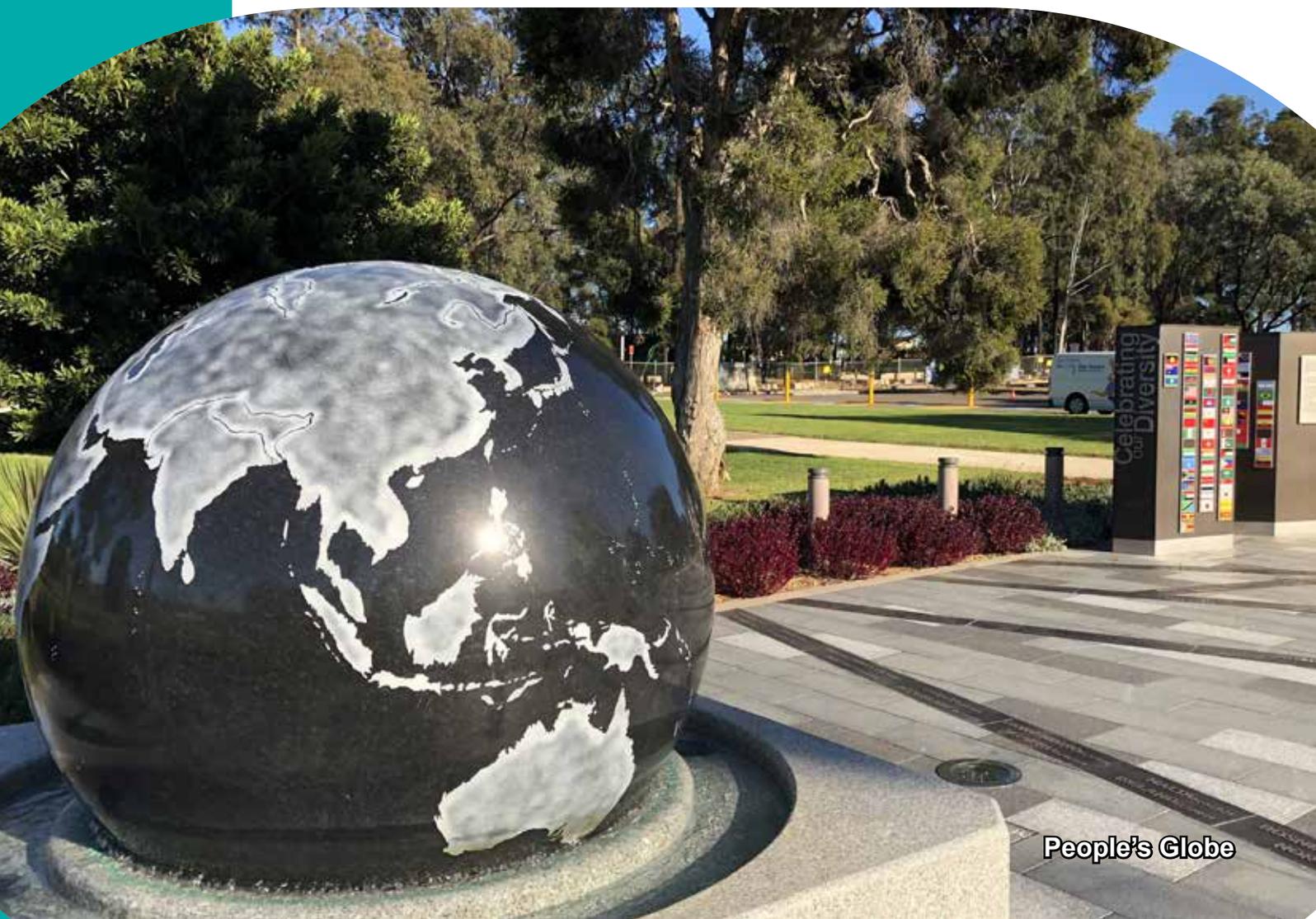


Our home  
*Our City* Our future



# 2020-2021 ANNUAL REPORT

Reports on the implementation of the 2020-2021 Operational Plan



People's Globe



# Our Commitment to Aboriginal and Torres Strait Islander Residents

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

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

Council continues this commitment through the endorsement of the Fairfield City Aboriginal and Torres Strait Islander Reconciliation Action Plan 2021-2022 to support the community. The Plan is based on the principles of Respect, Relationships and Opportunities. The development of the plan and Council initiatives are guided by the Aboriginal Advisory Committee, *Warin Tiati*, which means 'let's talk' in Darug. The Warin Tiati advises Council on issues that affect the Aboriginal community.



**Smoking ceremony**

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## Message from the City Manager

It is a pleasure to present Fairfield City Council's 2020-2021 Annual Report, detailing key achievements during the past financial year.

Council performed well in meeting its service and project delivery commitments in the 2020-2021 Operational Plan, despite the many challenges brought about by the global Covid-19 pandemic.

Due to the Covid-19 restrictions imposed by the NSW Government, Council's operating income between July 2020 and February 2021 was significantly below budget. This was due to two major factors:

- Loss of revenue from many Council services, due to their enforced closure or operating at a significantly reduced capacity.
- Financial concessions being granted by Council for necessary additional community support programs and to commercial tenants who were struggling to keep their businesses from closure.

Council, to some extent, offset revenue loss by imposing tighter control over costs during the period.

Throughout the pandemic, Council has acted in accordance with advice from Federal and State health and emergency authorities to ensure that it continued to deliver essential services, whilst protecting the safety of the community and its staff. Almost all of Council's services were negatively affected, however it was an opportunity to change direction and focus on meeting the different needs of the community brought about by the pandemic including those who are more vulnerable.

Due to Council's history of many years of prudent financial management, we are able to continue to invest in community infrastructure and to deliver a record pipeline of capital works, which creates jobs, opportunities and services for our community.

The financial resilience of Council is evidenced by the improved operating performance of most of its services during the late part of the financial year. The recovery from the 2020-2021 financial year restrictions will, in itself take many years however the 3 month lockdown commencing 26 June 2021 will worsen and lengthen this recovery even further. Council will continue to work hard and monitor financial and operational performance and take appropriate steps to mitigate ongoing financial losses.

Specifically in response to the COVID-19 pandemic during the 2020-2021 financial year, Council,

- Launched the Mayor's Wellbeing Register and web page. This program case managed residents with referrals to services for new registrants and providing welfare checks to previous recipients, and re-established referral pathways for necessary community support.
- Supported Meals on Wheels with advocating for funding, so that contactless delivery can be achieved for the 1600 meals delivered a week, ensuring volunteer supply and redeploying Council staff, as required.
- Extended sportsfield lighting at 18 sites to provide greater opportunity for residents to exercise in line with restrictions.
- Provided rental assistance to tenants of Council's properties, including rent relief, rent deferrals and repayment plans.
- Provided telehealth sessions for physical rehabilitation clients, developed instructional plans for group fitness participants, and created workout videos that were shared on social media.
- Supported cafes and restaurants to conduct weekly safety audits in accordance with State and Federal Government guidelines regarding COVID-19.
- Conducted live online Council Meetings and provided residents with access to listen.
- Released additional information on COVID-19 as well as support available for the community through Council's website.
- Retained the combined residential Rates and Annual Charges at previous year's levels, for 95% of affected ratepayers.
- Simplified eligibility criteria for financial hardship and did not charge interest to ratepayers experiencing financial hardship.
- Extended loan period on all items borrowed from libraries and removed any fines.

In implementing the 2020-2021 Operational Plan, Council:

- Opened Deerbush Park Playground, an all-abilities playground located adjacent to Fairfield Showground, which includes Fairfield City's first 'Liberty Swing' to allow access for children in wheelchairs, learn-to-ride track, flying fox and outdoor gym equipment.
- Completed Fairfield City's biggest off-leash dog park, with three separate fenced areas, as well as seating, shelters and drinking stations for the comfort of dogs and their owners. One section will also be set aside for hire by dog clubs, dog agility training and police dog training.

- Launched the New Fairfield Library, which included a children's area, games room with latest technology, soundproof central meeting spaces and on-site café.
- Installed and opened the People's Globe, a granite Kugel Ball and base at Fairfield Showground, including world map etching, underground plant room, landscaping works with a 20m flagpole, paving with country of origin inlay, and a flag wall.
- Held the Bring it On! Festival across three sites with 1,600 youth visitors enjoying headline attractions such as Kookies N Kream and Jessica Jade. The events included live music, fitness and movement workshops, creative and interactive youth space and chill out zones. The event ran free shuttle buses between Prairiewood, Bonnyrigg and Fairfield and was live streamed online.
- Launched the new online Book-In Kerbside Clean Up service, allowing households to go online and book two free annual collections on a day that best suits them.
- Held a Lunar New Year event in Cabramatta, with 2,500 members of the community enjoying Year of the Ox/Buffalo.
- Celebrated Culinary Carnival in Fairfield City Centre, with over 2,000 members of the community enjoying a wide variety of food stalls, a pop up kitchen with free workshops.
- Held a Seniors Week Expo at Fairfield Showground with over 500 attendees enjoying a mixture of COVID safe face-to-face and video presentations, information stalls, activities and entertainment.
- Installed shade umbrellas and 11 cabanas with barbeques at Aquatopia Water Park, including landscaping, and is now available for the community to utilise.
- Finalised the Accelerated Local Environmental Plan (LEP) Review Program incorporating a range of significant studies and strategies most notably the Fairfield Local Strategic Planning Statement; Local Housing Strategy (draft); Urban Design Studies for six town centres; Industrial Lands Review; Business Lands Review; Transport Study; Heritage Review; Community Facilities and Open Space Needs Study; and Public Domain Plans for nine town centres. Fairfield LEP 2013 (Amendment No.37) to implement the first tranche of findings from the review was made and commencement of stage 2 planning proposal, which includes the remaining findings.

Council was also recognised and awarded for its achievements throughout the year, receiving the Museum and Galleries NSW IMAGInE Award for the Living the Past Digital Project, which created digital content as an alternate experience for schools who cannot physically participate during the COVID-19 pandemic.

Unfortunately, the pandemic has caused the cancellation of a number of regular Council events in the 2020/2021 financial year but we are confident we will be able to showcase a range of events in the coming year.

Council continues to play an important role within the Western Parkland City and in Greater Sydney generally. This includes an ongoing commitment to the Western Sydney City Deal and the NSW Government's Metropolis of Three Cities plan, by representing the community's needs and interests to ensure the best outcomes are achieved for Fairfield City.

I would like to recognise the Fairfield City community for the resilience, perseverance and commitment displayed during the most challenging of times. The people of Fairfield have weathered the storm of the harshest of restrictions. The community rose to the challenge by staying home when necessary, getting regular testing and with high levels of double vaccination. We have some of the highest vaccination rates in Australia and therefore we are able to look forward to a bright future and more exciting times. Please 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.



Alan Young PSM  
City Manager

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## 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 (includes Six Monthly 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.

## 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 2020-2021 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.



Anzac Memorial, Cabravale Memorial Park

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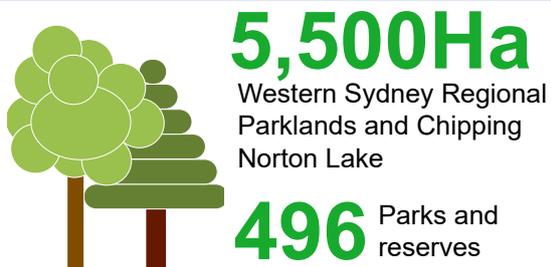
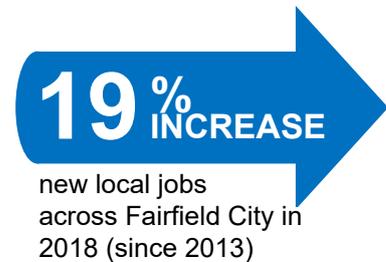
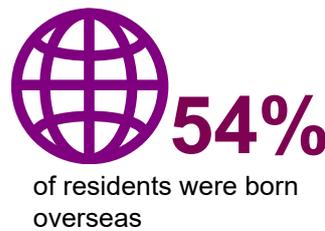
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## Fast Facts of Fairfield City



# Our Elected Representatives 2016-2021

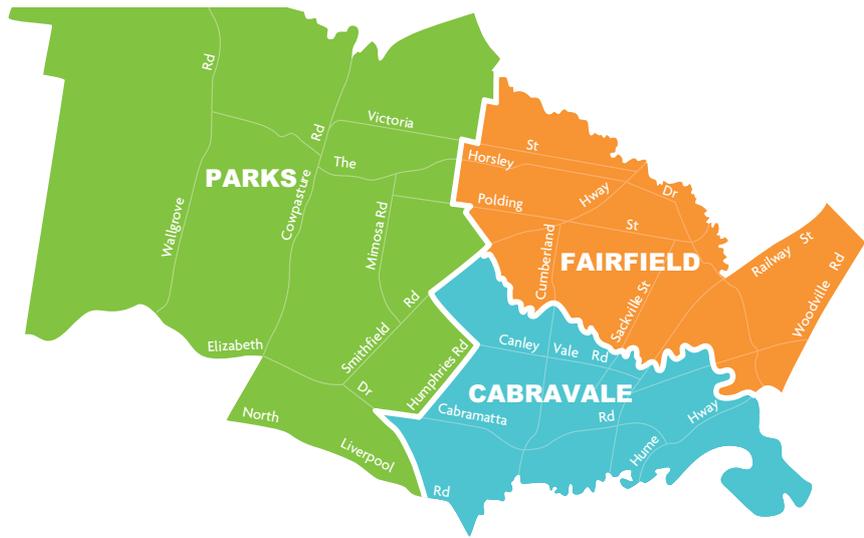
Fairfield City Council is divided into three electoral wards - Cabravale, Fairfield and Parks. There are thirteen elected representatives comprising of a popularly elected Mayor representing the City and four Councillors representing each of the three wards. Elected representatives are responsible for advocating and representing the interests of residents, property owners and businesses in Fairfield City.

The next Local Government election is due to be held on 4 December 2021. At the November 2020 Extraordinary Council Meeting, Council adopted a new ward boundary plan that will take effect at the next Local Government election. This change will see the Fairfield Local Government Area divided into 2 Wards being the new Parks and the new Cabravale Wards.

## MAYOR



**Frank Carbone**  
9725 0203



## CABRAVALE WARD



**Peter Grippaudo**  
0436 299 612



**Dai Le**  
0410 899 787



**Kien Ly**  
0412 564 388



**Adrian Wong**  
0416 535 617

## FAIRFIELD WARD



**Deputy Mayor  
Paul Azzo**  
0414 303 175



**Del Bennett**  
0409 665 101



**Anita Kazi**  
0412 147 755



**Charbel Saliba**  
0417 708 582

## PARKS WARD



**Ninos Khoshaba**  
0447 112 210



**Joe Molluso**  
0418 440 971



**Andrew Rohan**  
0431 264 990



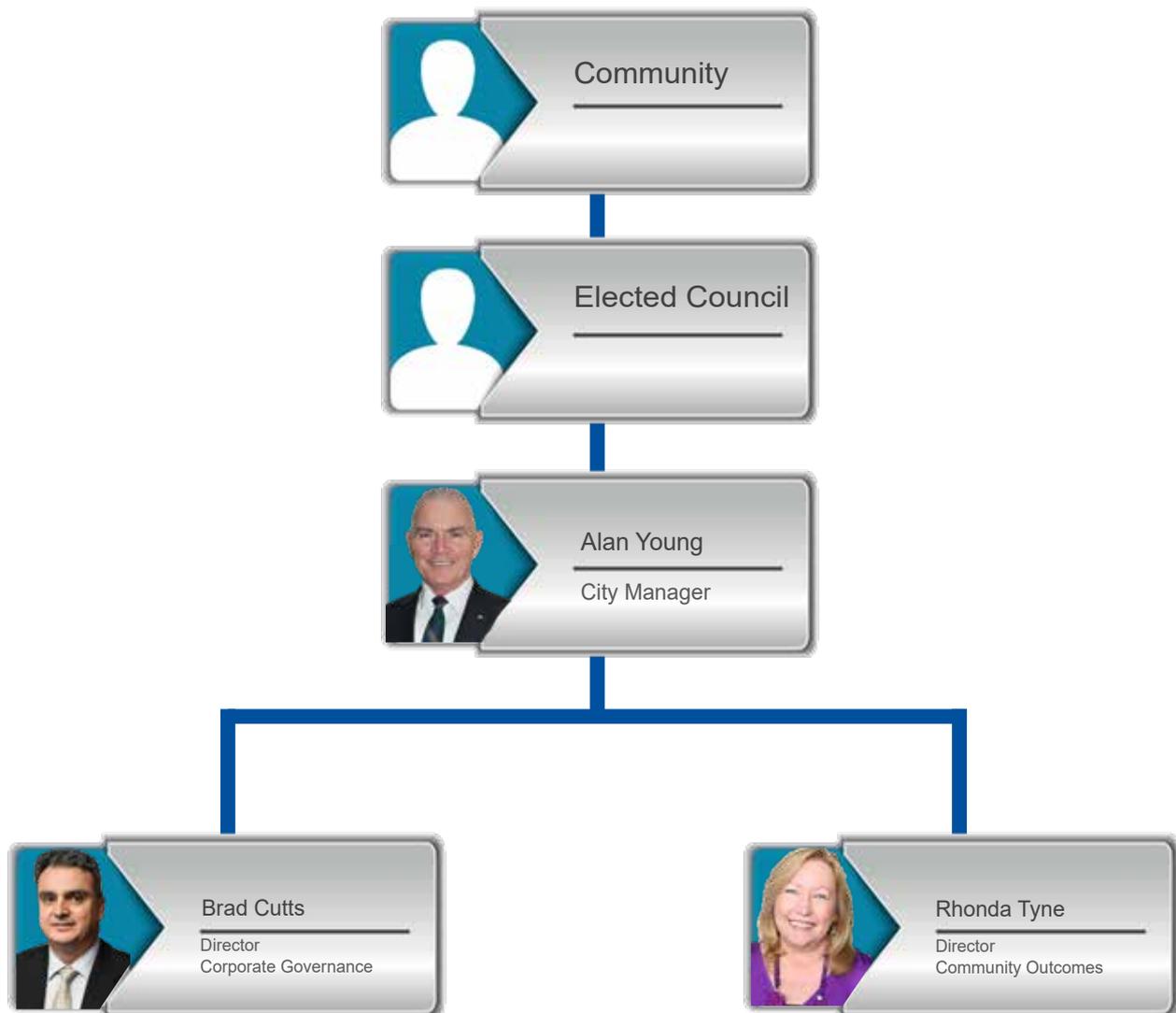
**Sera Yilmaz**  
0436 434 141

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## 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 2016-2026 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

Ensure community assets (buildings, drainage, roads and street lighting) are maintained to an agreed standard by undertaking condition inspections to identify and program required repair and renewal works.

#### Asset Management – Open Space

Ensure Open Space and related assets (Parks, Playgrounds, Reserves, Sportsfields, Trees and Public Toilets) are maintained to an agreed standard by undertaking condition inspections to identify and program required maintenance and renewal works.

#### Building Control and Compliance

Performs the assessment, investigation, certification and enforcement of laws, regulations and policies for developments and land use activities within Fairfield City to ensure their compliance, health, safety and amenity.

#### Catchment Planning

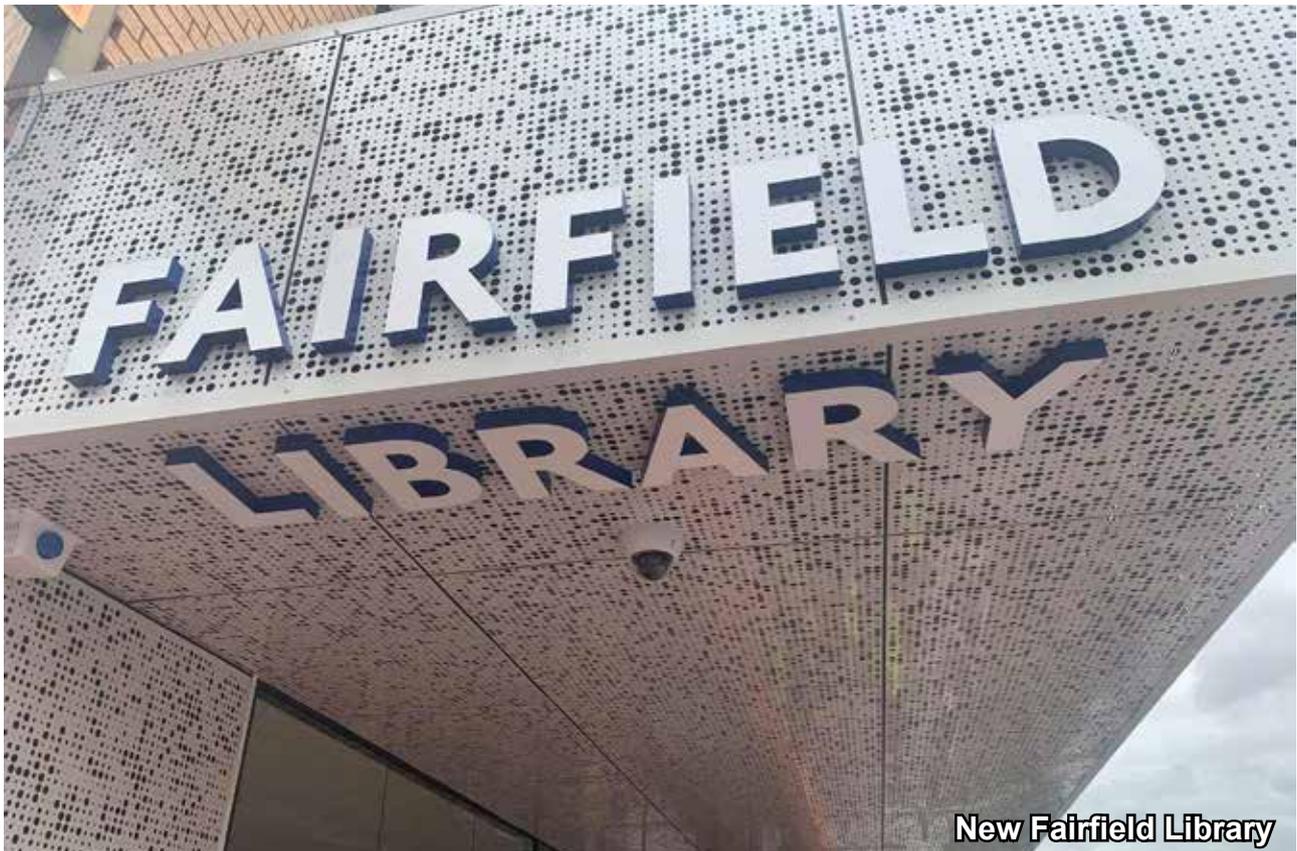
Develop policy, undertake studies to identify and plan measures, develop detailed designs for construction of measures and provide advice relating to catchment planning, floodplain, stormwater and waterway management.

#### Children and Family Services

Provides 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

Provides free City Connect Bus Service for areas that are poorly serviced by existing private bus routes and increase accessibility to key destinations and community facilities.



**New Fairfield Library**

### Communication and Marketing

Promote Council, and encourage community engagement through social media, coordinating media enquiries, responses and releases. Mayoral engagements as well as providing graphic design and print services for Council.

### Community Compliance

Investigate and ensure compliance with the 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 Centre

Delivers a centralised Customer Service Centre at the administration building, which provides information, transactions and advice to customers via the front counter and operates the call centre.

### Development Planning

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

### Economic Development

Promote, manage and deliver economic development projects and initiatives supporting businesses, economic growth and employment opportunities for residents.

### Emergency 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 Leisure Centre), Fairfield Park Tennis Complex along with Fairfield Youth and Community Centre which includes a variety of sport and recreational activities for the community.

### Library Services

Manage and maintain Council's five library sites (Cabramatta, Bonnyrigg, Fairfield, Wetherill Park and Smithfield) to provide equitable, accessible, cost effective and efficient service to meet the leisure and information, lifelong learning and entertainment needs of Fairfield City community.

### Major Events

Delivers an integrated portfolio of major events across the City including Culinary Carnivale, Cabramatta Moon Festival, Lunar New Year, Bring it On and Illuminate New Years' Eve.

### Museum and Gallery

Engages the local communities through visual arts and social history exhibitions, workshops, education programs and events; and manages and maintains the Social History Collection, Vintage Village, Stein Gallery, Museum and the site.

### Place Management

Manage and coordinate projects, activities, policies, plans, partnerships and project opportunities across Fairfield City in consultation with key stakeholders to ensure the sustainable development, vibrancy and resilience of town and business centres, employment and industrial lands are delivered for the benefit of residents and businesses.

### Property

Coordinate the management of Council owned properties, leased and licenced 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

Undertakes the management and maintenance of Fairfield Showground, Sporting Fields, Fairfield Markets, Fairfield Golf Course and Parklands Function Centre.

### Social Planning and Community Development

Works in partnership with community organisations, government agencies and business to ensure that vulnerable groups of people who need assistance, support or activities to participate in the economic, social and cultural life of the city receive help and opportunities.

### Strategic Land Use Planning

Identify, map and coordinate planning for residential, business and rural land across Fairfield City, as well as preparing zoning certificates and representing Council on planning and infrastructure 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 and selling construction materials.

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## Traffic and Transport

Manages Fairfield City's road network, including traffic management, transport, road safety, parking restrictions and liaison with State Government entities.

## Waste Education and Environmental Sustainability

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

## Waste Management

Manage 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 service area improvements.

