

Our home  
*Our City* Our future

# 2017-2018 ANNUAL REPORT

Reports on the implementation of the 2017-2018 Operational Plan



Wave Rider, Aquatopia

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 9725 0222 أو مراجعة موقعنا الإلكتروني  
www.fairfieldcity.nsw.gov.au  
إذا كنت بحاجة إلى مترجم فوري، يرجى الاتصال بخدمات الترجمة الفورية الهاتفية (TIS) على الرقم 131 450 سعيًا للمساعدة.

Assyrian

بۆ مەزەندەربەرێن و مەزەندەربەرێن، ئێ تەزەندە ئەزەم، ئەزەندە ئەزەم، ئەزەندە ئەزەم، ئەزەندە ئەزەم، ئەزەندە ئەزەم  
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Chinese Traditional

了解更多信息，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

ដើម្បីទទួលបានព័ត៌មានបន្ថែម សូមទាក់ទងមជ្ឈមណ្ឌលកិច្ចបម្រើសហគមន៍ តាមទូរស័ព្ទលេខ 9725 0222  
ឬបើកមើលវិបសាយរបស់យើង www.fairfieldcity.nsw.gov.au  
ប្រសិនបើលោកអ្នកតម្រូវអ្នកបកប្រែភាសា សូមទូរស័ព្ទ កិច្ចបម្រើអ្នកបកប្រែភាសាតាមទូរស័ព្ទ លេខ 131 450  
ដើម្បីសុំជំនួយ។

Spanish

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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 (Council) acknowledges the Cabrogal people of the Darug nation as the traditional custodians of Fairfield City and pays its respect to the Elders both past and present. The Cabrogal name comes from the 'cobra grub', an edible freshwater worm harvested from local creeks in the City that was a staple food for the clan. Council also recognises the spiritual relationship Aboriginal Australians have with the land and the right to live according to their own beliefs, values and customs.

In July 2000, Council signed a Local Government Commitment that both acknowledged and recognised Aboriginal and Torres Strait Islander people as the first people of Australia. It acknowledged their loss and grief caused by alienation from traditional lands, loss of lives and freedom, and the forced removal of children.

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



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# Message from the Mayor and City Manager

It is a pleasure to present Fairfield City Council's (Council) 2017-2018 Annual Report, detailing Council's key achievements during the past financial year.

Council continues to focus on delivering the community's vision, priorities and goals as identified in the 2016-2026 Fairfield City Plan, as well as its long term financial sustainability. We achieve this, while ensuring high quality services and projects are delivered to meet the needs of our community. Council continues to be 'Fit for the Future' in meeting all of the financial benchmarks set by the State Government.

Council achieved its outcomes through:

- Maintaining a strong financial position
- Providing affordable services for residents
- Developing innovative projects
- Delivering best possible value while keeping rates low

All this means we can maintain everyday services such as childcare, planning, environmental conservation, sportsfields, playgrounds, roads, footpaths and more, as well as allowing us to deliver exciting new projects to the community.

During the 2017-2018 Operational Plan, Council:

- Invested in local infrastructure (\$58.7 million)
- Opened the Wave Rider at Aquatopia, Prairiewood (\$1.5 million)
- Installed an LED screen at Crescent Plaza in the Fairfield City Town Centre (\$120,000)
- Provided free Wi-Fi access to the public in Canley Heights Town Centre (\$50,000)
- Commenced work at Fairfield Showground to transform it into a Regional Multicultural and Sporting Centre of Excellence (\$24 million)

We also showcased our major events throughout the year, including:

- Spectacular Lunar New Year in Cabramatta
- Cabramatta Moon Festival, the biggest celebration of south-east Asian culture in Sydney, attracting 90,000 visitors to Cabramatta
- Fairfield's vibrant Culinary Carnivale
- Fairfield Live Art, Music and Eats (FLAME) Festival
- Bring it On! Festival for our youth – the largest youth event in NSW at the Fairfield Showground
- Illuminate New Year's Eve event at Calmsley Hill City Farm

Council also played an important role within the Western Sydney region. This year, Council signed the Western Sydney City Deal (City Deal) and represented the community's needs and interests to ensure the best outcomes are achieved for Fairfield City. As a result, key initiatives identified from the City Deal included:

- Western Parkland City Liveability Program – \$15 million to deliver projects to achieve improved community facilities, urban amenity and enhance liveability
- Local Housing Strategies – \$2.5 million to undertake the necessary planning studies to fast-track local housing strategies over the next two years to accelerate adoption of the reviewed Local Environmental Plan

Council has been recognised and awarded for its achievements throughout the year, such as:

- 2017 Finalist for the A R Bluett Memorial Award, presented by Local Government NSW to the most progressive council in the state
- Museums and Galleries NSW IMAGinE Award for the exhibition A Home Away from Home, which explored Fairfield City's Multicultural clubs
- First place for the Landscape NSW & ACT (LNA) Master Landscapers Association Awards for the design and practical use of urban space at the Crescent Plaza, Fairfield
- CivicRisk Award for Excellence for the Aquatopia risk assessment process, which demonstrated a strong commitment to due diligence, risk management and public safety
- Excellence in Government Leadership award from Urban Design Institute of Australia for the development of Dutton Plaza in Cabramatta

Council is proud of its many achievements and successes during the past financial year, which are all designed to meet the needs of our growing and diverse community. We invite you to read through this Annual Report and find out more about what we do to make Fairfield City a great place for families to live, work and visit.



Frank Carbone  
Mayor of Fairfield City



Alan Young  
City Manager



## Integrated Planning and Reporting Framework

The Local Government Integrated Planning and Reporting (IPR) Framework is a legislative requirement for all NSW councils. Councils are required to develop a series of long, medium and short term plans to ensure councils are more community focused, responsive and sustainable in the long term.

### What are the plans in the framework?

Fairfield City Council's IPR Framework is made up of a number of plans including:

- Fairfield City Plan (10 years) Community Strategic Plan
- Delivery Program (4 years)
- Operational Plan (1 year)

These plans are informed by a Resourcing Strategy (10 years) that is made up of:

- Long Term Financial Plan (money)
- Asset Management Policy, Strategy and Plans (assets)
- Workforce Management Plan (people)

### What reports are in the framework?

Council reports on these plans and the progress towards achieving the community's vision, priorities and goals through the following reports:

- End-of-Term Report - reports on the Fairfield City Plan
- Annual Report - reports on the Operational Plan
- Quarterly Reports - reports on the Operational Plan and Delivery Program



\*The red box above identifies the document you are reading and where it sits in the Framework.



Aerial view of Prairiewood

## About the Annual Report

The Annual Report details to the community what Council has delivered for the previous year, from the 2017/18-2020/21 Delivery Program and the 2017-2018 Operational Plan.

The Annual Report is made up of four parts:

### Part 1 – Introduction:

Looks at the City's profile, the elected Councillors, Council's organisational structure and the services Council provided for the community.

### Part 3 - Statutory Information:

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

### Part 2 - Achievements and Highlights:

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

### Part 4 - Financial Summary:

This is a financial summary of Council's position including where income has come from and where it was spent.



National Tree Day, Carrawood Park, Carramar

Introduction

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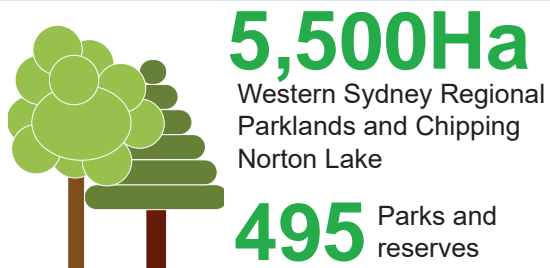
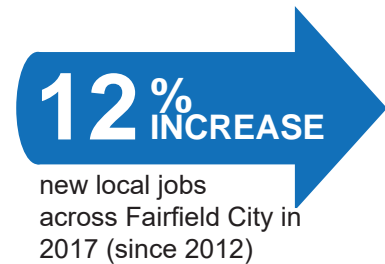
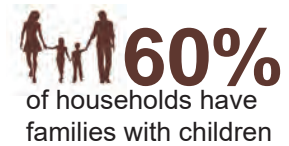
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## Fast Facts of Fairfield City





# Council's Elected Representatives 2016-2020

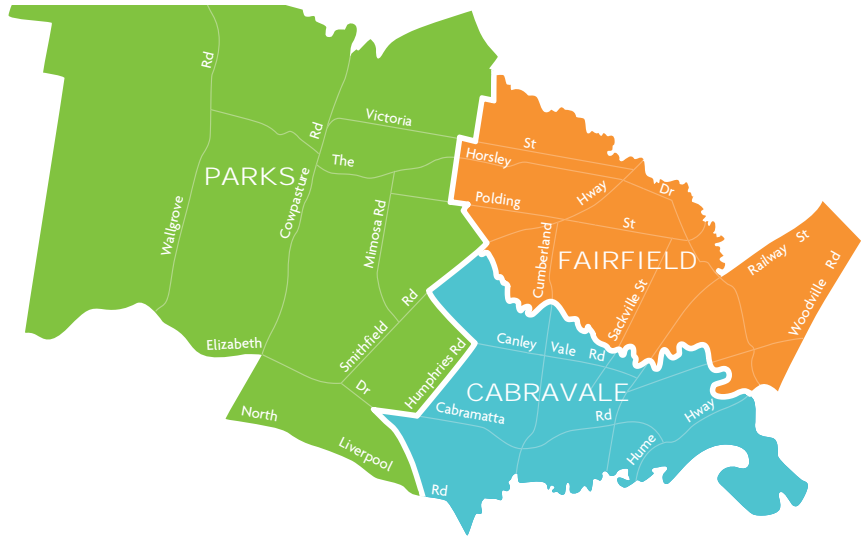
Fairfield City is divided into three wards – Cabravale, Fairfield and Parks. There are 13 elected representatives in total, with a popularly elected Mayor representing the City and four Councillors representing each of the three wards. The elected representatives represent the interests of residents, property owners and businesses in Fairfield City.

The local government election was held in September 2016.

## MAYOR



**Frank Carbone**  
9725 0203



## CABRAVALE WARD



**Peter Grippaudo**  
0436 299 612



**Dai Le**  
0410 899 787



**Kien Ly**  
0412 564 388



**Adrian Wong**  
Deputy Mayor  
0416 535 617

## FAIRFIELD WARD



**Paul Azzo**  
0414 303 175



**Del Bennett**  
0409 665 101



**Anita Kazi**  
0428 639 642



**Charbel Saliba**  
0417 708 582

## PARKS WARD



**Ninos Khoshaba**  
0447 112 210



**Joe Molluso**  
0418 440 971



**Andrew Rohan**  
0431 264 990



**Sera Yilmaz**  
0436 434 141

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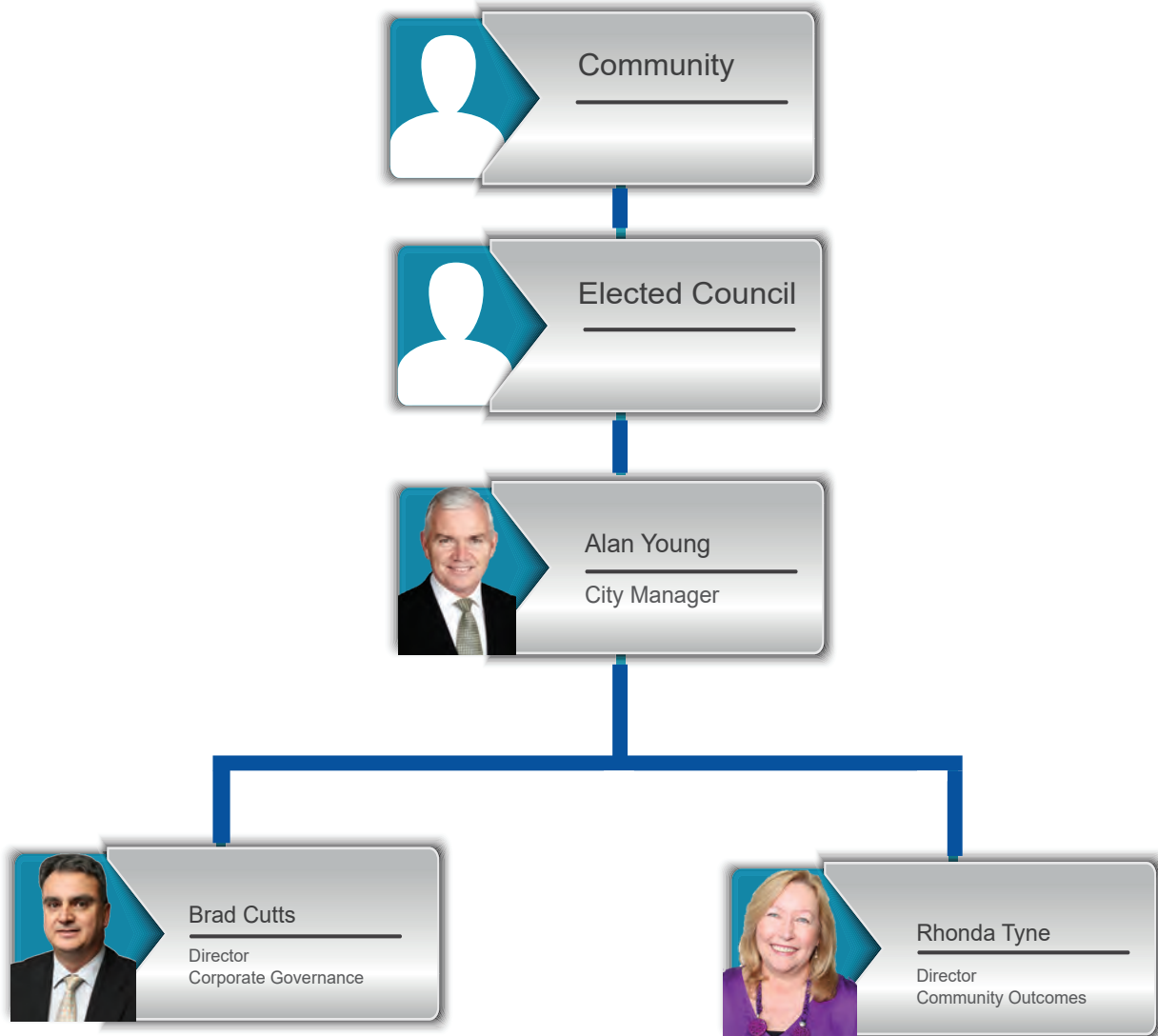
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## Council's Organisational Structure

The organisation is led by the Executive Leadership Team consisting of the City Manager, Directors, Group Managers and Chief Financial Officer.

The Executive Leadership Team is responsible for overseeing the functions of Council including its services, projects, major programs, developing policies and plans, and providing internal service support.



# Council Groups and their Functions

## Council's Mission

Council is committed to delivering quality services that meet the needs of its community as identified in the 2016-2026 Fairfield City Plan. Fairfield City Council will deliver these services in accordance with its Mission Statement to assist the community in achieving its vision for the City.



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## Overview of Council Services

Fairfield City Council provides a wide range of services to the community to work towards achieving the community's shared vision, priorities and goals as identified in the 2012-2016 Fairfield City Plan.

Services that are delivered by Council are identified under two categories, external services (principle activities) and internal services (corporate activities).

### External Services

#### Asset Management – Civil and Built

Monitor and maintain community assets to an agreed standard by undertaking condition inspections to identify and program any required maintenance and renewal works.

#### Asset Management – Open Space

Monitor and maintain open space areas and assets including parks, reserves, sportsfields, trees and public amenities.

#### Building Control and Compliance

Perform the assessment, investigation, certification and enforcement of laws and regulations for development within Fairfield City to ensure their health and safety.

#### Catchment Planning

Undertake studies to identify and plan measures to address flooding and stormwater issues across Fairfield City.

#### Children and Family Services

Provide quality children and family services including child care and early intervention programs to ensure a good future for our children and families within Fairfield City.

#### City Connect Bus

Provide a free City Connect Bus Service for areas that are lacking services by existing private bus routes and increase accessibility to key destinations and community facilities.

#### Communication and Marketing

Promote Council services and initiatives, and encourage community engagement through corporate publications, local, national, ethnic and social media as well as providing graphic design and printing services for Council's publications.

#### Community Compliance

Investigate and enforce regulatory and compliance laws within Fairfield City on community, parking and companion animal issues.

#### Community Facilities

Coordinate the management of Council community facilities including community buses, sporting fields, tennis/futsal and community centres/halls.

#### Customer Service (Administration Building)

Deliver a centralised Customer Service Centre at the Administration Centre, which provides information and advice to customers via the front counter and call centre.

#### Development Planning

Conduct the assessment and processing of all development applications and engineering construction certificates across residential, commercial and industrial developments.

#### Emergency Risk Management

Provide leadership, assistance and resources in order to support emergency and disaster planning, response and recovery operations within Fairfield City.

#### Environmental and Public Health

Monitor and enforce regulatory and compliance laws within Fairfield City for environmental and public health standards.

#### Leisure Centres

Manage and maintain Council's three leisure centres (Prairiewood, Fairfield and Cabravale) and offer a range of aquatic and dry leisure services.

#### Library Services

Provide library services, including a wide range of resources, information, internet access, and programs at Cabramatta, Bonnyrigg, Wetherill Park, Fairfield and Smithfield Libraries.

#### Museum and Gallery

Manage and maintain the Museum, Gallery and historic village as well as collect, preserve, educate, curate and exhibit programs relating to heritage and historical value, cultural and public arts.

#### Place Management and Economic Development

Manage and coordinate initiatives, activities, policies and plans across Fairfield City in consultation with key stakeholders. Focus is on public domain improvements, economic development and sustainability, stakeholder engagement, event management, processing minor activity applications and reviewing development applications.

#### Property

Coordinate the management of Council owned properties, leased and licensed properties, retail shopping centres and multi-deck car parks as well as real estate functions to buy, sell, lease land, grant easements and road closures.

### Showground and Golf Course

Undertake the management and maintenance of Fairfield Showground, Fairfield Markets, Fairfield Golf Course and the Parklands Function Centre.

### Social and Cultural Development

Develop and implement policy, programs, capacity building and partnerships for the community in the areas of arts, multicultural development, poverty, gambling, health, seniors, family and youth services as well as crime and safety.

### Strategic Land Use Planning

Identify, map and coordinate planning for residential, commercial and agricultural land across Fairfield City, as well as preparing zoning certificates and representing Council in rural and urban matters with State and Federal Governments.

### Street and Public Amenities Cleaning

Provide the cleaning of streets and public amenities in the town centres, residential and industrial areas across Fairfield City.

### Sustainable Resource Centre

Divert construction and demolition waste from landfill by recycling into marketable construction materials.

### Waste Education and Environmental Sustainability

Provide and deliver educational programs and sustainability initiatives for the community and Council.

### Waste Management

Provide the management of domestic and commercial waste services across Fairfield City.

## Internal Services

### Corporate Planning and Improvements

Implement the compliance, coordination and development of the Integrated Planning and Reporting Framework (documents and reports) and corporate business improvements.

### Design and Surveying

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

### Enterprise Risk Management

Develop, implement and manage Council's Enterprise Risk Management Framework and the management of Council's commercial insurance function, inclusive of general insurance renewals and insurance claims.

### Financial Sustainability

Conduct the delivery of Council's financial services, analysis, advice and statutory reporting to ensure appropriate cash flow and long term financial viability.

### Governance

Ensure that Council maintains a sound system of internal control that supports Council's capability to fulfil its legal, financial and ethical obligations.

### Human Resources

Provide strategic and operational human resources service, including project management, industrial and employee relations, work health and safety, as well as organisational and workforce development.

### Information and Communication Technology

Provide the implementation, maintenance and support of Council's information technology systems and infrastructures.

### Infrastructure Construction and Maintenance

Provide the construction, maintenance, repair, inspection and testing of Council assets, including fleet, plant, roads, signs, footpaths, drainage, kerbs, gutters, car parks, ovals and Council buildings.

### Internal Audit

Ensure that Council maintains a sound system of internal control, business improvement and compliance that supports Council's capability to fulfil its legal, financial and ethical obligations.

### Major Projects

Project manage and coordinate the funding, design, construction and commissioning of major new community infrastructure, other civil and building construction, and special projects.

### Procurement

Develop, maintain and use competitive, transparent, accountable and ethical procurement and supply processes when the acquisition of goods and services are required to deliver Council services.

### Property Development Fund

Provide Council with a self-funded Property Development Fund for the purpose of generating additional revenue through entrepreneurial real estate activities and re-invest funds back into the community.

### Records and Information Management

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

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# Measuring our progress against the 2017/18-2020/21 Delivery Program

Indicators are used to review Council's progress against the 2017/18-2020/21 Delivery Program. These are broken down into the five themes and set targets for each service to achieve the community's vision, priorities and goals as identified in the Fairfield City Plan.

In the table below, Council's performance is measured against the indicators from the previous financial year in order to demonstrate where the performance is improving, decreasing or remaining the same.

