

# Outcomes Committee



## AGENDA

**DATE OF MEETING:** 9 June 2026

**LOCATION:** Staff Lunch Room

**TIME:** 6.30pm

### Statement of Ethical Obligations

The Mayor and Councillors are reminded that they remain bound by the Oath/Affirmation of Office made at the start of the council term to undertake their civic duties in the best interests of the people of Fairfield City and to faithfully and impartially carry out the functions, powers, authorities and discretions vested in them under the Local Government Act or any other Act, to the best of their skill and judgement.

The Mayor and Councillors are also reminded of the requirement for disclosure of conflicts of interest in relation to items listed for consideration on the Agenda or which are considered at this meeting in accordance with the Code of Conduct and Code of Meeting Practice.

**AGENDA**  
**Outcomes Committee**  
**Meeting Date: 09 June 2026**

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-	<b>APOLOGIES AND REASONS ACCEPTED</b>	
-	<b>CONFIRMATION OF MINUTES</b>	
-	<b>CONFLICT OF INTEREST</b>	

**SECTION A**

**‘Matters referred to Council for its decision’**

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<b>49:</b>	<u>Audit, Risk and Improvement Committee (ARIC) Strategic Work Plan 2026-2030 including Annual Work Plan 2026-2027</u> File Number: 11/02759 .....	38

**SECTION B**

**‘Matters submitted to the Committee for decision subject to the right of referral’**

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# Outcomes Committee



## SECTION A

**'Matters referred to Council for its decision'**

## OUTCOMES COMMITTEE

Meeting Date 9 June 2026

Item Number. 48

**SUBJECT:** Audit, Risk and Improvement Committee (ARIC) Terms of Reference and Internal Audit Charter

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**FILE NUMBER:** 21/45710

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**PREVIOUS ITEMS:** 1 - Audit, Risk and Improvement Committee (ARIC) Terms of Reference and Internal Audit Charter - Outcomes Committee - 13 Feb 2024  
4 - Draft Internal Audit Charter and Draft Audit, Risk and Improvement Committee (ARIC) Terms of Reference - Audit, Risk & Improvement Committee - 15 May 2026

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**REPORT BY:** Sonja Drca, Manager Governance and Audit

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### RECOMMENDATION:

That the Audit, Risk and Improvement Committee (ARIC) Terms of Reference and Internal Audit Charter, be adopted.

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### SUPPORTING DOCUMENTS:

<b>AT-A</b> <a href="#">↓</a>	Draft Internal Audit Charter	13 Pages
<b>AT-B</b> <a href="#">↓</a>	Draft Audit, Risk and Improvement Committee (ARIC) Terms of Reference	18 Pages

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### CITY PLAN

This report is linked to *Theme 5 Good Governance and Leadership* in the Fairfield City Plan.

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### SUMMARY

This report is seeking approval from the Council on the Internal Audit Charter (Attachment A) and ARIC Terms of Reference (Attachment B) which have been reviewed in line with the Office of Local Government (OLG) *Risk Management and Internal Audit for Local Government in NSW Guidelines* (Guidelines) which commenced on 1 July 2024.

### Background

## OUTCOMES COMMITTEE

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In November 2023, the OLG released the Guidelines which require that from 1 July 2024 all NSW councils and joint organisations have an established risk management framework and an internal audit function.

To meet the implementation timeframe for these compulsory requirements, Council adopted its IA Charter and the ARIC Terms of Reference on 27 February 2024 (Outcomes Item 1).

### Review

In accordance with Core Requirement 1 of the Guidelines, Council is required to review the IA Charter and ARIC Terms of Reference on an annual basis. Due to the vacancy of Principal Auditor position and associated resourcing constraints, the review was deferred and subsequently commenced in February 2026. Both mandatory documents have now been reviewed, having regard to the Model documents provided in the Guidelines.

The text shown in **black** reflects the wording drawn directly from the current documents and remains unchanged. Text shown in strike-through and highlighted in **yellow**, identifies proposed variations to reflect Council's specific circumstances.

### Summary of Key Changes

#### ARIC Terms of Reference

- Word "Committee" replaced to read "ARIC" throughout the document
- Updated references to the Departmental Chief Executive Office to read "Office of the Local Government" (OLG)
- amended Further Information to read position title only

#### Internal Audit Charter

- updated position titles as per current organisational structure
- Removed reference to Australian risk management standard (AS ISO 31000.2018) as not relevant to Council
- Added to Section 6, the mandatory documents required for review and reporting:
  - 4-year Strategic Work Plan
  - Annual Work Plan
  - Internal Audit Plan
  - Internal Audit Report
- Amended Further Information to read position title only

### Consultation

The IA Charter and the ARIC Terms of Reference were endorsed by the ELT on 29 April 2026 with approval granted for submission to the ARIC for feedback and endorsement.

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The documents were endorsed by the ARIC at its meeting of 15 May 2026 with a suggestion by the Chairperson that in the Draft IA Charter consideration be given to not deleting the words 'and the current Australian risk management standard (AS ISO 31000:2018)' and revising the paragraph to read 'with reference to the Australian risk management standard (AS ISO 31000:2018)' and that the documents be reported to the Council in June 2026 for final adoption. This suggestion was approved by the General Manager and has been updated in the Draft IA Charter (Attachment A).

### CONCLUSION

The revised Internal Charter and ARIC Terms of Reference are now presented for adoption by Council as shown in Attachments A and B.

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Sonja Drca  
**Manager Governance and Audit**

**Authorisation:**  
Acting Director People, Culture and Operations

Outcomes Committee - 9 June 2026

File Name: **OUT09062026\_11.DOCX**

\*\*\*\*\* END OF ITEM 48 \*\*\*\*\*



**DRAFT**  
**INTERNAL  
AUDIT  
CHARTER**

**DATE UPDATED :  
MARCH 2026**



**INTERNAL AUDIT CHARTER**

Adopted by Council on Tuesday 27 February 2024 Month 2026 – Outcomes Item 4#

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**Fairfield City Council  
Internal Audit Charter**

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## Fairfield City Council Internal Audit Charter

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### 1. Introduction

Fairfield City Council (Council) has established the Internal Audit Function as a key component of Council's governance and assurance framework, in compliance with the Departmental Chief Executive's Office of Local Government (OLG) *Guidelines for risk management and internal audit for local government in NSW (Dec 2022)*. This Charter provides the framework for the conduct and performance of the Internal Audit Function at Fairfield City Council and has been approved by Council's governing body taking into account the advice of the Audit, Risk and Improvement Committee (ARIC).

### 2. Purpose of Internal Audit

Internal Audit is an independent, objective assurance and consulting activity designed to add value and improve Council's operations. It helps Council accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes<sup>1</sup>.

The Internal Audit Function at Fairfield City Council comprises the **Principal Internal Auditor** and any subordinate staff or external contractor that may be appointed to deliver on required outputs.

Internal Audit provides an independent and objective review and advisory service to:

- Provide advice to the Governing Body (Council), General Manager and the Audit, Risk and Improvement Committee (ARIC) about Council's governance processes, risk management and control frameworks and its external accountability obligations, and
- Assist Council to improve its business performance.

### 3. Independence

Independence is essential to the effective operation of the Internal Audit Function. Therefore, Council's Internal Audit is to be independent of the Council so it can provide an unbiased assessment of Council's operations and risk and control activities.

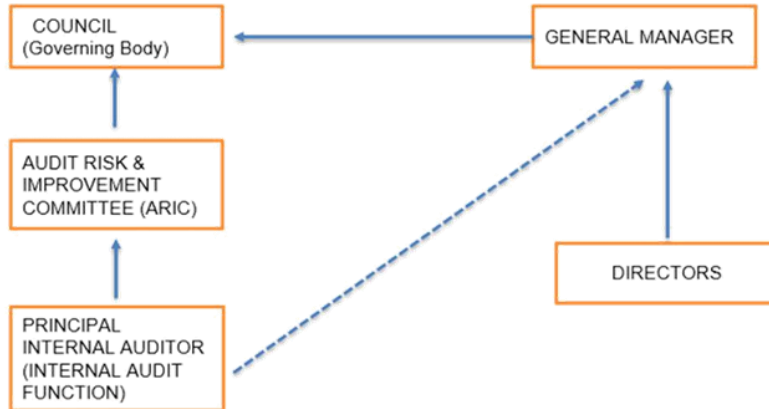
At Fairfield City Council, Internal Audit reports functionally to Council's Audit, Risk and Improvement Committee (ARIC) on the results of completed audits, and for strategic direction and accountability purposes, and reports administratively to the **Deputy General Manager Governance and Audit** to facilitate day-to-day operations as per Figure 1 below.

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<sup>1</sup> As defined by the International Standards for the Professional Practice of Internal Auditing (2017)

## Fairfield City Council Internal Audit Charter

**Figure 1: Reporting lines for Council's Internal Audit Function**



Internal Audit activities are not subject to direction by Council and Council's management has no role in the exercise of Council's internal audit activities.

The Audit, Risk and Improvement Committee is responsible for communicating any internal audit issues or information to the Governing Body. Should the Governing Body require additional information, a request for the information may be made to the ARIC Chair by resolution.

The Chair is only required to provide the information requested by the Governing Body where the Chair is satisfied that it is reasonably necessary for the Governing Body to receive the information for the purposes of performing its functions under the Local Government Act 1993. Individual councillors are not entitled to request or receive information from the committee.

The General Manager must consult with the Chair of the Audit, Risk and Improvement Committee before appointing or making decisions affecting the employment of the position of Principal Internal Auditor. If the Internal Auditor is dismissed, the General Manager must report the reasons for their dismissal to the Governing Body.

Where the Chair of the Audit, Risk and Improvement Committee has any concerns about the treatment of the Principal Internal Auditor or any action taken that may compromise their ability to undertake their functions independently, they can report their concerns to the Governing Body.

The Principal Internal Auditor is to confirm at least annually to the Audit, Risk and Improvement Committee the independence of internal audit activities from the Council.

#### 4. Authority

Council authorises the Internal Audit Function to have full, free and unrestricted access to all functions, premises, assets, personnel, records and other documentation and information that the Principal Internal Auditor considers necessary for internal audit to undertake its responsibilities.

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## Fairfield City Council Internal Audit Charter

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All records, documentation and information accessed while undertaking internal audit activities are to be used solely for the conduct of those activities. The Internal Audit Function is responsible and accountable for maintaining the confidentiality of the information received when undertaking their work.

All internal audit documentation is to remain the property of Fairfield City Council including where internal audit services are performed by an external third-party provider (contractor).

Information and documents pertaining to the Internal Audit Function are not to be made publicly available. The Principal Internal Auditor may only release Council information to external parties that are assisting the Internal Audit Function to undertake its responsibilities with the approval of the General Manager except where it is being provided to an external investigative or oversight agency for the purpose of informing that agency of a matter that may warrant its attention.

### 5. Role

The Internal Audit Function is to support Council's Audit, Risk and Improvement Committee (ARIC) to review and provide independent advice to the Council in accordance with Section 428A of the *Local Government Act 1993*. This includes conducting internal audits of Council and monitoring the implementation of corrective actions.

The Internal Audit Function is to also play an active role in:

- Developing and maintaining a culture of accountability and integrity
- Facilitating the integration of risk management into day-to-day business activities and processes, and
- Promoting a culture of cost-consciousness, self-assessment and adherence to high ethical standards.

The Internal Audit Function has no direct authority or responsibility for the activities it reviews. The Internal Audit Function has no responsibility for developing or implementing procedures or systems and does not prepare records or engage in Council functions or activities (except in carrying out its own functions).

Council's Internal Audit Function is to be undertaken by a member of Council's staff with sufficient skills, knowledge and experience to ensure it fulfils its role and responsibilities to the Council and the Audit, Risk and Improvement Committee (ARIC).

The Principal Internal Auditor will be independent, impartial, unbiased and objective when performing their work and free from any conflicts of interest. Responsibilities of the Principal Internal Auditor include:

- Managing the day-to-day activities of the Internal Audit Function
- Managing the Council's Internal Audit budget

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## Fairfield City Council Internal Audit Charter

- Supporting the operation of the Council's Audit, Risk and Improvement Committee (ARIC)
- Approving internal audit project plans, conducting or supervising audits and assessments and providing independent advice to the Audit, Risk and Improvement Committee
- Monitoring the Council's implementation of corrective actions that arise from the findings of audits
- Implementing the Audit, Risk and Improvement Committee's (ARIC) annual work plan and four-year strategic work plan
- Ensuring the Council's internal audit activities comply with the *Guidelines for risk management and internal audit for local government in NSW* as produced by the Office of Local Government, and
- Contract management and oversight of supplementary external providers (where appropriate).

### 6. Performing internal audit activities

The work of the Internal Audit Function is to be thoroughly planned and executed. Council's Audit, Risk and Improvement Committee (ARIC) must develop a **Strategic Work Plan** every four (4) years to ensure that the matters listed in **Schedule 1** are reviewed by the ARIC and considered by the Internal Audit Function when developing their risk-based program of internal audits.

The Strategic Work Plan must be reviewed at least annually to ensure it remains appropriate.

The Committee must also develop an **Annual Work Plan** to guide the work of the Internal Audit Function over the forward year.

All internal audit activities are to be performed in a manner that is consistent with relevant professional standards including the *International Standards for the Professional Practice of Internal Auditing* issued by the Institute of Internal Auditors and with reference to the current Australian risk management standard (AS ISO 31000.2018).

The Principal Internal Auditor is to provide the findings and recommendations of internal audits to the Audit, Risk and Improvement Committee at the end of each audit. Each report is to include a response from the relevant Director and or Senior Manager who is responsible for the area/function/activity being audited.

The Principal Internal Auditor is to establish an ongoing monitoring system to follow up Council's progress in implementing any arising corrective actions.

The General Manager, in consultation with the Audit, Risk and Improvement Committee, is to develop and maintain policies and procedures to guide the operation of Council's Internal Audit Function.

The Principal Internal Auditor is to ensure that the Audit, Risk and Improvement Committee is advised at each of the committee's meetings of the internal audit

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Adopted by Council on Tuesday 27 February 2024 Month 2026 – Outcomes Item 1#

## Fairfield City Council Internal Audit Charter

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The Internal Audit Function will develop and review the following documents and report as appropriate:

- 4-year Strategic Work Plan
- Annual Work Plan
- Internal Audit Plan
- Internal Audit Manual.

### 7. Conduct

The Principal Internal Auditor and his/her staff must comply with Council's *Code of Conduct*. Complaints about breaches of the Code of Conduct by the Principal Internal Auditor are to be dealt with in accordance with the *Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW*. The General Manager must consult with Council's Audit, Risk and Improvement Committee before any disciplinary action is taken against the Principal Internal Auditor and his/her staff in response to a breach of the *Code of Conduct*.

Internal Auditors must also comply with the *Code of Ethics for the Professional Practice of Internal Auditing* issued by the Institute of Internal Auditors.

### 8. Administrative Arrangements

#### 8.1 Audit, Risk and Improvement Committee meetings

The Principal Internal Auditor will attend Audit, Risk and Improvement Committee meetings as an independent non-voting observer. The Principal Internal Auditor can be excluded from meetings by the Committee at any time.

The Principal Internal Auditor will report to each meeting of the ARIC on:

- Audits completed
- Progress in implementing the Annual Audit Work Plan, and
- The implementation status of agreed internal and external audit recommendations

The Principal Internal Auditor must meet separately with the Audit, Risk and Improvement Committee at least once per year.

The Principal Internal Auditor can meet with the Chair of the Audit, Risk and Improvement Committee at any time, as necessary, between committee meetings.

#### 8.2 External Audit

Internal and external audit activities will be coordinated to help ensure the adequacy of overall audit coverage and to minimise duplication of effort.

Periodic meetings and contact between internal and external audit shall be held to discuss matters of mutual interest and to facilitate coordination.

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## Fairfield City Council Internal Audit Charter

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External Audit will have full and free access to all internal audit plans, working papers and reports.

### 8.3 Dispute Resolution

The Internal Audit Function will maintain an effective working relationship with Council and the Audit, Risk and Improvement Committee and seek to resolve any differences they may have in an amicable and professional way by discussion and negotiation.

In the event of a disagreement between the Internal Audit Function and Council, the dispute is to be resolved by the General Manager and/or the Audit, Risk and Improvement Committee. Disputes between the Internal Audit Function and the Audit, Risk and Improvement Committee are to be resolved by the Governing Body.

Unresolved disputes regarding compliance with statutory or other requirements are to be referred to the ~~Departmental Chief Executive~~ Office of Local Government (OLG) in writing.

### 8.4 Review Arrangements

Council's Audit, Risk and Improvement Committee must review the performance of the Internal Audit Function each year and report its findings to the Governing Body (Council). A strategic review of the performance of the Principal Internal Auditor must be conducted each council term that considers the views of an external party with a strong knowledge of internal audit and reported to the Council.

This Charter is to be reviewed annually by the Audit, Risk and Improvement Committee and once each council term by the Governing Body (Council). Any substantive changes are to be approved by the Governing Body.

### 9. Further information

For further information on Council's internal audit activities, contact the ~~Deputy General Manager on~~ ██████████ or by phone ~~██████████~~ **Principal Internal Auditor on** ██████████.

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**Fairfield City Council  
Internal Audit Charter**

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**Reviewed by the Principal Auditor**

Sign  
Date:

**Reviewed by the Chair of the Audit, Risk & Improvement Committee (Sign and Date)**

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**Reviewed by Council in accordance with a resolution of the Governing Body (Signed by Mayor and Date plus Resolution)**

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Adopted by Council on Tuesday 27 February 2024 Month 2026 – Outcomes Item 4#

## Fairfield City Council Internal Audit Charter

### Schedule 1 – Internal Audit Function Responsibilities

#### Audit

##### Internal Audit

- Conduct internal audits as directed by the Council's audit, risk and improvement committee.
- Implement the Council's annual and four-year strategic internal audit work plans.
- Monitor the implementation by the Council of corrective actions.
- Assist the Council to develop and maintain a culture of accountability and integrity.
- Facilitate the integration of risk management into day-to-day business activities and processes.
- Promote a culture of high ethical standards.

##### External Audit

- Provide input and feedback on the financial statement and performance audit coverage proposed by external audit and provide feedback on the audit services provided.
- Review all external plans and reports in respect of planned or completed audits and monitor the Council's implementation of audit recommendations.
- Provide advice on action taken on significant issues raised in relevant external audit reports and better practice guides.

#### Risk

##### Risk Management

Internal Audit must review and advise on:

- if the Council has in place a current and appropriate risk management framework that is consistent with the Australian risk management standard
- whether the Council's risk management framework is adequate and effective for identifying and managing the risks the Council faces, including those associated with individual projects, programs and other activities
- if risk management is integrated across all levels of the Council and across all processes, operations, services, decision-making, functions and reporting
- of the adequacy of risk reports and documentation, for example, the Council's risk register and risk profile
- whether a sound approach has been followed in developing risk management plans for major projects or undertakings
- whether appropriate policies and procedures are in place for the management and exercise of delegations
- if the Council has taken steps to embed a culture which is committed to ethical and lawful behaviour
- if there is a positive risk culture within the Council and strong leadership that supports effective risk management

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## Fairfield City Council Internal Audit Charter

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- of the adequacy of staff training and induction in risk management
- how the Council's risk management approach impacts on the Council's insurance arrangements
- of the effectiveness of the Council's management of its assets, and
- of the effectiveness of business continuity arrangements, including business continuity plans, disaster recovery plans and the periodic testing of these plans.

### Internal Controls

Review and advise:

- whether the Council's approach to maintaining an effective internal audit framework, including over external parties such as contractors and advisors, is sound and effective
- whether the Council has in place relevant policies and procedures and that these are periodically reviewed and updated
- whether appropriate policies and procedures are in place for the management and exercise of delegations
- whether staff are informed of their responsibilities and processes and procedures to implement controls are complied with
- if the Council's monitoring and review of controls is sufficient, and
- if internal and external audit recommendations to correct internal control weaknesses are implemented appropriately.

### Compliance

Review and advise of the adequacy and effectiveness of the Council's compliance framework, including:

- if the Council has appropriately considered legal and compliance risks as part of the Council's risk management framework
- how the Council manages its compliance with applicable laws, regulations, policies, procedures, codes, and contractual arrangements, and
- whether appropriate processes are in place to assess compliance.

### Fraud and Corruption

Review and advise of the adequacy and effectiveness of the Council's fraud and corruption prevention framework and activities, including whether the Council has appropriate processes and systems in place to capture and effectively investigate fraud-related information.