### Design Management

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, rate payments, revenue collection, analysis, advice and statutory reporting to ensure appropriate cash flow and long term financial viability.

### Fleet Management

Develop, implement and ensure a competitive, transparent, accountable and ethical procurement process in the acquisition of goods and services to deliver Council services.

### Governance

Ensure that Council has strong and effective governance and oversees the management of processes and protocols for Council's formal decision making that supports Council's capability to fulfil its legal, financial and ethical obligations.

### Human Resources

Provide strategic and operational human resources service including industrial and employee relations, work health and safety, workers compensation, payroll and organizational learning and development.

## Information and Communication Technology

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

Design, install and maintain the Closed Circuit Television (CCTV) program in public places and Council facilities across Fairfield City.

## Infrastructure Construction and Maintenance

Deliver Council's major programs for new capital and renewal of infrastructure assets (buildings, roads, kerb and gutter, footpaths, drainage, signs/line marking and sportsfields). Undertake breakdown repair and programmed maintenance for Council's infrastructure assets to meet Council's service standard.

## 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 manages and coordinates the funding, design, procurement, construction and commissioning of major new community infrastructure, other civil and building construction, and special projects.

## Parks and Gardens Operations

Provide the necessary and effective resources to implement the service levels identified in Council's Parks and Recreation (Open Space) Asset Management Plan.

## Procurement

Develop, implement and ensure a competitive, transparent, accountable and ethical procurement processes in the acquisition of goods and services 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 enabling Council to re-invest the funds back into the community.

## Records and Information Management

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



Volunteer mask making

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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 2019/2020
↑↓	Weakening compared to 2019/2020
↔	Remaining similar compared to 2019/2020

Due to NSW Health restrictions relating to COVID-19 and the social distancing restrictions in place at different times during 2020-2021, a number of public facilities and amenities, events, and activities relating to social gathering were postponed to ensure community and staff safety, which affected these indicators measuring overall performance.

## 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 services	↑
	% 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	↑
Community Compliance	# Community compliance matters investigated	↑
	# Traffic related matters within school zones investigated	↑
Community Facilities	% Utilisation of community centres	↓*
	# Subsidies provided for the use of community services and facilities for lifelong learning and educational support.	↑
	% Regular hire satisfied with Council's facilities	↔
	% Casual hire satisfied with Council's facilities	↔
Leisure Centres	\$ Leisure centres subsidies provided to the community	↓*
	Leisure centres customer satisfaction survey	↑
Library Services	% Customer satisfaction with Council's Libraries survey (including educational programs)	↑
Museum and Gallery	% Community satisfaction with the Museum and Gallery	↑
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	↑
	# 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	↓*
	% Satisfied with partnership with Council	↑
	\$ Financial support provided to community and social groups	↑
	# Advocacy to support community issues	↑
	% Satisfied with services in Council's youth facilities	↓
	% Satisfied with Council's services for the elderly	↑
	# Public art delivered throughout the City	↓
	% Organisations who attend interagency networks that feel supported by Council	↑

\* Service was disrupted due to COVID-19

## 2020-2021 Operational Plan Indicators

Services	Indicators	Target	Result	Our Performance
Children and Family Services	% Utilisation rate for childcare service	90%	91%	↑
	# Clients supported through the Fairstart program	180	142	↓*
	# Family Day Care registrations	200	175	↓*
	# Compliance visits undertaken for Family Day Care	480	582	↑
Community Compliance	# Cats and dogs impounded	N/A	340	↑
	# Cats and dogs returned/rehoused	N/A	215	↑
	# Community compliance education programs	1	3	↑
Community Facilities	% Community buses booked	55%	2%	↓*
	% Community Centres/Halls booked	60%	60%	↑
	% Sportsfields booked	90%	90%	↑
	% Utilisation of tennis courts currently managed by Council	60%	60%	↑
Leisure Centres	# Average number of reportable safety incidents at each leisure centre	<20	17.9	↓
	# Visits at aquatic and dry recreation at leisure centres	1,000,000	978,731	↑*
	% Water quality compliance with health regulations.	100%	100%	↑
Library Services	# Customer visits to Council's libraries	800,000	304,848	↓*
	Lending turnover rate for the Library's collection (calculated annually)	4.0	0.4	↓*
	# Library programs provided	20	1,678	↑
Museum and Gallery	# Visitors to the Museum	10,000	10,921	↑
	# Exhibitions held	8	8	↑
Showground and Golf Course	# Visitors to the Showground	800,000	615,889	↓*
	# Reportable safety incidents	5	3	↓
	% Occupancy at Fairfield Markets	70%	71%	↑
Social and Cultural Development	# Cultural and community events or activities delivered and supported by Council	30	26	↑
	# Grant funds received to deliver services and programs	N/A	15	↑
	# People accessing Community Profile website	10,000	8,752	↓
	# Free health programs and activities provided	175	160	↓*
	# Safety audits of Council and public facilities	1	8	↑
	# Meetings with stakeholders to promote community safety	10	10	↑
	# Professional development and training opportunities for community organisations.	40	25	↓*
	# Capacity building programs or opportunities delivered	30	26	↓*
	# Youth programs and events delivered	20	35	↑
	# Hours youth services delivered	350	802	↑
# Senior programs and events delivered	5	7	↑	

\* Service was disrupted due to COVID-19

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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	↑
	% Community facilities in satisfactory condition and above	↑
Asset Management - Open Space	% Regular hire are satisfied with sportsfields	↑
	% Satisfied with parks and play/fitness equipment	↑
	% Landscape sites have been replanted / cared for	↑
	% Tree permit applications on private land determined within the agreed timeframe	↑
Building Control and Compliance	# Dwellings approved	↑
	# Annual Fire Safety Statements submitted	↑
	% Swimming Pool fencing complying with the legislative requirements after 3 inspections	↓
	# Secondary dwelling approved	↑
	# Other ancillary residential developments approved	↑
City Connect Bus	# People using city connect bus	↓*
Design and Surveying	% Civil, Urban and Landscaping designs completed within 40 working days	↓
Development Planning	# 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	↑
Parks and Gardens Operations	% Satisfied with maintenance of reserves and open space	↑
Property	% New property records created and addresses issued within 15 days	↑
Strategic Land Use Planning	# Development Control Plan reviews	↑
	# Planning proposals reviewed	↑
	# Community engagement activities delivered for major planning projects	↑
	# Heritage items that are retained	↑
	% Heritage items receiving rate relief	↑
Traffic and Transport	# 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	↑

\* Service was disrupted due to COVID-19

### 2020-2021 Operational Plan Indicators

Services	Indicators	Target	Result	Our Performance
Asset Management - Civil and Built	% Asset handover completed every 12 months	100%	90%	↓
Asset Management - Open Space	# Graffiti removals undertaken	N/A	150	↓
	# Customer requests for grass mowing in open spaces	N/A	793	↑
	% Trees requests pruned / removed on Council land undertaken within the agreed timeframe	70%	88%	↑

Services	Indicators	Target	Result	Our Performance
Asset Management - Open Space	# Landscaping and beautification projects completed to offset private tree removal	N/A	1	↑
	# Private trees approved for removal	N/A	433	↑
	# Private tree applications for removal rejected	N/A	10	↑
	# Customer request for open space asset maintenance	1,000	1,816	↑
Building Control and Compliance	% Development applications determined within 40 days	70%	76%	↑
	% Construction Certificates determined	N/A	45	↑
	% Complying Development Certificates determined within agreed timeframe	100%	83%	↓
	# Inspections undertaken for compliance of swimming pool fencing	N/A	280	↑
City Connect Bus	% City Connect bus service running on time	95%	N/A	↓*
Design and Surveying	% Surveying projects completed within the quoted timeframes	100%	96%	↓
Development Planning	% Development Applications determined within 40 days	50%	46%	↑
	% Construction Certificates determined within 40 days	100%	87%	↓
Infrastructure Construction and Maintenance	% Road and Transport Asset maintenance undertaken within service level	90%	98%	↑
	% Stormwater Drainage Asset maintenance undertaken within service level	90%	97%	↑
	% Building and Facility Asset maintenance undertaken within service level	90%	89%	↑
Major Projects	# Request for Tender Contracts awarded	N/A	8	↑
	# Request for Quotation Contracts awarded	N/A	8	↑
Parks and Gardens Operations	% Mowing, landscaping, sportfield maintenance completed to the required service levels	70%	98%	↑
	% Landscaping sites and gardens maintained to the service levels	70%	98%	↑
Property	% Occupancy rate of Council's commercially leased or licensed properties	95%	96%	↑
	# New property records created and addresses issued	N/A	580	↑
	# Internal mapping requests completed	N/A	50	↑
Strategic Land Use Planning	% Planning Proposals reported to Council within 3 months of lodgement or 6 months of Council initiated proposals	100%	100%	↑
	% Emerging Development Control Plan issues reported to Council within 6 months of being identified	100%	100%	↑
	# Zoning Certificates (Section 149 and 149(2)) not issued within 5 working days	< 1 %	Nil	↑
	# Heritage programs completed each year	2	2	↑
	# Strategies, plans and policies reviewed and updated	N/A	25	↑
	# Affordable housing stock in Fairfield City	N/A	Nil	↑
	# Meetings participated in as part of State Government working groups	N/A	62	↑
	# Community feedback on the quality of new developments	N/A	Nil	↑
	# New technology and initiatives considered in regards to Fairfield LEP and DCP updates	N/A	2	↑
	# Feedback provided in Council's City Life quarterly publication	N/A	Nil	↑
Traffic and Transport	# Community engagement provided on traffic improvements	4	60	↑
	# Public transport advocacy initiatives	1	1	↑
	# Traffic flow improvements projects delivered	5	39	↑
	# Integrated traffic signal initiatives on regional and arterial roads	5	Nil	↓
	# Road safety education programs	1	8	↑

\* Service was disrupted due to COVID-19

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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	# Water consumption per household	↔
	# Community partner strengthened	↑
	% Satisfied with environmental and sustainability education programs	↓
	% Implementing environmental practices as a result of the education program	↓
	# Successful prosecutions on littering and illegal dumping	↑
	# Mobile CCTV monitored hotspots	↑
	# Rubbish collected from gross pollutant traps and creek cleaning activities	↑
	# Bush regeneration sites maintained	↑
Waste Management	# Hours worked on Bush Regenerations Program	↑
	# Tonnes of material collected from Council clean-ups	↑
	# Tree mulch recycled	↑
	% Recycling recovery rate	↓

\* Service was disrupted due to COVID-19



Book-in kerbside clean up

## 2020-2021 Operational Plan Indicators

Services	Indicators	Target	Result	Our Performance
Catchment Planning	# Education programs concerning stormwater quality and floodplain risk	1	Nil	↓*
	# Flood Studies initiated (or completed)	1	Nil	↓
	# Floodplain Risk Management Studies and Plans initiated (or completed)	1	Nil	↓
	# Projects implemented as part of Council's stormwater programs	3	15	↑
Emergency Risk Management	# Actions undertaken as part of the Fairfield Local Emergency Management Plan	N/A	9	↑
Environmental and Public Health	# Food premises inspected	1,600	1,208	↓*
	# Other public health regulated premises/activities inspected	400	172	↓*
	# Environmental audits undertaken at industrial and commercial premises	20	4	↓*
	# Investigations undertaken by Environmental Management for pollution matters	280	314	↑
	# Development applications reviewed regarding environmental impacts	N/A	407	↑
	# Investigations undertaken by Community Health for environmental and public health related matters	N/A	416	↑
Street and Public Amenities Cleaning	# Requests on street and public amenities cleaning	2,400	2,442	↑
	% Requests attended to within agreed timeframe	95%	97%	↑
Waste Education and Environmental Sustainability	# Educational environmental sustainability activities undertaken	200	29	↓*
	# People attending educational activities	6,000	5,249	↓*
	# People participating in environmental events	4,800	2,817	↓*
	# KWh (electricity) saved from all Council facilities	400,000	369,559	↓
	# CO2 (emissions) saved from all Council assets	400	402.2	↑
	# GJ (water) saved from all Council facilities	N/A	N/A	↓**
	# Hours patrolling for illegal dumping incidents	1,000	124.95	↓*
	# Reported illegal dumping incidents identified	N/A	2,876	↑
	# Litter prevention educational programs delivered	4	2	↓*
	# Volunteer hours participating in environmental events and activities	4,000	3,046	↓*
	# Volunteer hours maintaining bushland and creeks	200	259	↑
	# Native plants propagated at the community nursery	N/A	60,706	↑
	# Native plants comprising of trees, grass, shrub planted	N/A	43,397	↑
Waste Management	% Complaints on waste management resolved within service level agreement	95%	97%	↑

\* Service was disrupted due to COVID-19

\*\* Note: Data is no longer available

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## THEME FOUR: Local Economy and Employment

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

Services	Indicators	Our Performance
Economic Development	# Businesses and employment centres promoted and/or marketed	↑
	# Advocacy to encourage variety of employment and people participating in affordable educational training through business communication initiatives	↑
	# Business forums delivered/promoted	↑
	# Key strategic economic development partnerships are sustained and/or strengthened	↓
Major Events	% Satisfied with major events	↑
Place Management	# Place activations delivered	↑
	# Contributions to public domain improvements	↑
	# Key strategic Place partnerships are sustained and/or strengthened	↑
	# Fabulous Fairfield Awards	↑

\* Service was disrupted due to COVID-19

### 2020-2021 Operational Plan Indicators

Services	Indicators	Target	Result	Our Performance
Economic Development	# Businesses provided with assistance	60	1,377	↑
	# Business communication initiatives	40	164	↑
Major Events	# Major events delivered	4	2	↓*
	# Community members attending major events	100,000	6,100	↓*
	# Engagements conducted at major events	N/A	37	↑
Place Management	100% nominated plan, strategies, policies and procedures completed	100%	100%	↑
	# Promotional place management activities delivered each year	N/A	174	↑

\* Service was disrupted due to COVID-19

## 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	↑
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	↑
	# Submissions received during exhibition on Council's corporate plans	↑
Customer Service Administration Centre	% Customers satisfied with service received at front counter and call centre	↑
Enterprise Risk Management	# Public liability claims settled	↑
	% Enterprise risk management strategy - major programs implemented annually	↓
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	↑
	# Work experience opportunities provided to the community at Council	↓*
Human Resources	% Workforce Management Plan's actions completed on time	↓
	% Staff assessed as capable and above in the annual performance review	↑
	% Service levels met for helpdesk/desktop support	↑
Information and Communications Technology	# CCTV Requests received from NSW Police	↓
	% Completed audits as determined by the Audit, Risk and Improvement 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	↑

\* Service was disrupted due to COVID-19

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## 2020-2021 Operational Plan Indicators

Services	Indicators	Target	Result	Our Performance
Communications and Marketing	# New citizenship recipients	N/A	621	↑
	# Publications produced	60	59	↑
	# Graphic design and printing jobs completed on time	N/A	2,507	↑
	# Total social media followers	2,000	22,093	↑
	# Website page views	N/A	1,379,361	↑
Corporate Planning and Improvements	# Flyers/Summary plans and reports developed	2	2	↑
	# Continuous Improvement Reviews undertaken	N/A	0	↓
	# Internal reviews of quality management system undertaken	10	12	↑
	# Documents managed under the quality management system	100	3,677	↑
	# Internal stakeholders engaged	40	342	↑
	# Proposed recommendations adopted by Council based on public submissions received during public exhibition	N/A	6	↑
Customer Service Administration Centre	% Call abandonment rate	10%	6%	↓
	% Customer Service Centre enquiries managed at the first point of contact	100%	95%	↑
Enterprise Risk Management	# Public liability claims made	N/A	184	↑
	# Enterprise risk management strategy - major programs implemented	N/A	4	↑
Financial Sustainability	# Average employee leave entitlements per capita	300	265.97	↓
	# Breaches on the overdraft limits	Nil	Nil	↑
	% Variance to budgeted Investment earning rate	0.50%	0.45%	↑
	Achieving unqualified external audit opinion	Completed	Completed	↑
	% Rates not collected on time	4.50%	4.06%	↓
	% Rates notices issued electronically	2.50%	8.04%	↑
Fleet Management	\$ Saved in fleet management	\$20,000	\$78,806	↑
Governance	% Governance projects completed within time	100%	88%	↓
	# Governance policies reviewed annually	1	1	↑
	# Statutory reports developed and submitted	6	2	↓
	# Training sessions on Code of Conduct delivered to Council Officials	4	10	↑
	# Formal information (GIPA) requests received	N/A	100	↑
Human Resources	% WHS compliance audits completed	100%	100%	↑
	% Continuous WHS Improvement Inspections completed	100%	98%	↑
	% Satisfaction rating with service delivery of training courses	85%	90%	↑
	% Lost Time Injury Frequency rate	10%	6.51%	↓
	% Employee duration rate	10%	2.74%	↑
Information and Communications Technology	# Requests for CCTV advice for internal and external stakeholders	420	83	↓
	# CCTV inspection carried out	2	25	↑
	# Hours the Infrastructure and core systems are not available during business hours	2	2.6	↑
	# Issues requested through helpdesk	6,000	6,082	↑
	# Technology solutions implemented	2	7	↑

Services	Indicators	Target	Result	Our Performance
Internal Audit	% Audit recommendations implemented within agreed timeframes	80%	70%	↓
Procurement	% Tender process completed and entered to contract within 12 weeks	75%	100%	↑
Property Development Fund	% Property Development projects including contracts completed with less than 10% cost variation	80%	100%	↑
Records and Information Management	# Informal information (GIPA) requests received	N/A	1,390	↑
	% Documents processed within 3 days	95%	98%	↑
	# Electronic Document and Records Management System training sessions	1	201	↑
	# Electronic Document and Records Management System requests for support	N/A	6,246	↑
Sustainable Resource Centre	# Tonnes CO2 emission saved	12,000	15,719	↑

\* Service was disrupted due to COVID-19

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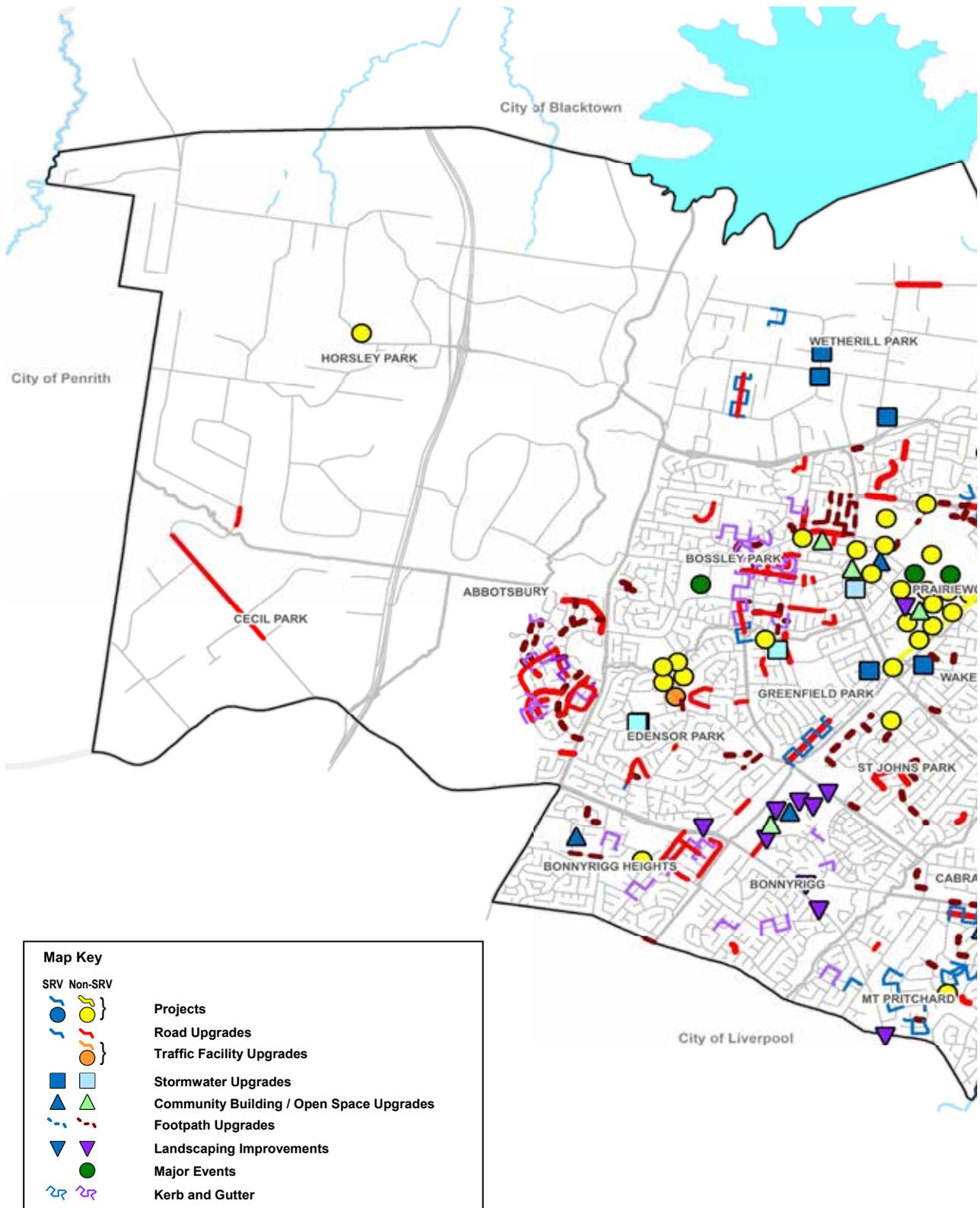
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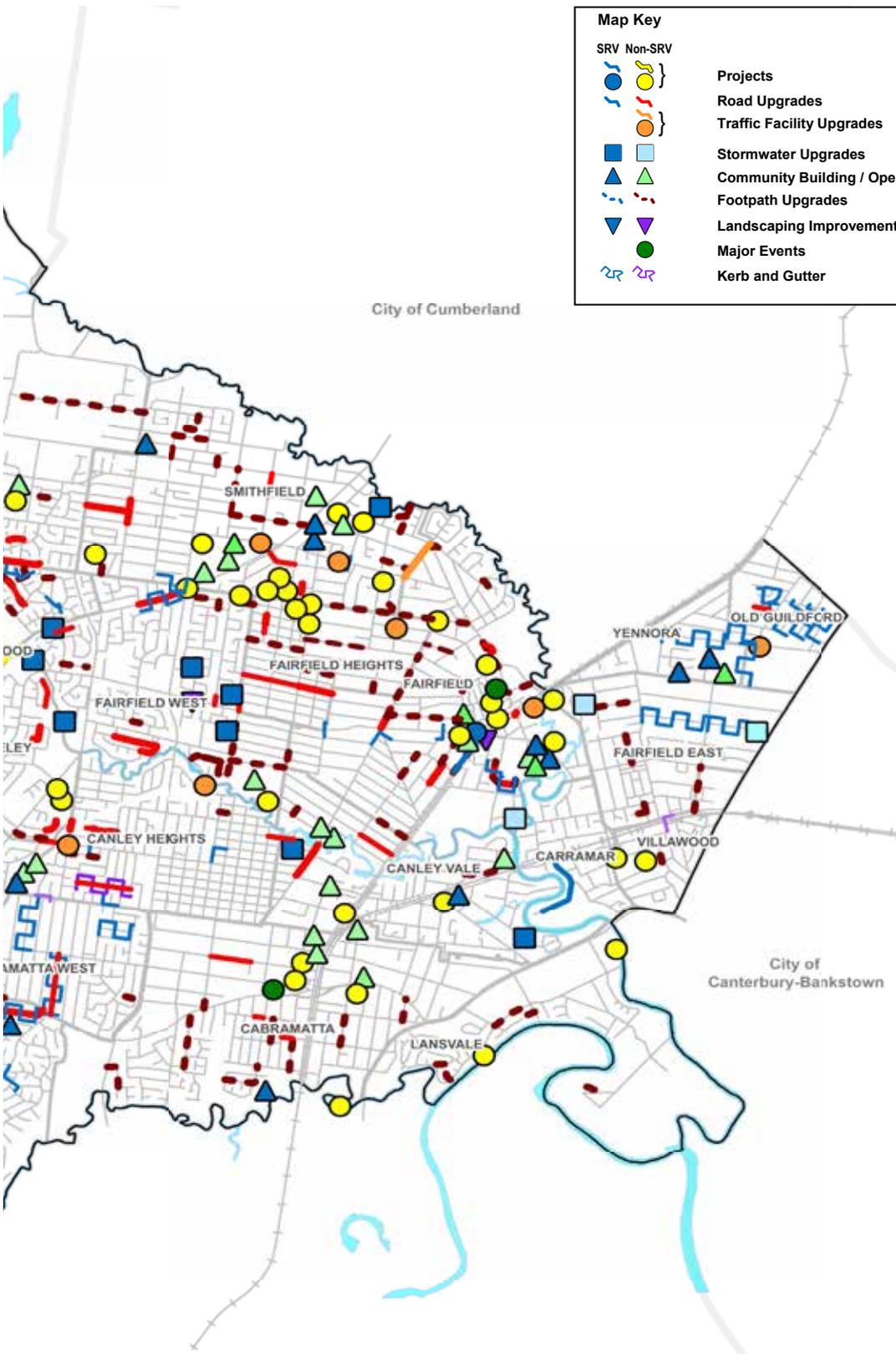
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## Construction Projects and Major Events Achieved from the 2020-2021 Operational Plan





Map Key		
SRV	Non-SRV	Projects
		Road Upgrades
		Traffic Facility Upgrades
		Stormwater Upgrades
		Community Building / Open Space Upgrades
		Footpath Upgrades
		Landscaping Improvements
		Major Events
		Kerb and Gutter

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## COVID-19 Support

COVID-19 has had a widespread impact on Council and the community since social distancing rules were introduced and non-essential services first closed in March 2020.

