



Our home
Our City Our future

2013-2017 DELIVERY PROGRAM
REPORT JULY - DECEMBER 2013



AT A GLANCE

The Local Government Integrated Planning and Reporting (IPR) Framework aims to ensure a more sustainable local government sector. All NSW Councils are now required to develop a Community Strategic Plan (10 years) along with a Delivery Program (4 years) and Operational Plan (1 year). These documents are informed by a Resourcing Strategy (10 years) that is made up of a Long Term Financial Plan, Asset Management Strategy and Workforce Management Plan.



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

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

As Council implements its 2013-2017 Delivery Program activities, it will need to keep track of progress. Accordingly, this six-monthly progress report focuses on the Delivery Program implementation period of July 2013 to December 2013. This report will be publicly available and will be included in Council's Business Paper.

Developed by:
Integrated Planning and Reporting Unit
Fairfield City Council
2014

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1. EXECUTIVE SUMMARY

The Six Monthly Report has been developed around each of the five Theme areas, as identified in the 2013-2017 Delivery Program. It also reports on the performance measures, status of projects/initiatives, highlights, service achievements and the advocacy undertaken within each of the Theme areas during the six month period (July 2013 to December 2013).

Council's original 2013-2017 Delivery Program was adopted in June 2013. Since this time Council has engaged with the community about making an application for a Special Rate Variation (SRV) to help fund extra projects. The final decision on Council's SRV application will be made by the Independent Pricing and Regulatory Tribunal (IPART) and Council will be advised in June 2014.

To ensure the Community is clear about the cost of the proposed SRV and the extra projects it will deliver, Council then published 2 more versions of its Delivery Program for 2013-2017 – one including our regular budget only and another with the extra projects and proposed Special Rate increase. Both these reports can be viewed on our website at www.fairfieldcity.nsw.gov.au

This Six Monthly Report is reviewing the original 2013-2017 Delivery Program adopted by Council in June 2013.

Listed below are the key highlights that Council has achieved during this reporting period:

- A revitalised Closed Circuit Television Program commenced in July. The program will establish additional CCTV cameras across selected areas of the city in line with available funding.
- The 2013 Bring it On! Festival was the joint winner of the "Best Local Youth Week Program" and Council was also jointly awarded the "Best On-going Commitment to Local Youth Week Programs".
- Cancer Council NSW awarded Council's "Puff Free Parks" program the NSW award for "Innovative Community Engagement on Smoke-free Policy".
- Heritage grants were allocated to the owners of heritage items throughout the Fairfield LGA to assist these owners with maintenance costs associated with their Heritage items to help retain historically important buildings.
- "Chemical Clean Out" event was organised in October 2013, collecting 30.5 tonnes of waste chemicals.
- The 15th Cabramatta Moon Festival was held on Sunday, 15 September 2013 in the central business district of Cabramatta on John Street, Freedom Plaza, Arthur Street, Hughes Street and Railway Parade. A large crowd of 90,000 people attended, with many families celebrating the ideal warm weather.
- The Parks Place Management Team worked in partnership with the Cancer Council to deliver the 2013 Relay for Life event which was held at Horsley Park Reserve in November 2013.
- Stage 2 of Bibby's Place landscaping project was completed in September 2013 and a community tree planting ceremony was held to celebrate this completion.
- Council has upgraded its mapping information systems which is part of an ongoing process that will provide the ability for the community to view information on Council's website via map links.
- Fairfield's "Community Safety and Crime Prevention" Facebook page was launched to enhance the way Council interacts with its local community. Through Facebook, Council aims to provide for a quick, widely accessible, and easy to use information sharing platform where it can promote community safety projects, and share information with the public and with partner organisations.
- Local Government Open day was held in August 2013, attracting many local residents and school children who enjoyed learning about the many different services that Council provides. This was an excellent opportunity for residents to interact with Council officers.

2. PROGRESS PER THEME

THEME 1: COMMUNITY WELLBEING

What is Community Wellbeing?

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

The goals that have been identified by the community to achieve this theme are:

Goal 1 Sharing values and respect for our diversity, culture and heritage

Goal 2 Being healthy and active

Goal 3 Enjoying a good standard of living and enhanced quality of life

Goal 4 Being safe and law-abiding

Goal 5 Having access to opportunities

A. HIGHLIGHTS

- A revitalised Closed Circuit Television Program commenced in July. The program will establish additional CCTV cameras across selected areas of the city in line with available funding. During July to December, information was collected and analysed to support the roll-out of new cameras commencing early 2014.
- Bonnyrigg Heights and St Johns Park Early Learning Centres were each assessed at the highest level by the Australian Children's Education and Care Quality Authority which is the Federal Government body that assesses child care facilities.
- A literacy program to prepare children for school was run in Council's Early Learning Centres. This engaged families in promoting literacy within everyday life and aims to build skills in children to a level that will make school entry easier and more successful. Assessment of the skills required to successfully start school in Council's Early Learning Centres showed significant improvement during 2013.
- Efforts continue with the investigation and enforcement of regulatory and compliance laws within Fairfield City on environmental, community, parking and companion animals (dogs and cats) issues.
- Council's free immunisation program operated 5 sessions per month and provided immunisation for children from 2 months to 5 years of age.
- "Save Life" program won the 2013 Local Community Initiative of the Year in the annual Water Safety Awards from Austswim and the NSW Government.
- Fitness programs for individuals, community groups, veterans and special groups for children were run by the Leisure Centres
- Swimming programs and safety sessions were held for individuals, schools, 55years plus, playgroups and people with disabilities as well as squad training.
- Learn to swim and water safety courses for adults from African and Asian communities were funded by the NSW Government.
- A pilot program to support young people in relation to cyber bullying, safe driving, personal safety and general safety issues saw the Policy Youth Officer visit the Whitlam Library weekly.
- "Finding My Place" for Year 9 boys who have disengaged from school was held within the library service and partnered with Police Youth Liaison Officer, Big Heart Vision and Bunnings to deliver the program.
- A book club for Spanish speakers started in July at Bonnyrigg Library.
- Special programs in libraries were developed for people with disabilities, children, fathers, students and people who wish to improve English language skills. The library offers some programs in community languages as well as English
- The State Government has allocated \$367,005 or \$1.85 per capita to Fairfield Council libraries in 2013/14. An additional \$126,420 for Disability and Geographic adjustment will also be received.

- The “Living the Past” program was held for school students. Extra workshops were required and the program’s popularity demonstrates strong local community interest in the arts and heritage.
- Council continues to experience heavy demand for its properties that are leased and licensed to community groups. Vacancies have been filled as soon as expression of interest is submitted.
- 85% of Council’s community facilities are booked on a daily basis. These include the use of community buses, community centres and community sportsfields.
- Fairfield Showground hosted a range of community events such as the Eid Festival, BMX Bike Show, Chilean Festival, Sydney Fiesta Kultura and the All Chrysler Car Show
- Weekly Saturday markets continue successfully at the Fairfield Showground.
- Council’s Lifestyle Modification Program, “In Shape” was registered as a national program through the “Healthy Living Network”. This is a repository of programs and resources to support healthy living and programs registered on this Network are eligible for financial assistance if commonwealth funding programs become available.
- The ‘Healthy Fairfield’ Program continued to provide In Shape lifestyle modification programs in community languages including Spanish, Khmer and Italian. Gyms in Parks continued to provide free exercise programs in Endeavour Reserve in Fairfield West.
- “Family Matters” is a documentary that explores different cultural views and beliefs about domestic and family violence in our community. The documentary outlines the rights and responsibilities of people in relation to domestic and family violence.
- Fifteen community events were held as part of the “White Ribbon Day Campaign 2013” and “16 Days to Eliminate Violence Against Women” to raise awareness of domestic and sexual assaults against women. “Chatterbox” is a service that works with young people who may be ‘at risk.’ The Chatterbox Bus provides free public transport for disadvantaged young people.
- “Portals Project” involved local young people in a film project to explore issues, such as acceptance, stereotypes, and negative perceptions of the Fairfield area. This is part of the “Youth Media Harmony Project”.
- The 2013 Bring it On! Festival was the joint winner of the “Best Local Youth Week Program” and Council was also jointly awarded the “Best On-going Commitment to Local Youth Week Programs”.
- The regional “Dare to Care Conference” for the community care sector was held at the Fairfield RSL. Fairfield, Bankstown and Liverpool City Councils, Macarthur Disability Services, and the Bankstown Area Multicultural Network joined forces to present this conference to discuss the changes in services for the frail aged and people with disabilities.
- “Minimising the Harm of Drugs” forum for community workers and residents was held during National Drug Action Week 2013. Local drug and community agencies worked with Council through The Community Drug Action Team to present a range of speakers and information on local drug services.
- Cancer Council NSW awarded Council’s “Puff Free Parks” program the NSW award for “Innovative Community Engagement on Smoke-free Policy”.
- Council’s Aboriginal Cultural Awareness course, “Dyalgala - To Embrace” was run for the fourth time. This course aims to enhance the community’s knowledge and awareness of Aboriginal history and culture.
- National Aboriginal & Islander Day of Commemoration (NAIDOC) events were held in Early Learning Centres, libraries, schools as well as a public event in Hilwa Park, Villawood. Council partnered with Woodville Community Centre and Bonnyrigg Public School for these events.
- The “Social Change through Creativity” forum highlighted Fairfield’s cultural development, active citizenship, social inclusion, and promoted the well-being of the local community. This forum assists community workers to use the arts to assist people deal with a wide variety of issues.
- The Sacred Music Festival features devotional music from the Sydney Arabic Choir, Siasi ‘O Tonga Hou Eiki Choir, Forte Choir, Tuan Ngoc Huan, and the Shohrat Tursun. Local musicians called “Sacred Unplugged” also performed at the event which aims to build community cohesion by bringing people of different religions and cultures together.
- Council supported the annual “Rotary Carols by Candlelight” event.
- Villawood Fun Day at the new Villawood Park aimed to encourage social connections between individuals to develop a stronger, more connected and safer community.
- The Annual Seniors Concert was held in November. Seniors participated in organising the event and people from a wide variety of community groups and nursing homes attended along with individuals.
- Council has recorded that 98% of cleaning requests have been actioned within the agreed timeframes.
- Over 3,200 tonnes of cleanup waste was collected during this reporting period.