### Financial Management

Review and advise:

- if the Council is complying with accounting standards and external accountability requirements
- of the appropriateness of the Council's accounting policies and disclosures

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## Fairfield City Council Internal Audit Charter

- of the implications for the Council of the findings of external audits and performance audits and the Council's responses and implementation of recommendations
- whether the Council's financial statement preparation procedures and timelines are sound
- the accuracy of the Council's annual financial statements prior to external audit, including:
  - management compliance/representations
  - significant accounting and reporting issues
  - the methods used by the Council to account for significant or unusual transactions and areas of significant estimates or judgements
  - appropriate management signoff on the statements
- if effective processes are in place to ensure financial information included in the Council's report is consistent with signed financial statements
- if the Council's financial management processes are adequate
- the adequacy of cash management policies and procedures
- if there are adequate controls over financial processes, for example:
  - appropriate authorisation and approval of payments and transactions
  - adequate segregation of duties
  - timely reconciliation of accounts and balances
  - review of unusual and high value purchases
- if policies and procedures for management review and consideration of the financial position and performance of the Council are adequate
- if the Council's grants and tied funding policies and procedures are sound.

### Governance

Review and advise of the adequacy of the Council governance framework including the Council's:

- decision-making processes
- implementation of governance policies and procedures
- reporting lines and accountability
- assignment of key roles and responsibilities
- committee structure
- management oversight responsibilities
- human resources and performance management activities
- reporting and communication activities
- information and communications technology (ICT) governance, and
- management and governance of the use of data, information and knowledge.

### Improvement

#### Strategic Planning

Review and advise:

- of the adequacy and effectiveness of the Council's integrated, planning and reporting (IP&R) processes

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Adopted by Council on Tuesday 27 February 2024 Month 2026 – Outcomes Item 4#

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## Fairfield City Council Internal Audit Charter

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- if appropriate reporting and monitoring mechanisms are in place to measure progress against objectives, and
- whether the Council is successfully implementing and achieving its IP&R objectives and strategies.

### **Service Reviews & Business Improvement**

Review and advise:

- if the Council has robust systems to set objectives and goals to determine and deliver appropriate levels of service to the community and business performance
- if appropriate reporting and monitoring mechanisms are in place to measure service delivery to the community and overall performance, and
- how the Council can improve its service delivery and the Council's performance of its business and functions generally

### **Performance Data & Measurement**

Review and advise:

- if the Council has a robust system to determine appropriate performance indicators to measure the achievement of its strategic objectives
- if the performance indicators the Council uses are effective, and
- of the adequacy of performance data collection and reporting.

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**DRAFT**  
**ARIC TERMS OF REFERENCE**

**DATE UPDATED :  
MARCH 2026**



**AUDIT, RISK AND IMPROVEMENT  
COMMITTEE TERMS OF REFERENCE**

**Terms of Reference for Fairfield City Council  
Audit, Risk and Improvement Committee**

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## Terms of Reference for Fairfield City Council Audit, Risk and Improvement Committee

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### 1. Introduction

Fairfield City Council (Council) has established an Audit, Risk and Improvement Committee (ARIC) in compliance with Section 428A of the *Local Government Act 1993*, Sections 216A – 216U of the *Local Government (General) Regulation 2021* and the *Departmental Chief Executive's Office of Local Government (OLG) Guidelines for risk management and internal audit for local government in NSW*. These Terms of Reference set out the **Committee ARIC's** objectives, authority, composition and tenure, roles and responsibilities, reporting and administrative arrangements in line with legislative responsibilities and Fairfield City Council's governance and policy frameworks.

### 2. Objective

2.1 The objective of Council's Audit, Risk and Improvement Committee (ARIC) is to provide independent assurance to Council by monitoring, reviewing and providing advice about the organisation's:

- governance processes
- compliance, risk management and control frameworks
- external accountability obligations, and
- overall performance.

### 3. Independence

3.1 The **Committee ARIC** is independent to ensure it has no real or perceived bias or conflicts of interest that may interfere with its ability to act independently and to provide Council with robust, objective and unbiased advice and assurance.

3.2 The **Committee ARIC** is to have an advisory and assurance role only and is to exercise no administrative functions, delegated financial responsibilities or any management functions of the Council.

3.3 The **Committee ARIC** will provide independent advice to Council that is informed by Council's internal audit and risk management activities and information and advice provided by staff, relevant external bodies and subject matter experts.

3.4 The **Committee ARIC** will ensure it maintains a direct reporting line to and from Council's internal audit function and act as a mechanism for internal audit to report to the Governing Body<sup>1</sup> and the General Manager on matters affecting the performance of the internal audit function.

### 4. Authority

4.1 In carrying out its responsibilities the **Committee ARIC** must at all times recognise that primary responsibility for the management and operation of

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<sup>1</sup> The term 'Governing Body' refers to the directly elected Council

## Terms of Reference for Fairfield City Council Audit, Risk and Improvement Committee

Council rests with the Governing Body (Council) and the General Manager as defined by the Local Government Act 1993.

- 4.2 The **Committee ARIC** has no executive powers, except those expressly delegated to it by the Governing Body (Council).
- 4.3 Council authorises the **Committee ARIC**, for the purposes of exercising its responsibilities, to:
- access any information it needs from the organisation in consultation with the General Manager
  - use any Council resources it needs in accordance with the Delivery Program/Operational Plan and in consultation with the General Manager to meet its responsibilities
  - have direct access to the General Manager and senior management of the organisation
  - seek the General Manager's permission to meet with any other Council staff member or contractor
  - discuss any matters with the external auditor or other external parties
  - request the attendance of any employee at ARIC Committee meetings, and
  - obtain external legal or other professional advice, as considered necessary to meet its responsibilities, in consultation with the General Manager in line with Council's procurement policies.
- 4.4 Information and documents pertaining to the **Committee ARIC** are confidential and are not to be made publicly available.
- 4.5 The **Committee ARIC** may only release Council information to external parties that are assisting the **Committee ARIC** to fulfil its responsibilities with the approval of the General Manager, except where it is being provided to an external investigative or oversight agency for the purpose of informing that agency of a matter that may warrant its attention.

### 5. Composition and Tenure

- 5.1 The **Committee ARIC** consists of an Independent Chair and two Independent Members who have voting rights and one non-voting Councillor [If Council chooses to appoint such], **as required under the *Guidelines for risk management and internal audit for local government in NSW***.
- 5.2 The Governing Body is to appoint the Chair and Members of the ARIC. Current committee members are:

[name]  
[name]  
[name]

Independent chair (voting)  
Independent member (voting)  
Independent member (voting)

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### Terms of Reference for Fairfield City Council Audit, Risk and Improvement Committee

[name] [Councillor] member <sup>2</sup>(non-voting) (if applicable)

- 5.3 All **Committee ARIC** members will meet the independence and eligibility criteria prescribed in the *Guidelines for risk management and internal audit for local government in NSW*.
- 5.4 Members will be appointed for up to a four (4) year term.
- 5.5 Members can be reappointed for one further term but the total period of continuous membership cannot exceed eight (8) years. This includes any term as Chair of the **Committee ARIC**.
- 5.6 Members who have served an eight (8) year term (either as a member or as chair) must have a two (2) year break from serving on the **Committee ARIC** before being appointed again.
- 5.7 To preserve the **Committee ARIC**'s knowledge of the Council, ideally, no more than one member should retire from the Committee because of rotation in any one year.
- 5.8 The terms and conditions of each member's appointment to the **Committee ARIC** are to be set out in a letter of appointment.
- 5.9 New members will be thoroughly inducted to their role and receive relevant information and briefings on their appointment to assist them to meet their responsibilities.
- 5.10 Prior to approving the reappointment or extension of the Chair's or an independent member's term, the Governing Body is to undertake an assessment of the Chair's or **Committee ARIC** member's performance.
- 5.11 Reappointment of the chair or a **Committee ARIC** member is also to be subject to that person still meeting the independence and eligibility requirements.
- 5.12 Members of the **Committee ARIC** must possess and maintain a broad range of skills, knowledge and experience relevant to the operations, governance and financial management of the Council, the environment in which the Council operates and the contribution that the **Committee ARIC** makes to the Council.
- 5.13 At least one member of the **Committee ARIC** must have accounting or related financial management experience with an understanding of accounting and auditing standards in a local government environment.
- 5.14 All members should have sufficient understanding of Council's financial reporting responsibilities to be able to contribute to the **Committee ARIC**'s consideration of the Council's annual financial statements.

<sup>2</sup> The Guidelines state that 'the mayor cannot be appointed as a councillor member of a council's ARIC' – p23 Guidelines

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## Terms of Reference for Fairfield City Council Audit, Risk and Improvement Committee

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### 6. Role

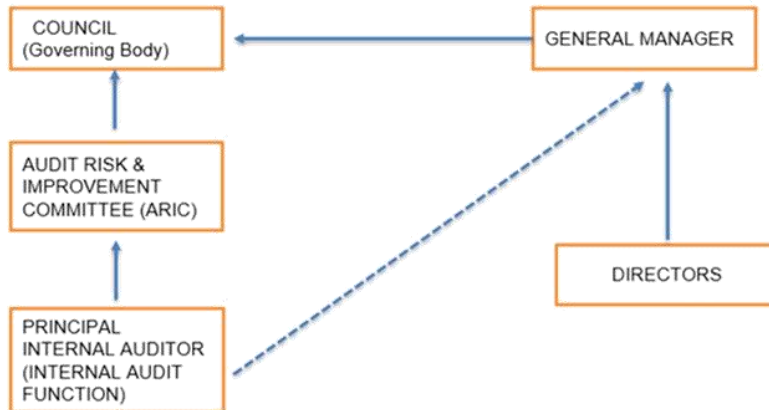
- 6.1 As required under Section 428A of the *Local Government Act 1993* (the Act), the role of the **Committee ARIC** is to review and provide independent advice to Council regarding the following aspects of the organisation's operations:
- compliance
  - risk management
  - fraud control
  - financial management
  - governance
  - implementation of the strategic plan, delivery program and strategies
  - service reviews
  - collection of performance measurement data by the Council, and
  - internal audit.
- 6.2 The **Committee ARIC** will also provide information to the Council for the purpose of improving the organisation's performance of its functions.
- 6.3 The **Committee ARIC**'s specific audit, risk and improvement responsibilities under Section 428A of the Act are outlined in **Schedule 1** to this Terms of Reference.
- 6.4 The **Committee ARIC** will act as a forum for consideration of the Council's internal audit function and oversee its planning, monitoring and reporting to ensure it operates effectively.
- 6.5 The **Committee ARIC** has no power to direct external audit or the way it is planned and undertaken but will act as a forum for the consideration of external audit findings.
- 6.6 The **Committee ARIC** is directly responsible and accountable to the Governing Body for the exercise of its responsibilities. In carrying out its responsibilities, the **Committee ARIC** will at all times recognise that primary responsibility for management of the organisation rests with the Governing Body and the General Manager. (See Figure 1 below.)

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## Terms of Reference for Fairfield City Council Audit, Risk and Improvement Committee

**Figure 1: Reporting lines for Council's Internal Audit Function**



6.6 The responsibilities of the **Committee ARIC** may be revised or expanded in consultation with, or as requested by, the Governing Body from time to time.

## 7. Responsibilities of Members

### 7.1 Independent Members

7.1.1 The Chair and members of the **Committee ARIC** are expected to understand and observe the requirements of the **OLG Guidelines for risk management and internal audit for local government in NSW**. Members are also expected to:

- make themselves available as required to attend and participate in meetings
- contribute the time needed to review and understand information provided to it
- apply good analytical skills, objectivity and judgement
- act in the best interests of Fairfield City Council
- have the personal courage to raise and deal with tough issues, express opinions frankly, ask questions that go to the fundamental core of the issue and pursue independent lines of inquiry
- maintain effective working relationships with the Council
- have strong leadership qualities (Chair)
- lead effective committee meetings (Chair), and
- oversee the Council's Internal Audit Function (Chair).

### 7.2 Councillor Members (if appointed by the Governing Body)

7.2.1 To preserve the independence of the **Committee ARIC**, the councillor member of the **Committee ARIC** is a non-voting member. Their role is to:

- relay to the **Committee ARIC** any concerns the Governing Body may have regarding the organisation and issues being considered by the **Committee ARIC**

### Terms of Reference for Fairfield City Council Audit, Risk and Improvement Committee

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- provide insights into local issues and the strategic priorities of the Council that would add value to the **Committee ARIC**'s consideration of agenda items
- advise the Governing Body (as necessary) of the work of the **Committee ARIC** and any issues arising from it, and
- assist the Governing Body to review the performance of the **Committee ARIC**.

7.2.2 Issues or information the councillor member raises with or provides to the **Committee ARIC** must relate to the matters listed in **Schedule 1** and issues being considered by the Committee.

7.2.3 The councillor member of the **Committee ARIC** must conduct themselves in a non-partisan and professional manner.

7.2.4 The councillor member of the **Committee ARIC** must not engage in any conduct that seeks to politicise the activities of the Committee or the internal audit function or that could be seen to do so.

7.2.5 If the councillor member of the **Committee ARIC** engages in such conduct or in any other conduct that may bring the **Committee ARIC** and its work into disrepute, the Chair of the **Committee ARIC** may recommend to the Council, that the councillor member be removed from membership of the **Committee ARIC**.

7.2.6 Where the Council does not agree to the **Committee ARIC** Chair's recommendation, the Council must give reasons for its decision in writing to the Chair.

#### 7.3 Conduct

7.3.1 Independent **Committee ARIC** members are required to comply with the Council's *Code of Conduct*.

7.3.2 Complaints alleging breaches of the *Code of Conduct* by an independent committee member are to be dealt with in accordance with the *Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW*.

7.3.3 The General Manager must consult with the Governing Body before taking any disciplinary action against an independent committee member in response to a breach of Council's *Code of Conduct*.

#### 7.4 Conflicts of interest

7.4.1 Once a year, **Committee ARIC** members must provide written declarations to the Council stating that they do not have any conflicts of interest that would preclude them from being members of the **Committee ARIC**.

7.4.2 Independent **Committee ARIC** members are 'designated persons' for the purposes of the Council's *Code of Conduct* and must also complete and submit returns of their interests.

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### Terms of Reference for Fairfield City Council Audit, Risk and Improvement Committee

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- 7.4.5 **Committee ARIC** members and observers must declare any pecuniary or non-pecuniary conflicts of interest they may have in a matter being considered at the meeting at the start of each meeting or as soon as they become aware of the conflict of interest.
- 7.4.6 Where a **Committee ARIC** member or observer declares a pecuniary or a significant non-pecuniary conflict of interest, they must remove themselves from **Committee ARIC** deliberations on the issue.
- 7.4.7 Details of conflicts of interest declared at meetings and the action taken to manage them will be minuted in the official record of the meeting.

#### 7.5 Standards

- 7.5.1 **Committee ARIC** members are to conduct their work in accordance with the *International Standards for the Professional Practice of Internal Auditing* issued by the Institute of Internal Auditors and current Australian risk management standard (AS ISO 31000.2018), where applicable.

#### 8. Work Plans

- 8.1 The work of the **Committee ARIC** is to be thoroughly planned and executed. The **Committee ARIC** must develop a Strategic Work Plan every four years to ensure that the matters listed in **Schedule 1** are reviewed by the **Committee ARIC** and considered by the internal audit function when developing their risk-based program of internal audits.
- 8.2 The Strategic Work Plan will be reviewed at least annually to ensure it remains appropriate.
- 8.3 The **Committee ARIC** may, in consultation with the Governing Body, vary the Strategic Work Plan at any time to address new or emerging risks.
- 8.4 The Governing Body may also, by resolution, request the **Committee ARIC** to approve a variation to the Strategic Work Plan. Any decision to vary the Strategic Work Plan must be made by the **Committee ARIC**.
- 8.5 The **Committee ARIC** must also develop an Annual Work Plan to guide its work and the work of the Internal Audit Function over the forward year.
- 8.6 The **Committee ARIC** may, in consultation with the Governing Body, vary the Annual Work Plan to address new or emerging risks.
- 8.7 The Governing Body may also, by resolution, request the **Committee ARIC** to approve a variation to the Annual Work Plan. Any decision to vary the Annual Work Plan must be made by the **Committee ARIC**.
- 8.8 When considering whether to vary the strategic or annual work plans, the **Committee ARIC** must consider the impact of the variation on the Internal Audit

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## Terms of Reference for Fairfield City Council Audit, Risk and Improvement Committee

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Function's existing workload and the completion of pre-existing priorities and activities identified under the work plan.

### 9. Assurance Reporting

- 9.1 The **Committee ARIC** will regularly report to the Governing Body to ensure that it is kept informed of matters considered by the **Committee ARIC** and any emerging issues that may influence the strategic direction of the organisation or the achievement of the Council's goals and objectives.
- 9.2 The **Committee ARIC** will provide an update to the Governing Body and the General Manager of its activities and opinions after every **Committee ARIC** meeting.
- 9.3 The **Committee ARIC** will provide an annual assessment to the Governing Body and the General Manager on the **Committee ARIC**'s work and its opinion on how the **organisation Council** is performing.
- 9.4 The **Committee ARIC** will provide a comprehensive assessment every council term of the matters listed in **Schedule 1** to the Governing Body and the General Manager.
- 9.5 The **Committee ARIC** may at any time report to the Governing Body or the General Manager on any other matter it deems of sufficient importance to warrant their attention.
- 9.6 The Mayor and the Chair of the **Committee ARIC** may also meet at any time to discuss issues relating to the work of the **Committee ARIC**.
- 9.7 Should the Governing Body require additional information, a request for the information may be made to the Chair by resolution. The Chair is only required to provide the information requested by the Governing Body where the Chair is satisfied that it is reasonably necessary for the Governing Body to receive the information for the purposes of performing its functions under the Local Government Act.
- 9.8 Individual councillors are not entitled to request or receive information from the **Committee ARIC**.

### 10. Administrative Arrangements

#### 10.1 Meetings

- 10.1.1 The **Committee ARIC** will meet at least four (4) times per year, with one of these meetings to include review and endorsement of the annual audited financial reports for presentation to Council for adoption.
- 10.1.3 The **Committee ARIC** can hold additional meetings when significant unexpected issues arise, or if the Chair is asked to hold an additional meeting by a committee member, the General Manager or the Governing Body.

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## Terms of Reference for Fairfield City Council Audit, Risk and Improvement Committee

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- 10.1.4 **Committee ARIC** meetings can be held in person, by telephone or videoconference. Proxies are not permitted to attend meetings if a **Committee ARIC** member cannot attend.
- 10.1.5 A quorum will consist of a majority of independent voting members.
- 10.1.6 Where the vote is tied, the Chair has the casting vote.
- 10.1.7 The Chair of the **Committee ARIC** will decide the agenda for each **Committee ARIC** meeting.
- 10.1.8 Each **Committee ARIC** meeting is to be minuted to preserve a record of the issues considered and the actions and decisions taken by the **Committee ARIC**.
- 10.1.9 The General Manager and the Principal Internal Auditor should attend **Committee ARIC** meetings as non-voting observers.
- 10.1.10 The External Auditor (or their representative) is to be invited to each **Committee ARIC** meeting as an independent observer.
- 10.1.11 The Chair can request the Council's Chief Finance Officer (CFO) [or equivalent], the head of risk management function [or equivalent], senior managers [or equivalent], any councillors, any employee/contractor of the Council and any subject matter expert to attend **Committee ARIC** meetings.
- 10.1.12 Where requested to attend a meeting, persons must attend the meeting where possible and provide any information requested. Observers have no voting rights and can be excluded from a meeting by the Chair at any time.
- 10.1.13 The **Committee ARIC** can hold closed meetings whenever it needs to discuss confidential or sensitive issues with only voting members of the **Committee ARIC** present.
- 10.1.14 The **Committee ARIC** must meet separately with the Principal Internal Auditor and the Council's external auditor at least once each year.

### 10.2 Dispute Resolution

- 10.2.1 Members of the **Committee ARIC** and Council's management should maintain an effective working relationship and seek to resolve any differences they may have in an amicable and professional way by discussion and negotiation.
- 10.2.2 In the event of a disagreement between the **Committee ARIC** and the General Manager or other senior managers, the dispute is to be resolved by the Governing Body.

### 10.3 Secretariat

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### Terms of Reference for Fairfield City Council Audit, Risk and Improvement Committee

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10.3.1 The General Manager has appointed the Executive Manager Governance and Audit to provide secretariat support to the Committee ARIC.

10.3.2 The secretariat will endeavour to ensure the agenda for each meeting and supporting papers are circulated after approval from the Chair at least one (1) week 3 days before the meeting and ensure that minutes of meetings are prepared and maintained.

