



Our home
Our City Our future

FAIRFIELD CITY PLAN 2012-2022

COMMUNITY STRATEGIC PLAN

ADOPTED BY COUNCIL 11 DECEMBER 2012



English

For further information please contact the Customer Service Centre on 9725 0222 or visit our website www.fairfieldcity.nsw.gov.au

If you require an interpreter please call the Telephone Interpreter Service on 131 450 for assistance.

Arabic

للحصول على معلومات إضافية يرجى الاتصال بمركز خدمة الجمهور على الرقم ٩٧٢٥ ٠٢٢٢، أو مراجعة موقعنا الإلكتروني

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

Assyrian

[illegible]

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[illegible]

Chinese Traditional

了解更多資訊，請聯絡客戶服務中心（電話：9725 0222）或訪問我們的網站

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如果您需要傳譯員服務，請致電電話傳譯服務處 131 450 尋求協助。

Italian

Per ulteriori informazioni siete pregati di contattare il Centro Assistenza Clienti al numero 9725 0222 o di visitare il nostro sito web www.fairfieldcity.nsw.gov.au

Se avete bisogno di un interprete chiamate il Servizio di Interpretariato Telefonico al numero 131 450 per assistenza.

Khmer

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ឬបើកមើលវិបសាយរបស់យើង www.fairfieldcity.nsw.gov.au

ប្រសិនបើលោកអ្នកតម្រូវអ្នកបកប្រែភាសា សូមទូរស័ព្ទ កិច្ចបម្រើអ្នកបកប្រែភាសាតាមទូរស័ព្ទ លេខ 131 450

ដើម្បីសុំជំនួយ។

Spanish

Para obtener más información, póngase en contacto con el Centro de servicios al cliente llamando al 9725 0222 o visite nuestro sitio web en www.fairfieldcity.nsw.gov.au

Si requiere los servicios de un intérprete, llame al Servicio de intérpretes telefónicos al 131 450 para recibir asistencia.

Vietnamese

Để biết thêm thông tin, xin liên hệ với Trung Tâm Dịch Vụ Khách Hàng ở số 9725 0222 hoặc truy cập trang mạng của chúng tôi www.fairfieldcity.nsw.gov.au

Nếu quý vị cần thông dịch viên, xin gọi Dịch Vụ Thông Dịch Viên Qua Điện Thoại ở số 131 450 để được giúp đỡ.



OUR COMMITMENT TO ABORIGINAL AND TORRES STRAIT ISLANDER RESIDENTS

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

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

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

The signing of this significant agreement took place during NAIDOC Week on 5 July 2000 where Fairfield City Council dedicated itself to developing a partnership approach with Aboriginal and Torres Strait Islander peoples as part of addressing the needs of whole communities.

MAYORAL & CITY MANAGER FOREWORD



Welcome to the Fairfield City Plan 2012-2022 (City Plan) which contains the Community's Vision, Priorities and Outcomes for Fairfield City over the next 10 years. We would like to thank all those residents who participated and generously shared their thoughts and hopes about the future they want for Fairfield City.

It is important to stress that this Fairfield City Plan 2012-2022 is not the Council's plan. Rather, it belongs to all the residents of the Fairfield City local government area as it sets out 'what they as a community want to see happen in their City over the coming decade'. It reflects the goals and priorities they want for the future of our City.



Fairfield City Council has a special role to play in the development of this Community Strategic Plan in that it is responsible for 'putting it together' on behalf of the community. It is not the Council's sole responsibility to deliver on all the community outcomes identified in this plan it is the responsibility of all levels of government (Federal, State and Local), organisations, institutions, agencies as well as every resident. We all have an important role to play in delivering the community outcomes identified in this plan.



In the development of this City Plan a review of the priorities and goals in the original Fairfield City Plan 2010-2020 was undertaken by the community and they also looked at the progress made by all stakeholders in its implementation. The 2012 End-of-Term Report highlights the achievements and progress that has been made. We encourage you to have a look at this report to see what has been delivered by all stakeholders within the Fairfield City local government area.



Frank Carbone
Mayor of Fairfield City



Alan Young
City Manager

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INTEGRATED PLANNING AND REPORTING (IPR) FRAMEWORK



IPR FRAMEWORK AT A GLANCE

The Local Government Integrated Planning and Reporting (IPR) Framework aims to ensure a more sustainable Local Government sector.

All NSW Councils are now required to develop a Community Strategic Plan (10 years) along with a Delivery Program (4 years) and Operational Plan (1 year). These documents are informed by a Resourcing Strategy (10 years) that is made up of a Long Term Financial Plan, Asset Management Strategy and Workforce Management Plan.

In order to achieve the integration envisaged by the IPR Framework, there is an alignment between the Fairfield City Plan, Resourcing Strategy, Delivery Program and the Operational Plan. This alignment is formed through the five themes identified by the community in the Fairfield City Plan:

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

COMMUNITY ENGAGEMENT

The IPR Framework aims to improve Council's long term community, financial and asset planning. This approach acknowledges Local Government's unique position as the only agency with an interest in all aspects of Fairfield City. It formalises the role of Council as the key advocate for the community in relation to all issues.

Council is required to prepare and implement a Community Engagement Strategy to assist in the review and development of the Fairfield City Plan - Community Strategic Plan. The Community Engagement Strategy outlines the principles, guidelines and actions Council will undertake in order to ensure that the community's long term aspirations and priorities for the City are defined in the Fairfield City Plan.

This Strategy requires Council 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.
- Involved 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.

Fairfield City Council adopted the 2012 Community Engagement Strategy which embraced a range of engagement methods to ensure that our residents and key stakeholders are heard and involved in the ongoing delivery and monitoring of the Fairfield City Plan.

As identified in the 2012 Community Engagement Strategy, Council undertook a comprehensive consultation in 2010, to inform the Fairfield City Plan 2010-2020. This involved surveys (both residents and businesses), a series of focus groups with residents, government

departments, community organisations, schools and youth representatives, a web feedback form and youth event. 1775 residents took the opportunity to have a say on what they felt was important to the community and where they believe Fairfield City should be heading.

The IPR Framework usually requires the Fairfield City Plan to be reviewed every four years. However, due to the introduction of the Legislation, this time, the review is required in a two year timeframe. Due to the 2010 comprehensive consultations occurring with community members, the 2012 Community Engagement Strategy undertook a number of focus groups and on-line surveys as the main ways of engaging with the community to re-affirm that these were still their aspirations and priorities for the future.

The 2012 Community Engagement Strategy reviewed and validated the identified Vision, Themes and Goals ensuring community concerns and aspirations for the future of Fairfield City are re-affirmed and contained in the Fairfield City Plan 2012-2022.

Learn more about the IPR Framework's main documents through the Appendix section..



OUR VISION, THEMES AND PRIORITIES

OUR SHARED VISION

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

OUR THEMES

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

EVERYONE CAN MAKE A CONTRIBUTION

Everyone has a part to play in achieving our community goals. When looking at the 5 Themes and the goals within for Fairfield City, the Federal Government, the NSW State Government, Fairfield City Council, Non-Government Organisations, the private sector and individual residents can make a contribution towards their achievement.

OUR PRIORITIES FOR THE FUTURE

In 2012, we were asked to define the things we would like to see in place by the year 2022 and to think again about the Vision and list the ten priorities to achieve our shared Vision. Set out below is a summary of what we said and the community priorities we identified.