- Over 480 cubic metres of garden waste has been diverted from landfill to the tree branch mulching service during this reporting period.

Council provided funding to a range of community organisations to deliver programs and information to the community. Recipient organisations included:

- Service for the Treatment and Rehabilitation of Torture and Trauma Survivors – Youth Outreach Alliance Youth
- Open Family Australia - The Chatterbox Bus
- TAFE NSW -Youth Awareness
- NSW Spanish and Latin American Association for Social Assistance Inc. Fairfield Multicultural Festival
- Bankstown Area Multicultural Network - Planning Ahead in CALD communities
- Information and Cultural Exchange Grant Writing and Mentoring Social Change through Creativity Grants
- FORM Dance Projects - Show it Off skills workshop project for performers
- Woodville Community Services - Living local and building Healthy Lifestyles Project
- The Heights Community Services - Centre Based Meals for elderly people at risk of malnutrition
- Multicultural Community Care Services - Gentle Yoga and Relaxation for frail aged
- Sector Connect – Family Support
- Wingecarribee Family Support and NSW Family Services
- Western Sydney Community Forum - Training for Management Committees
- South West Sydney Legal Centre for the Fairfield Domestic Violence Committee White Ribbon Day Breakfast
- Bonnie Women's Refuge – 16 Days of Action
- Cabramatta Community Centre - White Ribbon Day Public Events
- Immigrants Women's Health – CALD Women Say No to Violence
- Khmer Community of NSW – Smart Families in Khmer Community
- Cabramatta Community Centre – We are Saying No to Violence
- Samoa Victim Support Group Sydney Inc – A Warrior Promise
- Fairfield Migrant Resource Centre – White Ribbon Day Activity

B. NEW INITIATIVES

Identified below are number of projects in Council's 2013-2017 Delivery Program that assist in delivering the community wellbeing outcomes.

Ref:	Project Description (as per Delivery Program 2013-2017)	13/14	Progress	Comments
IN14181	Adventure Playground - Stage 1 - Fairfield District Park	New	On Track	The tender to supply the major equipment opened in December. Work is scheduled to commence in June 2014.
CF1346	Bossley Park Preschool Project	Carry Over	Behind Schedule	The design required alteration before a Development Application could be lodged to accommodate separate disabled parking access. This has been completed and Development Application finalised.
IN14201	Avenel Tennis Court Upgrade	New	On Track	Scope of Work completed and referred for Request For Quote and awarding of the Contract.
IN14273	Community Centre/Halls - Installation of Air Conditioning	New	On Track	The Air Conditioning for 2013/14 hall is complete. Plans for the program for the remaining halls have been scoped and quoted and will proceed in each year of the 2013-2017 Delivery Program.
IN14242	Whitlam Library Refurbishment	New	Achieved	The Carpet was installed on the 25th-29th November 2013. Wall art and lounges have been installed.
IN14287	Emerson Reserve Upgrade	New	On Track	Design has been completed and this project is underway.
IN14266	Upgrade of Horsley Reserve Park	New	On Track	The construction detail for the project has been completed and the contract to supply the exercise equipment has been signed.
IN1433	Centenary Celebrations Cabravale Memorial Park	New	On Track	Event scope to be developed in early 2014.
IN14306	Water Park Prairiewood Leisure Centre - Design and Approval	New	On Track	Architect to be engaged for concept design in early 2014.
IN14178	Multi-Deck Car Parks Upgrade	New	On Track	Scope completed and Exelooos to be ordered late 2013 / early 2014.
IN1426	Electronic Hand Held Devices - Parking Enforcement	New	On Track	The latest Android devices with accompaning software are being deployed to Council's Parking Officers. Training is currently being undertaken by the provider (DCA) for implementation in the near future.
CF1301	Prairiewood Leisure Centre Improvement Works	Carry Over	On Track	Works completed this Quarter include roof drainage works along with the installation of an internal metal roof over the foyer area. The upgrade of the boiler (25m pool heater) and the point of sale will be undertaken during summer to minimise customer impact.
IN14285	Time Line Wall Fairfield City Museum	New	Postponed	At the November Outcomes Committee, Council approved an alternate location for the timeline wall as the Fairfield City Centre Park and agreed to carry forward the Timeline Wall project and budget of \$80,000 from the current Operational Plan 2013-2014 to the Operational Plan 2016-2017. Concept in development.

C. SERVICES

Fairfield City Council is a multi-functional organisation which provides a wide range of services to the community. These all directly contribute in assisting the Council to achieve the community's Vision for the future of Fairfield City. Some of the services that Council delivered under Theme 1 for the period of July 2013 to December 2013 are:

CCTV Camera Program

Manages the Closed Circuit Television (CCTV) program in public places and Council facilities across Fairfield City.

Performance Indicator (as per Delivery Program 2013-2017)	Result (Jul-Dec 2013)	Comments
% Trend in requests received from NSW Police video footage.	-50%	A 50% decrease in video requests was experienced during the 6 month reporting period. These requests pertain to Cabramatta, Canley Vale and Canley Heights areas collectively.

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 Local Government Area.

Performance Indicator (as per Delivery Program 2013-2017)	Result (Jul-Dec 2013)	Comments
% Customer satisfaction survey.	100%	Children and Family Services surveyed Council's preschool families towards the end of 2013. We were pleased to receive a 100% satisfaction rate.

Compliance Investigation and Enforcement

Conduct the investigation and enforcement of regulatory and compliance laws within Fairfield City on environmental, community, parking and companion animals (dogs and cats) issues.

Performance Indicator (as per Delivery Program 2013-2017)	Result (Jul-Dec 2013)	Comments
% Trend community matters investigated.	64%	There has been an increase in matters investigated for this reporting period.
% Trend cats and dogs impounded.	31%	The impounding of cats and dogs is calculated based on the number of animals seized by Council staff, as well as animals delivered to the pound by the public. This trend increase is a result of more celebrations, events, fireworks etc, during the reporting period.
% Trend cats and dogs returned/rehoused.	12%	There was a 12% increase in returned / rehoused cats and or dogs for the reporting period.

Environmental and Public Health

Monitors and enforce regulatory and compliance laws within the Fairfield Local Government Area for environmental and public health standards.

Performance Indicator (as per Delivery Program 2013-2017)	Result (Jul-Dec 2013)	Comments
% Food and regulated premises that comply at inspections	91%	100 additional units and premises were inspected. Inspections encompassed all food and other regulated premises, including complaints investigated e.g. food retail premises, skin penetration premises, hairdressers and beauty salons, cooling towers, septic tanks, public swimming pools, boarding houses, mortuaries, brothels and caravan parks.
% Compliance with environmental legislation and standards at inspections.	93%	Compliance includes outcomes from pre-arranged inspections and audits as well as reactive investigations requiring follow up action.
% Trend children attending immunisation clinics (ceases on 30 June 2014)	-11%	There was a decrease in immunisations compared to the previous 6 month reporting period.

Leisure Centres

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

Performance Indicator (as per Delivery Program 2013-2017)	Result (Jul-Dec 2013)	Comments
% Trend in facility usage (aquatic and dry recreation).	-6%	There was a decrease of 15,065 visitors to Fairfield City Leisure Centres (Fairfield, Prairiewood and Cabravale Leisure Centre) during the reporting period.
Leisure centres customer satisfaction survey (annual).	1	During the 6 month reporting period, customer surveys have been undertaken with schools using facilities for carnivals. These surveys have identified excellent results in customer service.

Library

Provide library services (including a wide range of resources, information, internet access, programs and services) at five locations within the Fairfield Local Government Area - Cabramatta, Fairfield, Wetherill Park, Bonnyrigg and Smithfield.

Performance Indicator (as per Delivery Program 2013-2017)	Result (Jul-Dec 2013)	Comments
% Trend in customer visits to Council libraries.	10%	The Fairfield City Library Service recorded 388,209 visitors during the reporting period. This is an increase of 9.8% from the previous reporting period.
% Trend in number of loans.	-9%	Total loans to patrons including paper and electronic items, has decreased by 9%. This is due largely to the closures of the Libraries during Christmas and generally less visitors during the December period.
Customer satisfaction survey (random sample users undertaken annually).	N/A	This survey will be undertaken in early 2014 so will be reported in the next 6 Monthly Report.