Trend	Performance
↑↓	Improving compared to 2016/2017
↑↓	Weakening compared to 2016/2017
↔	Remaining similar compared to 2016/2017

## THEME ONE: Community Wellbeing 2017/18-2020/21 Delivery Program Indicators

Services	Indicators	Our Performance
Children and Family Services	% Residents satisfied with children and family service survey	↑
	% Early Learning Centres whose overall quality rating meet or exceed the national quality standards	↑
	% Parents who report that service provided good educational outcomes for their child (survey)	↑
Community Compliance	# Community compliance matters investigated	↑
	# Traffic related matters within school zones investigated	↑
Community Facilities	% Utilisation of community centres	↑
	% Regular hire satisfied with Council's facilities (Annual survey)	↔
	% Casual hire satisfied with Council's facilities (Annual survey)	↔
Leisure Centres	\$ Leisure centres subsidies provided to the community	↑
	Leisure centres customer satisfaction survey (Annual)	↑
Library Services	% Customer satisfaction with Council's Libraries survey (including educational programs)	↔
Museum and Gallery	% Community satisfaction with the Museum and Gallery (annual survey)	↑
Property	% New property records created and addresses issued within 15 days	↑
	# Subsidies provided for the use of community services and facilities for lifelong learning and educational support	↑
Showground and Golf Course	Fairfield Showground markets customer satisfaction survey (Bi-annual survey rating quality/value of markets)	↔
	# Events and activities hired / hosted at the showground	↑
Social and Cultural Development	% Cultural and community events or activities that makes residents feel part of their community (survey)	↑
	# Programs and services delivered through grant funding	↑
	% of residents that feel Council supports the health and wellbeing of our communities	↑
	# Community safety education and awareness raising programs delivered	↑
	% Annual satisfaction survey with partners	↑
	\$ Financial support provided to community and social groups	↑
	# Advocacy to support community issues	↑
	% Satisfied with services in Council's youth facilities (survey)	↑
	% Satisfied with Council's services for the elderly	↑
	# Public art delivered throughout the City	↑
% Organisations who attend interagency networks that feel supported by Council (annual survey)	↑	

## 2017-2018 Operational Plan Indicators

Services	Indicators	Result	Our Performance
Children and Family Services	% Utilisation rate for childcare service	88%	↑
	# Clients supported through the Fairstart program	419	↑
	# Family Day Care registrations	193	↑
	# Compliance visits undertaken for Family Day Care	557	↑
Community Compliance	# Cats and dogs impounded	599	↑
	# Cats and dogs returned/rehoused	493	↑
	# Community compliance education programs	6	↑
Community Facilities	% Community buses booked	76%	↑
	% Community Centres/Halls booked	66%	↑
	% Sportsfields booked	93%	↑
	% Utilisation of tennis courts currently managed by Council	66%	↑
Leisure Centres	# Reportable safety incidents at each facility	16	↑
	# Health and wellbeing programs and activities provided at the Leisure Centres	32	↑
	# Visits at aquatic and dry recreation at leisure centres	1,216,703	↑
	% Water quality compliance with health regulations	100%	↑
Library Services	# Customer visits to Council's libraries	900,108	↑
	Lending turnover rate for the Library's collection (Calculated annual)	2.76	↑
	# Library programs provided	111	↑
	# Home service delivery utilised	8,043	↑
Museum and Gallery	# Visitors to the Museum	27,680	↑
	# Exhibitions held	17	↑
	# Heritage items retained at the Fairfield Museum and Gallery	3,696	↑
Property	% Occupancy rate of Council's commercially leased or licensed properties	92%	↑
	# New property records created and addresses issued	398	↑
Showground and Golf Course	# Visitors to the Showground	931,742	↑
	# Reportable safety incidents	4	↑
	% Occupancy at Fairfield Markets	77%	↑
Social and Cultural Development	# Cultural and community events or activities delivered and supported by Council	43	↑
	# Grant funds received to deliver services and programs	12	↑
	# People accessing Community Profile website	17,742	↑
	# Free health programs and activities provided	193	↑
	# Safety audits of Council and public facilities	0	↑
	# Meetings with stakeholders to promote community safety	14	↑
	# Professional development and training opportunities for community organisations.	45	↑
	# Capacity building programs or opportunities delivered	36	↑
	# Youth programs and events delivered	24	↑
	# Hours youth services delivered	416	↑
# Senior programs and events delivered	2	↑	

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## THEME TWO: Places and Infrastructure

### 2017/18-2020/21 Delivery Program Indicators

Services	Indicators	Our Performance
Asset Management - Civil and Built	% Asset maintenance/ renewal backlog across all Council Asset Management Plans	↑
	% Roads in satisfactory condition and above (Annual)	↑
	% Community facilities in satisfactory condition and above (Annual)	↑
Asset Management - Open Space	% Regular hire are satisfied with sportsfields (Annual Survey)	↑
	Residents satisfied with parks and play/fitness equipment (Annual Survey)	↔
	% Landscape sites have been replanted / cared for	↑
	% Tree permit applications on private land determined within the agreed timeframe	↑
Building Control and Compliance	% Development applications and Construction Certificates determined within statutory timeframe	↓
	# Annual Fire Safety Statements Submitted	↑
	% Swimming Pool fencing complying with the legislative requirements after 3 inspections	↑
City Connect Bus	# People using city connect bus	↑
Design and Surveying	% Civil, Urban and Landscaping designs completed within 40 working days	↓
Development Planning	% Development applications and Construction Certificates determined within statutory timeframe	↓
	# Development approvals (industrial, residential and commercial)	↑
Infrastructure Construction and Maintenance	% Renewal Program completed within agreed timeframe	↑
	% New Capital Work completed within agreed timeframe	↑
Major Projects	% Major projects on schedule	↑
	% Major programs on schedule	↑
	% Major projects and contracts completed with less than 10% cost variation	↑
	% Major programs completed with less than 10% cost variation	↑
Strategic Land Use Planning	% Planning Certificate Section 149 and 149(2) applications received are issued within service level agreement	↓
	# Development Control Plan reviews	↑
	# Planning proposals reviewed	↑
	# Community engagement activities delivered for major planning projects	↑
Traffic and Transport	# Heritage items that are retained	↑
	# Road safety initiatives delivered (speed humps, speed radars, etc)	↑
	% Initiatives with demonstrable improvement in local traffic conditions	↑
	# New car spaces developed in town centres / village / neighbourhood shopping centres	↓



## 2017-2018 Operational Plan Indicators

Services	Indicators	Result	Our Performance
Asset Management - Civil and Built	% Asset handover completed every 12 months	96%	↑
	% Asset re-valuation completed every 5 years	100%	↑
	# Customer request for open space asset maintenance	1,610	↑
Asset Management - Open Space	# Graffiti removals undertaken	170	↑
	# Customer requests for grass mowing in open spaces	70	↑
	% Trees requests pruned / removed on Council land undertaken within the agreed timeframe	90%	↑
	# Landscaping and beautification projects completed to offset private tree removal	30	↑
	# Private trees approved for removal	642	↑
	# Private tree applications for removal rejected	37	↑
Building Control and Compliance	% Development applications determined within 40 days	80%	↑
	% Construction Certificates determined within 40 days	47%	↑
	% Complying Development Certificates determined within agreed timeframe	100%	↑
	# Inspections undertaken for compliance of swimming pool fencing	371	↑
	# Fire safety audits completed	61	↑
City Connect Bus	% City Connect bus service running on time	99%	↑
Design and Surveying	% Surveying projects completed within the quoted timeframes	93%	↑
Development Planning	% Development applications determined within 40 days	43%	↑
	% Construction Certificates determined within 40 days	100%	↑
Infrastructure Construction and Maintenance	% Road and Transport Asset maintenance undertaken within service level	90%	↑
	% Stormwater Drainage Asset maintenance undertaken within service level	92%	↑
	% Building and Facility Asset maintenance undertaken within service level	86%	↑
Major Projects	# Request for Tender Contracts awarded	15	↑
	# Request for Quotation Contracts awarded	90	↑
Strategic Land Use Planning	% Planning Proposals reported to Council within 3 months of lodgement or 6 months of Council initiated proposals	60%	↑
	% Emerging Development Control Plan issues reported to Council within 6 months of being identified	100%	↑
	# Zoning Certificates (Section 149 and 149(2)) not issued within 5 working days	11	↑
	# Heritage programs completed each year	6	↑
Traffic and Transport	# Community engagement provided on traffic improvements	624	↑
	# Public transport advocacy initiatives	0	↑
	# Traffic flow improvements projects delivered	12	↑
	# Integrated traffic signal initiatives on regional and arterial roads	8	↑
	# Road safety education programs	4	↑

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## THEME THREE: Environmental Sustainability 2017/18-2020/21 Delivery Program Indicators

Services	Indicators	Our Performance
Catchment Planning	% Floodplain risk management initiatives completed	↓
	% Monitored waterways with acceptable aesthetic quality	↑
	% Stormwater management initiatives completed	↓
Emergency Risk Management	# Emergency events support provided on request	↔
Environmental and Public Health	% Food premises inspected that met compliance	↑
	% Environmental and public health investigations initiated within the agreed timeframe	↑
Street and Public Amenities Cleaning	# km swept by street sweeping trucks	↑
	# cubic metre collected from litter picking on main streets	↑
	# Requests for litter removal	↑
Waste Education and Environmental Sustainability	% Recycling recovery rate	↔
	# Water consumption per household	↔
	# Community partner strengthened	↑
	% Satisfied with environmental and sustainability education programs (Annual Survey)	↔
	% Implementing environmental practices as a result of the education program (Annual Survey)	↔
	# Successful prosecutions on littering and illegal dumping	↑
	# Mobile CCTV monitored hotspots	↑
Waste Management	# Rubbish collected from gross pollutant traps and creek cleaning activities	↑
	# Tonnes of material collected from Council clean-ups	↑
	# Tree mulch recycled	↑



Welcome Sign, Prairiewood

## 2017-2018 Operational Plan Indicators

Services	Indicators	Result	Our Performance
Catchment Planning	# Education programs concerning stormwater quality and floodplain risk	4	↑
	# Flood Studies initiated (or completed)	8	↑
	# Floodplain Risk Management Studies and Plans initiated (or completed)	8	↑
	# Projects implemented as part of Council's stormwater programs	80	↑
Emergency Risk Management	# Actions undertaken as part of the Fairfield Local Emergency Management Plan	7	↑
Environmental and Public Health	# Food premises inspected	1,755	↑
	# Other public health regulated premises/activities inspected	471	↑
	# Environmental audits undertaken at industrial and commercial premises	28	↑
	# Environmental investigations undertaken for pollution matters	298	↑
	# Development applications reviewed regarding environmental impacts	503	↑
Street and Public Amenities Cleaning	# Requests on street and public amenities cleaning	2,290	↑
	% Requests attended to within agreed timeframe	97%	↑
Waste Education and Environmental Sustainability	# Educational environmental sustainability activities undertaken	272	↑
	# People attending educational activities	7,015	↑
	# People participating in environmental events	5,974	↑
	# KWh (electricity) saved from all Council facilities	457,736	↑
	# CO2 (emissions) saved from all Council Assets	469.20	↑
	# GJ (water) saved from all Council facilities	0	↑
	# Hours patrolling for illegal dumping incidents	1,117	↑
	# Reported illegal dumping incidents identified	2,728	↑
	# Litter prevention educational programs delivered	4	↑
	# Volunteer hours participating in environmental events and activities	2,850	↑
	# Volunteer hours maintaining bushland and creeks	310	↑
Waste Management	% Complaints on waste management resolved within Service Level Agreement.	97%	↑

## THEME FOUR: Local Economy and Employment

### 2017/18-2020/21 Delivery Program Indicators

Services	Indicators	Our Performance
Place Management and Economic Development	# Businesses and employments centre promoted and/or marketed	↑
	# Place activations delivered	↑
	Place Score (survey every 2 years)	↑
	# Safety audits initiative implemented	↑
	# Advocacy to encourage variety of employment	↑
	# People participating in affordable educational training and resource support for the workforce	↑
	# Partnerships strengthened	↑

### 2017-2018 Operational Plan Indicators

Services	Indicators	Result	Our Performance
Place Management and Economic Development	# Businesses engaged to provide support	78	↑
	# Business communication initiatives	39	↑
	# Major events delivered	4	↑
	# Community members attending major events	112,600	↑

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## THEME FIVE: Good Governance and Leadership

### 2017/18-2020/21 Delivery Program Indicators

Services	Indicators	Our Performance
Communications and Marketing	# Community engagement promotions	↑
	% Of media releases which result in positive news stories	↑
	# Information items translated into community languages	↑
	% Community feels Council communicates well with residents (annual survey)	↑
Corporate Planning and Improvements	# External stakeholders engaged about the community's priorities	↑
	\$ Indirect and direct saving from service efficiency reviews	↑
	% Services utilising quality management system at level 3 or above	↑
	# Plans and reports developed for the community	↑
Customer Service Administration Building	% Customers satisfied with service received at front counter and call centre (annual survey)	↔
Enterprise Risk Management	# Public liability claims settled	↑
	% Enterprise risk actions implemented within the agreed timeframe	↑
Financial Sustainability	% Long Term Financial Plan indicators are on target	↑
	\$ Real operating expenditure per capita	↑
	# Ranking of rates charges compared to other Councils	↑
	% The amount of cost shifting by other levels of government to the Council as a percentage of total revenue (before capital contribution)	↔
Governance	% Codes, Plans and policies that affect the community have been placed on public exhibition prior to adoption	↑
	# Code of Conduct breaches	↔
	# Documents impacting the community translated into other languages	↑
	# public forum questions presented at Council meetings and responded to by Council	↑
Human Resources	# Work experience opportunities provided to the community at Council	↑
	% Workforce Management Plan's actions completed on time	↑
	% Staff assessed as capable and above in the annual performance review	↑
Information and Communications Technology	% Service levels met for helpdesk/desktop support	↑
	# CCTV Requests received from NSW Police	↑
Internal Audit	% Completed audits as determined by the Audit and Risk Committee	↑
Procurement	% Purchasing and tendering compliance with policy and legislative requirements	↑
Property Development Fund	% Property Development projects meeting agreed milestones	↑
Records and Information Management	% of requests for information (Government Information Public Access Act) processed within the specified timeframe for both informal and formal applications	↑
	% Electronic Document and Records Management System requests for support completed within 5 working days	↑
Sustainable Resource Centre	# Tonnes internal and external materials diverted from landfill	↑
	# Tonnes internal and external materials distributed	↑

### 2017-2018 Operational Plan Indicators

Services	Indicators	Result	Our Performance
Communications and Marketing	# New citizenship recipients	629	↑
	# Publications produced	64	↑
	# Graphic design and printing jobs completed on time	2,204	↑
	# Total social media followers	11,567	↑
	# Website page views	899,427	↑

Services	Indicators	Result	Our Performance
Corporate Planning and Improvements	# Flyers/Summary Plans and Reports developed	3	↑
	# Continuous Improvement Reviews undertaken	5	↑
	# Internal reviews of quality management system undertaken	17	↑
	# Documents managed under the quality management system	9,830	↑
	# Internal stakeholders engaged	43	↑
Customer Service Administration Building	% Call abandonment rate	9%	↑
	% Customer Service Centre enquiries managed at the first point of contact	90%	↑
Enterprise Risk Management	# Public liability claims made	228	↑
	# Enterprise risk actions implemented	8	↑
Financial Sustainability	# Average employee leave entitlements per capita	203.30	↑
	# Breaches on the overdraft limits	0	↑
	% Variance to budgeted Investment earning rate	1%	↑
	Achieving unqualified external audit opinion	Nil	↑
	% Rates not collected on time	4%	↑
	% Rates notices issued electronically	2%	↑
Governance	% Governance projects completed within time	85%	↑
	# Governance policies reviewed annually	2	↑
	# Statutory reports developed and submitted	2	↑
	# Training sessions on Code of Conduct delivered to Council Officials	13	↑
Human Resources	% WHS compliance audits completed	100%	↑
	% Continuous WHS Improvement Inspections completed	94%	↑
	% Satisfaction rating with service delivery of training courses	87%	↑
	% Lost Time Injury Frequency rate	4.28	↑
	% Employee duration rate	2.4	↑
Information and Communications Technology	# Requests for CCTV advice for internal and external stakeholders	280	↑
	# CCTV inspection carried out	10	↑
	# CCTV monitored hotspots	0	↑
	# Hours the Infrastructure and core systems are not available during business hours	16.25	↑
	# Issues requested through helpdesk	6,320	↑
	# Technology solutions implemented	15	↑
Internal Audit	% Audit recommendations implemented within agreed timeframes	69%	↑
Procurement	% Tender process completed and entered to contract within 12 weeks	89%	↑
	\$ Saved in fleet management	\$36,029	↑
Property Development Fund	% Property Development projects including contracts completed with less than 10% cost variation	100%	↑
Records and Information Management	# Informal information (GIPA) requests received	1,104	↑
	# Formal information (GIPA) request received	37	↑
	% Documents processed within 3 days	95%	↑
	# Electronic Document and Records Management System training sessions	28	↑
	# Electronic Document and Records Management System requests for support	6,993	↑
Sustainable Resource Centre	# Tonnes CO2 emission saved	15,136.88	↑

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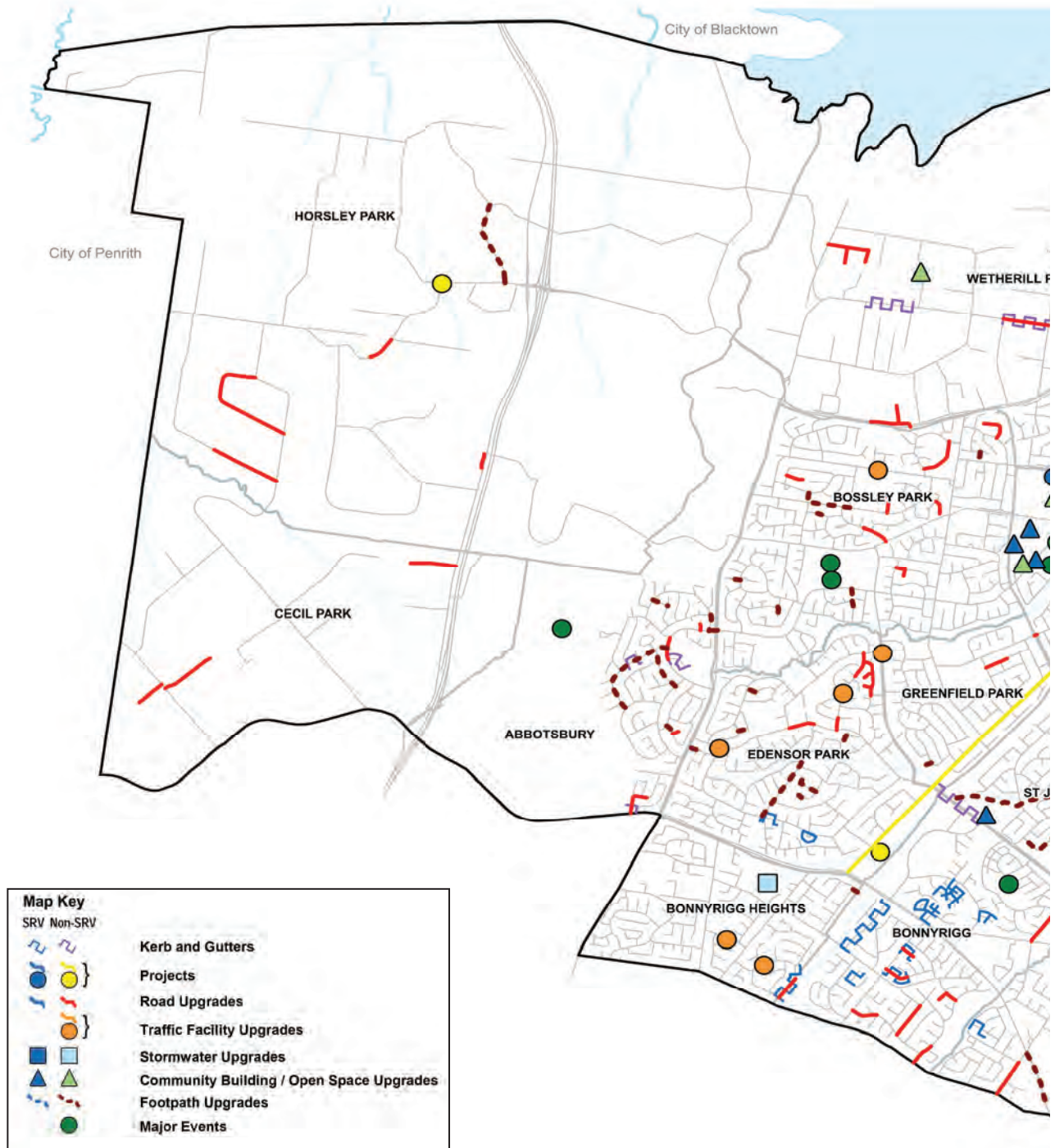
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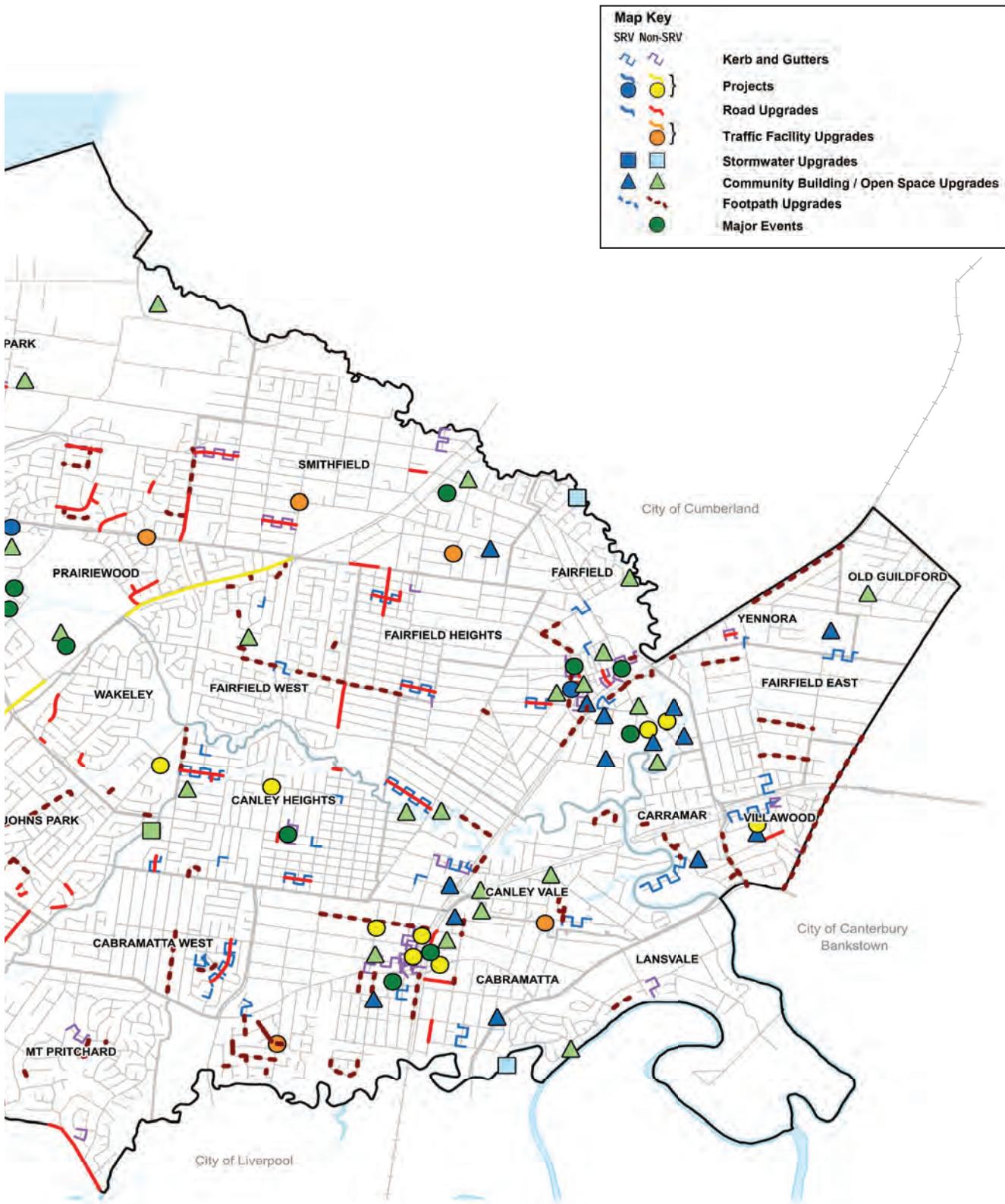
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## Construction Projects and Major Events Achieved from the 2017-2018 Operational Plan





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Living Cultures Festival, Fairfield City Museum and Gallery

## Achievements and Highlights

### THEME ONE - Community Wellbeing

## Fast Facts

### Key Highlights

- Won the Museums and Galleries NSW IMAGinE Award for the exhibition *A Home Away from Home*, which explored Fairfield City's Multicultural Clubs.
- Received a Local Government Youth Week Award for best on-going commitment to Youth Week for the Bring it On! Festival.
- Partnered with the South West Sydney Local Health District and the South West Sydney Primary Health Network to form the Fairfield City Health Alliance.
- Provided \$390,000 worth of subsidies to community members at Council's Leisure Centres, which included 60,000 free entries for seniors and residents who presented a Disability Support Pension Card.
- Provided access to nearly 900,000 customers that visited Council libraries.
- Coordinated a total of 182 community rides for 2,692 people through the Western Sydney Cycling Network.

### Projects

- Launched Operation Bounce Back in Fairfield and Cabramatta to improve public awareness about motor vehicle theft and its content. This included an extensive social media and cinema advertising campaign, distribution of information packs and resources to assist the community in securing their valuables and car.
- Delivered Grandparents Day 2017 event at the Fairfield City Museum and Gallery to more than 300 grandparents and their families. This event included free entertainment and performances such as the Older Women's Network Theatre Group and Paw Patrol, as well as free activities and refreshments.
- Installed seven new BBQ facilities at Aquatopia, which are now available for hire to the community.
- Held the FLAME Festival (Fairfield Live Art, Music and Entertainment) at ten locations throughout the Fairfield CBD to more than 700 community members. Over 90 musicians played a range of genres including jazz, folk, pop and Bollywood, with all artists coming from across Western Sydney.
- Held three free Senior Bus Tours for more than 50 attendees, visiting Nalawala Community Nursery, Prairiewood Leisure Centre, Crescent Plaza and Fairfield Showground. Attendees then enjoyed a meet and greet with the Mayor, lunch and tour of Fairfield City Museum & Gallery.





Gyms in Parks, Wilson Road

## Services

- Delivered a pop-up public art exhibition along Gallery Walk at the Crescent Plaza, Fairfield.
- Hosted the Tour De Fairfield community bike ride tour around key historical sites throughout the City as part of the Roads and Maritime Services Bike Week event.
- Supported five events for 16 Days of Action and White Ribbon Day campaigns to raise awareness of domestic and family violence. This included a series of cartoons posted on social media, attracting over 360 likes in December 2017.
- Supported the Police Annual Open Day to support a stronger connection between Fairfield City Police and the community.
- Held the Annual Senior's Concert for 550 community members, which featured a wide range of entertainment and performances including Latin music, belly dancing, opera singing and much more.
- Hosted a number of events for International Day of People with Disabilities to enhance positive community attitudes of people with disability at Prairiewood Community Centre and the Bonnyrigg Community Centre. The events included face painting, photo booths, barbecue and lucky door prizes.



DisAbility Rocks

- Delivered "Fort Thunder" at the Fairfield City Museum and Gallery, an interactive exhibition designed to engage children with interactive tactile and musical artworks that included strings, springs, chimes and microphones.