THE TOP 10 THINGS WE WOULD LIKE TO SEE IN FAIRFIELD CITY BY 2022

Priority 1 - Improved Community Safety

Priority 2 - A Clean and Attractive Place

Priority 3 - Better Health Services

Priority 4 - Less Rubbish Dumping

Priority 5 - Cleaner Environment

Priority 6 - Improved Roads

Priority 7 - Better Public Transport

Priority 8 - Access to Schools, Universities and TAFE

Priority 9 - More Parking

Priority 10 - More Activities for Children and Youth



OUR STORY

OUR LOCATION

Our City is located in Sydney's south western suburbs, about 32 kilometres from the Sydney GPO.

Our City is bounded by Blacktown, Holroyd and Parramatta cities in the north, Bankstown City in the east, Liverpool City in the south and Penrith City in the west.

OUR SUBURBS

Our City includes 27 suburbs: Abbotsbury, Bonnyrigg, Bonnyrigg Heights, Bossley Park, Cabramatta, Cabramatta West, Canley Heights, Canley Vale, Carramar, Cecil Park (part), Edensor Park, Fairfield, Fairfield East, Fairfield Heights, Fairfield West, Greenfield Park, Horsley Park, Lansvale, Mount Pritchard (part), Old Guildford, Prairiewood, Smithfield (part), St Johns Park, Villawood (part), Wakeley, Wetherill Park and Yennora.

FAIRFIELD'S NAME

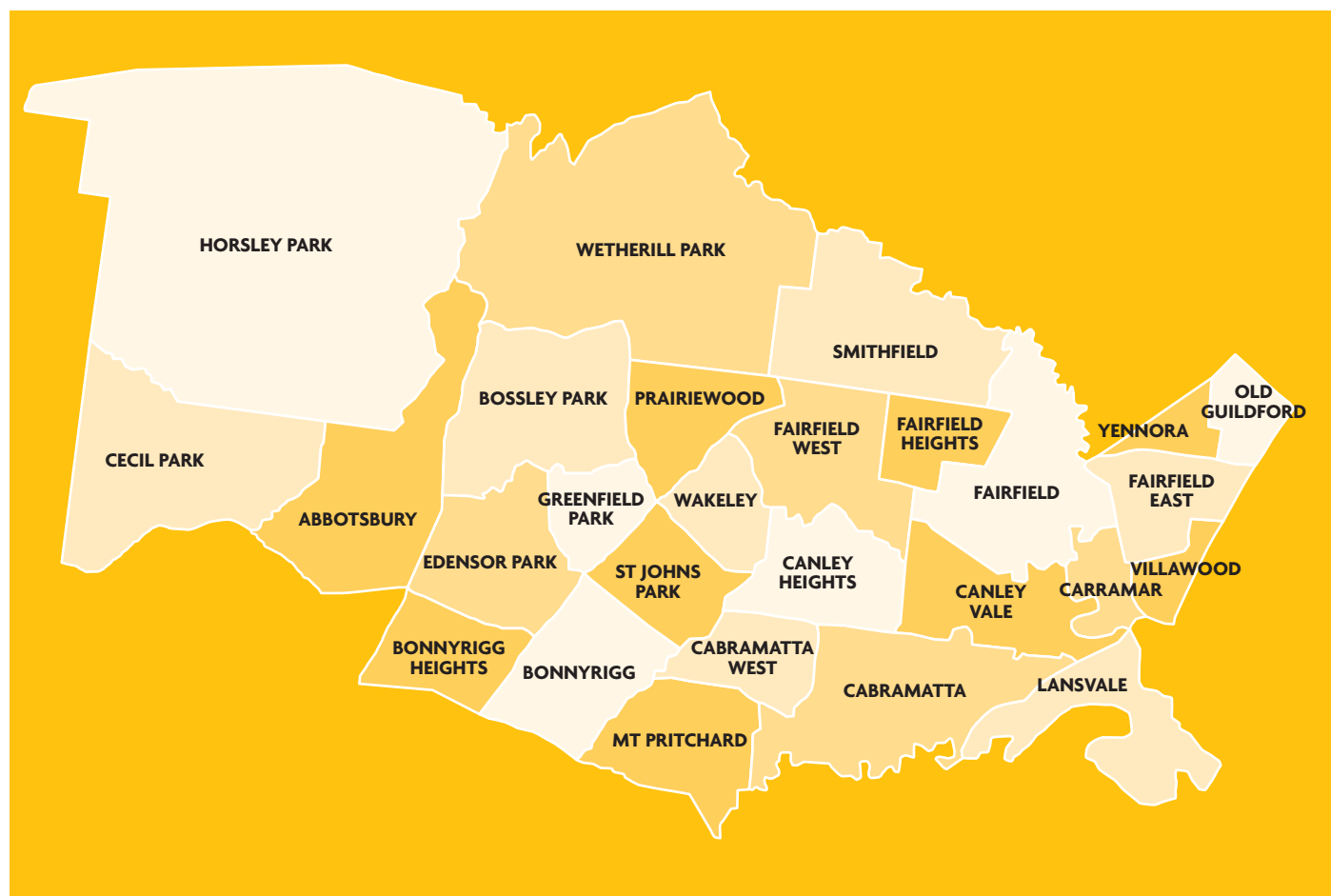
Fairfield is named after the family estate of John Horsley (an original land owner) in Somerset, United Kingdom.

LAND USE

Our City is predominantly residential, with substantial industrial and commercial areas, and some rural residential areas in the west. Major commercial centres are located at Fairfield and Cabramatta. The City encompasses a total land area of approximately 102.5 square kilometres.

THE TERRAIN

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.





INDIGENOUS BACKGROUND

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.

SETTLEMENT HISTORY

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.

MAJOR FEATURES

Major features of Fairfield City include recreation park such as the Western Sydney Regional Park and Chipping Norton Lakes which consists of extensive waterways and recreation facilities. The City has more than 450 parks incorporating a diverse range of recreational settings including children’s play grounds, youth facilities, public art, picnic areas and an extensive network of cycleways, walking trails and sportsgrounds.

The City also has four major businesses and retail centres and a number of shopping centres including a range of cultural cuisines, markets and temples. Not to mention Fairfield Showground which is a host to many large cultural and special large-scale events.

TODAY

Today our City has an estimated population of 187,768 and is one of the most culturally diverse council areas in Australia. More than half of our residents were born overseas, coming from 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, Assyrian, Arabic, Cantonese and Spanish.

Our current population is relatively young compared to other parts of Sydney with many young families choosing to reside here. However, our fastest growing age group are the 65 years and over. We are now facing an ageing future which will place special demands on our services and facilities into the immediate future. As residents we are very proud of our diversity and see it as our major strength.