The initial hard lockdown had a severe impact on Council's results due to the substantial loss of revenue arising from a downturn in activity, rental concessions to tenants and the closure of services. The gradual easing of Public Health Order restrictions from June 2020 allowed Council's services to progressively reopen, but economic conditions, on-going social distancing restrictions and COVID hesitancy meant that revenue from income generating services continued to be impacted during the current financial year. However, the negative financial impacts of COVID-19 were partially mitigated by tight cost control over employee costs and operating expenses.

Council's revenue (before capital grants and contributions) was \$4.67 million less than the prior year due to the impacts of COVID-19, but it should be noted that this included a reduction of \$1.52 million arising from the suspension of the Stormwater Levy in 2020/21 to assist ratepayers during these difficult times. Council has experienced a cumulative revenue reduction of \$10.0 million during the past two years due to the impact of COVID-19 imposed Public Health Order restrictions on Council services, economic impacts and financial concessions provided by Council.

Throughout the pandemic, Council has acted in accordance with advice from Federal and State health and emergency authorities to ensure that it continued to deliver essential services, whilst protecting the safety of the community and its staff. The following is a summary of key initiatives and services provided by Council in 2020-2021 in response to the pandemic and public health order restrictions.

### Financial Support to the Community

- Provided rental assistance to tenants of Council's properties, including rent relief, rent deferrals and repayment plans.
- Simplified eligibility criteria for financial hardship and not charging interest to ratepayers who are experiencing financial hardship, receiving financial support from Commonwealth or NSW Government under a COVID relief package and have entered into a repayment plan.
- Extended up-front gym memberships by corresponding length of closures due to public health orders.
- Suspended direct debit gym membership payments and issued swim academy credits and refunds until public health orders are eased.

### Community Support

- Established a volunteer program for making masks at Whitlam Library, Cabramatta, with more than 1,200 reusable face masks provided to vulnerable residents.
- Donated 1,000 3D-printed, biodegradable facemask clips to Fairfield Hospital staff.
- Installed 72 social distancing decals across Fairfield City.
- Delivered 1,100 hours of telehealth (phone or video call) and face-to-face sessions to 138 clients through the Fairstart program.
- Launched the Mayor's Wellbeing Register (MWR) web page, case managing residents with referrals to services for new registrants and providing welfare checks to previous recipients, and re-establish referral pathways.
- Provided assistance to businesses regarding COVID-19 information and assistance posters, individual COVID-19 safe plans and access to information on Council's website.
- Promoted 578 businesses through the #supportlocal initiative on social media, highlighting individual businesses and business categories.
- Extended sportsfield lighting at 18 sites to provide greater opportunity for resident compliant exercise.
- Provided additional cleaning services to retail and car parking facilities.
- Representation on the Local Emergency Management Committee to address issue of vulnerable community members and providing access to food.
- Conducted welfare checks on young people and provided referrals to services.
- Linked volunteers to community organisations needing new volunteers.
- Timed on street parking not enforced during lockdowns.
- Continued to provide National Disability Insurance Scheme (NDIS) services through online therapy sessions.
- Extended loan period on all items borrowed from libraries and removed any fines.
- Promoted online library content through a range of social media channels to raise awareness of available services and resources for all customer groups.
- Worked with NSW Health to advocate for Services NSW to be able to refer to Resilience NSW.
- Walk in testing clinics supported at Fairfield Community Hall, Cabramatta Community Centre, and Brenan Park Community Hall.

- Testing clinics supported at Fairfield Showground, Rosford Reserve, Endeavour Park, Brenan Park Community Hall and Fairfield Youth and Community Centre.
- Supported Meals on Wheels with advocating for funding so that no contact delivery can be achieved for the 1600 meals delivered a week, ensuring volunteer supply and redeploying staff as required.
- Continued health and wellbeing check phone calls to library members aged 70+ and referring eligible people to the Mayor's Wellbeing Register for ongoing support.
- Minimised in-person community engagement for the Local Environmental Plan (LEP) Stage 2 Planning Proposal public exhibition (2-30 June) by sending out 6,500 letters to landowners affected by proposed changes to the LEP zoning or planning controls in the eastern areas of the City including Fairfield, Cabramatta, Canley Vale and Carramar Town Centres. A telephone hotline was also set up, with approximately 300 calls taken, and detailed information placed on Council's website.

## Council Support to Co-ordinated Tri-Level Government COVID Response

- Liaised with South West Sydney Health to facilitate drive through testing clinic at Fairfield Showground.
- Liaised with NSW Police and Transport for NSW to assess and improve traffic management at Fairfield Showground
- Sent EDMs (electronic direct mail) encouraging 'Stay at home' and 'Get tested' messaging to approximately 400 organisations and workers across the Fairfield City.
- Sent local business EDMs to over 20,000 email addresses. The EDMs included information regarding business support packages, updates to restrictions and messages from the Mayor.
- Implemented social media campaigns to provide communications of health orders, and support services available to the community.
- Provided tenancy support to explain COVID-19 requirements, QR codes, messaging in community languages, posters, and surveillance.
- Provided advice and information to community organisations on public health orders, food provision and in-language information for residents on testing, vaccination and stay at home orders.
- Responded to many individual businesses seeking the latest information or where they can go to get business support.

- Local Emergency Management Committee liaison meeting coordinating and overseeing local response.
- Liaison provided for Regional Emergency Operations Committee meeting.
- Rolled out QR codes at Council community centres and halls to enable COVID-19 compliance and to ensure the continuation of essential services where possible under the compliance requirements.
- Translated resources and updated messages sent to key stakeholders including chambers of commerce, shopping/strata managers and clubs to assist them in messaging to their members regarding COVID tests, COVID compliance audits and financial support packages.

## Continued Delivery of Essential Council Services

- Continued to provide domestic waste and recycling services along with public litter bin servicing, public toilet cleaning and CBD cleaning to ensure public amenities are maintained.
- Undertook litter collection along with mowing as required to ensure walkways and playgrounds are safe for the community.
- Continued illegal waste investigations and activities to ensure immediate response to hazardous waste issues.
- Continued trade waste collection to support local businesses.
- Proceeded with Development Assessments including facilitating Development Pre-lodgement meetings with Development proponents and consultants.
- Building Control and Development Planning Divisions implemented recent process changes with the NSW Planning Portal to enable assessment determinations to continue.
- Customer Service Team continued to provide services, support (including information regarding COVID) and take payments for the community.
- Continued to ensure staff productively working remotely by distributing IT equipment, remote technical support, tailored work plans produced for staff members, and clear and consistent messaging to staff on COVID compliance requirements in the workplace and safety and compliance issues in Fairfield City, in which a significant number of staff are residents, to minimise anxiety.
- Provided telehealth sessions for physical rehabilitation clients, developed instructional plans for group fitness participants, and created workout videos that were shared on social media.



## Achievements and Highlights

### THEME ONE - Community Wellbeing

## Fast Facts

### Key Highlights

- Launched the New Fairfield Library, which included a children's area, games room with the latest technology, soundproof central meeting spaces and an on-site café.
- Donated 1,000 3D-printed, biodegradable facemask clips to Fairfield Hospital staff.
- Held the Seniors Week Expo at Fairfield Showground with over 500 attendees enjoying a mixture of COVID Safe face-to-face and video presentations, information stalls, activities and entertainment.
- Presented the Mayor Youth Achievement Awards to 18 recipients, recognising their involvement in sports, arts, business, humanitarian, and community activism.
- Won the Museum and Galleries NSW IMAGInE Award for the Living the Past Digital Project, which created digital content as an alternate experience for schools who cannot physically participate during the COVID-19 pandemic.
- Provided a total of \$75,409 in grant funding to 27 projects through the Community Development Grants program, and a total of \$30,000 in grant funding to 6 through the Social Change through Creativity Grants program.

### Projects

- Launched the New Fairfield Library, which included a children's area, games room with the latest technology, soundproof central meeting spaces and an on-site café.
- Implemented 8 environmental projects such as sustainable food production, recycling, and upgrading natural environmental areas at the following services: Bossley Park and Mobile 2 Preschool, and Canley Vale, Cabramatta, Wetherill Park, St Johns Park, Bonnyrigg Heights, and Tasman Parade Early Learning Centres.
- Delivered a Stop Sneak Theft event at Fairfield Showground, where 131 residents' vehicles were fitted with anti-theft number plates, as well as pop-up stalls across Fairfield City, which distributed motor vehicle theft awareness resources in multiple languages to over 400 residents.
- Draft Community and Open Space Needs Assessment was undertaken to provide direction for prioritising allocation and use of development contribution funds for community and open space facilities. The Needs Study addresses Planning Priorities in the Western City District Plan, identifies standards for open space and community facility provision and responds to Fairfield City's unique demographic context when identifying open space and community facility needs for the existing and future Fairfield City community.
- Adopted the Reconciliation Action Plan 2021-2022, which will support reconciliation and inclusion between Aboriginal, Torres Strait Islander peoples and other groups in Australia.



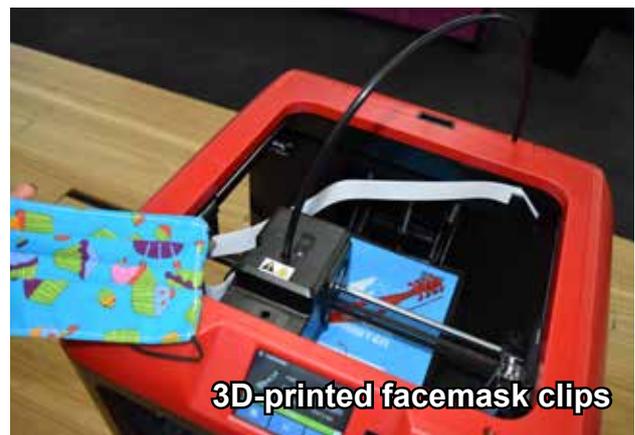
**Fairfield Youth and Community Centre**

- Adopted the Community Safety and Crime Prevention Strategy and 2021-2022 Drug Action Strategy, which sets out priority area and strategies to address community safety concerns and prevent crime.
- Adopted the 2021-2022 Strategy on Ageing and demonstrates Council's commitment to embrace opportunities and set priorities to address the challenges faced by Fairfield City's ageing population.
- Adopted the 2021-2022 Strategy for Young People in Fairfield City, which outlines Council's priorities for supporting young people aged 12-24 years.
- Conducted the Seniors Bus Tour with 59 members of the community aged 55 to 89, touring Council's facilities and services, including the Sustainable Resource Centre, Fairfield City Museum and Gallery, The People's Globe, Fairfield Community Nursery, and the Nalawala Sustainability Hub.
- Delivered 'Travelling Sounds: Behind the Lens' at the Fairfield City Museum and Gallery. This innovative music and arts based program created a sensory live music experience showcasing the connections between contemporary new media and visual artists, musicians, and videographers living and performing in western Sydney.
- Completed upgrades to Early Learning Centres as part of the Quality Learning Environments grant, including installation of sandpits, bike paths, play equipment, shed, fencing and shading.
- Developed cooking and nutrition videos as part of the *Healthspo* project, which aimed at supporting young people to make informed healthy choices.
- Delivered the Start School Strong project, which provided 16 online parenting information sessions with 348 parent participants, 312 resource packs to parents, and responded to 541 requests for information on the importance of early learning and accessing preschool and playgroups.

## Services

The restrictions on gatherings and meetings in response to the COVID-19 Pandemic have impacted the range of services including activities, meetings and events that were held throughout this financial year.

- Continued to facilitate COVID-19 Testing Clinics at a number of Council properties.
- Reestablished the Mayor's Wellbeing Register to assist residents by providing welfare checks and connecting residents with community support services.
- Established a volunteer program for making masks at Whitlam Library, Cabramatta, with more than 1,200 reusable face masks provided to vulnerable residents.
- Delivered 1,100 hours of telehealth (phone or video call) and face-to-face sessions to 138 clients through the Fairstart program.



**3D-printed facemask clips**

- Donated 1,000 3D-printed, biodegradable facemask clips to Fairfield Hospital staff.
- Hosted seven exhibitions at the Fairfield City Museum and Gallery, which included Kuli, Fairfield's Finest Drop, Solsastalgia: Mawa Ngurra, Shireen Tawell: Switching Codes, Miras: Celebrating Uyghur Culture, Here:After, Mindful Art Portals, and Travelling Sounds.

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- Received 534 used bicycles, of which 365 were recycled and 319 bicycles were loaned out to the community and local schools.
- Welcomed a total of 978,731 visitors to Council's Leisure Centres.
- Delivered the Youth Drop In program in partnership with Community First Step and STARTTS, which provided a collective total of 802 free youth hours at the Fairfield Youth and Community Centre.
- Provided a total of \$287,701 worth of subsidies at Council's Leisure Centres, which included 16,033 free senior's entries and 28,233 free entries for residents who presented a Disability Support Pension Card.
- Provided free extra recycling bin collections to all households between 21 December 2020 and 1 January 2021.
- Held a Christmas Giving Tree event at the Fairfield City Open Libraries, providing the community an opportunity to donate to refugees, migrants and families in need during the holiday period.
- Held a 3-day refugee youth camp at the Nepean Adventure Centre in collaboration with STARTTS. A total of 45 young people participated in activities such as a talent show, bush walking, and a ceramic workshop to develop skills in leadership and peer support.
- Conducted creative skills and capacity building through photography workshops, photo editing, film, and live-broadcast for 54 young people aged 14-24, as well as mentoring them to apply their skills as volunteers at the Bring it On! Festival.
- Held the Seniors Week Expo at Fairfield Showground with over 500 attendees enjoying a mixture of COVID Safe face-to-face and video presentations, information stalls, activities and entertainment.
- Provided free dog microchipping in June 2021 to support the community, with 50 dogs microchipped.
- Partnered with the Animal Welfare League to provide discounted cat and dog desexing, as well as free microchipping. A total of 50 dogs and 250 cats successfully desexed and, if required, microchipped.
- Installed Christmas lights on 17 roundabouts and intersections throughout Fairfield City.
- Provided over 100 supported playgroup sessions to 65 families, including 84 children, to assist children with disabilities to transition to preschool.
- Partnered with the Cat Protection Society to provide pensioners and residents on low income with free microchipping and \$30 desexing of their cat. A total of 80 cats were desexed and microchipped.
- Presented the Mayor Youth Achievement Awards to 18 recipients, recognising their involvement in sports, arts, business, humanitarian and community activism.
- Held a Youth Advisory Leadership Camp at Fitzroy Falls with 18 young people participating in leadership and team building activities, physical challenges such as high ropes and mountain biking, and an in-depth Aboriginal Cultural Education experience learning about the country and understanding the importance of connecting with the bush and each other.
- Developed a 'Lunch Box' healthy eating children's story time video in collaboration with the South Western Sydney Local Health District. The purpose of the video is to promote what a healthy lunch box looks like and provide ideas for parents on easy, healthy foods to give their kids for lunch.
- Delivered the Active Kids Expo at the Fairfield Youth and Community Centre in partnership with South Western Sydney Local Health District. The event was attended by around 500 people and aimed to increase Active Kids Voucher registrations in Fairfield City and improve engagement between local sports and activity providers, and the local community.
- Painted a mural at Fairfield Adventure Park as part of Graffiti Removal Day to create a more inviting environment for families, children and young people. The mural was painted by artists MigsxEze with anti-graffiti coating to allow for easy removal of graffiti. Young people from the Fairfield Youth Centre were involved in the co-design process for the mural.
- Delivered 22 training workshops and 2 bus tours of services for for children and family service workers on various topics including working with children with complex issues, working with families from refugee backgrounds, domestic and family violence, and children and brain development. The workshops were delivered in partnership with local services and government departments. A total of 494 workers from 117 organisations participated in the workshops.

- Delivered three online webinars for 85 community workers on a range of topics including energy and water rebates, hardship programs, and alcohol and other drug harm in partnership with the Energy and Water Ombudsman NSW, Sydney Water and South West Sydney Local Health District Drug Health Services.
- Delivered four grant writing workshops and ClubGrant information sessions to support 121 local workers to apply for funding to implement community development and capacity building projects.
- Held a forum during GambleAware week to provide awareness of the harms caused by gambling and to identify mitigation strategies to respond to gambling harm in Fairfield. The forum was attended by 54 workers from 18 community organisations.
- Held flag raising ceremony for Reconciliation Week in support of Aboriginal and Torres Strait Islander Reconciliation in Fairfield City.

## Awards

- Won the Museum and Galleries NSW IMAGInE Award for the Living the Past Digital Project, which created digital content as an alternate experience for schools who cannot physically participate during the COVID-19 pandemic.

## Grants

- Provided a total of \$75,409 in grant funding to 27 projects through the Community Development Grants program, supporting projects such as self-defence training programs for women and girls, and employment preparation and job skills workshops for Cultural and Linguistically Diverse communities.
- Provided a total of \$30,000 in grant funding to 6 through the Social Change through Creativity Grants program. Projects funded include workshops to support people with disabilities through creative ceramic arts, refugee youth design project for murals, t-shirt design, and photography.

## Advocacy

- Engaged 164 workers across 80 agencies to identify the social needs of the Fairfield City community, culminating in the Fairfield Conversations summit where findings were presented to 31 members of the Community Services Sector.
- Compiled a Fairfield Health Profile to provide advocacy for funding of Fairfield Hospital.



Children's Area, Whitlam Library

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## Achievements and Highlights

### THEME TWO - Places and Infrastructure

## Fast Facts

### Key Highlights

- Launched Deerbush Park, an all-abilities playground located adjacent to Fairfield Showground, which includes Fairfield City’s first Liberty Swing.
- Completed Fairfield City’s biggest off-leash dog park, with three separate fenced areas, as well as seating, shelters and drinking stations for the comfort of dogs and their owners.
- Completed construction of Koonoona Park in Villawood. The new park includes a flying fox, half basketball court, outdoor table tennis and play equipment.
- Adopted the Fairfield City Council Bike Plan 2021, which will create a more integrated transport network to facilitate increased bicycle use within Fairfield City.
- Renewed over 30 kilometres of roads, kerbs and gutters throughout the City.
- Constructed the festival arena at Fairfield Showground to cater for large festivals and concerts, in addition to AFL and Cricket.

### Projects

- Launched Deerbush Park, an all-abilities playground located adjacent to Fairfield Showground, which includes Fairfield City’s first Liberty Swing to allow access for children in wheelchairs, learn to ride track, flying fox and outdoor gym equipment.
- Completed Fairfield City’s biggest off-leash dog park, with three separate fenced areas, as well as seating, shelters and drinking stations for the comfort of dogs and their owners. One section will also be set aside for hire by dog clubs, dog agility training and police dog training.
- Renovated the Moorefield Grandstand including fit-out of the amenities, decking, painting, grandstand handrails and air-conditioning for the office.
- Completed construction of Koonoona Park in Villawood. The new park includes a flying fox, half basketball court, outdoor table tennis and play equipment.
- Constructed the festival arena at Fairfield Showground to cater for large festivals and concerts, in addition to AFL and Cricket, as well extended the existing market awning and installation of substation.
- Continued work on upgrades to the Fairfield Showground including the Pavilion and Regional Multicultural and Indoor Sports Centre.
- Widened the southern portion of Sweethaven Road.



**Deerbush Park**

- Finalised the Accelerated Local Environmental Plan (LEP) Review Program with the Fairfield LEP 2013 (Amendment No.37) stage 1 implementation completed from the review. A stage 2 planning proposal to implement the remaining findings has commenced in this reporting period.
- The range of studies and strategies prepared under the Accelerated LEP Review Program included:
  - Local Strategic Planning Statement
  - Local Housing Strategy (draft)
  - Urban Investigation Area Preliminary Concept Plan
  - Urban Design Studies for the town centres of Cabramatta, Canley Vale, Carramar, Fairfield, Smithfield and Yennora. These are in addition to prior studies for Fairfield, Fairfield Heights and Villawood
  - Industrial Lands Review
  - Business Land Review
  - Community Facilities & Open Space Needs Study
  - Open Space Strategy
  - Biodiversity Strategy
  - Transport Study
  - Public Domain Plans for the town centres of Fairfield, Cabramatta, Smithfield, Fairfield Heights, Villawood, Carramar, Yennora/Fairfield East, Canley Vale and Canley Heights
  - Heritage Review
  - Affordable Housing Strategy (joint Western Sydney Planning Partnership Councils)
  - Transport Study
- Commenced the preparation of the Fairfield Development Control Plan and Development Contributions Plans to supplement the provisions of the Fairfield LEP and ensure that the outputs from the studies and strategies associated with the Fairfield LEP project are reflected in Council's other planning policies.
- Installed floodlight poles and lights at Joe Broad Reserve for night time training and games.

- Renewed Clarrie Atkins Park with new stainless steel slide, swing set and two spinner elements installed, as well as a new mound and seating.
- Upgraded Thorley Park with new multi-play unit slide, swing set, pyramid spinner unit, nature play elements, sandstone seating installed, as well as landscaping works. Renewed Narromine Park with new swing set, seesaw, standalone slide and carousel, as well as landscaping with new trees, stepping stones, and seating.
- Introduced Conservation Management Plans for Council owned heritage items including Ettinger House, Fairfield City Museum and Gallery and Slab Hut, Slab Cottage, Fairfield School of Arts, and Westacott Cottage.



**Multipurpose Amenities Building**

- Upgraded lighting at the intersection of Smart Street and Granville Street roundabout.
- Completed the Open Space and Recreation Strategy through extensive community engagement. The Strategy provides a framework for Council to deliver on the community's open space and recreation needs over the next 20 years, including improvements to existing parks and sports facilities, and provision of open space for greater community access.
- Installed fitness equipment at Chisholm Park, including step-up unit, cross trainer and arm bike.

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- Issued school safety banners to Fairfield Heights Public School to increase awareness around school safety and installed a speed radar display sign in Eyre Street, Smithfield to address vehicles speeding.
- Completed landscaping improvements for Bonnyrigg Avenue roundabouts and garden on the corner of Tarlington Parade.
- Refurbished the crèche area at the Fairfield Community Service Centre, including the renewal of flooring, walls, window furnishings, outdoor play areas, toilet, storage furniture and fencing.
- Completed an Aircraft Noise Strategy in response to the 20-25 Australian Noise Exposure Concept planning restrictions to minimise the impact on rural zoned lands in Fairfield City.



**Smithfield Road upgrades**

- Completed the design for the Fairfield Leisure Centre Cottage.
- Completed the design for renewal of Bonnyrigg Community Service Centre, including renewal of existing toilets, storage space, and a new accessible toilet.
- Designed and installed a new kitchenette and appliances at The Workary for use by the community.
- Constructed circuit walking paths and outdoor gym equipment at Prospect View Park.
- Upgraded security access systems at all of Council's Community Centres and Halls.
- Renewed Cabravale Senior Citizens Centre, which included the accessible toilets, kitchen, flooring and painting of the facility.
- Constructed circuit walking paths at Allambie Reserve.
- Installed defibrillators at 10 parks in Fairfield City, including Bosnjak Park, King Park and Lalich Park.
- Installed CCTV cameras at 11 open space locations in Fairfield City, including Cherrybrook Park, Ireland Bridge Reserve, and Bradbury Wharf.
- Upgraded 149 Polding Street, Fairfield Heights, including internal painting of walls, installation of kitchen cook top and oven, and laundry facilities with plumbing works.
- Issued school safety banners to Fairfield Heights Public School to increase awareness around school safety and installed a speed radar display sign in Hamel Road, Mt Pritchard; Eyre Street, Smithfield; Marlborough Street, Smithfield; and Glen David Road, Bossley Park to address vehicles speeding.
- Adopted the Fairfield City Council Bike Plan 2021, which will create a more integrated transport network to facilitate increased bicycle use within Fairfield City and support sustainable, economic and social living.
- Restored the Cabravale Memorial Park - Memorial Fountain with renewal of irrigation system, landscaping and turfing.

- Renewed the basketball court at Parkes Reserve with new court subgrade and surfacing, linemarking as well as posts and backboards.
- Constructed a shared pathway at Smithfield Road between Dunstan Street and Canley Vale Road.
- Constructed a paved circuit path throughout the Fairfield Showground precinct and Deerbush Park to provide connectivity to open spaces.
- Installed Exeloo Toilets at Deerbush Park and Prospect View Park.
- Installed outdoor fitness equipment and seating at Powhatan Reserve and Springfield Park
- Renewed the Historical Slab Hut with repairs to heritage items throughout the site as well as drainage and termite remediation works.
- Installed a crossing at Belfield Road.
- Installed a single lane roundabout at the intersection of Brenan Street and O'Connell Street, Smithfield.
- Reconstructed the single lane roundabout with wider centre island at Canley Vale Road and Avoca Road, Canley Heights.

## Services

- Continued consultation and collaboration with key stakeholders with regards to the development of the Western Sydney Airport.
- Undertook 150 instances of graffiti removal on Council properties.
- Renewed over 7 kilometres of footpaths throughout the City.
- Constructed over 5.6 kilometres of new footpaths through the City.
- Renewed over 30 kilometres of roads, kerbs and gutters throughout the City.