Museum and Gallery

Manage and maintain the buildings which make up the Museum, Gallery and historic village site as well as collecting, preserving, curating and exhibiting the items of historical and cultural value the buildings house. It also runs a program of exhibitions, education, heritage culture and public arts to educate and inform a wide audience and showcase Fairfield's unique history and culture.

Performance Indicator (as per Delivery Program 2013-2017)	Result (Jul-Dec 2013)	Comments
% Trend in customer visits to Council Museum.	-16%	There was a 15.9% drop in museum visitations during the reporting period. The Christmas shutdown period has influenced these results. This is evidenced by the monthly figures breakdown for the last three months of the year (October = 2,137, November = 2,062 and December = 1,381 visitors). The Christmas shutdown period effectively meant that survey days were only for the 1 st through to the 20 th December 2013. In addition, the "Living in the Past" education program ended on the last week of November, this reflected in the December results.

Property and Community Facilities

Coordinate the management of Council owned properties and community facilities including community buses sporting fields, community centres or halls, leased and licensed properties and multi deck car parks. Property development and real estate functions to buy, sell, or lease land, grant easements and road closures.

Performance Indicator (as per Delivery Program 2013-2017)	Result (Jul-Dec 2013)	Comments
% Trend occupancy rate of Council's commercially and community leased or licensed properties.	96%	Council continues to experience heavy demand for its leased and licensed properties. Vacancies have been filled as soon as expression of interest is submitted. Of Council's 74 leased properties, only 3 are vacant (96% tenancy rate).
% Trend community facilities booked/utilised.	85%	Facilities booked and or utilised include the use of community buses, community centres and the use of community sportsfields as a function of daily use. The booking and utilisation figures for these facilities have remained at 85%.

Showground and Golf Course

Undertakes the management and maintenance of Fairfield Showground, Fairfield Markets, Fairfield Golf Course, Parklands Function Centre and a number of the Community Clubs based on site.

Performance Indicator (as per Delivery Program 2013-2017)	Result (Jul-Dec 2013)	Comments
% Trend on players at the Fairfield Golf Course.	4%	There was an increase in the number of players who played at the Fairfield Golf Course. Please note this percentage does not include member rounds or school clinics.
% Trend on visitors to the Showground.	-6%	There has been a general decrease in the number of visitors who attended Fairfield Showground activities. This figure has been derived from the addition of Fairfield Market visitors, Fairfield Festival visitors and Parklands Room Hires. Casual users, schools and club village users have not been included.
Markets Customer Satisfaction (Bi-annual survey rating quality/value of markets)	81%	The latest customer survey indicates that over 80% of customers rate quality/value of the markets held at the Showground as high to very high.

Street and Public Amenities Cleaning

Provides the cleaning of street and public amenities in the town centres, residential and industrial areas across the Fairfield Local Government Area.

Performance Indicator (as per Delivery Program 2013-2017)	Result (Jul-Dec 2013)	Comments
% Trend in complaints on street and public amenities cleaning.	200%	There has been a tripling of complaints received in the reporting period. To clarify this figure there has only been 4 complaints made to Council during this time. This may in part, be attributed to a greater number of celebrations and greater amenity usage that typically occurs towards the end of the year
% Requests attended to within agreed timeframe.	98%	98% of requests have been actioned within the agreed timeframes.

Social and Cultural Development

Develop and implement policy, programs, community sector capacity building and partnerships in the areas of youth, arts, cultural development, health, family services, crime, safety, the Aboriginal and Torres Strait Islander community, aged, disability, multicultural and disadvantaged communities to ensure local services and advocacy makes a real difference to the life of the local community.

Performance Indicator (as per Delivery Program 2013-2017)	Result (Jul-Dec 2013)	Comments
# Strategies in implementation.	80	80 actions from a variety of Action Plans adopted by Council were implemented by Social and Cultural Development staff. These include strategies for different age groups as well as to address issues such as drug and alcohol use.
# Disability access improvements.	3	Cabramatta Community Centre is being upgraded with accessible toilets, while Prairiewood Youth and Community Centre is being upgraded with accessible toilets and kitchen improvements to improve accessibility. Concept plans for each building were completed in the period to December 2013.
# Grant funds received to deliver services and programs.	5	The Social and Cultural Development Division received 4 grants from government programs and 1 grant from St Johns Park Bowling Club through the ClubGRANTS program. Council also receives ongoing grant funds to assist with the cost of salaries for identified community development workers.
\$ Grant funds received to deliver services and programs.	\$121,553	The 5 grants received from projects run by the Social and Cultural Development Division in the six month period July to December 2013 total \$121,553.
# Community events.	134	134 community events were held by Social and Cultural Development. These events aim to engage the community, build social inclusion and networks and to promote wellbeing. Events are held for all age groups in the Fairfield Local Government Area.
Satisfaction survey with partners (annual survey).	N/A	The satisfaction survey is undertaken between April and June 2014.
# People accessing Community Profile website.	6,130	Between July and December 2013 there were 6,130 unique visitors to the Fairfield City Council Website. Of these 60% were new visitors and 40% were returning visitors.

Waste Management

Provides the management of domestic and commercial waste services across the Fairfield Local Government Area.

Performance Indicator (as per Delivery Program 2013-2017)	Result (Jul-Dec 2013)	Comments
% Complaints on waste management resolved within service level agreement.	98.7%	During the reporting period, 2,063 service requests were received. A very high service resolution rate of 98.7% was achieved
% Increase in domestic waste recycled per household.	0%	During the reporting period, 5,960 tonnes of recyclable material was collected. This is a marginal decrease of 32 tones on the previous 6 months.
% Trend in tonnes of material collected from Council clean-ups.	0%	During the reporting period 3,075 tonnes were removed via Council's residential clean up service.
% Tree mulch recycled.	70%	The mulching service diverted 489m ³ during the reporting period. This represents approximately 70% of tree waste available and mulched from Council's kerb side clean up

THEME 2: PLACES AND INFRASTRUCTURE

What are Places and Infrastructure?

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

The goals that have been identified by the community to achieve this theme are:

Goal 1 Our City is a clean and attractive place where we take pride in our diverse character

Goal 2 Buildings and infrastructure meet the changing standards, needs and growth of our community

Goal 3 Our City is accessible

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

Goal 5 We minimise the impacts from natural events and disasters

A. HIGHLIGHTS

- The roads program will be delivered on time and on budget.
- The footpath program remains on target and will be completed by June 2014.
- The actions contained within the Asset Management Strategy are progressing well. The focus has been on the Asset creation and 'handover' procedures which are critical to the management of assets for the Community. Work has also commence on a Public Domain manual which sets out the standards and specifications for the delivery of assets across all of the portfolios. This results in consistency of asset standards and improved cost efficiencies for the benefit of the community.
- The capture of individual asset conditions, location and detailed descriptions in the Asset systems is progressing well.
- The maintenance regime for Council's drainage systems has performed well during high levels of rainfall.
- The fire damage caused in 2012/13 at Knight Park in Yennora has been repaired and the building returned to service. This was a substantial rebuild and has allowed the Community to enjoy an upgraded facility as a consequence.
- Parkes Reserve amenity building which was damaged by a motor vehicle collision has been restored and is returned to service with minimal disruption.
- At the change of each seasonal hiring period, steam cleaning occurs at each amenity building to ensure that the previous hirer has vacated correctly and that they are clean and presented for the use of the next hirer.
- Major project renovations at Chisholm Park, including the amenity building has been completed and the hirers will enjoy the upgraded facilities for the upcoming soccer season.
- The demolition and rebuilding of Hartley's amenity building is scheduled to be undertaken between August 2014 and February 2015 to minimise disruption to hirers. Plans are being finalised in consultation with hirers.
- Seasonal allocations for sportsfields provided a good result for hirers. The adoption of the new Community Facilities Policy by Council in December 2013 assisted decision making process transparent and equitable. This is important as our demand for sportsfields continues to exceed supply. A balance between high intensity sports and periods of less intensive use is a critical consideration to deliver consistent quality of the sportsfields.
- Southern Districts Soccer Federation Association (SDSFA) has commenced their occupation of Knight Park fields 1 and 2. The governing body is occupying a common site for the development of soccer across Fairfield that is not only club based.

- “Bonnyrigg Bush Garden and Trail Project” after initial delays, has recommenced and is included in the Parks Improvement Program for the 2013 financial year.
- The “Sport & Recreation Facilities and Participation” grant valued at \$25,000 has been received from the NSW Office of Communities (Sports and Recreation). The grant is for improvements and the installation of exercise equipment in Adams Park.
- Submission of the “Community Building Partnerships Grant Scheme” to:
 - Cabramatta electorate for work within Lansvale Park, Lansvale
 - Fairfield electorate for work within Fairfield Adventure Park and option two of the sports field car parks;
 - Smithfield electorate for the construction of a circuit path and exercise equipment and option two for the tennis court upgrade within Emerson Reserve, Wetherill Park
 - Liverpool Electorate for work within Wilson Reserve in Bonnyrigg Heights.
- A review of the City Connect bus operations was undertaken to seek to refine the service provided to better meet the needs of patrons.
- Council has requested the Fire Commissioner for further information, with regards to the capability of Fairfield Fire Station to adequately respond to potential high rise building fires.
- Council is seeking to allow the construction of Secondary Dwellings (ie Granny Flats) on rural zoned land. Design controls to guide the design of these types of developments have been developed during this reporting period and applications can now be lodged to seek approval for a Granny flat.
- The Fairfield Local Environmental Plan 2013 (LEP 2013) updates included amendments made to the Fairfield Local Environmental Plan 2013, in relation to neighbourhood shops, shop top housing and small bars
- Heritage grants were allocated to the owners of heritage items throughout the Fairfield LGA to assist these owners with maintenance costs associated with their Heritage items to help retain historically important buildings.

