interest on investments during the Global Financial Crisis (GFC)
- Increased depreciation on assets due to revised revaluation methods
- Increasing costs associated with asset maintenance and renewal

In response, Council introduced an ongoing program to increase revenue and reduce costs consisting of:

#### Revenue –

- Contracting to undertake parking enforcement on private property (eg. Stocklands)
- Creating a Property Development Fund (PDF)
- Restwell Rd rezoning
- Expanding commercial opportunities for Council activities

#### Costs Reductions –

- Withdrawal from non-essential services (eg. Ware St Office closure)
- Review alternate delivery of services (eg. City Farm)
- Undertaking business efficiency reviews

**Achieving Theme 5 Good Governance and Leadership**  
**Goal 1 We are well represented and governed where all act ethically and in the interest of the community.**

## HEALTHY COMMUNITIES INITIATIVE

In March 2010 the Federal Minister for Health announced a grant of \$410,130 to Council under the COAG Healthy Communities Initiative (HCI) – Local Government Area Grants, Pilot Phase. The aim of the HCI is to address the rising prevalence of lifestyle related chronic diseases by laying the foundations for healthy behaviours in the daily lives of Australians. The project extends over a 15 month period with the option to extend for a further two years, (subject to approval) and addresses the dietary and physical activity of people who are predominantly not in the workforce.

The project which is titled In Shape, uses a health counselling approach delivered in community settings. “Intensive” and “Community” programs accommodate people with a variety of risk factors and readiness to change their habits. The programs are supported with a media and awareness campaign to inform residents of the issues and opportunities for physical exercise. The Program is culturally appropriate, using Bilingual Health Educators to increase effectiveness. Council has been advised that the funding for the proposal may be extended for a further two years, depending on the results of the evaluation.

**Achieving Theme 1 Community Wellbeing**  
**Goal 2 Being healthy and active.**

## INTEGRATED PLANNING AND REPORTING FRAMEWORK

The NSW State Government has introduced new legislation requiring Councils to prepare a new suite of planning and reporting documents and to better integrate Council activities. Fairfield is a ‘Year 2 Council’ which means the new plans must be adopted by 30 June 2011. To date, Council has adopted a Community Strategic Plan (Fairfield City Plan 2010-2020) and a Long Term Financial Plan. This Delivery Program 2011-2013 and the Operational Plan 2011-2012 will replace the previous Management Plan.

**Achieving Theme 5 Good Governance and Leadership**  
**Goal 2 All have a voice and the opportunity to participate.**

## NEW COMPREHENSIVE LEP FOR FAIRFIELD CITY

The NSW State Government has required all Council's to prepare a new Comprehensive LEP that is consistent with the Standard LEP Template released by the them. The Standard Template seeks to align all Local Environmental Plans by providing standard zones and planning provisions which must be used by all NSW Council's.

Council considered a Draft Comprehensive LEP for Fairfield LGA at the Ordinary Council Meeting of 19 October 2010 and resolved to send the plan to the Department of Planning for endorsement. The Department of Planning must certify the plan prior to it being placed on public exhibition. Once the plan is certified by the Department of Planning it will need to be exhibited and the submissions considered by Council prior to the matter being sent to the Department of Planning to be gazetted so the new LEP can come into force.

**Achieving Theme 2 Places and Infrastructure**  
**Goal 2 Buildings and infrastructure meet the changing standards, needs and growth of our community.**

**Achieving Theme 1 Community Wellbeing**  
**Goal 1 Sharing values and respect for our diversity, culture and heritage.**

## PARKS IMPROVEMENT PROGRAM

The Parks Improvement Program is funded by Council's Special Rate Variation until the end of 2013-2014. It makes a range of improvements to local and district parks with an emphasis on children's playgrounds, cycleways and associated environmental improvements. The Program has also used other funding opportunities such as Section 94, Sport and Recreation grants etc to optimise the works that have been undertaken.

After 9 years of the 13 year program, 73 neighbourhood parks, 4 district parks and 15.5kms of cycleways have been, or are nearing, completion with works undertaken across all suburbs of the City.

**Achieving Theme 2 Places and Infrastructure**

**Goal 3 Our City is accessible**

**Goal 4 Our City has quality public spaces as well as entertainment, leisure and recreation opportunities.**

**Achieving Theme 3 Environmental Sustainability**  
**Goal 3 Supporting sustainable activities and development.**

## RENEWAL AND EXPANSION OF FAIRFIELD LIBRARY

With the increasing population and demand for services, Council has identified the expansion of Fairfield Library as a key priority. Using the Barbara Street Master Plan as a basis, work has commenced on the feasibility analysis and concept planning to determine the final scope and cost of the project.

**Achieving Theme 2 Places and Infrastructure**  
**Goal 2 Buildings and infrastructure meet the changing standards, needs and growth of our community.**

## REVITALISATION OF TOWN/ EMPLOYMENT CENTRES

Council's Place Management Program aims to revitalise centres through public domain improvements, promotion and marketing and liaison with local businesses and key stakeholders. Council allocates funds each year from the Town Centre Reserves, Section 94a Reserve and from general rates to each of the Place areas. Activities undertaken over the past two years consist of:

**Fairfield** – A four year major public domain upgrade program for the Central Business District (CBD) to be completed in 2011. The works include footpath pavement, street furniture, trees and landscaping, street lighting, signage etc at –

- Nelson St enhancement
- Streetlight Upgrade Program
- Plane Tree Management Program
- Parking Signage Upgrade Program
- Thomas Ware Plaza
- The Crescent – building façade painting project
- Hamilton Road gateway enhancement project

- Harris St enhancement
- Ware St refurbishment project
- Vine and Lawson St gateway
- Gateway Enhancement Project
- Smart and Spencer Streets Enhancement Project

Other ongoing projects include additional 'Faces of Fairfield' posts, Centre Banners program and pigeon management program. Future projects will focus on street activation, marketing and promotion of the Centre.

**Cabramatta** – Promoting Cabramatta as a major restaurant/fresh food/shopping destination has seen business and tourism grow in difficult economic times. The major events – the Moon Festival, Lunar New Year and Sydney International Food Festival, continue to grow in visitor numbers, sponsorship and reputation. Free tours to over 1500 visitors are conducted annually. A very successful partnership with Luke Nguyen has promoted Cabramatta's authentic cuisines to a world market. Council at the 2010 Australia Day Ceremony recognised Luke as a Local Champion.

Pavement improvement works have been completed in Park Road and the new Cabramatta Flying Squad maintains and repairs Council assets throughout the Town Centre. Further projects include the installation of new street litter bins, repainting of the Paillau Gates, installation of directional signs to Cabramatta, redesign and resurfacing of the Arthur Street car park, garden bed and footpath improvements on Cabramatta Road East. Cabramatta Town Centre became a 40 km zone to reinforce pedestrian safety. Major works to ensure the safety of the School Zones surrounding Sacred Heart Primary School were completed. New Pedestrian crossings, signage, wide footpaths and parking controls around Cabra Vale Park have improved traffic flow and safety for the local community. The Keeping our Shops Healthy Project includes communication with owners, tenants and strata managers to increase compliance with Council's codes and ensure Cabramatta's reputation as a tourism and fresh food destination.

Two new car parks at Fisher Street and John Street were constructed and opened to the public in 2010-2011.

**Canley Heights** – has emerged as a significant 'eat street'. Council's Outdoor Dining Policy was amended allowing restaurants to install fixed shade structures to encourage quality "alfresco dining" and additional car parking has been constructed in Peel and Derby Streets. A Public Domain upgrade plan has been prepared and Stage 1 of the works commenced.

**Canley Vale** – Refurbishment works were completed to improve accessibility to Westacott Cottage. Additional paving was also completed in Clifford Ave.


Parking availability for shoppers was increased in The Kookaburra Park car park and Canley Vale Road by the introduction of two hour and four hour zones. Signage indicating parking spots suitable for all day parking were installed. A new program of steam cleaning of pavers has improved amenity. Repairs to street furniture, garden bed maintenance and the removal of dumped rubbish have also been completed. Ten new bins as agreed by the Canley Vale Chamber of Commerce and local business have been installed.

**Smithfield/Wetherill Park and Rural Lands** – Infrastructure and public domain upgrades are a focus to improve accessibility, viability, safety and visual amenity of the Smithfield Town Centre, Smithfield-Wetherill Park (SWP) industrial lands and rural lands. Stages 2 and 3 of the Smithfield Town Centre Enhancement Program which included new footpaths, street furniture, landscaping and signage were completed in 2010.

The 40 space car park within Horsley Park Reserve constructed in 2009 provides for visitors to the village centre and recreational park which is growing as a venue for large community events. Other concurrent works improving pedestrian safety and access were also completed in the village.

The review and implementation of the Marketing and Promotion Plan for the Smithfield Wetherill Park Industrial Estates enhanced its role as the major manufacturing, distribution and employment hub of Western Sydney. A range of projects highlighting the importance of the estate, and improving access





and safety for both vehicles and pedestrians were completed in 2009-2010. These included the Smithfield Wetherill Park Gateway Landscaping, Promotional Banner and Critical Links Path Paving programs.

**Bonnyrigg** – The planning and construction of the Bonnyrigg Living Communities project includes \$29M of public infrastructure and services to be provided throughout the staged re-development which commenced in 2009-2010. This redevelopment has seen significant focus on the future character of the Bonnyrigg town centre, with the development of a community vision and strategy. Significant investment in Bonnyrigg Park is seeing it develop as a community and recreational hub and funding on public domain works has commenced as the future role of the town centre continues to be defined. The Bonnyrigg World Exchange Markets has been a successful addition to the activities occurring to promote Bonnyrigg.

**Centre Improvement Program** – The City's local and neighbourhood centres are progressively being upgraded through this minor works program which undertakes works such as maintenance to path paving and car parks, landscaping, signage, street furniture and tree planting. The Program began in 2008 and by the end of 2010-2011 all centres will have had a first round of works completed.

*Achieving Theme 2 Places and Infrastructure  
Goal 2 Buildings and infrastructure meet the changing standards, needs and growth of our community.*

## RUMBRIAH HALL – CANLEY HEIGHTS

Rumbriah Hall was originally built by the Canley Heights Progress Association and local residents in the late 1940s to encourage participation in community activities. Management of the hall passed to the Rotary Club of Cabramatta as Trustee of the Hall. The Hall has not been open to the community for some time and has fallen into disrepair. Rotary has approached Council about the transfer of the Hall to Council ownership. An arrangement is being made for ownership of the hall to be transferred to Council and the hall to be rebuilt.

*Achieving Theme 2 Places and Infrastructure  
Goal 2 Buildings and infrastructure meet the changing standards, needs and growth of our community.*

## SECTION 94 WORKS PROGRAM

In accordance with the Developer Contributions Plans, funds are collected from new developments to enable Council to provide community infrastructure for the increasing population. The various works schedules attached to each fund are reviewed annually and as sufficient funds are collected the works are included in Council's Operational Plan.

*Achieving Theme 2 Places and Infrastructure  
Goal 2 Buildings and infrastructure meet the changing standards, needs and growth of our community.*

## SHOWGROUND MASTER PLAN

The Fairfield Showground is a significant resource for residents in and around the City. It accommodates a wide variety of recreation, commercial, events and leisure activities as well as the Nalawallah Community Centre, the community bike club, Native Nursery, and some significant vegetation.

Due to the importance of the site and its future potential for the community, Council has commenced preparation of a Master Plan for the Showground. The project will develop the scope, examine feasibility and identify different scenarios through the Master Plan along with a site specific Plan of Management. Council's decision on the preferred option will then determine the timing and funding for the project.

*Achieving Theme 2 Places and Infrastructure  
Goal 2 Buildings and infrastructure meet the changing standards, needs and growth of our community.*

## STORMWATER LEVY PROGRAM

The Stormwater Levy Program is funded from a charge levied on all rateable properties in the City, which raises approximately \$1.4 million per annum. The funds are used to supplement the existing Stormwater Program to carry out similar projects that would

otherwise be unfunded. Projects include those that will reduce the risk of flooding, improve the quality of stormwater runoff, rehabilitate our creeks and wetlands, and bring water back into the landscape to improve biodiversity and amenity

In 2009-2010 a total of \$400,000 was spent on the construction of a leachate collection system at Brennan Park. A further \$200,000 has been spent on the maintenance of past stormwater projects such as the Bonnyrigg Town Centre Park.

Now in its fifth year, the 2010-2011 stormwater levy is being used to fund the rehabilitation of De Freitas Wetland in Fairfield, and the implementation of water sensitive urban design systems at various locations across the city. Importantly, Council has found that one of the key benefits of the stormwater levy is that it allows additional funds to be leveraged from the NSW Government, regional associations, neighbouring councils and local businesses.

Council is also contributing \$15,000 to a five year national research program known as Cities as Water Supply Catchments that will allow Council access to approximately \$24 million of research work being undertaken by approximately 45 researchers. The program consists of eight research projects that look at the role that stormwater harvesting and water sensitive urban design can play in creating a water sensitive city that is resilient to population pressures and climate change.

**Achieving Theme 2 Places and Infrastructure  
Goal 5 We minimise the impacts from natural events and disasters.**

**Achieving Theme 3 Environmental Sustainability Goal 1  
Protecting and improving our natural environment.**

### 3.3 OVERVIEW OF STATE AND PRIVATE PROJECTS THAT HAVE IMPLICATIONS FOR FAIRFIELD CITY

**There are a number of projects provided by the State and Private sectors which have implications for Fairfield City. Set out below is an overview of these projects.**

#### DEVELOPMENT OF THE FAIRFIELD INTERCHANGE (PROPOSED)

In July 2010 the State Government announced a \$5.5 million upgrade of the Fairfield transport interchange. The project will provide a major upgrade of the interchange at Fairfield Station with improved access for buses, taxis and cars dropping off and picking up passengers from the station and more shelter to protect people from the sun and the rain. The new bus interchange on the western side of the station will include new bus bays, expanded waiting areas for passengers and new shelters. Dedicated taxi and kiss 'n' ride areas will be provided on both sides of the station, along with improved signage and bicycle facilities. Fairfield Station has been identified as being a key transport hub in Sydney's western suburbs that acts as a major access point to the rail network for buses, cars, bicycles, taxis and pedestrians.

**Achieving Theme 2 Places and Infrastructure  
Goal 3 Our City is accessible.**





## COMMUTER CARPARK - CABRAMATTA (PROPOSED)

The State Government has unveiled plans for a 300-space commuter carpark. The proposed multi-storey commuter carpark would be built on the corner of Railway Pde and Boundary Lane behind the Cabramatta Inn. It will include disabled parking spaces, motorcycle parking, an entry and exit off Boundary Lane, related works such as stairs, lifts, power, lighting, Closed Circuit Television (CCTV) security cameras, an electricity substation, roadworks, footpaths and landscaping. Construction is due to commence within six months with a plan to open in 2012.

Achieving Theme 2 Places and Infrastructure  
Goal 3 Our City is accessible.



## EXPANSION OF STOCKLAND WETHERILL PARK (PROPOSED)

Stockland Wetherill Park, Fairfield's major sub-regional shopping centre, is located within the Prairiewood Town Centre. A proposed expansion of the centre, to incorporate a gym operator, additional mini-major tenants and further specialty floorspace, has been proposed by the centre owners. The centre currently incorporates 47,913 m<sup>2</sup> of floorspace (including pad sites) which includes a retail component of 35,631 m<sup>2</sup>. Upon the completion of the proposed expansion, the total retail floorspace at the centre will be increased to around 45,200 m<sup>2</sup>. Key elements of the proposed expansion include the addition of five mini-major tenants, further specialty floorspace totalling 6,425 m<sup>2</sup> (retail and non-retail), and the addition of a gym operator (non-retail).

Achieving Theme 4 Local Economy and Employment  
Goal 2 Having vibrant, safe and attractive places for shopping and access to services.