## Grants

- Delivered the Heritage Rates Relief Scheme resulting in over \$42,654 in funding being distributed to 49 local residents to support and maintain local heritage across the City.
- Provided over \$22,000 in funding to 8 local heritage listed properties as part of the Heritage Grants Program for restoration and repair works to heritage items.



**Koonoona Park, Villawood**

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Fairfield Creek and Wetlands volunteer

## Achievements and Highlights

### THEME THREE - Environmental Sustainability

#### Fast Facts

##### Key Highlights

- Launched the new online Book-In Kerbside Clean Up service, allowing households to go online and book two free annual collections on a day that best suits them.
- Held Council’s Spring Clean-up Drop Off event at Fairfield Showground, with more than 1,000 residents participating.
- Hosted National Tree Day event at Hoy Park, planting more than 10,000 trees, grass and shrubs.
- Completed a review of the Biodiversity Strategy, including a framework to identify stewardship sites to offset biodiversity impacts.
- Collected over 9,546 tonnes of material collected from Council’s Kerbside Clean-up Service for local residents.

##### Projects

- Launched the new online Book-In Kerbside Clean Up service, allowing households to go online and book two free annual collections on a day that best suits them.
- Held Council’s Spring Clean-up Drop Off event at Fairfield Showground, with more than 1,000 residents participating. The event collected over 107 tonnes of bulky waste, which comprised of household items, garden waste, e-waste, metal items, and mattresses.
- Hosted National Tree Day event at Hoy Park, Lansvale, planting more than 10,000 trees, grass and shrubs.
- Completed a review of the Biodiversity Strategy, including a framework to identify stewardship sites to offset biodiversity impacts.



Bland Oak seedlings

- Completed bush regeneration works at Flying Fox Reserve, Cabramatta Creek to reduce weeds, and create access for future monitoring.
- Replaced maintenance plant and equipment for parks and gardens, including four mowers, whipper snippers, edgers and blowers



## Bonnyrigg Town Centre

- New Community Educational Garden constructed at the Nalawala Sustainable Hub. This community garden has been a popular initiative, enticing new volunteers and providing job variety for existing registered volunteers.
- Held two asbestos collections events, where a total of 66 properties had approximately 7 tonnes of legacy asbestos removed and safely disposed of by Council's licenced contractor.
- Conducted over 6,200 kerbside recycling bin audits for contamination, with Resource Recovery Officers providing education to local residents to reduce contamination in recycling bins.
- Completed erosion control works at Prout Creek, including natural bank stabilisation works and planting of eroded areas to reduce the impact on invasive weeds.
- Conducted visual waste and recycling audits for 70 residential flat buildings including on-site face-to-face education to decrease waste generation and increase recycling rates, as well as distributed information flyers to approximately 500 residents living around City Centres.
- Continued membership of the Western Sydney Regional Illegal Dumping Squad Program, resulting in a total of 685 incidents with a total estimated weight of 168 tonnes, taking 16 regulatory actions, including issuing 11 penalty infringement notices and 5 official caution notices.

### Services

- Collected over 9,546 tonnes of material collected from Council's Kerbside Clean-up Service for local residents.
- Conducted 8 community workshops and waste education activities for 100 community members, including propagation workshops, plastic free living, natural home pest control, fermenting food, and guided walks at Prospect Creek.
- Saved over 400 tonnes of CO2 (equivalent) emissions due to continued improved cost efficiencies by reducing electricity consumption at Council's buildings and facilities.

- Removed over 169 cubic metres of litter and grass cuttings as part of the Main Roads Beautification program.
- Generated 369,559 kilowatt hours of solar power across Council's buildings to ensure that Council continues to be sustainable into the future.



Book-in kerbside clean-up

- Completed 5,796 kilometres of street sweeping by Council's street cleaning trucks throughout Fairfield City.
- Propagated a total of 60,706 native plants at the Community Nursey, with 43,397 planted throughout Fairfield City.
- Collected over 270 tonnes of rubbish from Gross Pollutant Traps, general creek cleaning and the River Keeper Program.
- Conducted over 120 hours of active patrol for illegal dumping.
- Investigated 2,876 illegal dumping incidents that were reported to Council.
- Recycled 200 tonnes of tree much at the Recycling Drop Off Centre.
- Installed covert CCTV cameras at 17 illegal dumping hotspot locations across Fairfield City.
- Maintained over 100 bush regeneration sites in Fairfield City.

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Culinary Carnival

## Achievements and Highlights

### THEME FOUR - Local Economy and Employment

## Fast Facts

### Key Highlights

- Installed the People’s Globe at Fairfield Showground, including world map etching, landscaping works with a 20m flag pole, paving with country of origin inlay, and a flag wall.
- Held a Lunar New Year event in Cabramatta, with 2,500 members of the community enjoying Year of the Ox/Bufalo.
- Held the Bring it On! Festival across three sites with 1,600 youth visitors enjoying headline attractions such as Kookies N Kream and Jessica Jade.
- Held Culinary Carnival in Fairfield City Centre, with over 2,000 members of the community enjoying a wide variety of food stalls, a pop up kitchen with free workshops.
- Assisted over 1,000 businesses in Fairfield City, COVID-19 information and assistance with posters, individual COVID-19 safe plans, and access to Council info on website, Dine and Discover vouchers.
- Provided over \$23,000 in funding to 7 projects as part of the Bonnyrigg Town Centre Activation Fund.

### Projects

- Installed the People’s Globe, a granite Kugel Ball and base, at Fairfield Showground, including world map etching, landscaping works with a 20 metre flag pole, paving with country of origin inlay, and a flag wall.
- Held a Lunar New Year event in Cabramatta, with 2,500 members of the community enjoying Year of the Ox/Bufalo with entertainers handing out fortune cookies and lucky candy. A Snap+Win photo competition was also held encouraging participants to support local businesses in Cabramatta.
- Held Culinary Carnival in Fairfield City Centre, with over 2,000 members of the community enjoying a wide variety of food stalls, a pop up kitchen with free workshops on how to make tabouli, tortilla, and fruit donuts, as well as free samples and entertainment.



Streets as Shared Spaces

- Held the Bring it On! Festival across three sites with 1,600 youth visitors enjoying headline attractions such as Kookies N Kream and Jessica Jade. The events included live music, fitness and movement workshops, creative and interactive youth space and chill out zones. The event ran free shuttle buses between Prairiewood, Bonnyrigg and Fairfield.



Bring it On! Festival

- Planted 33 Crepe Myrtle trees along Bonnyrigg Avenue as part of beautification works for Bonnyrigg Town Centre.
- Two place activation programs about 'Healthy, Active Fairfield' were held at Fairfield City Centre and Cabramatta Town Centre. A total of 1,950 members of the community enjoyed activities including temporary pop up parklets, children's yoga classes, live DJ, public art and decorative lighting.
- Held the Small Business Forum and Design Thinking Program as part of Small Business Month. A total of 58 local business owners interacted with experts who shared insights into small business growth and development, as well as design innovation and collaboration.
- Held a number of place activation events in Canley Heights, including an Australia Day fireworks display, and Easter Bunny visits.
- Upgraded all segments of the footpath along The Boulevarde, Polding Street, and Stanbrook Street intersections across the Fairfield Heights CBD.
- Installed 72 social distancing footpath decals across Fairfield City.
- Promoted local business forums including Generation STEM (Science, Technology, Engineering and Mathematics) and International Women's Day events.
- Supported 641 local business and employment centres, including 578 businesses promoted through the #SupportLocal initiative on social media, highlighting individual businesses and business categories, especially during COVID-19 restrictions.



Streets as Shared Spaces

**Services**

- Assisted over 1,000 businesses in Fairfield City with COVID-19 information and assistance with posters, individual COVID-19 safe plans, and access to Council information on website, Dine and Discover vouchers, and approvals for lion dance and busking.
- Presented Fabulous Fairfield awards to 56 residents of Fairfield City, including Residential Garden of the Year and School Garden of the Year, recognising the hard work of residents maintaining the landscaping of their homes, as well as improving the overall look and environmental quality of our City.
- Strengthened a total of 69 economic development partnerships which included meetings with the Chambers of Commerce, Western Sydney Airport, Service NSW, TAFE, the Western Sydney Investment Attraction Office, and CSIRO, to increase economic activity in Fairfield City.
- Provided 35 place activations across Fairfield City including Mother's Day in Freedom Plaza, Easter Bunny visits to businesses, Wonderful Wednesdays roving entertainment in Fairfield Town Centre, and Lao New Year celebrations.
- Conducted 183 business program webinars, including topics such as how to set up an online business, low cost online marketing, how to build a website, single touch payroll and becoming an employer.

**Grants**

- Provided over \$23,000 in funding to 7 projects as part of the Bonnyrigg Town Centre Activation Fund to not-for-profit organisations that support the unique diversity of Bonnyrigg and encourage community interaction, which included events such as Laos New Year celebrations, Bonnyrigg Youth Committee's Self Care Fair, Rigg Xmas Fair, and Bodhi Tree Celebration.

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#SupportLocal campaign, Fairfield Markets

## Achievements and Highlights

### THEME FIVE - Good Governance and Leadership

## Fast Facts

### Key Highlights

- Held Australia Day events across Fairfield City, including the Australia Day Awards event at Fairfield Showground
- Implemented secure online payment gateways for council services to provide the community with accessible online payment options.
- Launched #SupportLocal online campaign, which promoted Fairfield City's directory for over 600 local businesses through COVID-19 restrictions.
- Saved 15,719 tonnes of greenhouse emissions through recycling 786,038.61 tonnes of waste.
- Donated a total of \$23,650 to 45 community recipients through the Mayoral Donations Fund, Mayoral Scholarship Fund, Language and Cultural Awareness Fund, Mayoral Community Benefit Fund, Councillors Donations Fund, Mayoral Welfare Fund, and Community Volunteer Fund.

### Projects

- Held Australia Day events across Fairfield City, including the Australia Day Awards event at Fairfield Showground recognising the Citizen of the Year, Tom Murphy; Young Citizen of the Year, Emily Khochaba; Volunteer of the Year, Horsley Park Rural Fire Brigade; and Sports Achiever of the Year, Aleks Duricic.
- Awarded Nadia Vella-Taranto with the 2021 Fairfield City Women's Day Award for her efforts in raising funds as the dance director for Cancer Council's Stars of Sydney Southwest Dance for Cancer.
- Installed network sensors for smart lighting and irrigation at six parks: Bosnjak Oval, Joe Broad Reserve, Smithfield Park, Terone Park, Powhatan Park, and Horsley Park.
- Installed CCTV cameras at the amenities building at Fairfield Showground.



Australia Day Awards

- Implemented secure online payment gateways for council services to provide the community with accessible online payment options.
- Upgraded aerial maps for geographic information system mapping.



#Support Local campaign, Fairfield Markets



Hand sanitiser station

- Completed data re-cabling and remediation works for Council's Administration Centre.
- Conducted Cultural Awareness Training for Council employees to ensure support of corporate values and leadership competencies.
- Renewed 19 CCTV cameras at identified hotspot locations across Fairfield City.

### Services

- Launched the Capture Fairfield Visual Arts and Photography competition, with the theme 'Love Where You Live', which invited residents to rediscover what was in their own backyard and share in a prize pool of \$6,000.
- Continued to conduct live online Council Meetings including remote attendance by Councillors, where desired and provided the community with access to listen.
- Received 122 submissions from 64 residents during the Draft 2021-2022 Operational Plan exhibition, with 6 recommendations adopted by Council, including footpath construction and renewal, and sites to monitor illegal dumping. An online engagement tool, Social PinPoint, was used and provided residents with a map of projects and an opportunity to provide feedback and suggestions.
- Received 347,838 unique page views to Council's website.

- Reached a total of 22,093 social media followers across three platforms (15,420 followers on Facebook, 3,023 followers on Instagram and 3,650 from LinkedIn).
- Distributed over 1.2 million tonnes of construction material for internal and external customers through the Sustainable Resource Centre.
- Saved 15,719 tonnes of greenhouse emissions through recycling 786,038.61 tonnes of waste.
- Saved over 400 tonnes of CO2 (equivalent) from Council buildings and assets.
- Welcomed 621 new citizenship recipients at Council Meetings.
- Conducted 25 CCTV inspections across Fairfield City for maintenance and continued suitability of locations.
- Received over 220 CCTV footage requests from NSW Police to assist with investigations.

### Grants

- Donated a total of \$23,650 to 45 community recipients through the Mayoral Donations Fund, Mayoral Scholarship Fund, Language and Cultural Awareness Fund, Mayoral Community Benefit Fund, Councillors Donations Fund, Mayoral Welfare Fund, and Community Volunteer Fund.



People's Globe

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## Diversity and Multicultural Activities

### Diversity and Multicultural Services

Council supports the 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.

The restrictions on gatherings and meetings in response to the COVID-19 Pandemic has impacted the range and number of activities, meetings and events that were held during this financial year. Advisory Committee meetings and meetings between community organisations continued, online or in hybrid settings appropriate to the public health order at the time.

### Projects and Programs

This year, Council delivered projects with Aboriginal, newly arrived refugee and Culturally and Linguistically Diverse (CALD) communities, often in partnership with local agencies, to promote and address a range of issues:

- Collaborated with NSW Government agencies to engage with a range of CALD community and religious leaders to educate and support their communities about COVID-19 health restrictions and contact tracing.
- Held the flag raising ceremony for National Reconciliation Week at the Administration Centre, which was attended by Aboriginal Elders and community members to promote reconciliation and to appreciate First Nation's people.
- Commemorated NAIDOC Week with banners flown across the city.
- Held two meetings of the Aboriginal and four meetings of the Multicultural Advisory Committees. Council also co-convened ten meetings of the Multicultural Interagency, which includes over 50 community organisations.
- A group of 11 First Nations young people participated in a Connection to Country Walkabout during National Reconciliation Week. The group walked along a songline in Faulconbridge in Darug land and visited several sacred sites. They participated in a smoking ceremony, practised ochre painting and had a yarn about the Dreaming and traditional knowledge and practice. This activity helped the young people to feel a greater connection to their culture and identity.
- Provided free Adult CALD learn to swim programs at Cabravale Leisure Centre and Fairfield Leisure Centre.
- Worked with the South Western Sydney Local Health District's Multicultural Health Services to establish the COVID-19 CALD Community Advisory Group to provide an avenue to consult on the best mechanisms to communicate with multicultural communities regarding COVID-19.
- Eight youths from refugee background were asked to co-design a mural based on the Refugee Week theme of unity in conjunction with the arts organisation Muralisto. The mural is based on concepts around what they felt is important to them using visual code in an abstract way.
- The art exhibition, Mawa Ngurra, provided a response by Aboriginal artists to the reality of climate change and its impact on the Australian landscape, community and our connection to country. It acknowledges the unique spiritual connection of First Nations people to this land.



## Living Cultures Festival

- MIRAS was a vibrant display of Uyghur cultural content that discovers and explores this little known ethnic group. Originating from Central Asia, several hundred Uyghur migrants and refugees now call western Sydney home. This project was delivered in partnership with the Australian Uyghur Association.
- Fairfield City Museum and Gallery hosted an online artist talk with Shireen Taweel regarding the evolution of code-switching in a multilingual society, unpacking the influence of the Arabic, French and English languages on Lebanese cultural identity and evolution of language and culture.
- Facilitated the delivery of the NSW 2020 COVID-19 CALD Summit on 29 July 2020 through the NSW Local Government Multicultural Network, which was attended by more than 80 people from government and non-government organisations. The summit discussed the impact of COVID-19 on CALD communities and the challenges experienced by authorities to engage with and communicate effectively with CALD communities.
- Delivered the Spanish Living Library project in collaboration with the Spanish and Latin American Association for Social Assistance and the South West Sydney Local Health District Mental Health and Health Promotion teams. The project encouraged people to share their lived experiences and aimed to reduce stigma associated with mental illness within the Spanish speaking community.
- Partnered with the NSW Service for the Treatment and Rehabilitation of Torture and Trauma Survivors (STARTTS) to deliver a refugee youth-led and driven project with 45 Assyrian refugee young people. The project's aim was to develop the capacity of refugee young people in decision-making, project management and leadership.
- Collaborated with government and non-government organisations to deliver a Faith Leaders Forum on Gambling Harm with the aim of raising awareness about gambling harm and provide information about gambling services.
- Provided more multilingual collections and services. Introduced the Languages other than English (LOTE) collection of eBooks on CloudLibrary for: Arabic, Spanish, Italian, Chinese, Vietnamese, Croatian, Serbian and Russian languages.
- Commissioned the Edmund Rice Centre for Social Justice to undertake an evaluation of the Fairfield City Settlement Action Plan (FCSAP), to support the needs of humanitarian entrants in Fairfield. The report concluded that the FCSAP was largely successful in promoting cooperation among service providers and improving advocacy.
- Held Bilingual Babytime and Storytime sessions online in Chinese, Vietnamese, Arabic and Spanish.
- Delivered the Tech Savvy Seniors (TSS) program to promote digital inclusion and to meet the library needs of CALD communities. The TSS program delivers free digital skills training using personalised face-to-face in-class group training sessions, mixed media 'self-teach' learning resources, language guides, with bilingual trainers.
- Host to the Homelessness Engagement Program at Whitlam Library, providing a safe space for the homeless and people at risk with access to support services and morning teas. This service was opened only for 6 months due to the COVID-19 pandemic.

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Emblem Wall, People's Globe

## 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:

- Submission to the Senate Committee for Foreign Affairs, Defence and Trade Inquiry into the issues facing diaspora communities in Australia. This detailed issues facing diaspora communities including the need to build capacity of small diaspora communities.
- Submission to the Commonwealth Parliamentary Inquiry into Australia's Creative and Cultural Industries and Institutions. This detailed Fairfield's strengths and resources to address the disparities in creative opportunities and infrastructure for CALD communities.
- Advocated to the State Government to provide funding to run the Libraries after Dark initiative in Fairfield, which was presented in collaboration with the Fairfield Multicultural Interagency's Gambling Working Group that is comprised of 22 community organisations. The Libraries after Dark initiative provides social activities after hours offering an alternative to gambling in the night time economy.
- The Fairfield Emerging Communities Action Partnership (FECAP) conducted research to understand the employment needs of recently arrived humanitarian entrants and migrants. The findings demonstrated that the majority of migrants came to Australia with skills, qualifications and work experience that were not recognised and faced multiple challenges navigating the labour market and securing employment.
- Participated with other local councils in the Refugee Employment Study, *Refugee Employment Experience: Struggles, Strategies and Solutions*, undertaken by the Edmund Rice Centre. The report highlights the refugee perspective on working and looking for work.
- Research undertaken to identify people living in secondary dwellings and understand their community service needs. The research highlighted that 45% of respondents rented from a family member and 60% had lived in their existing dwelling for less than two years.
- A submission was made on the Western Sydney Aerotropolis Draft Precinct Plans and highlighted the need to ensure that Fairfield City has access to the same opportunities as those provided to the cities of Liverpool and Penrith.
- A submission was made to the Department of Home Affairs on the English Language Requirement and the New Sponsorship Framework for the Partner Visa Program, which raised concerns about the implementation of the proposed reforms and the additional barriers this will place on potential applicants.
- A submission was made to the Commonwealth Department of Health on the draft National Preventative Health Strategy 2021-2030. The submission highlighted the health and social needs of the Fairfield City community, the specific needs of refugees, humanitarian entrants, Aboriginal people and the effects that gambling harm has had on the community.

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Liberty Swing, Deerbush Park

## 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:

- Delivered Council's Disability Inclusion Action Plan (see page 46 for further details).
- Installed Readspeaker on the Council website to make the information on Council's website accessible to families with visual impairments, literacy issues and those who cannot read English.
- Delivered a drawing competition in celebration of Grandparents Day about what makes their grandparents special to them. Winners got family passes to Aquatopia with tickets to take their grandparents.
- Introduced a social media campaign to raise awareness of the International Day of People with Disability, on 3 December. The day promotes acceptance and understanding of people with disability and celebrate their achievements and contributions to the community.
- Held the Seniors Expo at Fairfield Showground, which was attended by approximately 600 seniors, their families, carers and friends. Originally planned to be an online event, video presentations from service providers highlighting what they offer for older people to stay independent at home, prevent isolation and learn how to use computers, the internet and digital gadgets were shown. As health restrictions were lifted, live entertainment and more than 30 face-to-face information stalls were also included at the event.
- Delivered the Community Development Grants Program, which provides assistance and support to local community organisations. Grant application categories included Community Capacity Building, Disability, Domestic and Family Violence Prevention and Refugee Week. A total of \$75,409 in grant funding was provided to 27 projects.
- Delivered the Social Change Through Creativity Grants Program, which provides assistance to community organisations or community groups encourage and support creative-based projects. A total of \$30,000 in grant funding was provided to 6 projects.
- Provided free pool entry to 16,276 seniors who live within the Fairfield City.
- Provided free pool access to 29,384 residents who presented with either a Disability Support Pension (DSP) Concession Card or Veteran Affairs Totally and Permanently Incapacitated (TPI) Card.
- Provide free Learn To Swim Lessons for adults and teens, parents and bubs, children with a disability and pre-school aged children during Water Safety Week.
- Held a free community open day, which allowed over 2,000 patrons to come and enjoy the facilities at Fairfield and Prairiewood Leisure Centres.
- Delivered Active Recover, a rehabilitation therapy service, which provided 2,950 one-on-one sessions with clients. These sessions were a combination of work cover, disability sessions, hydrotherapy, chronic disease management and our veterans program.
- Painted a mural at Fairfield Adventure Park as part of Graffiti Removal Day to create a more inviting environment for families and young people. The mural was painted by artists MigsxEze with anti-graffiti coating to allow for easy removal of graffiti. Young people from the Fairfield Youth Centre were involved in the co-design process of designing the mural.



Seniors Bus Tour

- Developed resources aimed at reducing motor vehicle theft and raising awareness of 'sneak theft'. The resources including merchandise with messaging such as stress cars, recyclable rubbish bags for cars and pamphlets in different languages were distributed to local train stations, community centres, Council facilities and in over 400 packs to residents at pop-up stalls. A further 131 residents had anti-theft number plate theft screws installed and provided with car safety educational materials at an event held at Fairfield Showground in partnership with Fairfield City Police Area Command.
- Made an online submission to the Department of Social Services on the approach to measuring, monitoring and reporting of the effectiveness of the new National Disability Strategy 2010-2020 (NDS) and the National Disability Insurance Scheme (NDIS). Council highlighted the need for improved access and equity to NDIS services and mechanisms to accurately monitor and measure impacts of activities for people with disability.
- Made a submission to the Statutory Review of the Advocate for Children and Young People Act 2014 conducted by the NSW Department of Communities and Justice (DCJ). The submission recommended greater independence from the government, stronger youth representation on the NSW Youth Advisory Council and increased clarity regarding an appointed Joint Parliamentary Committee that monitors the Advocate.
- Installed assistive technologies for people with a disability to increase access and inclusion at all our libraries including visually and hearing impaired activity centre, textured carousel box, blackboard table, sensory balls, mobile activity walls, large wooden activity cube, magnetic tracing letters, and tactile panels.
- Hosted the Senior Bus Tour with a total of 55 Fairfield City seniors with a morning tea and detailed tour of the new Fairfield Library.
- Co-convened the Homeless Interagency to support people who are sleeping rough.
- Made welfare calls as part of the Mayor's Wellbeing Register as part of Council's response to COVID-19. This register enabled isolated and vulnerable people to seek support and assistance including welfare checks and referrals to community support services
- Held a library fine amnesty between 1 March 2020 and 31 January 2021. There was a total of 13,425 library fines waived.
- Provided audio and large print books, and home library service for housebound community members. eReaders with eBooks pre-loaded allow customers to increase font sizes to their desired reading size.
- Delivered early intervention services to children with disability and exercise physiology as a provider through the National Disability Insurance Scheme (NDIS).
- Provided access to high quality early intervention programs such as the Fairstart Early Intervention for children aged 0-8 years.
- Provided over 100 supported playgroup sessions to 65 families, including 84 children, to assist children with disabilities to transition to preschool.

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## Disability Inclusion Action Plan

The NSW Disability Inclusion Act 2014 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 across all Council services, facilities and information.

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.

The key focus is to integrate the DIAP and actions to be taken into Council's corporate plans, workforce culture and services. Some key highlights that were identified during the 2020-2021 financial year included:

### Encouraging positive community attitudes and behaviours

- Implementing a social media campaign to raise awareness of the International Day of People with Disability. The day promotes acceptance and understanding of people with disability and celebrate their achievements and contributions to the community.

### Creating liveable communities

- Purchased a three-wheeled rickshaw style bike for use by the Western Sydney Cycling Network (WSCN). The WSCN will offer rides to members of community, with particular focus on people with disability, the elderly and people with limited mobility.
- Installed inclusive equipment at Fairfield City Open Libraries to assist people with disability to access library services. Equipment includes children's sensory play equipment, software (screen readers) and speech activation to enable computer access for people with vision impairment.
- Developed a tool for Council to identify and prioritise access needs.
- Conducted audits on 18 community facilities, and pedestrian ramps in Fairfield Town Centre.

- Upgraded four intersection pedestrian ramps in Fairfield Town Centre. The ramps were identified in the 2019 Access Audit of Fairfield Town Centre as being inaccessible and these upgrades will increase accessibility in the Town Centre
- Finalised and distributed the Fairfield Town Centre Mobility map to the community at events and through community organisations and online.