10.3.3 Minutes must be approved by the Chair and circulated within three (3) weeks of the meeting to each member.

#### 10.4 Resignation and Dismissal of Members

10.4.1 Where the Chair or a Committee ARIC member is unable to complete their term or does not intend to seek reappointment after the expiry of their term, they should give eight (8) weeks notice to the Chair and the Governing Body prior to their resignation to allow Council to ensure a smooth transition to a new chair or committee member.

10.4.2 The Governing Body can, by resolution, terminate the appointment of the Chair or an independent Committee ARIC member before the expiry of their term where that person has:

- breached the Council's code of conduct
- performed unsatisfactorily or not to expectations
- declared, or is found to be in, a position of a conflict of interest which is unresolvable
- been declared bankrupt or found to be insolvent
- experienced an adverse change in business status
- been charged with a serious criminal offence
- been proven to be in serious breach of their obligations under any legislation, or
- experienced an adverse change in capacity or capability.

10.4.3 The position of a councillor member on the Committee ARIC can be terminated at any time by the Governing Body by resolution.

#### 10.5 Review Arrangements

10.5.1 At least once every Council term, the Governing Body must review or arrange for an external review of the effectiveness of the Committee ARIC.

10.5.2 These terms of reference must be reviewed annually by the Committee ARIC and once each Council term by the Governing Body.

10.5.3 Any substantive changes are to be approved by the Governing Body.

#### 11. Further Information

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**Terms of Reference for Fairfield City Council  
Audit, Risk and Improvement Committee**

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For further information on Council's **Audit Risk and Improvement Committee (ARIC)**, contact the **Deputy General Manager on** [REDACTED] **or by phone** [REDACTED] **Principal Internal Auditor on** [REDACTED].

Reviewed by Chair of the Audit, Risk and Improvement Committee

Signed  
Date

Reviewed by General Manager in accordance with a resolution of the governing body.

Signed  
Date  
Resolution reference  
**Next review date: Month 2027**

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## Terms of Reference for Fairfield City Council Audit, Risk and Improvement Committee

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### Schedule 1 – Audit, Risk and Improvement Committee Responsibilities

#### Audit

##### Internal Audit

- Provide overall strategic oversight of internal audit activities
- Act as a forum for communication between the governing body, General Manager, senior management, the internal audit function and external audit
- Coordinate, as far as is practicable, the work programs of internal audit and other assurance and review functions
- Review and advise the Council:
  - on whether the Council is providing the resources necessary to successfully deliver the internal audit function
  - if the Council is complying with internal audit requirements, including conformance with the International Professional Practices Framework
  - if the Council's internal audit charter is appropriate and whether the internal audit policies and procedures and audit/risk methodologies used by the Council are suitable
  - of the strategic four-year work plan and annual work plan of internal audits to be undertaken by the Council internal audit function
  - if the Council's internal audit activities are effective, including the performance of the internal audit coordinator and the internal audit function
  - of the findings and recommendations of internal audits conducted, and corrective actions needed to address issues raised
  - of the implementation by the Council of these corrective actions
  - on the appointment of the internal audit coordinator and external providers, and
  - if the internal audit function is structured appropriately and has sufficient skills and expertise to meet its responsibilities

##### External Audit

- Act as a forum for communication between the Governing body, General Manager, senior management, the internal audit function and external audit
- Coordinate as far as is practicable, the work programs of internal audit and external audit
- Provide input and feedback on the financial statement and performance audit coverage proposed by external audit and provide feedback on the audit services provided
- Review all external plans and reports in respect of planned or completed audits and monitor council's implementation of audit recommendations
- Provide advice to the governing body and/or General Manager on action taken on significant issues raised in relevant external audit reports and better practice guides

#### Risk

##### Risk Management

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### **Terms of Reference for Fairfield City Council Audit, Risk and Improvement Committee**

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Review and advise the Council:

- if the Council has in place a current and appropriate risk management framework that is consistent with the Australian risk management standard
- whether the Council is providing the resources necessary to successfully implement its risk management framework
- whether the Council's risk management framework is adequate and effective for identifying and managing the risks the Council faces, including those associated with individual projects, programs and other activities
- if risk management is integrated across all levels of the Council and across all processes, operations, services, decision-making, functions and reporting
- of the adequacy of risk reports and documentation, for example, the Council's risk register and risk profile
- whether a sound approach has been followed in developing risk management plans for major projects or undertakings
- whether appropriate policies and procedures are in place for the management and exercise of delegations
- if the Council has taken steps to embed a culture which is committed to ethical and lawful behaviour
- if there is a positive risk culture within the Council and strong leadership that supports effective risk management
- of the adequacy of staff training and induction in risk management
- how the Council's risk management approach impacts on the Council's insurance arrangements
- of the effectiveness of the Council's management of its assets, and
- of the effectiveness of business continuity arrangements, including business continuity plans, disaster recovery plans and the periodic testing of these plans.

#### **Internal Controls**

Review and advise the Council:

- whether the Council's approach to maintaining an effective internal audit framework, including over external parties such as contractors and advisors, is sound and effective
- whether the Council has in place relevant policies and procedures and that these are periodically reviewed and updated
- whether appropriate policies and procedures are in place for the management and exercise of delegations
- whether staff are informed of their responsibilities and processes and procedures to implement controls are complied with
- if the Council's monitoring and review of controls is sufficient, and
- if internal and external audit recommendations to correct internal control weaknesses are implemented appropriately.

#### **Compliance**

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### **Terms of Reference for Fairfield City Council Audit, Risk and Improvement Committee**

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Review and advise the Council of the adequacy and effectiveness of the Council's compliance framework, including:

- if the Council has appropriately considered legal and compliance risks as part of the Council's risk management framework
- how the Council manages its compliance with applicable laws, regulations, policies, procedures, codes, and contractual arrangements, and
- whether appropriate processes are in place to assess compliance.

#### **Fraud and Corruption**

Review and advise the Council of the adequacy and effectiveness of the Council's fraud and corruption prevention framework and activities, including whether the Council has appropriate processes and systems in place to capture and effectively investigate fraud-related information.

#### **Financial Management**

Review and advise the Council:

- if the Council is complying with accounting standards and external accountability requirements
- of the appropriateness of the Council's accounting policies and disclosures
- of the implications for the Council of the findings of external audits and performance audits and the Council's responses and implementation of recommendations
- whether the Council's financial statement preparation procedures and timelines are sound
- the accuracy of the Council's annual financial statements prior to external audit, including:
  - management compliance/representations
  - significant accounting and reporting issues
  - the methods used by the Council to account for significant or unusual transactions and areas of significant estimates or judgements
  - appropriate management signoff on the statements
- if effective processes are in place to ensure financial information included in the Council's annual report is consistent with signed financial statements
- if the Council's financial management processes are adequate
- the adequacy of cash management policies and procedures
- if there are adequate controls over financial processes, for example:
  - appropriate authorisation and approval of payments and transactions
  - adequate segregation of duties
  - timely reconciliation of accounts and balances
  - review of unusual and high value purchases
- if policies and procedures for management review and consideration of the financial position and performance of the Council are adequate
- if the Council's grants and tied funding policies and procedures are sound.

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## **Terms of Reference for Fairfield City Council Audit, Risk and Improvement Committee**

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### **Governance**

Review and advise the Council regarding its governance framework, including the Council's:

- decision-making processes
- implementation of governance policies and procedures
- reporting lines and accountability
- assignment of key roles and responsibilities
- committee structure
- management oversight responsibilities
- human resources and performance management activities
- reporting and communication activities
- information and communications technology (ICT) governance, and
- management and governance of the use of data, information and knowledge

### **Improvement**

#### **Strategic Planning**

Review and advise the Council:

- of the adequacy and effectiveness of the Council's integrated, planning and reporting (IP&R) processes
- if appropriate reporting and monitoring mechanisms are in place to measure progress against objectives, and
- whether the Council is successfully implementing and achieving its IP&R objectives and strategies.

#### **Service Reviews and Business Improvement**

- Act as a forum for communication and monitoring of any audits conducted by external bodies and the implementation of corrective actions (for example, NSW government agencies, Commonwealth government agencies, insurance bodies)
- Review and advise the Council:
  - If the Council has robust systems to set objectives and goals to determine and deliver appropriate levels of service to the community and business performance
  - if appropriate reporting and monitoring mechanisms are in place to measure service delivery to the community and overall performance, and
  - how the Council can improve its service delivery and the Council's performance of its business and functions generally

#### **Performance Data and Measurement**

Review and advise the Council:

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**Terms of Reference for Fairfield City Council  
Audit, Risk and Improvement Committee**

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- if the Council has a robust system to determine appropriate performance indicators to measure the achievement of its strategic objectives
- if the performance indicators the Council uses are effective, and
- of the adequacy of performance data collection and reporting.

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## OUTCOMES COMMITTEE

Meeting Date 9 June 2026

Item Number. 49

**SUBJECT:** Audit, Risk and Improvement Committee (ARIC) Strategic Work Plan 2026-2030 including Annual Work Plan 2026-2027

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**FILE NUMBER:** 11/02759

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**PREVIOUS ITEMS:** 1 - Audit, Risk and Improvement Committee (ARIC) Strategic Work Plan 2024-2028, ARIC Annual Work Plan 2024-2025, Strategic Internal Audit Plan 2024-2028 and Forward Internal Audit Plan 2024-2025 - Outcomes Committee - 11 Feb 2025  
5 - Audit, Risk and Improvement Committee (ARIC) Draft Strategic Work Plan 2026-2030 including Draft Annual Work Plan 2026-2027 - Audit, Risk & Improvement Committee - 15 May 2026

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**REPORT BY:** Sonja Drca, Manager Governance and Audit

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### RECOMMENDATION:

That the Audit, Risk and Improvement Committee (ARIC) Strategic Work Plan 2026-2030 including the ARIC Annual Work Plan 2026-2027, be adopted.

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### SUPPORTING DOCUMENTS:

**AT-A** [↓](#) Draft ARIC Strategic Work Plan 2026-2030

36 Pages

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### CITY PLAN

This report is linked to *Theme 5 Good Governance and Leadership* in the Fairfield City Plan.

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### SUMMARY

This report is seeking approval from the Council on the ARIC Strategic Work Plan 2026-2030 incorporating the ARIC Annual Work Plan 2026-2027 which has been reviewed in line with the Office of Local Government (OLG) Risk Management and Internal Audit for Local Government in NSW Guidelines (Guidelines) which commenced on 1 July 2024.

### Background

## OUTCOMES COMMITTEE

Meeting Date 9 June 2026

Item Number. 49

Section 428A of the Local Government Act 1993 and the OLG Guidelines require Council to maintain an ARIC Strategic Work Plan that clearly demonstrates how the ARIC discharges its legislated responsibilities, adopts a risk-based approach and provides oversight of governance, risk management, internal controls and compliance.

### Review

As part of the scheduled annual review, the Draft ARIC Strategic Work Plan 2026-2030 incorporating the ARIC Annual Work Plan 2026-2027 have been reviewed and refined to ensure they remain current, defensible and aligned with Council's updated Enterprise Risk Profile and contemporary assurance expectations.

In accordance with Core Requirements 1, 2 and 3 of the Guidelines, Council is required to review the ARIC Strategic Work Plan 2026-2030 incorporating the ARIC Annual Work Plan 2026-2027 on an annual basis. Due to the vacancy of the Principal Auditor position and associated resourcing constraints, the review was deferred and subsequently commenced in February 2026. Both mandatory documents have now been reviewed, having regard to the Model documents provided in the Guidelines.

The text shown in **black** reflects the wording drawn directly from the current documents and remains unchanged. Text shown in strike-through and highlighted in **yellow**, identifies proposed variations to reflect Council's specific circumstances.

### Alignment with OLG Core Requirements

The revisions have been informed by the OLG Guidelines, with particular reference to Core Requirements 1, 2 and 3. The amendments strengthen clarity, consistency and traceability of assurance coverage without expanding or reducing ARIC's legislated scope.

#### Core Requirement 1 – Risk Management Framework

Updates were made to more clearly articulate ARIC's oversight of Council's risk management framework including alignment with the Fairfield Opportunity and Risk Management (FORM) Framework, Enterprise Risk Registers and Service/Project Risk Registers. Clearer reference has been made to business continuity, insurance, WHS and risk reporting frequency to ARIC.

#### Core Requirement 2 – Internal Audit Function

Revisions strengthen alignment between the ARIC Strategic Work Plan, the Strategic Internal Audit Plan and the Forward Annual Internal Audit Plan. The ARIC's role in approving audit plans, reviewing audit reports, monitoring implementation of audit actions and overseeing compliance with the International Professional Practices Framework (IPPF) has been clarified and made more explicit.

#### Core Requirement 3 – Governance, Compliance and Control

## OUTCOMES COMMITTEE

Meeting Date 9 June 2026

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Changes enhance visibility of ARIC oversight across governance, compliance and internal controls including legislative compliance, fraud and corruption prevention, delegations, ethical behaviour, ICT governance and cyber security, information management, privacy and quality management frameworks.

### Summary of Key Changes

- Expanded narrative explaining how the Strategic Work Plan is informed by Council's Enterprise and Strategic Risk Profile.
- Clearer mapping of ARIC responsibilities to OLG Guidelines and Section 428A of the Local Government Act 1993.
- Improved alignment between risk management, internal audit planning and ARIC oversight activities.
- Clarification of reporting frequency and accountability for key assurance activities (risk, internal audit, governance and compliance).
- Strengthened references to internal audit independence, IPPF conformance and quality assurance requirements.
- Enhanced coverage of cyber security, ICT governance, WHS, business continuity and information management within ARIC oversight.
- Minor structural and editorial amendments to improve readability, consistency and audit defensibility.
- No reduction or expansion of ARIC statutory responsibilities; changes are clarifying and strengthening in nature.

### Consultation

The Draft ARIC Strategic Work Plan 2026-2030 incorporating the ARIC Annual Work Plan 2026-2027 were endorsed by the ELT on 6 May 2026 with approval granted for submission to the ARIC for feedback and endorsement.

The documents were endorsed by the ARIC at its meeting of 15 May 2026 with a minor amendment to the word 'Chairman' to be replaced with 'Chairperson' as shown on page 5 – Section 3 of the ARIC Draft Strategic Work Plan 2026-2030 and that the documents be reported to the Council in June 2026 for final adoption.

### Conclusion

The revised ARIC Strategic Work Plan 2026-2030 incorporating the ARIC Annual Work Plan 2026-2027 are now presented for adoption by Council as shown in Attachment A.

**OUTCOMES COMMITTEE**

**Meeting Date 9 June 2026**

**Item Number. 49**

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Sonja Drca  
**Manager Governance and Audit**

**Authorisation:**  
Acting Director People, Culture and Operations

Outcomes Committee - 9 June 2026

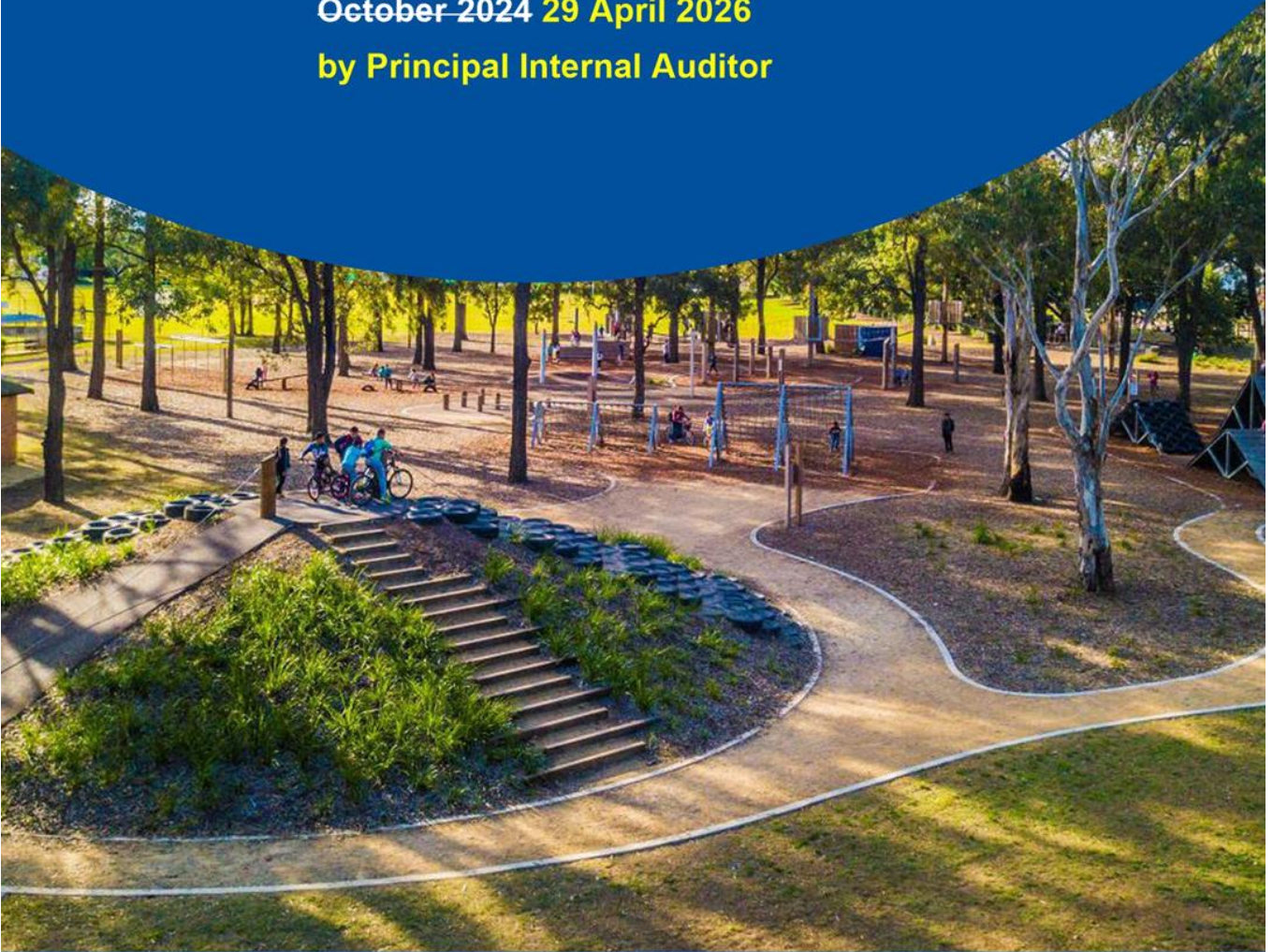
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\*\*\*\*\* END OF ITEM 49 \*\*\*\*\*



## Audit, Risk and Improvement Committee

- **ARIC Strategic Work Plan 2024-2028-2026-2030**
- **ARIC Annual Work Plan 2024-2025-2026-2027**
- ~~Strategic Internal Audit Plan 2026-2030~~
- ~~Forward Internal Audit Plan 2026-2027~~

~~October 2024~~ **29 April 2026**  
by **Principal Internal Auditor**



## Acknowledgements

We would like to Acknowledge the Cabrogal of the Darug Nation who are the Traditional Custodians of this Land. We also pay our respect to the Elders both past and present and future of the Darug Nation.

We acknowledge your rich culture and your unique role here in the Fairfield region. Your heritage and traditions are important to us all, and part and parcel of the great history of Australia.

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## 1. Introduction

Fairfield City Council (Council) has established an Audit, Risk and Improvement Committee (ARIC) in compliance with Section 428A of the *Local Government Act 1993*, the *Local Government (General) Regulation 2021* and the Office of Local Government's *Guidelines for risk management and internal audit for local government in NSW*.

The objective of Council's ARIC is to provide independent assurance to Council by monitoring, reviewing and providing advice about Council's governance processes, compliance, risk management and control frameworks, external accountability obligations and overall performance.

The Strategic Work Plan has been developed to ensure the ARIC meets its legislative obligations under Section 428A of the *Local Government Act 1993* (the Act). The Strategic and Annual Work Plans are subject to change and can be amended as required to respond to emerging areas of concern to the ARIC. The meeting planner (section 9) sets out a rolling program for the ARIC for the following four years.

The ARIC plays a key role assisting Council to fulfil its corporate governance and oversight responsibilities by reviewing and providing independent advice to Council regarding the following aspects of Council's operations as required under Section 428A of the Act:

- compliance
- risk management
- fraud control
- financial management
- governance
- implementation of the strategic plan, delivery program and strategies
- service reviews
- collection of performance measurement data by Council, and
- internal audit.

## 2. Introduction to Work Plans

Council has identified 4 Plans in this document which are required under Local Government (General) Regulation and OLG Guidelines, following a consultation process with management, the Executive Leadership Team (ELT), the General Manager (GM), the ARIC and the Council as follows.