## REVITALISATION OF BONNYRIGG (PUBLIC-PRIVATE PARTNERSHIP)

The suburb of Bonnyrigg is undergoing a major revitalisation which will see a huge expansion of the area in the near future. The Bonnyrigg Living Communities Project (also known as NewLeaf) is the primary driver of this revitalisation. NewLeaf is a NSW Government initiative to redevelop and revitalise a large 1970s public housing estate based around the Premier's Council for Active Living (PCAL) guidelines. The aims of this are to help residents reduce vehicle use, encourage walking and cycling, and increase social interaction, in part by linking the development with the significant existing transport and community and commercial infrastructure in the surrounding area. The project has been conceived as an opportunity to transform an existing low-density public housing estate into a compact vibrant, safe, healthy, and friendly neighbourhood where everyone has opportunities. The residential population of the site is expected to increase from 2,895 to 6,032 people. The redevelopment will transform the existing three to four bedroom townhouses and cottages into a more diverse mix of housing types from apartments and an aged care facility adjacent to Bonnyrigg Town Centre, to detached family homes further from the centre. The number of dwellings on the site will increase from 919 to 2,332. The new housing mix will be 70% private and 30% community housing, with no design difference

discernable from the street between the two types of dwelling. The increased mix and density of housing is intended to support a community with a diversity of age groups, lifestyles, and cultures. Complementing this residential expansion will be a doubling of the size of Bonnyrigg Plaza, expansion of adjacent shopping precincts and local clubs as well as additional private residential developments.

*Achieving Theme 1 Community Wellbeing  
Goal 3 Enjoying a good standard of living and  
enhanced quality of life.*

## CHIPPING NORTON PLAN OF MANAGEMENT

The NSW State Government, in consultation with Fairfield and Liverpool Councils and the Chipping Norton Lakes Authority (CNLA) are preparing to create a new state park at Chipping Norton in Western Sydney. The Chipping Norton Lakes State Park will be made up of Crown reserves under Council management, some Council owned community lands, waterways owned by the Lakes Authority and some lands owned by the Department of Planning. A Management Plan, Master Plan and Business Plan are being prepared to guide the future management of the reserve. The plans will consider, amongst other things:

- Current and potential recreational uses and improving the experience of visitors to the lakes;
- Important natural, cultural, scenic and recreational values;
- Managing the natural and cultural values, environment, including water quality, stormwater, bush fire risk, weeds' and feral animals;
- Access and circulation;
- Future management and funding.

*Achieving Theme 3 Environmental Sustainability Goal 1  
Protecting and improving our natural environment.*







The Plan of Management sets out the vision for the Western Sydney Parklands and provides a road map to guide the future priorities over the next 10 years. The Vision which is being promoted is:

*Western Sydney Parklands is a place for people of all backgrounds to meet, celebrate, learn and play. The Parklands will be a venue for communities to create and manage a new sustainable future on the Cumberland Plain.*

The Plan is based on five strategic directions, each with its own outcomes, objectives, and actions that outline how the Western Sydney Parklands Trust will manage the Parklands over the next 10 years. The five strategic directions are:

- Recreation and Parkland Infrastructure
- Environment and Conservation
- Culture and Participation
- Urban Farming
- Parkland Development and Management

Achieving Theme 3 Environmental Sustainability Goal 1  
Protecting and improving our natural environment.

Achieving Theme 1 Community Wellbeing  
Goal 2 Being healthy and active.

## HOUSING REDEVELOPMENT VILLAWOOD (PROPOSED)

The NSW Government has developed a public-private partnership with Watpac Limited to develop and build a mix of social and private housing at Kamira Court in Villawood. The \$95 million Kamira Court, Villawood Urban Renewal Project will greatly increase affordable housing in the suburb. The project will provide for the development of 111 state of the art social housing units designed to better meet the needs of an ageing population.

The Kamira Court Villawood Urban Renewal Project will include a mix of social and private housing, and will be built on the 1.5 hectare vacant site at the former Kamira Court public housing area at Villawood. The development will consist of 111 units for seniors and 169 privately-owned and affordable units which will address the need for better integrated housing. The social housing units will all be managed by a third party when they are built which will grow community housing in the area and provide an alternative landlord for the social housing tenants. There will also be provision for various new community amenities including a wellness centre, day activity centre, library, cafe, function rooms and training/community services.

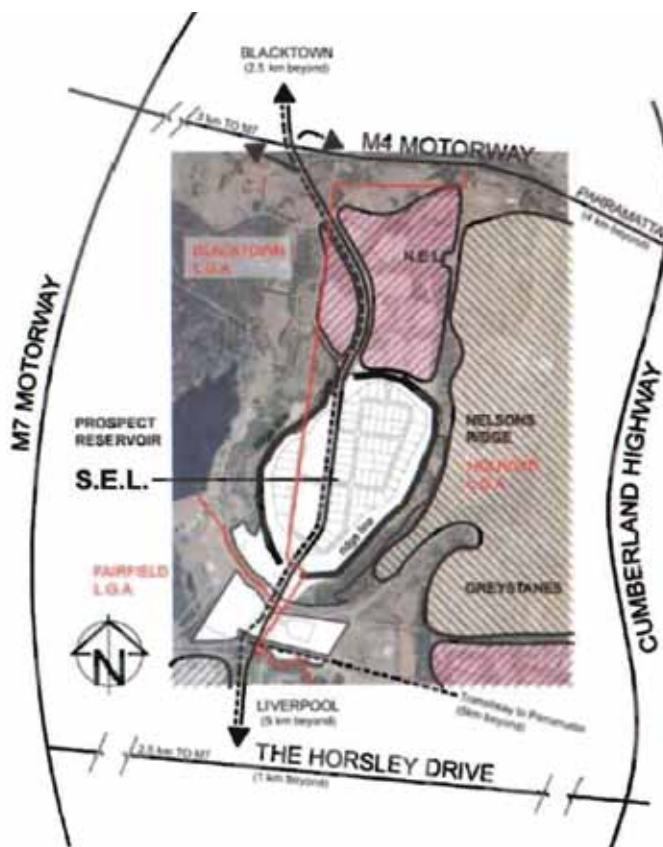
Construction of the 111 seniors social housing units and Stage 1 of the affordable housing is expected to start in March 2012 and is due for completion in May 2013.

Achieving Theme 1 Community Wellbeing  
Goal 3 Enjoying a good standard of living and enhanced quality of life.

### SOUTHERN LINK ROAD

On 20 July 2007, Boral was given consent by the Minister of Planning for the Greystanes Employment Lands proposal which would allow the development of 330 hectares for industrial purposes. The creation will see the development of a southern link road to join Davis Rd, Wetherill Park. This road will ultimately be a 4-lane highway that, upon full development of the Southern Employment Lands, will carry around 4,800 vehicles per hour. This is a similar volume as on some sections of the Cumberland Highway.

Achieving Theme 2 Places and Infrastructure  
Goal 3 Our City is accessible.



Members of the Western Sydney Cycling Network





## SECTION FOUR SIGNIFICANT COUNCIL PRIORITIES 2011 - 2013



Local performers at a Council event

## SIGNIFICANT COUNCIL PRIORITIES 2011-2012 AND 2012-2013

The previous section outlined how much has been achieved by the current Council since they were elected to office in 2008. However, much more work is to be done over the next two years in achieving the Community's desired outcomes as identified in the *Fairfield City Plan 2010-2020*. Set out below are the priorities of the Council for the 2011-2012 and 2012-2013 financial years. These priorities have been arranged by Theme so that readers can see how they relate back to the Community Outcomes identified in the *Fairfield City Plan 2010-2020*. Each activity that Council will be undertaking will highlight which Community Goal(s) they will be achieving.

### THEME 1: COMMUNITY WELLBEING

#### • Children and Family Services

Council will continue its commitment to the provision of quality children and family services across Fairfield City. Council currently runs 17 Childcare services including long day care, preschool, family day care and out of hours school care and a number of support services including parent education supported playgroups and Early Childhood Intervention for children with additional needs. To ensure that quality is maintained Council will continue its program of upgrade works for its facilities. Over the next two years this will consist of the provision of new furnishings, hot water upgrades, bathroom renovations and new carpeting/lino. Council will also construct Preschools at Cabramatta and Bossley Park. This project will involve building purpose built preschools in the grounds of Bossley Park and Cabramatta Primary Schools to house the current services council provides from a leased classroom. Because many within our community come from diverse cultural backgrounds Council is also introducing new programs such as the appointment of a Bi-Cultural Support Worker and a Children's Services Project Officer to assist in the liaison with CALD families and engaging with families to promote the utilisation of child and family services.

Achieving Theme 1 Community Wellbeing  
Goal 3 Enjoying a good standard of living and enhanced quality of life  
Goal 5 Having access to opportunities

#### • Closed Circuit Television (CCTV) Upgrades

'Feeling safe' within our community and 'reduced crime' were identified as key priorities by the community. Council has received a grant of \$250,000 from the previous State Government for the installation and upgrade of CCTV equipment in the Cabramatta Electorate.

Achieving Theme 1 Community Wellbeing  
Goal 4 Being Safe and Law Abiding

Achieving Theme 2 Place and Infrastructure Goal 4 Our City has quality public spaces as well as entertainment, leisure and recreation opportunities,

#### • Community Programs

The Community have told us they want Fairfield City to be a 'clean attractive place' to live with a 'strong community spirit' where we have 'access to opportunities', a 'good standard of living' and are 'safe and law abiding'. To assist with this process Council will continue its strong emphasis on community programs in this Delivery Program. Some of the more significant initiatives which it will be undertaking are:

- The on-going implementation of the Disability Action Plan with activities that provide access to people with disabilities as well as the utilisation of the Access Vote (\$80,000 per year) to provide the upgrade access works for Council facilities.
- Continued support for children with disabilities to be included in Council's childcare and preschools.
- The development and implementation of the Youth Strategy 2012-2016 to set the priorities to address youth issues for Fairfield City.
- To implement the Healthy Communities Initiative and the Community Health and Lifestyle Modification Programs.
- The on-going management of a Health Partnership between the Council and the Sydney South West

Area Health Service to undertake joint strategic planning and local strategies on health issues.

- Development of a new Strategy on Ageing 2012-2016 to set priorities and address the needs of our ageing population.
- Continuing the Community Bike Project, a partnership with the Western Sydney Cycling Network promoting the health and transport benefits of cycling.
- The development and implementation of a new Crime Prevention and Safety Plan 2012-2016 to improve community safety and reduce crime in the Fairfield local government area.

#### Achieving Theme 1 Community Wellbeing

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

#### • Events

An important aspect of social inclusion and community harmony is the promotion of a sense of belonging through the celebration of our diversity. In the Fairfield City Plan 2010-2020 the community strongly advocated the need for Fairfield City to build its community spirit and actively create an integrated community. Council has a pivotal role to play in this process through the provision of events. Council, will continue to provide a successful events program which celebrates our city's diversity and promote community harmony through the provision of:

- Australia Day Awards and celebrations
- Moon Festival
- Lunar New Year Festival
- Bring It On Festival
- NAIDOC Week Celebrations
- Gift of Time Volunteer Celebrations
- Seniors Week Celebrations
- International Day of People with Disabilities
- Participation in the Sydney International Food Festival

#### Achieving Theme 1 Community Wellbeing

Goal 1 Sharing Values and respect for our diversity, culture and heritage;

Goal 5 Having access to opportunities

#### • Fairfield Youth and Community Centre

'Additional youth services' in the city were identified in the Fairfield City Plan 2010-2020 as an 'opportunity' which will help us achieve our goals in Community Wellbeing. Council is planning a new Youth and Community Centre in Fairfield Park which will be co-funded by Mounties and Council.

#### Achieving Theme 1 Community Wellbeing

Goal 2 Being Healthy and Active.

#### Achieving Theme 2 Places and Infrastructure

Goal 4 Our City has quality public spaces as well as entertainment, leisure and recreation opportunities

### THEME 2: PLACE AND INFRASTRUCTURE

#### • Canley Vale Link Road

Council will construct Stage 1 of a link road that will ultimately go from Canley Vale Road through Adams Park to Diggers Lane. The total cost of this Stage 1 project will be \$2.7 million consisting of \$1 million for land acquisition and \$1.7 million for construction.

#### Achieving Theme 2 Place and Infrastructure

Goal 3 Our City is accessible

#### • Carparking

Council will continue its commitment to improve carparking around the city. Council has received a commitment from the previous State Government of \$5 million to construct a commuter carpark at Canley Vale.

#### Achieving Theme 2 Place and Infrastructure

Goal 3 Our City is accessible

**Comprehensive DCP** - Council already has in place a Comprehensive DCP but needs to ensure that its requirements are consistent with those outlined in the new Comprehensive LEP. A review will be undertaken of the Comprehensive DCP so that it can

be placed on public exhibition at the same time as the Comprehensive LEP.

**Comprehensive LEP** - In 2006 the NSW State Government introduced a standard LEP template for the preparation of Local Environmental Plans to achieve consistency and certainty for planning matters across the State and enhance local understanding. Council staff have completed a comprehensive review of Fairfield Local Environmental Plan 1994 which is the principal land use control document for the City. The plan will be placed on exhibition during 2011.

- **Footpaths and Cycleways**

Council maintains 768km of footpaths and cycleways across the city. Council will continue its commitment to maintain these to good standard as well as implementing a program of footpath and cycleway expansion across the city. Around \$1.03 million per year has been allocated for this purpose of which the most significant activity will be the Cabramatta Footpath Upgrade Project. This will have around \$237,000 per year allocated to it for 2011-2012 and 2012-2013. Council's target is to provide a footpath on at least one side of every street in the city. Council also intends to construct an additional 2.24kms of new cycleway during the period of this Delivery Program.

Achieving Theme 2 Place and Infrastructure  
Goal 3 Our City is Accessible

- **Land Use Planning**

The community has told us they want a city that is 'clean, attractive', 'easy to access' with 'quality buildings', infrastructure and public spaces which values our local heritage. To achieve this Council uses a range of land use planning instruments consisting of a Comprehensive Local Environmental Plan (LEP), a Comprehensive Development Control Plan (DCP), a Developer Contribution Plan and reviews and studies.

- **Leisure Centres, Fairfield Golf Course and Fairfield Tennis Complex**

Council's three leisure centres at Fairfield, Prairiewood and Cabravale are very popular recreational facilities

with the community, attracting over 1.1 million visits per year. These facilities provide recreational, leisure and sporting opportunities for the community hence their on-going maintenance and operation is a very important activity. Council will continue to commit funding to on-going upgrade works ensuring they are providing first class facilities to residents. Over the next two years works will be undertaken to improve fencing, air conditioning, pool plant, kiosk refurbishment, concourse upgrades to provide non-slip surfaces and the provision of external shade facilities. Council will also be looking at the implementation of environmental design in the area of solar heating.

Additional upgrade works will also be made to Fairfield Golf Course and the Fairfield Tennis Complex over the next two years to improve the facilities. This work will entail water main replacement, fencing upgrades, service works to dam and feed areas at the golf course and the replacement of court surfaces, lighting and fencing at the tennis courts.

Achieving Theme 2 Place and Infrastructure  
Goal 2 Buildings and Infrastructure meet the changing needs and growth of our community

Achieving Theme 1 Community Wellbeing  
Goal 2 Being healthy and active

- **Libraries**

Our libraries are very popular with the community attracting over 886,000 customer visits per year. This high demand has an impact on the wear and tear of these facilities. Council will continue its refurbishment program for its libraries to ensure they continue to provide customers with access to quality facilities. Over the period of this Delivery Program, Council will be refurbishing the Whitlam Library to provide improved access to technology, replacement of old and outdated furniture; replacing shelving to assist with presentation and the display of publications; replacing carpet; making more efficient and effective use of available space by reconfiguring shelving and furniture. Work has already been completed in the upgrade of the Children's library with works in the other areas being staged in over 2011-2012 and 2012-2013.

## Achieving Theme 2 Place and Infrastructure Goal 2 Buildings and Infrastructure meet the changing needs and growth of our community

### • Maintenance of Community Assets

Council owns and controls over 250 buildings and facilities consisting of the Council administration offices, community halls, libraries, leisure centres, child care centres, amenity buildings, public toilets and a range of sub-structures. The community has strongly indicated that these facilities and assets are valued by them and accordingly Council is committed to ensuring that they are adequately maintained. For the period of this Delivery Program, Council will be expending around \$950,000 on the maintenance of its buildings.