Fort Thunder exhibition

- Delivered a National Children's Week event at the Crescent Plaza, to over 500 community members. The event featured an animal farm, play dough, craft and entertainers.
- Delivered the *Merge* exhibition at the Crescent Plaza, Fairfield, which featured portraits of over 120 Fairfield City residents.
- Held the Australia Day Community Awards recognising outstanding community members across Fairfield City.
- Hosted the Living Cultures Festival at the Fairfield City Museum and Gallery in recognition of Harmony Day. The festival celebrates inclusiveness, respect and a sense of community and included contemporary and traditional music and dance, face painting and craft activities.
- Exhibited a collection by graphic artist and illustrator Matt Huynh, at the Fairfield City Museum and Gallery, which showcased animation, painting and comics that explored themes of war, refugees, the Vietnamese diaspora and the community of Sydney's Chinatown and Cabramatta.

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- Supported the Fairfield Emerging Communities Action Partnership (FECAP) Business Breakfast at Cabravale Diggers Club, which was attended by over 40 local businesses. The event provided networking opportunities between businesses and organisations that work in collaboration with refugees and migrants to find employment.
- Held the Bring It On! Festival during NSW Youth Week for 5,000 young people, which included the Fairfield Warrior obstacle course competition, performances, skating and games as well as rides, information stalls and interactive activities.



**Bring it On! Festival**

- Provided access to over 1.2 million visitors that attended Council's leisure centres.
  - Provided access to nearly 900,000 customers that visited Council libraries.
  - Delivered 111 programs and events at Council's libraries with a total of 1,917 sessions being attended by 33,581 people.
  - Provided assistance to over 500 community members for the Library's Smart Bar Service with more than 70% of these sessions being provided in Chinese or Vietnamese.
  - Delivered the Library home service, which provided over 8,000 loans to eight nursing homes across the City.
  - Provided access to more than 930,000 visitors that attended the Fairfield Showground.
  - Accumulated over 400 free youth hours at the Fairfield Youth and Community Centre from over 1,200 young people, who participated in a range of activities such as a youth choir, futsal, basketball, table tennis and touch football.
  - Coordinated a total of 182 community rides for 2,692 people through the Western Sydney Cycling Network.
  - Received 417 used bicycles of which, 174 were recycled as well as a total of 228 bicycles being loaned out to the community and local schools.
  - Delivered 36 capacity building programs activities, which included National Disability Insurance Scheme advocacy training, grant writing workshops, internet training for seniors to a range of service providers and stakeholders.
  - Provided \$390,000 worth of subsidies to community members at Council's Leisure Centres, which included 60,000 free entries for seniors and residents who presented a Disability Support Pension Card.
- Hosted the annual Seniors' Talent Quest with more than 700 community members participating, which included a variety of performances and activities.
  - Delivered Operation Cat program, which offered pensioners and residents with low income discounts on micro-chipping and desexing for cats.
  - Provided 32 health and wellbeing programs and activities for the community across Council's leisure centres including a 12 Week Challenge, Boot Camps, School Holiday Programs, Personal Training and Learn to Swim sessions.
  - Surveyed parents who utilise Council's childcare centres, which resulted in 99% of these parents reporting to have good educational outcomes for their child.
  - Implemented a satisfaction survey where 81% of leisure centres customers rated their satisfaction with facilities and services as higher than very good.
  - Surveyed users at the Fairfield Showground markets where 75% of participants rated their satisfaction higher than good and would recommend the facility to a friend.



**FLAME Festival Performer**

## Awards

- Won the Museums and Galleries NSW IMAGInE Award for the exhibition A Home Away from Home, which explored Fairfield City's Multicultural Clubs.
- Received a Local Government Youth Week Award for best on-going commitment to Youth Week for the Bring it On! Festival.
- Finalist in the NSW Sports Awards for Council's Community sports programs which provided fitness, sporting programs and sporting infrastructure.

## Grants

- Administered a total of 279 applications for ClubGRANTS, with a total of 144 projects selected for funding. The allocated funds from the participating clubs totalled \$1,741,990.
- Provided nearly \$40,000 in funding to eight projects as part of the Social Change through Creativity grant program to encourage and support creative-based projects that include and address issues of importance in the community.

## Advocacy

- Partnered with the South West Sydney Local Health District and the South West Sydney Primary Health Network to form the Fairfield City Health Alliance. This Alliance is designed to provide a framework for collaboration between government agencies, community and health professionals and improve health outcomes for Fairfield City.
- Advocated for local governments to coordinate the settlement of refugees on behalf of the community at the Cultural Shift Conference.
- Adopted the Health Partnership Memorandum of Understanding for 2017-2020 with the South West Sydney Local Health District.
- Advocated for community needs and concerns about the Federal National Disability Insurance Scheme to the National Disability Insurance Agency.



Grandparents' Day, Fairfield City Museum and Gallery

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Bonnyrigg Avenue, Bonnyrigg

# Achievements and Highlights

## THEME TWO - Places and Infrastructure

### Fast Facts

#### Key Highlights

- Restored the cannon and installed a badminton court, drinking fountain and decorative surfacing in Cabravale Memorial Park.
- Received first place for the Landscape NSW & ACT (LNA) Master Landscapers Association Awards for the design and practical use of urban space at The Crescent Plaza, Fairfield.
- Prepared a master plan to guide the development of the Fairfield Showground.
- Repaired over 22kms of road surfaces throughout the City.
- Upgraded the existing tennis court into a futsal court at Emerson Park.
- Provided over \$41,000 in funding to 49 properties as part of the Heritage Rates Relief Scheme.

#### Projects

- Restored the cannon and installed a badminton court, drinking fountain and decorative surfacing in Cabravale Memorial Park.
- Upgraded the existing tennis court into a futsal court at Emerson Park.
- Upgraded playground equipment and soft fall at Springfield Park.
- Upgraded the amenity buildings at Fairfield City Council’s Administration Centre and the Stein Gallery at Fairfield City Museum and Gallery.
- Prepared a master plan to guide the development of the Fairfield Showground.
- Updated infrastructure to a number of intersections along Wetherill Street and Cumberland Highway in preparation for the Western Sydney Airport.
- Constructed and installed the Wave Rider at Aquatopia, Prairiewood.



Fairfield Showground Concept

- Planted various trees throughout the City as part of the Street Tree Planting program: Wetherill Park Industrial Area, St Johns Park and Smithfield.



**Wetherill Street, Wetherill Park**

## Services

- Undertook 170 instances of graffiti removal on Council property through inspection or customer reporting.
- Installed new traffic signals at the intersection of Polding Street and Maud Street, Fairfield West to improve traffic flow for the community.
- Improved traffic flow by installing a right hand turn signal at the intersection of Sackville Street and Hamilton Road, Fairfield.
- Upgraded the intersections of Hamilton Road, St Johns Road and John Street on the Cumberland Highway to improve traffic flow.
- Renewed over 6.64kms of footpaths throughout the city.
- Constructed over 6.35kms of new footpaths throughout the city.
- Repaired over 22kms of road surfaces throughout the city.
- Constructed a sports court, bench seats, shelter, footpath and installation of exercise equipment at St Johns Park.
- Transported over 36,500 passengers across the City through the City Connect Bus.
- Completed traffic signal initiatives associated with Smithfield Road to improve traffic flow.



**Falklands Avenue Park, Bossley Park**

- Upgraded landscaping to Ace Avenue Reserve and in the memorial garden at Council's Administration Centre.
- Installed a total of 21 speed radar display signs at various locations across the City to improve traffic and community safety.
- Upgraded the Fairfield Tennis Courts including building, court surfaces, fencing and existing shade structure.
- Upgraded the amenity buildings at Knight Park, St Johns Park and Fairfield Park Baseball Building.



**Cabravale Memorial Park, Cabramatta**

## Awards

- Received first place for the Landscape NSW and ACT (LNA) Master Landscapers Association Awards for the design and practical use of urban space at the Crescent Plaza, Fairfield.
- Received a highly commended award from the Institute of Public Works Engineering Australasia for the development of Aquatopia.

## Grants

- Provided over \$13,000 in funding to five heritage listed properties as part of the Heritage Grants Program.
- Provided over \$41,000 in funding to 49 properties as part of the Heritage Rates Relief Scheme.

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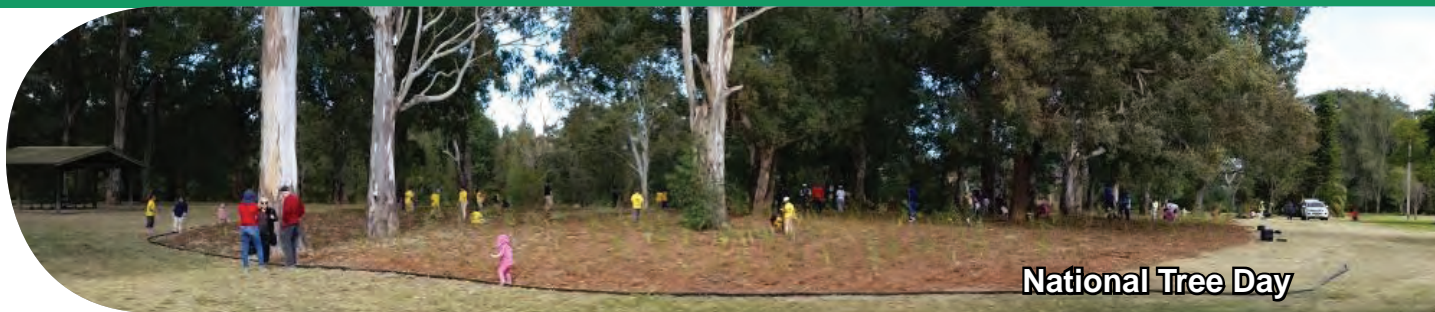
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National Tree Day

## Achievements and Highlights

### THEME THREE - Environmental Sustainability

## Fast Facts

### Key Highlights

- Held a successful Spring Clean Up event at the Fairfield Showground, with over 150 tonnes of waste collected.
- Held the annual free Chemical CleanOut and E-waste collection event where over 1,200 cars participated and over 76 tonnes of waste collected.
- Committed to being a member of the Western Sydney Regional Illegal Dumping (RID) Squad.
- Generated 457,736 kWh of solar power at Council buildings.
- Installed 10 new solar street bins, six along Smart Street and Neeta City, Fairfield, and four at the Aquatopia Water Park, Prairiewood, with 158 cubic metres of litter collected.
- Awarded joint winner in the 2017 Green Globe Awards for the Light Years Ahead project, which installed energy efficient lighting and saved \$2.15 million a year in energy costs.

### Projects

- Held a successful Spring Clean Up event at the Fairfield Showground, with over 150 tonnes of waste collected.
- Hosted the annual free Chemical CleanOut and E-waste collection event where over 1,200 cars participated and over 76 tonnes of waste collected.
- Delivered a number of environmental sustainability events which included the Spring Clean Drop off event, National Tree Day and Moon Festival Eco stall where over 2,900 local residents participated.
- Installed 10 new solar street bins, six along Smart Street and Neeta City, Fairfield, and four at the Aquatopia Water Park, Prairiewood, with 158 cubic metres of litter collected. The litter holding capacity of the bins was increased through their solar-powered compactors, reducing collection visits and associated emissions.
- Committed to being a member of the Western Sydney Regional Illegal Dumping (RID) Squad.
- Collected over 3 tonnes of rubbish at a number of Clean Up sites across the City as part of Clean Up Australia Day with a total of 430 local residents participating in this event.
- Installed “Hey Tosser” Banners at Cabravale Leisure Centre and Water Park as part of the litter education campaign to minimise the community’s environmental impacts.
- Completed flood modelling to determine the merits to increase the capacity of the Prairiewood Basin as well as to reduce flood impacts to downstream properties.
- Adopted the Central Overland Flood Study report, which identifies options and recommends actions to reduce the effects of flooding in Fairfield City.
- Completed the Bushfire Prone Land Study with bushfire prone maps endorsed and included in planning controls.



**Green Army, Fairfield Showground**

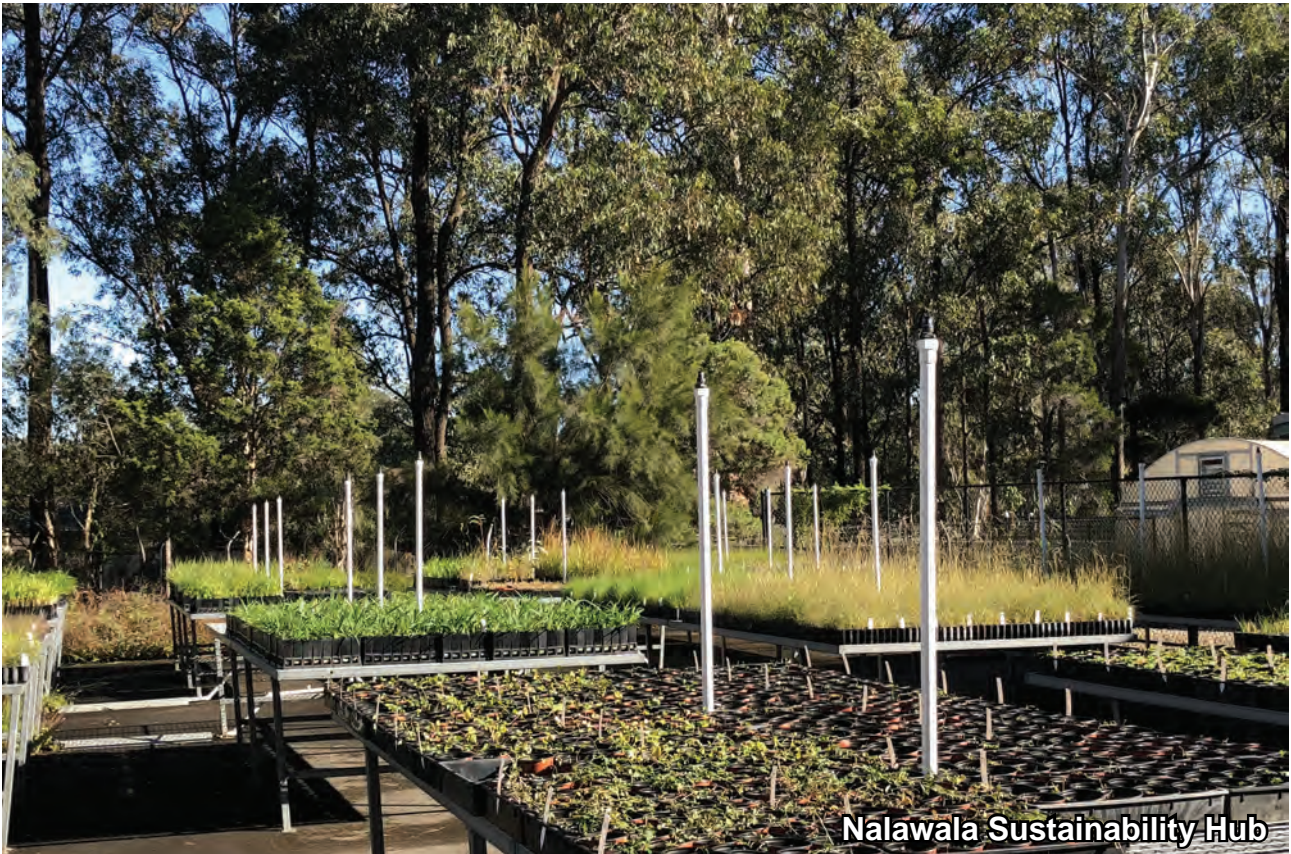
## Services

- Collected 8,443 tonnes of material from Council clean-ups.
- Recycled 289 tonnes of tree mulch.
- Generated 457,736 kWh of solar power at Council buildings.
- Saved from emission a total of 470 tonnes of CO2 (equivalent) due to electricity consumption at all Council assets.
- Removed over 100 cubic metres of litter and grass cutting through the Main Roads Beautification program.
- Collected over 290 tonnes of rubbish from Council's Gross Pollutant Traps throughout the City.

- Strengthened partnerships with over 2,850 hours of volunteer time contributed to natural resources activities throughout the City, including seed propagation to assist in native plant regeneration.
- Hosted a total of 272 educational environmental sustainability workshops to over 7,000 local residents including worm farming and composting, propagation, and weed identification.
- Conducted 1,117 hours of active patrol by Waste Enforcement Officers in Fairfield City, including responding to customer requests.

## Awards

- Awarded joint winner in the 2017 Green Globe Awards for the Light Years Ahead project, which installed energy efficient lighting and saved \$2.15 million a year in energy costs.



**Nalawala Sustainability Hub**

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## Achievements and Highlights

### THEME FOUR - Local Economy and Employment

#### Fast Facts

##### Key Highlights

- Delivered Moon Festival 2017, which was headlined by performer Dami Im and attended by more than 90,000 people.
- Delivered Illuminate New Year’s Eve Event in Abbotsbury attended by 3,800 people. The event included highlights such as a performance by Hi-5, a Magic Show and fireworks display.
- Partnered with St George Community Housing to deliver the Fun@Bunker event from various places of worship from Bonnyrigg for over 400 community members.
- Upgraded the Canley Heights Town Centre with low level hedging and plants to improve pedestrian safety and visual aesthetics to the town centre.
- Supported 556 community members in participating in educational training, including refugee work experience placement and youth volunteers for activation projects in Bonnyrigg, Cabramatta and Canley Heights.

##### Projects

- Upgraded the Canley Heights Town Centre with low level hedging and plants to improve pedestrian safety and visual aesthetics to the town centre, as well as installed ‘in pavement’ decorative lighting to enhance the corner landscape treatments.
- Provided free public Wi-Fi at Canley Heights which can be utilised by all visitors to the area.
- Upgraded Carramar Shopping Centre including expanding the existing landscaping and street furniture.
- Completed the Traffic Lights Feasibility Study including the development of signal control design for Cumberland Highway and Ferngrove Road, Canley Heights

##### Services

- Delivered Moon Festival 2017, which was headlined by performer Dami Im and attended by more than 90,000 people who enjoyed street food, speciality food trucks, and the Moon art installation which featured LED lights programmed to change colour.



Moon Festival





**Moon Festival, Cabramatta**

- Delivered Illuminate New Year's Eve Event in Abbotsbury attended by 3,800 people. The event included highlights such as a performance by Hi-5, a Magic Show and fireworks display. Attendees also enjoyed circus workshops, stockwhip demonstrations and small farm animal petting, and received a free glow novelty.
- Delivered Culinary Carnivale in Fairfield City Centre attended by 10,000 people. The event featured Australian singer, Christine Anu, alongside traditional and contemporary Latin American acts.



**Culinary Carnivale**

- Held the Lighting of the Christmas Tree and Carols in Fairfield City Centre attended by 2,500 community members. The event included face painting, petting zoo, Santa handing out lollies and Carols sung by local high school choir.
- Delivered, in partnership with the Canley Heights Restaurant Committee and local businesses, an open community Christmas celebration at Canley Heights Town Square for over 400 community members. The event featured Santa arriving with the Cabramatta Fire Brigade, rock climbing wall, children's amusements rides, refreshments and giveaways.
- Held the Lunar New Year Festival in the Cabramatta and Canley Heights Town Centres in March 2018 to welcome in the Year of the Dog. Over 8,000 visitors attended, which showcased children's entertainment, cultural ceremonies, fireworks and a variety of multicultural food.

- Supported the Channel Seven Sunrise television program in filming seven weather segments that celebrated the Vietnamese community and culture in Cabramatta to over 373,000 viewers.
- Partnered with St George Community Housing to deliver the Fun@Bunker event from various places of worship from Bonnyrigg for over 400 community members. The event included a variety of cultural performances, children's amusement rides, face painting, craft activities and an outdoor movie.
- Delivered Eastside Fun Day event in Cabramatta and Lansvale for 400 community members. The event involved active play directed at school age children, including non-competitive games, rides and a dance workshop by Dauntless Movement Crew.
- Supported 556 community members in participating in educational training, including refugee work experience placement and youth volunteers for activation projects in Bonnyrigg, Cabramatta and Canley Heights.
- Strengthened a total of 57 partnerships through Fairfield City, which included participating in a number of meetings such as the Fairfield Policy Precinct Committee, Cabramatta Chamber of Commerce, Fairfield City Centre Chamber, Cumberland Business Chamber, as well as presentations to local interagencies such as the Fairfield Migrant Interagency and Fairfield Emerging Communities Action Partnership on a range of local issues such as employment and the local market.
- Supported The Multicultural Network to deliver the Zero Barriers Project, which aims to recognise and promote businesses in South West Sydney that accommodate people with a disability. The project included distribution of an Accessibility Guide, business networking and information session and launched the Zero Barriers Business Excellence Award which recognised large and small businesses that are disability friendly.

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Crescent Plaza, Fairfield

## Achievements and Highlights

### THEME FIVE - Good Governance and Leadership

#### Fast Facts

##### Key Highlights

- Finalist for the A R Bluett Memorial Award, presented by Local Government NSW to the most progressive Council in the state.
- Received the CivicRisk Award for Excellence for the Aquatopia risk assessment process, which demonstrated a strong commitment to due diligence, risk management and public safety.
- Diverted 628,698.58 tonnes of construction material from landfill at the Sustainable Resource Centre which saved 15,136.88 tonnes of Greenhouse CO2.
- Conducted citizenship ceremonies at Council Chambers, welcoming 628 new citizens.
- Received the Excellence in Government Leadership award from Urban Design Institute of Australia for the development of Dutton Plaza in Cabramatta.
- Recognised as an exemplar performer and deemed a Top Tier performer by the State Insurance Regulatory Authority (SIRA). As a result, SIRA has granted Council an 8 year licence to 30 June 2026.

##### Services

- Hosted a total of eight work experience placements through the Refugee Work Experience Program in various areas of Council including childcare, libraries, regulatory compliance and community development.
- Installed CCTV cameras across the City including Whitlam Library, Council's Administration Centre, and locations in Yennora and Horsley Park to improve safety and security for the community.
- Diverted 628,698.58 tonnes of construction material from landfill at the Sustainable Resource Centre which saved 15,136.88 tonnes of Greenhouse CO2.
- Recycled and distributed 426,586.09 tonnes of construction material through the Sustainable Resource Centre
- Conducted citizenship ceremonies at Council Chambers, welcoming 628 new citizens.
- Replaced the Customer Service Call Centre Management software and improvement to the faxing system to reduce the number of fax machines and phone lines used by Council.
- Received 280 CCTV footage requests and conducted CCTV site inspections in Canley Heights, Canley Vale, Cabramatta and Fairfield.
- Received 261 CCTV footage requests from NSW Police.
- Reached a total of 11,567 social media followers across three platforms.
- Received over 890,000 page views on Council's website.
- Reported no breaches of the Code of Conduct.
- Produced 64 publications providing information to the community including City Life, City Connect, Council Calendar, Healthy Choices Catering Guidelines and the #CaptureFairfield Photo Book.



**Administration Centre, Wakeley**

- Replaced domestic waste management truck used to collect community waste, street sweeper used for town centres and loader used in the recycling of concrete and road materials at the Sustainable Resource Centre.
- Conducted five Continuous Improvement Reviews on Council's services to identify opportunities to improve service efficiencies.
- Completed 100% of Work Health and Safety compliance audits to ensure a safe work environment for Council staff.
- Recognised as an exemplar performer and deemed a Top Tier performer by the State Insurance Regulatory Authority (SIRA). As a result, SIRA has granted Council an 8 year licence to 30 June 2026.
- Received the CivicRisk Award for Excellence for the Aquatopia risk assessment process, which demonstrated a strong commitment to due diligence, risk management and public safety.
- Received the Excellence in Government Leadership award from Urban Design Institute of Australia for the development of Dutton Plaza in Cabramatta.

### Grants

- Donated a combined total of \$30,700 to members of the community through the Mayoral Donations Fund, Mayoral Scholarship Fund, Mayoral Community Benefit Fund, Community Volunteer Fund, Councillors Donations Fund, Language and Cultural Awareness Fund and the Cultural Event Sponsorship Fund.

### Awards

- Finalist for the A R Bluett Memorial Award, presented by Local Government NSW to the most progressive Council in the state.

### Advocacy

- Provided a submission to the Office of Local Government on each of the following: Draft Model Code of Meeting Practice, Draft Model Code of Conduct including associated Procedures, and Draft Councillor Induction and Professional Development Guidelines.