- **ARIC Strategic Work Plan** - sets out the rolling four-year program to ensure coverage of the ARIC's responsibilities outlines on Section 9 in line with Schedule 1 to the Terms of Reference of ARIC adopted by Council.
- **Strategic Internal Audit Plan** - outlines the risk based internal audit schedule for council term of 4 years informed by ARIC Strategic Work Plan and risks faced by council.
- **ARIC Annual Work Plan** - In line with ARIC Strategic Work Plan, the ARIC Annual Work Plan is detailed together with meeting planner in Section 8 which outlines:
  - Standard agenda items – Items that should be examined at every (or most) ARIC meetings.
  - Special agenda items – Items that can generally be spread over a year and examined once per year or more frequently.

- Special meeting (or combine with existing meeting) – Items for review for the end of year financial statements.
- Annual reporting requirements – Items required under the ARIC TOR and Regulations.
- End of term agenda items – Items required under the ARIC TOR and Regulations.
- **Forward Internal Audit Plan** - is the risk based Internal audit schedule for next the financial year. **This may be included as part of the 4 Year Strategic Internal Audit Plan.**

**3. ARIC Consistency and Meetings**



The ARIC consists of 3 members:

Name	Role	Term from 1 July 2024
<b>Brain Hrnjak</b>	Independent Chairperson	4 years
<b>Anton Usher</b>	Independent Member	3 years
<b>Phu Nguyen</b>	Independent Member	4 years

The ARIC meets at least 4 times per year to have one ordinary meeting in each quarter. The ARIC will have 1 additional special meeting or combine with one of 4 ordinary meetings to review the Council’s financial statements. The timing of meetings is scheduled to ensure the ARIC can adequately address its responsibilities at Section 1.

**4. Strategic Themes and Services Areas, Service Delivery and Risk**

Council has identified 5 Strategic Themes to strategically align the service delivery as per the diagram below:

Strategic Themes and External Services / Internal Services	
 <p><b>THEME 1 COMMUNITY WELLBEING</b></p>	<p><b>External Services</b></p> <ul style="list-style-type: none"> <li>• Children and Family Services</li> <li>• Communication and Marketing</li> <li>• Community Compliance</li> <li>• Community Facilities</li> <li>• Leisure Centres</li> <li>• Library Services</li> <li>• Museum and Gallery</li> <li>• Showground and Golf Course</li> <li>• Social Planning and Community Development</li> </ul>
<p><b>External Services</b></p> <ul style="list-style-type: none"> <li>• Asset Management – Civil and Built</li> <li>• Asset Management – Open Space</li> <li>• Building Control and Compliance</li> <li>• City Connect Bus</li> <li>• Development Planning</li> <li>• Land Information Services</li> <li>• Strategic Land Use Planning</li> <li>• Traffic and Transport</li> </ul> <p><b>Internal Services</b></p> <ul style="list-style-type: none"> <li>• Infrastructure Construction and Maintenance</li> </ul>	 <p><b>THEME 2 PLACES AND INFRASTRUCTURE</b></p>

**Strategic Themes and External Services / Internal Services**

- Major Projects
- Parks and Gardens Operations



**External Services**

- Catchment Planning
- Emergency Management
- Environmental and Public Health
- Street and Public Amenities Cleaning
- Sustainable Resource Centre
- Natural Resource Management
- Waste Management

**External Services**

- Community Business Hub (Fairfield City HQ)
- Economic Development
- Major Events
- Place Management
- Property Strategy and Services



**External Services**

- Customer Service Administration Centre

**Internal Services**

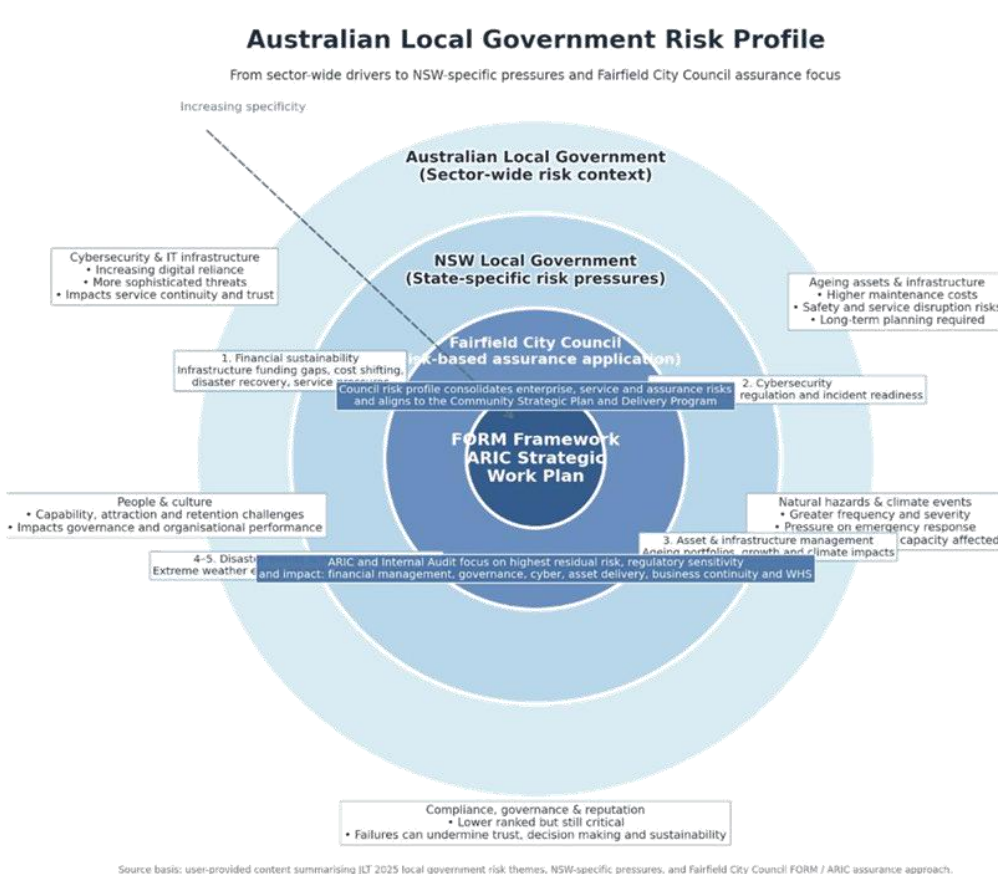
- Business Continuity and Insurance
- Business Improvement
- Integrated Planning and Performance
- Design Management
- Financial Sustainability
- Fleet and Stores Management
- Governance
- Human Resources
- Information and Communication Technology
- Internal Audit
- Procurement
- Quality Management and Assurance
- Records and Information Management



5. Australian Local Government Risk Profile

The diagram below illustrates Council's risk analysis approach, moving from the broad Australian Local Government risk environment to the more defined NSW Local Government context and finally to Council's specific risk profile and assurance focus.

It shows how sector-wide and state-based risk pressures—such as cybersecurity, financial sustainability, asset management, climate impacts and workforce challenges, inform Council's local risk assessment under the FORM Framework and shape the ARIC Strategic Work Plan. This layered view highlights how broader external risk themes translate into targeted governance, oversight and assurance priorities at Council level.



Over the past five years, the Australian Local Government risk profile has remained broadly consistent, with councils across the sector exposed to a common set of strategic and operational risks. Below is a summary of the key risks:

Key Risks Summary

- Financial sustainability remains the most critical strategic risk, intensified by rising costs, volatile revenues and constraints on service delivery and infrastructure renewal.
- Cybersecurity and IT infrastructure risks continue to increase, driven by greater digital reliance and more sophisticated cyber threats, with direct impacts on service continuity and public trust.

- Ageing assets and infrastructure present growing challenges, leading to higher maintenance costs, safety risks and service disruptions, and requiring sustained long-term planning.
- Natural hazards and climate-related events are escalating in frequency and severity, increasing pressure on emergency response, infrastructure resilience and financial capacity.
- People and culture risks persist due to workforce capability, attraction and retention challenges, directly affecting governance effectiveness and organisational performance.
- Compliance, governance and reputational risk, while ranking lower, remain critical as failures can undermine trust, decision making and long-term sustainability. (JLT, 2025)<sup>1</sup>

~~Australian Local Government risk profile for last 5 years identifies the common priorities as below. (Source: JLT Local Government Risks 2024 Report)~~

~~The Council Risk Assessment identifies how the industry risks are correlated to Council's risk profiles. [Table to be deleted](#)~~

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<sup>1</sup> Fairfield City Council is insured under JLT.

	2018	2019	2020	2021	2022	2023
1	Financial Sustainability	Financial Sustainability	Financial Sustainability	Financial Sustainability	Financial Sustainability	Financial Sustainability
2	Theft, fraud and/or crime	Cyber Security	Assets & Infrastructure	Cyber Security	Cyber Security	Cyber Security
3	Reputation	Reputation	Disaster or Catastrophic	Asset & Infrastructure	Asset & Infrastructure	Asset & Infrastructure
4	Statutory & regulatory Requirements	Natural Catastrophes	Cyber Security	Disaster or Catastrophe	Business Continuity	Climate Change/ Adaptation
5	Environmental Management	Climate Change/ Adaption	Reputation	Reputation	Disaster or Catastrophe	Disaster or Catastrophe
6	Asset & Infrastructure	Asset & Infrastructure	Business Continuity	Business Continuity	Climate Change/ Adaptation	People & Culture
7	Natural Catastrophes	Statutory & Regulatory Requirements	Waste Management	Climate Change/ Adaptation	Statutory & regulatory Requirements	Business Continuity
8	Cyber Security	Ineffective governance	Statutory & Regulatory Requirements	Impact of Pandemic in 2021 & 2022	HR Management	Ineffective governance
9	Business Continuity	Business Continuity	Climate Change/ Adaptation	Statutory & Regulatory Requirements	Waste Management	Statutory & regulatory Requirements
10	Ineffective governance	HR/WHS Management	HR/WHS Management	Ineffective governance	Ineffective governance	Waste Management
11	HR/WHS Management	Environmental Management	Ineffective governance	Waste Management	Reputation	Reputation
12	Errors, omissions or civil liability exposure	Errors, omissions or civil liability exposure	Theft, fraud and crime threats (including social media)	HR/WHS Management	Impact of Pandemic in 2021 & 2022	Civil Liability Claims
13		Theft, fraud and crime	Errors, omissions or civil liability exposure	Civil Liability Claims		
14		Terrorism	Terrorism	Terrorism		

**6. NSW Specific Risk Pressures**

For NSW councils, the following are the key risks:

- Financial sustainability remains the highest-ranking risk, driven by infrastructure funding gaps, cost shifting, disaster recovery demands and growing service pressures.
- Cybersecurity ranks second due to increased digital reliance and heightened regulatory and threat environments, with particular concern around incident readiness.

- Asset and infrastructure management remains a major risk, compounded by ageing portfolios, population growth and climate impacts.
- Disaster and catastrophic events, along with People and Culture risks, complete the top five, reflecting exposure to extreme weather and ongoing workforce shortages.

While the risk profile has remained stable, increasing interdependencies mean financial sustainability continues to underpin and amplify all other risks, highlighting the need for integrated governance and risk management.

Below is a ranking of the key risks from 2018 to 2024.

	2018	2019	2020	2021	2022	2023	2024
1	Financial Sustainability	Financial Sustainability	Financial Sustainability	Financial Sustainability	Financial Sustainability	Financial Sustainability	Financial Sustainability
2	Theft, fraud/ crime	Cyber Security	Assets & Infrastructure	Cyber Security	Cyber Security	Cyber Security	Cyber Security
3	Reputation	Reputation	Disaster/Catastrophic	Asset & Infrastructure	Asset & Infrastructure	Asset & Infrastructure	Asset & Infrastructure
4	Statutory/Regulatory	Natural Catastrophes	Cyber Security	Disaster/Catastrophe	Business Continuity	Climate Change	Disaster/Catastrophe
5	Environmental Mgt	Climate Change	Reputation	Reputation	Disaster/Catastrophe	Disaster/Catastrophe	People & Culture
6	Asset & Infrastructure	Asset & Infrastructure	People & Culture	Business Continuity	Climate Change	People & Culture	Climate Change
7	Natural Catastrophes	Statutory/Regulatory	People & Culture	Climate Change	Statutory/Regulatory	Business Continuity	Business Continuity
8	Cyber Security	Ineffective governance	Statutory/Regulatory	Impact of Pandemic	People & Culture*	Ineffective governance	Statutory/Regulatory
9	Business Continuity	Business Continuity	Climate Change	Statutory/Regulatory	Waste Management	Statutory/Regulatory	Waste Management
10	Ineffective governance	People & Culture*	People & Culture*	Ineffective governance	Ineffective governance	Waste Management	Ineffective governance
11	People & Culture*	Environmental Mgt	Ineffective governance	Waste Management	Reputation	Reputation	Reputation
12	Errors/omissions	Errors/omissions	Theft, fraud/ crime	People & Culture*	Impact of Pandemic	Civil Liability Claims	Civil Liability Claims
13		Theft, fraud/ crime	Errors/omissions	Civil Liability Claims			
14		Terrorism	Terrorism	Terrorism			

<sup>1</sup> Fairfield City Council is insured under JLT.

### 7. Council Enterprise Risk Profile

Fairfield Opportunity and Risk Management Framework (FORM) has analysed the enterprise risks profile as shown below:  
(Last updated 2023) ~~Table to be deleted~~

ID	FORM Strategic Area	FORM Enterprise Risk	Identified Controls	Residual Risk (After Treatment)	FORM-Identified Current Integrated Controls
4	<b>Governance</b> [Related to Strategic Theme 5]	<b>State and Federal Governments decision-making impacting on Council</b>	Direct and indirect advocacy Membership of industry bodies Monitoring	<b>H</b>	<ul style="list-style-type: none"> <li>• Compliance Register</li> <li>• Councillor Access to Information and</li> </ul>

ID	FORM Strategic Area	FORM Enterprise Risk	Identified Controls	Residual Risk (After Treatment)	FORM-Identified Current Integrated Controls
		Loss of grant revenue and increased costs of service provision (ESL, compliance, services shifted from State to local entities)	proposed legislative changes		Interaction with Staff Policy <ul style="list-style-type: none"> <li>• Councillors Expenses and Facilities Policy</li> <li>• Cultural Event Sponsorship Fund</li> </ul>
2	<b>Governance</b>  [Related to Strategic Theme 5]	<b>Council compliance with legislated and contractual obligations</b> Fines and remediation costs to address non-compliances Councillors Expenses and Facilities Policy Cultural Event Sponsorship Fund Fairfield Opportunity and Risk Management Policy and Strategy Grants Management Policy Internal Audit, Risk and Improvement ARIC Policy for Authorised Proactive Release of Government Information Probity Policy Staff Delegations	Councillors Expenses and Facilities Policy Cultural Event Sponsorship Fund Fairfield Opportunity and Risk Management Policy and Strategy <b>Grants Management Policy</b> Internal Audit, Risk and Improvement ARIC Policy for Authorised Proactive Release of Government Information Probity Policy Staff Delegations Legislation monitoring service	<b>L</b>	<ul style="list-style-type: none"> <li>• Delegations Register</li> <li>• Delivery Program Review ARIC</li> <li>• Fairfield Opportunity and Risk Management Policy and Strategy</li> <li>• <b>Fraud and Corruption Control Policy</b></li> <li>• Gifts and Benefits Register</li> <li>• <b>Grants Management Policy</b></li> <li>• Integrated Planning and Reporting Framework</li> <li>• Internal Audit, Risk and Improvement ARIC</li> <li>• Policy for Authorised Proactive Release of Government Information</li> <li>• <b>Probity Policy</b></li> </ul>

ID	FORM Strategic Area	FORM Enterprise Risk	Identified Controls	Residual Risk (After Treatment)	FORM-Identified Current Integrated Controls
		Legislation monitoring service			<ul style="list-style-type: none"> <li>Quarterly Reports</li> <li>Service Plans</li> <li>Service Statements</li> </ul>
3	<b>Governance</b> [Related to Strategic Theme 5]	<b>Align political environment changes with service delivery</b> Failure to be proactive and/or adapt to the changes in the political environment and unable to maintain expected standards of service.	<b>Debt Collection Policy</b>	<b>M</b>	
4	<b>Governance</b> [Related to Strategic Theme 5]	<b>Compliance with Code of Conduct and Code of Meeting Practice obligations</b> Non-compliance with the Code of Conduct or Meeting Practice resulting in breaching laws and regulations, and/or ICAC investigations and/or damage to Council's reputation.	Councillors Expenses and Facilities Policy Cultural Event Sponsorship Fund <b>Fraud and Corruption Control Policy</b> <b>Grants Management Policy</b> Policy for Authorised Proactive Release of Government Information <b>Probity Policy</b> Code of Meeting Practice	<b>L</b>	
5	<b>Governance</b>	<b>Ineffective implementation of the IP&amp;R Framework</b>	Community Engagement Strategy Internal Audit	<b>L</b>	

ID	FORM Strategic Area	FORM Enterprise Risk	Identified Controls	Residual Risk (After Treatment )	FORM-Identified Current Integrated Controls
	[Related to Strategic Theme-5]	IP&R Framework lacks clarity and/or not utilised adequately and/or parts of the business work outside the framework resulting in project/service implementation not achieving community needs	Service Area Internal Audit, Risk and Improvement ARIC Quarterly IP&R Reporting Annual Reporting Annual Financial Statements		
6	Infrastructure  [Related to Strategic Theme-2]	<b>Delivery outcomes of significant projects</b> Failure to deliver expected benefits from significant projects within timeframes, cost, scope, safety and/or quality resulting in not achieving community needs and/or increased cost profile for the organisation	Capex ARIC Fraud and Corruption Control Policy Internal Audit Service Area Monthly and Quarterly Reports Project Proposals Project Scope Project Steering ARICs	<b>M</b>	<ul style="list-style-type: none"> <li>● Asset Handover Process</li> <li>● Asset Management Policy, Strategy and Plans</li> <li>● Delivery Program</li> <li>● Disposal of Assets</li> <li>● Land Acquisition Policy</li> <li>● Leasing of Council Properties</li> <li>● <b>Light Fleet Policy and Procedure</b></li> <li>● Long-Term Financial Plan</li> <li>● Operational Plans</li> <li>● Public Domain Manual Policy</li> <li>● Project Scope</li> <li>● Quality Management System</li> </ul>
7	Infrastructure  [Related to Strategic Theme-2]	<b>Management of existing assets</b> Asset base does not meet current / future requirements resulting in reputational damage to Council, deterioration in	Disability Inclusion Action Plan Insurance Coverage Service Business Continuity Plans Asset Management Plans	<b>M</b>	

ID	FORM Strategic Area	FORM Enterprise Risk	Identified Controls	Residual Risk (After Treatment)	FORM-Identified Current Integrated Controls
		condition of Council property, increased insurance claims against Council, lower capital value of assets on property market, reduced income streams and/or increased maintenance costs (planned and reactive).	Strategic plans (open space, road safety, flood mitigation, community facilities, etc.)		<ul style="list-style-type: none"> <li>Service Plans</li> <li>Service Business Continuity Plans</li> </ul>
8	<b>Reputation</b> [Related to all Themes Customer Experience Workforce Communication elements]	<b>Unnecessary service delivery to community members (over servicing)</b> Council continues to provide services without assessing customer needs, demographic trends and changing expectations.	Public Domain Manual Policy Community Engagement Policy and Strategy Cultural Event Sponsorship Fund Customer Experience Program	L	<ul style="list-style-type: none"> <li>Appropriate Workplace Behaviour Policy</li> <li>Brand Guidelines</li> <li>Code of Conduct Policy</li> <li>Community Engagement Policy and Strategy</li> <li>Councillor Access to Information and Interaction with Staff Policy</li> </ul>
9	<b>Reputation</b> [Related to all Themes Customer Experience Workforce Communication elements]	<b>Inadequate service delivery to community members</b> Services fail to achieve defined service levels for customers leading to	Community Engagement Policy and Strategy Customer Experience Program	L	<ul style="list-style-type: none"> <li>Cultural Event Sponsorship Fund</li> <li>Delivery Program</li> <li>Executive Leadership Team</li> </ul>