## Achieving Theme 2 Place and Infrastructure Goal 2 Buildings and Infrastructure meet the changing needs and growth of our community

### • Open Space

Council manages and maintains a large array of Open Space Assets which consist of parks, sports fields, sports courts, and native bush as well as constructed areas in town centre's. Major activities planned in this area over the next two years consist of:

- The continuation of the Parks Improvement Program which is funded through a special rate variation which runs for a total of 13 years from 2001-2002 – 2013-2014. The special rate variation raises \$1.106 million per year to be spent on upgrades to parks, playgrounds, tree planting and cycleways. The Special Rate Variation has three years to run and at its completion will result more than 50% of Council's parks being upgraded and over 15kms of cycleways being constructed.
- Open Space improvement program. This program provides capital improvements to sportsfields and general open space. The Floyd Bay Reserve will be upgraded by construction of a pontoon.
- Department of Sport and Recreation grants program. This program provides funding from

Council and the State Government on a 50:50 basis for improvements and infrastructure assets in parks and other open space.

- The Park Buildings Improvement Program. This program provides for the improvement of amenity buildings in the city's parks and sports grounds. Work in this area will include the provision of canteen facilities at Lalich Park and upgrades to kitchens and amenities blocks in parks across the city.
- The Open Space Acquisition Program. This program is funded by Section 94 contributions where Council will continue to look at opportunities to obtain new parks in parts of the city which have been identified as lacking in open space.

## Achieving Theme 2 Place and Infrastructure Goal 2 Buildings and infrastructure meet the changing standards, needs and growth of our community

## Achieving Theme 1 Community Wellbeing Goal 2 Being healthy and active

**Review of Developer Contribution Plan** - Council will also be undertaking a review of its Developer Contribution Plan to examine developer contributions arising from growth set out in the Comprehensive LEP.

### • Roads

The Community has told us they want a city that is accessible and Council is committed to achieving this goal. Over the next two years Council has committed around \$3.1 million per year to deliver a number of initiatives that maintain our road network consisting of:

- Road rehabilitation program
- Black-spot program
- Local Area Traffic Management (LATM) Program
- Pedestrian Access and Mobility Program (PAMP)
- RTA3\*3 Grants
- RTA Repair Program
- Roads to Recovery Program

## Achieving Theme 2 Place and Infrastructure Goal 3 Our City is Accessible



- **Rumbriah Hall**

Rumbriah Hall was originally built by the Canley Heights Progress Association and subsequently transferred to Rotary. Rotary and Council are negotiating the transfer of the hall and its site to Council's ownership. Council will now redevelop the site in conjunction with an adjoining site it already owns to develop a new multipurpose community facility.

Achieving Theme 2 Place and Infrastructure  
Goal 2 Buildings and infrastructure meet the changing standards, needs and growth of our community

**Studies and Reviews** - Council will continue its review of residential densities with the development of Stage 2 of its Residential Strategy. This stage will be examining residential development levels in the western side of the city. A Rural Land Strategy will be completed over the period of this Delivery Program.

Achieving Theme 2 Place and Infrastructure  
Goal 2 Buildings and infrastructure meet the changing standards, needs and growth of our community

Achieving Theme 1 Community Wellbeing  
Goal 1 Sharing values, and respect for our diversity, culture and heritage

- **Waste Enforcement Group (WEG) – Waste Management**

Illegal dumping has been identified by the community as an issue needing to be addressed. Council has established a Waste Enforcement Group (WEG) to provide proactive and specialised investigative services in a bid to reduce illegal waste dumping throughout the city. The team will operate for a trial period of two years to assess its success in reducing illegal dumping. It is proposed the team will commence operation as of 1 July 2011.

Achieving Theme 2 Place and Infrastructure  
Goal 1 Our City is a clean and attractive place where we take pride in our diverse character

Achieving Theme 3 Environmental Sustainability Goal 1  
Protecting and improving our natural environment.

## THEME 3: ENVIRONMENTAL SUSTAINABILITY

- **Natural Resources Management Program**

Council will continue to run a substantial Natural Resources Program that comprises the Creek Care Program, coordination of environmental volunteer groups, education and training activities and management of several grant funded environmental projects. The Creek Care Program helps to improve the biodiversity and visual amenity of the city's creek corridors.

Achieving Theme 3 Environmental Sustainability Goal 1  
Protecting and improving our natural environment

- **Stormwater and Flood Mitigation**

Council has three programs that aim to improve the management of stormwater run-off and flood mitigation within the city consisting of the Stormwater Improvement Program, Stormwater Levy Program and Flood Mitigation Program.

- **Stormwater Improvement Program**

The Stormwater Improvement Program comprises a series of major and minor works to reduce stormwater flooding, improve water quality and reduce creek bank erosion. Council is committed to ongoing projects across the city to improve stormwater management. In 2011-2012 \$513,000 is allocated for a range of projects. The most significant will be bank stabilization of the Orphan School Creek at Hawkesbury Street and Sackville Street.

- **Stormwater Levy Program**

In 2006 the State Government introduced a new initiative to allow councils to levy residential and business properties for stormwater management. Council has in place the Five Creeks Stormwater Levy Program which allows it to raise an additional \$1.4 million per year to be spent on significant stormwater related environmental projects. Council will continue



with the rehabilitation of creeks, researching the benefits of urban creek restoration, reviewing the impacts of revegetation on flood risks, undertaking stormwater education programs, maintaining existing stormwater projects and the installation of a gross pollutant trap in Bellingers Drain.

#### - **Flood Mitigation Program**

The Flood Mitigation Program is a rolling program of projects often requiring funding over two or more financial years. Some of the most significant activities to be undertaken by Council in this area will be the Canley Corridor Floodplain Risk Management Study, the Three Tributaries Floodplain Risk Management Study and Plan and the Prospect Creek Voluntary House Raising (raising houses to increase local flood protection).

**Achieving Theme 3 Environmental Sustainability Goal 1**  
**Protecting and improving our natural environment**

**Achieving Theme 2 Place and Infrastructure**  
**Goal 5 We minimise the impacts from natural events and disasters**

#### • **Sustainable Resource Centre (SRC)**

Council operates a commercially successful construction and demolition materials recycling service which produces marketable materials. The Centre allows Council to divert demolition materials from costly landfill to be reconstituted as civil construction materials.

**Achieving Theme 3 Environmental Sustainability Goal 3**  
**Supporting sustainable activities and development**

#### • **Waste Services**

The community has strongly indicated they want the city to be clean and attractive. In response to this Council is committed to a number of initiatives which aim to improve waste management practices. Council will continue its Home Unit Liaison Officer program (a three year program) to develop a network with Home Unit Managers and body corporates to improve the management of waste removed from home unit blocks.

**Achieving Theme 3 Environmental Sustainability Goal 1**  
**Protecting and improving our natural environment.**

**Achieving Theme 2 Place and Infrastructure**  
**Goal 1 Our City is a clean and attractive place where we take pride in our diverse character**

## THEME 4: LOCAL ECONOMY AND EMPLOYMENT

### **Town Centre Improvements /Marketing**

Council will continue its commitment to enhancing our town centres. Over 2011 – 2013 Council has a number of priority projects and programs planned consisting of:

- Fairfield City Centre streetscape lighting improvements as part of the Town Centre Revitalisation Program.
- The Interwoven Arts Program which will facilitate the use of community groups through workshops to develop artwork designs for use on public assets in the Fairfield Town Centre as part of a capital works upgrade program.
- Cabramatta Coach Parking project which will increase the available coach parking spaces and improve the amenity for visitors to the Cabramatta Town Centre.
- Canley Heights Public Domain Works will implement a series of works identified in the Canley Heights Town Centre Improvement Plan.
- Canley Vale Town Centre banner pole and street lighting upgrade.
- Lions Club poster removal initiative. The combined Lions Clubs in Fairfield will be working with Council on a joint project to remove pole posters in town centres.
- Implementing a Place Marketing Plan for Fairfield Town Centre to promote the Town Centre.
- Smithfield Town Centre enhancement program to carry out new infrastructure works along The Horsley Drive (east of the Cumberland Highway) and Cumberland Highway frontages of the town centre to address safety concerns, improve visual amenity

and facilitate access to the Smithfield Town Centre. These works will include new paving, landscaping and the installation of way-finding signage. Council will also supply and install seven new promotional street banner poles with rotating banner arms to better promote the Smithfield Town Centre.

Achieving Theme 4 Local Economy and Employment  
Goal 2 Having vibrant, safe and attractive places for shopping and access to services

## THEME 5: GOOD GOVERNANCE AND LEADERSHIP

### • Digitisation of Council Minutes

Council's minutes are currently in bound volumes and stored at the Whitlam Library. An on-going project is being implemented to digitize this information so that it can be easily accessed on-line.

Achieving Theme 5 Good Governance and Leadership  
Goal 2 All have a voice and the opportunity to participate

### • Financial Sustainability

Council will continue its work to ensure the long term financial sustainability of the organisation. This entails:

- An on-going review of business efficiency
- The operation of Council's Property Development Fund (PDF) to allow for the rationalization of property assets to ensure maximize returns
- Continually looking at opportunities to obtain grant funding for activities, and
- The on-going development and refinement of council's Long Term Financial Plan to ensure that Councillors have up to date and accurate financial information upon which to base their decisions.

Achieving Theme 5 Good Governance and Leadership  
Goal 1 We are well represented and governed where all act ethically and in the interest of the community

### • Integrated Planning and Reporting

The ongoing implementation of the Integrated Planning and Reporting requirements to ensure that

community input is provided to the strategic direction of the Council and that it has in place processes and procedures to provide for community involvement in its decision-making processes will continue to be a priority.

Achieving Theme 5 Good Governance and Leadership  
Goal 2 All have a voice and the opportunity to participate

### • On-line presence

Council will continue its commitment to broaden its on-line presence to allow for easier access to information by customers. The new access to public information requirements as set out in the Government Information Public Access (GIPA) Act requires Council to have an on-going and expanding commitment to providing as much information as possible on-line. Council actively supports this approach and is undertaking an upgrade of its website and systems to include implementation of Web 2.0 products to allow for on-line community engagement. This work will also see the on-going development of e-services and e-business capabilities such as development applications (DAs) on-line.

Achieving Theme 5 Good Governance and Leadership  
Goal 2 All have a voice and the opportunity to participate



Horsley Park Car Park



## SECTION FIVE RESOURCING STRATEGY



Brian Wunsch Centre, Wakeley

## 5.1 OVERVIEW OF THE RESOURCING STRATEGY

### LONG TERM FINANCIAL PLAN

One of the key challenges for local government, including Fairfield City Council (FCC), is financial sustainability. Financial sustainability refers to the capacity to meet the total of current and future spending requirements (including capital) with financial resources mobilised through present and future income raising and cost management. Inherent in this definition is the assumption that the mobilisation of financial resources over the period can be achieved without unplanned and significant adjustments to expenditure and income which cause social or economic disruption.<sup>1</sup>

The *Delivering on Community Priorities - A Long Term Financial Plan 2009-2010 to 2018-2019* (LTFP) brings together various financial principles, strategies, targets and actions to guide FCC on the continuing financial sustainability journey. The LTFP explains how local government and FCC finances operate and how Council intends to meet the financial challenges ahead so it can continue to deliver those services of greatest priority to the community.

It is, however, important to understand that achieving financial sustainability is not just about financial matters. Financial decisions are made in the context of providing services to the community. Remaining financially sustainable will require a commitment to ensure Council is delivering the services of greatest value to our community in the most efficient way.

The LTFP is structured into eight sections which are as follows:

- Overview of Local Government and FCC
- FCC Financial Structure and Budget
- Financial Policies for On-Going Operations
- External Financial Risks and Issues
- Council Services
- Measuring Financial Sustainability
- Modelling Financial Sustainability
- Strategies and Actions

The LTFP also provides a detailed conclusion along with a number of attachments which includes Ten Year Financial Projections based on three scenarios. The conclusion identifies that FCC has enjoyed a sustained period of sound financial performance, making a substantial investment in maintaining its assets, providing new assets and delivering a range of services to the community. The cost of providing these services now and into the future and fully sustaining the necessary base of assets is increasing. Therefore, without a commensurate increase in revenue-raising capacity (which is unlikely), FCC's financial position will deteriorate unless corrective action is taken.

As a result of this conclusion a number of strategies and actions have been identified and will be implemented over 2011-2012 to 2012-2013 which includes the following strategies:

1. Service Reviews – review Council services in line with Council priorities.
2. Income and Expenditure Reviews – review the income and expenditure streams of Council and identify savings and/or earnings opportunities.
3. Asset Management – finalise the Asset Management Strategy and Asset Management Plans for each asset class.
4. Develop a ten-year capital program and funding model – formulate a long-term capital program which incorporates an appropriate funding mix and program which supports the financial measures identified in the LTFP.

The LTFP will be reviewed on an annual basis to ensure it continues to provide a ten-year financial overview of Council's financial sustainability. This includes continuing to identify key strategies and actions required to ensure Council is financially sustainable.

For further information please go to *Delivering on Community Priorities - a Long Term Financial Plan*. This is available on Council's website.

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<sup>1</sup> Independent Inquiry into the Financial Sustainability of NSW Local Government 2006; NSW Fiscal Responsibility Act 2005.



## WORKFORCE MANAGEMENT PLAN

Fairfield City Council's Workforce Management Plan, known as "Our People, Our Future: A Human Resources Strategic Plan 2010/2011-2013/2014" is one of several important plans that form part of the Resourcing Strategy under the new Integrated Planning and Reporting framework.

An effective Workforce Management Plan ensures that Council has "the right people in the right places with the right skills doing the right jobs at the right time" (Division of Local Government [www.dlg.nsw.gov.au](http://www.dlg.nsw.gov.au)). *Our People, Our Future: A Human Resources Strategic Plan* sets out Fairfield City Council's long term workforce needs to allow it to implement the activities (services and projects) to achieve many of the priorities identified in the Fairfield City Plan and Council's Delivery Program.

The vision for this Plan, that is, an expression of what the Plan aims to achieve overall, is:

*"Fairfield City Council: a great place to work – a great community to serve"*

The plan is divided into three parts: Summary of Workforce Profile and Emerging Issues, Initiatives and Progress Report, and Gap Analysis and Actions:

**Part 1:** Summary of Workforce Profile and Emerging Issues examines a range of significant issues that will have an impact on Fairfield City Council's current and future workforce. Issues have been identified through an analysis of internal, external, current and future workforce data as well as researching the external environment.

**Part 2:** Initiatives and Progress Report summarises those key initiatives already in place to address current and emerging workforce issues. Since the introduction of this plan in 2007, many significant achievements have been made, and these are detailed in a progress report.

**Part 3:** Gap Analysis and Actions analyses those gaps that have not yet been addressed, or have not been addressed adequately. A review of both Part 1 and Part 2 gives an insight into areas of emerging

issues that still require further action. These have been scheduled as projects on the Action Plan; a plan that has been ongoing since 2007.

Since the implementation of this plan a number of achievements have been completed. With the refresh of this plan in 2010-2011, to meet the new requirements set under the IPR framework, it is important to note there are a number of key projects currently in progress which will be finalised and implemented within the two years of the Delivery Program. These are as follows:

- Research and implementation of an Ageing Workforce Strategy.
- Development of an employer branding strategy.
- Research on various industrial instruments and how they can best assist Council with employment practices.
- Further research into flexible work practices, recruitment strategies and remuneration and benefit strategies.
- A major review of the Works and Parks and Waste Services branches.
- Implementation and promotion of Apprentice, Trainee and Graduate guidelines for managers.
- Promotion of the Local Employment Policy.
- Continuance of Council's well-established culture and leadership program, and learning initiatives.

A number of new activities will be considered and implemented over the two-year period. Some of these include the following:

- Development of a program for promising and aspiring young employees
- Implementation of a formal system of coaching and mentoring for employees
- Career planning program for the purpose of supporting succession planning and skills shortage areas
- Conducting further research across the Council in relation to identifying skills shortage areas that will provide more comprehensive data, suggestions and

strategies

- Continuance of the Diversity and EEO Committee, with the purpose of monitoring and advocating for continuation of a diverse workforce and related strategies

An action plan has been developed, and is detailed within the plan which is based on six key themes, as follows:

1. Developing a constructive organisation culture and unique employer brand
2. Growing and rewarding our own talent
3. Fostering workforce flexibility, innovation and diversity
4. Ensuring our health, safety and wellbeing
5. Maximising our capacity through equitable and effective industrial and employee relations policies and practices
6. Cultivating workforce engagement

For further information please refer to the “Our People, Our Future: A Human Resources Strategic Plan 2010/2011-2013/2014”. This is available on Council’s website.