WHO WE ARE

OUR CITY'S POPULATION


187,768 of usual residents

OUR LAND'S AREA 102.5 km²

OUR POPULATION'S DENSITY

18.48 persons per hectare

Welcome to the Village of Fairfield! If we were a village of 100 people the main characteristics of our population would be: *(Data Source: 2011 Census - Fairfield Community Profile - profile.id)*

| | | | | | |
|--|--|---|--|---|--|
| 51 people are females and 49 people are males | 20 people are 14 years old and younger | 15 people are 15-24 years old | 52 people are 25-64 years old | 12 people are 65 years old | 4 people earn \$1,500 or more per week |
| More than 50 people were born overseas |  | | | | 88 people earn less than \$1,500 per week |
| 50 people are from countries where English is not the first language | | | | | 14 people pay more than \$400 per week in rent |
| 48 households have access to two or more vehicles | | | | | 21 households pay loan repayments of \$2,600 or more per month |
| 43 couples have children | | | | | 25 homes do not have internet connection |
| 70 people speak a language other than English at home | | | | | Country of birth: |
| At home, | | | | | 15 born in Vietnam |
| 19 speak Vietnamese | | | | | 8 born in Iraq |
| 8 speak Assyrian | | | | | 4 born in Cambodia |
| 7 speak Arabic | | | | | 2 born in Italy |
| 5 speak Cantonese | | | | | 2 born in China |
| 4 speak Spanish | | | | | 1 born in Croatia |
| 32 people are Western Catholic | 5 people are Anglicans | 25 people attend an educational institution | 7 people need help in their day-to-day lives due to disability | 7 people do some form of voluntary work | |
| 23 people are Buddhist | 5 people are Muslims | | | | |

WHAT MAKES US 'UNIQUE'

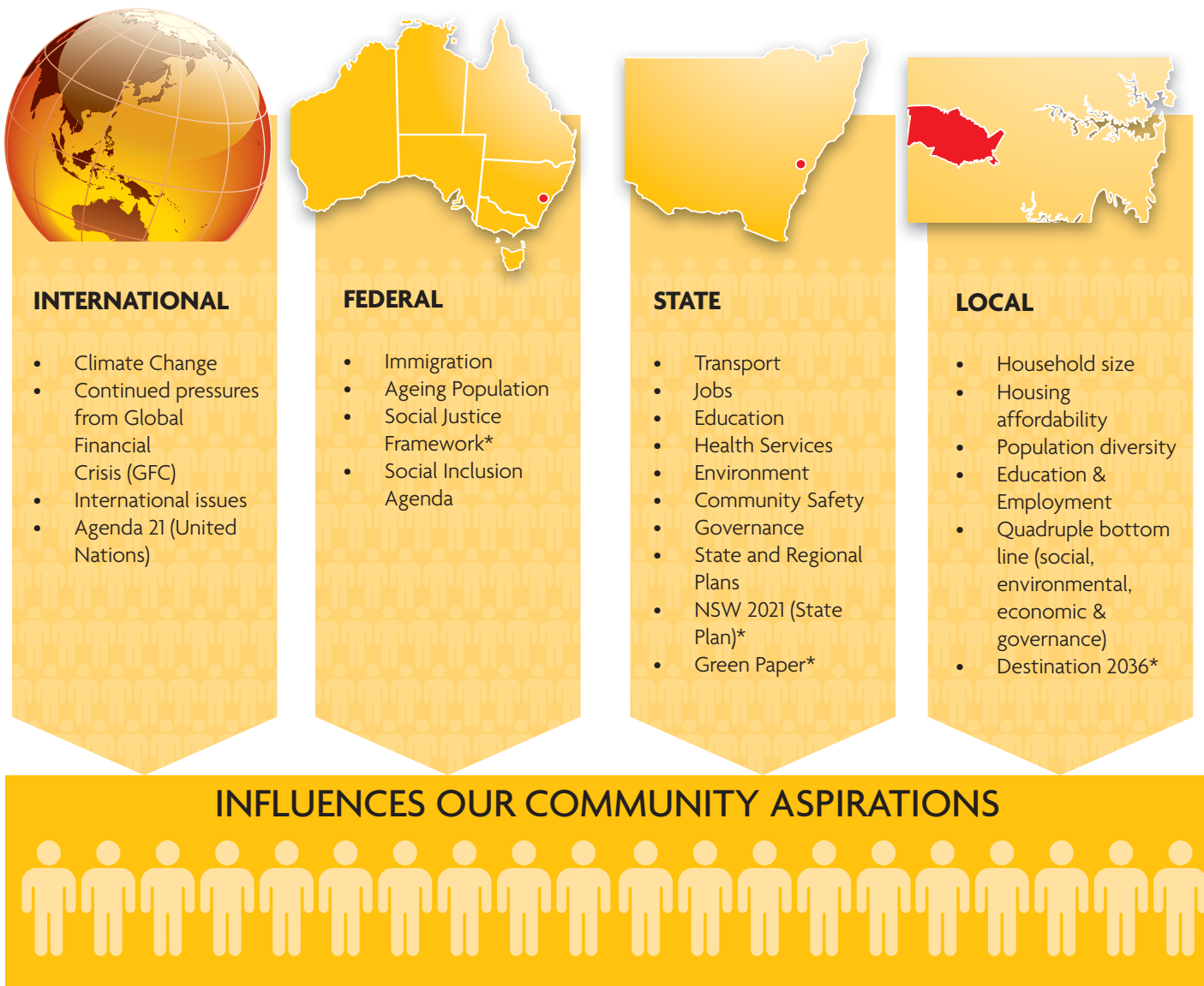
We are Fairfield City - Our community has many unique features that distinguish us from our immediate neighbours and the rest of metropolitan Sydney. These unique features create many opportunities and challenges for achieving our community's desires. Set out below is a summary of our unique features and how our residents differ from Greater Sydney, New South Wales and even Australia. *(Data Source: 2011 Census - Fairfield Community Profile - profile.id)*

| 2011 | Our City | Greater Sydney | New South Wales | Australia |
|------------------------------------|----------------|----------------|-----------------|-----------|
| Median Age | 36 | 36 | 38 | 37 |
| Median Weekly Household Income | \$1,022 | \$1,447 | \$1,237 | \$1,234 |
| Couples with Children | 43% | 35% | 32% | 31% |
| Older Couples Without Children | 7% | 8% | 9% | 9% |
| Medium and High Density Housing | 26% | 40% | 31% | 25% |
| Households with a Mortgage | 31% | 33% | 32% | 33% |
| Median Monthly Mortgage Repayments | \$1,800 | \$2,167 | \$1,993 | \$1,800 |
| Median Weekly Rent | \$280 | \$351 | \$300 | \$285 |
| Households Renting | 30% | 30% | 29% | 29% |

THE BIG PICTURE

EXTERNAL INFLUENCES TO OUR CITY

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



* INFLUENCES

What follows is further information on a chosen few of the major Federal, State and Local influences (considerations, challenges and changes) which are impacting upon our lives and placing substantial pressure on Australia's economy, living standards and government finances.

SOCIAL JUSTICE FRAMEWORK - FEDERAL

Social Justice is about promoting a more socially inclusive society for all people, and in particular for those groups of people most likely to be marginalised or in vulnerable situations, such as Aboriginal and Torres Strait Islanders, children, people from culturally and linguistically diverse backgrounds, people with disabilities, older people, women and young people.

The Local Government Act 1993 section 402 requires Council to prepare a Community Strategic Plan based on the social justice principles of equity, access, participation and rights. The Department of Local Government (DLG) further defines Social Justice as:

Social Justice Principles

Social justice is based on four interrelated principles of equity, rights, access and participation, to ensure that:

- There is **equity** in the distribution of resources
- Recognition and promotion of **rights**
- People have fairer **access** to the economic resources and services essential to meet their basic needs and to improve their quality of life and
- People have better opportunities for genuine **participation** and consultation about decisions affecting their lives.