B. NEW INITIATIVES

Identified below are number of projects in Council's 2013-2017 Delivery Program that assist in delivering the Places and Infrastructure outcomes.

Ref:	Project Description <i>(as per Delivery Program 2013-2017)</i>	13/14	Progress	Comments
IN14107	Retail and Commercial Centres Study	New	On Track	Council was advised that Department of Planning funding would be available for this project and subsequently Council endorsed a project timetable which is now being implemented and which would see the project completed in December 2014.
CF1321	Fairfield Heights Town Centre Enhancement Project	Carry Over	On Track	Project design completed and scheduled for commencement in early 2014.
IN14308	Circuit Walking Paths in Parks	New	On Track	Circuit paths built into the Project Scopes at: Emerson Park, Adams Park and Horsley Park.
CF1307	Joe Broad Sportsground Upgrade	Carry Over	On Track	The treatment required by the authority for the sewer has meant that the project cannot proceed as per the consultation with the users. A revision of the plans combined with a new consultation is now required.
IN14267	Safety Switches Program (Residual Current Devices)	New	On Track	Upgrading Council building safety switches continues on plan.
IN14283	Upgrade of Council's Administration Building Air Conditioning System	New	On Track	Major works completed successfully during Christmas shutdown. The Civic wing and other minor works will be finalised in the coming months.
IN14304	Bus Shelter at Brenan Park with a footpath	New	Achieved	New Bus Shelter complete at the Brenan Street site.
CF1306	Fairfield Adventure Playground	Carry Over	On Track	Anticipate completion of final design and Review of Environmental Factors in early 2014 pending resolution of Sydney Water issues. Tender for major equipment has been issued and will be awarded in early 2014.
CF1312	Construction of a new Car park at 44 Derby Street, Canley Heights	Carry Over	Achieved	Construction completed end of 2013.
CF1314	Upgrade works to Air Conditioning System at the Administration Centre - Chiller	Carry Over	Achieved	New chiller unit installed and commissioned as scheduled.
CF1316	Upgrade works to Air Conditioning System at the Administration Centre - Ductwork	Carry Over	On Track	Administration (Office) wing upgrade works completed as scheduled. Anticipate Civic wing works to be completed in early 2014.
CF1317	Rumbriah Hall, Canley Heights Community Centre	Carry Over	Achieved	Site building works completed.
CF1318	Canley Heights Community Centre - Fit out	Carry Over	Achieved	Main fit out completed.
IN14131	Fairfield Library Expansion - Design and Approval	New	On Track	Architect to be engaged for concept design in early 2014.
IN14134	Fairfield Youth and Community Centre - Fairfield District Park	New	On Track	Section 96 approval achieved for revised car parking layout. Architect and specialist consultants have been engaged and are well progressed in preparing design and tender documents.
IN14286	Barbara Street Car Park Fairfield	New	On Track	Concept design, detailed site investigation and public consultation completed. Detailed design and Review of Environmental Factors to be completed in early 2014.

Ref:	Project Description (as per Delivery Program 2013-2017)	13/14	Progress	Comments
IN1471	New Fairfield Centre Park - The Crescent - Design and Approval	New	On Track	Site investigations and concept design options undertaken.
IN14173	Street Tree Planting	New	On Track	Street tree planting will be completed in the planting period March/April 2014.
CF1346	Bonnyrigg Park Bush Tucker Trail	Carry Over	On Track	Works programmed for completion by June 2014.
IN1495	Survey and Spatial Data	New	On Track	Equipment is to be purchased once supplier has been selected.
IN14132	Integrated Parking Strategy - Development and implementation of integrated parking strategies for the main town centres, including Fairfield Heights and Canley Heights.	New	On Track	Project programmed to commence in March 2014.
CF1308	Orphan School Creek Cycleway	Carry Over	On Track	Work has commenced and major works will be completed by January 2014 and landscaping works are to be undertaken in February.
CF1310	Traffic Management Works on Edensor Road, Edensor Park	Carry Over	On Track	The proposed works will be undertaken after the road rehabilitation works on this section of Edensor Road has been completed. The traffic works are programmed to be completed by May 2014.
CF1311	Construction of a new Car Park in Adams Park, Canley Vale	Carry Over	Achieved	Work completed in October 2013 on the construction of a car park with 54 car parking spaces.
IN14288	Smithfield Road/Polding Street Intersection Upgrade. To improve road safety and traffic movements through this busy intersection.	New	On Track	Detailed traffic control signal plans have been approved with minor changes. Tender documents to be prepared and contracts awarded so that programmed works can be completed by June 2014.
CF1319	Smithfield-Wetherill Park Public Domain Improvements	Carry Over	On Track	Construction works due to commence in early 2014.
CF1320	Smithfield-Wetherill Park Economic Analysis	Carry Over	On Track	Initial stages of the project has been completed. Stage 3 of the 4 part project is underway.
CF1324	Cabramatta Footpath Upgrade	Carry Over	On Track	Park Road identified as priority project following site investigation. Construction to be commenced in early 2014 following Lunar New Year activities.
CF1326	Canley Heights Town Centre Improvements	Carry Over	On Track	Sydney water approvals received, construction of Kiosk completed, CCTV equipment installed. Planned works include interior fit out of kiosk, tree lighting, contributors wall, privacy screen, extra play equipment to be completed by June 2014.
IN14117	Canley Heights Town Centre Improvement Program stages 4 and 5	New	On Track	Works to be scoped in early 2014 for pedestrian thresholds, decorative lighting and upgraded landscaping.
IN1413	Interwoven Arts Program in the Fairfield City Centre	New	On Track	Design brief is being finalised with design works programmed for completion in early 2014.
IN14138	Public Domain Infrastructure	New	On Track	Investigations have commenced for event infrastructure requirements in Bonnyrigg, Horsley Park and Cabramatta. Initial works to be completed by June 2014.
IN14148	Fairfield City Centre - Connecting Footpath Upgrades	New	On Track	Design brief finalised with design works programmed for completion by early 2014.

Ref:	Project Description (as per Delivery Program 2013-2017)	13/14	Progress	Comments
IN14182	Cabramatta Footpath Upgrade	New	On Track	Arthur Street identified as priority 2 project following site investigation. Construction to commence in mid 2014.
IN14212	Smithfield-Wetherill Park Heavy Vehicle Access Improvement Program	New	On Track	Scope of work to be undertaken at the corner of Hassall Street and Victoria Road is currently being investigated by the Roads & Maritime Services. Council is awaiting the outcome of this to ensure a full integration of all capital works at the site.
IN1422	Fairfield City Centre Upgrade - Hamilton Road and The Crescent	New	On Track	This project is linked to the Fairfield Interchange Upgrade project which is currently under construction by Transport NSW on The Crescent. Streetscape upgrade works for The Crescent from Smart Street to Ware Street are programmed for early 2014 with the remaining works to Hamilton Road to be completed by mid 2014.
IN14301	Gateway Entrances in Horsley Park	New	On Track	Concept Design currently being completed. Construction planned for late mid 2014.
IN14302	Christmas Trees and Lighting in Horsley Park Reserve	New	Achieved	Christmas trees decorated and lighting ceremony occurred with the Christmas Carols event on Saturday, 14 December 2013.
CF1302	Don Dawson Sportsground Upgrade Works	Carry Over	On Track	Design completed and construction works are scheduled to commence in February 2014.
CF1303	Upgrade of Administration Building Fountain	Carry Over	On Track	Scope of works developed and construction works are scheduled to commence in March 2014.
CF1305	Whitlam Library Power Factor	Carry Over	Ceased	Council report has resolved not to proceed with this project.

C. SERVICES

Fairfield City Council is a multi-functional organisation which provides a wide range of services to the community. These all directly contribute in assisting Council to achieve the community's Vision for the future of Fairfield City. Some of the services that Council delivered under Theme 2 for the period of July 2013 to December 2013 are:

Asset Management – Civil and Built

Monitors and maintains community infrastructure and assets at an agreed standard by undertaking condition inspections and identifying required maintenance and renewal works.

Performance Indicator (as per Delivery Program 2013-2017)	Result (Jul-Dec 2013)	Comments
% Increase in asset value.	0.1%	Assets worth approximately \$1.2 million have been created during the reporting period.

Asset Management – Open Space

Provides the management (including the planning and scheduling of maintenance) of Council owned open space and associated assets including parks, reserves, sporting fields, trees, native bush and amenities.