### Supporting access to meaningful employment

- Promoted Council as an Equal Employment (EEO) employer

### Improving access to services through better systems and processes

- Added ReadSpeaker (text to speech software) to Council's website to make information accessible to families with visual impairments, literacy issues and those who cannot read English. This ensures that the website meets web content accessibility guidelines.
- Updated the alt text (alternative text) for images on Council's website to ensure image information can be articulated by text-to-voice applications.
- Conducted a review of the Disability Inclusion Action Plan (DIAP) between April and May 2021. The review provided recommendations that will inform the development of the next DIAP.
- Included advocacy for accessibility in submissions for Aerotropolis precinct plans and NSW Government Social Impact Assessment Guidelines.

## 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.

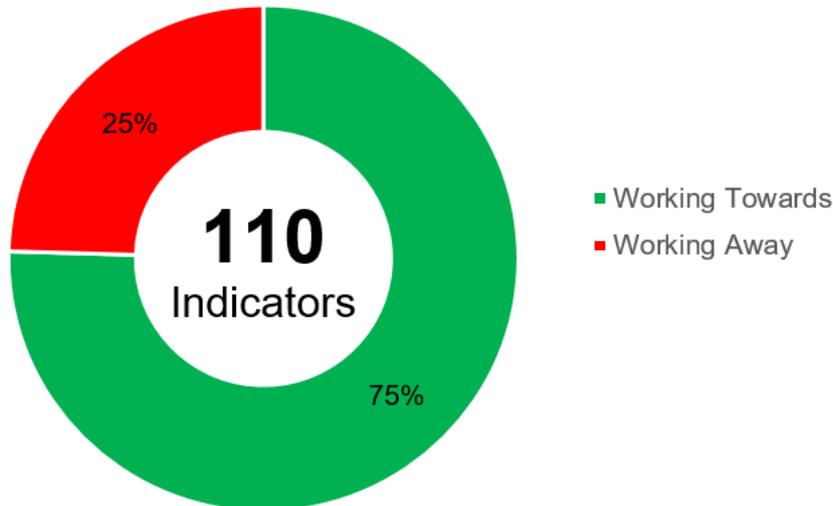


Figure 1: Overall performance of indicator measures from the DIAP.

The trend in the performance of these indicators is reviewed quarterly. As can be seen in **Figure 1**, Council is in a positive position with 75% of its indicator measures identified from the DIAP working towards achieving the community's vision. The 25% of indicators working away from achieving the community's vision is due to the availability of resources to meet these targets as well as public health orders relating to social distancing. Detailed performance of these indicator measures are noted in the table below.

THEME 1 – Community Wellbeing			
SERVICES	INDICATOR MEASURE	RESULT	TREND
Children and Family Services	# Children with a disability accessing early intervention	234	↓
	# Partnerships with local services to support inclusion of children with disability and their families	19	↓
Community Compliance	# Education activities implemented on the importance of disability parking spaces	0	↑
	# Complaints regarding disability parking	1	↓
	# Technology options for compliance of accessible parking explored	0	↑
	# Footpath complaints actioned to ensure accessible footpaths	60	↑
Leisure Centres	# Requests for pool hoists	129	↑
	# Inclusive and accessible Learn to Swim Classes	196	↑
Library Services	# Loans of each type of book format (audio, large print, e-books)	267,153	↑
	# Customers utilising the Home Library Service	547	↑
	# Loans of the Home Library Service	8,613	↑
Museum and Gallery	# Inclusive and accessible Visual Abilities classes	0	↓

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THEME 1 – Community Wellbeing			
SERVICES	INDICATOR MEASURE	RESULT	TREND
Social and Cultural Development	# Collaborations with external agencies to support inclusion for people with disability	2	↓
	# Consultations with people with disability on the development and/or review of accessibility maps	0	↑
	# Partner agencies involved in events that celebrate and support people with disability and carers	2	↓
	# Council posts on social, electronic and print media portraying people with disability and/or carers positively	0	↑
	# Culturally-appropriate awareness raising initiatives on disability and mainstream services for people with disability from newly-arrived, refugee and CALD communities.	0	↓
	# Culturally-appropriate disability related information, resources and services available on all Council social, electronic and print media.	4	↑
	# Disability-awareness raising initiatives promoting greater access and inclusion in partnership with local service providers	4	↑
	# Disability awareness raising initiatives focusing on accessible parking spaces	0	↑
	# Events and activities which celebrate and support people with disability and carers	1	↓
	# Events and meetings held by interagencies in accessible venues/ places	28	↓
	# 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	100%	↑
	% EOLs that include requirements to deliver accessible and inclusive services	100%	↑
	# Access upgrades to Council facilities through the Annual Disability Improvement Program.	1	↑
	# Upgrades/modification to Council facilities	0	↑
	# events planned using Access and Inclusion Checklist	5	↑
	# Advocacy to schools to support the safe pick up and drop off of people with disability	0	↑
	# Grant application to enhance access and inclusion submitted if appropriate	4	↑
	# Participants in culturally-appropriate disability and mainstream services awareness-raising initiatives	0	↓
	# Participants involved in disability-awareness raising initiatives	2	↑
	% Cultural or other grant applications that include employment of people with disability in desirable criteria	100%	↑
	# Events and meetings that are held in accessible venues/spaces	32	↓
	# Information, advice and educational support to child and family services provided relating to access and inclusion	0	↓
	# People with disability and/or carers involved in events and activities which celebrate and support them	2	↑
	# People with disability who volunteer with Council	4	↑
	# Council forms are accessible (e.g. to screen readers)	2	↓
	# Promotion of activities to people with disability carers including those from newly arrived, refugee and CALD backgrounds	0	↑
	# Promotion of the Council accessibility maps	6	↑
	# Responses from schools regarding the safe pick up and drop off of people with disability	0	↑
	# Updated service directory distributed	300	↓
	% Council grants and MoUs that include access and inclusion in criteria	100%	↑
	# Advocacy seeking specialist funding to ensure access and inclusion for CALD communities, refugee, new arrival backgrounds	0	↓

## THEME 2 – Places and Infrastructure

SERVICES	INDICATOR MEASURE	RESULT	TREND
Asset Management – Civil and Built	# Existing bus stops upgraded for disability	0	↓
	# Disability access complaints received	0	↑
	% Disability access complaints responded to and resolved	100%	↑
	% New Council signage works raised that consider disability standards and guidelines	100%	↑
	# Disability audits on open space, playgrounds, public toilets, footpaths and public transport infrastructure completed	0	↓
	% Disability Inclusion and Access Checklist developed for design of Council facilities and public spaces	100%	↑
Asset Management – Open Space	# Existing sport programs incorporating inclusion of people with disability	0	↓
	Host and support activities from the Activate Inclusion Event	0	↑
Building Control and Compliance	# Requests for information/advice relating to disability access standards	2	↓
	% Requests for information/advice relating to disability access responded to on time	100%	↑
	# Buildings with reported disability access compliance issues	0	↑
	% 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	# New bus stops constructed to improve disability access	0	↑
	# Disability access complaints received	0	↑
	% Disability access complaints responded to and resolved	100%	↑
	% New Council signage meets appropriate disability standards	100%	↑
Strategic Land Use Planning	# Requests for information/advice relating to disability access standards	0	↑
	% Requests for information/advice relating to disability access responded to on time	100%	↑
	# Amendments and considerations undertaken to improve access and inclusion as part of the Fairfield Development Control Plans	0	↑
Traffic and Transport	# Actions implemented in line with Pedestrian Access and Mobility Plan	3	↑
	# disability parking spaces	7	↑

## THEME 3 – Environmental Sustainability

SERVICES	INDICATOR MEASURE	RESULT	TREND
Waste Education and Environmental Sustainability	# Requests for support to remove household problem waste	1	↑
	% Requests for support to remove household problem waste responded	100%	↑

## THEME 4 – Local Economy and Employment

SERVICES	INDICATOR MEASURE	RESULT	TREND
Place Management	# Pedestrian safety CRM's or emails raised for town centres in relation to disability access by the Place Team	65	↓
	# Discussions with State Government in relation to accessibility of public transport to get to and from and around town centres	15	↑
	# Events and meetings that are held in accessible venues/spaces	71	↓
	# Events planned using Access and inclusion Checklist	8	↑

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Deerbush Park

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	43	↑
	Style Guide updated to include criteria for accessibility and inclusion	Completed	↑
	% New Council signage meets appropriate disability standards	100%	↑
	# maps that include universal accessible icons and locations	5	↓
	# Channels used to promote services for people with disability	36	↑
	# Employment opportunities promoted through Job Services Australia and Disability Employment Services	0	↓
	# Council forms are accessible (e.g. to screen readers)	76	↑
	# events planned using Access and Inclusion Checklist	6	↓
	Progress towards AA rating for Council's website	Yes	↑
Corporate Planning and Improvements	# Easy read version reports and summary reports made available	2	↑
Customer Service Administration Centre	# Customer satisfaction survey reviewed for accessibility	0	↑
	# Council feedback reviewed for accessibility	0	↑
	# Council forms are accessible (e.g. to screen readers)	0	↑
Financial Sustainability	# Council forms are accessible (e.g. to screen readers)	0	↑
Governance	# New policies that consider access and inclusion	0	↓
	# Council forms are accessible (e.g. to screen readers)	5	↓
	# Requests for braille voting papers	0	↑
	% Request for braille voting papers meet	100%	↑
Human Resources	# Disability awareness training developed on time for Council staff	0	↑
	% Total staff received disability awareness training	100%	↑
	# Customer service staff received specialised disability awareness training	0	↓
	% Job advertisements promoting Council as an Equal Employment Opportunity employer	100%	↑
	# Interviewees request reasonable adjustment	0	↑
	% Requests for reasonable adjustments to interview process met	100%	↑
	# Staff with a disability who request reasonable adjustment	0	↑
	% Staff requests for reasonable adjustments met	100%	↑
	# Staff with a disability with specific evacuation plans	0	↑
	# People with disability placed through Council's Disability Work Experience Program	0	↑
# Stories relating to Council's support for work experience opportunities for people with a disability.	1	↑	
Information and Communication Technology	# Staff request accessible software	0	↑
	% Requests for accessible software	100%	↑
	# Council forms are accessible (e.g. to screen readers)	0	↑
Procurement	# Services procured from ADEs or organisations employing people with disability	0	↑
All Service Areas	% Publication and signage reviewed for inclusive language	100%	↑
	# Staff request flexible working arrangements related to disability or caring responsibility	147	↑
	% 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 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:

- Social media campaign to raise awareness of dementia to mark Dementia Month in September 2020.
- Advocating on local carers' issues to input into the Carers NSW Pre-Budget Submission. Issues raised included mental health and relationship issues for carers during the COVID-19 lockdown.
- Social media campaign to raise awareness of the contribution of carers to the community to mark Carers Week in October 2020.
- Raised awareness of independent living practices and support services as well as digital connectivity for seniors and cares at 2021 Seniors Week.
- Presentation about services provided by Carers Gateway to the South West Ageing Services Forum in June 2021.
- Staff have access to carer's leave and can seek to work flexible hours to manage caring responsibilities.

## Council Staff Carers

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

- Flexible Working Arrangements Policy – Subject to operational requirements.
- Appropriate Workplace Behaviour Policy.
- Employee Assistance Program.
- Diversity Management – Equal Employment Opportunity Plan articulating actions that support the objectives of the Carers Recognition Act and NSW Carers Charter.
- Delivered staff education that included information on the NSW Carers Charter and Council support for employees who provide care for individuals with disability, illness or are frail aged.

## 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~	25	\$8,850
Mayoral Scholarship Fund^	10	\$5,400
Mayoral Community Benefit Fund	5	\$4,000
Community Volunteer Fund	1	\$400
Councillors Donations Fund	3	\$4,500
Language and Cultural Awareness Fund	1	\$500
Cultural Event Sponsorship Fund	0	\$-
Bonnyrigg Town Centre Activation Fund	7	\$23,114
Social Change Through Creativity Grant Program	6	\$30,000
Community Development Grants	27	\$75,409
Heritage Grants Program*	5	\$21,767
Heritage Rates Relief Scheme	49	\$41,664
<b>Total</b>	<b>139</b>	<b>\$215,604</b>

Note:

~The Mayoral Donations Fund includes the COVID Safe Packs

^The Mayoral Scholarship Fund includes the Community Spirit Awards.

\*Council receives (\$5,500) 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 2020-2021 reporting period.

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## Partnerships

Below is a list of government agencies, organisations and businesses that provided financial support to Council in 2020-2021 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
Responsible Gambling Fund	State Government	Grant	Responsible Gambling
NSW Department of Education	State Government	Grant	Families Together
Department of Regional NSW	State Government	Grant	Tree Planting In Parks
South Western Sydney Local Health District	State Government	Grant	Health Partnership
NSW Department of Justice	State Government	Grant	Youth Week
NSW Department of Family and Community Services	State Government	Grant	Community Development Management
NSW Department of Justice	State Government	Grant	Project Officer - Youth
National Australia Day Committee	Federal Government	Grant	Australia Day Community Event
Department of Regional NSW	State Government	Grant	Street Shared Spaces
NSW Department of Planning, Industry and Environment	State Government	Grant	Open Space Major Program - Crown Reserves Improvement Fund (Fairfield Park), Greening Our City, Everyone Can Play (Deerbush Park), Metropolitan Greenspace Program (Ropes Creek Spatial Framework)
Transport for NSW	State Government	Grant	Boating Now
Australian Government	Federal Government	Grant	Road and Transport Major Program – Road to Recovery
Transport NSW	State Government	Grant	Road and Transport Major Program – Repair and Block Grant
Office of Local Government NSW	State Government	Grant	Road and Transport Major Program – Federal Assistance Grant
Western Sydney City Deal	Federal and State Government	Grant	Deerbush Park and Aquatopia Wave Pool
NSW Office of Sport	State Government	Grant	Grandstand at the Fairfield Showground

## Financial Sponsorships

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

Cabramatta Moon Festival September 2020			
Company Details	Type	Cash	In-kind
Due to the COVID-19 pandemic the Festival was not held in 2020, any sponsorship received prior was returned.			
Christmas in Fairfield City Centre December 2020			
Company Details	Type	Cash	In-kind
Due to the COVID-19 pandemic the Festival was not held in 2020, any sponsorship received prior was returned.			
Illuminate December 2020			
Company Details	Type	Cash	In-kind
Due to the COVID-19 pandemic the Festival was not held in 2020, any sponsorship received prior was returned.			
Cabramatta Lunar New Year February 2021			
Company Details	Type	Cash	In-kind
Australian Chinese Buddhist Society	Supporting Sponsor	\$3,300	-
Peter Warren Automotive	Platinum Sponsor	\$2,200	-
Bring it On! Festival April 2021			
Company Details	Type	Cash	In-kind
No sponsorships were received for this event.			
Seniors Concert April 2021			
Company Details	Type	Cash	In-kind
No sponsorships were received for this event.			
Culinary Carnivale May 2021			
Company Details	Type	Cash	In-kind
No sponsorships were received for this event.			

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## Environmental and Planning Activities

### State of Environment Report (SOE)

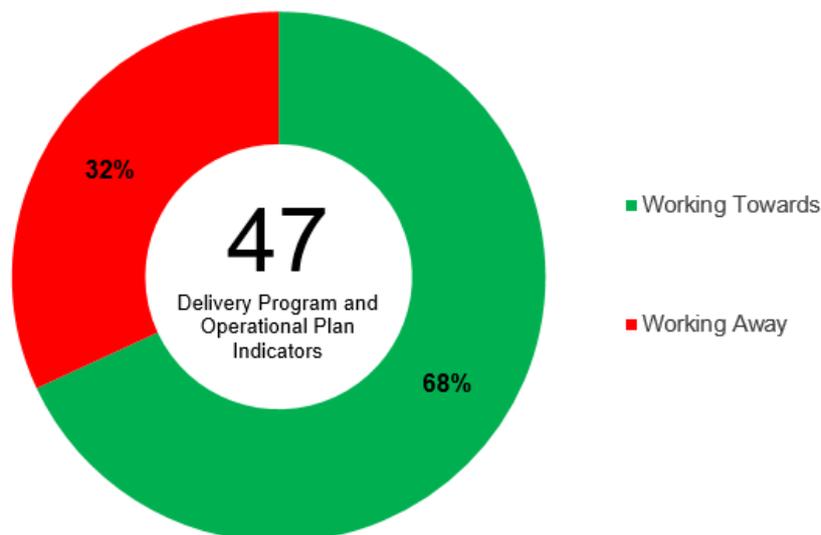
The State of Environment Report (SOE) details the stakeholders’ achievements on the environmental goals identified in the 2016-2026 Fairfield City Plan (City Plan). Council was required under the Local Government Act (Act) to develop the SOE and include it in Council’s Annual Report, in the year of an ordinary election. This requirement is no longer compulsory under the amended Act due to the SOE already being incorporated into the Integrated Planning and Reporting Framework and captured through the End of Term Report 2020.

The End of Term Report is designed to report on the progress in achieving the community’s goals and priorities as set in the City Plan over the past four years by all stakeholders. It reviews where the community wanted to be, what has been done and what gaps were identified for consideration in future plans such as the next City Plan.

The Fairfield City community indicated through extensive community engagement for the City Plan that the following issues were of importance to the community; the health of waterways, protecting bushland, cleaner environment through less rubbish dumping, cost savings to the community through water and energy reduction practices and better recycling.

Stakeholders have been driving a number of environmental initiatives over the past four years as identified in the City Plan.

**Theme three – Environmental Sustainability**, identifies the goals, outcomes and strategies identified by the community and the majority of indicators (68%) are progressing towards the community’s vision with 32% progressing away from this.



The indicators that are progressing away from the community’s vision relate to stormwater and floodplain risk management initiatives and studies that have been delayed due to pending grant funding approval, as well as a reduction in environmental education and volunteer activities due to NSW Health restrictions and social distancing to combat the COVID-19 Pandemic.

For the full details of the achievements on the environmental goals identified in the 2016-2026 Fairfield City Plan, refer to the 2020 End of Term Report, which is available on Council’s website:

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



Fairfield Showground Off-Leash Dog Park

## 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 447 animals were seized during 2020-2021 financial year, which is made up of 70 cats and 377 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, foster care or sells the animal before any decisions are made in regard to the euthanasia of an animal. A total number of 214 animals consisting of 22 cats and 192 dogs were returned to owner/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 56 dog attack incidents were reported.

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

In 2020-2021, more than \$205,330.75 was spent on the management of companion animals and related activities.

### Companion animal education programs and desexing initiatives

Council has implemented a range of community education programs and desexing initiatives which included:

- Provided free dog microchipping in June 2021 to support the community, with 50 dogs microchipped.
- Partnered with the Animal Welfare League to provide discounted cat and dog desexing, as well as free microchipping. A total of 50 dogs and 250 cats successfully desexed, and microchipped if required.
- Partnered with the Cat Protection Society to provide pensioners and residents on low income with free microchipping and \$30 desexing of their cat. A total of 80 cats were desexed and microchipped.
- Provided free microchipping service to residents experiencing financial hardship.

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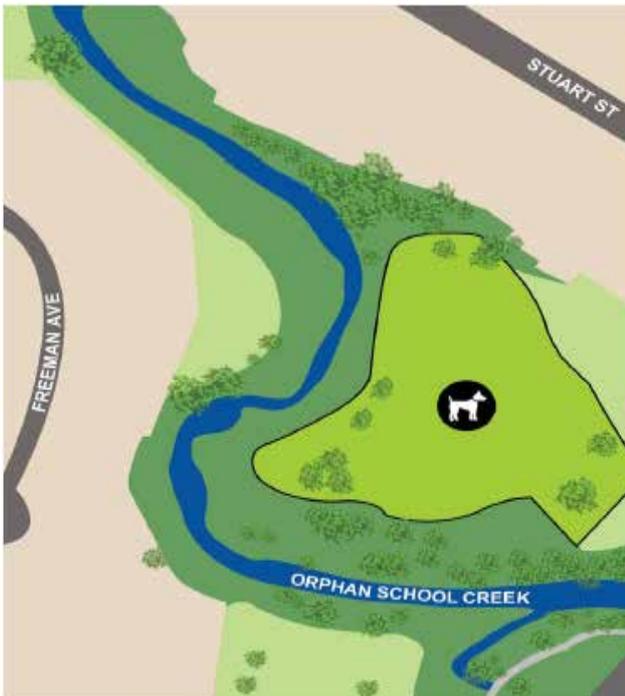
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## Council's Off-Leash Facilities

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

- Canley Vale Dog Off-Leash Area, Railway Parade, Canley Vale
- King Park, corner of Kembla Street and Townville Road, Wakeley
- Prout Park, Oliphant Street, Mount Pritchard
- Wilson Park, Wilson Road, Bonnyrigg Heights
- Fairfield Showground Off-Leash Dog Park, 443 Smithfield Rd, Prairiewood

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



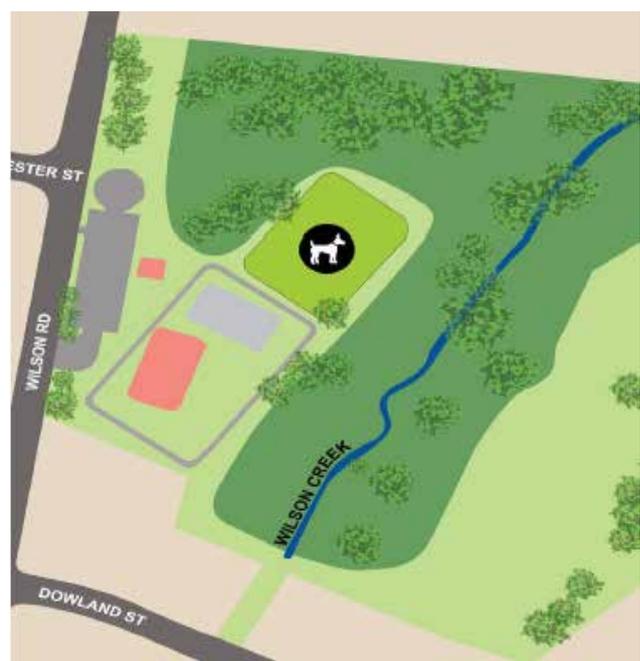
Canley Vale Off-Leash Area, Canley Vale



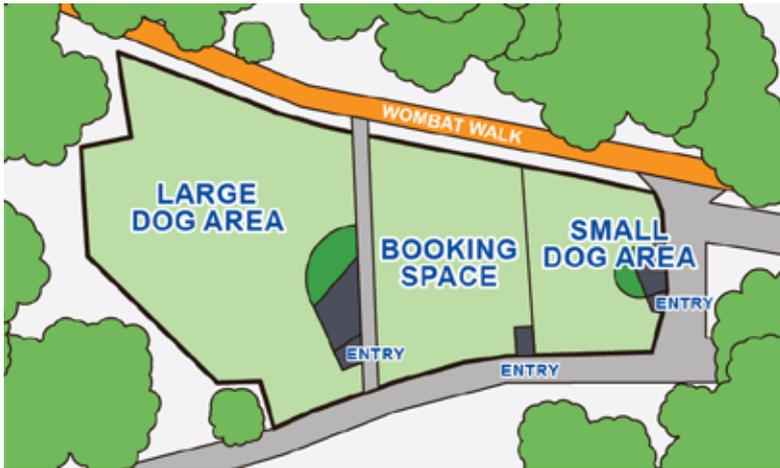
Prout Park, Mount Pritchard



King Park, Wakeley



Wilson Park, Bonnyrigg Heights



Fairfield Showground Off-Leash Dog Park, Prairiewood



Fairfield Showground Off-Leash Dog Park

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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.

A total of 275 swimming pool inspections have been conducted during 2020-2021.

### Compliance certificates issued

Council issued a total of 67 Compliance Certificates under section 22D of the Swimming Pools Act 1992.

### Non-compliance certificates issued

Council issued a total of 29 Non-Compliance Certificates under clause 18BA of the Swimming Pools Regulation 2008.

### Inspections of properties with more than two dwellings

Council undertook 11 swimming pool inspections of properties with more than two dwellings in 2020-2021.

### Inspections of tourist and visitor accommodation

Council undertook no swimming pool inspections of tourist and visitor accommodation properties in 2020-2021.

## Bushfire Hazard Reduction Activities

Bushfire hazard reduction activities conducted during the year by Council included manual works as part of Bush Regeneration activities. In 2020-2021, an area of 794 m<sup>2</sup> was managed to reduce the bushfire hazards at the Marconi Park, Bossley Park.

## Environmental Upgrade Agreements

Fairfield City Council did not enter any environmental upgrade agreements under section 54D of the Local Government Act 1993 in 2020-2021.



Smithfield Town Centre

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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 2020-2021, the Stormwater Levy was suspended as a response to COVID-19, therefore \$0 was raised by the Stormwater Levy. Council did, however, receive \$114,000 in grant funding into the Program. Approximately \$0.88 million was spent from the Stormwater Levy Reserve on a mix of planning, design, construction, maintenance, and research projects as outlined in the table below.