The DLG Social Justice Framework can be accessed at www.dlg.nsw.gov.au

NSW 2021 (STATE PLAN) - STATE

NSW 2021 - A Plan to Make NSW Number One (NSW 2021), released in September 2011, is the NSW Government's 10-year strategic plan to:

- Rebuild the economy
- Return quality services
- Renovate infrastructure
- Strengthen our local environment and communities
- Restore accountability to Government.

The NSW 2021 Plan can be accessed at www.2021.nsw.gov.au

GREEN PAPER - STATE

On 14 July 2012, the NSW Government released *A New Planning System for New South Wales – Green Paper*, a bold step in the development of a new planning system for the State. The Green Paper outlines major changes in key areas of the planning system, these will result in reforms across a number of areas such as:

- involving the community early in guiding planning decisions that will shape the growth and future of our cities, towns, and neighbourhoods
- placing much more emphasis on preparing good policies upfront to guide growth and development
- reducing red tape and delay for the assessment of development applications for all types of proposals
- ensuring that infrastructure is planned and delivered to support new and existing communities
- promoting a 'can do' culture in the planning system and ensuring that councils and the government are accountable for delivering the results they have committed to
- providing greater access to information about planning policies, planning decisions, and your rights in the planning process.

The Green Paper can be accessed at www.planning.nsw.gov.au

DESTINATION 2036 - LOCAL

The Destination 2036 Action Plan sets out the actions that will be delivered over the coming years to meet the needs of NSW communities and achieve the vision of creating strong communities through partnerships.

The action plan has been prepared by the Implementation Steering Committee and has been finalised following extensive consultation with councils and other stakeholders.

Destination 2036 can be accessed at www.dlg.nsw.gov.au

THEME 1

COMMUNITY WELLBEING



EVERYONE CAN MAKE A CONTRIBUTION

Everyone has a part to play in achieving our community goals. When looking at the Community Wellbeing goals for Fairfield City, the Federal Government, the NSW State Government, Fairfield City Council, Non-Government Organisations, the private sector and individual residents can make a contribution towards their achievement. Some examples are shown below.

COMMUNITY WELLBEING PARTNERS

| | |
|---|---|
| Federal Government | Department of Health and Ageing; Australian Federal Police; Department of Human Services; Department of Immigration and Citizenship. |
| State Government | Office of Communities; Department of Family and Community Services; State Libraries of NSW; Ambulance Service of NSW; Housing NSW; Technical and Further Education (TAFE) NSW. |
| Fairfield City Council | Cultural Grants Program; Advocacy for funding and services for the community; Citizenship Ceremonies; Disability Access Plan; Community Events Celebrating Cultural Diversity; Youth Festival; Domestic Waste and Recycling, |
| Non-Government Not-for-profits Organisations | Community Services Groups; Aboriginal Support Organisations; Implementing better design to reduce opportunity for crime; community programs that promote a sense of pride of place and community spirit. |
| Private Sector | Financial and in-kind sponsorship and support for cultural events and initiatives; provide employment and training opportunities including Volunteering; Provision of affordable housing in new developments. |
| Individual | Participation in cultural activities and events; Participation in healthy lifestyle activities; Have a good work life balance; Obtain higher education qualification and skills; Respect other people's rights and property; Be law abiding; Report criminal activity and antisocial behaviour. |

THEME 1

COMMUNITY WELLBEING

The **Goals** that have been identified by the community to achieve Theme 1 are:

GOAL 1:

SHARING VALUES AND RESPECT FOR OUR DIVERSITY, CULTURE AND HERITAGE

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

Outcomes – What this means for our community

- 1.1 A feeling of inclusion, acceptance and respect
- 1.2 Future City developments will embrace our cities heritage and cultural diversity
- 1.3 Meet the changing needs of our diverse community ensuring they feel part of the wider community
- 1.4 A strong, caring and cohesive community
- 1.5 Community identity and pride

GOAL 2:

BEING HEALTHY AND ACTIVE

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

- 2.1 Accessible and affordable education services to support a healthy lifestyle
- 2.2 Opportunities to access active, creative leisure and recreational services
- 2.3 A healthy and safe environment
- 2.4 Education and access to good nutrition for health and wellbeing

GOAL 3:

ENJOYING A GOOD STANDARD OF LIVING AND ENHANCED QUALITY OF LIFE

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

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

WHAT IS COMMUNITY WELLBEING?

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

Strategies – Achieving the Outcomes

- Promote a sense of belonging across our diverse community
- Celebrate our diversity and multiculturalism through festivals and artistic expression
- Provide English language, refugee and migrant support services to meet the high level of need in our community
- Protect and celebrate our City's history, heritage and culture through records, documents, displays and City developments
- Develop and implement cross-cultural communication, education and integration programs
- Ensure activities and programs cater for people of all ages, needs and abilities
- Develop and encourage the use of Aboriginal protocols

- Supply medical and other health services that are accessible to meet community needs
- Provide a range of parks, sporting fields and recreation facilities and programs
- Make available activities, information and facilities to enjoy hobbies and leisure pastimes
- Establish standards, routine inspections and maintenance programs to ensure clean, healthy and safe public places, goods and services
- Provide information and education about healthy lifestyle programs including being sun smart, nutrition, exercise, tobacco, drug and alcohol use, gambling, risk taking behaviours and mental wellbeing
- Provide preventative health services and programs
- Ensure people have access to healthy and culturally appropriate food

- Provide care and support services and facilities for all sectors of the community including children
- Provide information to enable informed decisions on quality of life issues such as education/skills, social networks, work/life balance
- Provide a mix of housing types for all sectors
- Develop a strong economy with a range of job opportunities
- Tailor education and training to meet the needs and interests of the community
- Provide care and support services for people with high risk needs i.e. homeless, migrants, refugees and people with disabilities
- Provide a diverse range of opportunities for people to be engaged in community life

The **Goals** that have been identified by the community to achieve Theme 1 are:

GOAL 4:

BEING SAFE AND LAW ABIDING

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

Outcomes – What this means for our community

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

GOAL 5:

INCREASED OPPORTUNITIES FOR OUR COMMUNITY

The future goals and dreams of our community are supported and encouraged.

- 5.1 Have access to community facilities and services that support growth and development
- 5.2 Be involved in the wider community and assist our neighbours
- 5.3 To support and encourage success and progress
- 5.4 Youth are supported in their endeavours



Strategies – Achieving the Outcomes

- Educate the community on intervening and preventing crime
- Provide community education on law and order
- Encourage the reporting of crime
- Implement better design to increase passive surveillance and reduce opportunities for crime/accidents to occur
- Ensure fair and consistent enforcement
- Provide police, emergency service and other regulatory officers to meet the community's needs
- Identify crime and accident hotspots
- Prevent vandalism and malicious damage
- Encourage everyone to work together and share resources and information of all services and cultures to reduce crime and anti-social behaviour
- Provide clear information about rules, regulations, processes and consequences of behaviour
- Provide education and facilities for improved road safety

- Provide community facilities and services that are accessible and affordable
- Increase the awareness and first time applicants of community grants programs
- Promote and recognise community service and volunteers
- Improve our community's future through our diverse cultural knowledge and skills
- Celebrate success within the community



THEME 2

PLACES AND INFRASTRUCTURE



EVERYONE CAN MAKE A CONTRIBUTION

Everyone has a part to play in achieving our community goals. When looking at the Places and Infrastructure goals for Fairfield City, the Federal Government, the NSW State Government, Fairfield City Council, Non-Government Organisations, the private sector and individual residents can make a contribution towards their achievement. Some examples are shown below.