## ASSET MANAGEMENT

In 2010-2011 Council implemented a strategic approach to the management of its assets. This approach is in line with the NSW State Government’s Integrated Planning and Reporting Framework which requires Councils to implement an Asset Management Policy and Strategy and Asset Management Plan(s) to support the Community Strategic Plan and Delivery Program. Fairfield City Council is the custodian of approximately \$1.4 billion of community assets. The major asset types are set out in Table 2 below. Council’s aim is to manage these assets.

*“To meet the community’s required level of service in the most cost effective way through the creation, operation, maintenance, renewal and disposal of assets to provide for the needs of existing and future generations within the Fairfield City Local Government Area.”*

## ASSET MANAGEMENT POLICY

An Asset Management Policy has therefore been developed providing for the following objectives:

- Prioritise the needs of the community within the resources available to Council.
- Ensure that Council’s services and infrastructure are provided in a sustainable manner with appropriate levels of service to residents, users, visitors and the environment.

**Table 2 - Asset Management Classes**

Asset Type	Asset Class	Items included in Asset Class
INFRASTRUCTURE ASSETS	Roads	Road Pavements, Carparks, Footpaths and cycleways, Kerb and Gutter, Bridges, Bus Shelters, , Roadside Furniture, Signage, Street Lighting
	Drainage	Drains, Pipes, Culverts, Pits, Gross Pollutant Traps, Wetlands, Riparian Zones
	Buildings and Facilities	Libraries, Public Halls, Community Facilities, Public Toilets, Pump Houses,, Multistory Carparks, Council Offices, Leisure Centres, Amenity Buildings,
	Open Space	Parks, Gardens, Sports Ovals, Play equipment, Irrigation systems, Skate parks, Tennis courts, Golf Course, Park Furniture, Sports field lighting
NON-INFRASTRUCTURE ASSETS	Plant and Equipment	Motor vehicles, Trucks, Construction equipment, Gardening equipment, Computer systems and equipment
	Other	Office furniture, Fittings and equipment, Library books, Artworks, Land

- Safeguard Council assets by implementing appropriate Asset Management plans and appropriate financial treatment of those assets.
- Create an environment where Council employees take an integral part in the overall management of council assets by creating and sustaining Asset Management awareness throughout Council.
- Develop medium to long term programs of works for the provision and maintenance of assets.
- Meet or surpass legislative requirements for Asset Management.
- Ensure resources and operational capabilities are identified and responsibility for asset management is allocated.
- Demonstrate transparent and responsible asset management processes that align with demonstrated best practice.
- Ensure that Council is minimising risk as part of its ongoing management of assets.
- Ensure that the appropriate service levels are developed and implemented in consultation with the community.

## ASSET MANAGEMENT STRATEGY

Council also developed an Asset Management Strategy which provides direction for developing the ongoing processes regarding managing infrastructure assets in line with the community's vision and needs, taking into consideration the financial resources of Council which are detailed in the Council's Long Term Financial Plan. The Asset Management strategies addresses three questions in respect of the city's assets consisting of:

- What is the current situation?
- Where do we want to be?
- How do we get there?

## ASSET MANAGEMENT PLANS

Asset management planning aims to optimise services to the community at a cost and risk that is acceptable. Asset management plans are being developed for Council assets to provide a long-term assessment of the asset activities and actions required to deliver services related to civil infrastructure. The objective

of the Asset Management Plans is to outline the particular actions and resources required to provide a defined level of service in the most cost effective manner.

## PRIORITIES FOR 2011-2012 TO 2012-2013

The Asset Management Strategy will continue to evolve as the strategic objectives of Council develop and change. The key steps in this process include reviewing the strategic trends, assessing potential impacts on the asset stock, and assessing gaps in the knowledge of the asset/s required to prepare Asset Management Plans and the Asset Management Improvement Plan.

The key actions that will be undertaken over the next two years relate to the full implementation and effective operation of the above asset management structure and to meet the objectives detailed above. This includes the following:

- Developing and implementing Asset Management training for key staff across Council.
- Completion of Asset Management Plans and enhancing Council's asset register.
- Integrating risk management into the management of Council's assets through the development of risk management plans.
- Developing a process to engage with the community on the service levels expected for Council assets.
- Developing and implementing an enhanced asset condition and performance monitoring process to ensure the asset is continuing to meet the service levels set by the community through the community engagement process.
- Finalising the development and implementation of a formalised process to consider the full lifecycle costs to assist in asset investment decisions.

For further information please refer to Council's Asset Management Strategy which is available on Council's website.

## 5.2 OVERVIEW OF FINANCIALS

### 2011-2012 AND 2012-2013 BUDGET

In October 2010, Council adopted its first Long Term Financial Plan (LTFP). In that plan, eight (8) financial sustainability indicators, principles, and targets were adopted as a method to measure Council's progress in achieving its long term financial sustainability.

All indicators are explained fully in the LTFP with progress against them reported to Council quarterly.

The key indicator in determining financial sustainability is for Council to achieve an operating surplus from its operations. Therefore Council has adopted a targeted operating surplus above \$3m to be achieved from 2013/14 – this represents approximating 3% of own sourced income.

The financials and actions in this delivery have been determined to achieve this targeted operating position. Progress to date and for the delivery program against the LTFP adopted is as follows.

YEAR	LTFP	EXPECTATION	VARIANCE
2009/10	\$0.291m	\$0.329m (actual)	\$0.038m
2010/11	\$0.476m	\$1.998m	\$1.522m
2011/12	\$1.629m	\$2.134m	\$0.505m
2012/13	\$2.824m	\$1.935m	(\$0.889m)

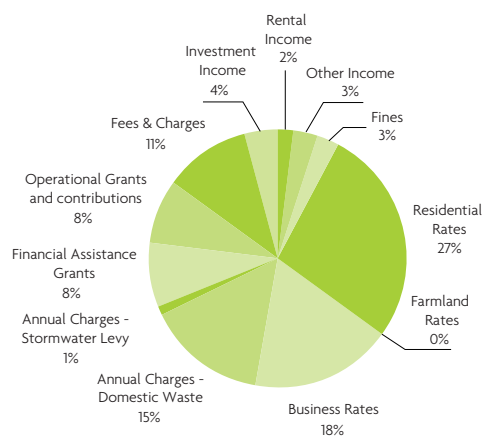
Current expectations are for Council to achieve operating surpluses for the first three years above the projections in the LTFP. The last year (2012/13) at this stage is below due to the expected \$1m expense for Council elections in September 2012. When the detailed operational plan is prepared for the 2012/13 year in early 2012, future efficiency improvements or opportunities to increase revenue will be explored in an effort to lift this expectation to the level in the LTFP.

The delivery program presented includes additional Labour Cost savings of \$1m for each year. This is in addition to the significant savings that has already been achieved for the 2009/10 and 2010/11 years. Full details of the components of revenue and expenditure will be contained within the updated (June 2011) LTFP. The yearly update is a requirement of the Integrated Planning and Reporting Framework to reflect the new Operational Plan.

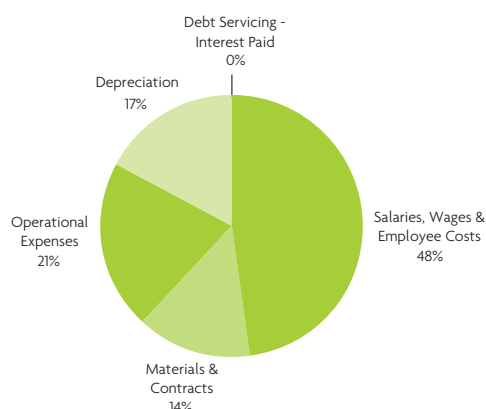
Council's financial position continues to be strong with operating surpluses of \$2.134m and \$1.935m expected for the two respective years. After allowance for non-cash and capital items the cash position remains healthy with a small deficit of \$0.504m in 2011-2012 followed by a moderate surplus of \$1.502m in 2012-2013. The detailed operating statement including the estimates for 2011-2012 and 2012-2013 is on page 63.

In addition to the operating income and expenditure shown in the following pie charts there is capital expenditure of \$33.206m (2011-2012) and \$31.825m (2012-2013) – details of individual capital expenditure items are listed in the Themes section of this report.

**Sources of Income**  
Year 1: 2011/12 Operating Income \$138.8m  
Year 2: 2012/13 Operating Income \$142.7m



**Sources of Expenditure**  
Year 1: 2011/12 Operating Expenses \$136.6m  
Year 2: 2012/13 Operating Expenses \$140.7m



## 2011-2012 AND 2012-2013 OPERATING POSITION

CATEGORY	2010-2011 BUDGET	2011-2012 PROPOSED BUDGET	2012-2013 PROPOSED BUDGET
<b>All Amounts Shown in \$000's</b>			
<b>OPERATING EXPENDITURE</b>			
Salaries, Wages and Employee Costs	64,159	66,159	67,972
Additional Labour Savings	(1,000)	(1,000)	(1,000)
Material and Contracts	19,095	19,065	19,701
Operational Expenses	27,412	28,070	29,880
Depreciation	22,913	23,951	23,951
Debt Servicing - Interest Paid	422	377	261
<b>Total Operating Expenditure</b>	<b>133,001</b>	<b>136,621</b>	<b>140,765</b>
<b>OPERATING INCOME</b>			
Annual Charges - Rates	62,524	64,274	66,138
Annual Charges - Domestic Waste	20,102	20,926	21,742
Annual Charges - Stormwater Levy	1,486	1,600	1,600
Financial Assistance Grants	10,348	10,669	10,978
Operational Grants and Contributions	9,644	10,195	10,365
Fees and Charges	14,062	15,109	15,457
Investment Income	5,240	5,340	5,600
Rental Income	2,353	2,441	2,512
Other Income	3,565	3,667	3,773
Fines	4,485	4,535	4,535
<b>Total Operating Income</b>	<b>133,809</b>	<b>138,756</b>	<b>142,700</b>
<b>Operating Surplus/(Deficit)</b>	<b>808</b>	<b>2,134</b>	<b>1,935</b>
<b>CAPITAL EXPENDITURE AND INCOME</b>			
Asset Sales	779	870	895
Capital Income	6,637	5,028	5,174
Capital Works Expenditure	(31,607)	(33,206)	(31,825)
Debt Servicing - Principal Repaid	(2,045)	(1,998)	(1,488)
Loans - Borrowings	500	0	0
<b>NON CASH MOVTS ADJUSTMENTS</b>			
Add Depreciation	22,913	23,951	23,951
ELE Provision (Increase)/Decrease	2,608	2,716	2,859
<b>Capital and Funding Items</b>	<b>(215)</b>	<b>(2,638)</b>	<b>(434)</b>
<b>Cash Surplus/(Deficit)</b>	<b>593</b>	<b>(504)</b>	<b>1,502</b>





## SECTION SIX

### THEMES and ACTIVITIES

#### 2011-2012 TO 2012-2013



Ware & Spencer Sts Fairfield Town Centre

# THEME ONE

## COMMUNITY WELLBEING



Cyclists using one of the many cycleways throughout the City

### GOALS

- 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

### NEW PROJECTS 2011-2012 AND 2012-2013

PROJECT DESCRIPTION	STRATEGY LINK TO THE GOALS	2011-2012	\$	2012-2013	\$	Funding Source
<b>1.1 Bossley Park Preschool project</b>						
Building a purpose built preschool on the grounds of Bossley Park Primary School to house the current preschool service we provide (Mobile 1 ELC) from a leased classroom.	5	×	309,500			Grant
<b>1.2 Cabramatta Preschool project</b>						
Building a purpose built preschool on the grounds of Cabramatta Primary School to house the current preschool service we provide (Mobile 2 ELC) from a leased classroom.	5	×	258,500			Grant
<b>1.3 Community Bike Project (3 year program)</b>						
Further the development of the bicycle recycling project by engaging staff to address operational issues of the project around recycling and OHS and secondly to build the capability of the Western Sydney Cycling Network to become more sustainable. (2011-2012 Year 2 and 2012-2013 Year 3).	2	×	56,463	×	58,093	Rates/General

PROJECT DESCRIPTION	STRATEGY LINK TO THE GOALS	2011- 2012	\$	2012- 2013	\$	Funding Source
<b>1.4 Museum &amp; Gallery</b>						
Upgrade and maintenance of village buildings	1	×	10,000			Rates/ General
<b>1.5 Whiltlam Library refurbishment</b>						
Upgrade the library to provide improved access to technology, replacing old and outdated furniture, replacing shelving to assist with presentation and the amount of product on display, replace old and worn carpet, make more efficient and effective use the of available space by arrangement of shelving and furniture. The funding available requires a staged approach to implementation, with one area to be upgraded each year. The first stage in 2009-2010 was the Children's Library, which has been completed.	5	×	150,000	×	150,000	Grant

## SERVICES PROVIDED

SERVICE OBJECTIVE	STRATEGY LINK TO THE GOALS	Responsible Dept/ Division	Performance Indicators
<b>Children and Family Services</b>			
<ul style="list-style-type: none"> <li>Provide a range of quality children's services, for 0-12 year old children, to enable parents to participate in the workforce and to access employment related training.</li> <li>Provision of services for 0-6 year old children to access an educational preschool program to assist with learning and developing the skills necessary for life -long learning. This includes 6 Long Day Care Services, 3 Multi-Purpose Services, 6 Pre-schools Services, 1 Out of School Hours Care Service (approximately 599 places combined per day) and 1 large Family Day Care Scheme (approximately 100 carers, 450 places per day and 926 children per annum)</li> <li>Early childhood intervention services for 0-7 year old children with additional needs and disabilities including Speech Pathology, Special Education, Helping Children with Autism scheme etc (approximately 330 children per annum)</li> <li>Provide support to vulnerable families which includes Supported Playgroups (approximately 190 children participate per annum)</li> <li>Provide training to parents and carers through Families Together.</li> </ul>	3 and 5	City Services	<p><b>Children Services:</b></p> <ul style="list-style-type: none"> <li>Satisfaction with service – survey</li> <li>Quality of service – Accreditation</li> <li>Outcome of the program – measure AEDI</li> <li>School readiness</li> </ul> <p><b>Family Services:</b></p> <ul style="list-style-type: none"> <li>Satisfaction with service – survey</li> </ul>
<b>SPECIFIC SERVICE OUTPUTS</b>			
<ul style="list-style-type: none"> <li><b>Cultural Support Worker</b> - A part time (10 hour per week) Cultural Support Worker will assist Early Intervention and Children's Services staff to accurately assess the needs and support the inclusion of Cultural and Linguistically Diverse children with developmental delays and or disabilities attending FCC Early Learning Centres.</li> </ul>			

SERVICE OBJECTIVE	STRATEGY LINK TO THE GOALS	Responsible Dept/ Division	Performance Indicators
<b>Compliance Investigation and Enforcement</b>			
<ul style="list-style-type: none"> <li>• Provide compliance and regulatory services relating to the conditions of use for residential, commercial and industrial property</li> <li>• Enforcement of specific motor vehicle parking related matters</li> <li>• Collection and impounding of stray companion animals (eg dogs) and conducting investigations</li> <li>• Dog registrations and community education programs relating to Companion Animals (dogs and cats)</li> <li>• Investigations relating to the illegal dumping of waste</li> </ul>	4	Environmental Standards	<ul style="list-style-type: none"> <li>• Trend in illegal dumping within the Local Government Area</li> <li>• Trend in animals impounded across the Local Government Area</li> </ul>
<b>Community Development</b>			
<p>The Community Development Team actively links to the Fairfield City community through the provision of information, resources, training, support, advice, and advocacy and encourages community involvement and action through local networks. It is also concerned with co-ordinating linkages between the community and all spheres of Government and developing partnerships to meet community needs.</p> <ul style="list-style-type: none"> <li>• Coordination of the Youth Advisory Committee, Mayor's Crime Prevention Reference Group, Aboriginal Advisory Committee, Multicultural Advisory Committee etc</li> <li>• Festivals and events such as the Bring It On Youth Festival, NAIDOC week, Seniors Week etc</li> <li>• Skills development and advocacy for these identified groups in consultation with other agencies and government departments</li> <li>• Referral services to other direct service providers</li> <li>• Management of community capacity building programs and related grants programs</li> </ul>	1 and 5	City Outcomes	<ul style="list-style-type: none"> <li>• Satisfaction survey with partners (Annual survey)</li> </ul>

#### SPECIFIC SERVICE OUTPUTS

- **Grants** - Support local community's to use eg Community Development Expenditure Scheme to address important issues which deliver a tangible outcome to the community.
- **Fairfield Bring It On! Youth Festival** - Bring it On! is an annual celebration of National Youth Week in Fairfield, which is a time to acknowledge and promote our vibrant youth cultures. The Festival showcases the talents of local performing artists and a variety of well known Australian artists. It relies on the hard work and effort of local young people who volunteer at the Festival and help the event run smoothly.
- **NAIDOC Week Celebrations** - To deliver the strategies stemming from the 'Dyalgala' Aboriginal and Torres Strait Islander Reconciliation Action Plan and identified needs to be addressed from Council's Aboriginal Advisory Committee.
- **Gift of Time Celebrations** - The ceremony known as the 'Gift of Time' is a long-standing Fairfield City Council tradition to celebrate and acknowledge the significant contribution of volunteers to Fairfield City.
- **Crime Prevention and Safety Plan 2012-2016** - 16 days of Action to eliminate Violence Against Women and development of partnerships to deliver Crime Prevention Initiatives.
- **Disability Action Plan** - Celebration of International Day of people with Disability, activities that provide access to people with disabilities and access vote.
- **Strategy on Ageing 2012-2016** - Implement strategies which relate to the ageing population within the City.