Performance Indicator (as per Delivery Program 2013-2017)	Result (Jul-Dec 2013)	Comments
% Routine maintenance inspections on parks, playgrounds and sportfields against service standard.	90%	A 1% increase was experienced over the reporting period. Customer requests have remained at an average 70 per month for investigation and responses. Council continues to experience a high level of customer requests for investigations and response which are undertaken along with proactive inspections.
% Initiatives completed with timeframe.	100%	The current program has been classified as being 'on track', with 28 capital and renewal work initiatives conducted by Council, with an approximate value of \$3M (including the Open Space portfolio capital upgrade and renewal program).
% Offensive and non offensive graffiti removed from Council assets within service standard.	100%	Graffiti has been removed from 72 sites, with a further 311 sites proactively inspected. In addition, all reported graffiti has been removed. Proactive inspections and reactive reports for graffiti removal have been addressed within the service level.
% Council and private tree inspections completed within timeframe.	90%	A 25% increase in tree inspections has occurred, with approximately 283 trees inspected on private property, and 207 requests for removal/pruning of Council trees (96 have been assessed) for July – September 2013. Approximately 619 private trees have been inspected and the annual Audit of Council trees has commenced, accounting for more than 1,000 Council owned trees for October – December 2013.
% Trend in Council and private tree approval for pruning and removal.	90%	For July – September, there were 231 trees on private property that have been approved for removal and 49 for pruning. For October – December, 461 private property trees have been authorised for removal and 155 for pruning. This financial year, Council has spent approximately \$500,000 on tree maintenance.

Built Systems

Produce the designs for civil, urban and landscape infrastructure and the development and implementation of traffic, transport and road safety programs and policies for residents within the Fairfield Local Government Area as well as provide surveying and spatial data services.

Performance Indicator (as per Delivery Program 2013-2017)	Result (Jul-Dec 2013)	Comments
% Civil, urban and landscape initiatives undertaken.	100%	100% of civil, urban and landscape initiatives have been undertaken.
% Traffic, transport and road safety initiatives delivered on time and within budget.	100%	100% of traffic, transport and road safety initiatives have been undertaken.
% Customer satisfaction with surveying service.	100%	Customer satisfaction has been achieved with 100% of jobs undertaken.

Building Control and Compliance

Performs the assessment, investigation, certification and enforcement of laws and regulations for developments within the Fairfield Local Government Area to ensure their health, safety and quality.

Performance Indicator (as per Delivery Program 2013-2017)	Result (Jul-Dec 2013)	Comments
% Applications determined within the statutory time limit.	61%	Over the reporting period, there was a 26% improvement in turn around times.
% Trend Annual Fire Safety statements submitted.	60%	A 60% increase for fire safety statements was realised for the second half of the reporting period, this is because of increased staffing levels.

City Connect Bus

Provide a free bus service for areas that are poorly serviced by existing private bus routes and increases accessibility to key destinations and community facilities.

Performance Indicator (as per Delivery Program 2013-2017)	Result (Jul-Dec 2013)	Comments
% Utilisation of City Connect bus service.	100%	This service was reviewed during the reporting period and therefore any comparison to previous periods is not valid. 11,667 people utilised the City Connect bus service, however it is acknowledged that patronage figures for December are based on estimates as actual figures were not available.
% Trend on time running of City Connect bus service.	100%	The City Connect service ran 100% on time for the reporting period.

Development Planning

Conducts the assessment and processing of all development applications and engineering construction certificates across residential, commercial and industrial development and the preparation of zoning certificates.

Performance Indicator (as per Delivery Program 2013-2017)	Result (Jul-Dec 2013)	Comments
% Development applications and assessment determined within statutory timeframe.	57%	There has been a 5% increase in Development Application determinations over the reporting period. Lower overall percentage may have been because of complex and long-standing development applications, and contentious development applications that have been referred to Fairfield's Independent Development Assessment committee.

Emergency Risk Management

Provides assistance, leadership and resources support to the emergency and disaster planning and response services within the Fairfield Local Government Area.

Performance Indicator (as per Delivery Program 2013-2017)	Result (Jul-Dec 2013)	Comments
% Completion of annual review of Fairfield Emergency Risk Management Plan.	100%	The "HYDRA Ex" training exercise focused on developing inter-operability between agency elements. The exercise tested communication, coordination and cooperation between members in a simulated flood scenario; which incorporated the necessity to respond to multiple incidents, in a challenging and time-poor environment.

Fairfield Consulting Services (2013-2014 only)

Supply consultancy services to external clients on Engineering related matters. These include studies, designs and plans. This service aims to provide a sustainable business within Council, utilising Engineering staff, to ensure the highest quality services are provided to the community.

Performance Indicator (as per Delivery Program 2013-2017)	Result (Jul-Dec 2013)	Comments
% Customer satisfaction with Fairfield Consulting Services.	100%	Customer satisfaction has been achieved with 100% of jobs undertaken.

Infrastructure Construction and Maintenance

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

Performance Indicator (as per Delivery Program 2013-2017)	Result (Jul-Dec 2013)	Comments
% Reduction in trend of reactive maintenance required.	20%	A 20% reduction in reactive work based on 2012 - 2013 for the period of July - Dec 2013.
% Programmed initiatives delivered on time.	90%	90% completion of jobs provided to Construction and Maintenance from July - Dec 2013.

Major Projects and Construction Contracts Management

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

Undertakes the procurement process and management of external construction contracts over \$100,000 for the Community Life, Infrastructure Operations and Place, Assets and Strategy Groups. Also provides advice and coordination for construction contracts under \$100,000.

Performance Indicator (as per Delivery Program 2013-2017)	Result (Jul-Dec 2013)	Comments
% Major projects on schedule.	100%	The commencement of all major projects during this period were on target.
% Major projects less than 10% cost variation.	100%	Currently the projects are all under 10% variation and will continue to maintain the same level during construction.
% Contracts completed with less than 10% cost variation.	90%	All completed projects achieved less than 10% variation except one project. The variation was over 10% due to disposal of contaminated materials.
% Contracts completed.	59%	During the reporting period, 19 projects were completed with 23 ongoing projects/contracts.

Strategic Land Use Planning

Oversee and manage Council's Land Use Planning Framework, as well as representing Council's interest in rural and urban planning matters with State and Federal Government and adjoining Councils. Preparation of Zoning Certificates.

Performance Indicator (as per Delivery Program 2013-2017)	Result (Jul-Dec 2013)	Comments
Review of Local Environmental Plan in Year 3 of Delivery Program.	N/A	This review will be conducted in 2016-2017.
% Planning Certificates (Section 149(2)) applications received are issued within service level agreement.	94%	Targets for the issue of Section 149 Certificates consistently exceeded the 80% target. Many certificates were able to be issued within 2 days of receipt which is well below the service level of 5 days.

THEME 3: ENVIRONMENTAL SUSTAINABILITY

What is Environmental Sustainability?

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

The goals that have been identified by the community to achieve this theme are:

Goal 1 Protecting and enhancing our natural environment

Goal 2 Contributing to actions that address climate change

Goal 3 Supporting sustainable activities and development

A. HIGHLIGHTS

- The “3 Tributaries & Canley Corridor Floodplain Risk Management Studies and Plans” project is part of Council’s Flood Mitigation Program. The program aims to reduce life and property risks, from creek and overland stormwater flooding. The “3 Tributaries & Canley Corridor Floodplain Risk Management Studies and Plans” have been updated, and project approval granted by Council.
- The Rural Area Flood Study was publicly exhibited at the Council Administration building (Wakeley), Whitlam Library (Cabramatta), Bonnyrigg Library (Bonnyrigg), and Fairfield Library (Fairfield). The report was on public exhibition for 4 weeks, concluding 13th December 2013. The Rural Area Flood Study aimed to determine the mainstream flooding conditions, including flood levels, flow rates and flood risk, in the study area. The information is to be used by Council to update the Section 149 Certificates. This study is also part of a process that subsequently involves the undertaking of a Floodplain Risk Management Study and development of a Floodplain Risk Management Plan.
- The Wetherill Park Overland Flood Study report was publicly exhibited at the Council Administration building (Wakeley), Whitlam Library (Cabramatta), Bonnyrigg Library (Bonnyrigg), and Fairfield Library (Fairfield). The report was on public exhibition for 4 weeks, concluding 13th December 2013. The key objectives of the study were to describe the nature and extent of overland flooding within the subcatchment and to prepare flood risk precinct maps for several events including the Probable Maximum Flood (PMF). This study would then provide the basis for preparing a floodplain risk management study and plan that would identify and recommend a range of measures to reduce the risk of overland flooding.
- Current “Domestic Waste Management Charge” levels for the 2013 to 2014 budget year will be maintained by Fairfield City Council.
- 133 waste and sustainability educational activities were organised with a total of 3,862 local residents participating in these activities or about 2.1% of the population.
- “Chemical Clean Out” event was organised in October 2013, collecting 30.5 tonnes of waste chemicals.
- A total of 29.3 tonnes of electronic waste was collected at the recycling drop-off centre.

B. NEW INITIATIVES

Identified below are number of projects in Council's 2013-2017 Delivery Program that assist in delivering the environmental sustainability outcomes.