**Community Engagement, Cabramatta**

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Living Cultures Festival

## Diversity and Multicultural Activities

### Diversity and Multicultural Services

Council supports Aboriginal and Torres Strait Islander, migrant, refugee and emerging communities of Fairfield City by building the capacity of the local community services sector and encouraging collaboration between agencies. Council convenes and/or supports various interagencies, partners with community organisations to implement strategic projects that deliver on the Fairfield City Plan, and advocates for equitable funding for the community and the sector. Council convenes the Multicultural Advisory Committee and Warin Tiati (Fairfield's Aboriginal Advisory Committee), which are two formal resident Committees who advise Council on issues that impact cultural communities.

### Projects and Programs

Council delivered projects with Aboriginal, newly arrived refugee and culturally and linguistically diverse communities, often in partnership with local agencies, to promote and address a range of issues. This year Council:

- Hosted the Living Cultures Festival as part of Harmony Day at the Fairfield City Museum and Gallery, which celebrated culture and diversity through live music, dance, cultural demonstrations and art and craft.
- Exhibited Matt Huynh's collection at the Fairfield City Museum and Gallery, which explored themes of war, refugees and growing up in Fairfield.
- Showcased in partnership with Diversity Arts the "Fairfield on Film" exhibition at the Fairfield City Museum and Gallery, which followed early cinemas and theatres in conjunction with the local community and community organisations.
- Hosted International Women's Day Festival at the Fairfield City Museum and Gallery, which included the celebration and achievements of Iraqi women from diverse ethnic and religious backgrounds.
- Held the flag raising ceremony for National Reconciliation Week at the Administration Office, which was attended by Aboriginal Elders and community members.
- Delivered a number of community information sessions and education programs about respectful relationships, and family and domestic violence for the community in partnership with a range of communities such as Samoa Victim Support Group Sydney Inc, Pacific Islander Community and Church leaders, Immigrant Refugee Women's Network, Khmer Community of NSW Inc, Nakango Vision Inc and the Swahili-language community.
- Delivered safety information sessions to hundreds of newly arrived refugee students in partnership with Fairfield Police and Navitas at Fairfield Youth and Community Centre. The sessions included information about the role of police in Australia and challenging preconceived ideas of authority, domestic and family violence, personal cyber safety and Council services.
- Supported the Guntawang Aboriginal Women's group to continue regular community meetings and engagement. Ongoing negotiations are also being undertaken with South West Sydney Local Health District to establish an Aboriginal men's group in Fairfield.
- Developed the Reconciliation Action Plan "Dyalgala To Embrace" 2018 – 2022. This Action Plan has been designed to identify programs and projects to be delivered over the next four years.
- Launched the "Not Working: Experiences of Refugees and Migrants with Jobactive" publication commissioned by Fairfield Multicultural Interagency and the Refugee Council of Australia.
- Held training programs to build the governance and project management capacity of the South Sudanese Community Association.
- Celebrated Refugee Week with a special event presented by the Fairfield Emerging Communities Action Partnership.
- Held nine meetings of the Aboriginal Advisory Committee and the Multicultural Advisory Committee. Council also co-convened ten meetings of the Multicultural Interagency, which includes over 50 community organisations.



Living Cultures Festival

- Delivered the Tech Savvy Seniors program, which provides seniors with the opportunity to develop skills and confidence in the use of technology for socialising, accessing important services or conducting personal business. This program was also presented in Mandarin, Cantonese, Spanish and Arabic.
- Offered English Conversation Classes to residents, which provided the chance to make new friends and practice their English skills in an informal environment.
- Delivered the Vietnamese story time, which is a monthly program that supports emerging literacy and numeracy in the early years. The program was also conducted in Vietnamese to support cultural inclusion and maintenance of first language for young children, as well as increasing parent skills and confidence to share songs, rhymes and books with their children.
- Exhibited the “Cabramatta: The Fabric Capital of Sydney” at the Whitlam Library, which shared stories of the families who established the fabric industry in Cabramatta in the 1970s.
- Connected newly arrived refugees into the wider community to build their sense of belonging by supporting the NSW Spanish and Latin American Association for Social Assistance to deliver social inclusion programs.
- Partnered with Core Community Services and Multicultural NSW in the implementation of the Fairfield City Settlement Action Plan to improve settlement outcomes for humanitarian entrants. The Action Plan was launched in Refugee Week 2017, focuses on issues and challenges experienced by refugees and service providers, as well as outlining strategies to address them.

## Advocacy

State and Federal Governments have made significant policy changes to the funding of community services, arts and other community activities. This has resulted in the loss of funding to local organisations and a lack of information regarding which organisations are providing services and where these services can be accessed.

Council has undertaken a range of advocacy actions to support the Fairfield City community.

These include:

- Participated at the National Council on the Economic Participation for Refugees to promote the issues faced by Fairfield City residents in gaining employment, learning English, navigating systems and engaging with job support service providers.
- Participated at the Multicultural NSW Consultation and Refugee Week event at NSW Parliament House to raise awareness about issues affecting refugees and to celebrate positive contributions made by refugees.
- Highlighted issues faced by the Fairfield Community in relation to refugee resettlement in Fairfield for consideration by NSW Senior Officials Settlement Outcome Group.
- Presented on the barriers to accessing settlement services faced by family sponsored humanitarian entrants in Fairfield City to the Department of Social Services.
- Participated in community engagement sessions with the Department of Prime Minister and Cabinet during the review and refresh of the “Close the Gap” initiative.
- Presented to the United Nations High Commissioner for Refugees in Canberra, discussing lessons learned from the ongoing delivery of the Fairfield City Settlement Action Plan
- Advocated at the Cultural Shift Conference on the need for areas with high levels of settlement to be resourced to build extra infrastructure to support ease and success of settlement.
- Advocated for the expansion of Gandangara Health to provide health services to Aboriginal people living in Fairfield City.

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Seniors Talent Quest

## Access and Equity Services

Council's Access and Equity activities are actions that benefit the broader community by promoting fairness in the way we distribute our resources and services, recognising the community's cultural and faith based rights, the physical, developmental and health needs of the community and providing opportunities to participate in consultations to determine our future direction.

Council continued the development of an inclusive City by improving access to facilities and services including:

- Continued to provide rate rebates to eligible pensioners in Fairfield City.
- Offered seniors free entry to Council's leisure centres during non-peak hours.
- Provided reduced rates for disability groups to hire sports halls at the Fairfield Leisure Centre.
- Provided workshops for older residents in the aged care system to help them navigate and understand the My Aged Care in Assyrian, Arabic, Khmer, English and Vietnamese.
- Delivered the Train the Trainer Peer support program as part of the National Disability Insurance Scheme (NDIS) Transition Training. Since the program was established, volunteers have become an NDIS 'buddy' to fellow carers who are starting out with NDIS.
- Held four Gyms In Parks sessions, which included instructors monitor the progress of people with disability as well as modifying and selecting exercises to meet the needs of individuals.
- Hosted the annual Seniors' Bus Tours for 60 seniors to discover Council services, learn about new infrastructure projects, environmental works, and major works as well as a range of key facilities. The tour was designed to be accessible to participating residents.
- Developed the Fairfield Seniors' Recreational Directory, which provides information to seniors about accessible recreational and physical activities to help improve health and well-being.
- Adopted Council's Disability Inclusion Action Plan (DIAP).
- Developed the Multicultural Active Seniors project in partnership with the CORE Community Services to increase community participation, promote community integration, and manage risk of depression and anxiety.
- Supported the Mental Health Carers' project in partnership with the Parramatta Mission Mental Health Carers, which provided free carers support and engagement regardless of NDIS support.
- Held Grandparents' Day, which recognised the vital role that grandparents play in their families and the wider community held at the Fairfield Museum and Gallery.
- Hosted the Fairfield City Council's Seniors' Concert to over 500 participants to keep seniors engaged and active in the community.
- Held the disAbility Rocks event to celebrate International Day of People with Disabilities in partnership with the Parks Community Network Inc. and Seniors Services Interagency.
- Supported the South West Sydney Disability Expo by promoting the event extensively and sponsoring two National Disability Insurance Scheme (NDIS) accredited services to promote and meet new participants.
- Upgraded two pedestrian crossings at Bossley Park and Prairiewood through the Pedestrian Access and Mobility Plan which included adequate crossing gaps to accommodate pedestrians with prams, wheelchairs or mobility scooters.
- Delivered early intervention services to children with disability and exercise physiology as a provider through the National Disability Insurance Scheme (NDIS).
- Placed additional staff and specialised equipment at Council's Early Learning Centres to support access and inclusion of children with a disability.
- Installed hoists at Fairfield and Cabravale Leisure Centres to improve access to pools.



**FLAME Festival Performers**

- Installed a handrail to assist people with mobility impairments at the indoor pool at Prairiewood Leisure Centre.
- Provided audio books, large print books and a home library service for housebound community members. eReaders with eBooks pre-loaded to allow customers to increase font sizes to their desired reading size.
- Delivered four eight-week terms of Visual Abilities art classes at the Fairfield City Museum and Gallery.
- International Day of People with Disabilities was celebrated with an expo highlighting services available in Fairfield
- Celebrated Seniors Week events across the City, which included a Talent Quest and Expo that provided opportunities for seniors, carers, their families and the community to meet with 26 local service providers and learn about new services in the local community.
- Provided a number of training sessions at Council's Libraries to assist mature people to re-enter the workforce.
- Held two over 55's water-based exercise programs at the leisure centres.
- Delivered rehabilitation swimming classes for people with injuries or disabilities.
- Developed school holiday programs at the leisure centres to include children with disabilities.
- Installed exelooos to provide accessible toilets in public spaces.
- Offered free access to the leisure centres to people receiving the Disability Support Pension.
- Provided access to high quality early intervention programs such as the Fairstart Early Intervention for children aged 0-8 years.
- Delivered a number of supported playgroup for young children, including those with a disability.



**Disability Inclusion Action Plan launch, Council Chambers**

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## Disability Inclusion Action Plan

The NSW Disability Inclusion Act 2014 replaced the Disability Services Act 1993, which increases the rights, protections, inclusions and safeguards for people with disabilities. The Disability Inclusion Act 2014 requires local government to put in place a Disability Inclusion Action Plan to promote the inclusion of people with disability.

In response to the requirements under the Disability Inclusion Act 2014, Fairfield City Council adopted the Fairfield Disability Inclusion Action Plan 2017 (DIAP) on 13 June 2017 and submitted it to the NSW Disability Council and the Minister for Disability Services.

As part of year one of the DIAP, the key focus this year was around planning and integrating DIAP into Council's corporate plans, workforce culture and services. Some key highlights that were identified during the 2017-2018 financial year included:

1. Encouraging positive community attitudes and behaviours
  - Held a number of events celebrating people with disabilities and carers
  - Hosted the Sport NSW Activate Inclusion Sport Day
  - Provided educational sessions on the importance of disability parking spaces
  - Provided early intervention for children with disability and promoted partnerships with local services to support inclusion of children with disability
2. Creating liveable communities
  - Audited Wetherill Park Library, Bonnyrigg Library, Bonnyrigg Community Centre and Bonnyrigg Community Hall for accessibility
  - Advocated to State Government to improve access at train stations in Fairfield City
  - Provided inclusive classes and purchased assistive equipment at Council's leisure centres
3. Supporting access to meaningful employment
  - Promoted Council as an Equal Employment Opportunity (EEO) employer
  - Developed the Fairfield City Council Disability Work Experience Program

4. Improving access to services through better systems and processes
  - Integrated the DIAP indicators into the process and procedure of Fairfield City Council's Integrated Planning and Reporting Framework
  - Audited Council website to ensure compliance with Web Content Accessibility Guidelines standards
  - Provided educational sessions to community leaders and businesses on the importance of access and inclusion

### Measuring DIAP Progress

Indicator measures are a method of assessment used in determining how Council is progressing towards achieving the community's vision, priorities and goals identified in the 2016-2026 Fairfield City Plan (City Plan) that relates to the DIAP. Therefore the indicator measures are broken down across the five themes identified in the City Plan and against each service area. It is important to note that the results identified below will assist Council in establishing targets for future years.

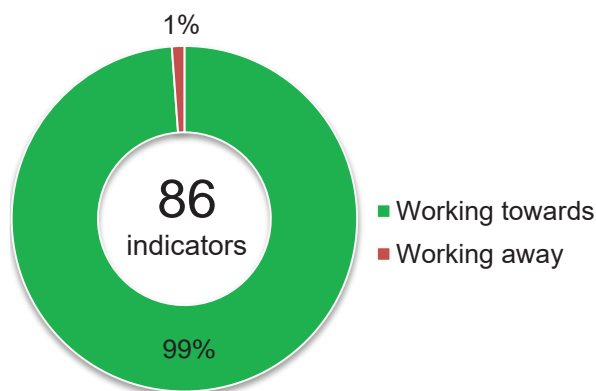


Figure 1: Overall performance of indicator measures from the DIAP.

The trend in the performance of these indicators is reviewed quarterly. As can be seen in Figure 1, Council is in a very positive position with 99% of its indicator measures identified from the DIAP are working towards achieving the community's vision. Detailed performance of these indicator measures are noted in the following table.



## THEME 1 – Community Wellbeing

SERVICES	INDICATOR MEASURE	RESULT	TREND
Children and Family Services	# Children with a disability accessing early intervention	164	↑
	# Partnerships with local services to support inclusion of children with disability and their families	7	↑
	# Joint activities to support inclusion of children with disability and their families	3	↑
Community Compliance	# Education activities implemented on the importance of disability parking spaces	2	↑
	# Disability parking spaces	71	↑
	# Complaints regarding disability parking	2	↑
Leisure Centres	# Requests for pool hoists	2	↑
	# Pool hoists purchases/ upgrades made in response to requests	2	↑
	# Inclusive and accessible Learn to Swim Classes	52	↑
Library Services	# Loans of each type of book format (audio, large print, e-books)	37,245	↑
	# Customers utilising the Home Library Service	63	↑
	# Loans of the Home Library Service	8,502	↑
Museum and Gallery	# Inclusive and accessible Visual Abilities classes	10	↑
Social and Cultural Development	# Events and activities which celebrate and support people with disabilities (at least 5 per year)	6	↑
	# Attendees at events and activities which celebrate and support people with disabilities	935	↑
	# Partner agencies involved in events that celebrate and support people with disabilities	8	↑
	Carers event held	2	↑
	# Participants involved with Carers week	80	↑
	# Partner agencies involved in Carers week	2	↑
	# Disability related information resources and services available for cultural communities on Council website	3	↑
	# Disability related media releases, Council column stories and social media posts	3	↑
	# Disability awareness raising initiatives	3	↑
	# Participants in activities that promote understanding of the needs/rights of people with disability	110	↑
	# Stories regarding disability parking	1	↑
	# Advocacy to support awareness of Transport NSW staff on the needs of people with disability	1	↑
	% Gyms in Parks sessions enhanced to promote accessibility and inclusion	36%	↑
	% Expression of Interests that include access and inclusion in criteria	2%	↑
	# Disability access upgrades to Council facilities through the Annual Disability Improvement Program	1	↑
	# Disability audits on Council owned community centres and halls, libraries, museum, leisure centres completed	7	↑
	# Communications to all schools about parking issues for people with disability sent	66	↑
	# Responses from schools to support parking issues for people with disability	1	↑
	# People with disability who volunteer to plan and/or deliver an event	0	↔
	# Contacts with disability employment providers and schools about students/people who are interested in work experience with Council	2	↑
	# Stories relating to Council's support for work experience opportunities for people with a disability.	0	↔
	# Grants that consider employment of people with disability	0	↔
	% Events and meetings that are held in accessible venues/spaces	90%	↑
# events and meetings held by interagencies that are held in accessible venues/places	6	↑	

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THEME 1 – Community Wellbeing			
SERVICES	INDICATOR MEASURE	RESULT	TREND
Social and Cultural Development	# education, advice and support to family and children services provided on the importance of access and inclusion	0	↓
	# Information sessions provided for carers and people with disability about changes impacting on their lives, including language-specific sessions	3	↑
	# Participants in information sessions on changes impacting lives of people with disability	3,038	↑
	# Information, Linkages and Capacity funding briefings attended	1	↑
	# Grant application for Information, Linkages and Capacity submitted if appropriate	2	↑
	# Agencies in the disability inclusion network	0	↔
	# Disability Service Network meetings held	8	↑
	Disability Service Directory updated	1	↑
	# Partnerships in place with local disability services to deliver information/ activities to support people with disability	4	↑
	# Meetings held with local service providers supporting specialist funding to ensure inclusion and access for families from CALD communities, refugee, new arrival backgrounds	3	↑
	# Contact made with organisations using a mobile app that would assist people with disability to find their way around Fairfield, use accessible transport and facilities	2	↑
	# People with disability in Fairfield consulted about how the mobile app could meet their needs	10	↑
	Funding explored for an app that would assist people with disability to find their way around Fairfield, make use of accessible transport and facilities	1	↑

THEME 2 – Places and Infrastructure			
SERVICES	INDICATOR MEASURE	RESULT	TREND
Asset Management – Civil and Built	# Disability access complaints received	5	↔
	% Disability access complaints responded to and resolved	100%	↑
Asset Management – Open Space	# Existing sport programs incorporating inclusion of people with disability	2	↑
	Host and support activities from the Activate Inclusion Event	1	↑
Building Control and Compliance	# Requests for information/advice relating to disability access standards	45	↑
	% Requests for information/advice relating to disability access responded to on time	100%	↑
	# Buildings with reported disability access compliance issues	3	↑
	% Building compliance issues investigated relating to Disability (Access to Premises – Buildings) Standards 2010.	100%	↑
	% Building compliance issues resolved in accordance with Disability (Access to Premises – Buildings) Standards 2010.	100%	↑
Infrastructure Construction and Maintenance	# Disability access complaints received	1	↑
	% Disability access complaints responded to and resolved	100%	↑
	% New Council signage meets appropriate disability standards	0	↔
Strategic Land Use Planning	# Requests for information/advice relating to disability access standards	0	↔
Traffic and Transport	# Actions implemented in line with Pedestrian Access and Mobility Plan	3	↑

### THEME 3 – Environmental Sustainability

SERVICES	INDICATOR MEASURE	RESULT	TREND
Waste Education and Environmental Sustainability	# Requests for support to remove household problem waste	0	↔

### THEME 4 – Local Economy and Employment

SERVICES	INDICATOR MEASURE	RESULT	TREND
Place Management and Economic Development	# Advocacy with State Government in relation to disability access at train stations	1	↑
	# Events and meetings that are held in accessible venues/spaces	10	↑
	% Events and meetings that are held in accessible venues/spaces	100%	↑

### THEME 5 – Good Governance and Leadership

SERVICES	INDICATOR MEASURE	RESULT	TREND
Communication and Marketing	# Major Council publications and promotional materials with images of people with disability	12	↑
	% New Council signage meets appropriate disability standards	100%	↑
	# Promotional materials that include universal accessible icons and locations	80	↑
	# Channels used to promote services for people with disability	8	↑
Corporate Planning and Improvements	# Easy read version reports and summary reports made available	3	↑
Customer Service Administration Building	# Customer satisfaction survey reviewed for accessibility	0	↔
Financial Sustainability	# Council forms are accessible (e.g. to screen readers)	2	↑
Governance	# New policies that consider access and inclusion	0	↔
	# Council forms are accessible (e.g. to screen readers)	31	↑
Human Resources	% Job advertisements promoting Council as an Equal Employment Opportunity employer	100%	↑
	# Staff with a disability who request reasonable adjustment	1	↑
	% Staff requests for reasonable adjustments met	100%	↑
	# Staff with a disability with specific evacuation plans	1	↑
Information and Communication Technology	# Staff request accessible software	0	↔
Procurement	# Services procured from ADEs or organisations employing people with disability	0	↔
All Service Areas	% Publication and signage reviewed for inclusive language	54%	↑
	# Staff request flexible working arrangements related to disability or caring responsibility	30	↑
	% Requests for flexible working arrangements related to disability or caring responsibility met	100%	↑

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## Compliance for Carers

Fairfield City Council recognises the valuable social and economic contribution that carers make to the community and the people for whom they care for in line with the NSW Carers (Recognition) Act 2010 and NSW Carers Charter.

Council's support for carers includes:

- Held Carers Week Event - A carers event in partnership with the local community organisations to celebrate the contribution of carers in our community, which included a formal dinner and entertainment
- Provided information regarding services and programs to assist carers at meetings for families and carers, network meetings and events
- Held International Day of People with Disabilities event, which included the recognition of carers' contributions to people with disability
- Engaged carers in the development of the Strategy on Ageing for Fairfield City 2018–2022 and Disability Inclusion Action Plan
- Offered free access to the leisure centre to carers of people in receipt of the Disability Support Pension when they are supporting a person with a disability
- Provided training to ensure employee awareness of carer recognition support

## Council Staff Carers

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

- Flexible Working Arrangements Policy – Subject to operational requirements
- Appropriate Workplace Behaviour Policy
- Employee Assistance Program
- Diversity Management – Equal Employment Opportunity Plan 2017-2020 articulating future actions that support the objectives of Carers Recognition Act and NSW Carers Charter
- A carer recognition educational module was delivered to Council's workforce through the Learning Management System. The content included information on the NSW Carers Charter and Council support for employees who provide ongoing personal care for individuals with disability, illness, or the frail aged



**Disability Inclusion Action Plan launch, Council Chambers**

## Financial Assistance from Council

Financial assistance was granted under Section 356 of the Local Government Act:

Funding Scheme	Number of Grants	Amount Granted
Mayoral Donations Fund	6	\$3,000
Mayoral Scholarship Fund	10	\$7,500
Mayoral Community Benefit Fund	11	\$5,700
Community Volunteer Fund	3	\$2,500
Councillors Donations Fund	7	\$10,000
Language and Cultural Awareness Fund	1	\$1,000
Cultural Event Sponsorship Fund	1	\$1,000
Heritage Grants Program*	5	\$13,908
Heritage Rates Relief Scheme	49	\$41,253
Social Change Through Creativity Grant Program	8	\$40,000
Total	101	\$125,861

\*Council receives (\$6,000) funding from the Office of Environment and Heritage to assist in funding the Heritage Grants Program.

## External Bodies Exercising Council Functions

There were no external bodies exercising functions delegated by Council during the 2017-2018 reporting period.

## Partnerships

Below is a list of government agencies, organisations and businesses that provided financial support to Council in 2017-2018 to projects that assisted in the delivery of children's services, community development and place-based services and events.