ID	FORM Strategic Area	FORM Enterprise Risk	Identified Controls	Residual Risk (After Treatment)	FORM-Identified Current Integrated Controls
		increase in community complaints, adverse impact on communities, potential widening of inequalities-gap in communities and/or reputational damage to Council.			<ul style="list-style-type: none"> <li>● Fraud and Corruption Control Policy</li> <li>● Media Policy</li> <li>● Media Strategy</li> <li>● Multi-cultural Policy</li> <li>● Public Domain Manual Policy</li> <li>● Resourcing Strategy</li> </ul>
10	<b>Reputation</b> [Related to all Themes Customer Experience Workforce Communication elements]	<b>Council's reputation tarnished</b> Officer comments or activities adversely impacting on Council's reputation – loss of confidence in Council by community, loss of business opportunities, and/or spending additional resources to recover reputation	Appropriate Workplace Behaviour Policy Brand Guidelines Community Engagement Policy and Strategy Cultural Event Sponsorship Fund Fraud and Corruption Control Policy Media Policy Media Strategy Multi-cultural Policy Customer Experience Program	<b>M</b>	
11	<b>Resilience</b> [Related to Strategic Theme 4]	<b>Financial stewardship</b> Council's financial position deteriorates preventing needed services and/or projects from	<b>Debt Collection Policy</b> Fraud and Corruption Control Policy Internal Audit Service Area Internal Audit, Risk and	<b>L</b>	<ul style="list-style-type: none"> <li>● Asset Management Plans</li> <li>● Capex ARIC</li> <li>● <b>Debt Collection Policy</b></li> <li>● Delivery Program</li> </ul>

ID	FORM Strategic Area	FORM Enterprise Risk	Identified Controls	Residual Risk (After Treatment)	FORM-Identified Current Integrated Controls
		being delivered and missing current/future organisational opportunities.	Improvement ARIC Monthly and Quarterly Reports Project Proposals Project Scope Sustainable Resource Centre Property development		<ul style="list-style-type: none"> <li>• Environmental Management Plan</li> <li>• Fraud and Corruption Control Policy</li> <li>• Internal Audit Service Area</li> <li>• Internal Audit, Risk and Improvement ARIC</li> </ul>
1 2	<b>Resilience</b> [Related to Strategic Theme 4]	<b>Sustainable operations</b> Increased cost of operations arising from inefficiencies and waste offset by opportunities such as solar panels, water reuse, etc.	<b>Environmental Management Plan</b> Project Proposals Project Scope Sustainable Resource Centre Service Review Program Internal Audit Program Business Improvement Analysis Program	M	<ul style="list-style-type: none"> <li>• Long-Term Financial Plan</li> <li>• Monthly and Quarterly Reports</li> <li>• Operational Plans</li> <li>• Performance Management Framework</li> <li>• Project Proposals</li> <li>• Project Scope</li> <li>• Quality Management System Framework</li> <li>• Service Plans</li> <li>• Staff Delegations</li> <li>• Sustainable Resource Centre</li> </ul>
1 3	<b>Resilience</b> [Related to Strategic Theme 4]	<b>LGA economic activity</b> Decreasing business / commercial investment within the LGA (such as local industry, restaurants, attractions, economic development, etc...)	<b>Debt Collection Policy</b> Economic Development Plans Place-making Community Event / Activation Program Procurement and use of Local Suppliers	M	<ul style="list-style-type: none"> <li>• Staff Delegations</li> <li>• Sustainable Resource Centre</li> </ul>

ID	FORM Strategic Area	FORM Enterprise Risk	Identified Controls	Residual Risk (After Treatment)	FORM-Identified Current Integrated Controls
14	<b>Resilience</b> [Related to Strategic Theme 4]	<b>Workforce Management Plan</b> Impedes delivery of goals and objectives of Council by not having the right people, right skills, right attitude in the right team at the right time	Apprenticeship Program Trainee roles Disability Inclusion Action Plan Pandemic Response Plan Recruitment and Selection Policy / Practice Staff culture (UMGAWI) Senior Manager Development Program Salary System Performance Appraisal System State Award Positive relationship with Unions Workplace design Remote working	<b>M</b>	
15	<b>Resilience</b> [Related to Strategic Theme 4]	<b>Leadership and Culture</b> Intended organisational culture frays reducing performance, recruitment attractiveness, innovation and drive.	Complaints Policy Grievance Policy Staff culture (UMGAWI) Leadership development	<b>M</b>	
16	<b>Technology</b> [Related to Strategic Theme 5]	<b>IT Security</b> Failure to implement and maintain adequate information	<b>CCTV Code of Practice</b> CHRIS Access Policy Information Communicatio	<b>M</b>	<ul style="list-style-type: none"> <li>● Business Continuity Plan</li> <li>● CCTV Code of Practice</li> </ul>

ID	FORM Strategic Area	FORM Enterprise Risk	Identified Controls	Residual Risk (After Treatment)	FORM-Identified Current Integrated Controls
		security management systems across the Council resulting in cyber attacks, fraud, corruption, data loss, etc.	n and Technology Disaster Recovery Plan Information Communication and Technology Major Program Information Communication and Technology Steering ARIC Information Management Policy Network Accessible Use Policy Pandemic Response Plan Policy and Procedure for the Purchase and Use of Mobile Phones Ransomware – Cyber Attack Response and Resources Records Management Policy IT System Penetration Testing		<ul style="list-style-type: none"> <li>CHRIS Access Policy</li> <li>FORM Corporate Actions Register</li> <li>Fraud and Corruption Control Policy</li> <li>Information Communication and Technology Disaster Recovery Plan</li> <li>Information Communication and Technology Major Program</li> <li>Information Communication and Technology Steering ARIC</li> <li>Information Management Policy</li> <li>Network Accessible Use Policy</li> <li>Pandemic Response Plan</li> <li>Policy and Procedure for the Purchase and Use of Mobile Phones</li> <li>Quality Management System</li> <li>Ransomware – Cyber Attack</li> </ul>
17	Technology [Related to Strategic Theme 5]	IT data and information system Inadequate forecasting, management	CCTV Code of Practice CHRIS Access Policy Information Communicatio	L	

ID	FORM Strategic Area	FORM Enterprise Risk	Identified Controls	Residual Risk (After Treatment)	FORM-Identified Current Integrated Controls
		and augmentation of the Information and Communication Technology (ICT) needs of Council, results in increasing operational expenditures and hindering process improvements.	n and Technology Major Program Information Communication and Technology Steering ARIC Pandemic Response Plan Records Management Policy		<b>Response and Resources</b> <ul style="list-style-type: none"> <li>Records Management Policy</li> <li>Service Business Continuity Plans</li> </ul>
18	Wellbeing [Related to Strategic Theme 1 & 5]	<b>Business Continuity and Disaster Recovery Plans</b> Business continuity planning ineffective in responding to emergency situations and natural disasters (ineffective implementation and response to external or internal emergency events).	Local Emergency Management ARIC	M	<ul style="list-style-type: none"> <li>Business Continuity Plan</li> <li>Compliance Register</li> <li>Delegations Register</li> <li>Disability Inclusion Action Plan</li> <li>Emergency Preparedness and Response and First Aid Procedure</li> <li>External Audits by SIRA</li> <li>FORM Corporate Actions Register</li> <li>Fraud and Corruption Control Policy</li> <li>Gifts and Benefits Register</li> <li>Health Surveillance</li> </ul>
19	Wellbeing [Related to Strategic Theme 1 & 5]	<b>Climate Change</b> Failure to adapt and mitigate climate change impact on assets, health and safety of our staff and community,	Fairfield LEP and DCP Flood mitigation plans Emergency preparedness Insurance coverage	L	<ul style="list-style-type: none"> <li>FORM Corporate Actions Register</li> <li>Fraud and Corruption Control Policy</li> <li>Gifts and Benefits Register</li> <li>Health Surveillance</li> </ul>

ID	FORM Strategic Area	FORM Enterprise Risk	Identified Controls	Residual Risk (After Treatment)	FORM-Identified Current Integrated Controls
		and the environment.			and Air Monitoring Procedure
20	<b>Wellbeing</b> [Related to Strategic Theme 1 & 5]	<b>WHS</b> PCBU and Officer non-compliance with WHS obligations leading to financial loss to Council, reputational damage to Council and/or increase in prosecution and penalties	External Audits by SIRA Safety Leadership Team Due Diligence training for Officers Internal WHS Audit Program	M	<ul style="list-style-type: none"> <li>Internal Audit, Risk and Improvement ARIC</li> <li>Internal Audits</li> <li>Insurance Coverage</li> <li>Local Emergency Management ARIC Representation</li> <li>Pandemic Response Plan</li> <li>Quarterly Reports</li> <li>Safety Leadership Team</li> <li>Service Plans</li> <li>Service Business Continuity Plans</li> <li>Tool-Box Talks/Team Meetings</li> <li>Training Plans</li> <li>WHS Framework, System and Process</li> </ul>
21	<b>Wellbeing</b> [Related to Strategic Theme 1 & 5]	<b>Work, Health and Safety Management System</b> Failure to adequately protect the health and safety of workers, visitors and members of the public resulting in increased injuries / deaths, breaches of legislation, financial loss and reputational damage.	Emergency Preparedness and Response and First Aid Procedure External Audits by SIRA Health Surveillance and Air Monitoring Procedure Workers Compensation Self-Insurance Coverage Pandemic Response Plan Quarterly Reports WHS ARIC Safety Leadership Team	M	<ul style="list-style-type: none"> <li>Service Plans</li> <li>Service Business Continuity Plans</li> <li>Tool-Box Talks/Team Meetings</li> <li>Training Plans</li> <li>WHS Framework, System and Process</li> </ul>

**7. Risk-Based Foundation for the ARIC Strategic Work Plan**

The ARIC Strategic Work Plan is informed by and informs Council’s Enterprise and Strategic Risk Profile developed under the Fairfield Opportunity and Risk Management (FORM)

Framework. This profile reflects Executive Leadership Team assessment of the key risks that could materially impact delivery of Council's Community Strategic Plan and Delivery Program (2025/26–2028/29) and is aligned with Council's Integrated Planning and Reporting Framework.

Council's current risk profile consolidates enterprise, service and assurance risks to ensure a clear line of sight between strategic objectives, operational delivery, controls and oversight. Enterprise risks are overseen by the General Manager and ELT, supported by service and project risk registers managed at directorate level and governance and compliance risks monitored through ARIC and Internal Audit activities.

Council applies the FORM Framework, using a consistent method to identify, assess, treat and monitor risks. Risks are assessed for consequence and likelihood, with inherent and residual ratings applied using a standard High, Medium or Low scale. Strategic risk tolerances are defined across governance, infrastructure, reputation, resilience, technology and wellbeing.

This analysis underpins a risk-based approach to ARIC oversight and internal audit planning. ARIC and Internal Audit resources are directed to areas of highest residual risk, regulatory sensitivity and potential impact, ensuring effective assurance over financial management, governance, cyber security, asset delivery, business continuity and work health and safety.

Ongoing monitoring includes quarterly risk reporting, tracking of treatment actions, periodic reviews of framework effectiveness and end of term assurance assessments. This enables ARIC to provide Council with an informed annual opinion on the adequacy of risk management, internal controls and governance.

**8. Strategic and Forward Internal Audit Plan 2026-2030**

Strategic Internal Audit Plan and Annual Internal Audit Plan has prioritised areas based on risks and other assurance reports to ARIC.

The Principal Internal Auditor is to conduct 6 internal audits per financial year including 1 annual compliance internal audit - DRIVES24 and 2 external audits per biennial year – CCTV Compliance and IT Governance and Penetration Testing.

The following audits are mandated requirements under the following authorities:

- DRIVES24 – Transport for NSW, Councils Terms of Access Agreement
- CCTV – NSW Police, Memorandum of Understanding (MOU)
- IT Governance and Penetration Testing – Australian National Audit Office (ANAO)

#	Internal Audit	2026-27	2027-28	2028-29	2029-30
1	<b>DRIVES24</b>	✓			
2	<b>CCTV Compliance</b>	✓			
	IT Governance and Penetration Testing	✓			
3	Payroll	✓			
4	Purchase Orders controls in Procurement	✓			
5	Fraud and Corruption Control				
6	Infrastructure Project Management	✓			
R1	Parking Fines – (Billing/Revenue – Fines Management)	✓			
R2	Procurement	✓			
R3	Contract Management	✓			
1	<b>DRIVES24</b>		✓		
2	<b>IT Governance and Penetration Testing</b>		✓		
	<b>CCTV Compliance</b>		✓		
3	Enterprise Risk Management and Business Continuity		✓		
4	Procurement Cards/Credit Cards		✓		
5	Local Emergency Management		✓		
6	Major Projects – Based on Delivery and Operational Plan		✓		
1	<b>DRIVES24</b>			✓	
2	<b>IT Governance and Penetration Testing</b>			✓	
3	To be reviewed from 1 July 2027			✓	
4	To be reviewed from 1 July 2027			✓	
5	To be reviewed from 1 July 2027			✓	
6	To be reviewed from 1 July 2027			✓	
1	<b>DRIVES24</b>				✓
2	<b>CCTV Compliance</b>				✓
3	To be reviewed from 1 July 2027				✓
4	To be reviewed from 1 July 2027				✓
5	To be reviewed from 1 July 2027				✓
6	To be reviewed from 1 July 2027				✓

**Note:**

- Items shown in **bold** are mandatory requirements.
- As per ARIC Item 5 approved on 13 February 2026:
  - The IT Governance and Penetration Testing is to be completed in 2025/2026 and reported to ARIC in 2026/2027, conducted biennially
  - R1, R2 and R3 are spare audit topics allocated in order of priority should an audit topic not proceed
- CCTV Compliance audit was scheduled for completion between November 2025 and February 2026 noting that ARIC suggested the ELT reconsider the audit frequency to be biennial. No CCTV audit was reported to ARIC in February 2026. The last audit was completed and reported to ARIC in August 2025.

**Note:**

Further details relating to the 4 Year Strategic Internal Audit Plan and the Forward Annual Internal Audit Plan has been detailed under separate cover in the Strategic Internal Audit Plan 2026- 2030 and the Annual Forward Internal Audit Plan 2026-2027. Please refer to this document for further details.

### 9. KPIs for ARIC Performance Measurement

KPIs for ARIC members will be self-assessed in aligned to annual assessment at each year end and at the end of tenure.

Ref	Key Performance Indicator	Baseline	Target
1	Number of ARIC meetings held for the financial year	4	≥4
2	ARIC Member attendance at ARIC meetings	90%	100%
3	% of legislated requirements completed within timeframes and due dates	90%	100%
4	Annual Work Plan reviewed and endorsed at each full ARIC meeting to allow forward planning	3	≥4
5	Average annual rating of Internal Audit Performance ( <i>Scheme to be developed on a scale of 4</i> )	3.5	≥4
6	Average annual rating of ARIC self-assessment ( <i>Scheme to be developed on a scale of 4</i> )	3.5	≥4
7	Closed session held with internal auditor	1	≥1
8	Closed session held with external auditor	1	≥1
9	Internal Auditor attends each ordinary ARIC meeting	4	≥4
10	Audit actions presented and reviewed at each ARIC meeting	4	≥4
11	% compliance against legislated requirements in attestation statement	90%	100%

### 10. Council Reporting Plan

Per Local Government Regulations, there are number of communication requirements from ARIC to Council as shown below:

<b>Requirement</b>	<b>Reported as and Timing</b>	<b>Description</b>
<b>Strategic Work Plan</b>	ARIC 4-year Work Plan At the beginning of council term, end of every financial year and end of council term	Present to Council by ARIC at the beginning of the term when the strategic plan is developed. Four-year strategic plan is then reviewed & updated annually by ARIC
<b>Annual Work Plan</b>	ARIC Annual Work Plan At the beginning of council term, end of every financial year and end of council term	Annual Work Plan Includes: <ul style="list-style-type: none"> <li>• Annual Internal Audit Plan</li> <li>• KPIs for ARIC</li> <li>• Staff Reports to ARIC</li> </ul>
<b>Agenda</b>	ARIC Agenda Before each ARIC meeting	The full confidential ARIC Agenda is provided to Council
<b>Quarterly Meeting Updates</b>	Meeting Minutes/ Report to Council after each ARIC meeting (Services ARIC)	The confidential ARIC Meeting Minutes are provided to Council following each meeting
<b>Annual assessment and Annual assurance meeting</b>	ARIC Annual Report ARIC Chair presentation to Council (coinciding with presentation of the Annual Report) At the end of each financial year at annual assurance meeting  (First provide the assessment to GM to develop Action Plan and can jointly be considered in Assurance Meeting OLG Page 36)	ARIC Chair presents to Council in May-August that includes. <ul style="list-style-type: none"> <li>• Presentation of the ARIC Annual Report</li> <li>• Priorities for upcoming year</li> <li>• Update on the Annual Audit Plan</li> <li>• Update on the Terms of Reference</li> <li>• Annual assessment of the risk management function including that of GM</li> <li>• ARIC KPIs including Internal Audit KPIs</li> <li>• Disclosure of Conflict of Interest</li> </ul>
<b>Annual Attestation</b>	Annual Attestation	General Manager to include the attestation in the Council Annual Report from 2025/26
<b>Strategic assessment</b>	ARIC End of Term Report (Together with External Assessment on ARIC and IA)  Prior to end of council term.  (First provide the assessment to GM to develop Action Plan (Annual Practice))	ARIC Chair presents to Council in prior to the end of the Council term that includes. <ul style="list-style-type: none"> <li>• Combination of information from the ARIC Annual reports, Strategic Workplan and Internal Audit Plan</li> <li>• Review of ARIC Performance including Internal Audit</li> <li>• Effectiveness of the risk management framework</li> <li>• Upcoming Strategic Plan to be approved by resolution.</li> <li>• ARIC chair's action plan to address any issues identified in the performance review.</li> <li>• Aras identified by council to address any issue to be approved by resolution. (OLG page 37)</li> </ul>

11. ARIC Annual Work Plan 2024-25 2026-27

The Annual Work Plan will be reviewed and updated annually in line with Strategic Work Plan 2024-2028 2026-2030.

July	August	September	October	November	December	January	February	March	April	May	June			
↓			↓			↓				↓				
Meeting 1			Meeting 2			Meeting 3			Meeting 4					
<b>Standard Agenda Items</b> > Refer below.			<b>Standard Agenda Items</b> > Refer below.			<b>Standard Agenda Items</b> > Refer below.			<b>Standard Agenda Items</b> > Refer below.					
<b>Special Agenda Items</b> > <a href="#">Please refer Item 11- ARIC Work Plan 2024-2028. (2024-2025 Column)</a>			<b>Special Agenda Items</b> > <a href="#">Please refer Item 11- ARIC Work Plan 2024-2028. (2024-2025 Column)</a>			<b>Special Agenda Items</b> > <a href="#">Please refer Item 11- ARIC Work Plan 2024-2028. (2024-2025 Column)</a>			<b>Special Agenda Items</b> > <a href="#">Please refer Item 11-ARIC Work Plan 2024-2028. (2024-2025 Column)</a>					
Standard Agenda Items – All Meetings														
<b>Welcome and Administrative Items</b> 1. Welcome and apologies 2. Confirmation of minutes 3. Disclosure of interests			<b>Risk Management</b> Risk management updates (Refer detailed schedule 12.) <b>Governance</b> 6. Policies for review (as required) 7. Governance updates (Refer detailed schedule 12.) 8. Emerging matters			<b>Internal Audit</b> (Refer detailed schedule 12.) 10. Quarterly internal audit actions progress 11. Quarterly ARIC actions progress 12. Internal audit reports			<b>Audit Office of NSW</b> 4. External audit updates (Refer detailed schedule 12.)			<b>ARIC Administration</b> 13. Review of Annual Work Plan (forward plan) 14. General business 15. Next meetings		
<b>Special Meeting (Or combine with an ordinary meeting) – Financial Statements</b>														
<b>Welcome and Administrative Items</b> 1. Welcome and apologies 2. Confirmation of minutes 3. Disclosure of interests			<b>Finance</b> 4. DRAFT Financial Statements  <b>Audit Office of NSW</b> 5. Interim Management Report 6. Engagement Closing Report			<b>IPR</b> 7. DRAFT Annual Report								

Annual Reports	End of Council Term Reports (2027-28)	Annual Internal Audit Reports
<p><b>Audit and Risk ARIC coincide with Annual Assurance meeting</b></p> <ul style="list-style-type: none"> <li>Annual Assurance Report to Council (Including KPIs, Annual Assessment of ARIC and Internal Audit)</li> </ul> <p><b>General Manager</b> Annual attestations*</p> <ul style="list-style-type: none"> <li>Audit Risk and Improvement Committee</li> <li>Risk Management</li> <li>Internal Audit</li> </ul> <p>* From 2024-2025</p>	<p><b>Audit and Risk ARIC coincide with Strategic Assurance Meeting</b></p> <ul style="list-style-type: none"> <li>Strategic Assurance Report from ARIC to Council</li> <li>Review of the effectiveness of the ARIC by External Party. <b>(ARIC Charter 10.5.1)</b> Comprehensive independent assessment of all the matters listed in Section 428A of the Local Government Act that have been reviewed during the council term.</li> </ul> <p>As part of ARIC External Assessment-Assessments of Internal Audit Function Compliance with IPPF- Independent external assessments performed at least once every four years by a qualified, independent assessor as part of ARIC Effectiveness Assessment. (OLG Guidelines)</p>	<ul style="list-style-type: none"> <li>Annual Internal Audit Report</li> <li>Internal Audit Compliance with IPPF (Self or Independent Internal Party who has knowledge in IPPF),</li> <li>Assessment of Internal Audit KPI,</li> <li>Quality Assurance and Improvement Program,</li> <li>Internal Audit Strategy, Manual and Procedures.</li> </ul>