Ref No.	Project	Status	Comments	Actual Expenditure
MPSLP1808	Green Valley Creek Rehabilitation Reaches 1 and 2 Design	Complete	The design of the rehabilitation works is complete.	\$24,318
MPSLP1809	Cabramatta Creek Bank Stabilisation	Carried Forward	Project delayed due to the site conditions and finalised detailed design options.	\$30,454
MPSLP1909	Green Valley Creek Rehabilitation Reach 3 Design	Complete	50% preliminary design is complete.	\$27,815
MPSLP2009	Green Valley Creek Rehabilitation Reach 3 Design	Complete	Modelling of the preliminary design is complete.	\$7,624
MPSLP2010	Green Valley Creek Rehabilitation Reaches 1 and 2	Complete	The design of the rehabilitation works is complete.	\$7,638
MPSLP2017	Wilson Creek Weed Management	Complete	Additional weed management was carried out along Wilson Creek to ensure noxious weeds do not travel downstream.	\$19,780
MPSLP2102	Stormwater Gully Pit Maintenance	Complete	Works completed with stormwater pits in hot spot locations receiving additional maintenance.	\$15,500
MPSLP2103	Water Quality Monitoring	Complete	Works completed with water quality monitoring undertaken at 20 sites across Fairfield City.	\$51,288
MPSLP2104	Maintenance of Major Stormwater Systems	Complete	Works completed with the maintenance of major stormwater systems conducted, including litter removal and bush regeneration in hot spot locations.	\$323,787
MPSLP2105	Contractors	Complete	Works completed with contractors engaged to assist with the implementation of the Stormwater Levy Major Program.	\$176,036
MPSLP2106	Cooperative Research Centre for Water Sensitive Cities research program	Complete	Works completed with the Cooperative Research Centre for Water Sensitive Cities finishing its 9th and final year of research on stormwater management practices and opportunities, and created, revised and refined a suite of tools, processes and guidelines for use nationally and internationally.	\$10,000
MPSLP2107	Minor Stormwater Works	Complete	Potholing for future minor stormwater works is complete.	\$2,353
MPSLP2108	Prospect Creek Bank Stabilisation	Complete	CCTV of sewer is complete.	\$1,917
MPSLP2109	Green Valley Creek Rehabilitation Reach 3 Design	Carried Forward	The detailed designs drawings are at 95% completion.	\$50,574
MPSLP2118	Dam Reports	Complete	Emergency Plans and Operations and Maintenance Plans have been completed for various flood detention basins.	\$90,609
MPSLP2121	Kookaburra Park Gross Pollutant Trap	Carried Forward	Maintenance of the Gross Pollutant Trap is complete.	\$7,268
IN20674	Prout Creek Erosion Control	Complete	Erosion control works at Prout Creek are complete.	\$21,359
IN20675	Smithfield Main Drain Gross Pollutant Trap	Carried Forward	Construction of upgrade works has commenced.	\$358
SSCP03-05	Stormwater Levy Major Program Maintenance	Complete	Additional maintenance was completed at various sites as required throughout the year.	\$11,593

## Development Contributions

Under the NSW Environmental Planning and Assessment Act 1979 and accompanying regulation, Development Contributions provide funding for local infrastructure including community facilities, libraries, new open spaces, open space embellishment and traffic management projects.

Council's Direct (Section 7.11) Development Contributions Plan 2011 and Indirect (Section 7.12) Contributions Plan 2011 provide for Council to expend funds collected from developers on eligible projects that support improvements in infrastructure.

Council continues to plan, manage and monitor Development Contributions to ensure infrastructure is being developed when needed. In this financial year, Council:

- Undertook a major review of the existing contributions framework within Council, which resulted in a report and direction for a future contributions plan for the City.
- Prepared an administration plan for Council's contribution framework, to guide future plan administration and process improvements.

## 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 publicly 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
- 47-53 Pedestrian Mall, Villawood
- 13 Booralla Road, Edensor Park

## Summary of Voluntary Planning Agreements

### 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. The proponent is proposing a modification to the overall Bonnyrigg Living Communities Masterplan. That process will result in a modified VPA with additional community benefit provided.

### 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:** Completed

**Outcome:** Council agreed to enter into the VPA in June 2017, which was executed on 10 September 2017. Construction of the associated development at 13 Booralla Road and the works required in the VPA (extension of Sweethaven Road) has been completed, with the road dedicated to Council.

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# Workforce Management Plan Activities

## Workforce Management Plan

Council’s Workforce Management Plan (WMP) outlines a four-year strategy to resource operations and projects identified in the Delivery Program. It ensures that Council has the right workforce, 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’.

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 and challenges that will impact on the organisation.

- Ongoing monitoring and management of Long Service Leave liability in accordance with the Local Government (State) Award, including leave management plans.
- Management of complex industrial relations matters including review of employment arrangements.
- Completed several workplace reform proposals to improve business efficiency across Council.
- Supported management in various job trials and new business initiatives.
- Completed multiple Job Evaluations to realign activity to existing workforce needs.

## Workforce Management and Operations

Council has focused on improving human resource’s strategies, while continuing to meet operational requirements through service delivery and optimising organisational performance.

Some achievements include:

- Reviewed key human resource policies and procedures, including flexible working arrangements, complaints management, and post-graduate study assistance policy.
- Facilitated multiple conflict resolution / mediation sessions and workshops to address team culture.
- Provided coaching, mentoring and advice to support managers in the management of their workforce needs.
- Facilitated workshops with management to identify future workforce requirements and opportunities.
- Ongoing monitoring and management of Annual Leave liability in accordance with the Local Government (State) Award, including annual leave plans for employees with an entitlement of more than eight weeks’ leave.

## 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 included:

- Developed the Annual Corporate Training Calendar based on training needs. Staff and supervisors send through their Learning and Development Plans when they set their Skills and Competency measures at the beginning of each financial year.
- Assisted teams booking in monthly team building/ training sessions for the whole year, leading to delivery of tailored training programs, which meet the needs of individuals, teams and groups
- Offered one on one coaching, which was taken up by staff who need support and strategy development.



Flicker Fridays

- Staff have access to 1819 professional development programs, which are critical to their role.
- For the duration of COVID-19 lockdowns, the Online Learning and Development team sourced online training sessions as alternatives to those normally being offered face-to-face; in-house training was offered online to enable staff to have continued team building sessions.
- While Council's Learning Management System is being developed, training records are kept up to date and stored in their payroll records so that all staff can still access their training history.
- Developed Divisional Managers Development program to increase management and critical process capabilities – completed 31 profiles and succession plans.
- Launched the Divisional Development Program. The first session addressed an area that all Divisional heads needed development – Manages Self. Divisional Heads were then divided into four syndicates to develop solutions for implementing a Time and Attendance System across the Organisation. The second session is on Change Management.
- Contributed to the Industry Reference Committee for the development of a competency framework for leadership in Local Government and updated the Local Government Training package; now editing modules for the Public Sector Package.
- Delivered, in partnership with the Black Dog Institute, a three-tiered program to address Mental Wellbeing for teams. This program offers managers strategies, scenarios and information on how to address issues around mental health and how to have the conversations when necessary.
- Developed and implemented the revised Skills and Competency system for outdoor staff so that both indoor and outdoor are on the same system.
- Transitioned Skills and Competency Assessments to paperless and delivered online.

## Staff Support During COVID-19 Pandemic

Council is required to manage the risk of COVID-19 to ensure the health and wellbeing of our staff and the community we serve. The Coronavirus Coordination Team (CVCT) has been established by the Executive Leadership Team to monitor the development, implement strategies and be the central contact for this evolving situation.

In addition, a Pandemic Plan was developed which outlines what actions to take depending on how things develop and decisions made based on expert advice from NSW Health and relevant authorities.

To ensure the safety of staff and limit the spread of COVID-19, Council has implemented the following in the workplace:

- Prepared documentation for staff on the requirements outlined in the Public Health Orders.
- Distributed regular staff communication to kept staff informed regarding the progress and duration of the COVID-19 restrictions requirements.
- Developed site specific COVID Safe Plans, including QR check-in at all Council facilities and work sites.
- Identified Council essential and authorised workers and provided letters of work attendance.
- Developed site specific Safe Work Method Statements and updated as required by the Public Health Order.
- Enabled direct advice to be provided to staff enquiries regarding their specific matters and issues of concern through the COVID-19 email.
- Responded immediately to a large amount of email enquiries.
- Maintained regular contact with NSW Health and relevant authorities and provided an afterhours service to NSW Health contact tracers for any information that may be required from Council records eg: shop proprietor details.

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- Installed signage for social distancing of at least 1.5 metres within lunchrooms, kitchen common areas, desks and between work colleagues.
- Provided hygiene products such as gloves, masks, antibacterial wipes, and disinfectant spray for daily cleaning and sanitisation of workstations and equipment.
- Thorough and deep cleans were undertaken as required by cleaning contractors.
- Advised staff to use phones, skype, and email to contact staff or customers, and limit face-to-face interactions.
- Implemented protocols for reporting COVID-19 tests.
- Implemented protocols for staff reporting were they had been identified as close or casual contacts.
- Advised staff to stay home if feeling unwell and get tested.
- As part of the splinter award, special leave provisions were provided to staff to obtain a vaccination.

## Diversity and Equal Employment Opportunity

Council has a Diversity Management and Equal Employment Opportunity Plan articulating actions that support diversity, equal employment, disability inclusion and carers recognition in the workplace.

Key actions for Council included:

- Delivered Disability Awareness training to all employees.
- Accommodated all reasonable adjustments requested in our recruitment processes.
- Supported flexible working arrangements to assist employees in the transition to retirement, managing disability and caring responsibility and without negative impact on council operational requirements.
- Implemented a work experience program for people with disability and refugees within our community.
- Reviewed our documentation and publications to ensure use of inclusive language.

## Payroll Operations

Council's payroll is responsible for delivering the weekly, fortnightly and monthly pay cycles to ensure the integrity and accuracy of the payroll function and timely delivery of a high quality service to Council's business units.

Key actions for Council included:

- Satisfied audit requirements for payroll processing and compliance with records management requirements.
- Reviewed and updated multiple forms to capture application and authorisation of changes to payroll information including Annual and Long Service Leave cash out.
- Implemented new payment rules to reflect workforce changes in response to COVID-19 restrictions.
- Complied with Australian Tax Office (ATO) requirements in the implementation of Single Touch Payroll Phase 1, MyGovID for Auskey and PRODA (Provider Digital Access - an online identity verification and authentication system).
- Implemented single sign on process for Council's payroll systems: Chris Payroll and ESSKi.
- Upgraded online payroll system for employee self-service online.
- Updated employee remunerations in line with Award Increase and implemented taxation changes in line with ATO requirements.
- Processed employee Annual Performance and Development Assessments.
- Conducted a detailed system review in preparation for payroll enhancement to a Time and Attendance System.

## Work Health and Safety Management System - Continuous Improvement

Council's health and safety management system is a planned approach to manage health and safety in the workplace. The health and safety management system includes policy, procedures and plans that systematically manage health and safety at work to help minimise the risk of injury and illness in the workplace. Programs include hazard identification, risk assessment and control, contractor/volunteer health and safety, information and recordkeeping, and training.

The Work Health and Safety Management System is robust and Council strives for Continual Improvements, this includes:

- Regular and systematic continuous improvement inspections.
- Review of the 10 core procedures that apply to all business units.
- Review of 13 procedures for High Risk/Specific safety functions.
- Conduct inspections every 12-18 months followed by a High Risk/Specific, as required.
- Presentation on the Work Health and Safety Consultation Framework on system improvements.
- Managing compliance expectations and change in operating environments.

## Work Health and Safety Management System (WHSMS) Simplification

Council's Work Health and Safety Management System simplification program is an ongoing initiative, which focuses on the principles of continuous improvement and pragmatic implementation across Council.

A number of key actions for Council included:

- Incorporated the Chain of Responsibility procedure to the WHSMS, as well as the Responsibilities, Accountabilities and Authority matrix.
- Ten (10) core procedures have been reviewed, simplified and implemented.
- Each core procedure is supported by fact sheets.
- Council has implemented a revised risk matrix and procedure.
- A review was undertaken of the WHS Audit tool to reflect system changes.
- WHS audits completed in accordance with the audit schedule.
- Development of in-house training for hazardous manual tasks, significantly reducing cost of external providers.
- Development of a Corporate Emergency Planning Committee to support the organisation in relation to information and training, fire compliance Personal Emergency Evacuations Plans and site specific evacuation drills.

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	<b>WHS Branch - Core</b>	
<b>WHS-00 Work Health and Safety (WHS) Policy</b>		

## 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) in compliance with the Work Health and Safety (WHS) Act and Regulations, National Heavy Vehicle Regulations, 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.

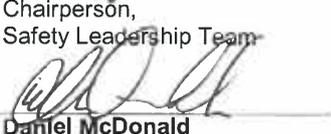
- Authorising all workers to take the actions required to maintain a safe workplace and to fulfill the WHS responsibilities allocated to their position/level;
- Providing adequate facilities for the welfare of workers;
- Maintaining safe plant and structures (including buildings, masts, towers, framework, pipelines, infrastructure, underground works, shafts and/or tunnels);
- Providing information, instruction, appropriate WHS training and supervision to workers to ensure safety in workplace operations;
- Providing information, instruction, appropriate training and resources to workers to ensure Chain of Responsibility requirements are complied with under the National Heavy Vehicle Regulations
- 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

 _____ <b>Alan Young</b> City Manager / General Manager	26/2/2020 _____ Date
 _____ <b>David Niven</b> Chairperson, Safety Leadership Team	25/02/2020 _____ Date
 _____ <b>Daniel McDonald</b> Chairperson, WHS Committee	25/02/2020 _____ 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.*

## Chain of Responsibility (CoR)

Council continues to implement the requirements from the National Heavy Vehicle Law 2018, also known as Chain of Responsibility.

A number of key actions for Council included:

- The development and implementation of a Chain of Responsibility Procedure including speed, fatigue, mass, dimension management, load restraint and roadworthiness.
- Developed key performance indicators for Chain of Responsibility.
- Key personal have been trained on the elements of Chain of Responsibility
- Development of onsite Chain of Responsibility training material.

## Work Health and Safety (WHS) Community Support

Council has participated in various community procurement forums in providing practical information to assist Small Medium Enterprise (SME) to understand the minimum WHS requirement when doing business with Council. Council has provided information packs and templates to assist the community in meeting compliance and their chance in doing business with Council.

## Workers Compensation

The Workers' Compensation Branch has ensured compliance with the Workers Compensation Regulation 2016 and the amendments of 2018. Injured workers are returning to work as per our Injury Management and Return to Work Program. The Injury Management and Return to Work Program have been reviewed in line with legislative and State Insurance Regulatory Authority (SIRA) Standards of practice and guidelines.

Council holds a Self-Insurance License under section 211 of the Workers Compensation Act 1987 and continues to be an exemplar and Top Tier performer.

## Lost Time Injury Frequency Rate



Council's Lost Time Injury Frequency Rate (LTIFR) is 11.64%. There has been an increase in Lost Time Injury Frequency Rate (LTIFR) compared to the previous reporting period due to severity and duration of injuries.



Prairiewood Leisure Centre

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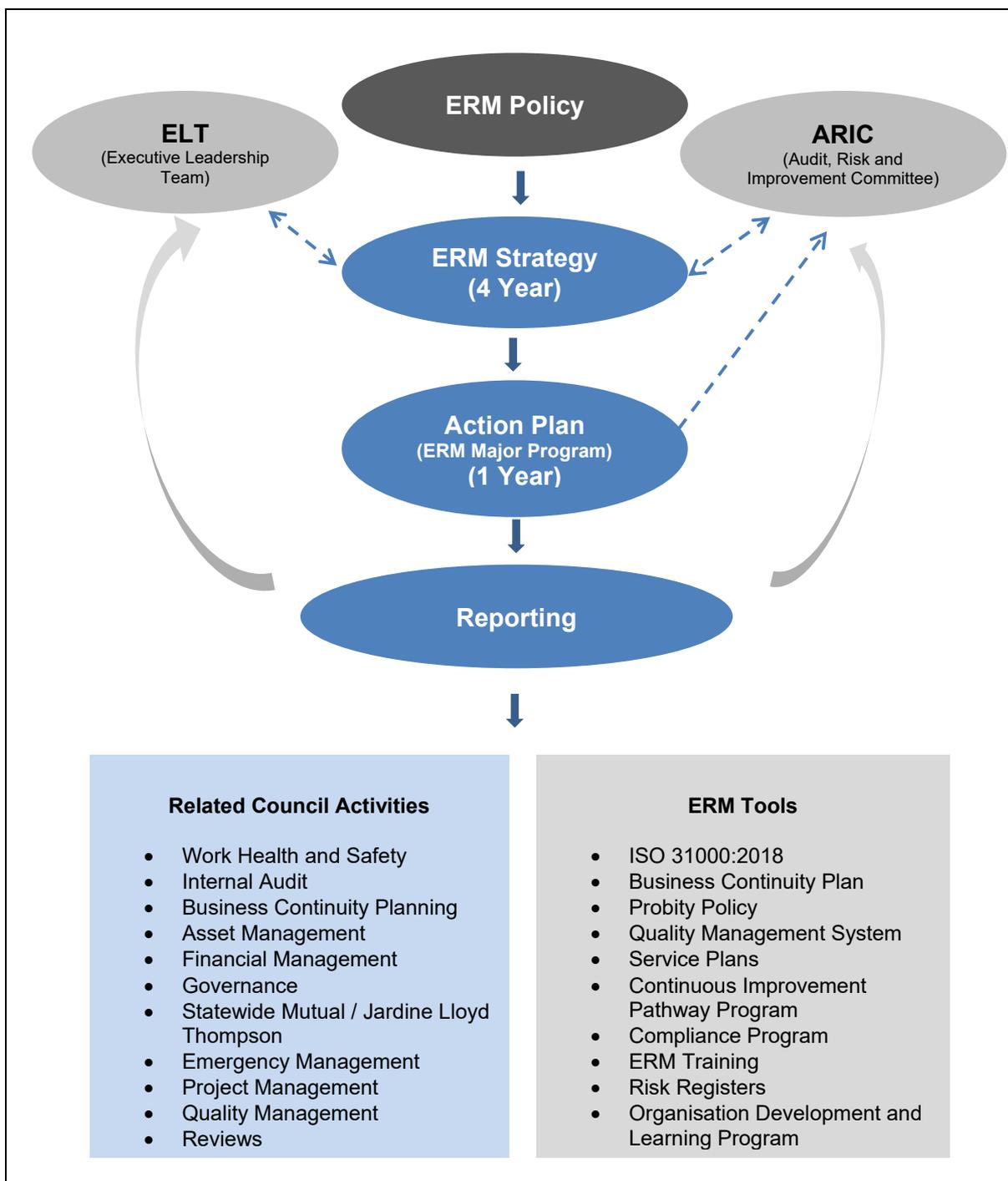
## Enterprise Risk Management (ERM)

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 an effective Enterprise Risk Management (ERM) framework and system.

Council’s ERM system 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 (Assets) and Workforce Management Plan (People).

### APPENDIX A – THE ENTERPRISE RISK MANAGEMENT (ERM) FRAMEWORK



### 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.

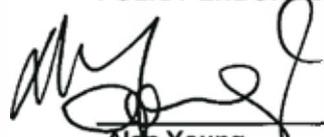
Council is committed to the formal, systematic and proactive management of risks. This strengthens capacity and capability to effectively deliver services to the community by minimising the impact of adversity and loss whilst supporting the pursuit of opportunity.

### 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

## Corporate Governance

Fairfield City Council is committed to ensuring our operation, service delivery and strategic planning have integrity and are at all times equitable, transparent and accountable. The Audit, Risk and Improvement Committee (ARIC) and Internal Audit are critical function in meeting this commitment.

## Internal Audit

Internal auditing is a systematic, disciplined approach that provide independent, objective assurance designed to add value to Fairfield City's operations. Internal auditing assists in achieving council's objectives by evaluating our risk management, control and governance as well as provide independent assurance to manage priority risk areas.

The internal audit function is overseen by Council's Principal Auditor and is jointly accountable to the Audit, Risk and Improvement Committee, Director Corporate Governance and City Manager. The Principal Auditor is responsible for internal audit activities. Audits are completed in accordance with the International Standards for the Professional Practice of Internal Auditing (Standards) issued by the Institute of Internal Auditors.

To ensure the internal audit function provides continued value to the Council's Executive Leadership Team (ELT) and supports ongoing compliance with legal and regulatory requirements, a risk-based Internal Audit Strategy (Strategy) was developed in consultation with the ELT and key stakeholders. The Strategy is supported with an annual work plan to assist Council in the delivery of its purpose, key priorities and continuous improvement.

## Audit, Risk and Improvement Committee

The Audit, Risk and Improvement Committee (ARIC) comprises of two independents, which is recognised under the Local Government Act 2016 as an advisory committee of Council. The ARIC Committee is an integral component of Fairfield City Councils' governance arrangements, operates independently of management, play a key role in assisting the City Manager to discharge his responsibilities and provides advice to the Council on audit, risk and governance matters. Responsibilities include review and oversight of the following areas for Fairfield City Council:

- Internal controls
- Risk management
- Corruption and fraud prevention
- External accountability (including financial statements)
- Applicable laws and regulations
- Internal and external audits

Councillors have the opportunity to be nominated as members of ARIC Committee; they also receive quarterly updates on the activities through the Governance Reports.

During 2020-2021, the ARIC Committee met five times and received regular briefings including ten internal Audit Reports, which delivered a range of risk-based strategic, compliance and operational audits to monitor the effectiveness of the control environment. The ARIC Committee was also provided with a progress update on status of audit recommendations. Directors and Senior Managers were invited to discuss improvement opportunities such as the audit coverage of the 2019/2020 Audited Financial Statements with actions identified from the annual financial audit endorsed. This included a briefing from the Audit Office of NSW.

Council continues to demonstrate a commitment to complete the audit actions, with 54 audit actions remained open as at 30 June 2021.

Audit Report	# of Audit Actions Raised	# of Audit Actions Open
Development Contribution	10	8
Voluntary Planning Agreement (VPA)	3	3
Privacy Compliance	12	11
Business Continuity (BCP)	10	10
Procurement Sourcing Activities (Goods and Services)	10	6
Mandatory Licence	6	2
Fairfield City Market	2	1
Corporate Purchase Cards	4	1
Recruitment and Selection	5	2
<b>Total</b>	<b>72</b>	<b>54</b>

## Fraud Prevention and Control

Council is committed to corruption control initiatives that promote ethical decision making as a core part of how council operates and by complying with the corruption prevention framework. The Audit, Risk and Improvement Committee oversee the Council's corruption and fraud control framework. The Internal Audit Branch is responsible for providing strategic leadership and managing the internal audit function to minimise the impact of fraud and corruption across the council.

During 2020-2021, the Internal Audit Branch facilitated a detailed fraud and corruption workshop delivered by the Independent Commission Against Corruption (ICAC) to Council Senior Managers from high risk branches including procurement, property management and asset maintenance functions.



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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 GIPA Act during 2020-2021.

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	1	3	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	15	81	1	0	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)	1	17	0	1	0	4	0	1
Members of the public (other)	1	21	0	0	0	0	0	0

\*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.

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*	2	0	0	1	0	0	0	0
Access applications (other than personal information applications)	16	122	1	1	0	4	0	0
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	1

\*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)	4
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	4
Invalid applications that subsequently became valid applications	0

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	2
Documents affecting law enforcement and public safety	1
Excluded information	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	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 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	1
Individual rights, judicial processes and natural justice	116
Business interests of agencies and other persons	7
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	141
Decided after 35 days (by agreement with applicant)	3
Not decided within time (deemed refusal)	0
Total	144

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*	2	0	2
Internal review following recommendation under section 93 of Act	0	1	1
Review by Administrative Decisions Tribunal (NSW)	0	0	0
Total	2	1	3

\*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 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 Act 1994.

The statistics below report on the Public Interest Disclosure Act for 2020-2021.

Statistical Information on Public Interest Disclosures (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	Message on payslips every quarter, posters with PID contact officers at all council sites, information on council website and intranet (Firstcall), establish online PID reporting tool where people can report wrongdoing from the council website, provide overview at staff induction and Code of Conduct training.



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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 2020-2021 period is demonstrated in the table below:

Expenses	Amounts (\$)
Overseas travel	Nil
Interstate travel	Nil
Office equipment	1,313
Telephone calls	6,483
Attendance at conferences and seminars	7,366
Training and provision of skill development	880
Spouse / partner expenses	Nil
Child care / carer's expenses	Nil
<b>TOTAL</b>	<b>16,042</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.



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

### July 2020 – June 2021

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 2020-2021.

### July 2020 – June 2021

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 2020-2021 and the quorum for the Outcomes Committee is 2 Councillors:

July 2020 – June 2021
Mayor Carbone
Cr Bennett
Cr Le
Cr Ly
Cr Molluso
Cr Rohan
Cr Wong (Chairperson)

## 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 2020-2021 and the quorum for the Services Committee is 2 Councillors:

July 2020 – June 2021
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 2020-2021 and the quorum for the Traffic Committee is 2 Councillors:

July 2020 – June 2021
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 were appointed in 2020-2021 and the quorum for the Sister City Committee is 5 Councillors:

July 2020 – June 2021
Mayor Carbone
Cr Azzo
Cr Bennett
Cr Grippaudo
Cr Kazi
Cr Khoshaba
Cr Ly
Cr Saliba
Cr Wong (Chairperson)
Cr Yilmaz

There were no Sister City Committee meetings held during 2020-2021.

## 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 2020-2021, are noted below.

Total Remuneration Package	
City Manager	\$487,794
Other Senior Staff	\$601,283

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## Councillors Induction and Professional Development

In accordance with Clause 428(4)(b) of the Local Government (General) Regulation 2021, Council is required to publish the following information:

- The name of the mayor and each councillor that completed council's induction program (where an induction program has been delivered during the relevant year)
- The name of the mayor and each councillor who participated in any ongoing professional development program during the year
- The number of seminars, circulars and other activities delivered as part of the ongoing professional development program to the mayor and councillors during the year.