Organisation	Type	Relationship	Project
NSW Department of Family and Community Services	State Government	Grant	Salary Subsidy: Youth, Community Development, Disability, Facilitation Project
NSW Department of Family and Community Services	State Government	Grant	Grandparents Day Celebration
NSW Department of Family and Community Services	State Government	Grant	Choose Life Skills
NSW Department of Education	State Government	Grant	Families Together, Children and Family Services
Transport NSW – Roads and Maritime Services	State Government	Grant	NSW Bike Week
South Western Sydney Local Health District	State Government	Grant	Health Partnership
Arts NSW State and Live Music Office	Federal Government	Grant	Live and Local
Stockland Wetherill Park	Sponsorship	Grant	Bring It On! Festival
St Johns Park Bowling Club	Sponsorship	Grant	Bring It On! Festival
Cabra-Vale Diggers Club	Sponsorship	Grant	Bring It On! Festival
Aussie Night Markets Pty Ltd	Sponsorship	Grant	Bring It On! Festival

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## Financial Sponsorships

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

<b>Cabramatta Moon Festival September 2017</b>			
Company Details	Type	Cash	In-kind
Mekong Club Mounties Group	Principal Sponsor	\$28,350	\$2,000
Blue Star Air Conditioning	Platinum Sponsor	\$25,000	-
Air Asia	Major Sponsor	\$16,500	\$3,736
Seven News	Major Media Partner	\$4,400	\$20,000
Ettason	Supporting Partner	\$10,504	-
Peter Warren Automotive	Supporting Partner	\$12,100	-
Amyson	Community Partner	-	\$5,560
Australian Chinese Buddhist Society	Community Partner	\$3,300	\$1,000
B.K.K Shopping Centre	Community Partner	\$6,050	-
Bupa Australia	Community Partner	\$6,050	-
Cabramatta Bowling Club	Community Partner	\$6,050	-
Cabra-Vale Diggers	Community Partner	\$6,050	\$980
Commonwealth Bank of Australia	Community Partner	\$2,200	-
Cubecorp Projects	Community Partner	\$6,050	-
Golden Delights	Community Partner	\$3,850	\$1,500
Ibis Styles Lansvale	Community Partner	-	\$6,050
Iron Chef Chinese Seafood Restaurant	Community Partner	\$350	\$3,500
Nestle	Community Partner	\$6,490	-
Oriental Merchant	Community Partner	\$6,050	-
Central Equity	Community Partner	\$2,475	-
Fairfield Champion	Print Media Partner	-	\$9,000
2AC Chinese Radio	Media Partner	-	\$6,052
Dan Viet Newspaper	Media Partner	-	\$6,600
SBS Radio	Media Partner	-	\$6,000
TVB Australia	Media Partner	-	\$5,500

<b>Cabramatta Lunar New Year February 2018</b>			
Company Details	Type	Cash	In-kind
Mekong Club Mounties Group	Platinum Partner	\$9,350	-
Peter Warren Automotive	Major Sponsor	\$6,050	-
Bupa Australia	Major Sponsor	\$6,050	-
Cabra-Vale Diggers	Major Sponsor	\$6,050	-
Ettason	Major Sponsor	\$6,050	-
Optus	Major Sponsor	\$6,050	-
Australian Chinese Buddhist Society	Major	\$3,300	\$2,500
Yes Distribution T/A Vodafone Australia	Major Sponsor	\$5,600	-
Fairfield Champion	Local Media Partner	-	\$6,240
Dan Viet Newspaper	Community Media Partner	-	\$6,000
2AC Chinese Radio	Media Partner	-	\$6,050
TVB Australia	Media Partner	-	\$5,500
Central Equity	Supporting Sponsor	\$2,750	-
Spire Property Group	Supporting Sponsor	\$2,750	-
Brenita Investments Pty Ltd	Supporting Partner	\$2,750	-
Golden Delights Pty Ltd	Supporting Sponsor	\$2,750	-
Nestle	Supporting Sponsor	\$3,300	-
Amyson	Supporting Sponsor	-	\$3,500
Yin Kwee Trading Pty Ltd	Supporting Sponsor	\$2,750	-

<b>Bring it On! Festival April 2018</b>			
Company Details	Type	Cash	In-kind
Cabra-Vale Diggers	Supporting Sponsor	\$5,500	-
Stocklands Wetherill Park	Community Partner	\$2,200	-
St Johns Bowling Club	Community Partner	\$2,200	-
Audio-Technica Australia	Community Partner	-	\$2,747
Hoyts Wetherill Park	Supporting Partner	-	\$6,270
Bowlarama Wetherill Park	Community Partner	-	\$2,200
Timezone Wetherill Park	Community Partner	-	\$3,255
Ramada Hotel and Suites Cabramatta	Community Partner	-	\$2,000
Fairfield Showground	Venue Partner	-	-

<b>Culinary Carnivale October 2017</b>			
Company Details	Type	Cash	In-kind
Elias Pharmacy	Festival Partner	\$1,650	-
Fairfield City Champion	Media Partner	-	\$5,500
Fairfield Forum	Silver Sponsor	\$3,300	-
Fairfield Hotel	Gold Sponsor	\$5,500	-
Filpure Water Filtration Systems	Festival Partner	\$1,650	-
Galaxy Solutions System	Festival Partner	\$1,650	-
Neeta City	Silver Sponsor	\$3,300	-
Radio Austral - (Austral News Publishing)	Media Partner	-	\$10,117
St. Johns Park Bowling Club	Festival Partner	\$1,650	-
Filpure Water Filtration Systems	Festival Partner	-	\$1,495

<b>Illuminate December 2017</b>			
Company Details	Type	Cash	In-kind
Cabravale Diggers	Fireworks & Marketing	\$10,500	-
Cabramatta Bowling Club	Fireworks & Marketing	\$10,500	-
Fairfield RSL	Fireworks & Marketing	\$10,500	-
Mounties	Fireworks & Marketing	\$10,500	-
Smithfield RSL	Fireworks & Marketing	\$10,500	-
Marconi	Marketing	\$2,000	-

<b>Seniors Concert November 2017</b>			
Company Details	Type	Cash	In-kind
Marconi Club	Supporting	-	\$2,000

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## Environmental and Planning Activities

### Companion Animals Act and Regulation Activities

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

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

A total of 702 animals were impounded during the last financial year, which is made up 90 cats and 612 dogs.

#### Seeking alternatives to euthanasia for unclaimed animals

After impoundment, Council's animal shelter reviews each seized animal and explores alternative options, such as sending to a rescue home, animal adoption or foster care before any decisions are made in regard to the euthanasia of an animal. A total of 15 cats and 446 dogs were rehoused.

#### Lodgement of data relating to dog attacks with the OLG

Council reports dog attacks to the Office of Local Government via the Companion Animal Register within 72 hours of being notified of the attack. Last financial year 63 dog attack incidents were reported.

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

In 2017-2018, more than \$217,570 was spent on the management of companion animal and related activities, including staffing, operational and maintenance of off leash parks, educational programs and desexing initiatives.

#### Companion animal education programs and desexing initiatives

Council has implemented community education programs, and promoted and assisted in the desexing of dogs and cats which included:

- Provided an information display stall and free microchipping at Council's Open Day at Stocklands Mall
- Held Operation Cat Program in September 2017 and May 2018 offering Fairfield residents discounted de-sexing and microchipping
- Held free microchipping day for dogs held on 22 July 2017 and cats on 23 June 2018
- Provided free microchipping service to residents experiencing financial hardship
- Conducted the Companion Animals in Our Community Initiative program to better prevent pets going to animal shelters and reunite pets with their owners
- Commenced the Mayors' 'Adopt a Dog' program in February 2018, with 15 dogs adopted to families within Fairfield City
- Provided educational material on responsible pet ownership at Lunar New Year – Year of the Dog event on 3 and 4 March 2018





## Council's off leash facilities

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

- Freeman Avenue Reserve, Railway Parade, Canley Vale;
- King Park, corner of Kembla Street and Townville Road, Wakeley;
- Prout Park, Oliphant Street, Mount Pritchard; and
- Wilson Park, Wilson Road, Bonnyrigg Heights.

These off-leash areas are fenced off, have public seating and are provided with degradable dog dropping bags and bins and a self-filling drinking bowl for dogs.



Freeman Avenue Reserve, Canley Vale



Prout Park, Mount Pritchard



King Park, Wakeley



Wilson Park, Bonnyrigg Heights

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## Swimming Pools Act and Regulation Activities

Council is required to report a detailed statement of inspections relating to enforcing and ensuring compliance with the Swimming Pools Act and Regulations.

### Compliance certificates issued

A total of 173 swimming pool inspections were undertaken in 2017-2018, which resulted in Council issuing compliance certificates under section 22D of the Swimming Pools Act 1992.

### Non-compliance certificates issued

A total of 29 swimming pool inspections were undertaken in 2017-2018, which resulted in Council issuing non-compliance certificates under clause 18BA of the Swimming Pools Regulation 2008.

### Inspections of tourist and visitor accommodation

Council undertook no swimming pool inspections of tourist and visitor accommodation properties in 2017-2018.

### Inspections of properties with more than two dwellings

Council undertook no swimming pool inspections of properties with more than two dwellings in 2017-2018.

## Bushfire Hazard Reduction Activities

There were no bushfire hazard reduction activities conducted during the year by Council.

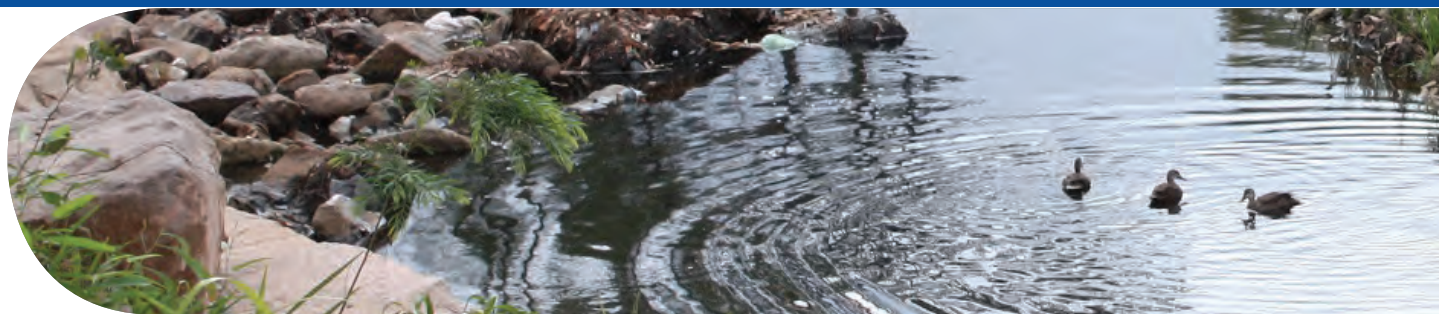
## Environmental Upgrade Agreements

Fairfield City Council did not enter any environmental upgrade agreements under S406 in 2017-2018.



CCTV, Freedom Plaza, Cabramatta

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## Stormwater Levy

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

In 2017-2018, \$1.51 million was raised by the Stormwater Levy, of which approximately \$0.76 million was spent on a mix of planning, design, construction, maintenance and research projects as outlined in the table below.

Ref No.	Project	Status	Comments	Actual Expenditure
MPSLP1510	Orphan School Creek Rehabilitation	Complete	Maintenance has been completed under this contract and the site will now be maintained under Council's Creek Care Program.	\$68,522
MPSLP1708	Cabramatta Creek Bank Stabilisation	Carried Forward	Negotiations with the adjacent land owner have stalled and we are investigating alternative access options	\$17,846
MPSLP1711	Smithfield Catchment Management Plan	Carried Forward	The Catchment Management Plan is complete and will be put on public exhibition shortly	\$12,000
MPSLP1801	Stormwater Education	Carried Forward	A physical working model of a sample catchment is almost complete	\$28,000
MPSLP1802	Stormwater gully pit maintenance	Complete	Additional stormwater pits in hot spot locations around the city have been cleaned	\$20,000
MPSLP1803	Water Quality Monitoring	Complete	Water quality monitoring was carried out at 31 sites across Fairfield City on a monthly basis	\$34,168
MPSLP1804	Maintenance of Major Stormwater Systems	Complete	Maintenance of major stormwater systems, including litter removal and bush regeneration, is complete	\$242,626
MPSLP1805	Contractors	Complete	Contractors have helped to implement projects under the Stormwater Levy Program	\$170,775
MPSLP1806	Cooperative Research Centre for Water Sensitive Cities research program	Complete	The CRC completed its 6th year of research on stormwater management practices and opportunities	\$10,671
MPSLP1807	Minor Stormwater Works	Carried Forward	Construction of stormwater works at Bromley St were not completed by the end of June 2018.	\$45
MPSLP1808	Green Valley Creek Restoration Design	Carried Forward	Detailed designs for restoration of Green Valley Creek downstream of the Cumberland Highway are almost complete	\$87,460
MPSLP1809	Cabramatta Creek Bank Stabilisation Construction	Carried Forward	Negotiations with the adjacent land owner have stalled and we are investigating alternative access options	\$11,609
MPSLP1810	Installation of 2 Gross Pollutant Traps – Hassall St	Discontinued	This project was discontinued as the cost to construct the Gross Pollutant Traps was relatively high compared with the expected benefit they would provide.	\$34,195
YN125	Stormwater Levy Major Program Maintenance	Complete	Maintenance of previously constructed Stormwater Quality Improvement Devices	\$22,780



Orphan School Creek

## Planning Agreements

A Voluntary Planning Agreement (VPA) is an agreement entered into by a planning authority (such as Council or NSW Department of Planning and Infrastructure) and a developer. Under the agreement a developer agrees to provide or fund:

- Public amenities and public services
- Affordable housing
- Transport or other infrastructure
- Dedication of land
- Monetary contributions
- Construction of infrastructure
- Materials for public benefit and/or use

Council is required to list all VPAs that it is a party to, in its Annual Report and in a publically available VPA Register. VPAs cannot be entered into unless public notice has been given and an explanatory note is made available for inspection for at least 28 days. Current VPAs are:

- Bonnyrigg Living Communities, Bonnyrigg
- Calabria Club (184-192 Restwell Road, Prairiewood)
- Fairfield Chase (49-61 Spencer Street, Fairfield)
- 47-53 Pedestrian Mall, Villawood
- 13 Booralla Road, Edensor Park

### Bonnyrigg Living Communities, Bonnyrigg VPA

The Bonnyrigg Living Communities Project involves the redevelopment of the Housing NSW estate in Bonnyrigg over 18 years. The VPA with the Bonnyrigg Partnership covers the developer contribution for this project.

**Status:** Activated

**Outcome:** As part of the VPA, Hilltop Park has been completed and is open to the public, with the remaining works subject to the final occupation certificate and the dedication of land to be finalised. Furthermore the design works for the community centre has commenced for the Bonnyrigg Living Communities project.

### Calabria Club (184-192 Restwell Road, Prairiewood) VPA

This required the dedication of land for open space by the developer to Council. Council is then required to embellish the land, which includes weeding and re-vegetation.

**Status:** Completed

**Outcome:** The land subject to the VPA has been subdivided from the main parcel and has been transferred to Council. Since the asset handover, Council engaged Tooligooa for planting and bush regeneration for a period of three years.

### Fairfield Chase (49-61 Spencer Street, Fairfield) VPA

This requires the development contribution payment for the provision of additional car parking within the Fairfield Town Centre. The contribution must be paid before the release of the construction certificate, which allows construction of the development to proceed. Council is then required to provide additional car parking or embellish existing car parks to make them more usable.

**Status:** Lapsed

**Outcome:** The Development Consent and associated VPA has lapsed, with no response from the applicant for at least 12 months.

### 47-53 Pedestrian Mall, Villawood VPA

This requires the applicant to provide a monetary contribution towards the acquisition of land from the NSW Land and Housing Corporation to construct the Kamira Court missing road link. The applicant is also required to construct associated footpaths, playgrounds and amenity buildings at Hilwa Park.

**Status:** Executed

**Outcome:** Council agreed to enter into the VPA in November 2016, which was executed on 20 March 2017. This VPA has not commenced as construction of the associated development has not yet begun.

### 13 Booralla Road, Edensor Park VPA

This requires the applicant to construct the Sweethaven Road missing road link to Booralla Road, which includes the upgrade and construction of any associated road services.

**Status:** Executed

**Outcome:** Council agreed to enter into the VPA in June 2017, which was executed on 10 September 2017. This VPA has not commenced as construction of the associated development has not yet begun.

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## Workforce Management Plan Activities

### Workforce Management Plan

Council’s Workforce Management Plan (WMP) is a component of the Resourcing Strategy that supports the delivery of Council’s services, projects and major programs. It ensures Council has the right workforce skills, attributes, capabilities and strategies in place to meet community expectations now and in the future.

The vision for the WMP is that Council achieves a well-earned reputation among staff, the labour market and the sector, as ‘A great place to work – a great community to serve’.

The WMP builds on existing workforce programs, actions and successes. It includes five key strategies, translated into interrelated programs, to meet specific community and organisational priorities.

These strategies are:

Strategy Name	Description
Refugee Work Experience Program	Provision of work experience program for newly settled refugees within the Fairfield local government area.
Quality Management System Review	Human Resource policy, processes and documents in accordance with Quality Management System to enhance planning and service provision
Information Technology Education	Conduct a training needs analysis on Information Technology capability to establish benchmark for development of user education training packages

Each program is underpinned by priority objectives and actions. These objectives and actions are the result of consultation with Council staff, evaluation of the local government sector and analysis of future industry trends/challenges that will impact on the organisation.

### Workforce Management and Operations

Council has focused on improving human resource strategies, as well as continuing to meet operational requirements through service delivery to optimise organisational performance.

A number of key actions for Council include:

- Reviewing and developing key human resource policies including complaints management, flexible working arrangements, appropriate workplace behaviours, local employment, study assistance, and family and domestic violence.
- Investigating technology based solutions to improve efficiency including electronic recruitment and enhancement of the payroll system to include time and attendance and/or electronic timesheets.
- Managing the Annual Leave liability through policy review and annual leave plans for employees with an entitlement in excess of eight weeks leave.
- Managing Long Service Leave liability in accordance with the Local Government (State) Award including leave management plans and excess leave contribution into superannuation.
- Managing Council’s payroll system including improved governance controls and production of customised reports for business analysis.
- Providing work experience opportunities for the Fairfield City community in skill development and employment preparation which is part of Council’s Local Employment Policy.
- Developing several workplace reform proposals to improve business efficiency across Council.



Night Roadworks, Fairfield

### Simplification of Work Health and Safety Management System

A review of the Work Health Safety Management System (WHSMS) has been conducted, implementation tools have been developed, ranging from PowerPoint presentations, group activities and workshops to ensure continual improvements and ease of system implementation. Council has also embarked a process of developing online forms that can be completed directly in the field and saved in council records management system.

### Work Health and Safety Audit

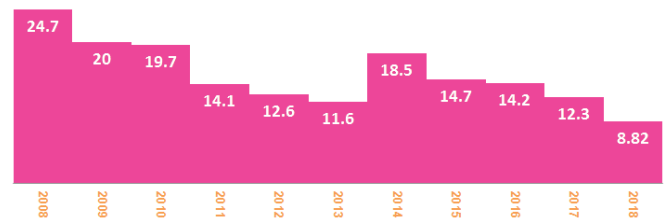
Council has continued to implement Continuous Improvement Audits to ensure compliance and implementation of the WHSMS. There is no longer a requirement to be audited by SafeWork NSW to maintain Council Self Insurance Licence. Therefore, Council has reviewed the Terms of Reference of Council's Safety Leadership Team. This review allowed council to realign its strategy moving forward to ensure continued effective implementation and compliance of the Work Health and Safety Management System.

### Work Health and Safety, and Self Insurance

The Workers' Compensation Branch has ensured compliance with the Workers Compensation Regulation 2010 and the amendments in 2016. Injured workers are returning to work as per our Injury Management and Return to Work Program that ensures staff are rehabilitated in a timely manner and returned safely back into the workplace.

The State Insurance Regulatory Authority (SIRA) has granted Council a Self-Insurance Licence under section 211 of the Workers Compensation Act 1987. Council has been recognised as an exemplar performer and deemed a Top Tier performer. As a result of Council's exemplar performance, SIRA has granted Council an 8 year licence term to 30 June 2026.

### Lost Time Injury Frequency Rate



Above is a graph reflecting Council's Lost Time Injury Frequency Rate (LTIFR). There has been a decrease in the number of Lost Time Injuries (LTI) compared to the previous reporting period. This has resulted in a 28% decrease in Council's LTIFR.

### SafeWork Mentor Program

The SafeWork Mentor Program assists small businesses to improve workplace safety as well as competitiveness and productivity. Council continues to participate in the SafeWork Mentor Program to provide assistance and guidance to local businesses in achieving improvement in their Work Health and Safety obligations. Presentations on Work Health and Safety requirements for working with Council have been incorporated into the Procurement Workshop.

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**WHS VISION STATEMENT**

“An organisation where we effectively work together to ensure the safety, health and well being of all people who work for, and visit Council.”

**WHS POLICY**

As a result, at Fairfield City Council, we are committed to develop, implement, review and continually improve the Work Health and Safety Management System (WHSMS) compliant with the Work Health and Safety (WHS) Act 2011 and WHS Regulation 2017, National Self Insurer OHS Management System Audit Tool, relevant Codes of Practice, Australian Standards and statutory requirements.

At Fairfield City Council, safety is not negotiable. We are all responsible for our own health and safety and those around us in the workplace.

- Authorising all workers to take the actions required to maintain a safe workplace and to fulfill the WHS responsibilities allocated to their position/level;
- Providing adequate facilities for the welfare of workers;
- Maintaining safe plant and structures (including buildings, masts, towers, framework, pipelines, infrastructure, underground works, shafts and/or tunnels);
- Providing information, instruction, appropriate WHS training and supervision to workers to ensure safety in workplace operations;
- Disseminating health and safety information to relevant suppliers, regulatory authorities, and visitors to the workplace as appropriate; and
- Effectively implementing this policy through the development and implementation of a WHS Management System (WHSMS).

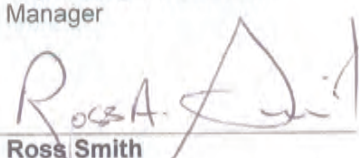
**POLICY OBJECTIVES and COMMITMENTS**

This policy is applicable to Council and all its operations and functions. Fairfield City Council is committed in:

- Complying with relevant health and safety legislation and other requirements placed upon the Council or to which the Council subscribes;
- Establishing measurable objectives and targets for health and safety to ensure continuous improvement aimed at elimination of work related illness and injury;
- Reducing the impact of occupational injury, illness and disease through the reduction of Lost Time Injury Frequency Rate (LTIFR) and average Loss Time Rate (LTR) per annum;
- Ensuring all workers are included in the decision making processes impacting on workplace health and safety;
- Providing the right of a worker to cease unsafe work;
- Developing and implementing a Risk Management Program consistent with the nature of our workplace activities and scale of health and safety risks;

**POLICY ENDORSEMENT**

  
 Alan Young  
 City Manager / General Manager  
 29 MAY 2018  
 Date

  
 Ross Smith  
 Chairperson, Safety Leadership Team  
 22/5/18  
 Date

  
 Emma Mowle  
 Chairperson, WHS Committee  
 22/5/18  
 Date

*A signed copy of this Policy is to be displayed within the workplace on WHS notice boards and to be accessed via FirstCall (Council's intranet) and Council's website.*



## Organisational Culture and Leadership Program

Council's Culture and Leadership Program is an ongoing initiative which focuses on maintaining a constructive culture which is underpinned by Council's corporate values and leadership competencies, which aims to achieve Council's mission.

A number of key actions for Council in 2017-2018 included:

- Delivered training programs which are tailored to meet the needs of individual teams and groups in accordance with the training needs analysis.
- Continued the Emerging Leaders program which has achieved third place in the 2017 Australasian Management Challenge for New South Wales.
- Implemented compliance training and assessments via the Learning Management System (LMS).
- Provided induction for new employees including online, on the job and a face to face corporate training module.
- Provided training for the Code of Conduct and Appropriate Workplace Behaviours Policy with 96% of employees completing training.
- Provided internal face to face training programs for 1901 employees.

- Enrolled 70 employees in external accredited professional development courses.
- Improved training and delivery for UMGAWI values, including online survey and tailored training sessions to meet team and individual needs.
- Developed internal supervisor training for staff.

## Diversity and Equal Employment Opportunity

Council adopted a Disability Inclusion Action Plan in 2017, which includes new initiatives that build on existing actions contained in the Diversity and Equal Employment Opportunities Plan. Training modules for Council staff are available via the Learning Management System to ensure employee awareness of the Family and Domestic Violence Policy and Carer Recognition support.

A revised recruitment training program was delivered during the 2017-2018 financial year. This program was designed to ensure employees understood and have the necessary skills to undertake the recruitment process in accordance with Council's policy, procedures and strategic objectives.



Planting at Orphan School Creek

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	<b>FAIRFIELD CITY COUNCIL – CORPORATE SUPPORT</b>	
	Doc Number 0-022	<b>ENTERPRISE RISK MANAGEMENT POLICY</b>

**ENTERPRISE RISK MANAGEMENT VISION STATEMENT**

“Fairfield City Council is a RiskSmart organisation where Enterprise Risk Management (ERM) is mature and embedded into the organisational culture. This is demonstrated by a strong senior management commitment to ERM and alignment with strategic management cycles, Internal Audit and other associated functions.”

**ERM POLICY**

Fairfield City Council (Council) strives to deliver quality services to the community and is aware that some risks are inherent in innovative service delivery.

Council recognises that its ability to achieve its objectives will be enhanced by ensuring that Enterprise Risk Management (ERM) is an integral part of its business philosophy, service planning and delivery arrangements.

Council is committed to the formal, systematic and proactive management of risks. This strengthens capacity and capability to effectively deliver services to the community by minimising the impact of adversity and loss whilst supporting the pursuit of opportunity.