12. ARIC Strategic Work Plan 2024-2028

The Strategic Work Plan aligns to Schedule 1 of the Internal Audit Charter to ensure the ARIC meets its responsibilities under legislation:

ARIC Responsibility (Schedule 1 of ARIC TOR & OLG Guidelines)	Activity	Report By	Frequen- cy	2024-25 2026-27					2025-26 2027-28					2026-27 2028-29					2027-28 2029-30										
				Q1 Oct	FS Oct	Q2 Dec	Q3 Feb	Q4 May	Q1 Aug	FS Oct	Q2 Nov	Q3 Feb	Q4 May	Q1 Aug	FS Oct	Q2 Nov	Q3 Feb	Q4 May	Q1 Aug	FS Oct	Q2 Nov	Q3 Feb	Q4 May	Q1 Aug					
<b>Risk Management (Sch 1 – 2.1)</b> <i>Review and advise the Council:</i> <ul style="list-style-type: none"> <li>if Council has in place a current and appropriate risk management framework that is consistent with the Australian risk management standard</li> <li>whether the is providing the resources necessary to successfully implement its risk management framework</li> <li>whether Council's risk management framework is adequate and effective for identifying and managing the risks Council faces, including those associated with individual projects, programs and other activities</li> <li>if risk management is integrated across all levels of Council and across all processes, operations, services, decision-making, functions and reporting</li> <li>of the adequacy of risk reports and documentation, for example, Council's risk register and risk profile</li> <li>whether a sound approach has been followed in developing risk management plans for major projects or undertakings</li> <li>whether appropriate policies and procedures are in place for the management and exercise of delegations</li> <li>if Council has taken steps to embed a culture which is committed to ethical and lawful behaviour</li> </ul>	Enterprise Risk Management Framework Annual Assessment (OLG-Guidelines)	Mgr Safety & Risk	Annual					✓						✓													✓		
	Enterprise Risk Management Framework-Strategic Assessment (OLG Guidelines)	Mgr Safety & Risk	End of Tenure																										✓
	Strategic/ Enterprise, Operational and Fraud Risk Registers	Mgr Safety & Risk	Quarterly	✓			✓	✓	✓			✓	✓	✓	✓			✓	✓	✓	✓			✓	✓	✓	✓	✓	✓
	Insurances	Mgr Safety & Risk	Annual	✓								✓					✓					✓							
	Business Continuity Management	Mgr Safety & Risk	Annual						✓						✓								✓						✓
	WHS Actions update	Mgr People, Culture & Ops	Biannual (Every 6 months) (ARIC Action 2.1)				✓		✓			✓		✓			✓				✓			✓				✓	✓
	WHS Audits Update	Mgr People, Culture & Ops	Annual (ARIC Action 2)						✓					✓							✓								

ARIC Responsibility (Schedule 1 of ARIC TOR & OLG Guidelines)	Activity	Report By	Frequency	2024-25 2026-27					2025-26 2027-28					2026-27 2028-29					2027-28 2029-30								
				Q1	FS	Q2	Q3	Q4	Q1	FS	Q2	Q3	Q4	Q1	FS	Q2	Q3	Q4	Q1	FS	Q2	Q3	Q4				
				Oct	Oct	Dec	Feb	May	Aug	Oct	Nov	Feb	May	Aug	Oct	Nov	Feb	May	Aug	Oct	Nov	Feb	May				
<ul style="list-style-type: none"> <li>if there is a positive risk culture within Council and strong leadership that supports effective risk management</li> <li>of the adequacy of staff training and induction in risk management</li> <li>how Council's risk management approach impacts on Council's insurance arrangements</li> <li>of the effectiveness of Council's management of its assets, and</li> <li>of the effectiveness of business continuity arrangements, including business continuity plans, disaster recovery plans and the periodic testing of these plans.</li> </ul> <b>Financial Management (Sch 1 – 2.5)</b> Review and advise Council: <ul style="list-style-type: none"> <li>if Council is complying with accounting standards and external accountability requirements</li> <li>of the appropriateness of Council's accounting policies and disclosures</li> <li>of the implications for Council of the findings of external audits and performance audits and Council's responses and implementation of recommendations</li> <li>whether Council's financial statement preparation procedures and timelines are sound</li> <li>the accuracy of Council's annual financial statements prior to external audit, including:                             <ol style="list-style-type: none"> <li>management compliance/representations</li> </ol> </li> </ul>	Assets Management	Manager City Assets	Annual				✓						✓						✓						✓		
	Quarterly Budget Review Statement	Deputy GM/CFO	Quarterly	✓			✓	✓	✓				✓	✓	✓	✓	✓	✓	✓	✓				✓	✓	✓	✓
	Major Projects Update	Deputy GM/CFO	Quarterly			✓	✓	✓	✓				✓	✓	✓	✓	✓	✓	✓	✓				✓	✓	✓	✓
	Operational Budget	Deputy GM/CFO	Annual				✓						✓						✓						✓		
	Procurement Cards/ Corporate Credit Cards	CFO/ Internal Audit	Biennial (Every 2 year) (ARIC Action 1)										✓													✓	
Review Annual DRAFT Financial Statements	Deputy GM/CFO	Annual		✓								✓						✓						✓			

ARIC Responsibility (Schedule 1 of ARIC TOR & OLG Guidelines)	Activity	Report By	Frequen cy	2024-25 2026-27					2025-26 2027-28					2026-27 2028-29					2027-28 2029-30					
				Q1	FS	Q2	Q3	Q4	Q1	FS	Q2	Q3	Q4	Q1	FS	Q2	Q3	Q4	Q1	FS	Q2	Q3	Q4	Q1
				Oct	Oct	Dec	Feb	May	Aug	Oct	Nov	Feb	May	Aug	Oct	Nov	Feb	May	Aug	Oct	Nov	Feb	May	Aug
b) significant accounting and reporting issues c) the methods used by the Council to account for significant or unusual transactions and areas of significant estimates or judgements d) appropriate management signoff on the statements • if effective processes are in place to ensure financial information included in Council's annual report is consistent with signed financial statements • if Council's financial management processes are adequate • the adequacy of cash management policies and procedures • if there are adequate controls over financial processes, for example: a) appropriate authorisation and approval of payments and transactions b) adequate segregation of duties c) timely reconciliation of accounts and balances d) review of unusual and high value purchases • if policies and procedures for management review and consideration of the financial position and performance of Council are adequate • if Council's grants and tied funding policies and procedures are sound.	Review Annual Report	Deputy GM/CFO	Annual	✓							✓													
	Client Engagement Plan	External Audit	Annual					✓				✓						✓						✓
	Interim Management Letter	External Audit	Annual	✓								✓						✓						
	External Audit (Sch 1 – 1.2) • Provide input and feedback on the financial statement and performance audit coverage proposed by external audit and provide feedback on the audit services provided																							

ARIC Responsibility (Schedule 1 of ARIC TOR & OLG Guidelines)	Activity	Report By	Frequency	2024-25 2026-27					2025-26 2027-28					2026-27 2028-29					2027-28 2029-30						
				Q1 Oct	FS Oct	Q2 Dec	Q3 Feb	Q4 May	Q1 Aug	FS Oct	Q2 Nov	Q3 Feb	Q4 May	Q1 Aug	FS Oct	Q2 Nov	Q3 Feb	Q4 May	Q1 Aug	FS Oct	Q2 Nov	Q3 Feb	Q4 May	Q1 Aug	
				<ul style="list-style-type: none"> <li>Review all external plans and reports in respect of planned or completed audits and monitor Council's implementation of audit recommendations</li> <li>Provide advice to the governing body and/or General Manager on action taken on significant issues raised in relevant external audit reports and better practice guides.</li> </ul>	Engagement Closing Report	External Audit	Annual		✓					✓						✓					✓
	Final Management Letter	External Audit	Annual				✓				✓							✓					✓		
<b>Corporate Governance (Sch 1 – 2.3 compliance, 2.4 Fraud, 2.6 Governance)</b>  <b>2.3 - Compliance</b> Review and advise Council of the adequacy and effectiveness of Council's compliance framework, including: <ul style="list-style-type: none"> <li>if Council has appropriately considered legal and compliance risks as part of Council's risk management framework</li> <li>how Council manages its compliance with applicable laws, regulations, policies, procedures, codes, and contractual arrangements, and</li> <li>whether appropriate processes are in place to assess compliance.</li> </ul> <b>2.4 - Fraud and corruption</b> Review and advise the Council of the adequacy and effectiveness of Council's fraud and corruption prevention framework and activities, including whether the Council has appropriate processes and systems in place to capture and effectively investigate fraud-related information.	Legislative Compliance Framework- (Eg. ISO 37301)	Mgr Gov & Audit	Annual				✓				✓										✓				
	Compliance activities by Governance (Eg. PID and other high-risk compliance)	Mgr Gov & Audit	Annual				✓				✓											✓			
	Fraud Control and Corruption Prevention Framework- (Eg. AS8001:2021 & other)	Mgr Gov & Audit	Annual			✓					✓						✓					✓			
	Governance Framework- (Eg. Governance Lighthouse)	Mgr Gov & Audit	Annual					✓				✓						✓						✓	
	Ethical Behaviour Framework: - Gifts & Benefits - Delegations - Written Returns - Code of Conduct -Conflicts of Interest	Mgr Gov & Audit	Annual			✓					✓							✓				✓			

ARIC Responsibility (Schedule 1 of ARIC TOR & OLG Guidelines)	Activity	Report By	Frequen cy	2024-25 2026-27					2025-26 2027-28					2026-27 2028-29					2027-28 2029-30					
				Q1 Oct	FS Oct	Q2 Dec	Q3 Feb	Q4 May	Q1 Aug	FS Oct	Q2 Nov	Q3 Feb	Q4 May	Q1 Aug	FS Oct	Q2 Nov	Q3 Feb	Q4 May	Q1 Aug	FS Oct	Q2 Nov	Q3 Feb	Q4 May	Q1 Aug
				<ul style="list-style-type: none"> <li>• decision-making processes</li> <li>• implementation of governance policies and procedures</li> <li>• reporting lines and accountability</li> <li>• assignment of key roles and responsibilities</li> <li>• ARIC structure</li> <li>• management oversight responsibilities</li> <li>• human resources and performance management activities</li> <li>• reporting and communication activities</li> <li>• information and communications technology (ICT) governance, and management and governance of the use of data, information and knowledge</li> </ul>																				
Review and advise Council regarding its governance framework, including Council's:	-Secondary Employment																							
	Legal Services	Mgr Gov & Audit	Annual				✓						✓						✓			✓		
	Information Technology – Cybersecurity, Risk/ Operational/ Steering ARIC Update	CIO	Quarterly (ARIC Action 3.1)	✓		✓	✓	✓	✓			✓	✓	✓	✓			✓	✓	✓	✓	✓		
	Information Technology – Cybersecurity, Strategic Update Policy, Strategy, Framework	CIO	Biannual (Every 6 month) (ARIC Action 3)				✓		✓				✓				✓			✓				
	Quality Management System (Including Controlled Document Framework	Corporate Business Improvement Partner	Annual			✓							✓				✓				✓			
	Record Keeping Framework (Eg Privacy Management & GIPA)	Mgr Info Mgt	Annual					✓					✓						✓			✓		
Improvement (Sch 1 – 3)	Community Strategic Plan and Delivery Plan	Coordinator IP&R	Once each Council Term					✓																
Strategic planning Review and advise:	Operational Plan	Coordinator IP&R	Annual					✓					✓						✓			✓		

ARIC Responsibility (Schedule 1 of ARIC TOR & OLG Guidelines)	Activity	Report By	Frequen cy	2024-25 2026-27					2025-26 2027-28					2026-27 2028-29					2027-28 2029-30					
				Q1 Oct	FS Oct	Q2 Dec	Q3 Feb	Q4 May	Q1 Aug	FS Oct	Q2 Nov	Q3 Feb	Q4 May	Q1 Aug	FS Oct	Q2 Nov	Q3 Feb	Q4 May	Q1 Aug	FS Oct	Q2 Nov	Q3 Feb	Q4 May	Q1 Aug
				<p><i>in place to measure progress against objectives, and</i></p> <ul style="list-style-type: none"> <li><i>whether council is successfully implementing and achieving its IP&amp;R objectives and strategies.</i></li> </ul> <p><b>Service reviews and business improvement</b> <b>Review and advise:</b></p> <ul style="list-style-type: none"> <li><i>if council has robust systems to set objectives and goals to determine and deliver appropriate levels of service to the community and business performance</i></li> <li><i>if appropriate reporting and monitoring mechanisms are in place to measure service delivery to the community and overall performance, and</i></li> <li><i>how council can improve its service delivery and the council's performance of its business and functions generally</i></li> </ul> <p><b>Performance data and measurement</b> <b>Review and advise:</b></p> <ul style="list-style-type: none"> <li><i>if council has a robust system to determine appropriate performance indicators to measure the achievement of its strategic objectives</i></li> <li><i>if the performance indicators council uses are effective, and</i></li> <li><i>of the adequacy of performance data collection and reporting.</i></li> </ul>	Service Reviews	Coordinat or IP&R	Annual						✓							✓				
Annual Report & KPI	Coordinat or IP&R	Annual		✓						✓						✓								✓
<b>Internal Audit (Sch1 – 1.1 Internal Audit and 2.2 Internal Controls)</b>	Internal Audit Reports	Principal Int Auditor	Quarterly	✓		✓	✓	✓	✓		✓	✓	✓	✓		✓	✓	✓	✓		✓	✓	✓	✓

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ARIC Responsibility (Schedule 1 of ARIC TOR & OLG Guidelines)	Activity	Report By	Frequency	2024-25 2026-27					2025-26 2027-28					2026-27 2028-29					2027-28 2029-30					
				Q1 Oct	FS Oct	Q2 Dec	Q3 Feb	Q4 May	Q1 Aug	FS Oct	Q2 Nov	Q3 Feb	Q4 May	Q1 Aug	FS Oct	Q2 Nov	Q3 Feb	Q4 May	Q1 Aug	FS Oct	Q2 Nov	Q3 Feb	Q4 May	Q1 Aug
<b>Review and advise the Council:</b> <ul style="list-style-type: none"> <li>on whether Council is providing the resources necessary to successfully deliver the internal audit function</li> <li>if Council is complying with internal audit requirements, including conformance with the International Professional Practices Framework</li> <li>if Council's internal audit charter is appropriate and whether the internal audit policies and procedures and audit/risk methodologies used by the Council are suitable</li> <li>of the strategic four-year work plan and annual work plan of internal audits to be undertaken by Council's internal audit function</li> <li>if Council's internal audit activities are effective, including the performance of the internal auditor and the internal audit function</li> <li>of the findings and recommendations of internal audits conducted, and agreed audit actions needed to address issues raised</li> <li>of the implementation by the Council of these agreed audit actions</li> <li>if the internal audit function is structured appropriately and has sufficient skills and expertise to meet its responsibilities</li> </ul>	Review Forward Internal Audit Plan and Internal Audit Schedule	Principal Int Auditor	Quarterly	✓		✓	✓	✓	✓		✓	✓	✓	✓		✓	✓	✓	✓		✓	✓	✓	✓
	Audit Actions Update (Internal and External) (Follow up)	Principal Int Auditor	Quarterly	✓		✓	✓	✓	✓		✓	✓	✓	✓		✓	✓	✓	✓		✓	✓	✓	✓
	ARIC Actions update	Principal Int Auditor	Quarterly	✓		✓	✓	✓	✓		✓	✓	✓	✓		✓	✓	✓	✓		✓	✓	✓	✓
	Annual Internal Audit Report-Internal Audit Annual Independence Confirmation (Internal Audit Charter Requirement)	Principal Int Auditor	Annual					✓					✓					✓					✓	
	Annual Internal Audit Report-Quality Assurance Improvement Program (IPPF)	Principal Int Auditor	Annual					✓					✓					✓					✓	
	Annual Internal Audit Report-Internal Audit Strategy and Internal Audit Manual (IPPF)	Principal Int Auditor	Annual					✓					✓					✓					✓	
	Annual Internal Audit Report-Internal Audit Annual Assessment Internal Audit Report	Principal Int Auditor	Annual					✓					✓					✓					✓	

ARIC Responsibility (Schedule 1 of ARIC TOR & OLG Guidelines)	Activity	Report By	Frequen cy	2024-25 2026-27					2025-26 2027-28					2026-27 2028-29					2027-28 2029-30				
				Q1 Oct	FS Oct	Q2 Dec	Q3 Feb	Q4 May	Q1 Aug	FS Oct	Q2 Nov	Q3 Feb	Q4 May	Q1 Aug	FS Oct	Q2 Nov	Q3 Feb	Q4 May	Q1 Aug	FS Oct	Q2 Nov	Q3 Feb	Q4 May
<b>2.2 - Internal controls</b> <b>Review and advise Council:</b> <ul style="list-style-type: none"> <li>whether Council's approach to maintaining an effective internal audit framework, including over external parties such as contractors and advisors, is sound and effective</li> <li>whether Council has in place relevant policies and procedures and that these are periodically reviewed and updated</li> <li>whether appropriate policies and procedures are in place for the management and exercise of delegations</li> <li>whether staff are informed of their responsibilities and processes and procedures to implement controls are complied with</li> <li>if Council's monitoring and review of controls is sufficient, and</li> <li>if internal and external audit recommendations to correct internal control weaknesses are implemented appropriately.</li> </ul>	(OLG Guidelines)																						
	Internal Audit Strategic Assessment (OLG Guidelines)	Principal Int Auditor	End of Tenure																				✓
	Review-Annual Internal Audit Workplan	Principal Int Auditor	Annual					✓				✓											✓
	Review-Strategic Internal Audit Plan	Principal Int Auditor	Annual																				✓
<b>Audit, Risk and Improvement ARIC Administration</b> <ul style="list-style-type: none"> <li>The ARIC Charter must be reviewed annually by the ARIC and once each Council term by the governing body (Section ).</li> <li>The ARIC will provide an annual assessment to the governing body and the General Manager on the ARIC's work and its opinion on how Council is performing (S</li> </ul>	Review ARIC Workplan	Principal Int Auditor	Quarterly	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Review ARIC Charter	Principal Int Auditor	Annual				✓					✓										✓	
	Annual ARIC KPI	Principal Int Auditor	Annual					✓				✓										✓	

ARIC Responsibility (Schedule 1 of ARIC TOR & OLG Guidelines)	Activity	Report By	Frequen cy	2024-25 2026-27					2025-26 2027-28					2026-27 2028-29					2027-28 2029-30					
				Q1	FS	Q2	Q3	Q4	Q1	FS	Q2	Q3	Q4	Q1	FS	Q2	Q3	Q4	Q1	FS	Q2	Q3	Q4	Q1
				Oct	Oct	Dec	Feb	May	Aug	Oct	Nov	Feb	May	Aug	Oct	Nov	Feb	May	Aug	Oct	Nov	Feb	May	Aug
<ul style="list-style-type: none"> <li>The Chair shall make an annual presentation to Council, preferably when Council considers the ARIC's annual report. A report on ARIC operations, including Members' attendance, will be included in ARIC's annual report.</li> <li>The ARIC must develop a strategic work plan every four years to ensure that the matters listed in Schedule 1 are reviewed by the ARIC and considered by the internal audit function when developing their risk-based program of internal audits.</li> <li>The strategic work plan must be reviewed at least annually to ensure it remains appropriate and takes into account Council's emerging risks.</li> <li>The ARIC must also develop an annual work plan to guide its work, and the work of the internal audit function over the forward year.</li> </ul>	Annual Report to Council	Principal Int Auditor	Annual						✓														✓	
	Review Strategic and Annual Workplan	Principal Int Auditor	Annual					✓					✓									✓		
	Annual Assessment & Annual Assurance Meeting Agenda (OLG guidelines)	Principal Int Auditor	Annual						✓														✓	
	Strategic Assessment & Strategic Meeting Agenda (OLG Guidelines)	Principal Int Auditor	End of Tenure																					✓
	General Manager Attestation	Principal Int Auditor/ Mgr Gov & Audit	Annual						✓														✓	
<b>Total Subjects/ Reports</b>				9	5	9	18	22	17	5	13	19	21	17	5	13	18	21	17	5	13	19	24	16

**13. Administration**

<b>Audit, Risk and Improvement Committee</b>		Annual
<b>Review Frequency</b>		
<b>Document No:</b>	OBJ:	
<b>Relevant strategic direction and/or objectives within Council's Community Strategic Plan:</b>	CITY PLAN THEME 5: GOOD GOVERNANCE AND LEADERSHIP	
<b>Related Policies / Protocols / Procedures / Documents:</b>	<ul style="list-style-type: none"> <li>▪ LG Act and Regulation</li> <li>▪ OLG Guidelines</li> <li>▪ Code of Conduct</li> <li>▪ Audit, Risk and Improvement Committee – Terms of Reference</li> <li>▪ Internal Audit Charter</li> </ul>	
<b>ELT &amp; GM Consultation</b>	Planned April 2026	
<b>ARIC Consultation</b>	Planned May-August 2026	
<b>ARIC Endorsement</b>	Planned August 2026	
<b>ARIC Council Presentation</b>	Planned May - June 2026	
<b>Council Endorsement</b>	Planned May - July 2026	

**14. Work Plans History**

Revision	Date Approved	Description of Changes
1	ELT Meeting 2 Oct and 6 Nov 2024	Review and Consultation
2	Endorsed by ARIC: 13 Dec 2024 (Item 5) Brian Hrnjak/Anton Usher	Strategic Work Plan endorsed Annual Work Plan endorsed Strategic Internal Audit Plan endorsed
3	February 2025 - Council	Plans adopted by Council
4	May 2025	Scheduled Review
5	May 2026	Scheduled Review
6	May 2027	Scheduled Review
7	May 2028	Scheduled Review for 2028-2032

**15. Annexure 1 – Audit, Risk and Improvement Committee – Terms of Reference**

Attached ARIC to advise if attachment required

**16. Annexure 2 - Internal Audit Charter**

Attached ARIC to advise if attachment required

# Outcomes Committee



## SECTION B

**'Matters submitted to the Committee for decision subject to the right of referral'**

## OUTCOMES COMMITTEE

Meeting Date 9 June 2026

Item Number. 50

**SUBJECT:** Investment Policy

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**FILE NUMBER:** 25/23527

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**PREVIOUS ITEMS:** 59 - Investment Policy - Outcomes Committee - 10 Jun 2025

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**REPORT BY:** Jennifer Lim Hernandez, Manager Finance

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### RECOMMENDATION:

That the revised Investment Policy (Attachment A of the report), be adopted.