### SPECIFIC SERVICE OUTPUTS (continued)

- 'Dyalgala' Aboriginal and Torres Strait Islander Reconciliation Action Plan 2011-2016 - Outlines Council's commitment to building respect, relationships and opportunities.
- Youth Strategy 2012-2016 - Fairfield Youth and Community Centre-operational and Youth Skills Development.
- Multicultural Advisory Committee - Facilitate and engage the Multicultural Advisory Committee to address multiculturalism.
- Capacity Building Communities - Build capacity of the new and emerging communities.

SERVICE OBJECTIVE	STRATEGY LINK TO THE GOALS	Responsible Dept/ Division	Performance Indicators
<b>Property Services and Community Facilities</b>			
<ul style="list-style-type: none"> <li>• Provide a real estate service for Council owned properties and strategic property consulting services. This includes leasing and property management of Council's properties and acquisition of properties for community or open space projects.</li> <li>• Manage Council's community facilities for community use which includes 60 buildings, 42 community facilities, 3 community buses and 96 sporting fields.</li> </ul>	2 and 5	City Services	<ul style="list-style-type: none"> <li>• Trend in occupancy rate</li> </ul>
<b>Environmental and Public Health</b>			
<ul style="list-style-type: none"> <li>• Protect community members from the potential for food-borne illnesses and potential for infection caused through poor infection control practices by conducting inspections of food premises such as retail food businesses, mobile food vendors vehicles, food stalls at festivals and events and inspection of skin penetration activities (tattooists, beauty salons, hairdressers etc)</li> <li>• Provide immunisation clinics (average of 5 clinics per month)</li> <li>• Audit industries and commercial businesses to prevent pollution and environmental damage across the LGA.</li> </ul>	2	Environmental Standards	<ul style="list-style-type: none"> <li>• Trend in % of food premises where compliance was encountered at inspection</li> <li>• Trend in % of premises where compliance was encountered with environmental legislation and standards</li> </ul>



Harmony Day 2011 at Bonnyrigg Library



SERVICE OBJECTIVE	STRATEGY LINK TO THE GOALS	Responsible Dept/ Division	Performance Indicators
<b>Leisure Centres</b>			
Provide aquatic and leisure centre facilities on behalf of Council for the benefit of local residents and visitors. These facilities are to be developed and maintained at a reasonable cost to users. The programs offered within the leisure centre facilities are targeted to the broad community from children through to the elderly and include swimming lessons, swimming pools, AustSwim recognised training courses, access to gym equipment, personal training, group fitness activities, various health and fitness programs, orthopaedic rehabilitation programs and health promotion programs. There are three leisure centres across the LGA (Cabravale, Fairfield and Prairiewood) as well as the Fairfield Tennis Complex.	2	City Services	<ul style="list-style-type: none"> <li>Approval rating of users (Annual Survey) ( Target &gt; 75% rank higher than satisfactory)</li> <li>Trend in facility usage (leisure centres)</li> </ul>

#### MAJOR PROGRAMS

- **Prairiewood Leisure Centre Improvement Works** - Reconstruction and or replacement of a number of items and plant as identified in the Management Audit (April 2007).
- **Fairfield Leisure Centre Improvement Works** - Reconstruction and or replacement of a number of items and plant as identified in the Management Audit (April 2007).
- **Fairfield Tennis Improvement Works** - Reconstruction and or replacement of a number of items and court surfaces. It involves the replacement of two court surfaces, replacement of floodlighting and park furniture.
- **Cabravale Leisure Centre Improvement Works** - Refurbishment or development of a number of capital items identified within the initial development plan or long term asset plan.

#### Libraries

Provide free access to a wide range of resources and information including Internet access at five libraries across the LGA in attractive, vibrant and user-friendly spaces that reflect the cultural diversity of the City. The collections, resources, services and technology provided is designed to meet the needs of the City's community including the Culturally and Linguistically Diverse (CALD) community. These libraries are located at Cabramatta, Fairfield, Wetherill Park, Bonnyrigg and Smithfield.	5	City Services	<ul style="list-style-type: none"> <li>Trend in customer visits to Council libraries</li> <li>Customer satisfaction survey (Random sample users undertaken annually)</li> </ul>
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#### SPECIFIC SERVICE OUTPUTS

- **Library Resources** - Purchase of Library Resources in English and 16 community languages in a range of formats for a range of ages in fiction and non-fiction and reference to meet the educational, informational and recreational needs of the community.
- **Live (On-Line) Homework Help** - The 'yoututor' (Live Homework Help) service is a web-based online tutoring service to assist students from Year 4 onwards with homework help in Maths, Science, General English and Essay writing. This service can be accessed from home using a library card or at the Library.
- **Homework Centre** - The Homework Centre is a place where students can get help with their homework, projects or assignments from qualified teachers. A teacher is in the library where the homework centre operates twice a week at Bonnyrigg, Cabramatta, Wetherill Park and Fairfield libraries during the entire 3 hours, with computers available for students to type up their work or search for information.
- **Family Literacy Classes** - Family Literacy is a program to help Primary School Children in Years 2 - 6 with reading and writing. They are held once a week at Fairfield, Cabramatta and Wetherill Park libraries.
- **IT Seniors Program** - Provide a range of targeted classes for Seniors pertaining to their stage of life eg Internet, PC programs, access to Government Information, medical information, healthy life style etc.



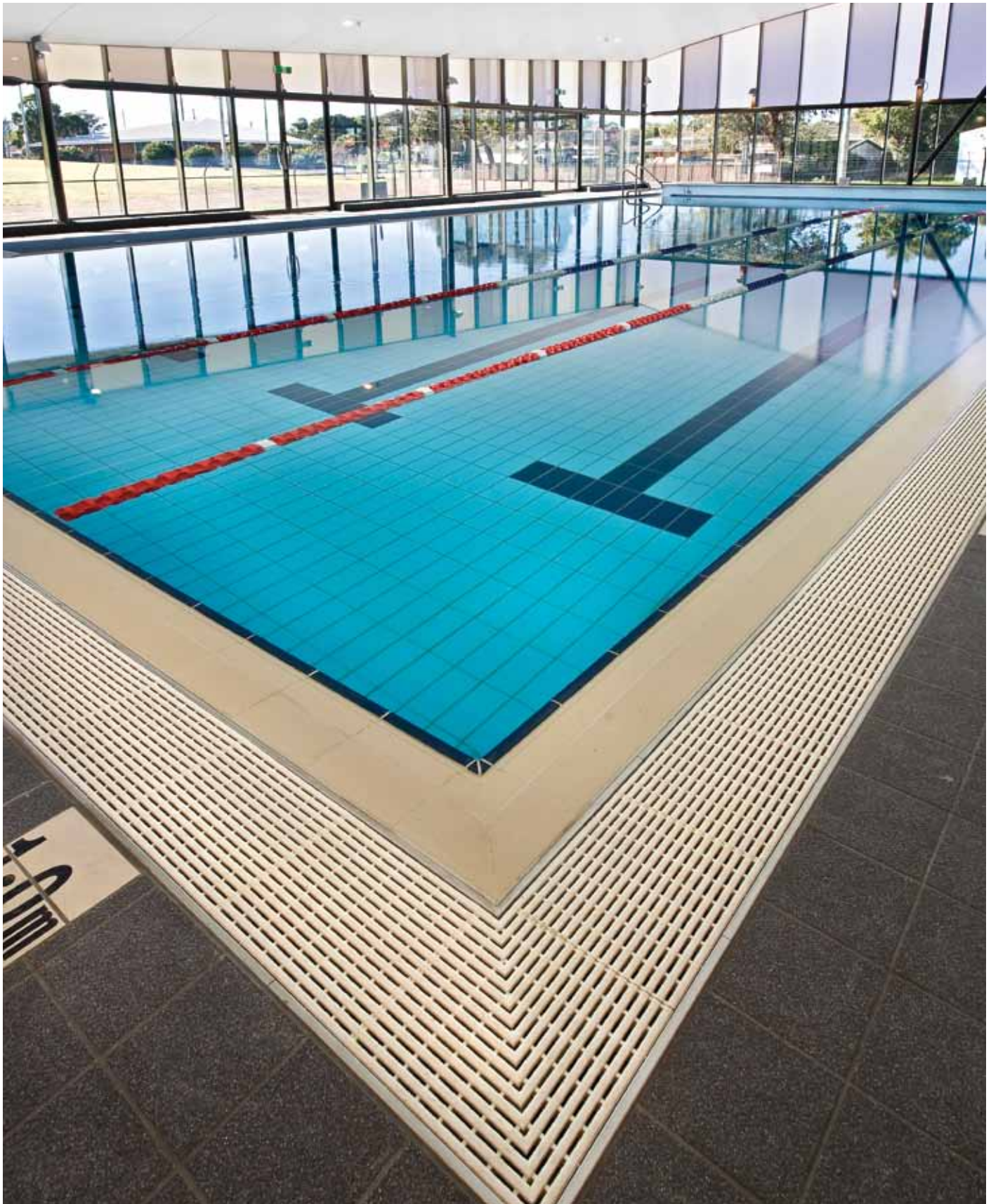
SERVICE OBJECTIVE	STRATEGY LINK TO THE GOALS	Responsible Dept/ Division	Performance Indicators
<b>Museum and Gallery</b>			
Provide a venue and programs to support the unique culture, heritage and history of the City and showcase it to a wide variety of audiences. This is carried out through a program of arts, culture and heritage activities such as providing an exhibitions program, a community space and the running of associated culture and public arts programs.	1	City Services	<ul style="list-style-type: none"> <li>Trend in customer visits to Council Museum</li> </ul>
<b>Policy and Strategic Planning</b>			
<p>Support the strategic directions of Council and the City through the development of Council's public policies and strategic plans to set the directions for enhancements to community based services, activities and projects. This includes developing partnerships with other agencies and advocating on the behalf of the City.</p> <p>Provide expert advice in the areas of Open Space and Recreation; Transport; Social, Health and Housing; Economic Development; Cultural Development; and Corporate Planning.</p>	3	City Outcomes	<ul style="list-style-type: none"> <li>Integrated Planning and Reporting reports completed and released within agreed timeframes:</li> <li>Number of Council policies adopted</li> <li>Number Strategies / Action Plans/</li> <li>Strategic documents adopted/reviewed</li> </ul>
<b>SPECIFIC SERVICE OUTPUTS</b> <ul style="list-style-type: none"> <li><b>Gambling Action Plan</b> - Promote responsible gambling.</li> <li><b>Drug Action Plan</b> - Implement Plan and the Puff Free Parks Program.</li> <li><b>Cultural Plan 2011-2015</b> - Intercultural harmony programs, foster the Fairfield Living Museum, incorporating art activities into our existing festivals and Activate Art-provide guidance, advice and support to community arts practitioners.</li> <li><b>Western Sydney Academy of Sport</b> - Local Government Forum support and financial support.</li> <li><b>Integrated Health Framework</b> - Health Stakeholder Liaison, Policy Development, Healthy Community Initiative, Community Health Programs, Lifestyle Modification Programs and Health Partnership.</li> </ul>			
<b>Fairfield Showground and Golfcourse</b>			
<ul style="list-style-type: none"> <li>Provide a commercially viable golf course facility which is a feature of the City and is managed by a third party provider.</li> <li>Provide a Showground facility where there are a number of diverse facilities available which support a wide variety of community and recreational uses. Provide facilities for social functions, a venue for hire for small local businesses and run the Fairfield Markets and Parklands Function Centre.</li> </ul>	3 and 5	City Services	Markets Customer Satisfaction (Bi-annual survey rating quality/value of markets)
<b>MAJOR PROGRAMS</b> <ul style="list-style-type: none"> <li><b>Fairfield Showground Improvement Works</b> - Reconstruction and or replacement of a number of items as identified in the asset audit and Showground Plan of Management along with the reserve plan.</li> <li><b>Fairfield Golf Course Improvement Works</b> - Reconstruction and or replacement of a number of items as identified in the asset audit and Golf Course Plan of Management along with the reserve plan.</li> </ul>			

SERVICE OBJECTIVE	STRATEGY LINK TO THE GOALS	Responsible Dept/ Division	Performance Indicators
<b>Street and Public Amenities Cleaning</b>			
Removal of litter and rubbish from the public domain areas through the provision of litter bins, collection and removal of litter, cleaning footpaths within the main town centres in Cabramatta, Fairfield, Canley Vale, Canley Heights, Fairfield Heights, Smithfield, Villawood and Carramar and cleaning of gutters and street sweeping in the public domain areas in the remainder of the LGA. Public amenities cleaning (toilets) across the LGA.	3	City Services	<ul style="list-style-type: none"> <li>Trend in service requests regarding street and public amenity cleanliness</li> </ul>
<b>Townsafe Program</b>			
Improve community safety in the Cabramatta and Canley Vale Town Centres through the Closed Circuit Television (CCTV) network by providing monitoring, reporting and auditing of the program. This includes management of two contractors who run the service.	4	City Outcomes	<ul style="list-style-type: none"> <li>Annual report on trend and observations</li> </ul>
<b>Waste Management</b>			
Provide a domestic and commercial garbage service across the LGA. This includes the collection of domestic garbage, recycling and bulky waste from residential properties and processing of domestic garbage in line with ecologically sustainable development principles. Provide a responsible and competitive commercial waste collection service.	2	City Services	<ul style="list-style-type: none"> <li>Trend in CRM complaints regarding domestic waste collection</li> </ul>
<b>Built Services</b>			
Please refer to Theme 2 for the description of this service.	3	City Services	
<b>SPECIFIC SERVICE OUTPUTS</b>			
<b>Safer Travel Strategic Plan 2010-2013</b> – The Fairfield City Council Road Safety Strategic Plan 2010 is in the process of being updated in order to continue to meet the needs of Council's City Plan, Delivery Program and to continue to reduce the road toll in Fairfield City.			