**POLICY OBJECTIVES AND COMMITMENTS**

This policy is applicable to Council and all of its services, operations, systems and people. Council is committed to:

- Developing, implementing and maintaining a comprehensive and mature ERM Framework in accordance with best practice standards. See **Appendix A**.
- Ensuring the ERM Framework is appropriate with respect to Council’s operations and environment.
- Establishing Council’s appetite for risk with respect to strategic objectives.
- Ensuring the process of identification and managing risk is in accordance with ISO 31000:2009 Risk Management.
- Establishing and implementing an ERM strategy to facilitate and support Council’s vision for ERM.
- Ensuring the Executive Leadership Team (ELT) and Audit and Risk Committee (ARC) have ongoing risk oversight.
- Ensuring ERM is aligned with management cycles, the Integrated Planning and Reporting Framework (IPRF) and Internal Audit.
- Ensuring a major part of Council's Internal Audit Program is based on areas identified as being most risky.
- Providing ongoing communication and training to staff on their accountabilities and responsibilities with respect to risk management.
- Ensuring managers and staff are committed to managing risks and conducting risk assessments across all levels of risk (strategic, corporate, Operational: Group and Service) in accordance with the ERM Framework.
- Ensuring Business Continuity Planning supports Council’s ability to deliver its services in the event of a disruption or disaster.
- Evaluating the maturity of the ERM Framework by way of internal audit as well as external certification through the Continuous Risk Improvement Program (CRIP).

**POLICY ENDORSEMENT**

  
**Alan Young**  
 City Manager

23.1.17  
 Date

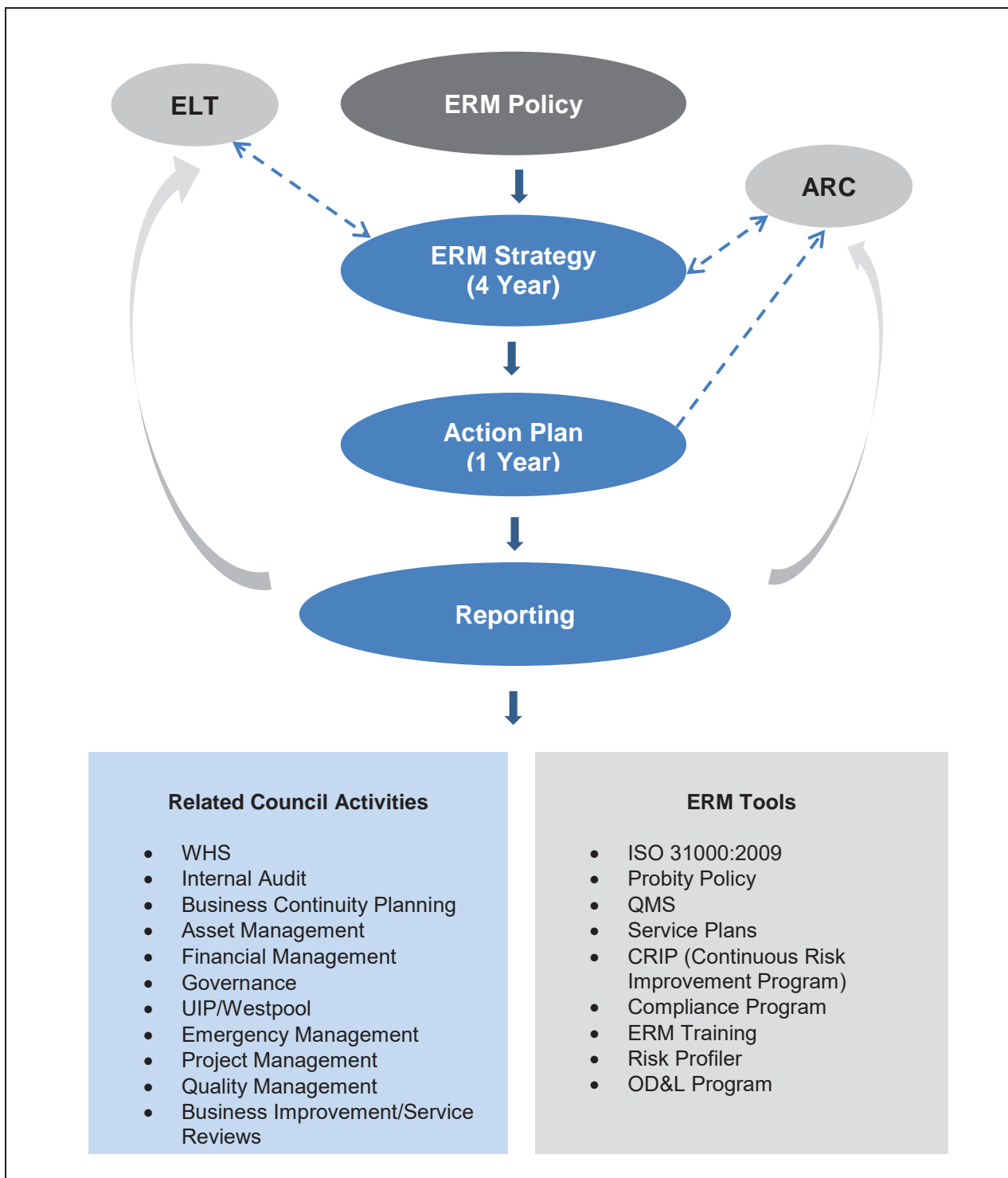
## Enterprise Risk Management (ERM)

A risk is an uncertain event or condition that if it does occur can present a positive or even a negative effect or threat (such as injury, liability, loss or damage) which is best managed through effective Enterprise Risk Management (ERM).

Council's ERM provides a formal, systematic and proactive approach to managing negative threats through the overarching ERM Policy, Strategy and Action Plan. It also provides the necessary methodology and tools in assessing risks and making informed decisions when considering assumptions, managing risks and sustaining business continuity, while still obtaining best value for money in delivering essential services to the community.

The ERM Strategy and Action Plan has been utilised and incorporated into Council's Integrated Planning and Reporting Framework through the Resourcing Strategy when considering the Council's Long Term Financial Plan (Money), Asset Management Plan (Tools) and Workforce Management Plan (People).

### APPENDIX A – THE ERM FRAMEWORK



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## Fraud and Corruption Control Policy

Fairfield City Council adopted the Fraud and Corruption Control Policy which focus on three categories of prevention, detection and response. Aligned to these categories are ten attributes from the fraud control framework identified in the Audit Office of NSW's 2015 Fraud Control Improvement Kit.

Actions to date include:

- Reviewed and adopted Council's Fraud and Corruption Control Policy
- Adopted nine policies and procedures to enable the prevention, detection and resolution of suspected fraud and corruption, such as the Business Continuity Plan, Enterprise Risk Management Policy, Strategy and Framework, Probity Policy and Public Interest Disclosure Policy
- Developed and reviewed documentations as part of the Quality Management System to ensure on-going consistency in council processes and procedures
- Ensured mandatory training is required on Council's Code of Conduct to all staff
- Provided summary of complaints and investigations experienced by local government as listed in the Independent Commission Against Corruption's Annual Report for discussion at Council's Audit and Risk Committee
- Implemented internal audit processes that include fraud and risk testing procedures against the Risk and Control Matrix to assess medium and high risk decision processes across Council
- Monitored all risks identified by internal audits, which are followed up and updated to the Audit and Risk Committee



Welcome Sign, Epoch Plaza

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## Corporate Activities

### Government Information (Public Access) Act 2009

Council facilitates access to information in accordance with the Government Information (Public Access) Act (GIPA) 2009 and establishes four ways for information to be made available to the public.

These include:

- Mandatory disclosure of open access information - Council must publish certain information on its website.
- Proactive release - Council is encouraged to proactively release as much government information as possible, in an appropriate manner.
- Informal release - Council is encouraged to release information in response to a request without the need for a formal application, unless there are good reasons to require one.
- Formal release - In limited circumstances, access to information will require a formal access application. People have a right to access information in this way unless the GIPA Act provides a reason to withhold the information.

The statistics below report on the Council's activities relating to formal release under the GIPA Act during 2017-2018.

Table A: Number of applications by type of applicant and outcome\*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/ deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	2	3	2	1	0	0	0	0
Non-for-profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	2	9	0	7	0	0	0	0
Members of the public (other)	1	5	0	1	0	0	0	1

\*More than one decision can be made in respect of a particular access application. If so, recording must be made in relation to each such decision. This also applies to Table B.



**Council Meeting, Council Chambers**

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**Table B: Number of applications by type of application and outcome**

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/ deny whether information is held	Application withdrawn
Personal information application*	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	4	13	1	8	0	0	0	1
Access applications that are partly personal information applications and partly other	1	4	1	1	0	0	0	0

\*A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 of the Act) about the applicant (the applicant being an individual).

**Table C: Invalid applications**

Reason for invalidity	No of applications
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	1

**Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of Act.**

	Number of times considered used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Documents affecting law enforcement and public safety	0
Excluded information	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

Table E: Other public interest considerations against disclosure: matters listed in table in section 14 of Act

	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	0
Business interests of agencies and other persons	16
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

\*More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	30
Decided after 35 days (by agreement with applicant)	3
Not decided within time (deemed refusal)	0
Total	33

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by Administrative Decisions Tribunal (NSW)	0	0	0
Total	0	0	0

\*The Information Commissioner does not have the authority to vary decision, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0



## Public Interest Disclosure Act 1994 and Regulation

Council has developed a Public Interest Disclosures Policy for an organisation-wide approach for protecting public officials (including Councillors and Council Staff) who disclose wrong doing. The Policy is modelled on the NSW Ombudsman's Guidelines and applies to all public officials of Fairfield City Council. The Policy ensures that as a public authority, the Council meets its responsibilities in receiving, assessing and dealing with public interest disclosures as noted in the Public Interest Disclosure (PID) Act 1994.

The statistics below report on the Public Interest Disclosure Act for 2017-2018.

Statistical Information on PIDs	Number of Applications
No. of public officials who made public interest disclosures to your public authority	0
No. of public interest disclosure received by your public authority	0
Of public interest disclosures received, how many were primarily about:	0
<ul style="list-style-type: none"> <li>• Corrupt conduct</li> <li>• Maladministration</li> <li>• Serious and substantial waste</li> <li>• Government information contravention</li> <li>• Local government pecuniary interest contravention</li> </ul>	
No. of public interest disclosures (received since 1 Jul 2013) that have been finalised in this reporting period	0
Have you established an internal reporting policy?	Yes
Has the head of your public authority taken action to meet their staff awareness obligations?	Yes
If so, please select how staff have been made aware	Email notification of Policy via intranet, new staff induction presented by Manager Governance and Legal, educational posters and Team Meeting presentations.



Fort Thunder Launch, Fairfield City Museum and Gallery

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## Mayoral and Councillor Fees and Expenses

The Councillor Expenses and Facilities Policy identifies expenses that are paid and facilities that are provided to the Mayor and Councillors in relation to their duties of civic office. The Policy recognises that Councillors, in discharging their civic, statutory and policy-making functions, are entitled to be provided with a range of necessary facilities and to be reimbursed for expenses specified in that Policy.

The total cost of facilities provided and expenses incurred by all Councillors in accordance with the Councillor Expenses and Facilities Policy for the 2017-2018 period is demonstrated in the table below:

Expenses	Amounts (\$)
Overseas travel	Nil
Interstate travel	Nil
Office equipment	3,151
Telephone calls	9,048
Attendance at conferences and seminars	18,247
Training and provision of skill development	6,270
Spouse / partner expenses	Nil
Child care / carer's expenses	Nil
<b>TOTAL</b>	<b>36,716</b>

## Overseas Visits by Councillors and Council Staff

There were no overseas visits by Councillors or Council Staff.

## Council Committees

Fairfield City Council is made up of 13 Councillors including a popularly elected Mayor. The Mayor and Councillors constitute the governing body of Council. In September 2016, Council conducted its Local Government elections to elect representatives to Council for the next four years.



As well as sitting as a full Council, there are a number of sub-committees that deal with different aspects of Council activities which include Services Committee, Outcomes Committee, Traffic Committee and Sister City Committee. Each September, Councillors are appointed to Council's standing committees, in addition to the Mayor.

## Ordinary Council Meetings

### Jul 2017 – Jun 2018

Mayor Carbone (Chairperson)

Cr Azzo

Cr Bennett

Cr Grippaudo

Cr Kazi

Cr Khoshaba

Cr Le

Cr Ly

Cr Molluso

Cr Rohan

Cr Saliba

Cr Wong

Cr Yilmaz

## Extraordinary Council Meetings

There was 1 Extraordinary Council meeting held during 2017-2018.

### Jul 2017 – Jun 2018

Mayor Carbone (Chairperson)

Cr Azzo

Cr Bennett

Cr Grippaudo

Cr Kazi

Cr Khoshaba

Cr Le

Cr Ly

Cr Molluso

Cr Rohan

Cr Saliba

Cr Wong

Cr Yilmaz

## Outcomes Committee

The role of the Outcomes Committee is to develop the policies, priorities, plans and strategic direction in achieving the community's vision as expressed in the Fairfield City Plan through implementation of the Delivery Program. The following Councillors attended in 2017-2018 and the quorum for the Outcomes Committee is 3 Councillors:

### Jul 2017 – Jun 2018

Mayor Carbone

Cr Bennett (Chairperson: Jul 2017 – Sep 2017)

Cr Le

Cr Ly (Chairperson: Oct 2017 – Jun 2018)

Cr Molluso

Cr Rohan

Cr Wong

## Services Committee

The role of the Services Committee is to implement and review the operational activities within Council's strategic direction as expressed in the Operational Plan. The following Councillors attended in 2017-2018 and the quorum for the Services Committee is 3 Councillors:

### Jul 2017 – Jun 2018

Mayor Carbone

Cr Azzo

Cr Grippaudo

Cr Kazi

Cr Khoshaba (Chairperson)

Cr Saliba

Cr Yilmaz

## Traffic Committee

The role of the Traffic Committee is to consider matters under the Roads Act and Council's functions in respect to public roads under the Local Government Act. The following Councillors attended in 2017-2018 and the quorum for the Traffic Committee is 2 Councillors:

### Jul 2017 – Jun 2018

Mayor Carbone

Cr Kazi

Cr Rohan

Cr Saliba (Chairperson)

## Sister City Committee

The role of the Sister City Committee is to:

- Encourage friendships between the people of Fairfield and its Sister Cities.
- Promote international understanding and provide opportunities for residents to experience the culture of the Sister Cities so they develop greater awareness, tolerance and understanding of other cultures.
- Give young people the opportunity to develop leadership skills and experience different cultures.
- Develop business and economic relationships between the Sister Cities and Fairfield so the City and community benefit financially.

The following Councillors attended in 2017-2018 and the quorum for the Sister City Committee is 5 Councillors:

### Jul 2017 – Jun 2018

Mayor Carbone

Cr Azzo

Cr Bennett

Cr Grippaudo

Cr Kazi

Cr Khoshaba

Cr Ly

Cr Saliba

Cr Wong (Chairperson)

Cr Yilmaz

There was 1 Sister City Committee meeting held during 2017-2018.

## Senior Staff Remuneration

During this year, Council had three senior staff as defined by the Local Government Act comprising of a General Manager (City Manager) and two other senior staff.

Their total remuneration packages, which incorporate salary, employer superannuation, fringe benefits tax, performance and higher duties payments, during 2017-2018, are noted below.

### Total Remuneration Package

City Manager	\$443,852
Other Senior Staff	\$525,414

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## Legal Proceedings

A summary of the amounts incurred by Council in relation to legal proceedings taken by or against Council during the 2017-2018 period follows:

Proceedings	Cases	Cost
Proceedings against Council	18	\$354,156.28
Proceeding by Council	18	\$359,634.53
Expenses paid in out-of-court settlements	0	\$0
Expenses received by Council in-out-of-court settlements	3	\$39,500
<b>Total</b>		<b>\$753,290.81</b>

Council recovered no costs against Orders in its favour and fines through prosecutions.

A summary of the legal proceedings Council has undertaken (including Local and Land and Environment Courts) are as follows:

Proceeding status	Cases
Proceedings favourably finalised	11
Proceedings unfavourably finalised	3
Cases discontinued	6
Cases settled	0
Proceedings not finalised	16

The summary does not include cases relating to workers' compensation and insurance matters. There were 4 workers' compensation matters from previous years that continue to be litigated. During the year, 2 new litigated matters arose with 1 matter being settled from previous years, leaving 5 matters to continue into 2018-2019.

There were 30 public liability and 7 professional indemnity claims brought forward from previous years; a total of 153 new public liability and 12 new professional indemnity claims were received for the 2017-2018 financial year period, with 121 public liability and 4 professional indemnity being finalised and 32 public liability and 8 professional indemnity continuing into 2018-2019. These claims are mainly dealt with by Council staff with 10 claims having progressed to litigation.

## National Competition Policy

Council has adopted the Principle of Competitive Neutrality to its business activities as part of the National Competition Policy, which is applied at all levels of government. The purpose of competitive neutrality principles is aimed at eliminating any net competitive advantages accruing to government businesses as a result of public sector ownership. Such action removes potential market distortions and promotes an efficient allocation of resources between public and private businesses.

The Pricing and Costing for Council Businesses: A Guide to Competitive Neutrality issued by the Office of Local Government has also been adopted. This guide outlines the process for identifying and allocating costs to activities and provides a standard disclosure of requirements. These disclosures are reflected in Council's pricing and/or financial reporting systems and include taxation equivalents, Council subsidies, return on investments (rate of return) and dividends paid.

## Declared Business Activities

In accordance with The Pricing and Costing for Council Businesses: A Guide to Competitive Neutrality, Council has undertaken a review of its business activities. It was identified that the following will be disclosed as a Category 1 business (activity grossing annual sales turnover over \$2 million per year):

- Sustainable Resource Centre (a facility that recycles used road materials)

## Contracts Awarded over \$150,000 in value

Vendor/Contractor	Description of Service	Type	\$ Total Contract Price incl GST
Suez Recycling & Recovery (Nsw) Pty Ltd	20 Year Contract (WSN)	Contract	\$ 12,572,798.69
State Asphalt Services Pty Ltd	Road Work Services and Asphalt (RFT17-01)	Contract	\$ 5,163,810.94
Concrete Recyclers (Group) Pty Ltd	Concrete Crushing Services (FY13RFT19)	Contract	\$ 4,939,077.89
Awada Civil Engineering Pty Ltd	Additional Contractors for Minor Works (FY13RFT05A) and Fairfield Heights Street scape Upgrade Stage 4 (RFT18-21)	Contract	\$ 4,081,148.23
Veolia Environmental Services	NSW Government Waste Management Services (9698)	Contract	\$ 3,285,062.98
Mack Civil Pty Ltd	Additional Contractors Minor Works - Various Contracts (FY13RFT05A)	Contract	\$ 2,766,951.98
Bermagui Constructions Pty Ltd	Construction of Roof Restoration at Prairiewood Leisure Centre (RFT17-20)	Contract	\$ 2,287,806.60
Endeavour Energy	Lighting Design and Upgrade Network Asset Fees	Contract	\$ 2,137,521.33
Independent Cement And Lime Pty Ltd	Supply of Tri-Blend Cement	Contract	\$ 2,069,868.24
Trisley's Hydraulic Services Pty Ltd	2016 Water Park - StingRay Construction	Contract	\$ 1,898,688.44
Site Group Pty Ltd	LGP: LGP Traffic Management Services (LGP113)	Contract	\$ 1,701,774.94
Fulton Hogan Industries Pty Ltd	Road Work Services – Asphalt (RFT17-01)	Contract	\$ 1,425,082.20
Hays Specialist Recruitment (Australia)	LGP: Human Resources – Permanent and Temporary Placements and Associated Services (LGP808-2 and LGP808-3)	Contract	\$ 1,423,731.57
McArthur Management Services	LGP: Human Resources – Permanent and Temporary Placements and Associated Services (LGP808-2 and LGP808-3)	Contract	\$ 1,403,200.61
SCO Recruitment	LGP: Human Resources – Permanent and Temporary Placements and Associated Services (LGP808-2)	Contract	\$ 1,385,757.50
ERM Business Energy	LGP: Supply of Electricity and Green Power to NSW Councils and eligible Not For Profit Organisations	Contract	\$ 1,281,049.97
Origin Energy	LGP: Supply of Gas to NSW Councils and eligible Not For Profit Organisations	Contract	\$ 1,083,928.77
VDG Services Australia	Provision of Cleaning Services (RFT17-06)	Contract	\$ 1,019,546.56
Brandown Pty Ltd	Tipping Fees Quarry Waste Recycling Services – Environmental Planning and Assessment Requirement	Contract	\$ 952,360.86
Downer Edi Works Pty Ltd	Road Work Services – Asphalt (RFT17-01)	Contract	\$ 934,261.99
Bucher Municipal Pty Ltd	LGP: Specialised Trucks and Bodies (NPN 1.15)	Contract	\$ 910,411.14
Skyline Landscape Services Pty Ltd	Mowing Services for Parks Playgrounds and playing fields	Purchase Order	\$ 816,244.13
BK Concrete Pty Ltd	Panel Pre-Qualified Contractors Minor Works (FY13RFT05)	Contract	\$ 747,589.12
Macquarie Bank Limited	LGP: Operating Lease Services to cover ICT, Photocopiers, Multi Function Devices, Printers and Other Office Equipment (LGP1107-3)	Contract	\$ 744,650.72
The Biodiesel Station Pty Ltd	LGP: Bulk Fuel, Aviation, Fuel Cards, Oils and Lubricants (NPN C031-12)	Contract	\$ 733,564.14
Hoban Recruitment	NSW State Contract - Contingent Workforce (SCM0007)	Contract	\$ 694,136.07
Anewtec Civil Pty Ltd	Panel Pre-Qualified Contractors Minor Works (FY13RFT05)	Contract	\$ 668,193.84
Complete Staff Solutions Pty Ltd	LGP: Human Resources – Permanent and Temporary Placements and Associated Services (LGP808-2 and LGP808-3)	Contract	\$ 647,011.91
Powerdirect Pty Ltd	Previous Supply of Electricity for Small Tariff Sites for NSW Government (LGP Contract 0214)	Contract	\$ 643,135.56
GHD Pty Ltd	LGP: Professional Consulting Services (LGP1208-3)	Contract	\$ 631,272.40
Co-Ordinated Landscapes Pty Ltd	Wilson Road Park - Landscape Upgrade (FY16RFT16)	Contract	\$ 587,256.42