Ref:	Project Description (as per Delivery Program 2013-2017)	13/14	Progress	Comments
CF1330	Rural Area Flood Study	Carry Over	On Track	The draft flood study report was publicly exhibited until mid-December 2013. Public submissions have been collated and reviewed. The flood study report will be updated if necessary and submitted to Council in 2014.
CF1331	Greenpower for Council's Events	Carry Over	On Track	This project relates to the Bring It On Festival which will be held in April 2014 and will be reported on in the next 6 Monthly Report.
CF1336	Replacement Air Conditioning system at the Administration Building - Boiler	Carry Over	On Track	The project is on track with the majority of the works carried out during the Christmas and New Year Break.

C. SERVICES

Fairfield City Council is a multi-functional organisation which provides a wide range of services to the community. These all directly contribute in assisting the Council to achieve the community's Vision for the future of Fairfield City. Some of the services that Council delivered under Theme 3 for the period of July 2013 to December 2013 are:

Catchment Management

Implements projects involving design, construction, maintenance, research and education that seek to reduce the risk to life and property from mainstream and stormwater flooding, as well as to improve water quality, reduce creek bank erosion, regenerate and maintain our creek and wetland corridors.

Performance Indicator (as per Delivery Program 2013-2017)	Result (Jul-Dec 2013)	Comments
Area of riparian corridors and bushland reserves rehabilitated and maintained.	643,930m ²	Rehabilitation and maintenance was undertaken as part of Council's Creek Care Program and Stormwater Levy maintenance program.
Cumulative number of initiatives completed under Floodplain Risk management Program.	2	There were 2 completed projects by December from the 17 floodplain initiatives, including carry forwards programmed for 2013/14.
Cumulative number of initiatives completed under Stormwater management Program.	5	5 projects have been completed by December from the 24 stormwater initiatives programmed for 2013/14.

Waste Education and Environmental Sustainability

Provides the education and promotion of environmental sustainability within Fairfield City Local Government Area. This includes the delivery of education programs and leading corporate and community sustainability initiatives.

Performance Indicator (as per Delivery Program 2013-2017)	Result (Jul-Dec 2013)	Comments
% Increase in number of participants attending activities undertaken.	15%	During the reporting period, Council conducted 133 educational activities with a total of 3,862 local residents participating in these activities. This is an increase of 15.2% in the number of local residents participating in the educational activities. In addition, a chemical clean-up collection event was organised in October with a total of 30.5 tonnes of chemicals collected.
% Increase in recycling rates.	2.6%	During the report period, 6,150 tonnes were collected through the domestic recycling service, this is an increase from the previous 6 month period.
% Trend in reduction on energy consumption.	10%	During the six months, the total energy consumption for gas and electricity at Council buildings has been reduced by 10%
% Trend in reduction on water consumption.	35.3%	During the six months, the total water consumption has been increased by 35.3% compared to the same period in the last financial year. The reason for this increase has yet to be investigated.
% Trend cost savings to Council through intervention of Waste Enforcement Group.	1%	During the reporting period, the Waste Enforcement Group conducted more than 800 hours of patrols, attending 2,660 illegal dumping incidents and creating an estimate of \$129,000 cost saving to Council due to the waste removed by the offenders. The cost saving to Council is 0.76%, compared to the same period in the last financial year.

THEME 4: LOCAL ECONOMY AND EMPLOYMENT

What is Local Economy and Employment?

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

The goals that have been identified by the community to achieve this theme are:

Goal 1 A range of employment opportunities and a workforce with a variety of skills

Goal 2 Having vibrant, safe and attractive places for shopping and access to services

Goal 3 Prosperous businesses, industries and services

A. HIGHLIGHTS

- Fairfield City Council has advised the NSW Department of Planning and Infrastructure, and the NSW Department of Planning Assessment Commission that it will maintain its objections to the "Jacfin-Horsley Park Employment Precinct" in Penrith City. Fairfield City Council will also outline its concerns and recommendations to the NSW Department of Planning and Infrastructure, and the NSW Department of Planning Assessment Commission.
- Public Advocacy Interest Centres have provided Council with experienced trainers, for Council's "Capacity Building" program. The program aims to instil media specific skills and knowledge to interested locals. Public Advocacy Interest Centre is both the employment provider (to trainers) as well as facilitating for better employment opportunities (to students).
- The "Community Recycling Bike Project" had volunteers repairing 30 bikes (with 12 of those bikes now loaned out to the community), and approximately 230 volunteer hours, for the benefit of the local community.
- Volunteering is a gateway to increased employment opportunities, and or increased skills that may be seen in a positive light by employers. The "Fairfield Volunteer Project" encourages volunteering by providing volunteers with specific education, funding, and equipments etc. Volunteer group leaders will also benefit through funding to continue their work.
- The 15th Cabramatta Moon Festival was held on Sunday, 15 September 2013 in the central business district of Cabramatta on John Street, Freedom Plaza, Arthur Street, Hughes Street and Railway Parade. A large crowd of 90,000 people attended, with many families celebrating the ideal warm weather. An initial review of surveys and feedback was extremely positive with increased turnover on the day for almost all 100 stallholders, providers and local business. This year the fireworks were very well received by visitors. The rides area and entertainment also rated highly with visitors to the Festival. This event is successful due to the partnerships between dedicated Council staff, community organisations, business, volunteers and local emergency services.
- "Culinary Carnivale" is a key event for Fairfield City Centre. This event activates the Centre with cultural music and performance, street 'colour' and Spanish and Latin American food. The festival reached a cumulative audience of 1,623 987 and an advertising value of \$164,950 from a significant smaller advertising investment that included 'in kind' sponsorship.
- With Culinary Carnivale recognised as a key event on the Sydney 'cultural food' calendar (i.e. Good Food Month) and the Centres' cafes and restaurants receiving increased interest from 'cultural food tourism' (i.e. Benevolent Society Taste Food Tours and SBS Food Safari Tours) the opportunity to promote Culinary Carnivale and the City Centre has never been greater.
- The Fairfield Place Team conducted a 'visitor's survey' at Culinary Carnivale 2013 which confirmed that visitors travelled from suburbs across the Sydney Metropolitan area including Redfern, Petersham, Annandale, North Sydney, Dulwich Hill and The Shire and included a visitor from Suffolk England who stated he "loved it, especially the footy goals for the kids". Some of the inner city visitors had returned after the 2012 event and indicated they felt the event had improved substantially from the previous year.

- The Smithfield Graffiti Removal Program has been extended for 2013-2014. This program involves the periodic removal of graffiti from public and private buildings facing public roads, within the Smithfield Town Centre and local neighbourhood centres.
- The detailed design for Elizabeth Street, Wetherill Park, critical links path paving program was finalised. With work due to commence in April 2014.
- The Parks Place Management Team worked in partnership with the Cancer Council to deliver the 2013 Relay for Life event which was held at Horsley Park Reserve in November 2013.
- Stage 2 of Bibby's Place landscaping project was completed in September 2013 and a community tree planting ceremony was held to celebrate this completion.
- "All the World in One Place" artwork to be installed in Bibby's Place concept design is underway.
- Fairfield City Centre Tourism Signage designs for the 'wayfinding signage' package are nearing final draft for implementation by June 2014. This first stage package of works is being implemented to integrate with the opening of the upgrade to the Fairfield Station Transport Interchange.
- The Fairfield City Centre Marketing Plan with support for the growing cultural food tourism sector continues with an increase in tours across the Centre. Scoping of two new projects for the City Centre continues with a focus on the successful Fairfield Feast program promoting the various cultural restaurant options and promotion of the long term unique and experienced businesses in the Centre. An increase in collaboration with the Fairfield Chamber of Commerce and the retail sector is in planning to increase the level of support for these projects.
- The Centre Improvement Program minor capital works have been implemented at 6 minor shopping centres with another 6 centres to receive improvement works by June 2014. At the Villawood Town Centre asset maintenance works have been completed with a minor capital works package to be completed by June 2014.
- The Villawood District Business Forum was held at the Villawood Senior Citizens Centre in November 2014 with local businesses, the Mayor and Councillors and Council service providers attending. Issues and recommendations arising from this forum have been used to update the Villawood Safety Audit Implementation Plan and determine priorities for future works and activities. The Fairfield Heights District Business Forum is in planning for delivery in June 2014.

B. NEW INITIATIVES

Identified below are number of projects in Council's 2013-2017 Delivery Program that assist in delivering the local economy and employment outcomes.

Ref:	Project Description <i>(as per Delivery Program 2013-2017)</i>	13/14	Progress	Comments
IN14183	Online Information Point for Canley Heights Town Square	New	On Track	Kiosk structure complete, awaiting fit out.
IN14122	Implement Fairfield City Centre Marketing Plan	New	On Track	City Centre events program, including Culinary Carnival and Christmas Tree Lighting and Carols evening delivered. New City Centre marketing brand design progressed and planned for completion early 2014.
IN1420	Fairfield City Centre Tourism Pedestrian Signage	New	On Track	Project scope completed with final designs to be completed by end of early 2014.
IN14300	Fairfield City Centre Sydney Good Food Month - Latin American Festival	New	Achieved	Culinary Carnival - Spanish and Latin American Festival delivered on 19 October 2013.

C. SERVICES

Fairfield City Council is a multi-functional organisation which provides a wide range of services to the community. These all directly contribute in assisting the Council to achieve the community's Vision for the future of Fairfield City. Some of the services that Council delivered under Theme 4 for the period of July 2013 to December 2013 are:

Place Management and Economic Development

Manages and coordinates activities, projects and issues across Fairfield City within the 3 place areas in Fairfield, Cabramatta and Parks Area.