Utilising the outdoor exercise equipment





Cabravale Leisure Centre pool

## THEME TWO

### PLACES AND INFRASTRUCTURE



Canley Heights Town Centre

#### GOALS

- 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

#### NEW PROJECTS 2011-2012 AND 2012-2013

PROJECT DESCRIPTION	STRATEGY LINK TO THE GOALS	2011-2012	\$	2012-2013	\$	Funding Source
<b>2.1 Access Vote Project</b>						
The project aims at eliminating access barriers to Council services and infrastructure faced by people with disabilities.	2	x	\$82,480	x	\$84,870	Section 94A
<b>2.2 Asset Management Project-2 year Program</b>						
Implementation of asset strategies, data collection and asset system implementation. (2011-2012 Year 2)	2	x	120,000			Rates/ General
<b>2.3 Bonnyrigg Town Centre Park - Car Park</b>						
Provide a new car park within the Bonnyrigg Town Centre Park	3	x	150,000			Section 94
<b>2.4 Cabramatta Coach parking</b>						
Increase the available coach parking space and improve amenity for visitors to the Cabramatta Town Centre, signage etc	3	x	5,000			Reserve/ Cabramatta Town Centre Fund

PROJECT DESCRIPTION	STRATEGY LINK TO THE GOALS	2011- 2012	\$	2012- 2013	\$	Funding Source
<b>2.5 Cabramatta Footpath upgrade (4 Year program)</b>						
Undertake the Cabramatta footpath improvement plan, Arthur Street Year 1 2011-2012, Park Road Year 2 2012-2013	3	×	237,500	×	237,500	Rates/ General
<b>2.6 Canley Heights Improvement Works (Public Domain Works Stage 2 and 3)</b>						
Continue the priority schedule of public domain works from the Canley Heights Town Centre Improvement Plan.	1	×	300,000 700,000	×	300,000	Rates/ General/ Section 94A
<b>2.7 Canley Vale Banner pole/street lighting</b>						
Purchase and install one banner pole and add banner arm to one existing pole in the Canley Vale Town Centre	1	×	5,000			Reserve/ Canley Vale Town Centre Fund
<b>2.8 Canley Vale Link Road</b>						
The construction of a link road from Canley Vale Road through Adams Park to Diggers Lane (stage one). The total cost of the project is \$2.7 million which is made up of \$1.0 million for land acquisition and \$1.7 million for construction. The cost for acquisition of the land, estimated to be \$1 million has already been allocated in the 2010-2011 Management Plan.	3	×	1,700,000			Rates/ General
<b>2.9 Depot - 216 Sackville Street Refurbishment</b>						
Refurbish the residential building to a habitable condition. Clean and repair roof and roof capping. Clean and paint interior, new kitchen, new gutter and fascia, new floor coverings etc	2	×	55,000			Rates/ General
<b>2.10 Developer Contributions Plans - Car Parking Assessments</b>						
Undertake reviews and assessments of carparking arrangements in various Town Centres to help provide underpinning analysis from new contributions plans for these Town Centres.	3	×	40,000			Rates/ General
<b>2.11 Fairfield Comprehensive Local Environmental Plan (LEP)</b>						
The State Government has required all Councils in NSW to convert their Local Environmental Plan into a standard format (eg the LEP Template). Council as well as converting its instrument has completed various studies and so will be updating the policy framework contained in the LEP.	1	×	100,000	×	50,000	LEP Reserve



PROJECT DESCRIPTION	STRATEGY LINK TO THE GOALS	2011- 2012	\$	2012- 2013	\$	Funding Source
<b>2.12 Fairfield Library</b>						
Develop project plan for the new library complex and commence implementation	2	×	To be determined	×	To be determined	Services Budget BAU
<b>2.13 Fairfield Town Centre Park</b>						
Council is currently investigating sites in Fairfield CBD to provide a new Fairfield Town Centre Park.	1 and 2	×	300,000			Section 94
<b>2.14 Fairfield Town Centre Streetscape Lighting Improvement</b>						
Complete the street lighting improvement program as part of the Fairfield Town Centre Revitalisation Program	1	×	100,000			Reserve/ Fairfield Town Centre Fund
<b>2.15 Fairfield Youth and Community Centre</b>						
Develop the new youth and community centre at Fairfield Park	2	×	195,000	×	To be determined	Section 94 and Grant
<b>2.16 Fisher Street Car Park</b>						
Finalisation of construction contract for the carpark built in 2010-2011	3	×	10,000			Grant
<b>2.17 Interwoven Arts Program</b>						
Development of public artworks by the community that will be integrated into the upgrade of The Crescent streetscape in the Fairfield Town Centre	1	×	15,000			Reserve/ Fairfield Town Centre Fund
<b>2.18 Mechanical Workshop working at heights</b>						
Equip the mechanical workshop with the necessary equipment to enable staff to service the vehicles in compliance with the working at heights legislation. This involves purchasing and installation of equipment that allows for staff to work on top of trucks supported with a harness.	2	×	10,000			Rates/ General
<b>2.19 Open Space Strategy</b>						
<ul style="list-style-type: none"> <li>• Recreational Needs Strategy 2011-2021</li> <li>• Review Plans of Management</li> <li>• Review Bike Plan</li> <li>• Complete Open Space Inventory</li> </ul>	4	×	N/A			Section 94 and BAU Budget
<b>2.20 Restwell Road Voluntary Planning Agreement (VPA) works. (2 Year Program)</b>						
Environmental works to rehabilitate bushland in Prairiewood arising from the Voluntary Planning Agreement relating to 178 Restwell Road, Prairiewood	5	×	30,000	×	10,000	Rates/ General



PROJECT DESCRIPTION	STRATEGY LINK TO THE GOALS	2011- 2012	\$	2012- 2013	\$	Funding Source
<b>2.21 Smithfield Town Centre Enhancement Program - Stage 4</b>						
Carry out new infrastructure works along The Horsley Drive (east of Cumberland highway) and Cumberland Highway frontages of the Town Centre to address safety concerns, improve visual amenity and to facilitate access to the Smithfield Town Centre. These works include new path paving, landscaping and the installation of way-finding signage.	3	x	200,000			Smithfield /Wetherill Park Town Centre Fund
<b>2.22 Smithfield Town Centre Street Banner Poles</b>						
Supply and install seven (7) new promotional street banner poles with rotating banner arms along The Horsley Drive to replace 13 existing banner arms attached to Integral Energy light poles, to reduce banner rotation/ maintenance costs and Occupational Health and Safety (OHS) risks. The purpose of the street banners is to promote the Smithfield Town Centre.	2	x	18,000			Smithfield/ Wetherill Park Reserve
<b>2.23 Smithfield Wetherill Park Industrial Estate Heavy Vehicle Access Improvement Program</b>						
Carry out new infrastructure improvement works at intersections along Victoria St, the spine road of the Smithfield-Wetherill Park Industrial Estate, to improve access and safety for heavy vehicles travelling through the area.	3			x	50,000	Smithfield/ Wetherill Park Town Centre Fund
<b>2.24 Sustainable Resource Centre Operational Maintenance Project-Site Improvements</b>						
Various site maintenance requirements to keep the Resource Centre operating at effective and safe levels eg monthly grading of roads and tracks, annual de-silting of sedimentation and storage dams etc	1	x	150,000	x	50,000	Reserve/ Sustainable Resource Centre Site Development
<b>2.25 Transport Management and Accessibility Plan (TMAP) Cabramatta</b>						
Undertake TMAP in accordance with the requirement of the Roads and Traffic Authority (RTA) for Cabramatta and surrounding areas. Project has arisen as a result of the issues raised during the processing of Local Environment Plan (LEP) ( amendment 120) for Cabramatta and has spill over impacts on what density has been included in the Comprehensive Local Environment Plan (LEP) for Cabramatta and surrounds	3	x	To be determined			Rates/ General

## SERVICES PROVIDED

SERVICE OBJECTIVE	STRATEGY LINK TO THE GOALS	Responsible Dept/ Division	Performance Indicators
<b>Asset Management</b>			
<p>Plan, acquire, maintain and operate Council's physical assets and ensure there is efficient use of these assets to meet the current and future service delivery needs. This includes the disposal and rehabilitation of these assets. These assets are:</p> <ul style="list-style-type: none"> <li>• Local roads and footpaths including kerb and guttering, and bridges</li> <li>• Council buildings such as Library Buildings, Child Care Centres, Community Halls, Toilet blocks etc</li> <li>• Stormwater Drains and Pits</li> <li>• Local Street Lighting</li> </ul>	2	City Services	<ul style="list-style-type: none"> <li>• Trend in Asset Values covered by Asset Management Plans</li> </ul>
<b>Built Services</b>			
<ul style="list-style-type: none"> <li>• Civil, Urban and Landscape Design – Develop detailed engineering and urban landscape concept designs and specifications for civil (eg roads) and urban landscape infrastructure. This includes advice and project management services.</li> <li>• Traffic and Road Safety – develop programs, in consultation with the Roads and Traffic Authority, to reduce speed related crashes across the City. This includes running educational programs, promoting Council's cycleway network and the correct fitting of occupant restraints.</li> </ul>	1	City Services	<ul style="list-style-type: none"> <li>• Trend in number of design and traffic/road safety projects delivered each year</li> </ul>
<b>MAJOR PROGRAMS</b> <ul style="list-style-type: none"> <li>• <b>Local Area Traffic Management (LATM) Program</b> - The provision of traffic facilities, in consultation with the affected community, to enhance the overall road safety and amenity of treated areas.</li> <li>• <b>Pedestrian Access and Mobility Plan (PAMP)</b> - The provision of an integrated network of pedestrian pathways with strategically located pedestrian facilities to provide a safe and efficient network which people will be able to use.</li> <li>• <b>Blackspot Programme</b> - The provision of traffic facilities to address identified crash blackspots in order to provide a safe and efficient transport network which people will use.</li> </ul>			
<b>Building Control</b>			
<p>Assess and determine domestic/residential development applications. Provide certification/regulation services for all types of buildings prior to, during and after construction/demolition. These services include construction stage inspections, complaint investigations, fire safety audits and commencement of legal action/mediation.</p>	2	Environmental Standards	<ul style="list-style-type: none"> <li>• Trend in Development Applications determined within the Statutory time Limit</li> </ul>

SERVICE OBJECTIVE	STRATEGY LINK TO THE GOALS	Responsible Dept/ Division	Performance Indicators
<b>Construction Contracts Management</b>			
<ul style="list-style-type: none"> <li>Provide expert advice on engineering projects in terms of feasibility and cost of construction.</li> <li>Contract management and supervision including participating and contributing to the tender preparation, evaluation and awarding of contracts processes for construction projects over \$150K.</li> </ul>	1	City Services	<ul style="list-style-type: none"> <li>Trend in % variation on contract management (Target &lt;10%)</li> </ul>
<b>Development Planning</b>			
<ul style="list-style-type: none"> <li>Provide efficient processing of Development Applications and Engineering Construction Certificates to provide high quality development across residential, commercial and industrial areas within the Local Government Area (LGA).</li> <li>Provide wide range advice to public and stakeholders with respect to development proposals.</li> </ul>	2	Environmental Standards	<ul style="list-style-type: none"> <li>Trend in Development Applications determined within the Statutory time Limit – measured against Target (Target – Overall DAs 70% within 40 working days)</li> </ul>
<b>Emergency Risk Management</b>			
<ul style="list-style-type: none"> <li>Provide leadership and support to the Emergency and Disaster Response structure of the City.</li> <li>Provide people, resources and equipment in support of Emergency and Disaster Responses as required.</li> </ul>	5	City Services	<ul style="list-style-type: none"> <li>Conduct annual review of Fairfield Emergency Risk Management Plan</li> </ul>
<b>Infrastructure Construction and Maintenance</b>			
<ul style="list-style-type: none"> <li>Provision and/or control of Council's on ground construction and maintenance activities on Council assets. This includes the construction, maintenance, repair and inspection and testing to keep Council's infrastructure and plant assets operating and functional. These assets include roads, footpaths, drainage, kerb and gutter, parks and ovals, Council buildings and building fittings and fixtures.</li> <li>Provide other related infrastructure support services such as planting, pruning and removal of trees in public spaces, operation of Council's Native Indigenous Nursery, routine cleaning of Council's occupied building assets etc.</li> </ul>	1	City Services	<ul style="list-style-type: none"> <li>Achieving adopted level of service for each class of Asset</li> <li>Trend in complaints/ compliments received from the public regarding the appearance of parks/ gardens/sports fields</li> </ul>
<b>SPECIFIC SERVICE OUTPUTS</b>			
<ul style="list-style-type: none"> <li><b>Road Construction Adjacent to Subdivision</b> - Road construction works to complement development works. Funds are required to carry out the works adjacent to the area developed by the developers.</li> <li><b>Road Final Seal from Contributions</b> - Council has received developers' contributions to provide the final seal on roads with minor Council contribution where required.</li> <li><b>Path Paving-Special Crossing</b> - Council receives applications and a contribution from residents to provide the concrete vehicular crossing/layback. This project constructs the crossing/layback.</li> <li><b>Passenger Fleet Replacement</b> - Budgeted/forecasted costs of replacing the current passenger fleet vehicles which have reached 80,000 km's and are due for change over.</li> <li><b>Waste Services Heavy Plant Replacement</b> - Replacement of Waste Services Heavy vehicles to ensure reliable service provision.</li> </ul>			

SERVICE OBJECTIVE	STRATEGY LINK TO THE GOALS	Responsible Dept/ Division	Performance Indicators
<b>SPECIFIC SERVICE OUTPUTS... continued</b> <ul style="list-style-type: none"> <li>• <b>Waste Services Street Cleaning Plant Replacement</b> - Replacement of Waste Services Street Cleaning vehicles to ensure reliable service provision.</li> <li>• <b>Works Plant Replacement</b> - Replacement of Works vehicles in accordance with the City Works 10 Year Plant Management Plan.</li> <li>• <b>Parks Plant Replacement</b> - Replacement of Parks vehicles in accordance with the City Works 10 Year Plant Management Plan.</li> <li>• <b>Trades Plant Replacement</b> - Replacement of Trades vehicles in accordance with the City Works 10 Year Plant Management Plan.</li> <li>• <b>Workshop Plant Replacement</b> - Replacement of Workshop vehicles in accordance with the City Works 10 Year Plant Management Plan.</li> <li>• <b>Community Bus Plant Replacement</b> - Replacement of Community Buses in accordance with the City Works 10 Year Plant Management Plan.</li> </ul>			
<b>MAJOR PROGRAMS</b> <ul style="list-style-type: none"> <li>• <b>Road Rehabilitation</b> - Rehabilitation works are needed in road pavements which have passed their useful life to restore them to original or optimum condition.</li> <li>• <b>Roads and Traffic Authority (RTA) 3*3 Grant</b> - Renewal of regional roads for which Fairfield City Council is a road authority.</li> <li>• <b>Roads and Traffic Authority (RTA) Repair Program</b> - The funding is used for rehabilitation of regional roads. RTA contributes 50% and Council contributes 50% to the Program.</li> <li>• <b>Roads to Recovery Program</b> - Renewal of local roads by funding provided by Federal Government.</li> <li>• <b>New Path Paving Construction</b> - Funds are required to achieve Council's goal to provide footpath to at least one side of every street in urban areas.</li> <li>• <b>Footpath Replacement Program</b> - Replacement of old and severely distressed footpaths.</li> <li>• <b>Targeted Asset Renewal</b> - This project is intended for one off renewal situations that are required throughout the year.</li> <li>• <b>Planned Building Renewal</b> - Replacement and upgrade of building elements past their useful life.</li> <li>• <b>Park Buildings Improvement Program</b> - Funds are required for the minor improvement of amenity building components in parks and sports grounds. The works are prioritised based on the age and condition of the components of the amenity buildings.</li> <li>• <b>Sustainable Resource Centre Plant Replacement and Site Improvements</b> - Replacement of plants and various site maintenance requirements to keep the Resource Centre operating at effective and safe levels eg. Monthly grading of roads and tracks, annual de-silting of sedimentation and storage dams etc.</li> </ul>			
<b>Major Projects Management</b>			
Project manage the funding, planning, construction and commissioning of major new community infrastructure.	2	City Outcomes	<ul style="list-style-type: none"> <li>• Actual cost of completion/Baseline cost</li> <li>• Actual design cost/Final total Cost</li> </ul>