PLACES AND INFRASTRUCTURE PARTNERS

| | |
|---|--|
| Federal Government | Grant funding for infrastructure projects; Australian Transport Safety Bureau; Department of Infrastructure and Transport; Australian Building Codes Board. |
| State Government | Transport for NSW; Roads and Maritime Services; Rail Corporation NSW; Public Transport Ticketing Corporation; Rural Fire Service NSW; Funding for Infrastructure Projects; Department of Planning and Infrastructure. |
| Fairfield City Council | Construction and maintenance of Libraries; Museum and Gallery; Community Centres; Youth Centres; Childcare Centres; Asset Infrastructure and Plant Management. |
| Non-Government Not-for-profits Organisations | Service clubs undertaking community projects and programs to promote community pride; Provide support to individuals and groups requiring access to services. |
| Private Sector | Good building design and maintenance; Removal of graffiti on private property; Waste is disposed of responsibly; Properties and businesses are easy to access by all groups; Buildings meet all legislative and design requirements. |
| Individual | Private property is well maintained and kept clean and tidy; Litter is disposed of responsibly; Public and private domain property and fixtures are treated with respect. |

THEME 2

PLACES AND INFRASTRUCTURE

The **Goals** that have been identified by the community to achieve Theme 2 are:

GOAL 1:

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

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

GOAL 2:

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

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

GOAL 3:

OUR CITY IS ACCESSIBLE

Our City has affordable, accessible and integrated means for getting around that connects people with their destinations.

Outcomes – What this means for our community

- 1.1 Keep our local character and respect the City's heritage and cultural diversity
- 1.2 Places, infrastructure, lighting and buildings are clean, maintained and safe
- 1.3 Our diverse culture can be seen throughout our community's buildings, open spaces and art works
- 1.4 A clean City where litter, dumped rubbish and graffiti are minimised

- 2.1 Infrastructure and community facilities are planned, managed, resourced and accessible to meet community needs and service levels
- 2.2 Cater for the growth and residents' desire for their children and grandchildren to live locally
- 2.3 Enhance local health, religious and educational facilities to meet our community needs
- 2.4 Employment/industrial areas, especially Smithfield/Wetherill Park and town centres, are viable so they provide jobs and services to the community
- 2.5 Reliable and affordable utility services such as water, sewerage, electricity, gas, drainage, information technology (IT) and communications

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

WHAT IS PLACES AND INFRASTRUCTURE?

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

Strategies – Achieving the Outcomes

- Design, landscaping and public art considers our diverse community and provides a clean and safe City
- Provide cost effective lighting for attractive, vibrant and safe public spaces and streets
- Update older residential, commercial, and industrial areas to meet changing community needs
- Follow health and safety laws and regulations for all public spaces, buildings and infrastructure
- Reduce littering and illegal dumping through education and enforcement
- Ensure public spaces and infrastructure are available for cultural activities
- Ensure the provision of open space meets our community needs

- Provide fit for purpose buildings, infrastructure and facilities that are designed to meet community needs
- Manage assets and infrastructure to balance spending on maintenance, renewal and new facilities
- Implement comprehensive strategic land use planning and regulatory framework for new development
- Enable housing types that meet residents' present and future needs
- Develop effective stakeholder partnerships, advocacy and funding opportunities to respond to local needs
- Provide buildings, infrastructure and facilities to support employment areas
- Ensure a reduced and efficient usage of utility services in buildings, infrastructure and facilities for better sustainability and efficiency

- Provide affordable, accessible, convenient and safe public transport (rail, bus, taxis, T-way etc.) and end of trip facilities (bike parking and lockers) for better integration of different means of transport
- Plan, provide and promote safe, convenient and accessible walkways and cycleways
- Integrate the development of land and transport means to better connect employment, education, health, town centres and entertainment areas
- Establish and integrate parking strategies for shopping centres and major destinations and events
- Ensure trains and buses connect

The **Goals** that have been identified by the community to achieve Theme 2 are:

Outcomes – What this means for our community

GOAL 4:

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

Our City has high quality and well used destinations that provide for a range of leisure and recreation opportunities.

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

GOAL 5:

WE MINIMISE THE IMPACTS FROM NATURAL EVENTS AND DISASTERS

Our City has effective mitigation works and response strategies to minimise impacts of various emergencies and disastrous situations.

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



Strategies – Achieving the Outcomes

- Revitalise town and neighbourhood centres through public domain works and a high standard of maintenance and renewal
- Develop connections to meet the needs of the community in its location, size and type of facilities
- Facilitate and promote recreation, cultural and leisure opportunities
- Promote open and public spaces for active, formal and informal community and cultural celebrations and events

- Plan and implement works which reduce the impact of natural events and disasters
- Plan, inform and educate about prevention and response strategies
- Have systems in place to maximise community safety
- Have effective drainage systems
- Develop an effective business continuity plan
- Develop policies and plans that address mitigation of hazards, emergencies and disasters



THEME 3

ENVIRONMENTAL SUSTAINABILITY



EVERYONE CAN MAKE A CONTRIBUTION

Everyone has a part to play in achieving our community goals. When looking at the Environmental Sustainability goals for Fairfield City, the Federal Government, the NSW State Government, Fairfield City Council, Non-Government Organisations, the private sector and individual residents can make a contribution towards their achievement. Some examples are shown below.

ENVIRONMENTAL SUSTAINABILITY PARTNERS

| | |
|---|--|
| Federal Government | Department of Climate Change and Energy Efficiency; Department of Sustainability, Environment, Water, Population and Communities. |
| State Government | Office of Environment and Heritage; Clean Energy Initiatives; NSW Department of Planning and Infrastructure; Community Environmental Education Program. |
| Fairfield City Council | Community Native Nursery; Catchment and Natural Resource Management; Stormwater Levy Program; Bushland and Wetland Regeneration; Sustainable Resource Centre; Nalawala Community Hall; Initiatives and education on the reduction of water and energy usage. |
| Non-Government Not-for-profits Organisations | Earth Hour Event; Western Sydney Cycling Network; Australian Youth Climate Coalition; Keep Australia Beautiful; National Tree Day; Clean Up Australia Day. |
| Private Sector | Reduce Emissions and Waste; Use Recycled Material where possible; Ensure appropriate measures are in place to deal with industrial spills; Install rainwater tanks. |
| Individual | Continue to reduce, reuse and recycle; Compost kitchen and garden waste; Choose energy efficient appliances; Consider alternative, retrofit water appliances; Carpool; Install a rainwater tank. |

THEME 3

ENVIRONMENTAL SUSTAINABILITY

The **Goals** that have been identified by the community to achieve Theme 3 are:

GOAL 1:

PROTECTING AND IMPROVING OUR NATURAL ENVIRONMENT

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

Outcomes – What this means for our community

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

GOAL 2:

CONTRIBUTING TO THE ACTIONS THAT ADDRESS CLIMATE CHANGE

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

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

GOAL 3:

SUPPORTING SUSTAINABLE ACTIVITIES AND DEVELOPMENT

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

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

WHAT IS ENVIRONMENTAL SUSTAINABILITY?