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Vendor/Contractor	Description of Service	Type	\$ Total Contract Price incl GST
RCR Haden Pty Ltd	Provision of Air-conditions Repair, Maintenance and Installation Services (FY16RFT06)	Contract	\$ 587,148.98
Complete Urban Pty Ltd	LGP: Professional Consulting Services Contracts (LGP1208-2 and LGP1208-3)	Contract	\$ 575,008.50
Treeserve Pty Ltd	Provision of Tree Maintenance Services (RFT17-23)	Contract	\$ 568,557.00
Gammer Trust	IT&C Products, Services and Consulting - Integration Services (LGP115)	Contract	\$ 566,900.50
Ally Property Services Pty Ltd	Additional Contractors Minor Works Panel (FY13RFT05A) and Prequalified Panel of Concreters and Civil Work Contractors (RFT18-18)	Contract	\$ 562,008.74
Unified Security Group (Aust) Pty Ltd	Supply of Surveillance and Security Services Contract No 2682 (RFT1000520) – NSW Govt Contract	Contract	\$ 553,147.38
AMA Building Developments Pty Ltd	Bogie Tipper and Bobcat Hire	Purchase Order	\$ 534,625.30
Precision Metal Group Aust Pty Ltd	Rosford Reserve Awning replacement Quotation for Fairfield Baseball Stadium (RFT18-13)	Contract	\$ 533,621.00
CJD Equipment Pty Ltd	LPG: Heavy Plant and Equipment (LGP707-3)	Contract	\$ 533,134.50
Growth Civil Landscapes Pty Ltd	Previously Glen Simpson - Prequal panel for Landscape Design Services and Associated Civil Works (EOI FY 16-02)		\$ 524,441.72
Total Drain Cleaning Services Pty Ltd	Litter Removal from SQIDs Waterways and Bushland Reserves (FY13RFT14)	Contract	\$ 511,656.89
TST Property Services Pty Ltd	Provision of Cleaning Services (RFT17-06)	Contract	\$ 507,782.27
City Hino/Iveco Sydney	LGP: Trucks for Local Government (Aust.) (NPN04-13)	Contract	\$ 462,111.96
Bulk Transport Solutions Pty Ltd	Asbestos Demolition – Waste	Purchase Order	\$ 454,040.95
Ritchie & Castellan Solicitors	Provision of Legal Services (FY14RFT02 and RFT17-13). Note: This figure does not include property settlement of 32-36 Harris Street, Fairfield for the value of \$6,651,196.64.	Contract	\$ 449,077.69
Telstra	Telecommunications Services (LGP Contract 407-2)	Contract	\$ 446,571.54
Sulo MGB Australia Pty Ltd	Recycling Bin Roll Out for Multi Unit Dwelling (FY16RFQ04)	Contract	\$ 428,640.70
Terry Shields Pty Ltd	Motor Vehicles - NSW State Government (SCM0653)	Contract	\$ 412,393.18
Heartland Motors Pty Limited	Motor Vehicles - NSW State Government (SCM0653)	Contract	\$ 370,019.86
Oracle Corporation Australia Pty Limited	NSW State Contract ITC Software Agreement (607)	Contract	\$ 368,084.12
Kerfoot Pty Ltd	Supply and Install Main Switch Board and Distribution Board for HVAC System at Whitlam Library Cabramatta (Q09-2018); Supply and Install Main Distribution Board at Fairfield Showground (RFT19-18) and Trades and Services Panel pre- Qualified Contractors (FY15RFT02)	Contract	\$ 362,300.54
Borthwick & Pengilly Asphalts Pty Ltd	Road Rehabilitation and Asphalt Services - PROFILER HIRE (WSROC03-12/13)	Contract	\$ 359,985.34
James Bennett Pty Ltd	RFT17-26 English Language Material - LGP Library Books and Resource Materials (LGP507-3)	Contract	\$ 353,595.60
The Playground Doctor	Playground Inspections and Playground Equipment Repair	Purchase Order	\$ 353,112.71
Haskoning Australia Pty Ltd	Consultant Services - Investigation and Detailed Design for Detention Basin Upgrades (FY16RFT29)	Contract	\$ 331,953.05
National Trust Of Australia (Nsw)	Bushland Regeneration (FY15RFT08)	Contract	\$ 331,570.25
Delaney Civil Pty Ltd	Bridge and Concrete Channel Maintenance and Joint Replacement (RFT18-12)	Contract	\$ 329,999.45
Acute Building & Maintenance Pty Ltd	Building Works	Purchase Order	\$ 329,562.25
Lander Motor Group	Motor Vehicles - NSW State Government (SCM0653)	Contract	\$ 328,318.77
Blackwoods	LGP: General Office Supplies (WSROC: WRQ 01-12/13) LGP: Office Supplies and Janitorial (including; Heavy Duty Cleaning) and Associated Products (LGP1007-2)	Contract	\$ 322,432.13

Vendor/Contractor	Description of Service	Type	\$ Total Contract Price incl GST
Civica Pty Limited	NSW State Government Contract ITC Services (SCM0020)	Contract	\$ 320,338.20
Quadrent Spv (No.2) Pty Limited	Leasing of Gymnasium Equipment at Fairfield and Cabravale Leisure Centre (FY15RFP01)	Contract	\$ 313,845.40
Combined Traffic Management Pty Ltd	WSROC: Pavement Marking Services (WR06 Contract 12-13)	Contract	\$ 305,774.97
Total Earth Care	Bushland Regeneration (FY15RFT08)	Contract	\$ 293,612.65
Roof & Fascias Pty Ltd	Various quotes for roof and fascia replacements	Purchase Order	\$ 291,011.60
CK Recruitment Pty Ltd	LGP: Human Resources – Permanent and Temporary Placements and Associated Services (LGP808-2 and LGP808-3)	Contract	\$ 283,456.69
Exeloo Pty Ltd	LGP: Playgrounds, Open Spaces, Modular Structures, Exterior Lighting, Recreational and Associated Infrastructure (LGP308-3)	Contract	\$ 283,118.00
SP Metal Engineering Pty Ltd	Various Fencing and gate replacement works metal fabrication	Purchase Order	\$ 266,486.60
Specialised Pavement Services Pty Ltd	Road Work Services and Asphalt (RFT17-01)	Contract	\$ 258,059.17
Sydney Metro Tree Services Pty Ltd	Reactive and Emergency Tree Works	Purchase Order	\$ 254,600.90
The Gardenmakers Pty Ltd	Prequal panel for Landscape Design Services and Associated Civil Works (EOI FY 16-02)	Contract	\$ 243,669.41
Iveco Trucks Australia Limited	Trucks for Local Government (Aust.) (LGP: NPN04-13)	Contract	\$ 241,453.35
Bedrock Quarry Products Pty Ltd	SRC - Recycled Bedding Sand	Purchase Order	\$ 240,658.90
Ivory Group Pty Ltd	LGP: Human Resources – Permanent and Temporary Placements and Associated Services (LGP808-2 and LGP808-3)	Contract	\$ 236,249.11
Secom Australia Pty Ltd	Security Services for Various Building	Purchase Order	\$ 223,814.01
Marsdens Law Group	Provision of Legal Services (FY14RFT02 and RFT17-13)	Contract	\$ 220,303.20
Sydney Dogs & Cats Home Incorporated	Animal Impounding	MOU	\$ 219,946.25
Allstate Asbestos & Demolition Pty Ltd	Provision of Trades and Services (FY15RFT02)	Contract	\$ 217,420.50
Harvey Air Conditioning Pty Ltd	Provision of Air-conditions Repair, Maintenance and Installation Services (FY16RFT06)	Contract	\$ 216,029.00
AGL Retail Energy Limited	LGP: Supply of Gas to NSW Councils and eligible Not For Profit Organisations	Contract	\$ 208,522.72
Reece Pty Ltd	LGP: Industrial, Construction, Electrical and General Hardware and Materials (NPN1.16)	Contract	\$ 205,866.40
Optimal Stormwater Pty Ltd	Construction of GPT Units at Canley Vale and Smithfield (FY16RFT28)	Contract	\$ 205,692.92
Roseville Plumbing	Provision of Trades and Services (Additional Contractors) (FY15RFT02A)	Contract	\$ 198,872.77
Bensco Trading Services Pty Ltd	Cleaning Services of Various Council Buildings	Purchase Order	\$ 195,275.25
Telstra Corp Ltd: Network & Asset Serv's	Telstra Re-location of Services – Telstra	Contract	\$ 194,752.52
Toolijooa Pty Ltd	Bushland Regeneration (FY15RFT08)	Contract	\$ 193,702.86
Benedict Sand & Gravel	SRC - Supply and Deliver Bedding Sand	Purchase Order	\$ 193,373.71
Fairfax Media Publications Pty Ltd	Local Print Media for Corporate Pages and Advertising (FY13RFT21)	Contract	\$ 191,889.69
MG My Gateway	Contingent Workforce - State Government Contract (SCM0007)	Contract	\$ 191,042.39
Fairfield Electrical Supplies Pty Ltd	Various Purchases of Electrical Products	Purchase Order	\$ 185,269.25
Catchment Simulation Solutions Pty Ltd	WSROC: Pavement Marking Services (WR06 Contract 12-13)	Contract	\$ 184,789.99
Envirocivil Nsw Pty Ltd	Litter Removal from SQIDs Waterways and Bushland Reserves (FY13RFT14)	Contract	\$ 182,966.95

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Tyres 4U Pty Limited	LGP: Supply, Fitting, Maintenance and Recycling of Tyres, Tubes and Automotive and Marine Batteries (NPN1.14)	Contract	\$ 180,393.48
Supersealing	Road Work Services and Asphalt (RFT17-01)	Contract	\$ 179,821.12
TPG NSW	LPG: IT&C Products, Services and Consulting (LGP115) Telecommunication Services	Contract	\$ 176,544.29
John R Turk & Sons Pty Ltd	Various purchase of electrical supplies	Purchase Order	\$ 173,892.97
Mcgrath Liverpool	Motor Vehicles - NSW State Government (SCM0653)	Contract	\$ 171,744.18
Twin Connect Pty Ltd	Supply and Installation of Traffic Signals Polding and Maud St Fairfield Heights (RFT17-14)	Contract	\$ 169,860.80
Alliance Alarms Fire Systems Pty Ltd	Provision of Fire Safety Inspection and Maintenance Service (RFT17-02)	Contract	\$ 169,512.53
Fuji Xerox Australia Pty Limited	Supply of Multifunction Imaging Device and Production Print Room Machines (FY15RFT13)	Contract	\$ 166,907.12
Acclaimed Excavations Pty Ltd	Plant and Equipment Hire	Purchase Order	\$ 166,881.00
E&B Tipper Hire Pty Ltd	Plant and Equipment Hire	Purchase Order	\$ 162,120.75
KJ Civil & Paving Pty Ltd	Supply and Install Line Marking, Sign Posting and Minor Civil Works - Construction Package 1 for Smithfield Road Upgrade (RFT18-05)	Contract	\$ 159,772.42
Cardno (NSW/ACT) Pty Ltd	Supply and Install and Maintain Gym Equipment via Operating Lease (FY16RFT26)	Contract	\$ 158,247.11
Matthews Folbigg Lawyers Pty Limited	Provision of Legal Services (FY14RFT02 and RFT 17-13)	Contract	\$ 157,094.52
Gilbert & Roach Pty Limited	LGP: Specialised Trucks and Bodies (NPN 1.15)	Contract	\$ 155,258.84



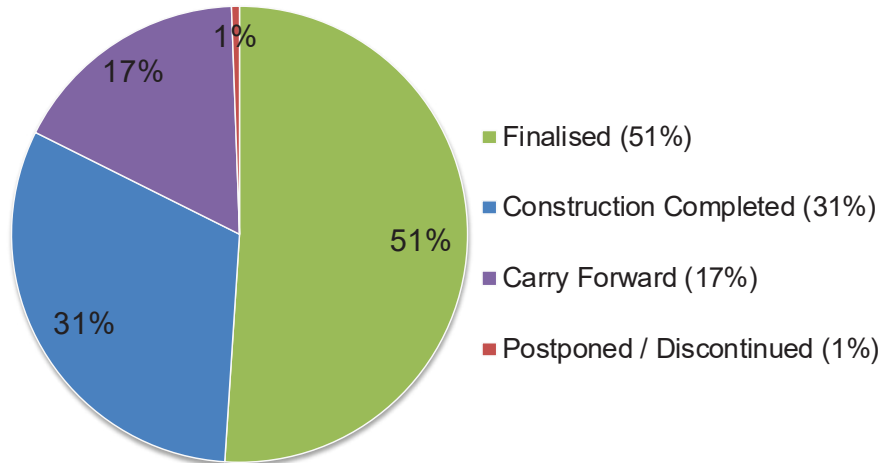


# 2017-2018 Capital Works Projects and Programs

Capital projects are generally large scale, large cost projects that are a long term investment, which build on, add to or improve Council's assets. Capital works projects would typically include constructing either buildings, roads and bridges, structures or mechanical installations, upgrading or extending existing buildings, and major road works that upgrade existing roads.

Over the 2017-2018 financial year, Council identified a total of \$71 million worth of capital works projects to be delivered across the Fairfield City, of which 51% were finalised, 31% construction completed, 1% postposed / discontinued and 17% carry forward into the 2018-2019 Operational Plan for completion.

The pie graph below demonstrates the final statuses of capital projects and major program as at the end of 2017-2018 financial year.



## Major Capital Projects over 10 Million

**PROJECT 1:** IN19560 – Fairfield Showground Redevelopment: Stages 1A and 1B Playing Fields, Awning and Amenities Building

**Budget:** \$24.81m

**Status:** Progressing

**Expected completion:** September 2019

The Fairfield Showground's Regional Multicultural and Sporting Centre of Excellence encompasses the redevelopment of the site for the community, creating leisure, community and recreational infrastructure for sporting facilities, walking paths, bike tracks, family activities, the Saturday markets and community events. The ageing and declining infrastructure within the precinct is being addressed through the asset management renewal plans.

The project aims to deliver a range of elements and facilities as part of Stage 1. The design has worked to establish a base infrastructure which will enable the site to be improved in the coming years.

The key elements for the project comprise the following activity spaces:

- International standard turf main playing field
- Synthetic playing field
- Cricket/AFL/community event oval
- Undercover awning for community events
- Amenities building with stage area

**PROJECT 2:** IN19490 – Western Sydney Infrastructure Plan - Smithfield Road Upgrade

**Budget:** \$14.48m

**Status:** Progressing

**Expected Completion:** June 2020

Fairfield City Council has obtained grant funding under the Federal Government's Local Roads Package Program associated with the Western Sydney Infrastructure Plan (WSIP) for the upgrade of Smithfield Road between Elizabeth Drive and Polding Street.

The Smithfield Road Upgrade Project proposes to upgrade 11 intersections of the Smithfield Road corridor over the approximately 5.4km length between Elizabeth Drive and Polding Street. Its aim is to achieve a continuous 4 lane wide carriageway (2 lanes in each direction) to improve the flow of traffic through this heavily congested area.



## Condition of Public Works

Fairfield City Council is responsible for effectively managing an extensive range of assets valued of \$1.40 billion\*, which comprises of roads, drains, bridges, footpaths, public buildings, recreational facilities, and parks and gardens (excluding plant and fleet).

Council's Asset Management Policy, Strategy and Plans form part of our Resourcing Strategy and is a long term plan that outlines the asset activities for Council and details how we will maintain and manage our assets in a cost-effective way.

Council has reported on the condition of its major assets in the table below, which includes asset condition, estimated replacement value, yearly depreciation, and estimated cost to bring each asset class up to a satisfactory standard, and annual maintenance requirements as at 30 June 2018.

Asset Class	Asset Category	Asset condition	Estimated replacement value \$'000	Estimated yearly depreciation \$'000	Estimated cost to bring to a satisfactory standard (1) \$'000	Estimated annual maintenance expense \$'000	Current annual maintenance \$'000
Building	Council offices, Libraries, Community facilities and Halls, Leisure Centres and Amenity Buildings	2.4	330,034	6,250	4,827	9,770	11,197
Roads and Transport	Roads (Road Pavements, at ground Car parks, Traffic Facilities and Road furniture)	1.8	490,637	9,204	7,541	15,571	17,900
	Kerbs and Gutters	1.8	186,780	2,276	2,870	2,302	3,869
	Footpath and Cycleways	1.7	117,620	1,907	1,410	2,699	3,747
	Bridges and Culverts	1.5	47,169	534	24	247	92
Stormwater Drainage	Drainage Assets	1.7	254,957	1,706	402	1,089	1,391
Open Space	Park Assets	2.2	25,198	1,207	1,835	2,938	4,176
<b>TOTAL – ALL ASSETS</b>		<b>1.9</b>	<b>1,452,395</b>	<b>23,084</b>	<b>18,909</b>	<b>34,616</b>	<b>42,372</b>

### ASSET CONDITION KEY

Level	Condition	Description
1	Excellent	No work required (normal maintenance)
2	Good	Minor work required
3	Average	Some work required
4	Poor	Some renovation needed within one year
5	Very Poor	Urgent renovation / upgrading required

Notes:

(1) Satisfactory Standard - Satisfactory refers to the estimated cost to bring the asset to a satisfactory condition as deemed by Council. It does not include any planned enhancements to existing assets.

\* Assets value is calculated and audited as part of Council's General Purpose Financial Statements

## Current Achievements and Status of Council's Assets

- **Building** - Council owns and controls 297 buildings and facilities including various substructures. The following is a cross section of Council's holdings: Council administration offices, community halls, libraries, childcare centres, amenity building, public toilets, shelter and cottage. The average condition is considered as good with 2.0% of the building assets/components in poor condition.
- **Roads** - Council maintains 680 kilometres of roads throughout Fairfield City. The average road condition is considered to be of good standard. 2.0% of the road network is considered to be in poor condition.
- **Kerb and Gutter** - Council maintains 1,219 kilometres of kerb and gutters throughout our City. The average condition is considered to be of good standard. 2.0% of the kerb and gutter network is considered to be in poor condition
- **Footpath and Cycleways** - Council maintains 845 kilometres of footpath (including footpath, walkway and pathway) and 110 kilometres of cycle ways throughout our City. The average footpath condition is considered to be of good condition. 2.0% of the footpath network is considered to be in poor condition.
- **Bridges and Culvert** - Council maintains 58 bridges (road and foot bridges, jetties and boat ramps) and 37 culverts throughout our City. These assets are inspected regularly. No major upgrade other than maintenance is currently required.
- **Stormwater drainage** - Council maintains 466 kilometres of stormwater pipe and 13,848 stormwater pits throughout our City. The average condition of these assets is considered to be of good standard with 1% of the assets in poor condition.
- **Parks Assets** - Council maintains 176 playgrounds and other park infrastructure assets across Fairfield Local Government Area. The average condition of these assets is considered to be fair to good condition.



Grass Mowing, Wakeley

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## Work Carried Out on Private Land

Fairfield City Council did not have any resolutions made to carry out any works on private land under Section 67 in 2017-2018.

## Controlling Interests in Companies

Council held no controlling interest in any company for the 2017-2018 reporting period.

## Rates and Charges Written Off

Rates and Charges totalling \$3,160,078 were waived or written off during the 2017-2018 period in accordance with the Local Government Act 1993. This compares to Rates and Charges of \$3,302,004 waived or written off in the 2016-2017 period.

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

Item	Amount
Postponed Rates and Charges written off	\$7,484
Non-rateable claims (abandonment written off)*	\$25,820
Rebate public authorities	\$0
Rebates on pensioner rates waived	\$3,085,520
Heritage rates voluntary concession	\$41,254
<b>Total</b>	<b>\$3,160,078</b>

\*Non-rateable claims are due to NSW Land and Housing demolition works of existing dwellings and Land Title changes of the Housing Commission strata to the Western Sydney Park Land Trust as non-Lease Portions.

## Productivity Improvement, Cost Containment and Revenue Opportunities

Council has an active program of developing and implementing initiatives focussed on productivity, cost containment and revenue opportunities. Council continually searches for opportunities that would result in a stronger positive operating position. The key initiatives undertaken during financial year 2017-2018 are:

- Achieved 100% occupancy rate (2017: 75%) at Dutton Plaza Retail operation. A profitable enterprise that provides retail space in Cabramatta.
- Increased investment income achieved due to benefit of amendments to investment policy in November 2017 combined with higher base value of investments. Investment policy amended to maximise returns within Council's risk profile.
- Reduced building depreciation following detail review of building components and adoption of useful lives relevant to each component.
- Contained Council's road program costs by diverting road waste through the Sustainable Resource Centre. This has also assisted turnover and the operating surplus at this facility.
- Focus on reducing employee leave balances has resulted in a reduction in the provision for employee entitlements at year end.

Council achieved all Fit for the Future benchmarks for the second year running, which are the NSW State Governments benchmark for financial sustainability.

## Special Rate Variation

The 2014 SRV extends Council's asset renewal funding, with initiatives targeted at roads, sportsgrounds, parks and drainage assets. Specific one-off initiatives include ongoing preparations for the upgrade for Fairfield Branch Library, completion of the Cabramatta Town Centre upgrade, and the Fairfield Heights streetscape upgrade.

The following asset renewal work was completed:

- Sportsgrounds – upgrades at St Johns Park, Makepeace Oval, Fairfield Park, Knight Park and Rosford Reserve
- Open Space – upgrades at Makepeace Park, Bolivia Street Reserve, Studley Park and Prout Park
- Community Buildings – upgrades for the HVAC system at Whitlam Library, design for the external toilet block at Fairfield Museum, upgrades at 1 Pevensey Street, Arthur West Hall, 7 Karella Avenue, Cabravale Leisure Centre, Prairiewood Leisure Centre and Marlborough Street ELC
- Roads, Kerb and Gutter – 55 kerb and gutter locations completed
- Drainage – 32 locations completed

The following table outlines the approved program of works, outcomes for 2017/18 and the 10 year program forecast.

	2017/2018 Budget	2017/2018 Results	10 Year Program Forecast
<b>INCOME</b>			
Rate Peg	1.50%	1.50%	
SRV Income – Forecast	\$5,574,453	\$5,579,816	\$60,455,765
(Surplus) / Deficit from Forecast/ Actual Rate Peg		\$5,363.20	
<b>EXPENDITURE</b>			
<b>Operational Expense</b>			
Fairfield Library Expansion	\$0	\$0	\$5,847,000
Water Park	\$0	\$0	\$567,000
<b>Capital Expense</b>			
Sportsgrounds	\$1,663,269	\$1,663,269	9,000,000
Community Buildings	\$3,008,367	\$2,244,599	\$15,300,000
Fairfield Library Expansion	\$90,000	\$0	\$1,876,000
Fairfield Heights	\$599,853	\$599,853	\$600,000
Open Space	\$325,000	\$241,396	\$4,121,000
Roads, Kerb & Gutter	\$1,187,133	\$1,187,133	\$10,536,000
Drainage	\$150,000	\$130,267	\$1,318,000
<b>Completed SRV Elements</b>			
Landscaping Park Frontages	\$24,804	\$0	\$220,000
Footpath Connections	\$0	\$0	\$256,000
Water Park	\$0	\$0	\$2,269,000
Cabramatta Town Centre	\$585,614	\$116,148	\$1,121,000
Fairfield City Plaza	\$0	\$0	\$1,775,000
<b>TOTAL FORECAST EXPENDITURE</b>	<b>\$7,634,040</b>	<b>\$6,182,664</b>	<b>\$54,806,000</b>

The HVAC upgrades for the Cabramatta Community Centre and Fairfield Hall are delayed while the timing of the upgrade to the Moorefield Grandstand at Fairfield Showground has been deferred to fit in with the broader works program at the Showground.

The Footpath Connections and Landscaping Park Frontages SRV funded programs have been completed.

The construction of the Water Park (Aquatopia), Fairfield City Plaza and Cabramatta Town Centre Upgrade projects are also complete.

## Financial Summary

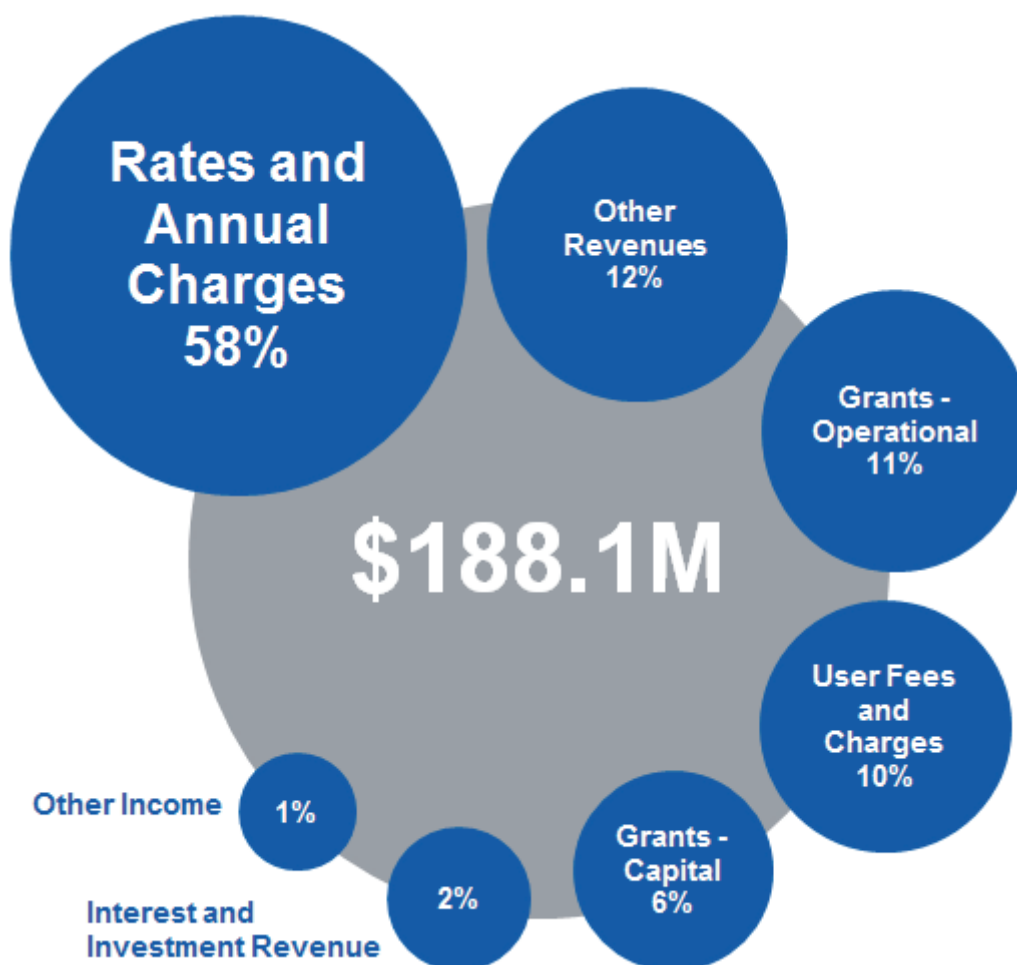
### Financial Overview

Council’s financial performance is aligned with its continued focus on long-term financial sustainability. Quarterly re-views of the Operational Plan and its financial performance is monitored and adjusted to the changing conditions and requirements identified throughout that year. Council reviews its Long-Term Financial Plan annually to ensure short- term needs are considered against long-term sustainability. As a result, Council remains in a strong financial position by focusing on the asset renewal and service levels to ensure that we continue to meet the community’s needs and aspirations.