SERVICE OBJECTIVE	STRATEGY LINK TO THE GOALS	Responsible Dept/ Division	Performance Indicators
<b>Open Space</b>			
<p>Manage Council's parks, sporting fields and sports courts, native bush and constructed areas in town centres. These are known as Council's Open Space Assets.</p> <p>The services carried out are management of sporting facilities including lease management and delivery of planned improvements to maximise community use of these facilities. Routine inspection and maintenance of these assets includes the improvement of Council's parks through the Parks Improvement Program. Inspection and issuing of Tree Preservation Orders which involves assessing applications for tree pruning or removal. Inspections of public assets and subsequent removal of graffiti is also carried out in this service.</p>	4	City Services	<ul style="list-style-type: none"> <li>Establishment of a Sport and Recreation Council (Target June 2012)</li> </ul>
<b>SPECIFIC SERVICE OUTPUTS</b> <ul style="list-style-type: none"> <li><b>Open Space Improvements</b> - Funds are required for minor improvements of parks in Open Space. The projects are prioritised based on safety and park usage.</li> <li><b>Department of Sports and Recreation</b> - This is funded by 50:50 by the Department of Sports and Recreation to improve and install infrastructures assets in Parks and Open Space.</li> </ul> <b>MAJOR PROGRAMS</b> <ul style="list-style-type: none"> <li><b>Parks Improvement Program (PIP)</b> - Upgrade parks in Fairfield City.</li> </ul>			
<b>Strategic Land Use Planning</b>			
<p>Develop and maintain the Strategic Land Use Planning Policy Framework for Council including the Council's Local Environmental Plan (LEP), Development Control Plan (DCP) framework, Development Contributions and other relevant studies and policies including heritage assessments, represent Council on regional and subregional projects undertaken through the State Government authorities, and monitor and report on the impacts of any policy or legislative changes.</p>	2	Environmental Standards	<ul style="list-style-type: none"> <li>Comprehensive LEP gazetted</li> <li>Comprehensive DCP adopted by Council</li> </ul>
<b>Surveying</b>			
<p>Provide a wide range of surveying and spatial data services to the Council and the community including surveys for traffic projects, catchment management projects, engineering, topographic, conveyancing and property development. There is also an external consulting service provision to provide these services based on a fee for service basis. Some examples of the surveys undertaken are: survey for the design of roads, car parks, roundabouts, survey of property boundaries etc.</p>	2	City Services	<ul style="list-style-type: none"> <li>Level of customer satisfaction based on customer assessment (Target 90% approval)</li> </ul>

SERVICE OBJECTIVE	STRATEGY LINK TO THE GOALS	Responsible Dept/ Division	Performance Indicators
<b>Place Management</b>			
Please refer to Theme 4 for the description of this service.	2	City Outcomes	

#### SPECIFIC SERVICE OUTPUTS

- **Fairfield Town Centre Pigeon Management Program** - Manage the pigeon population living and gathering within the public domain areas of the centre using RSPCA approved methods.
- **Fairfield Town Centre Streetscape Activation Program** - Develop a program of activities and events to activate key streets within the Centre. The current Local Events Calender will form the basis of this project.
- **Fairfield Town Centre Civil Works** - Implementation of small capital works projects to address urgent safety issues, additional cleansing demands, asset replacement costs.
- **Smithfield-Wetherill Park Public Domain Improvements** - Plan and undertake minor infrastructure /public domain improvement projects throughout the Smithfield-Wetherill Park Area.
- **Smithfield-Wetherill Park Landscaping Projects** - Undertake new and renew existing public domain landscaping works throughout Smithfield - Wetherill Park area. These works are designed to improve the visual amenity of retail/commercial centres and industrial estate gateways, address safety concerns and minimise ongoing maintenance costs.

#### MAJOR PROGRAMS

- **Centres Improvement Program Capital** - Public domain improvement works and marketing in small town centres.



Bonnyrigg Town Centre Park new toilet block





Fairfield Park playground



## THEME THREE

### ENVIRONMENTAL SUSTAINABILITY



Council electricians installing solar lighting

#### GOALS

**GOAL 1** Protecting and enhancing our natural environment

**GOAL 2** Contributing to actions that address climate change

**GOAL 3** Supporting sustainable activities and development

#### NEW PROJECTS 2011-2012 AND 2012-2013

PROJECT DESCRIPTION	STRATEGY LINK TO THE GOALS	2011-2012	\$	2012-2013	\$	Funding Source
<b>3.1 Home Unit Liaison Officer (3 year program)</b>						
Develop a network with Home Unit managers and bodies to improve the management of waste removed from home unit blocks. (2011-2012 Year 2 and 2012-2013 Year 3).	2	×	60,350	×	63,518	Waste Services Future Options Reserve
<b>3.2 Waste Enforcement Group (WEG) (2 year program)</b>						
This is a joint initiative between Waste Services Section, City Works and Environmental Investigations Branch, to dramatically reduce the amount of illegal waste being dumped in the Local Government Area (LGA). The charter of WEG will be to provide proactive and specialised investigative services in a bid to reduce illegal waste dumping. It is intended that WEG officers will report to the Environmental Investigations Branch (Part of ESD). (2011-2012 Year 1 and 2012-2013 Year 2).	2	×	417,500	×	437,354	<b>Year 1-</b> \$365,000 Waste Services Future Options Reserve - \$52,500 other <b>Year 2-</b> \$384,854 Waste Services Future Options Reserve - \$52,500 other

## SERVICES PROVIDED

SERVICE OBJECTIVE	STRATEGY LINK TO THE GOALS	Responsible Dept/ Division	Performance Indicators
<b>Catchment Management</b>			
<ul style="list-style-type: none"> <li>Improve the water quality, bio diversity and visual appearance of the City's creek corridors and bushland reserves.</li> <li>Reduce the risk of mainstream flooding of the City's creeks as well as stormwater flows from the catchment draining to the creeks.</li> </ul>	1	City Services	<ul style="list-style-type: none"> <li>Reduction of flood impact on the numbers of properties each year (catchments to be studied)</li> </ul>
<b>SPECIFIC SERVICE OUTPUTS</b> <ul style="list-style-type: none"> <li><b>Georges River Combined Council's Committee (GRCCC)</b> - The GRCCC Catchment includes 12 Councils. They are: Bankstown City Council; Campbelltown City Council; Fairfield City Council; Hurstville City Council; Kogarah Municipal Council; Liverpool City Council; Rockdale City Council; Sutherland City Council; Wollondilly Shire Council, Wollongong City Council, Holroyd City Council and Canterbury City Council. All of these Councils excluding Wollongong, Holroyd and Canterbury are members of the GRCCC.</li> </ul>			
<b>MAJOR PROGRAMS</b> <ul style="list-style-type: none"> <li><b>Stormwater Levy Program-Capital and Operational</b> - This work will bring substantial benefits including a safer and healthier local environment. It will allow an additional \$1.4 million per year (approx.) to be dedicated to significant stormwater related environmental projects, through the Stormwater Levy Program. This is in addition to funds already allocated in the budget for stormwater projects.</li> <li><b>Flood Mitigation Program-Capital and Operational</b> - The Flood Mitigation Program is a rolling program with projects often requiring funding over two to three financial years. The projects are a mix of capital works and studies, preparing Flood and Flood Risk Management studies and plans.</li> <li><b>Stormwater Improvement Program-Capital and Operational</b> - The program aims to manage both the quantity and quality of stormwater. Managing stormwater includes taking care of overland flooding as well as local flooding problems that result from pits surcharging or the absence of pits and pipes.</li> <li><b>Natural Resources Program</b> - The Program includes the Creek Care Project as well as a number of grant funded programs that add value to the work done by volunteers.</li> </ul>			
<b>Sustainable Resource Centre</b>			
<ul style="list-style-type: none"> <li>Provide a commercially successful construction and demolition (C and D) materials recycling service which produces marketable materials.</li> <li>Provide the capacity for Council to divert costly landfill for the use of civil construction materials through the recycling of C and D materials. This includes conducting research and development activities and providing a commercial return to Council.</li> </ul>	3	City Services	<ul style="list-style-type: none"> <li>Annual savings to Council in material costs (\$ per year)</li> <li>Trend in quantity of material received for recycling purposes</li> </ul>
<b>Waste Education and Environmental Sustainability</b>			
Educate and promote environmental sustainability within the community and the Council. This includes running education programs, driving corporate and community sustainability initiatives including initiatives to reduce waste generation, waste to landfill, littering and illegal dumping.	2 and 3	City Services	<ul style="list-style-type: none"> <li>State of the Environment Report submitted within statutory requirements and timeframe</li> </ul>
<b>MAJOR PROGRAMS</b> <ul style="list-style-type: none"> <li><b>Waste and Sustainability Improvement Programs (WASIP)</b> - The NSW Government has extended the Waste Service Performance Improvement Payment (WSPIP) to a new program called Local Council Waste and Sustainability Improvement Payments (WaSIP). The WaSIP is to assist councils in the regulated area to invest in actions and ongoing programs that will improve waste avoidance, resource recovery, the use of secondary resources and waste management outcomes, and will deliver improvements in environmental sustainability across their local government area. The funding is derived from partly hypothecated State landfill levies and distributed to eligible Councils according to the size of their population.</li> </ul>			

## THEME FOUR LOCAL ECONOMY AND EMPLOYMENT



*Some of the local delicacies on offer*

### GOALS

- 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

### NEW PROJECTS 2011-2012 AND 2012-2013

PROJECT DESCRIPTION	STRATEGY LINK TO THE GOALS	2011- 2012	\$	2012- 2013	\$	Funding Source
<b>4.1 Lions Club initiative to remove pole posters</b>						
The combined Lions Clubs in the Fairfield LGA have approached Council to remove pole posters for minimal costs and reinvest funds raised back into local community programs.	1	×	2,500	×	2,500	Fairfield Town Centre Fund Reserve/ Cabramatta Town Centre Fund Reserve
<b>4.2 Marketing Fairfield Town Centre</b>						
Implement the Place Marketing Plan developed during 2010-2011. The priorities for the expenditure will be obtained from a Sub-Committee of the Fairfield Town Centre Committee	2	×	50,000	×	50,000	Fairfield Town Centre Fund Reserve

## SERVICES PROVIDED

SERVICE OBJECTIVE	STRATEGY LINK TO THE GOALS	Responsible Dept/ Division	Performance Indicators
<b>Place Management</b>			
Provide an integrated and strategic service to the public domain improvements including supporting businesses by promoting and marketing the four main town centres and employment lands within the LGA. There are four place-based teams covering the City, which are Fairfield/Fairfield Heights/Villawood, Cabramatta/Canley Vale/Canley Heights, Smithfield/Wetherill Park and Bonnyrigg/Prairiewood, which have a detailed strategic and operational knowledge of each Place to ensure the objectives for each Place are met.	2	City Outcomes	<ul style="list-style-type: none"> <li>Trend in formal consultations with stakeholders (both internal and external) per year</li> <li>% delivery of outcomes identified in Annual Action Plan per year</li> </ul>

### SPECIFIC SERVICE OUTPUTS

- **Fairfield Town Centre Banner Program** - Manage the cleanliness and cyclic installation of thematic streetscape banners in selected streets of the centre.
- **Canley Heights Christmas Decorations** - Purchase Christmas decorations for Canley Heights Town Centre that can be utilised for 5 years.
- **Canley Vale Business Improvement** - Business improvement activities throughout the year, repairs, calendar of events, banners and shop locally campaigns to improve the amenity and economic development.
- **Smithfield-Wetherill Park Banner Program** - The rotation and maintenance of promotional street banners in Smithfield Town Centre and throughout Smithfield-Wetherill Park industrial estate.
- **Provide Support for Cumberland Business Chamber** - To assist the Cumberland Business Chamber in carrying out promotional and marketing/activities and providing business development advisory services to businesses in the Smithfield-Wetherill Park area.
- **Smithfield-Wetherill Park Promotion and Marketing** - Assist in the creation of new employment and business opportunities by supporting activities that market and promote Smithfield – Wetherill Park businesses and products. Also to support the operation of the Smithfield – Wetherill Park Discussion Group.
- **Fairfield Town Centre Christmas Event and Decorations** - Install a number of streetscape Christmas decorations within the Centre including a large Christmas Tree culminating in a Christmas Carol event just prior to Christmas.
- **Canley Heights Business Improvement** - Business improvement activities throughout the year – shop locally campaigns, calendar events, community engagement activities, repairs, banner installation across street and business request response.
- **Cabramatta Tourism and Marketing** - This project builds on the established State commitment through Tourism NSW of Cabramatta as an identified tourism destination supported by their NSW website.
  - This project implements the identified role tourism plays for Cabramatta providing collateral, guiding, cooperative marketing strategies and industry familiarisation to support “The taste of Asia brand”.
- **Cabramatta Moon Festival** - This project produces an annual hallmark event to provide a culturally inclusive celebration delivering engagement activities to a diverse community including considerable local economic benefits and an Australia wide tourism profile for Fairfield City Council.
- **Support Bonnyrigg Town Centre** - Support, develop and promote Bonnyrigg Town Centre. Activities include: co-ordinating small events, supporting and promoting a festival calendar, marketing activities and promotions, as well as supporting the Town Centre Committee.



SERVICE OBJECTIVE	STRATEGY LINK TO THE GOALS	Responsible Dept/ Division	Performance Indicators
<b>Police and Strategic Planning</b>			
Please refer to Theme 1 for the description of this service.	1	City Outcomes	

#### SPECIFIC SERVICE OUTPUTS

- **Small Business September** - This is an opportunity to partner with the NSW State Government Department of Industry and Investment and leverage their marketing capital, to provide business growth seminars, compliance seminars and workshops of various topics to local businesses. Local business people are also provided an opportunity to network with other local businesses with the view to expanding business turnover, increasing revenue or decreasing costs or partnering for joint ventures.
- **Inward Investment** - Provide opportunities for local business operators to expand operations to address supply and/or industry gaps, or attract businesses to establish or re-locate to the area. Measuring employment changes will be an important component of projects under this section.
- **Local Business Development** - Provide opportunities for local business operators to improve the performance of their business, explore new markets, commercialise new products or commence exporting.
- **Local Employment Program** - Improve education, skills, qualifications and unemployment outcomes for residents.



Aerial view of Wetherill Park Industrial Estate





Cabramatta Town Centre outdoor dining

## THEME FIVE

### GOOD GOVERNANCE AND LEADERSHIP



Local school children learning how Council operates

#### GOALS

- 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

#### NEW PROJECTS 2011-2012 AND 2012-2013

PROJECT DESCRIPTION	STRATEGY LINK TO THE GOALS	2011-2012	\$	2012-2013	\$	Funding Source
<b>5.1 Asset Management Service Level Consultation</b>						
The Division of Local Government has set in place new mandatory requirements for asset management. Council is required to determine, from community survey, the level of service required for each asset linked to the amount of funds that the community state they are willing to contribute. This provides the tool to inform the community of the direct cost implication for any level of service requested.	2	×	60,000			Services Budget BAU
<b>5.2 Digitisation of Council's Minutes</b>						
Digitize the Council minutes which are currently stored in bound volumes at the Whitlam Library. This project will be staged over three years.	1	×	50,000	×	50,000	Rates/ General and Grant
<b>5.3 Enhance Council's on-line presence</b>						
In line with the principles of the Integrated Planning and Reporting framework develop a program to enhance Council's On-line presence which will include Council website/s including implementation of Web 2.0 products to allow online community engagement as well as e-services and e-business capabilities, Social Media etc.	2	×	75,000	×	75,000	Rates/ General



PROJECT DESCRIPTION	STRATEGY LINK TO THE GOALS	2011- 2012	\$	2012- 2013	\$	Funding Source
<b>5.4 Increased Computer Access - Children and Family Services</b>						
This joint project involves purchasing additional computers for Children and Family Services staff that work offsite so there is improved performance, increased efficiencies through streamlining and more equitable access to this resource.	1	×	N/A			Services Budget BAU
<b>5.5 Increasing IT System Capacity and Resilience (Phase 2 and 3)</b>						
Council's IT environment has undergone significant expansion over the last five years and faces a period of further growth. To respond to these factors, Council needs to significantly strengthen its IT hardware installation, especially the areas of high speed storage, improved redundancy and back-up, faster network link to the Whitlam library, improved system recovery technology and facilities and an updated Business Continuity Plan. This Project spans a three-year period from 2010-2011 to 2012-2013 representing a total investment of \$860,000.	1	×	250,000	×	150,000	Leave Entitlement Reserve
<b>5.6 Mobile Infringement Devices</b>						
Funds to purchase and implement hand held electronic infringement devices for use with the issue of parking infringement notices by members of the Environmental Investigations staff.	1			×	70,000	Rates/ General
<b>5.7 Sustainable Resource Centre DA Planning</b>						
Investigate, document and submit a Development Application (DA) to extend the current footprint of the Sustainable Resource Centre site in order to expand operations and revenue. The project will include site investigation, survey, environmental testing etc.	1	×	250,000			Sustainable Resource Centre Site Development Reserve
<b>5.8 Update and develop Councils strategic planning documents as required</b>						
Update Council's strategic planning documentation to ensure effective and efficient service delivery across all areas of Council. This includes Strategic Plans such as: Ageing Strategy, Crime Prevention Plan, Youth Strategy and Social Plan which will inform Council's Delivery program.	1	×	N/A	×	N/A	Services Budget BAU