Main tasks include the management of City and town centres, stakeholder management and liaison services, promotion and marketing of business and employment centres, review development applications and process minor activity applications.

Economic development works with local, state and federal stakeholders to identify the service needs of the residential, working and business communities, Local Policy and Strategy is developed to meet current and future needs of the City. Economic Development interprets Federal and State policies and programs to assess and implement for local benefit. In-house expert advice in Economic Development is also provided.

Performance Indicator (as per Delivery Program 2013-2017)	Result (Jul-Dec 2013)	Comments
% Programmed initiatives completed.	25%	There is a total of 24 initiatives to be delivered by the Place Strategy Team. A total of 6 initiatives from the 24 total initiatives were completed during the reporting period.

THEME 5: GOOD GOVERNANCE AND LEADERSHIP

What is Good Governance and Leadership?

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

The goals that have been identified by the community to achieve this theme are:

Goal 1 We are well represented and governed where all act ethically and in the interest of the community

Goal 2 All have a voice and the opportunity to participate

Goal 3 Our City has a good reputation for equity and fairness

A. HIGHLIGHTS

- Council has upgraded its mapping information systems which is part of an ongoing process that will provide the ability for the community to view information on Council's website via map links.
- Fairfield City Council supported the Mayors' membership to the "Metropolitan Mayors Association" to provide a regional approach to Local Government.
- Fairfield's "Community Safety and Crime Prevention" Facebook page was launched to enhance the way Council interacts with its local community. Through Facebook, Council aims to provide for a quick, widely accessible, and easy to use information sharing platform where it can promote community safety projects, and share information with the public and with partner organisations.
- Council has participated in a program with other Councils to assess the maturity of each Council Enterprise Risk Management systems maturity level. Council received its final report from an external provider and is pleased that the result reflects the views that Council had of its current systems.
- Council has a number of services that are certified to ISO-9001 (Quality Management System). An external review was conducted and Council's compliance with the standard has been confirmed.
- Local Government Open day was held in August 2013, attracting many local residents and school children who enjoyed learning about the many different services that Council provides. This was an excellent opportunity for residents to interact with Council officers.
- The Finance team have created a suite of new financial reports which will provide greater visibility to Senior Management. These new reports will improve the accuracy and efficiency of access to financial information.
- The Rates Notice was redesigned to provide further information to residents which included the following new graphs:
 1. Comparing the average residential rate with neighbouring councils
 2. Comparing a 5 year history for the rate payer.
- The accounts payable scanning project is in operation and once fully functional will provide substantial efficiencies in processing accounts payable invoices.
- Council received 3 significant discussion papers during the reporting period. Together these papers will shape the future of local Government and Council has made submissions for each paper.
 - The Local Government Act Review
 - The Local Government Structural Review
 - Key measures for Local Government to enable better comparison between Council performance.
- Council has undergone a significant restructure across the entire organisation. The drivers for this restructure, were improvement in service delivery, cost savings and enhanced focus on leadership and development.
- As part of Council's substantial learning and development program, an Emerging Leaders program has been introduced which will see 20 nominated employees receive training and mentoring in Leadership skills.
- Council initiated an external audit on its record keeping processes and is now working on implementing the recommendations.

- Council is exploring a new communication system (LYNC) which will provide lower cost telecommunications and enable video conferencing.
- The IT team has implemented a new email system (MS Outlook) to replace a redundant system. This will bring Council more inline with external parties.
- During the reporting period, Council experienced a number of power outages and it was pleasing to see that the investment in the power generator enabled systems to remain functional.
- Lodgement of Development Applications for the Dutton Lane Redevelopment and Diamond Crescent Subdivision projects.
- The SRC experienced more than a 1,000 days without sustaining one lost day injury.

B. NEW INITIATIVES

Identified below are number of projects in Council's 2013-2017 Delivery Program that assist in delivering the good governance and leadership outcomes.

Ref:	Project Description (as per Delivery Program 2013-2017)	13/14	Progress	Comments
IN14292	Sub Division of 117a Wetherill Street, Wetherill Park	New	Behind Schedule	This project is delayed due to a zoning issue which is currently being reviewed by the Planning Department.
IN1428	Fairfield City Council Website upgrade	New	On Track	The vendor advised they were in voluntary administration in late October 2013, leading to the termination of the contract. Work to improve the website continued and an extensive review of content and information architecture as well as cosmetic improvements to the homepage was made. The launch of a refreshed website occurred on 18 December 2013 in preparation for a staged implementation of a new website in 2014/15. A new vendor will be appointed in 2014.
IN14303	City Calendar	New	On Track	Waiting for the third draft to be returned from the designer.
IN14289	Sub Division of 65 The Avenue, Canley Vale	New	On Track	The Development Application will be lodged in March 2014 as further investigations relating to flood modelling were required.
IN14290	Sale of 171 Cowpasture Road, Wetherill Park	New	On Track	Contamination report is now complete for review as part of the sale procedure.
IN14291	Dutton Lane Car Park Redevelopment	New	On Track	Development application lodged and exhibition period completed. Public submissions are currently being reviewed.
IN14293	Sub Division of 45-49 Diamond Crescent, Bonnyrigg	New	Behind Schedule	Development Application has been deferred subject to further investigations responding to issues raised by the Independent Development Advisory Committee.
CF1338	Accounts Payable Scanning Project	Carry Over	Achieved	Accounts Payable Scanning Project is in operation. The system is being monitored and minor changes are being made when required.
CF1342	Waste Services Heavy Plant Replacement	Carry Over	Achieved	2 new side loading garbage trucks have been purchased.
CF1344	Waste Services Street Cleaning Plant Replacement	Carry Over	Achieved	2 new street cleaning specialist utility vehicles have been purchased.
CF1343	Works Plant Replacement	Carry Over	Achieved	The new plant has been commissioned into the workplace.
CF1345	Sustainable Resource Centre Upgrade	Carry Over	On Track	New pugmill has been commissioned and is fully operational. The new weighbridges have been delivered and works to install them are underway.
IN14309	Special Rate Variation (SRV) Engagement	New	On Track	Community engagement material developed and 2013-2017 revised Delivery Program and 2014-2015 Operational Plan have been updated to include SRV option. Currently out on exhibition until 7 February 2014.
CF1339	Email System Upgrade	Carry Over	Achieved	All users are migrated to MS Exchange. The Groupwise Email system is running in parallel for the purpose of maintaining backups and will be shutdown by February 2014.
CF1340	Increasing IT System Capacity	Carry Over	On Track	Capacity will be finalised by February 2014, including increased storage for the core systems.
CF1341	Enhance Councils Core IT applications	Carry Over	On Track	The core applications includes EAM, which has been moved to a new project to include project costing. Other components are completed.

Ref:	Project Description (as per Delivery Program 2013-2017)	13/14	Progress	Comments
IN1446	Upgrade Council's electronic communications system	New	On Track	Deployment and training are commencing January 2014, then a program to rollout MSOffice 2010 and Lync from February to June 2014.
IN1448	Digital Telephone Upgrade	New	On Track	This is now into the rollout and the implementation of Voip handsets. This is due to rollout through February - June 2014.
IN1452	Upgrade Information Management Systems	New	On Track	There were project delays due to the Christmas break and the new hardware installation that was just completed. The upgrade of Objective is on track to completed by June 2014.
IN1454	Integrate Business Papers System	New	On Track	The developers are currently negotiating with Objective to obtain agreement on an independent development platform. This may impact the completion date of the project.
IN1457	Improve Council's network speed	New	On Track	Two areas to be completed by end of financial year, the upgrade of the network between admin and depot and the improvement to childcare centres.

C. SERVICES

Fairfield City Council is a multi-functional organisation which provides a wide range of services to the community. These all directly contribute in assisting the Council to achieve the community's Vision for the future of Fairfield City. Some of the services that Council delivered under Theme 5 for the period of July 2013 to December 2013 are:

Access to Information

Provide accurate and reliable information held by Council to the community, businesses and other stakeholders, including Council. Update and maintain the accuracy of the databases that contain land and spatial information.

Performance Indicator (as per Delivery Program 2013-2017)	Result (Jul-Dec 2013)	Comments
% Accuracy on property descriptions against NSW Land and Property Information description.	100%	Registered plans received from the Land and Property Information (a Division of the Department of Finance and Services) have been entered into Council's Authority system. New property records have been created and letters issued to the relevant parties within the allocated 15 working days. This is 100% completion rate.
% Trend in requests for information (Government Information Public Access Act).	-1%	During the reporting period, there were 3 formal applications received. The majority of applications received for information are now being processed under the informal process, which is in line with the concept of the GIPA Act. Also during the reporting period there were 616 informal applications received. This is a slight decrease in trend compared to the previous 6 months.

Civic and Councillors Services

Implements the management and administration of processes and protocols for Councils formal decision making, including supporting its elected representatives.

Performance Indicator (as per Delivery Program 2013-2017)	Result (Jul-Dec 2013)	Comments
% Trend in accurate and timely business papers published.	-17%	This reporting period has seen a negative trend but it is expected that this trend will not continue as the technical issues are being addressed by upgrading the InfoCouncil system in 2014.
# Code of conduct breaches.	1	There was 1 Code of Conduct matter referred to the Divisions of Local Government for further investigation. There was a marked 250% increase in "Code of Conduct" training delivered to staff in October – December, with 5 training sessions and a total of 153 participants, as compared with July – September which conducted 2 training sessions and a total of 21 participants.