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### SUPPORTING DOCUMENTS:

<b>AT-A</b> <a href="#">↓</a>	Investment Policy	7 Pages
<b>AT-B</b> <a href="#">↓</a>	June 2026 Investment Policy Investment Ratings	4 Pages

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### CITY PLAN

This report is linked to *Theme 5 Good Governance and Leadership* in the Fairfield City Plan.

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### SUMMARY

The proposed Investment Policy (Attachment A) allows Council to maintain a risk management framework to prudently manage its investment portfolio, credit quality and maturity profile while aiming to achieve the best available investment return for ratepayers' money.

Council has performed a comprehensive review in consultation with our financial advisers, Prudential and have determined that no changes are required to the Investment Policy other than changes to review dates, because it complies with legislative requirements. This is a similar position to the prior year.

Council's Investment Policy provides the clarity of detail, the prudent credit and term to maturity limits and the sound risk management framework required to achieve Council's stated policy objectives of providing a framework for the investment of Council's funds at the most favourable Rate of Interest available to it at the time whilst having due consideration of risk and security for that investment type and ensuring that its liquidity requirements are being met.

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## OUTCOMES COMMITTEE

Meeting Date 9 June 2026

Item Number. 50

### Background

In order to balance risk and return and ensure compliance with its legislative requirements, Council's Investment Policy contains Credit and Maturity Guidelines which requires investments to comply with the 3 key criteria comprising of Overall Portfolio Credit Framework, Institutional Credit Framework and Term to Maturity Framework.

Council has complied with all criteria in the Investment Policy guidelines during the current financial year as demonstrated in the table below:

Month	Overall Portfolio Credit Framework	Institutional Credit Framework	Term to Maturity Framework
June 2025	✓	✓	✓
July 2025	✓	✓	✓
August 2025	✓	✓	✓
September 2025	✓	✓	✓
October 2025	✓	✓	✓
November 2025	✓	✓	✓
December 2025	✓	✓	✓
January 2026	✓	✓	✓
February 2026	✓	✓	✓
March 2026	✓	✓	✓
April 2026	✓	✓	✓
May 2026	✓	✓	✓

Detailed information on Investment Policy guideline compliance is contained in Attachment B.

### POLICY

Council's proposed Investment Policy provides a framework for the investing of Council's funds at the most favourable return available to it at the time whilst having due consideration of risk and security for that investment type and ensuring that its liquidity requirements are being met.

The proposed Investment Policy identifies Credit and Maturity Guidelines where Investments are to comply with 3 key criteria relating to:

- **Overall Portfolio Credit Framework:** limit overall credit exposure of the portfolio.
- **Institutional Credit Framework:** limit exposure to individual institutions based on their credit ratings.
- **Term to Maturity Framework:** limits based upon maturity of securities.

## OUTCOMES COMMITTEE

Meeting Date 9 June 2026

Item Number. 50

### 1) Overall Portfolio Credit Framework

To control the credit quality of the entire portfolio, a Credit Framework is applied to limit the percentage of the portfolio exposed to any particular rating category. The proposed policy limits are as follows:

ADI Portfolio Credit Limits / Ratings	
Long Term Credit Ratings	Portfolio Max %
AAA	100%
AA+, AA, AA-	100%
A+, A, A-	75%
BBB+, BBB	50%
Specific Ministerial Approved Forms of Investment	Portfolio Max %
NSW TCorpIM Funds	50%

### 2) Institutional Credit Framework

Exposure to an individual institution is restricted by their credit rating. The proposed policy limits are as follows:

ADI Portfolio Credit Limits / Ratings	
Long Term Credit Ratings	Institution Max %
AAA	45%
AA+, AA, AA-	45%
A+, A, A-	35%
BBB+, BBB	25%
Specific Ministerial Approved Forms of Investment	Product Max %
Individual NSW TCorpIM Fund	20%

For prudence, Council will undertake a specific strategy review and conduct a Councillor Briefing prior to investing in NSW TCorp Medium Term and/or Long-Term Growth Funds.

Credit ratings are based upon the Standard & Poor's Investment Rating or their Moody's or Fitch rating equivalent where a Standard & Poor's Investment Rating does not exist.

If any of the Council's investments are downgraded such that they no longer fall within the Investment Policy, they will be divested as soon as practicable.

### 3) Term to Maturity Framework

The investment portfolio is required to be invested within the following maturity constraints. It is proposed that the policy limits be retained as follows:

## OUTCOMES COMMITTEE

Meeting Date 9 June 2026

Item Number. 50

Overall Portfolio Term to Maturity Limits		
	Minimum%	Maximum%
Portfolio % ≤ 1 year	Min 40%	Max 100%
Portfolio % > 1 year	Min 0%	Max 60%
Portfolio % > 3 years ≤ 5 years	Min 0%	Max 30%

### CONCLUSION

The proposed Investment Policy (Attachment A) allows Council to maintain a risk management framework to prudently manage its investment portfolio, credit quality and maturity profile while aiming to achieve the best available investment return for ratepayers' money.

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Jennifer Lim Hernandez  
**Manager Finance**

**Authorisation:**

Deputy General Manager & CFO

Outcomes Committee - 9 June 2026

File Name: **OUT09062026\_1.DOCX**

\*\*\*\*\* END OF ITEM 50 \*\*\*\*\*



FAIRFIELD CITY COUNCIL – City Finances	
0-076	Investment Policy

## SECTION 1 - INTRODUCTION

### BACKGROUND

Before the Global Financial Crisis (GFC) NSW local governments were allowed to invest in a wide range of investment products providing the issuers/banks and their products met basic credit rating criteria.

After the GFC the NSW Ministerial Investment Order eliminated references to credit rating requirements leaving only specific investment types, in short:

- State & Commonwealth Government Bonds;
- Bank issued senior ranked bonds and term deposits;
- Bank bills;
- Deposits/investments with NSW Treasury Corporation

The revised legislation created a situation where councils could theoretically invest their entire portfolio in a single, non-rated Australian bank with no limits on term to maturities.

It is up to each individual NSW council to put in place a risk management framework to prudently manage its portfolio credit quality and maturity profile while aiming to achieve the best available investment return for ratepayers' money.

### PURPOSE

To provide a framework for the investing of Council's funds at the most favourable return available to it at the time whilst having due consideration of risk and security for that investment type and ensuring that its liquidity requirements are being met.

### SCOPE

This Policy applies to all Council staff, including those officers with delegated authority to manage Council's investments that shall be recorded and required to acknowledge they have received a copy of this Policy and understand their obligations in this role.

### LEGISLATIVE CONTEXT

All investments are to comply with the following:

- Local Government Act 1993 - Section 412 & 625
- Local Government Act 1993 – Investment Order (of the Minister) – in accordance with the most recently published Order
- The Trustee Amendment (Discretionary Investments) Act 1997 – Sections 14A(2), 14C(1) & (2)



FAIRFIELD CITY COUNCIL – City Finances	
0-076	Investment Policy

- Local Government (General) Regulation 2021 – Reg. 212
- Local Government Code of Accounting Practice and Financial Reporting
- Australian Accounting Standards
- Office of Local Government Circulars

## SECTION 2 - POLICY

### OBJECTIVE AND GOALS

While exercising the power to invest, consideration is to be given to the preservation of capital, liquidity, and the return of investment.

- Preservation of capital is the principal objective of the investment portfolio. Investments are to be placed in a manner that seeks to ensure security and safeguarding the investment portfolio. This includes managing credit and interest rate risk within identified thresholds and parameters.
- Investments should be allocated to ensure there is sufficient liquidity to meet all reasonably anticipated cash flow requirements, as and when they fall due, without incurring the risk of significant costs due to the unanticipated sale of an investment.
- Investments are expected to achieve a market average rate of return in line with the Council's risk tolerance.

### POLICY STATEMENT

Fairfield City Council requires a risk management framework to prudently manage its investment portfolio, credit quality and maturity profile while aiming to achieve the best available investment return for ratepayers' money.

This Policy is linked to Theme 5 *Good Governance and Leadership* in the Fairfield City Plan.

## SECTION 3 - GOVERNANCE

### RELATED POLICIES/PROCEDURES

0-001	Code of Conduct
0-017	Information Management Policy
0-022	Fairfield Opportunity and Risk Management Policy
0-071	Procurement Policy
0-120	Quality Management Policy



## FAIRFIELD CITY COUNCIL – City Finances

0-076 Investment Policy

**RESPONSIBILITY**

Policy Owner	Deputy General Manager and Chief Financial Officer
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**Delegation of Authority**

Authority for implementation of the Investment Policy is delegated by Council to the General Manager in accordance with the *Local Government Act 1993*.

The General Manager may in turn delegate the day-to-day management of Council's investment to the Responsible Accounting Officer or senior staff, subject to regular reviews.

Officer's delegated authority to manage Council's investments shall be recorded and required to acknowledge they have received a copy of this Policy and understand their obligations in this role.

**Prudent Person Standard**

The investment will be managed with the care, diligence and skill that a prudent person would exercise. As trustees of public monies, officers are to manage Council's investment portfolios to safeguard the portfolio in accordance with the spirit of this Investment Policy, and not for speculative purposes.

**Ethics and Conflicts of Interest**

Officers shall refrain from personal activities that would conflict with the proper execution and management of Council's investment portfolio. This policy requires officers to disclose any conflict of interest to the General Manager.

Independent advisors are also required to declare that they have no actual or perceived conflicts of interest.

**VERSION CONTROL AND CHANGE HISTORY**

Version Number	Approval Date	Approved By	Amendment
01	24 January 2014	Council	This version to be replaced by 2017 Investment Policy
02	21 November 2017	Council	Revision 2017 following Councillor Briefing on 17 October 2017
03	14 June 2022	Council	Update policy to include latest legislative references
04	27 June 2023	Council	Minor amendments identified during annual review
05	25 June 2024	Council	Date changes arising from annual review
06	10 June 2025	Council	Date changes arising from annual review
07	9 June 2026	Council	Date changes arising from annual review



## REVIEW DATE

This Investment Policy will be reviewed annually or when a change to governing legislation occurs, whichever sooner. The Investment Policy may be changed as a result of other amendments that are to the advantage of Council and in the spirit of this policy. Any amendments to the Investment Policy must be by way of Council resolution.

## SECTION 4 - PROCEDURES

### Approved Investments

Investments are limited to those allowed by the most recent Ministerial Investment Order that has been issued by the NSW Minister for Local Government.

### Prohibited Investments

In accordance with the Ministerial Investment Order, this investment policy prohibits but is not limited to any investment carried out for speculative purposes, including;

- Derivative based instruments;
- Principal only investments or securities that provide potentially nil or negative cash flow; and
- Standalone securities issued that have underlying futures, options, forwards contracts and swaps of any kind.
- This policy also prohibits the use of leveraging (borrowing to invest) of an investment.

### Risk Management Guidelines

Investments obtained are to be considered in light of the following risks:

- Preservation of Capital – the requirement for preventing losses in an investment portfolio's total value;
- Diversification – the requirement to place investments in a broad range of institutions and products so as not to be over exposed to a particular sector of the investment market;
- Market Risk - the risk that the fair value or future cash flows of an investment will fluctuate due to changes in market prices;
- Liquidity Risk - the risk an investor is unable to redeem the investment at a fair price within a timely period;
- Maturity Risk - the risk relating to the length of term to maturity of the investment. The larger the term, the greater the length of exposure and risk to market volatilities; and
- Leveraging Risk - the magnification of an investor's risk and return that occurs when the investor takes on financial leverage through an investment product.



## FAIRFIELD CITY COUNCIL – City Finances

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**Credit and Maturity Guidelines**

Investments are to comply with three key criteria relating to:

- **Overall Portfolio Credit Framework:** limit overall credit exposure of the portfolio;
- **Institutional Credit Framework:** limit exposure to individual institutions based on their credit ratings. and;
- **Term to Maturity Framework:** limits based upon maturity of securities.

**(1) Overall Portfolio Credit Framework**

To control the credit quality on the entire portfolio, the following credit framework limits the percentage of the portfolio exposed to any particular credit rating category.

ADI Portfolio Credit Limits/Ratings	
Long Term Credit Ratings	Portfolio Max %
AAA	100%
AA+, AA, AA-	100%
A+, A, A-	75%
BBB+, BBB	50%
Specific Ministerial Approved Forms of Investment	Portfolio Max %
NSW TCorpIM Funds	50%

**(2) Institutional Credit Framework**

Exposure to an individual institution will be restricted by their credit rating so that single entity exposure is limited, as detailed in the table below:

ADI Portfolio Credit Limits/Ratings	
Long Term Credit Ratings	Institution Max %
AAA	45%
AA+, AA, AA-	45%
A+, A, A-	35%
BBB+, BBB	25%
Specific Ministerial Approved Forms of Investment	Product Max %
Individual NSW TCorpIM Fund	20%

For prudence Council will undertake a specific strategy review and conduct a councillor briefing prior to investing in NSW TCorp Medium Term and / or Long Term Growth Funds.



FAIRFIELD CITY COUNCIL – City Finances	
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Credit ratings are based upon the Standard & Poor's Investment Rating or their Moody's or Fitch rating equivalent where a Standard & Poor's Investment Rating does not exist.

If any of the Council's investments are downgraded such that they no longer fall within the Investment Policy, they will be divested as soon as practicable.

### (3) Term to Maturity Framework

The investment portfolio is to be invested within the following maturity constraints:

Overall Portfolio Term to Maturity Limits		
Portfolio % ≤1 year	Min 40%	Max 100%
Portfolio % >1 year	Min 0%	Max 60%
Portfolio % >3 years ≤5 years	Min 0%	Max 30%

### Investment Strategy

An Investment Strategy will run in conjunction with the Investment Policy. The investment strategy will be reviewed with an independent investment advisor once a year. The Strategy will outline:

- Council's cash flow expectations;
- Optimal target allocation of investment types, credit rating exposure and term to maturity exposure; and
- Appropriateness of overall investment types for Council's portfolio.

### Investment Advisor

Council's investment advisor must be approved by Council and licensed by the Australian Securities and Investment Commission. The advisor must be an independent person who has no actual or potential conflict of interest in relation to investment products being recommended and is free to choose the most appropriate product within the terms and conditions of the Investment Policy.

The independent advisor is required to provide written confirmation that they do not have any actual or potential conflicts of interest in relation to the investments they are recommending or reviewing, including that they are not receiving any commissions or other benefits in relation to the investments being recommended or reviewed.

### Measurement

The investment return for the portfolio is to be regularly reviewed by an independent financial advisor by assessing the market value of the portfolio. The market value is to be assessed at least once a month to coincide with monthly reporting.



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### Performance Benchmarks

The performance of the investment portfolio shall be measured against the industry standard Bloomberg AusBond Bank Bill Index and/or the Official Cash Rate.

### Reporting and Reviewing of Investments

Documentary evidence must be held for each investment and details thereof maintained in an investment Register. The documentary evidence must provide Council legal title to the investment.

Certificates must be obtained from the financial institutions confirming the amounts of investments held on the Council's behalf as at 30 June each year and reconciled to the Investment Register.

All investments are to be appropriately recorded in Council's financial records and reconciled at least on a monthly basis.

A monthly report will be provided to Council. The report will detail the investment portfolio in terms of performance, percentage exposure of total portfolio, maturity date and changes in market value.

- **Overall Portfolio Credit Framework**

	Compliance with Policy	AA	A	BBB	NR	Face Value	Marked-to-Market	Benchmark Return	
		Policy Max							
		100%	75%	50%	0%				
Jun-25	✓	76%	9%	15%	0%	176,346,560	4.45%	3.94%	0.51%
Jul-25	✓	75%	9%	15%	0%	171,593,655	4.39%	3.60%	0.79%
Aug-25	✓	72%	9%	19%	0%	184,629,351	4.42%	3.84%	0.58%
Sept-25	✓	72%	9%	19%	0%	185,312,581	4.11%	3.62%	0.49%
Oct-25	✓	71%	8%	20%	0%	187,589,633	4.04%	3.55%	0.49%
Nov-25	✓	68%	8%	24%	0%	197,918,025	3.98%	3.66%	0.32%
Dec-25	✓	69%	5%	25%	0%	197,694,599	3.99%	3.71%	0.28%
Jan-26	✓	55%	23%	22%	0%	201,128,453	4.43%	3.64%	0.79%
Feb-26	✓	59%	21%	20%	0%	221,222,820	4.35%	3.76%	0.59%
Mar-26	✓	67%	21%	12%	0%	217,954,638	3.88%	3.80%	0.08%
Apr-26	✓	60%	25%	15%	0%	228,383,870	4.85%	4.24%	0.61%
May-26	✓	63%	23%	15%	0%	233,150,852	5.02%	4.06%	0.96%

• **Institutional Credit Framework**

	Compliance with Policy	CBA (AA-)	AMP Bank (BBB)	Suncorp (A+)	NAB (AA-)	Macquarie Bank (A+)	Westpac Group (AA-)	BOQ (A-)	Bendigo and Adelaide Bank (A-)	Great Southern Bank (BBB+)	ING Bank Australia (A)	Auswide Bank (Baa2)	Newcastle Greater (BBB+)
<b>Investment Policy Limit</b>		<b>45%</b>	<b>25%</b>	<b>45%</b>	<b>45%</b>	<b>35%</b>	<b>45%</b>	<b>35%</b>	<b>35%</b>	<b>25%</b>	<b>35%</b>	<b>25%</b>	<b>25%</b>
<b>Jun-25</b>	✓	36%	14%	18%	16%	5%	6%	2%	2%	1%	1%	1%	-
<b>Jul-25</b>	✓	34%	14%	18%	17%	5%	6%	2%	2%	1%	1%	1%	-
<b>Aug-25</b>	✓	31%	18%	17%	19%	4%	5%	2%	2%	1%	1%	1%	-
<b>Sept-25</b>	✓	31%	18%	17%	19%	4%	5%	2%	2%	1%	1%	1%	-
<b>Oct-25</b>	✓	30%	17%	17%	19%	4%	5%	2%	2%	1%	1%	1%	-
<b>Nov-25</b>	✓	29%	17%	16%	18%	4%	5%	2%	2%	2%	1%	-	-
<b>Dec-25</b>	✓	29%	17%	17%	18%	2%	5%	2%	2%	2%	-	-	2%
<b>Jan-26</b>	✓	8%	11%	16%	21%	1%	10%	19%	2%	2%	-	-	3%
<b>Feb-26</b>	✓	7%	10%	15%	19%	1%	18%	17%	1%	2%	-	-	3%
<b>Mar-26</b>	✓	7%	1%	15%	26%	1%	18%	18%	1%	2%	-	-	4%
<b>Apr-26</b>	✓	10%	-	7%	25%	1%	17%	22%	1%	2%	-	-	4%
<b>May-26</b>	✓	13%	1%	6%	25%	1%	17%	20%	-	2%	-	-	4%

Continued...