## SERVICES PROVIDED

SERVICE OBJECTIVE	STRATEGY LINK TO THE GOALS	Responsible Dept/ Division	Performance Indicators
<b>Business Improvement Unit</b>			
<ul style="list-style-type: none"> <li>• Provide business analysis to improve the efficiency and / or outputs for the City Services Department of Council. This includes providing commercial advice to the businesses within the department to strengthen their commercial practices.</li> <li>• Passenger Fleet Management – develop and implement Council's passenger fleet strategy and manage the Council's passenger fleet.</li> <li>• Undertake administration support function for the City Services Department.</li> </ul>	1	City Services	<ul style="list-style-type: none"> <li>• Trend in total savings achieved in business processes</li> </ul>
<b>Customer Service - Administration Building</b>			
<ul style="list-style-type: none"> <li>• Provide a centralised Customer Service Centre from Council's Administration Centre including a Customer Contact Counter and Telephone Call Centre service to facilitate customer access to Council services.</li> <li>• Customer Service Strategy development and implementation which includes maintaining the Customer Relationship Management (CRM) system and the Name and Address Register (NAR).</li> </ul>	2	Corporate Support	<ul style="list-style-type: none"> <li>• % Customers satisfied with service received at front counter and call centre (Quarterly Survey) (Target 90%)</li> </ul>
<b>Civic and Councillor Services</b>			
<ul style="list-style-type: none"> <li>• Provide authoritative advice to staff regarding the operations and procedural practices of Council and its Committees and the requirements set under the Local Government Act and related policies. This includes providing support to the community to facilitate participation in Council's meeting process.</li> <li>• Management of the formal Council and Committee meeting process.</li> <li>• Delivery of an administrative support function to the Mayor and the Councillors in relation to their civic duties.</li> </ul>	1	Corporate Support	<ul style="list-style-type: none"> <li>• Number of resolutions arising from Council meetings per year (Council resolutions plus Section B resolutions from Committees)</li> <li>• Percentage of resolutions in open vs closed sessions</li> </ul>
<b>Communications</b>			
<ul style="list-style-type: none"> <li>• Inform and engage with the local community through corporate publications, print and social media, and encourage participation in Council activities including keeping apprised of community needs for information.</li> <li>• Promote Council activities and services and assist in the promotion of Council's mission.</li> </ul>	2	City Manager's Office	<ul style="list-style-type: none"> <li>• Number of news items published by media as a result of media releases provided</li> <li>• Number of news items published by media in community newspapers as a result of media releases provided</li> <li>• Annual Customer satisfaction survey (awareness and value of communications)</li> </ul>

SERVICE OBJECTIVE	STRATEGY LINK TO THE GOALS	Responsible Dept/ Division	Performance Indicators
<b>Enterprise Performance</b>			
<ul style="list-style-type: none"> <li>Improve the performance and accountability of Council through the development and implementation of a strategic management and performance framework which includes implementing and monitoring an integrated corporate planning framework, corporate performance management and reporting processes, and management of Council's Project Management Office to enhance project management capability and delivery across the Council.</li> </ul>	1	City Manager's Office	<ul style="list-style-type: none"> <li>Production and adoption of 6 monthly Delivery Program Report</li> <li>Production and adoption of End of Term report for the Delivery Program and Community Strategic Plan</li> </ul>
<b>Financial Operations</b>			
Manage the revenue collection and supplier payments for Council by ensuring the effective and efficient processing in line with statutory requirements. This service includes the Accounts Payable (payments to third parties), Accounts Receivable (payments to be received from services provided by the Council) and the Rating Service (Council rates notices and certificates) areas of Council.	1	Corporate Support	<ul style="list-style-type: none"> <li>Trend in % rates outstanding</li> </ul>
<b>Financial Management</b>			
Deliver long term financial planning, overall budget management and reporting services to Council. This includes annual budget management, corporate financial reporting, financial systems management, cash flow management and development, implementation and monitoring of Council's Long Term Financial Plan to ensure the financial sustainability of the Council.	1	Corporate Support	<ul style="list-style-type: none"> <li>Trend in Council's overall financial sustainability</li> <li>Production and adoption of the Annual Financial Statements Report (Target - Unqualified Annual Audit Option)</li> </ul>



Administration Centre Customer Service foyer

SERVICE OBJECTIVE	STRATEGY LINK TO THE GOALS	Responsible Dept/ Division	Performance Indicators
<b>Governance</b>			
<ul style="list-style-type: none"> <li>Develop and maintain the framework, policies, processes and systems where Council identifies its responsibilities to the community and other stakeholders to ensure that Council has effective leadership, authority, accountability and controls. This includes defining and implementing policies, regulations, processes and relationships to ensure Council is able to fulfil its legal, financial and ethical obligations. The areas covered by this service are Council's policy framework and register, risk management and insurance, internal audit and a compliance function relating to the Local Government Act (in particular Code of Conduct related matters), Government Information (Public Access) Act and Privacy and Personal Information Protection Act.</li> </ul>	1	Corporate Support	<ul style="list-style-type: none"> <li>Trend in formal requests for information</li> <li>Trend in the number of code of conduct breaches per year</li> </ul>
<b>Graphic Design and Printing</b>			
<ul style="list-style-type: none"> <li>Provide printing and laminating services to Council and to external parties for a competitive service fee.</li> <li>Provide an internal and external graphic design and production service to enhance the quality of Council's publications through a cost effective service delivery model.</li> </ul>	1	Corporate Support	<ul style="list-style-type: none"> <li>Satisfaction of customers with service received (Target 90% report high level of satisfaction) - Random quarterly survey based on customer sample</li> </ul>
<b>Human Resources</b>			
Strategic and operational human resources (HR) services including industrial and employee relations, occupational health and safety and organisational and workforce development. The four key service areas are HR Strategy and Projects, Payroll and Operations, Organisational Development and Learning, and Occupational Health, Safety and Well-Being (OHSandW).	1	Corporate Support	<ul style="list-style-type: none"> <li>Trend in OHandS incidents</li> <li>Staff assessments of training courses (target 85% satisfied or higher)</li> </ul>
<b>SPECIFIC SERVICE OUTPUTS</b>			
<ul style="list-style-type: none"> <li><b>Fit 4 Work</b> - This project is a "culture building" exercise designed to promote and support increasing personal activity levels for Council staff.</li> </ul>			
<b>Information Technology</b>			
<ul style="list-style-type: none"> <li>Ensure Council's Information Technology (IT) Systems and its' infrastructure meet the operational requirements of Council.</li> <li>Maintain these systems within the acceptable service standards. This service includes technical support, Helpdesk service and systems infrastructure support.</li> </ul>		Corporate Support	<ul style="list-style-type: none"> <li>Stakeholder satisfaction with IT service provision (Annual Survey- Target &gt;85% of respondents rating service satisfactory or better)</li> </ul>



SERVICE OBJECTIVE	STRATEGY LINK TO THE GOALS	Responsible Dept/ Division	Performance Indicators
<b>Land Information Services (LIS)</b>			
<ul style="list-style-type: none"> <li>Manage Council's Geographic Information System (GIS) and provide access and specialist advice across Council. This system provides information relating to land in both text and mapping (geographic) formats across the LGA.</li> <li>Maintain the GIS related databases including property records and street addresses.</li> </ul>		Corporate Support	<ul style="list-style-type: none"> <li>Trend in GIS record creation</li> </ul>
<b>Procurement and Stores &amp; Supply</b>			
<ul style="list-style-type: none"> <li>Manage the procurement policy and processes of Council to develop, maintain and utilise competitive, transparent, accountable and ethical processes to the acquisition of goods and services needed to deliver Council services. This includes the setting and management of Council's tendering processes, contract management for goods and services, procurement system oversight and the establishment and monitoring of a preferred supplier program.</li> </ul>	1	Corporate Support	<ul style="list-style-type: none"> <li>Number of major contracts (&gt;\$150K including gst) issued per year</li> </ul>
<ul style="list-style-type: none"> <li>Internal stores and supply service to Council including the purchasing, receipt, supply, storage and distribution of stores, office supplies and equipment.</li> </ul>	1	City Services	<ul style="list-style-type: none"> <li>Adoption of the new Policy and Accountability Framework (Target June 2013)</li> </ul>
<b>Property Development Fund Unit (PDF)</b>			
<ul style="list-style-type: none"> <li>Provide Council with a self funded Property Development Fund (PDF) for the purpose of generating additional revenue through entrepreneurial real estate activities with the commercial returns being reinvested and available for identified projects for the City.</li> </ul>	3	City Services	<ul style="list-style-type: none"> <li>Review of Property Development Fund Plan</li> </ul>
<b>Records Management</b>			
<ul style="list-style-type: none"> <li>Ensure the efficient and effective management of Council records and information management systems across the Council. This includes the consistent and appropriate access, retrieval, storage and disposal of Council's records.</li> <li>Ensure that Council complies with the relevant standards and legislative requirements for records and information management.</li> </ul>	1	Corporate Support	<ul style="list-style-type: none"> <li>Trend in EDRMS usage</li> </ul>
<b>Policy and Strategic Planning</b>			
Please refer to Theme 1 for the description of this service.	1	City Outcomes	
<b>SPECIFIC SERVICE OUTPUTS</b>			
<ul style="list-style-type: none"> <li><b>Implementation of Integrated Planning and Reporting Framework</b> - Develop the plans and processes necessary to successfully implement the Integrated Planning and Reporting Framework as required by the NSW Division of Local Government. These Plans require coordination across the Council and engagement with the Community.</li> </ul>			



## SECTION SEVEN APPENDICES



School of Arts, Fairfield

## APPENDIX 1 GLOSSARY OF TERMS

### 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 (e.g. 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 (e.g. 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 councillor 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.

## 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 modelling for different scenarios
  - Methods of monitoring financial performance.

## MAJOR PROGRAMS

Major projects that have been endorsed by Council which involve expenditure on capital works.

## NEW PROJECTS

Projects that have been endorsed by Council for a one to four year period.

## 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 (e.g. 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 favourable 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.

## 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

## SERVICES PROVIDED


Services that Council provides to residents, businesses, government agencies and internal Business Units.

## 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.

### SPECIFIC SERVICE OUTPUTS

Projects which involve expenditure on services or programs of a non-capital nature for each year.

### STRATEGY

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

### WORKFORCE MANAGEMENT PLAN

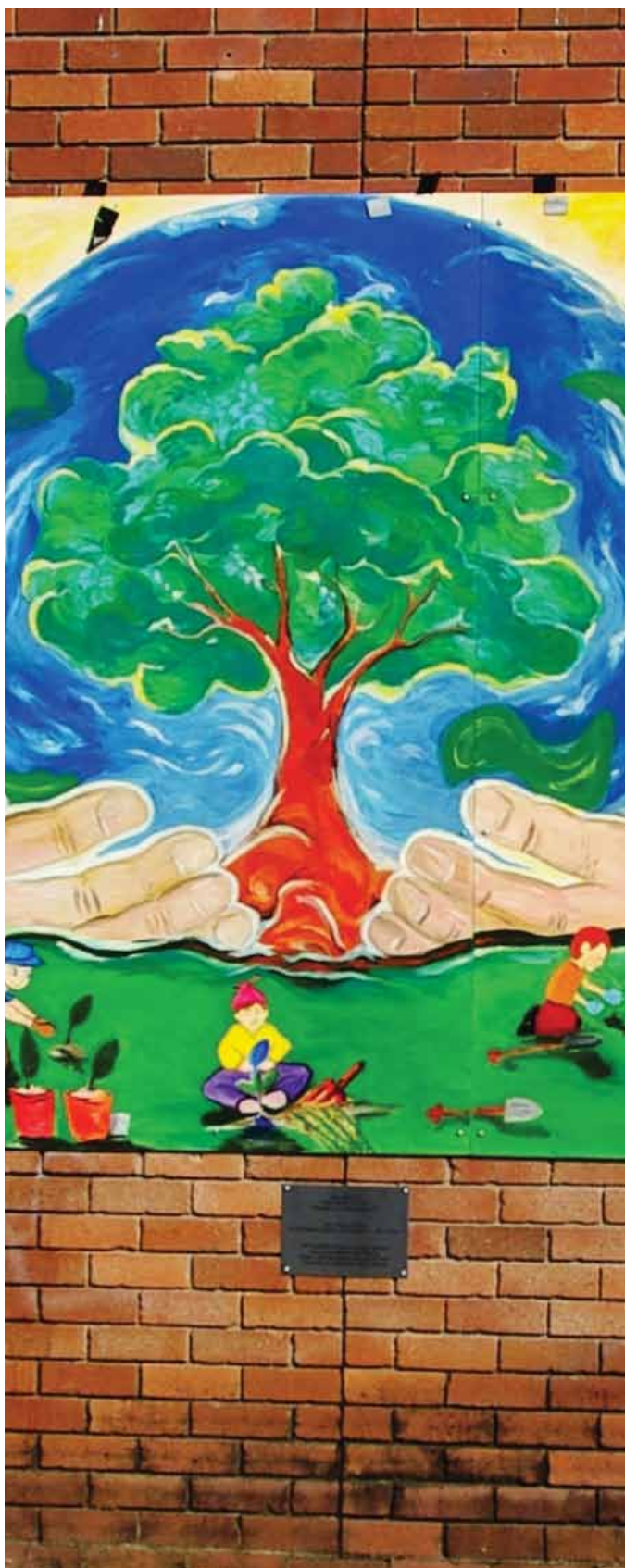
Workforce planning is an important part of the new Integrated Planning and Reporting Framework. Council's workforce strategy will form part of the Resourcing Strategy, helping to meet the community's priorities and aspirations, as expressed in the Community Strategic Plan, by having the right people 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.

## APPENDIX 2 SIGNIFICANT DOCUMENTS AND PLANS

A variety of Council documents and plans support this Delivery program and provide additional information on particular issues and areas of activity.

Asset Management Strategy 2011 and Asset Management Policy  
Barbara Street Fairfield Masterplan  
Bike Plan  
Business Continuity Plan  
Cabramatta Footpath Improvement Plan  
Canley Heights Town Centre Improvement Plan  
City Works 10 Year Plant Management  
Community Engagement Strategy 2010  
Crime Prevention and Safety Plan 2012-2016  
Cultural Plan 2011-2015  
Development Control Plan  
Disability Access Plan  
Drug Policy and Action Plan  
'Dyalgala' Aboriginal and Torres Strait Islander Reconciliation Action Plan 2011-2016  
Emergency Risk Management Plan  
Environmental Management Plan 2006-2016  
Fairfield City Management Plan 2010/11 - 2012/13  
Fairfield City Plan-Community Strategic Plan 2010-2020  
Gambling Policy and Action Plan  
Golf Course Plan of Management  
Local Environmental Plan  
Long Term Financial Plan 2009/10 – 2018/19  
Open Space Plan  
Road Safety Strategic Plan 2010  
Safer Travel Strategic Plan 2010-2013  
Section 94 Developer Contributions Plan 1999  
Section 94A Levy Developer Contributions Plan 2007  
Showground Masterplan  
Stormwater Levy Program  
Strategy on Ageing 2007 -2012  
Transport Strategy  
Water Management Plan 2011  
Workforce Management Plan-Human Resources  
Strategic Plan 2010/11 – 2013/14



Think Global Act Local art work

Fairfield City Council's Delivery Program is available to the public from Council's Administration Centre (86 Avoca Road, Wakeley) and at all five libraries throughout the City. It is also available on Council's website – [www.fairfieldcity.nsw.gov.au](http://www.fairfieldcity.nsw.gov.au) – go to Council › Council's Vision › Delivery Program.

Enquiries about information contained in this report or other related matters should be directed to Council by phone on 9725 0222.

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