In addition, Clause 217(1)(a1)(iia) and (iv) requires Council to publish:

- The total cost of all training and professional development programs for the mayor and councillors during the year.

Listed below are the names of the mayor and each councillor who participated in Council's professional development program including the activities delivered as part of the ongoing professional development program and costs:

Name	Type	Name of Course/Training Program	Event Date/s	Acceptance	Attendance	Cost
Clr Kazi	Training	Speed Reading for Councillors	10 September 2020	Yes	Yes	\$440
Clr Yilmaz	Professional Development	Australia Local Government Women's Association Executive Meeting	30 October – 1 November 2020	Yes	Cancelled	\$-
All Councillors	Conference	LGNSW Annual Conference	22 November 2020	Yes	Mayor Carbone Clr Bennett Clr Kazi Clr Le Clr Yilmaz	\$300
All Councillors	Conference	Australian Local Government Women's Association Conference	18 – 20 March 2021	Yes	Clr Kazi Clr Yilmaz	\$2,030
All Councillors	Conference	National General Assembly	20 – 23 June 2021	Yes	Mayor Carbone Clr Yilmaz	\$5,036
All Councillors	Professional Development	Understanding Local Government Finances for Councillors	5 May 2021	Offered	No	\$-
All Councillors	Professional Development	Code of Conduct for Councillors	14 May 2021	Offered	No	\$-
All Councillors	Professional Development	Tax Considerations for Councillors	17 May 2021	Offered	No	\$-
All Councillors	Professional Development	Social Media For Councillors	20 May 2021	Offered	No	\$-
All Councillors	Professional Development	Managing Media for Councillors	21 May 2021	Offered	No	\$-
All Councillors	Professional Development	Chairing Effective Meeting Procedures for Councillors	28 May 2021	Offered	No	\$-
All Councillors	Professional Development	Community & Stakeholder Engagement	31 May 2021	Offered	No	\$-

Name	Type	Name of Course/Training Program	Event Date/s	Acceptance	Attendance	Cost
All Councillors	Professional Development	Planning for Councillors	15 June 2021	Offered	No	\$-
All Councillors	Professional Development	Audit Risk & Improvement Committee Training	22 June 2021	Offered	No	\$-
All Councillors	Professional Development	Communicating Council Priorities	30 June 2021	Offered	No	\$-
Councillor Kazi	Professional Development	Handling Difficult Conversations	3 June 2021	Acceptance	Yes	\$440
TOTAL						\$8,246

Note: No induction program has been delivered during the 2020-2021 period.



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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 2020-2021 period follows:

Proceedings	Cases	Cost
Proceedings against Council	30	\$989,058.50
Proceeding by Council	13	\$869,965.17
Expenses paid in out-of-court settlements	1	\$20,000
Expenses received by Council in-out-of-court settlements	5	(\$184,414.78)
Total		\$1,694,608.89

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	18
Proceedings unfavourably finalised	4
Cases discontinued	4
Cases settled	0
Proceedings not finalised	18

The summary does not include cases relating to workers' compensation and insurance matters. There were 3 workers compensation matters from previous years out of which 2 matters were discontinued and 1 settled. Currently we have 0 litigated cases.

## Public Liability and Professional Indemnity

There was a total of 184 new public liability and 3 new professional indemnity claims received for the 2020-2021 period, with a total of 192 public liability and professional indemnity claims being finalised and 56 public liability and 2 professional indemnity continuing into 2021-2022. These claims are mainly dealt with by Council staff with 1 claim 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 and determined that it has no category one or two businesses.

## Major contracts

### Contracts (Awarded) exceeding \$150,000 including GST

Below are all the contracts awarded by the City during the 2020/2021 financial year including tenders or otherwise. This list does not include:

- employment contracts (that is contracts of service but not contracts for services)
- contracts for less than \$150,000.

Details provided below include the name of the contractor and the nature of the goods or services supplied by the contractor and the total amount payable to the contractor under the contract.

Vendor / Contractor	Description of Service	\$ Total Contract Cost incl GST
ALLY PROPERTY SERVICES PTY LTD	Aquatopia Expansion Stage 4 Programmable Open Space - Concrete Works	\$766,311
AXIS BUILDING GROUP	Construction of Community Recycling Centre	\$827,445
COURT CRAFT (AUST) PTY LTD	Design and construction of Emerson Park Futsal Courts	\$458,117
CROSSGROVE PTY LTD	Fairfield Showground floodwall	\$285,690
DOWNER EDI WORKS PTY LTD	Jane Street, from Wetherill Street to Gipps Street. Stabilisation of 3,370m <sup>2</sup> of road pavement as per schedule of rates inclusive of curing, testing, milling, spray seal, service potholing and lowering as required as per request details and design.	\$173,927
ENVIRONMENTAL PARTNERSHIP (NSW) PTY LTD	Consulting services	\$177,960
EVERY TRADE BUILDING SERVICES PTY LTD	Refurbishment of amenities building	\$291,542
EVERY TRADE BUILDING SERVICES PTY LTD	Amenities storage extension	\$178,627
FULTON HOGAN INDUSTRIES PTY LTD	Supply, deliver and lay for Roads Program for 2020-2021	\$4,467,080
KANE CONSTRUCTIONS PTY LTD	Design and construction of new grandstand at Fairfield Showground	\$9,666,049
LAND MARINE OCEAN ENGINEERING PTY LTD	Design and construction of Floyd Bay Wharf boat ramp, Lansvale	\$662,063
LLOYD GROUP PTY LTD	Design and construction of Fairfield Community Business Hub	\$2,287,185
MACK CIVIL PTY LTD	Canley Heights Town Centre streetscape upgrade	\$286,923
MACK CIVIL PTY LTD	Fairfield Heights Town Centre upgrade	\$426,025
MACK CIVIL PTY LTD	Road widening works for Smithfield Road located at number 685	\$374,044
MACK CIVIL PTY LTD	The construction of a single lane roundabout at the intersection of Avoca Road and Humphries Road, Wakeley, including kerb realignment, drainage and landscaping works.	\$222,138
MAGIQ SOFTWARE LIMITED	Budget software	\$163,570
NEVERSTOP IRRIGATION PTY LTD	Cabravale Park irrigation works	\$263,902
PARKEQUIP PTY LTD	Fee proposal supply splashpad equipment (Quote 190912.2 dated 25.10.19)	\$160,259
PATTERSON BUILDING GROUP PTY LTD	Aquatopia amenities, wavepool precinct and entry kiosk construction - Stage 5	\$3,374,774
PATTERSON BUILDING GROUP PTY LTD	Fairfield Library construction and fit out	\$2,865,231

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Vendor / Contractor	Description of Service	\$ Total Contract Cost incl GST
PESTECO PTY LTD	Pest control services	\$187,876
PRECISION METAL GROUP AUST PTY LTD	POS Supply install cabana structure contract fee proposal	\$187,468
RMK INVESTMENTS PTY LTD ATF KIDD FAMILY TRUST T/AS AUSTRALIAN ELECTION COMPANY	Provision of election services for Local Government Elections 2021	\$1,370,815
RYAN WILKS PTY LTD	Design and construction of electrical and lighting works at Fairfield Showground	\$492,645
SHELL ENERGY RETAIL PTY LTD*	Renewable PEER II - small, large and street lighting (Southern Sydney Region of Councils)	\$3,102,087
STATELINE ASPHALT PTY LTD	The provision of services for the supply deliver lay asphalt, heavy patching and spray seal works for Part 2 of the Road Rehabilitation Program for 2020-2021.	\$2,001,358
SWIMPLEX AQUATICS PTY LTD ATF AQUATICS UNIT TRUST	Design, supply and construction of wave pool	\$7,039,381
SYDNEY DOGS AND CATS HOME INCORPORATED	Provision of the supply of companion animal and livestock impounding services	\$165,000
ITALEC ELECTRICAL SERVICES PTY LTD T/AS PLATINUM ELECTRICIANS WETHERILL PARK	Nelson Street Carpark lighting, main switch board (MSB) renewal and Downey Lane Carpark lighting renewal.	\$300,236

\* Actual amount paid in the 2020/2021 financial year



## Organisations providing goods and services exceeding \$150,000

Below are all the organisations who provided goods and services exceeding \$150,000 in value during 2020-2021 through an approved exemption from tender or via a procurement process from another allowable third party such as the Southern Sydney Region of Councils, Local Government Procurement, Procurement Australia or are our current preferred contractors.

Vendor Contractor	Description of Service	\$ Total Cost incl GST	Number of Purchase Orders / Invoices
ACCLAIMED EXCAVATIONS PTY LTD	Plant and equipment hire	\$151,745	52
ACUTE BUILDING AND MAINTENANCE PTY LTD	Trade and carpentry services	\$547,951	141
AGL SALES PTY LIMITED*	Energy for small sites	\$169,497	160
ALECTRICS ELECTRICAL SERVICES PTY LTD	Supply and installation of new substation at Aquatopia Water Park	\$588,323	11
ALLEGRA RECRUITMENT PTY LTD*	Temporary labour	\$229,924	71
ALLIANCE ALARMS FIRE SYSTEMS PTY LTD	Provision of fire alarm maintenance and service	\$331,958	644
AMA BUILDING DEVELOPMENTS PTY LTD	Plant and equipment hire	\$471,970	139
AUDIT OFFICE OF NEW SOUTH WALES	Audit services as per NSW Government requirements	\$228,217	6
AUSTRALIA POST	Postal services	\$547,683	44
AUTOMATED PARKING SYSTEMS	Parking meter services	\$161,221	84
BEARENA PTY LIMITED	Integrated Transaction Control (ITC) systems	\$221,207	12
BEDROCK QUARRY PRODUCTS PTY LTD	Supply of sand	\$198,724	218
BLACKWOODS*	Supply of hardware and janitorial products	\$244,112	1430
BREWSTER HJORTH ARCHITECTS	Design consultants	\$178,288	16
BUCHER MUNICIPAL PTY LTD*	Specialised trucks and bodies	\$286,977	423
BULK TRANSPORT SOLUTIONS PTY LTD	Waste disposal	\$274,000	8
BUSHLAND MANAGEMENT SOLUTIONS P/L	Bushland regeneration management services	\$309,516	40
CASTLE HILL TOYOTA*	Fleet	\$274,908	36
CENTRATECH SYSTEMS PTY LTD	Fieldmouse installation for floodlight control for various sporting fields	\$265,707	27
CITY HINO/IVECO SYDNEY*	Trucks	\$567,408	462
CIVICA PTY LIMITED*	ITC services	\$322,799	33
CK RECRUITMENT PTY LTD*	Temporary labour	\$993,224	192
COATES HIRE OPERATIONS PTY LTD	Equipment hire	\$171,946	152
COMBINED TRAFFIC MANAGEMENT PTY LTD	Line marking services	\$240,420	78
COMPLETE LINEMARKING SERVICES PTY LTD	Line marking services	\$235,465	111
COMPLETE STAFF SOLUTIONS PTY LTD*	Temporary labour	\$219,359	74
COMPLETE URBAN PTY LTD*	Professional consulting	\$574,133	40
CONCRETE RECYCLERS (GROUP) PTY LTD	Concrete crushing services	\$3,511,718	110

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Vendor Contractor	Description of Service	\$ Total Cost incl GST	Number of Purchase Orders / Invoices
CONYBEARE MORRISON INTERNATIONAL P/L	Architectural detailed design	\$155,084	9
CO-ORDINATED LANDSCAPES PTY LTD	Construction works	\$212,205	16
CROSSGROVE PTY LTD	Concreting and major complex civil works	\$442,220	27
CUNNEEN SIGNS	Signage	\$220,050	16
D & M EXCAVATIONS AND ASPHALTING PTY LTD	Renewal of basketball court (RFQ 14-2021)	\$177,387	3
DATAKOM SYSTEMS (AU) PTY LTD*	Microsoft licensing for NSW Government (RFT 09-19 Microsoft Enterprise Agreement Renewal - Local Government Procurement 108-3)	\$429,734	1
DEPARTMENT OF CUSTOMER SERVICE	Department of Customer Service Revenue processing fee	\$529,425	67
DEPARTMENT OF PLANNING INDUSTRY AND ENVIRONMENT	Companion animal fees and animal permit fees and planning reform fund fee	\$251,933	23
DOWNER EDI WORKS PTY LTD	Civil works	\$217,200	19
ECOVOLT ELECTRICAL PTY LTD	Provision of trades and services pre-qualified panel - Electrical (RFT 04-19)	\$159,713	365
ENDEAVOUR ENERGY	Lighting design and upgrade network asset fees	\$1,868,899	56
ESL - REVENUE NSW	Fire and emergency contributions	\$2,358,866	12
EXELOO PTY LTD*	Playgrounds, open spaces, modular structures, exterior lighting, recreational and associated infrastructure (LGP308-3 Local Government Procurement)	\$359,685	11
FLUID SERVICES	Drainage	\$456,039	14
FUJIFILM BUSINESS INNOVATION AUSTRALIA	Photocopier services	\$204,749	588
GRACE RECORDS MANAGEMENT (AUSTRALIA) P/L	Document storage and safe disposal	\$153,048	38
GROWTH CIVIL LANDSCAPES PTY LTD	Construction of community elements of Deerbush Park	\$4,593,402	129
GTA CONSULTANTS	Transport study	\$416,292	15
HAYS SPECIALIST RECRUITMENT (AUSTRALIA)*	Temporary labour	\$170,258	94
INDEPENDENT CEMENT AND LIME PTY LTD	Supply of tri-blend cement	\$1,658,330	53
INGEN ELECTRICAL GROUP	Electrical works	\$385,516	21
JAMES BENNETT PTY LTD*	Library books and resources materials	\$402,117	221
JK GEOTECHNICS	Geotech reporting	\$155,089	9
JOHN R TURK AND SONS PTY LTD*	Electrical items	\$285,386	237
JONES NICHOLSON PTY LTD	Professional consulting services	\$171,820	26
KONVERGE AUSTRALIA PTY LTD	Employee Assistance Program	\$206,059	52
LONG SERVICE PAYMENTS CORP.	Talk to payroll	\$381,465	30
MACQUARIE BANK LIMITED*	Operating lease services	\$605,625	103
MAIA FINANCIAL PTY LTD	Operating lease services	\$327,456	12
MARSDENS LAW GROUP	Legal services	\$436,468	100

Vendor Contractor	Description of Service	\$ Total Cost incl GST	Number of Purchase Orders / Invoices
MATTHEWS FOLBIGG LAWYERS PTY LIMITED	Legal services	\$171,566	60
MCARTHUR MANAGEMENT SERVICES*	Temporary labour	\$1,414,374	1229
MODERN TEACHING AIDS PTY LTD	Educational products	\$192,537	420
MOLINO STEWART PTY LTD	Flood plains dam safety review	\$227,852	16
NATIONAL TRUST OF AUSTRALIA (NSW)	Bushland regeneration management services	\$243,048	47
NBRS AND PARTNERS PTY LTD	Part of Aquatopia	\$221,954	43
NINE RADIO OPERATIONS PTY LTD	Advertising	\$172,380	23
NOPPEN AIR PTY LTD	Air condition maintenance	\$847,956	250
NORTHERN FENCING SPECIALISTS PTY LTD	Fencing services	\$170,162	19
NORWEST RECRUITMENT PTY LTD*	Temporary labour	\$786,291	432
OBJECTIVE CORPORATION LIMITED	Records management system	\$167,189	7
OPENCITIES PTY LTD	Council website upgrade	\$426,800	37
ORACLE CORPORATION AUSTRALIA PTY LIMITED	Enterprise Resource Planning (ERP)	\$326,399	46
PARKEQUIP PTY LTD	Deerbush Park Splash Pad - design and construction	\$282,205	12
PHIL GILBERT MOTOR GROUP*	Fleet	\$158,247	21
PLANNING MINISTERIAL CORPORATION	Sydney Region Development Fund levies	\$222,193	2
PLAY BY DESIGN PTY LTD	Playground equipment	\$169,537	7
QBE INSURANCE (AUSTRALIA) LTD	Compulsory Third Party (CTP) Insurance	\$207,496	11
R LINE CIVIL AND CONCRETING PTY LTD	Concreting and major complex civil works	\$2,242,828	255
RANDSTAD PTY LIMITED*	Temporary labour	\$1,093,220	281
REECE PTY LTD	Plumbing and associated services	\$188,484	582
RITCHIE AND CASTELLAN	Legal services	\$184,427	77
RURAL PRESS PTY LTD	Advertising	\$174,268	15
RYALEX SECURITY	Security CCTV maintenance	\$407,637	216
SECOM AUSTRALIA PTY LTD	Security monitoring of buildings alarm response patrols	\$170,895	551
SGS ECONOMICS AND PLANNING PTY LTD	Consultancy - Affordable Housing Strategy	\$199,474	7
SITE GROUP PTY LTD	Traffic management services	\$1,613,615	1008
SKYLINE LANDSCAPE SERVICES PTY LTD	Mowing services	\$734,788	530
SPECIALISED PAVEMENT SERVICES PTY LTD	Supply, deliver and lay asphalt and road	\$290,263	14
SQM UNIT TRUST	Supply natural sand	\$551,143	12
SUEZ RECYCLING AND RECOVERY (NSW) PTY LTD	Waste services	\$14,367,697	61
SULO MGB AUSTRALIA PTY LTD*	Mobile garbage bins	\$457,022	60
SUPERSEALING	Roadworks and asphalt work	\$273,406	4

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SUTHERLAND ISUZU UTE*	Fleet	\$248,956	61
SWIMPLEX AQUATICS PTY LTD	Design and construction of wave pool at Aquatopia	\$5,676,697	33
SYDNEY ROAD PROFILING PTY LTD	Plant and equipment hire	\$453,167	119
SYDNEY WATER CORPORATION	Water usage	\$931,815	1851
TELSTRA CORP LTD: NETWORK AND ASSET SERV'S	Installation of cables	\$251,332	24
TELSTRA CORPORATION LIMITED*	Telecommunications	\$352,059	92
TERRY SHIELDS PTY LTD*	Fleet	\$228,376	28
THE BIODIESEL STATION PTY LTD*	Fuel	\$701,552	12
THE EASTERN PROMENADE DISCRETIONARY	Temporary labour	\$168,300	6
THE GARDENMAKERS PTY LTD	Landscaping works	\$445,136	21
THE GREEN HORTICULTURAL GROUP PTY LTD	Maintenance, supply, top dressing various ovals	\$305,270	46
TOOLIJOOA PTY LTD	Bushland regeneration management services	\$294,530	46
TOTAL DRAIN CLEANING SERVICES PTY LTD	Litter removal from storm water devices	\$515,743	123
TPG NETWORK PTY LTD*	Wide Area Network (WAN) modernisation	\$477,526	25
TREESERVE PTY LTD	Provision of tree maintenance services	\$810,607	104
TRISLEY'S HYDRAULIC SERVICES PTY LTD	Fountains pumps testing services	\$186,573	83
TST PROPERTY SERVICES PTY LTD	Cleaning services	\$906,140	599
TYRES4U PTY LTD	Tyres	\$168,920	128
ULTEGRA PTY LTD	Electrical design and installations	\$154,865	8
VALUATION SERVICES	Valuation fees	\$326,653	1
VDG SERVICES AUSTRALIA	Cleaning services	\$1,427,215	633
VELJOHN PTY LTD	Supply natural sand	\$950,104	57
VEOLIA ENVIRONMENTAL SERVICES	Receiving and processing of clean up material	\$4,582,427	559
VESTONE CAPITAL PTY LIMITED	Operating lease services	\$573,593	29

\*Jobs awarded through NSW Government contract, Local Government Procurement, Procurement Australia contract and Southern Sydney Region of Councils contract.

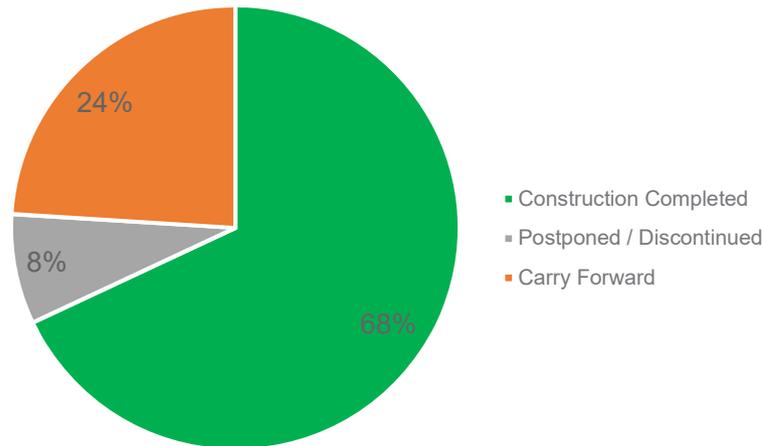
Note: The value of goods and services given is based on purchase orders / invoices listed for the 2020/2021 financial year.

The number of orders/invoices is given to indicate the number of jobs.

# 2020-2021 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 2020-2021 financial year, Council identified a total of \$115.915 million worth of capital works projects to be delivered across the Fairfield City. Of the 521 capital construction projects, 68% were completed, 8% were postponed / discontinued and 24% were carried forward into the 2021-2022 Operational Plan for completion. The pie graph below demonstrates the final status of capital construction projects and major programs as at the end of 2020-2021 financial year.



## Major Capital Projects over \$10 Million

**PROJECT 1:** IN490 – Western Sydney Infrastructure Plan - Smithfield Road Upgrade  
**Budget:** \$16.4m  
**Status:** Progressing - Construction  
**Expected Completion:** December 2021

Fairfield City Council has obtained grant funding under the Australian 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. It has achieved a continuous 4 lane wide carriageway (2 lanes in each direction) to improve the flow of traffic through this heavily congested area.

Minor works and post construction studies are to be finalised in 2021/2022.

**PROJECT 2:** IN477 – Dutton Plaza Car Park - Area C (Hughes Street Car Park)  
**Budget:** \$17.3m  
**Status:** Progressing - Construction  
**Expected Completion:** July 2021

Fairfield City Council has constructed a multi-storey car park on the front of the Dutton Lane site (Hughes Street frontage) in Cabramatta.

The Dutton Plaza Car Park – Area C provides an additional 220 car spaces, bicycle and motorcycle parking, rainwater harvesting, solar energy collection, and electric car charging bays. This supports the local economy through steady turnover of parking spaces and makes it easier for residents and visitors to park and shop in Cabramatta town centre.

Occupation Certificate is issued with operations to commence in the second half of 2021.



**PROJECT 3:** SP558-1 Aquatopia Wave Pool -  
Prairiewood  
**Budget:** \$12.8m  
**Status:** Progressing - Construction  
**Expected Completion:** November 2021

Fairfield City Council is developing a new addition to its recreation facilities – a wave pool for Prairiewood Leisure Centre. Funding through the Western Sydney City Deal’s Liveability Fund supports the delivery of this project.

The wave pool is an additional feature of Aquatopia. The facility is an attraction for residents and visitors, and includes rideable breaking waves, shaded areas, and cabanas, along with a covered stage area for outdoor events. The pool provides another outlet to address heat during the hot summer days.

The pool shell is complete with fit-out of the pool lining, planting and landscaping commenced. The facility is scheduled to open in 2021.

**PROJECT 4:** SP560-2 The Pavilion (New Grandstand)  
at Fairfield Showground – Prairiewood  
**Budget:** \$11.1m  
**Status:** Progressing - Construction  
**Expected Completion:** February 2022

Fairfield City Council is providing a new grandstand and sports amenities at Fairfield Showground. A grant from the NSW Government supports the delivery of this project.

The 1,000 seat grandstand is being built next to the existing Parklands grandstand and function centre, overlooking the newly created elite turf sports field. It includes tiered seating, athlete change rooms and amenities, kitchen, bar and canteen facilities, ticket booth, and social and VIP viewing areas. It forms part of the strategy to increase use of the Fairfield Showground.

Construction of the grandstand’s superstructure is well underway with completion scheduled for early 2022.



**Wave Pool construction, Aquatopia**

## Condition of Public Works

Fairfield City Council is responsible for effectively managing an extensive range of assets valued at \$1.8 billion\*, which comprises roads, drains bridges, footpaths, public buildings, recreational facilities, 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 2021.

Asset Class	Asset Category	Asset condition	Estimated replacement value \$'000	Estimated yearly depreciation \$'000	Estimated cost to bring to a satisfactory standard ** \$'000	Estimated annual maintenance expense \$'000	Current annual maintenance \$'000
Building	Council offices, Libraries, Community facilities and Halls, Leisure Centres and Amenity Buildings	2.3	370,485	7,967	6,606	11,297	13,632
Roads and Transport	Roads (Road Pavements, at ground Car parks, Traffic Facilities and Road furniture)	1.9	572,716	10,985	8,604	15,405	15,458
	Kerbs and Gutters	2.2	214,635	2,619	4,911	3,941	3,610
	Footpath and Cycleways	2.0	137,883	2,201	2,906	3,135	4,216
	Bridges	1.6	49,602	499	241	419	88
Drainage	Stormwater Drainage Assets	2.0	358,972	2,441	525	1,411	1,457
Open Space	Park and Recreation	1.9	68,814	2,618	1,067	3,276	1,813
<b>TOTAL – ALL ASSETS</b>		<b>2.0</b>	<b>1,773,107</b>	<b>29,330</b>	<b>24,860</b>	<b>38,884</b>	<b>40,274</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:

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

\*\* 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.