Council’s financial position remains strong with a net surplus result of \$25.7 million (2017: \$41.6 million), which included a depreciation expense of \$29.1 million (2017: \$30.7 million). The lower operating result is due to the combined impact of a reduction in the Federal Assistance Grant, a reduction in capital grants for roads, a reduction in developer contributions, increased employee costs, and increased preventative maintenance costs.

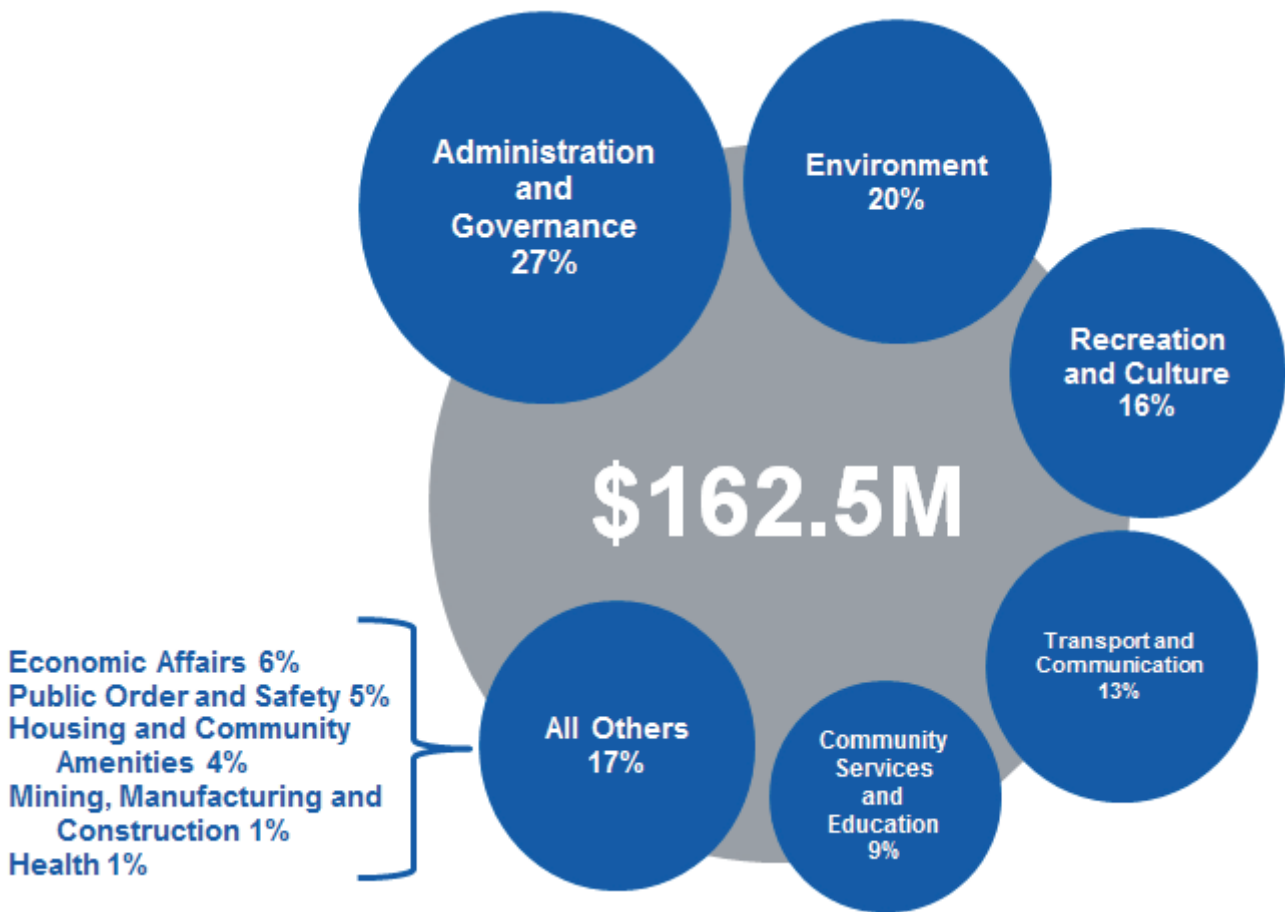
The overall income is down compared to previous year by 3.5% to \$188.1 million. Rates and annual charges represent 58.0 per cent of Council’s total revenues and increased by 2.5 per cent from the previous year. The increase is due to Council receiving a 1.5 per cent rate peg increase and expanding rates base due to development activity during the year.

### Where our Money Comes From

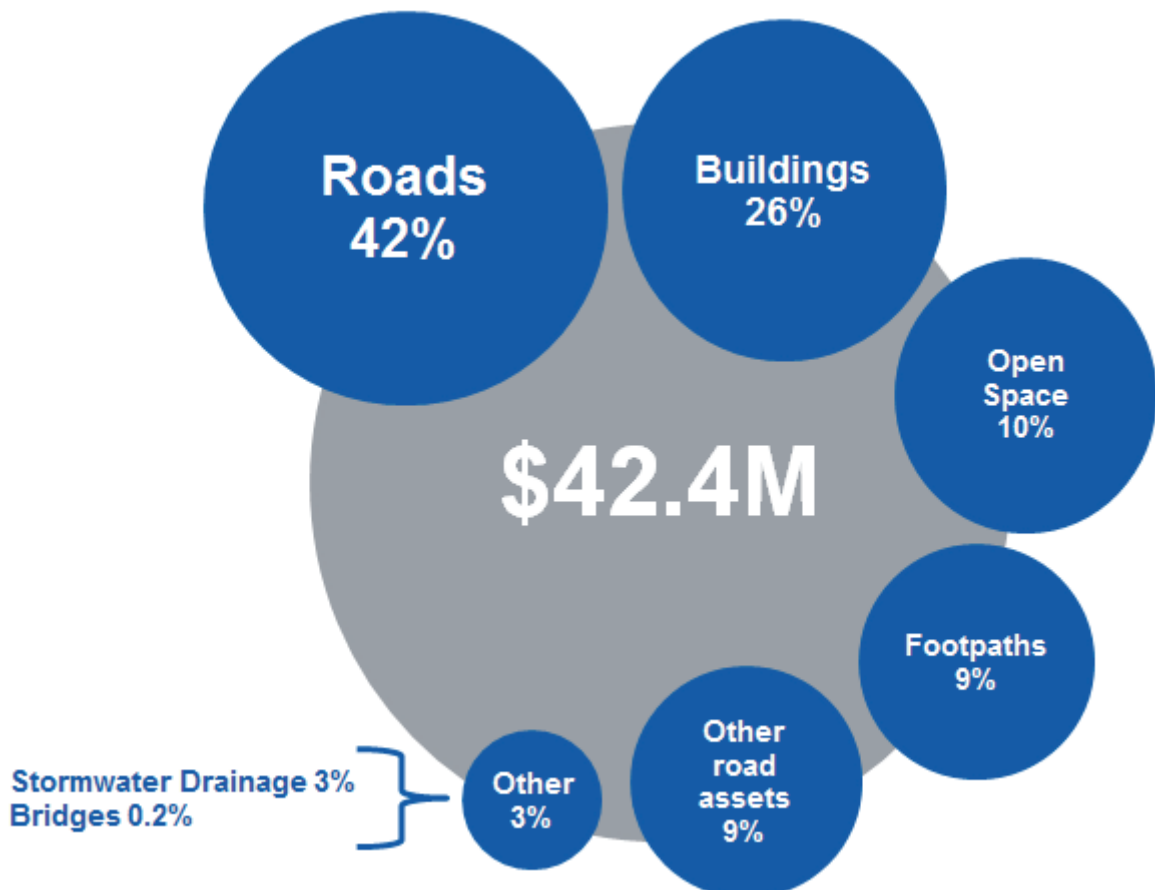


In addition to operating activities which contributed net cash inflow of \$56.0 million (2017: \$66.6 million), there were also proceeds from the sale of assets (\$1.2 million). Cash outflows other than operating activities were used to purchase investment securities (\$32.2 million), and to purchase and construct assets (\$42.5 million). The decrease in cash compared to 2017 was partially due to increased operating expenditure and lower grants, but mainly due to Council purchasing \$32.2 million (2017: \$4.0 million) in investments. As a result investments increased during the current financial year to \$101 million (2017: \$69 million).

## Where It Was Spent - Operational



## Where It Was Spent - Capital



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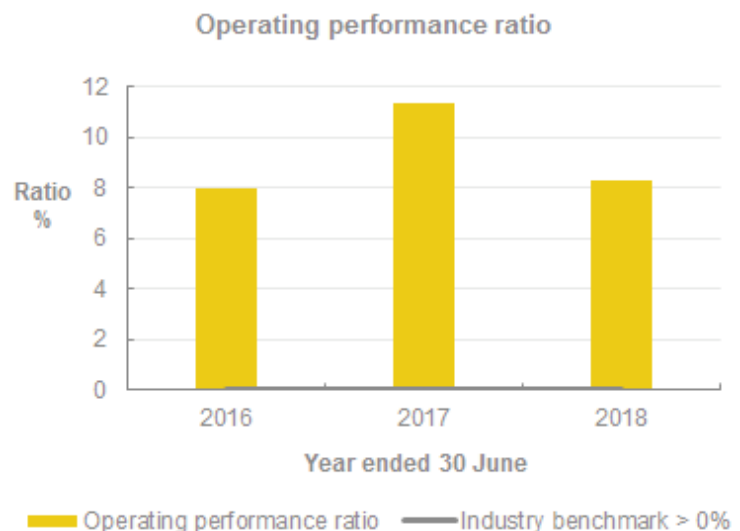
## Performance Ratios

Council continues to exceed the industry benchmark on its financial performance ratios as identified by the Audit Office of New South Wales, this includes:

- Operating performance indicator of 8.3 per cent (11.4 per cent in 2017) exceeded the benchmark.
- Own source operating revenue ratio was 82.6 per cent in 2017–18 (77.0 per cent in 2017), exceeding the benchmark of 60 per cent.
- Unrestricted current ratio slightly decreased to 2.8 per cent as at 30 June 2018 (3.1 in 2017) and exceeded the benchmark of 1.5 times.
- Debt service cover ratio for the Council as at 30 June 2018 is 123.9 (146.2 in 2017) and exceeded the benchmark of 2 times.
- The rates and annual charges outstanding ratio was 3.4 per cent as at 30 June 2018 (3.2 per cent in 2017) and continues to be lower than the industry benchmark of 5 per cent. Council has continued to achieve an average of 3 per cent over the past three years.
- Cash expense cover ratio was 3.2 months and exceeds the benchmark of three months.
- Building and infrastructure renewals for 2018 represented 121.0 per cent (170.4 per cent in 2017) of the depreciation charges for those assets, exceeding the benchmark of 100 per cent

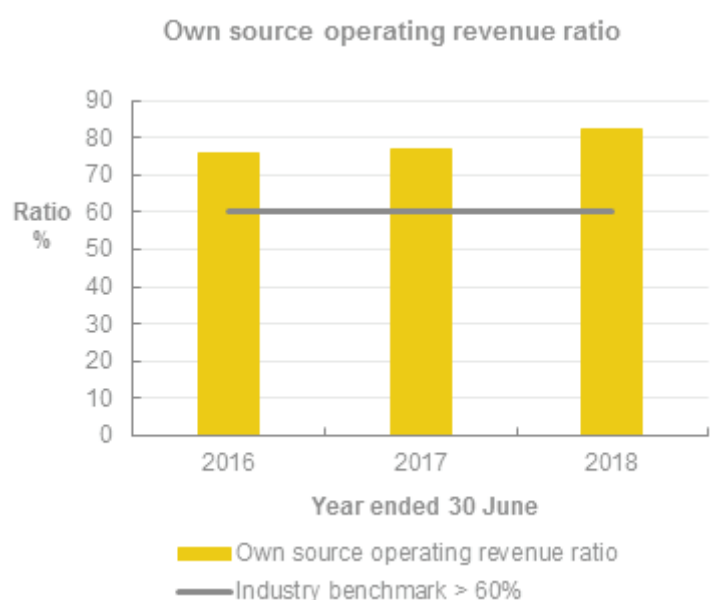
### Operating performance ratio

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



### Own source operating revenue ratio

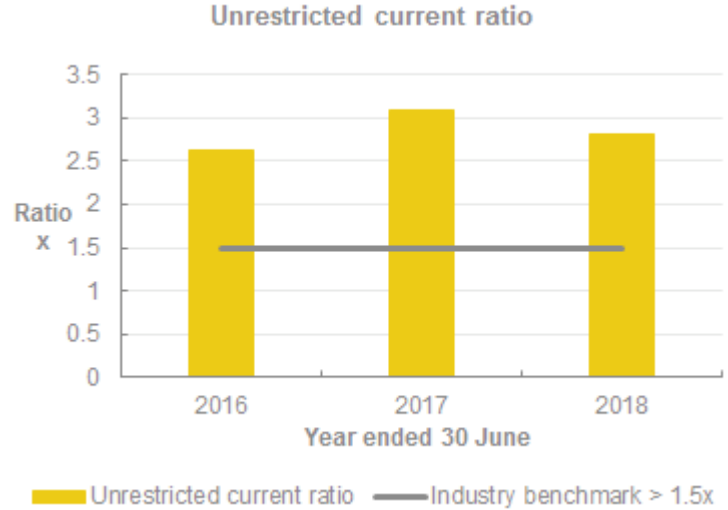
The 'own source operating revenue ratio' measures council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by OLG is greater than 60 per cent.





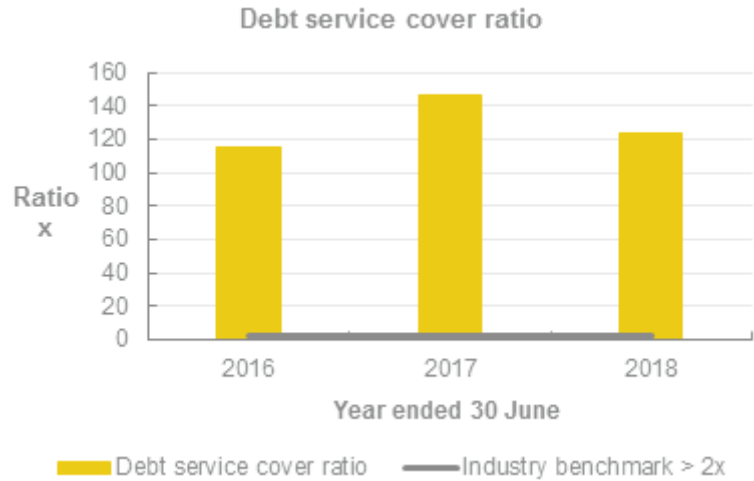
### Unrestricted current ratio

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



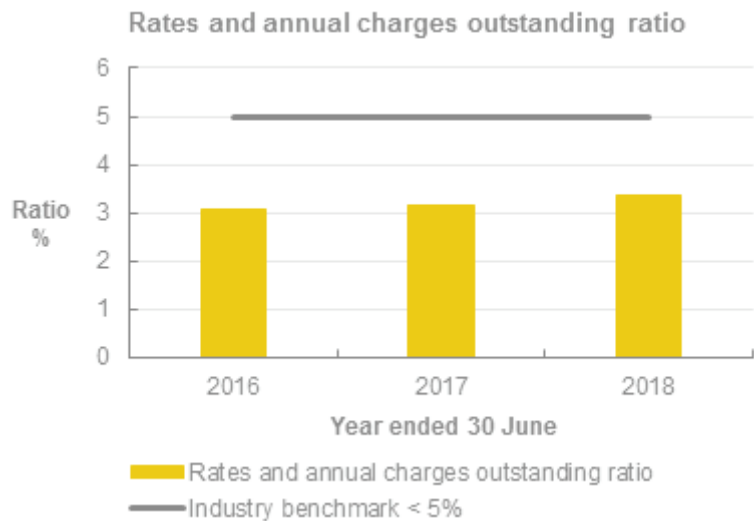
### Debt service cover ratio

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



### Rates and annual charges outstanding ratio

The 'rates and annual charges outstanding ratio' assesses the impact of uncollected rates and annual charges on council's liquidity and the adequacy of debt recovery efforts. The benchmark set by OLG is less than 5 per cent for metro councils.



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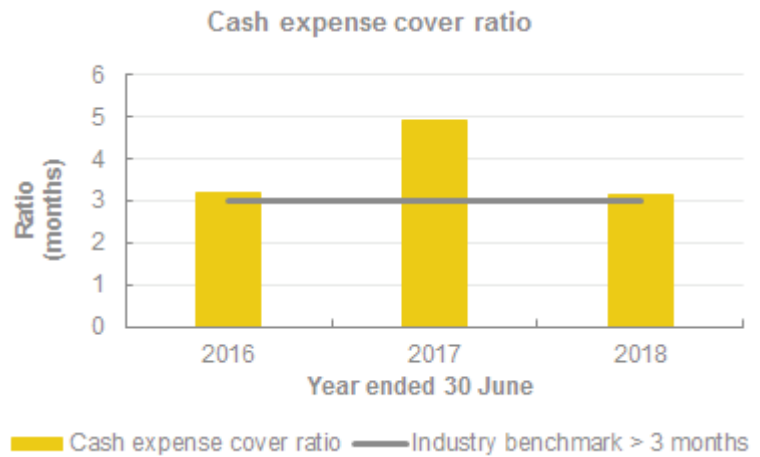
Theme 5  
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## Cash expense ratio

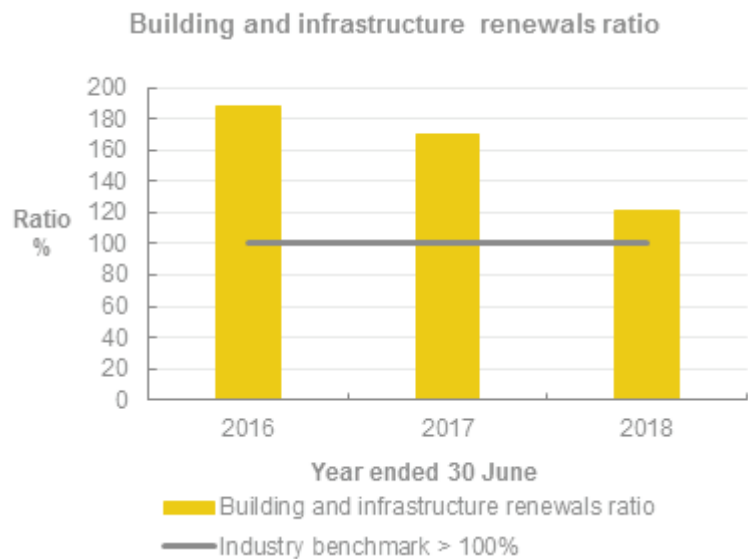
This liquidity ratio indicates the number of months the council can continue paying for its immediate expenses without additional cash inflow. The benchmark set by OLG is greater than three months.



## Building and infrastructure renewals ratio

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

This ratio is sourced from Council's Special Schedule 7 which has not been audited.



## Financial Statement and Audit

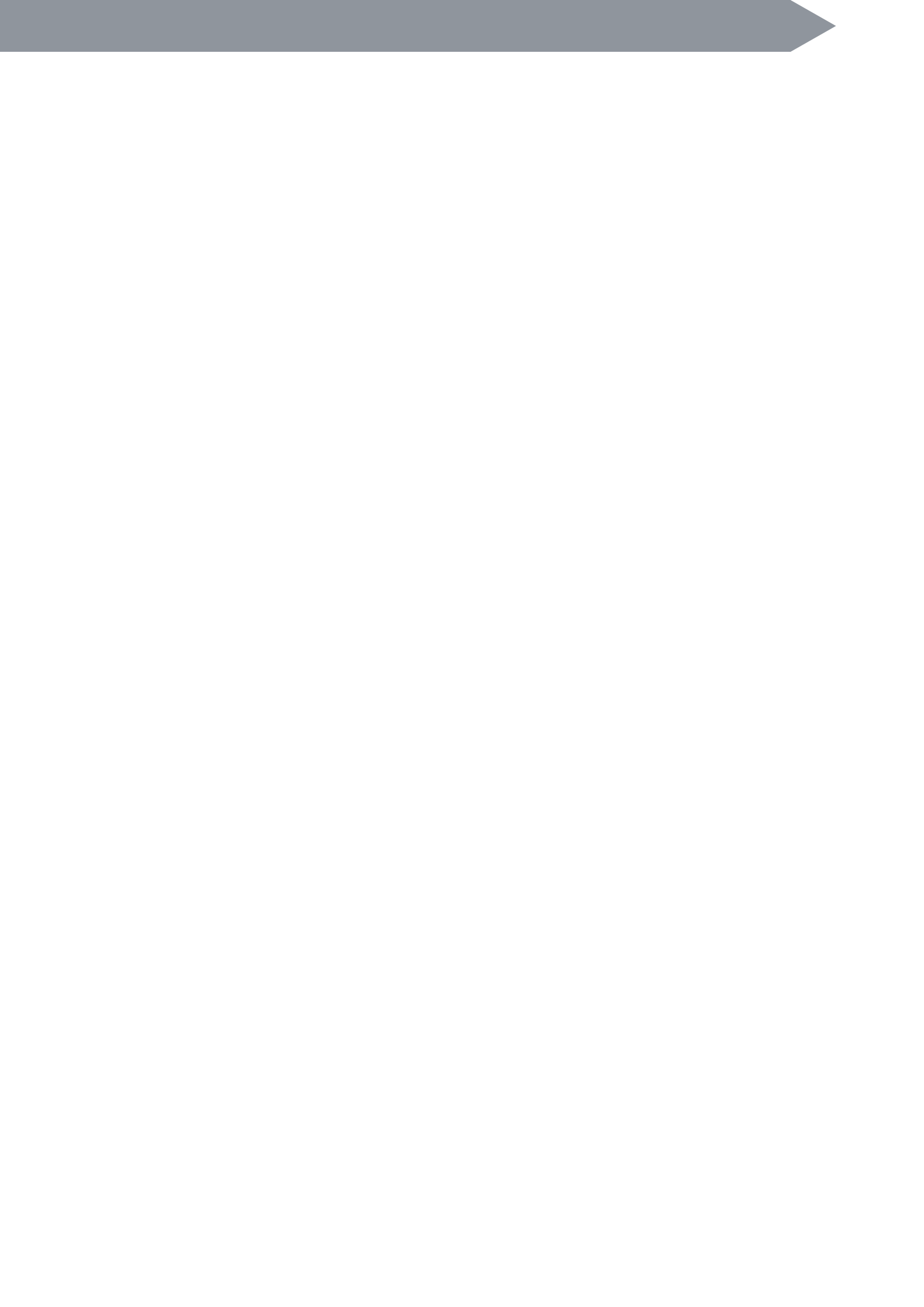
Fairfield City Council's Financial Statements are produced in accordance with the Australian Accounting Standards and the NSW Local Government Code of Accounting Practice. These statements are independently audited by Audit Office of New South Wales and reported to Council and lodged with the Office of Local Government (OLG) by 31 October each year. These provided a detailed analysis of financial results during the 2017/2018 financial year.

Under the 1993 NSW Local Government Act, Council is required to produce an audited set of Financial Statements. Key statements produced, and included in this document are:

- Income Statement and Statement of Comprehensive Income
- Statement of Financial Position
- Statement of Changes in Equity
- Statement of Cash Flows, and
- Notes to the Financial Statements

These Financial Statements are publicly available for viewing on Council's website:

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





Fairfield City Council's 2017-2018 Annual Report is available for viewing at Council's website :

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

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**Design and Production**

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

Adopted by Fairfield City Council on 20 November 2018.