Communications

Provides information and engagement with the local community through corporate publications, local newspapers, social media ; promotes Council services and initiatives; and encourage participation in Council activities and local government. Provides graphic design and printing services to enhance the cost effectiveness and quality of Council's publications and provides a commercial printing service to external customers.

Performance Indicator (as per Delivery Program 2013-2017)	Result (Jul-Dec 2013)	Comments
% Increase in number of followers on Facebook and Twitter.	-38.5%	There has been a 38.5% decrease in the total social media activity during the reporting period. The decrease in activity was mainly due to the decreased number of 'likes' posted, which saw a decrease of 1,510 'likes' activity. There was also an additional 96 new followers to both Facebook and Twitter. Facebook pages are: Fairfield City, Moon Festival and Cabramatta. Twitter name is Fairfieldcity. Facebook total posts were 839, total new 'likes' were 235 and total post/pages 'likes' were 4,250. Twitter total posts were 239 and total retweets were 70.
% Key publications (City Life and City Connect) published on time.	100%	During the reporting period a 100% completion of City Life and City Connect publications was achieved. There was one less publication of City Connect in December due to the Council Christmas shutdown. Completion of 2 City Life publications was also achieved.
% Graphic design and printing jobs completed within quoted timeframe.	90%	Graphic design and printing jobs achieved its 90% target, where jobs were completed within quoted timeframes.

Corporate Business Improvement

Provides internal Business Consulting services to management. Manages Council's Improvement Program to ensure a strategic focus and alignment of Council's processes and systems. Maintains and continues to develop Council's Quality Assurance Program and Corporate Management System.

Performance Indicator (as per Delivery Program 2013-2017)	Result (Jul-Dec 2013)	Comments
% Internal Quality Management audits completed.	100%	During the reporting period, there were 9 internal Quality Assurance (QA audits) audits and 4 external Quality Assurance audits completed.
% Corporate Business Improvement programmed initiatives completed.	100%	28 projects and initiatives for Corporate Business Improvement were completed during the reporting period and broken down as follows: 9 - Organisational Strategy Projects 11 - Group Manager Projects 3 - QA Projects 5 - Carry over projects also completed.

Financial Management

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

Performance Indicator (as per Delivery Program 2013-2017)	Result (Jul-Dec 2013)	Comments
% Investment earning rate.	100%	Council has achieved its budgeted investment interest rate and income.
% Long Term Financial Plan indicators are on target.	82%	Of the 11 Council Financial Indicators 2 are not within benchmark/target. Operating Surplus is in line with budget expectations which is below Council's long term target of 3% of owned sourced income. Debtors Ratio is 13.41% above target of 10%. This is being closely monitored with a vigilant approach being taken by Business Managers to ensure this ratio is brought down within the target.

Customer Service Administration Building

Delivers a centralised customer service centre which provides information and advice to customers via the Administration Centre front counter and the call centre.

Performance Indicator (as per Delivery Program 2013-2017)	Result (Jul-Dec 2013)	Comments
% Customers satisfied with service received at front counter and call centre.	92%	58,473 calls were received and managed through the call centre during this reporting period. Service levels achieved for these calls was at 92% answered within the target time of 120 seconds.

Financial Operations

Produce and issue the annual rates notices, management and processing of revenue collection and supplier payments for Council.

Performance Indicator (as per Delivery Program 2013-2017)	Result (Jul-Dec 2013)	Comments
% Trend invoices paid within nominated trading time.	95%	95% of all invoices once received in accounts payable have been processed for payment, according to, or as close as possible to, the suppliers payment terms.
% Increased in rates notices issued electronically.	-10.33%	The reporting period saw a total of 973 electronically issued rate notices which is a slight drop when comparing the 2 quarters. The drop may be due to new ownerships and change of preferences, with owners reverting back to hard copies.

Payroll

Manage Council's payroll system, including payment of staff, advice and support.

Performance Indicator (as per Delivery Program 2013-2017)	Result (Jul-Dec 2013)	Comments
% Trend in payroll reported errors.	94%	There payroll 6 errors reported during this reporting period.

Governance

Ensure that Council maintains a sound system of internal control that supports Council's capability to fulfil its legal, financial and ethical obligations. These policies, processes and systems support the achievements of the Council's aims and objectives whilst safeguarding the public's privacy, access to information and public funds.

Performance Indicator (as per Delivery Program 2013-2017)	Result (Jul-Dec 2013)	Comments
% Internal audit recommendations implemented within agreed timeframes and budgets.	100%	The number of audits conducted were 4 for this reporting period within the agreed timeframe and budget. However, Quarter 1 had 3 internal audit recommendations, while Quarter 2 completed both of its 2 internal audit recommendations.
% Governance initiatives completed within time and budget.	100%	There were 4 projects completed within approved time and budget, with 2 policies adopted by Council.

Human Resources

Provides strategic and operational human resources service including project management, industrial and employee relations, occupational health and safety and organisational and workforce development.

Performance Indicator (as per Delivery Program 2013-2017)	Result (Jul-Dec 2013)	Comments
% Workforce Management Plan's actions completed on time.	100%	The Self Insurance Audit Licence retention preparation plan is on track with initial meeting with WorkCover scheduled for 1 April, 2014. Enterprise Agreement Negotiations are continuing. Organisational Structure and Leadership Capabilities programs is on track.
% Work Health Safety corrective actions identified completed.	85%	697 corrective actions were raised in the reporting period and 590 of these were completed.

Information Technology

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

Performance Indicator (as per Delivery Program 2013-2017)	Result (Jul-Dec 2013)	Comments
% Trend in Infrastructure and core systems availability during business hours.	90%	During the reporting period the system availability experienced only one hour and ten minutes system downtime. There was however a hardware failure on the main data storage, which also impacted some system availability.
% Trend in Service levels met for Helpdesk/Desktop support and core application availability.	93%	Due to the email upgrade project and staff shortages due to secondment and project work, the Helpdesk experienced a higher volume of calls during this reporting period.

Information and Records

Organises and manage Council's records and information, (including access, retrieval, storage and disposal) to ensure information of Corporate value held by the Council is available to meet business requirements and to assist Council officials to inform decision-making in accordance with legislative requirements.

Performance Indicator (as per Delivery Program 2013-2017)	Result (Jul-Dec 2013)	Comments
% Trend in documents processed within 2 days of received.	80%	80% of documents received were processed within two days of receipt.
% Trend in Electronic Data Records Management System support and training sessions delivered.	100%	Requests to Objective Support include moving/deleting objects, creating files/dividers, technical issues and advice on the correct location to save documents etc. The total requests for this reporting period was 2,359. Training sessions however, saw an increase from 6 sessions to 15 sessions.

Insurance

Provides the management of Council's workers-compensation self insurer licence, general insurance renewals and management of claims.

Performance Indicator (as per Delivery Program 2013-2017)	Result (Jul-Dec 2013)	Comments
% Reduction in incoming new claims for workers compensation and public liability.	100%	19 new claims for workers compensation and public liability were received during this reporting period.

Integrated Planning and Reporting

Implement the compliance, coordination and development of the Integrated Planning and Reporting Framework (documents and reports) and internal improvements to corporate planning, performance and reporting.

Performance Indicator (as per Delivery Program 2013-2017)	Result (Jul-Dec 2013)	Comments
# Integrated Planning and Reporting requirements developed within 7 days of legislative timeframe.	100%	All legal requirements for Integrated Planning and Reporting were met including the Quarterly reports, the Six Monthly reports and the Annual report.
% Planning and reporting improvement program actions implemented within agreed timeframe.	N/A	Planning is underway with no actions or programs ready to be implemented at this stage.

Property Development Fund Unit (PDF)

Provides Council with a self funded Property Development Fund (PDF) for the purpose of generating additional revenue through entrepreneurial real estate activities with the commercial returns being reinvested and available for identified projects for the City.

Performance Indicator (as per Delivery Program 2013-2017)	Result (Jul-Dec 2013)	Comments
% Profit margin on Council's property development and investment.	100%	Projects are progressing and profit margin for the developments remain on target.

Procurement, Fleet and Stores

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

Performance Indicator (as per Delivery Program 2013-2017)	Result (Jul-Dec 2013)	Comments
% Purchasing and tendering compliance with policy and legislative requirements.	100%	Based on expenditure analysis of goods and services with a value of >\$150K, there has been compliance of 100%. Continuous review, policy awareness and process training for all values of procurement is an ongoing improvement.

Sustainable Resource Centre

Recycles construction waste to produce marketable construction materials utilising innovative and cost effective methods that result in a commercial return to Council. The service enables Council to divert construction and demolition waste from landfill for recycling and reuse.

Performance Indicator (as per Delivery Program 2013-2017)	Result (Jul-Dec 2013)	Comments
# Tonnes CO ² emission saved.	3,369	For this six monthly reporting period, the total CO ² emission saved was 3,369 tonnes. The target for this same period is 2,800 tonnes, therefore an increase of 20.3% has been achieved.

ADOPTED - 8 APRIL 2014