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## Current Achievements and Status of Council's Assets

- Public Roads - Council maintains 681 kilometres of roads throughout Fairfield City. The average road condition is considered to be of good standard. 2.2% of the road network is considered to be in poor condition
- Kerb and Gutter - Council maintains 1,226 kilometres of kerb and gutters throughout our City. The average condition is considered to be of good standard. 3.0% of the kerb and gutter network considered to be in poor condition.
- Buildings - Council owns and controls 308 buildings and facilities including various substructures. The following is a cross section of Council's holdings: Council administration offices, community halls, libraries, childcare centres, sportsfield amenity buildings, public toilets, picnic shelters and leisure centres. The average condition is considered as good with 3.6% of the building assets/components in poor condition.
- Bridges and culverts - Council maintains 61 bridges (road and foot bridges, jetties/boat ramps) and 26 culverts throughout our City. These assets are inspected regularly for maintenance and renewal work programs.
- Footpaths and Cycleways - Council maintains 972 kilometres of footpath (including footpath, walkway and pathway) and 107 kilometres of cycle ways throughout our City. The average footpath condition is considered to be of good condition. 3.5% of the footpath network is considered to be in poor condition. Footpath networks are inspected and maintained routinely to ensure the safe movement of pedestrians.
- Stormwater drains - Council maintains 478 kilometres of stormwater pipe and 14,342 stormwater pits throughout the City. The average condition of these assets is considered to be of good standard with 0.2% of the assets in poor condition.
- Park and Recreation - The average condition of these assets is considered to be of good standard with 3.0% of the assets in poor condition.



**Crescent Plaza, Fairfield**

## 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 2020-2021.

## Controlling Interests in Companies

Council held no controlling interest in any company for the 2020-2021 reporting period.

## Rates and Charges Written Off

Rates and Charges totalling \$3,195,837 were waived or written off during the 2020-2021 period in accordance with the Local Government Act 1993. This compares to Rates and Charges of \$3,268,122 waived or written off in the 2019-2020 period.

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

Item	Amount
Postponed Rates and Charges written off	\$9,506
Non-rateable claims (abandonment written off)*	\$23,367
Rebate public authorities	\$0
Rebates on pensioner rates waived	\$3,121,300
Heritage rates voluntary concession	\$41,664
<b>Total</b>	<b>\$3,195,837</b>

\*Non-rateable claims are due to St George Housing applying for Exemption of Rates under section 556 (1H) of the Local Government Act and NSW Land and Housing Non-lease land.

## 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 2020-2021 are:

- Occupancy rate >90% achieved for tenancies at Dutton Plaza. A profitable enterprise that provides retail space in Cabramatta.
- Continued active and prudent management of investments, in challenging market conditions brought about by ongoing decreases in the Reserve Bank Cash Rate.
- Operating income from the sale of recycled building materials to the Sustainable Resource Centre's external customers.
- 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 contained increases in employee entitlements during the year.
- Immediately implemented cost containment initiatives when the COVID-19 Pandemic commenced.

For the fifth year running, Council achieved all Fit for the Future benchmarks, which refer to the NSW State Governments benchmark for financial sustainability.

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## Special Rate Variation (SRV)

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 and the Fairfield Heights streetscape upgrade.

This was the seventh year of a 10-year program of works. The assets renewed in 2020-2021 were:

- Sportsgrounds – Pump house renewal (Stockdale Reserve, Emerson Reserve, King Park, Rosford Reserve, Hartley Oval, Fairfield Park and Avery Park), Carrawood Park Amenity Building (painting), Fairfield Park (renewal of temporary storage).
- Open Space – renewal of play equipment and soft fall at Hartley Oval, Minto/Narromine Park, Clarrie Aktins, Thorley Park, Yennora Park, Peter Dawson Park and Knight Park Playground, and remediation at Thorley Park.
- Community Buildings – Fairfield Community Centre (renewal of flooring, walls, window furnishings, outdoor play areas, toilet, storage furniture and fencing), Fairfield Leisure Centre (HVAC Upgrade) and Prairiewood Leisure Centre (kiosk, offices and toilets).
- Roads, Kerb and Gutter – 42 locations programmed for the year with 30 locations completed, 4 locations discontinued as resolved with other works, 1 location postponed and 7 near completion.
- Drainage – 17 locations programmed for the year with 14 completed, 1 location being procured and 2 locations near completion.

The COVID-19 pandemic affected project resourcing. This created delays for the following projects with completion moved to 2021-2022:

- Community Building Upgrade
  - Nelson Street Car Park (lighting and painting renewal)
  - Fairfield Showground Part Awning and Car Park renewal
- Open Space – Play equipment and soft fall renewal at Coolatai Park
- Kerb and Gutter– Waterside Crescent and Railway Parade (near Frederick Street)

Designs for significant renewal work at Fairfield Leisure Centre (sports court skylights, structural steel and guttering) and Bonnyrigg Community Service Centre (internal fit-out) were completed.

Design commenced for the playground upgrade at Bareena Park – renewal of play equipment and soft fall. A NSW Government grant opportunity has been successful allowing this upgrade to increase its scope significantly.

The upgrade of the Fairfield Branch Library in Hamilton Road, Fairfield, concluded with the opening of the branch library in February 2021.

Aquatopia improvements included:

- the new wave pool and landscape surroundings – design completed and construction has commenced
- the Dry Recreation Facility scope is under review given the uncertainty COVID-19 created with future patronage

The Moorefield Grandstand renewal at Fairfield Showground was completed in February 2021.

The following table outlines the approved program of works, outcomes for 2020/21 and the 10 year program forecast.

	2020/2021 Budget	2020/2021 Results	10 Year Program Forecast
<b>INCOME</b>			
Rate Peg		2.6%	
SRV Income – Forecast	\$5,979,514	\$6,014,691	\$60,455,765
(Surplus)/Deficit from Forecast/Actual Rate Peg		\$35,177	
<b>EXPENDITURE</b>			
<b>Operational Expense</b>			
Fairfield Library Expansion	\$695,402	\$172,232	\$2,925,915
Water Park	\$63,000	\$63,000	\$315,000
<b>Capital Expense</b>			
Sportsgrounds	\$530,000	\$174,741	\$8,825,000
Community Buildings	\$1,730,751	\$1,246,858	\$15,300,000
Fairfield Library Expansion	\$2,377,433	\$2,377,128	\$2,434,000
Landscaping Park Frontages	\$0	\$0	\$195,000
Footpath Connections	\$0	\$0	\$256,000
Water Park	\$2,457,175	\$950,356	\$4,830,000
Open Space	\$717,680	\$526,234	\$4,712,000
Fairfield Heights	\$0	\$0	\$770,000
Cabramatta Town Centre	\$0	\$0	\$665,000
Roads, Kerb & Gutter	\$1,352,511	\$1,115,366	\$10,600,000
Drainage	\$264,000	\$223,145	\$1,350,000
Fairfield City Plaza	\$0	\$0	\$1,775,000
Fairfield Showground Redevelopment	\$0	\$0	\$88,000
Fairfield Business Hub	\$92,539	\$92,234	\$92,000
<b>TOTAL FORECAST EXPENDITURE</b>			<b>\$55,132,915</b>

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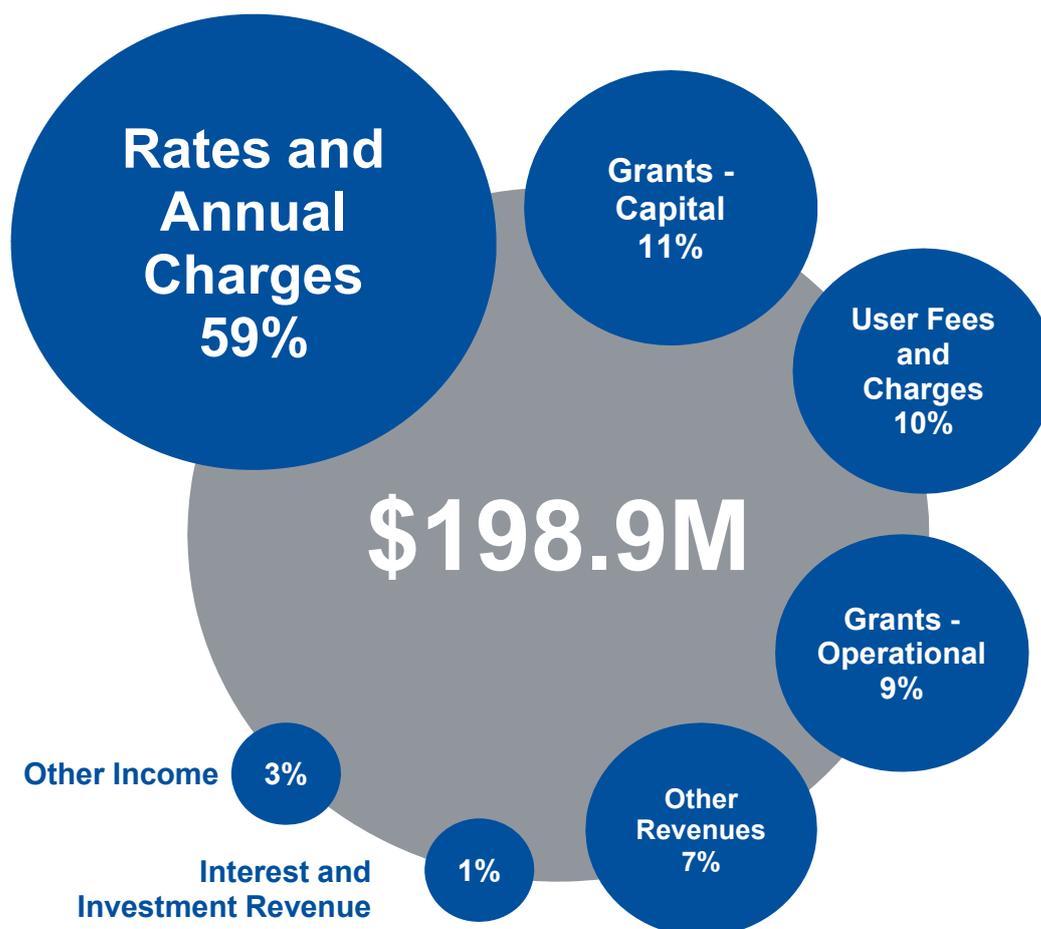
## Financial Overview

Council's financial performance is aligned with its continued focus on long-term financial sustainability. Quarterly reviews 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 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 an operating result from continuing operations of \$27.5 million (2020: \$39.8 million), which included a depreciation expense of \$35.4 million (2020: \$35.4 million). The decreased operating result is mainly due to \$5 million fair value increment on investment properties last year but not replicated in 2020/2021, and \$6.9 million lower capital grant income compared to last year.

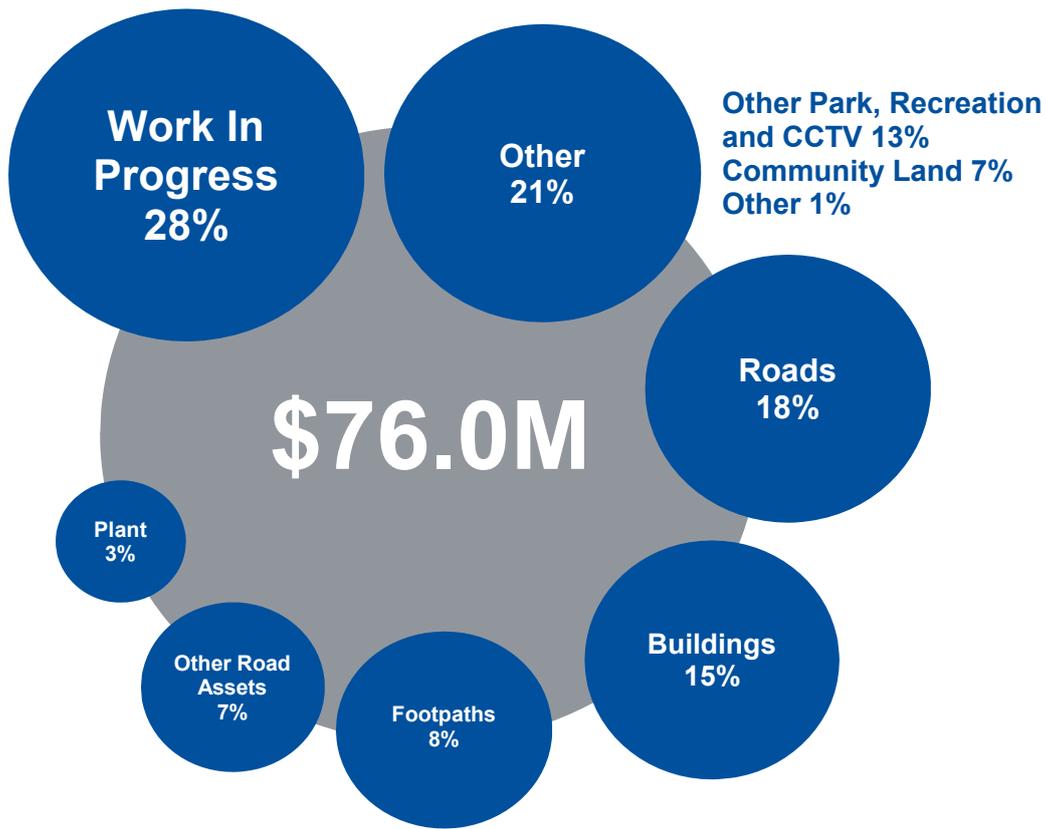
Overall income is down by 6.1% compared to the previous year to \$199.0 million. Rates and annual charges represent 59.4% of Council's total revenue and increased by 0.9% (rate peg - determination from the Independent Pricing and Regulatory Tribunal was 2.6%) against the previous year.

## Where our Money Comes From

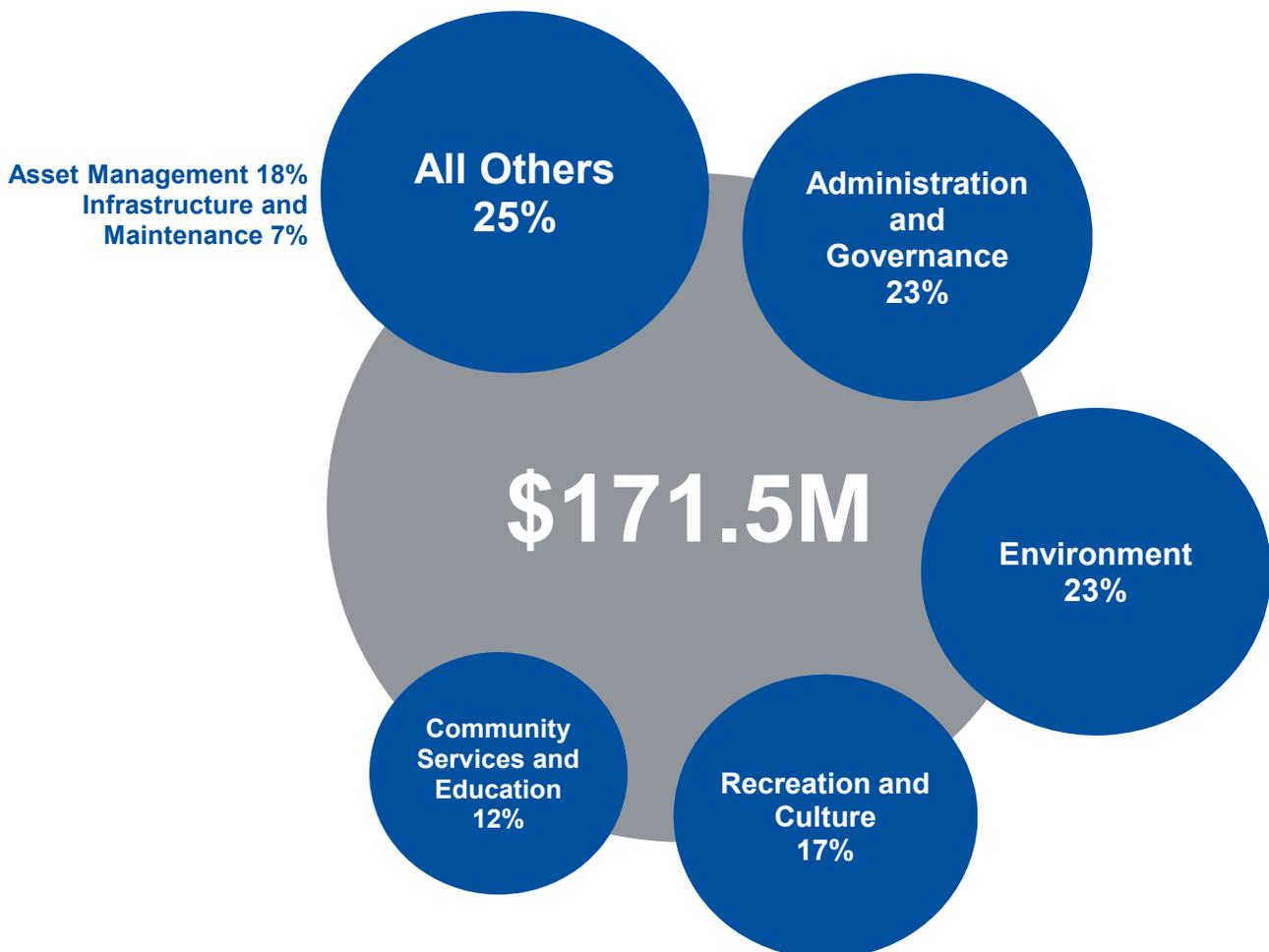


In addition to operating activities which contributed net cash inflow of \$61.9 million (2020: \$68.9 million), there were also proceeds from the sale of assets (\$2.4 million). Cash outflows other than operating activities were used to purchase and construct assets (\$76.0 million), with a loan of \$10.0 million taken out during the year to partially fund the cost of constructing a multi-storey carpark in Cabramatta. The decrease in cash from operations compared to 2020 was mainly due to negative impacts of COVID-19 on operating income and a reduction in capital grants.

## Where It Was Spent - Capital



## Where It Was Spent - Operational



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## Performance Ratios

Council continues to be prudently managed and financially sustainable. An analysis of industry benchmarks on its financial performance ratios as identified by the Audit Office of New South Wales is as follows:

- Operating performance indicator of 3.3 per cent (3.3 per cent in 2020) exceeded the benchmark of 0.0 per cent.
- Own source operating revenue ratio was 80.2 per cent (77.2 per cent in 2020), exceeding the benchmark of 60 per cent.
- Unrestricted current ratio of 1.9 times (1.9 times in 2020), which exceeded the benchmark of 1.5 times.
- Debt service cover ratio for the Council is 29.1 times (51.0 times in 2020) and exceeded the benchmark of 2.0 times.
- The rates and annual charges outstanding ratio was 4.0 per cent (3.9 per cent in 2020) and continues to be lower than the industry benchmark of 5.0 per cent.
- Cash expense cover ratio was 4.5 months (5.1 months in 2020), which exceeded the benchmark of 3.0 months.
- Building and infrastructure renewals for 2021 represented 130.5 per cent (119.8 per cent in 2020) of the depreciation charges for those assets, exceeding the benchmark of 100 per cent

### Operating performance ratio

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

The Council met the OLG benchmark for the current year. The decrease in ratio from 2019 was due to the impact of COVID-19 on operations.

The 2020 ratio was restated from 3.22 due to classification changes for consistency with 2021 reporting.



### 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.

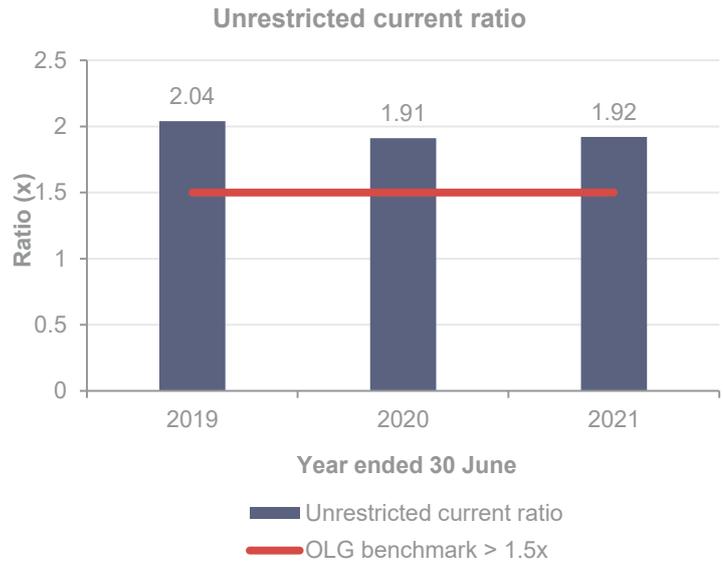
The Council exceeded the OLG benchmark for the current year. The ratio has remained consistent over the past three years.



### 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.

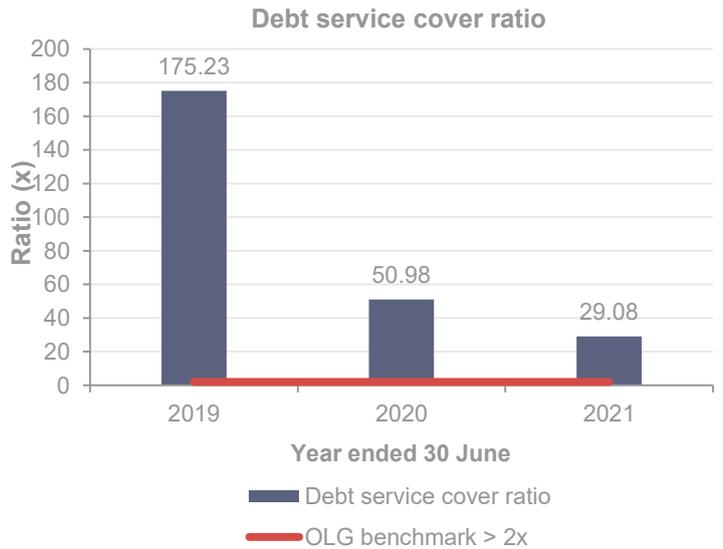
The Council met the OLG benchmark for the current year. The ratio has remained consistent over the past three years.



### Debt service cover ratio

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

The Council met the OLG benchmark for the current year. The decrease in the 2021 ratio was due to an increase in borrowings from a new loan.

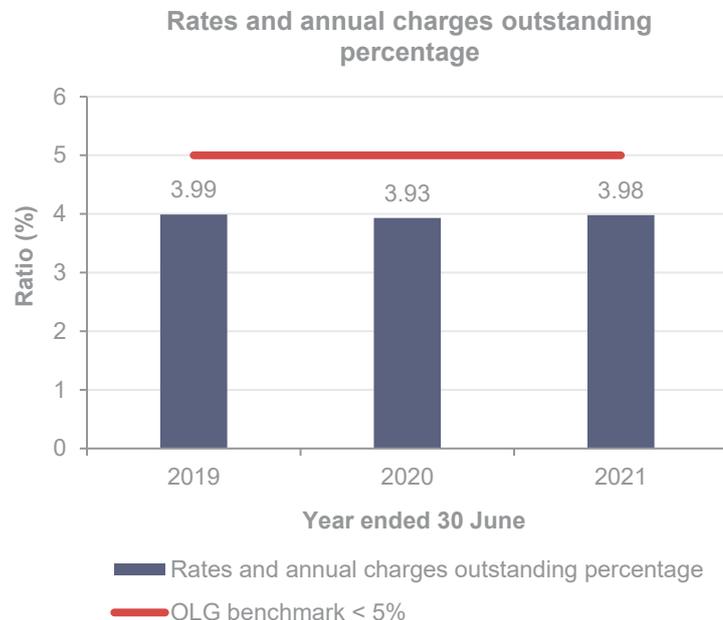


### Rates and annual charges outstanding ratio

The 'rates and annual charges outstanding percentage' 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.

The Council met the OLG benchmark for the current year. The ratio has remained consistent over the last three years.

The 2019 ratio was restated from 4.06 due to classification changes for consistency with 2021 reporting.

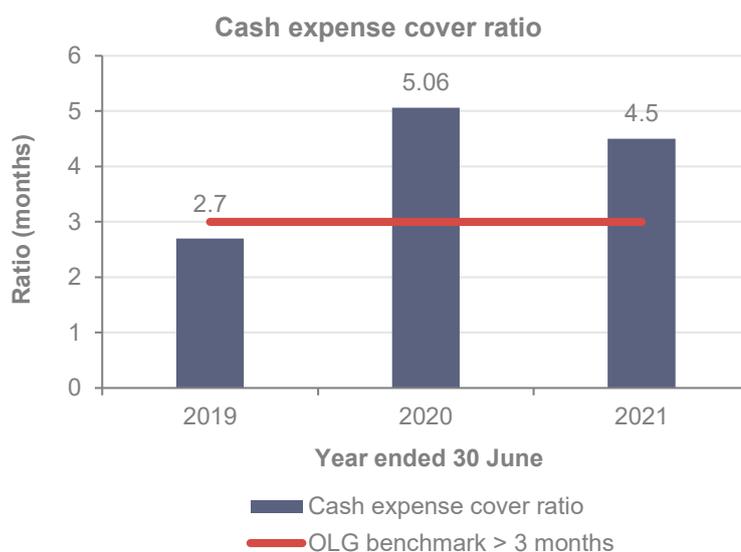


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## Cash expense ratio

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.

The Council met the OLG benchmark for the current year.



## 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 performance during the 2020/2021 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 2020-2021 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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