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

Strategies – Achieving the Outcomes

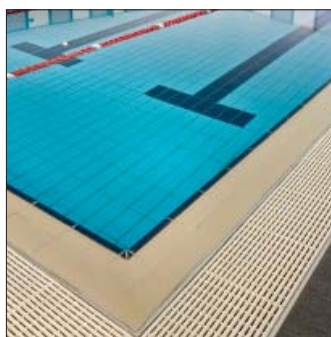
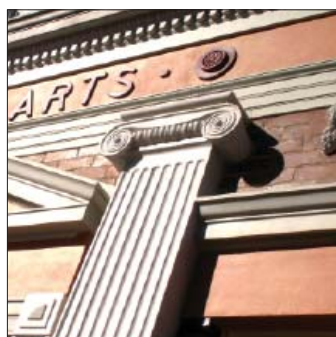
- Return creek systems where possible to a more natural condition
- Manage stormwater and flooding
- Manage salinity and acid sulphate soils
- Take a catchment based approach to managing our natural resources
- Minimise pollution and undertake clean-ups where spills/emissions occur
- Increase tree cover and vegetation
- Regenerate local native plants
- Protect native flora and fauna and controlling pest species
- Protect environmentally sensitive lands
- Increase biodiversity across the City

- Encourage behavioural change through information, awareness and involvement
- Enable affordable access to new technologies to change practice
- Reduce the use of water, energy and other resources
- Reduce greenhouse gas emissions across the City
- Implement 'Avoid, Reduce, Recycle, Reuse' in managing our waste
- Minimise waste that goes to landfill
- Provide shade, native plants, bush regeneration and sustainable facilities in public and open spaces
- Ensure private and public infrastructure are designed to cope with the impact of climate change

- Design buildings and facilities to improve their environmental performance
- Enforce appropriate noise, odour and emissions controls
- Plan controls and guidelines to protect environmentally sensitive land and waterways and promote sustainable practices
- Adopt environmentally friendly processes and practices (individuals, businesses, agencies and governments)
- Put in place and encourage the use of recycling systems
- Encourage the use of public transport, cycling and walking in preference to private cars
- Monitor temperature changes and impacts on community health

THEME 4

LOCAL ECONOMY AND EMPLOYMENT



EVERYONE CAN MAKE A CONTRIBUTION

Everyone has a part to play in achieving our community goals. When looking at the Local Economy and Employment goals for Fairfield City, the Federal Government, the NSW State Government, Fairfield City Council, Non-Government Organisations, the private sector and individual residents can make a contribution towards their achievement. Some examples are shown below.

LOCAL ECONOMY AND EMPLOYMENT PARTNERS

| | |
|---|--|
| Federal Government | Council of Australian Governments; Department of Education, Employment and Workplace Relations; Department of Immigration and Citizenship; FairWork Ombudsman; Centrelink; Regional Development Australia - Sydney; Universities and the Australian Research Council. |
| State Government | Department of Education and Training; Technical and Further Education NSW; Department of Trade and Investment; Transport NSW; State Transit Authority; Railcorp; Office of the Minister for Western Sydney. |
| Fairfield City Council | Advocacy for employment skills and training assistance; Promote investment and growth; Strategic Planning; Operation of the Fairfield Markets; Town Centre and Neighbourhood Centre public domain improvements; Tourism; Marketing and promotion activities; Sydney International Food Festival; Town Centre Committees; Place Management Program. |
| Non-Government Not-for-profits Organisations | Job Services Australia Providers; Business Enterprise Centres; Registered Training Organisations; Migrant Resource Centres. |
| Private Sector | Support access to jobs and training for locals; Commitment to and expansion of Apprentice and Work experience programs; Participate in community consultations; Seek supplies locally; Up-skill existing employees; Utilise Government assistance for skilling and training of employees. |
| Individual | Undertake education/vocational training; Have a commitment to ongoing education and training to continually upskill; Actively seek employment; Participate in community consultations; Shop locally; Seek access to online Education services. |

THEME 4

LOCAL ECONOMY AND EMPLOYMENT

The **Goals** that have been identified by the community to achieve Theme 4 are:

GOAL 1:

A RANGE OF EMPLOYMENT OPPORTUNITIES AND A WORKFORCE WITH A VARIETY OF SKILLS

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

GOAL 2:

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

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

GOAL 3:

PROSPEROUS BUSINESSES, INDUSTRIES AND SERVICES

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

Outcomes – What this means for our community

- 1.1 We have access to training and education to obtain our desired work skills
- 1.2 Newly arrived residents from overseas are assisted to gain access to the workforce
- 1.3 Our City has lower rates of unemployment and under-employment, especially for our youth

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

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

WHAT IS LOCAL ECONOMY AND EMPLOYMENT?

The businesses and industries in Fairfield City and the surrounding areas provide goods and services as well as local employment opportunities. The shopping centres not only provide a range of products and services, they are also important meeting places and often represent the identity of their suburb. The Smithfield-Wetherill Park industrial area is one of the largest industrial estates in Australia and therefore a major employer, traffic generator and economic powerhouse. Higher than average levels of unemployment, especially youth unemployment, place increased importance on access to education and training.

Strategies – Achieving the Outcomes

- Coordinate and implement targeted programs to address language and job skills especially for newly arrived migrant groups
- Assist businesses to identify their skills needs and providing training and access to jobs
- Provide affordable and convenient public transport to job/training/education opportunities in the local area, including the major employment destinations of Wetherill Park, Smithfield, Parramatta and Liverpool
- Encourage an increased range of local employment that cater to both skilled and unskilled workers
- Provide wider internet access within the community to support education/training and work opportunities
- Implement school to work transition programs and support

- Ensure centres are supported by partnerships and guided by clear plans
- Provide adequate parking, good public transport and pedestrian access
- Develop agreed improvements, cleaning and maintenance programs for public spaces
- Ensure good, clean, attractive and well maintained premises (shopkeepers and owners)
- Partner with Council to manage the public spaces around their buildings (shopkeepers and owners)
- Promote and market the City to attract visitors, businesses to locate in our centres and residents to shop locally

- Ensure local business and industry have the infrastructure they require to operate and grow - especially power, transport and internet
- Provide mentoring and access to information to support start-up and expanding businesses
- Market local businesses and growth opportunities
- Eliminate unnecessary 'red tape' and apply appropriate regulations
- Capitalise on business/industry/government partnerships to promote existing strengths and emerging opportunities to grow the local economy
- Provide business support for newly arrived residents, including home and small business set-up

THEME FIVE

GOOD GOVERNANCE AND LEADERSHIP



EVERYONE CAN MAKE A CONTRIBUTION

Everyone has a part to play in achieving our community goals. When looking at the Good Governance and Leadership goals for Fairfield City, the Federal Government, the NSW State Government, Fairfield City Council, Non-Government Organisations, the private sector and individual residents can make a contribution towards their achievement. Some examples are shown below.

GOOD GOVERNANCE AND LEADERSHIP PARTNERS

| | |
|---|--|
| Federal Government | Australian Bureau of Statistics; Australian Valuation Office; Three Federal Government Seats - Blaxland, Fowler and Prospect; Accounting Standards Board; Commonwealth Ombudsman; Sharing of information that aims to increase understanding and participation. |
| State Government | More effective and inclusive consultation; Increase sharing of information; NSW Police; Hospitals/Health; Three state government seats - Fairfield, Smithfield and Cabramatta; Departmental industry and community reference groups; NSW Electoral Commission. |
| Fairfield City Council | Engage, consult and inform the community; Newsletters; Leadership Forums; Advocacy to all levels of government on the identified community needs; Local media release and Mayoral Message; Council and Committee Meetings; Long Term Financial Plan; Grants management; Mayoral Donation; Fairfield City Plan; Website; Customer Service Requests. |
| Non-Government Not-for-profits Organisations | Actively seek up to date information, managed effectively and within statutory requirements; Barriers to education, training and employment are explored and solutions generated; Encourage the community to voice their views. |
| Private Sector | Compliance and understanding of licence standards and guidelines; Actively seek business growth information and participate in local or regional business events. |
| Individual | Participate in focus groups and surveys; Attend council and committee meetings; Provide submissions; Regularly visit websites and contact relevant government organisation for information/action; Be law abiding at all times. |

THEME FIVE

GOOD GOVERNANCE AND LEADERSHIP

The **Goals** that have been identified by the community to achieve Theme 5 are:

Outcomes – What this means for our community

GOAL 1:

WE ARE WELL REPRESENTED AND GOVERNED, WHERE ALL ACT ETHICALLY AND IN THE INTEREST OF THE COMMUNITY

Our City is led well by our authorities at all levels and will be focussed on developing the community both now and in the future as efficiently as possible.

- 1.1 There is a shared vision for the future
- 1.2 Authorities make informed decisions based on our community's priorities and its future
- 1.3 Cooperation between Local, State and Federal governments
- 1.4 Ensure public money that is spent and invested returns value to our community
- 1.5 Legislation and laws are upheld and continue to meet the future needs of our community

GOAL 2:

ALL HAVE AN OPPORTUNITY TO PARTICIPATE, ARE RESPECTED AND HEARD

We have access to information and are able to be involved in making decisions that affect us.

- 2.1 Information is available and clearly communicated to our diverse community
- 2.2 All people in our community are able to contribute
- 2.3 Authorities allow us to be involved in community decisions

GOAL 3:

WE HAVE A PROUD COMMUNITY WHICH HAS A GOOD REPUTATION FOR ITS DIVERSITY AND EQUALITY

People in Fairfield love their community and see its diversity as providing benefits and opportunities to them.

- 3.1 People are proud to belong to the Fairfield City community
- 3.2 Laws and regulations are fair, clearly understood and followed
- 3.3 All authorities, businesses and people involved in the community operate with high standards of ethics and customer service
- 3.4 The media celebrates the community's diversity, opportunities and achievements

WHAT IS GOOD GOVERNANCE AND LEADERSHIP?

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

Strategies – Achieving the Outcomes

- Abide by the law and operate ethically and honestly (organisations, groups and governments)
- Develop and maintain effective partnerships between the community, Council, government agencies, other providers and the private sector to achieve community goals
- Ensure public money is effectively managed to achieve community goals
- Develop and implement strong future plans and policies for our community
- Commit to keep the community informed and provide frequent opportunities for them to guide future decisions (authorities)
- Commit to represent the local community and its priorities
- Keep the community informed of the decision making process

- Provide information that is relevant and supports the community's involvement and participation
- Empower people and community organisations to participate in their community
- Use a variety of languages and ways to communicate with our diverse community
- Seek to have a diverse representation in community groups, boards and amongst our elected representatives
- Confirm authorities are listening and involving the community

- Promote, recognise and celebrate the positive achievements in our diverse community
- Operate within the law, with fairness and equality (authorities)
- Work with the media to promote our unique community and its achievements

TRACKING OUR PROGRESS - COMMUNITY INDICATORS

One of the main purposes of Fairfield City Plan - Community Strategic Plan is to bring about some form of positive change or desired outcome within our community. So it is important to check whether or not our community is making progress towards achieving the goals within the 5 stated Themes.

Local community indicators have been developed in Australia and around the world as a way to track trends in quality of life for a given community and as a basis for improving community engagement, community planning and policy making.

Community indicator frameworks acknowledge the interrelationship between social-cultural, ecological, economic and civic leadership conditions providing a 'quadruple bottom line' sustainability analysis.

What follows is a list of community Indicators that will be monitored and reported by Council.

THEME 1: COMMUNITY WELLBEING - INDICATORS

| Community Indicators | Data Source |
|--|---|
| Community cohesion is increasing Community pride is increasing Social capital is increasing Social tolerance is increasing | Fairfield City Council: Service Level and Indicator Survey |
| Household income levels are increasing in comparison to other areas of Sydney Housing stress is declining | Australian Bureau of Statistics: Census Data |
| Level of socio-economic disadvantage is declining | Australian Bureau of Statistics: Census Data |
| Unemployment rate is decreasing | Department of Education, Employment and Workplace Relations |
| Health ranking is improving compared to NSW Self assessed health is improving Life expectancy is increasing Trend of Health Care Cards holders Health risk factors are improving | Social Health Atlas Fairfield City Council: Service Level and Indicator Survey |
| Percentage of children immunised is increasing Percentage of children being school ready are increasing Children living in low income households are decreasing | Medicare Australia, Australian Childhood Immunisation Register Department of Families, Housing, Community Services and Indigenous Affairs - FaHCSIA Social Health Atlas |
| Trend of immigration type (visa) | Department of Immigration and Citizenship |
| Number of arts and culture services in the Fairfield LGA | Fairfield City Community Services Directory |
| Crime rates are declining Perception of community safety is increasing Rates of road accidents is declining | NSW Bureau of Crime Statistics and Research Fairfield City Council: Service Level and Indicator Survey Australian Bureau of Statistics: Census Data |

THEME 2: PLACES AND INFRASTRUCTURE - INDICATORS

| Community Indicators | Data Source |
|---|---|
| Number of agencies ready and prepared to assist in an emergency Predicted flood damages bill is reduced | Fairfield City Council: Internal Database |
| Number of commercial and industrial developments approved for both Council and private certifiers Number, total value and average value of approved dwelling houses approved by Council and private certifiers | Fairfield City Council: Internal Database |
| Community perception of the appearance of parks, gardens, sports fields, leisure centres and pools is improving More people are satisfied with the City's condition of local roads, footpaths and cycleways More people are satisfied with the City's local parks and gardens Perception of local attractiveness is increasing Perception of public transport availability and accessibility is increasing Perception of Town Centre cleanliness is increasing Perception rating on asset maintenance is increasing | Fairfield City Council: Service Level and Indicator Survey |
| Percentage of trips for mode of travels by train and buses by residents in the LGA Percentage of trips made for work related businesses by workers in the LGA Travel time to work is decreasing | NSW Bureau of Transport Statistics Household Travel Survey |



TRACKING OUR PROGRESS - COMMUNITY INDICATORS

THEME 3: ENVIRONMENTAL SUSTAINABILITY - INDICATORS

| Community Indicators | Data Source |
|--|---|
| Total energy consumption is decreasing Solar energy consumption is increasing | Australian Bureau of Statistics: Census Data, average energy use per sectors and per capita using International Council for Local Environmental Initiatives (ICLEI) estimated toolkit Endeavour Energy |
| Volume of air pollutant emission from industry facilities in the LGA Air quality improves across the region | Department of Sustainability, Environment, Water, Populations and Communities NSW Office of Environment and Heritage Regional Air Quality Data |
| Numbers of native species trees planted in the City increases | Fairfield City Council: Nursery Reports |
| Community Rating on appearance of creeks and stormwater flood control increases | Fairfield City Council: Service Level and Indicator Survey |
| Our waterways water quality is improving A Levels of consumption of water across the City decreases | Fairfield City Council: Water Quality Sampling Program Sydney Water: Consumption Reports |
| Waste levels are declining | NSW Environment Protection Authority Local Government Waste & Resource Recovery Data Returns |
| Number of km of cycle ways in the LGA | Fairfield City Outcomes Cycleway Projects Report |



THEME 4: LOCAL ECONOMY AND EMPLOYMENT - INDICATORS

| Community Indicators | Data Source |
|--|--|
| Educational qualifications and skill levels of residents and workers in the City is improving Employment by industry and occupation Individual income is increasing | Australian Bureau of Statistics: Census Data |
| Number and percentage of businesses in the City by turnover category, employment size and industry is increasing | Australian Business Register Australian Bureau of Statistics: Counts of Australian Businesses |
| Local business confidence is increasing | Fairfield City Council: Business Confidence Survey |
| Perception of local attractiveness and variety is improving Perception of local shopping centres is improving Use of local shopping centres is increasing | Fairfield City Council: Service Level and Indicator Survey |
| Productivity of workers/employed residents is increasing Value of Gross Regional Product is increasing Value of retail turnover is increasing Percentage of labour force unemployment level is decreasing | REMPPLAN (economic analysis software package) Australian Bureau of Statistics: Census Data |
| Household consumption reflects income | REMPPLAN (economic analysis software package) |
| Employment by industry and occupation | Transport Data Centre |

THEME 5: GOOD GOVERNANCE AND LEADERSHIP

| Community Indicators | Data Source |
|--|--|
| Percentage of people who volunteer is increasing | Australian Bureau of Statistics: Census Data |
| Number of Memorandums of Understanding | Fairfield City Council |
| Number of applications for Mayoral Fund Scholarship Number of hits to census data (community profile page) via Council's portal Number of nominations for Australia Day Awards Percentage of Voter turnout | Fairfield City Council |
| Accessibility of political representatives is improving Community action is increasing Degree of community pride is increasing Percentage of people who belong to a community group or club Percentage of people who attended a local community class, event or festival in last 12-months Perception rating by residents on level of information provided by Council is increasing The City is recognised as leading and innovative | Fairfield City Council: Service Level and Indicator Survey |

APPENDICES

NSW 2021 LINKS TO OUR GOALS

Figure 1: How the NSW 2021 (State Plan) relates to Fairfield City Plan - Community Strategic Plan.

| Link to NSW 2021 (32 Goals) | Theme 1 - Community Wellbeing | | | | | Theme 2 - | | |
|--|---|---------------------------------|--|-----------------------------------|--|--|--|-------------------------------|
| | 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 Increased opportunities for our community | 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 |
| NSW Goal 1 - Improve the performance of the NSW economy | | | | | | | | |
| NSW Goal 2 - Rebuild State finances | | | | | | | | |
| NSW Goal 3 - Drive economic growth in regional NSW | | | | | | | | |
| NSW Goal 4 - Increase the competitiveness of doing business in NSW | | | | | | | | |
| NSW Goal 5 - Place downward pressure on the cost of living | | | | | | | | |
| NSW Goal 6 - Strengthen the NSW skill base | | | | | | | | |
| NSW Goal 7 - Reduce travel times | | | | | | | | NSW Goal 7 |
| NSW Goal 8 - Grow patronage on public transport by making it a more attractive choice | | | | | | | | NSW Goal 8 |
| NSW Goal 9 - Improve customer experience with transport services | | | | | | | | NSW Goal 9 |
| NSW Goal 10 - Improve road safety | | | | NSW Goal 10 | | | | |
| NSW Goal 11 - Keep people healthy and out of hospital | | NSW Goal 11 | | | | | | |
| NSW Goal 12 - Provide world class clinical services with timely access and effective infrastructure | | NSW Goal 12 | | | | | NSW Goal 12 | |
| NSW Goal 13 - Better protect the most vulnerable members of our community and break the cycle of disadvantage | NSW Goal 13 | | | | | | | |
| NSW Goal 14 - Increase opportunities for people with a disability by providing supports that meet their individual needs and realise their potential | | | NSW Goal 14 | | | | NSW Goal 14 | |
| NSW Goal 15 - Improve education and learning outcomes for all students | | | NSW Goal 15 | | | | | |
| NSW Goal 16 - Prevent and reduce the level of crime | | | | NSW Goal 16 | | | | |
| NSW Goal 17 - Prevent and reduce the level of re-offending | | | | NSW Goal 17 | | | | |
| NSW Goal 18 - Improve community confidence in the justice system | | | | NSW Goal 18 | | | | |
| NSW Goal 19 - Invest in critical infrastructure | | | | | | | NSW Goal 19 | |
| NSW Goal 20 - Build liveable centres | | | | | | NSW Goal 20 | | |
| NSW Goal 21 - Secure potable water supplies | | | | | | | | |
| NSW Goal 22 - Protect our natural environment | | | | | | | | |
| NSW Goal 23 - Increase opportunities for people to look after their own neighbourhoods and environments | | | | | NSW Goal 23 | | | |
| NSW Goal 24 - Make it easier for people to be involved in their communities | | | | | NSW Goal 24 | | | |
| NSW Goal 25 - Increase opportunities for seniors in NSW to fully participate in community life | | | | | | | | |
| NSW Goal 26 - Fostering opportunity and partnership with Aboriginal people | NSW Goal 26 | | | | NSW Goal 26 | | | |
| NSW Goal 27 - Enhance cultural, creative, sporting and recreation opportunities | | NSW Goal 27 | | | | | | |
| NSW Goal 28 - Ensure NSW is ready to deal with major emergencies and natural disasters | | | | | | | | |
| NSW Goal 29 - Restore confidence and integrity in the planning system | | | | | | | | |
| NSW Goal 30 - Restore trust in state and local government as a service provider | | | | | | | | |
| NSW Goal 31 - Improve government transparency by increasing access to government information | | | | | | | | |
| NSW Goal 32 - Involve the community in decision making on government policy, services and projects | | | | | | | | |

[illegible]

APPENDICES

GLOSSARY OF TERMS

ANNUAL REPORT

A key aspect of the Integrated Planning & Reporting Framework is the requirement to report to the community on activities and outcomes that have been undertaken within the Delivery Program and Operational Plan. Every council is required to produce an Annual report which provides a financial summary of income and expenditure over the past financial year as well as an overview of financial performance. The Annual Report also provides information on:

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

ASSET MANAGEMENT PLANNING

Integrated Planning & Reporting requires all councils to produce an Asset Management Strategy and Asset Management Plan which must account 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. It also identifies asset management capability, 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.

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.

LONG TERM FINANCIAL PLAN

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

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

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 annually 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.

QUADRUPLE BOTTOM LINE (QBL)

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

RESOURCING STRATEGY

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

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

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 requirements and also provide a framework for dealing with immediate challenges in a consistent way.

ADOPTED - 4 DECEMBER 2012



For more information and a copy of the plan

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