	Compliance with Policy	Heritage and People's Choice (BBB+)	Bank Australia (BBB+)	Teachers Mutual Bank (BBB+)	MyState Bank (Baa2)
<b>Investment Policy Limit</b>		<b>25%</b>	<b>25%</b>	<b>25%</b>	<b>25%</b>
<b>Jun-25</b>	✓	-	-	-	-
<b>Jul-25</b>	✓	-	-	-	-
<b>Aug-25</b>	✓	-	-	-	-
<b>Sept-25</b>	✓	-	-	-	-
<b>Oct-25</b>	✓	-	-	1%	-
<b>Nov-25</b>	✓	2%	1%	1%	-
<b>Dec-25</b>	✓	2%	1%	1%	-
<b>Jan-26</b>	✓	2%	1%	1%	-
<b>Feb-26</b>	✓	2%	1%	1%	-
<b>Mar-26</b>	✓	2%	1%	1%	-
<b>Apr-26</b>	✓	4%	1%	1%	2%
<b>May-26</b>	✓	4%	1%	1%	2%

- Term to Maturity Framework**

	Compliance with Policy	Investment Maturity						Face Value
		Between 0 and 1 years		Between 1 and 5 Years		Greater than 5 years		
		100%		60%		0%		
Jun-25	✓	79%	139,716,859	21%	36,400,000	0%	229,701	176,346,560
Jul-25	✓	79%	134,967,957	21%	36,400,000	0%	225,698	171,593,655
Aug-25	✓	83%	152,957,016	17%	31,900,000	0%	227,665	184,629,351
Sept-25	✓	85%	157,683,013	15%	27,400,000	0%	229,568	185,312,581
Oct-25	✓	84%	159,115,303	15%	28,700,000	0%	225,670	187,589,633
Nov-25	✓	80%	159,340,529	19%	38,350,000	0%	227,496	197,918,025
Dec-25	✓	78%	154,573,982	22%	43,350,000	0%	229,383	197,694,599
Jan-26	✓	80%	161,252,748	20%	39,650,000	0%	225,705	201,128,453
Feb-26	✓	82%	181,345,320	18%	39,650,000	0%	227,500	221,222,820
Mar-26	✓	80%	175,375,151	19%	42,350,000	0%	229,487	217,954,638
Apr-26	✓	78%	177,308,145	22%	50,850,000	0%	225,725	228,383,870
May-26	✓	77%	179,572,880	23%	53,350,000	0%	227,972	233,150,852

## OUTCOMES COMMITTEE

Meeting Date 9 June 2026

Item Number. 51

**SUBJECT:** Puff Free Parks Policy - Rescind

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**FILE NUMBER:** 15/08321

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**REPORT BY:** Chanel Lai, Social Planning & Advocacy Officer

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### RECOMMENDATION:

That:

1. The Puff Free Parks Policy (Attachment A of the Report), be rescinded.
  2. Council documents be amended to remove references to the Puff Free Parks Policy and make reference to the Smoke-free Environment Act 2000 (NSW) and Smoke-free Environment Regulation 2016 (NSW) where required.
- 

### SUPPORTING DOCUMENTS:

**AT-A** [↓](#) Puff Free Parks Policy

4 Pages

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### CITY PLAN

This report is linked to *Theme 1 Community Wellbeing* in the Fairfield City Plan.

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### Background

Council's Puff Free Parks Policy supports no smoking within 10 metres of all children's playground equipment, sports fields and associated car parks. It was first adopted in 2006, reaffirmed in 2011, reviewed and refreshed in 2014, then adopted again in 2018 with no variation. The Policy was originally accompanied by a health promotion campaign of the same name to raise public awareness and promote smoke-free environments.

The NSW Regulations under the Smoke-free Environment Act 2000 (NSW) and the Smoke-free Environment Regulation 2016 (NSW) has a broader scope and includes parks and vaping. Council's Puff Free Parks Policy has been superseded by the State legislation and it is recommended that the Puff Free Parks Policy be rescinded as it is now redundant.

## OUTCOMES COMMITTEE

Meeting Date 9 June 2026

Item Number. 51

### Context

Council works in collaboration with health and community organisations to raise awareness of the harmful effects of smoking, including tobacco use, vaping and shisha. A reduction in smoking has been a recent education focus of the Fairfield Local Drug Action Team, which is co-ordinated by Council.

Puff Free Parks signage across Fairfield City has been replaced with general No Smoking Area signs that include the NSW Health logo.

Rescinding the Puff Free Parks Policy does not impede Council's authority to erect No Smoking signage. No smoking zones under the NSW legislation can be enforced by Health Inspectors from NSW Health.

### CONCLUSION

Given the Smoke-free Environment Act 2000 (NSW) now covers parks and includes vaping, Council's Puff Free Parks Policy has been superseded and is no longer necessary as a policy instrument. Council can continue to support smoke-free environments through compliance with State legislation and community education.

It is recommended that the Puff Free Parks Policy be rescinded as it is now redundant and Council documents be updated to refer to the Smoke-free Environment Act 2000 (NSW) and Smoke-free Environment Regulation 2016 (NSW) where required.

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Chanel Lai  
**Social Planning & Advocacy  
Officer**

#### Authorisation:

Acting Co-ordinator Social Planning and Advocacy  
Acting Manager Social Planning and Community Development  
Director City Assets

Outcomes Committee - 9 June 2026

File Name: **OUT09062026\_12.DOCX**

\*\*\*\*\* END OF ITEM 51 \*\*\*\*\*



## SECTION 1 - INTRODUCTION

### BACKGROUND

The policy was developed and adopted to:

- To reduce harm to the community from drugs, such as tobacco
- To increase the community's awareness about the dangers of smoking, and
- To increase the number of smoke free environments in the Fairfield LGA

### PURPOSE

The purpose of this policy is to support no smoking within 10 metres of all children's playground equipment, sportsfields and in Council owned car parks associated with sportsfields and playground areas.

### SCOPE

This policy applies to all individuals visiting and utilising Council owned sportsfields, within 10 metres of children's playgrounds and in associated car parks owned and/or managed by Council.

### LEGISLATIVE CONTEXT

Name	Location
<i>NSW Health Smoke Free Environment Act 2000</i>	NSW Health – 'No smoking in spectator areas at public sports grounds'
	NSW Health – 'No smoking near children's outdoor playground equipment'

### STAKEHOLDERS

This Policy was originally adopted by Council in 2006 and was developed with internal and external stakeholders, including Councillors, local Members of Parliament, sports clubs, sports associations, NSW Health, Cancer Council, community and cultural groups, University of Sydney, Council staff. The 2014 Puff Free Park Policy refreshes and reviews the 2006 & 2011 Policy and was undertaken in consultation with South Western Sydney Local Health District and NSW Cancer Council. In 2013 the *NSW Health Smoke-Free Environment Act 2000* was amended to prohibit smoking in a range of public areas including parks and sportsfields. The Puff Free Parks Policy primarily aligns with NSW legislation.



## SECTION 2 - POLICY

### OBJECTIVE AND GOALS

The objectives of this policy are:

- Reduce smoking amongst those sections of the community using Council's sportsfields and playgrounds,
- Reduce exposure of young people to the use of cigarette smoke in recreation and sports areas
- Reduce the level of environmental pollution from cigarette use in sportsfields and parks

### POLICY STATEMENT

Fairfield City Council introduced the Puff Free Parks Policy in 2006, to protect children and young people from the harmful effects of smoking. This policy was reviewed and reaffirmed by Council in 2011 and in 2014. The policy prohibits smoking anywhere on Council owned sportsfields, within 10 meters of children's playgrounds and in associated car parks owned and/or managed by Council.

While second hand smoke is generally not seen as a major concern in outdoor venues, it can still cause serious health problems particularly for children, pregnant women and many individuals who suffer from allergies or medical conditions, ie, asthma and heart disease.

The indicators for this initiative are:

- Tobacco use is the single greatest cause of preventable illness and death in Australia.
- Approximately 17.3% of Fairfield City residents aged 16 years or more are smokers, which is similar to 17.1% for NSW and 17.7% for South Western Sydney Local Health District.
- Great variation in smoking prevalence exists within the Fairfield City community. Of concern are the smoking rates of teenage girls and young women and various non-English speaking background groups.
- Certain migrant communities have much higher levels of smoking than people born in Australia, particularly the Arabic, Vietnamese and Chinese communities.
- In Fairfield 52.5% of the population are born overseas.
- 33.5% of males in the Fairfield City area are smokers.
- The smoking prevalence of Vietnamese speaking males is 47.7% and Arabic speaking males is 36.5%.
- There is a clear and direct relationship between smoking and the disadvantaged.
- The Fairfield Local Government Area (LGA) is the fifth most disadvantaged LGA in NSW.
- Rates of lung cancer incidence and death for men in Fairfield Local Government Area are significantly higher than the NSW rates.



- Second hand smoke is harmful to both children and adults.
- Second hand smoke is especially dangerous to children and adults who suffer with asthma or other chronic conditions.
- Cigarette butts are not biodegradable and take approximately five years to breakdown.
- Cigarette butts cause injury to wildlife and damage waterways.

This Policy is linked to Theme 1 – *Community Wellbeing, Goal 2: Healthy and Active Community* in the Fairfield City Plan 2016 – 2026

#### APPLICATION & IMPLEMENTATION

The policy is to be implemented as a promotion and education program. The use of incentive measures and education material for local users of the facilities is considered the best form of action to produce long term change. Council staff will monitor the impact of the policy by inspecting venues.

The policy will be included in the conditions for hire of sportsfields. Failure by the sports clubs to implement the policy can impact on the clubs access to the sportsfields.

NSW Health has introduced new regulations pertaining to smoking in public places. As of 7 January, 2013 'No smoking in spectator areas at public sports grounds' and 'No smoking near children's outdoor playground equipment' came into effect. NSW Health is responsible for the administration and enforcement of the *Smoke Free Environment Act 2000*, which include these regulations. NSW Health Inspectors are authorised to enforce the ban on smoking at public sportsfields and near children's outdoor playground equipment.



FAIRFIELD CITY COUNCIL – CITY STRATEGIC PLANNING	
0 - 036	Puff Free Parks Policy

**SECTION 3 - GOVERNANCE****RELATED POLICIES/PROCEDURES**

	Fairfield City Council Drug Action Plan 2013–2018 'Reducing the Harm from Drugs'
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**RESPONSIBILITY**

Policy Owner	Manager Social Development, City Strategic Planning
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**VERSION CONTROL AND CHANGE HISTORY**

Version Number	Approval Date	Approved by	Amendment
01	Adopted by Council on 9 May 2006	Outcomes Committee	
02	Reaffirmed by Council in November 2011	Outcomes Committee	
03	Adopted by Council on 11 November 2014	Services Committee	
04	Adopted by Council on 10 April 2018	Services Committee	No variation

The management of Council reserves the right to cease, modify or vary this Policy and will do so in accordance with Council's established consultation processes.

**REVIEW DATE**

The policy will be reviewed three years after implementation, November 2020, or as determined.

## OUTCOMES COMMITTEE

Meeting Date 9 June 2026

Item Number. 52

**SUBJECT:** Major Projects Update - May 2026

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**FILE NUMBER:** 23/34318, 23/13402

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**REPORT BY:** Mario Rajanayake, Senior Contracts and Planning Engineer; Mark Gray, Major Projects Co-ordinator; Suhail Sayeed, Contracts and Planning Co-ordinator; Nina Tran, Project Manager

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**RECOMMENDATION:**

That the report be received and noted.

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**SUPPORTING DOCUMENTS:**

There are no supporting documents for this report.

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**CITY PLAN**

This report is linked to *Theme 2 Places and Infrastructure* in the Fairfield City Plan.

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**SUMMARY**





The high-level status of the major projects is shown in the following table.

Project	Status	Summary of Critical or Evolving Risk
Fairfield Showground Community and Events Centre		Planning approval issued for facility construction. Tender for new access road and car parking under evaluation. Tender for main building construction released to the selective panel on 5 May 2026. Request for Tender (RFT) for replacement bin wash and storage under evaluation.
Fairfield Showground Event Oval Stage		Planning application approved and tender released to market closing in mid-June.
Fairfield Showground – Overflow Parking		Project start up commenced.
Fairfield Showground – Multi-Storey Car Park		Project start up commenced.




## OUTCOMES COMMITTEE

Meeting Date 9 June 2026

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Project	Status	Summary of Critical or Evolving Risk
Brenan Park		Detailed design and tender preparation continue. Additional work to address NSW Environment Protection Authority (EPA) requirements has delayed tender issue.
Avenel Park		The Aboriginal Heritage Impact Permit (AHIP) has been resubmitted to Heritage NSW for evaluation. One affected element of the project is significantly delayed from original schedule.
Bold Park Remediation		Contract awarded with construction work commencing in early June.
Powhatan Park Floodlight Renewal		Stage 2 installation works delayed by wet weather (crane access to place last 2 lighting columns would damage playing surface).

Key:

	<b>Critical risk or issue affecting project delivery</b>
	<b>Evolving risk to be managed</b>
	<b>Project on track</b>

### PROJECT: FAIRFIELD SHOWGROUND COMMUNITY AND EVENTS CENTRE (FCEC)

The Community and Events Centre (SP24913) is a community and events facility integrated with Fairfield Showground's operations.

In November 2023, the Council engaged Noel Bell Ridley Smith and Partners (NBRS) as the lead architect for the design development of the Showground facility. Savills Project Management Pty Ltd has been appointed to provide specialist project management services to support project delivery.

#### Project Status Overview

The key tasks and activities in progress are:

- Review of Environmental Factors (REF) for a new 2-way circulation service road and car parking on site was approved in January 2026. A modification to this REF to allow for a revised sewer design is underway.
- RFT 117-26 Fairfield Showground Construction of Roads, Carpark and Underground Services closed on 30 April 2026 with tender evaluation in progress.
- Alternate procurement strategy for modular amenity buildings implemented.
- Request for tender for the main building construction authorised for release to the selective panel on 5 May 2026.
- State Significant Development Application has been determined with planning approval issued.
- Demolition of unneeded buildings under the new facilities footprint completed.
- Authority approvals for sewer, water and power being managed.

## OUTCOMES COMMITTEE

Meeting Date 9 June 2026

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- Adjustments to power distribution across the site to facilitate new building and modular amenities.
- Preparation for the notification to the Office of Local Government (OLG) under the Capital Expenditure (CAPEX) Guidelines.

### Project Scope

No changes to the project scope have been authorised in the past month.

The landscaping plan for the area between the new FCEC structure and the market awning is being developed. The extent, funding and timing for this work are being assessed for inclusion in the project delivery.



*Figure FCEC 1: Renders of the new facility.*

### Construction Staging

To ensure the continued operation of the Showground during construction of the new road, a temporary 2-way access road is being established within the site (see following Figure).

This temporary arrangement allows contractors to separate construction traffic from public and event-related movements, significantly reducing disruption to ongoing activities at the Showground.

It enables works to proceed safely while maintaining uninterrupted access for staff, visitors, and event operations. This approach also improves site safety, by minimising interaction between construction traffic and the public.

# OUTCOMES COMMITTEE

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## Grant Agreement

Council nominated the Community and Event Centre for the Local Government allocation under the Western Sydney Infrastructure Grants (WSIG) program.

Council has raised 2 questions with the funding body:

1. Is additional funding available through the grant program to offset recent inflationary pressures from the fuel shortage? This is also a request from several Councils involved in the program.
2. If the fuel shortage disrupts the current tendering arrangements and pushes delivery completion dates out, will extensions of time be provided under the grant agreement?

These questions are yet to be responded to formally from the grant funding body.

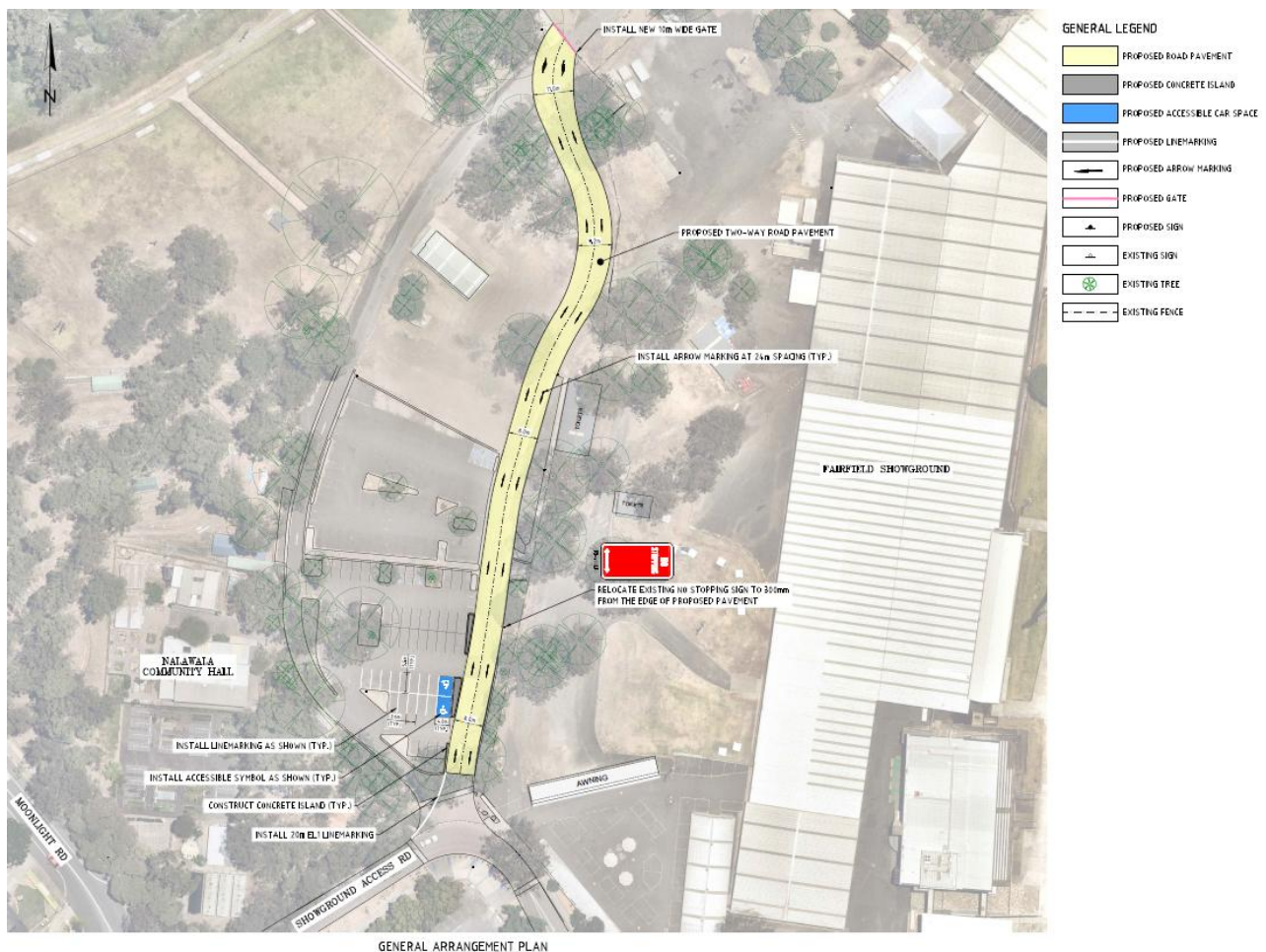


Figure FCEC 2: Temporary 2-way road proposal.

## Project Funding

The project involves a significant expenditure of funds to build the new facility.

## OUTCOMES COMMITTEE

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Council adopted the 2025/26 – 2028/29 Delivery Program at the Council Meeting on 27 May 2025. This included the Community and Event Centre funding as follows:

Funding Source	2025/26	2026/27	2027/28	2028/29
General	\$33			
Infrastructure Reserve		\$2,639	\$13,960	
Section 7.11		\$1,235		
Section 7.12	\$5,000	\$3,000	\$4,540	
WSIG Grant	\$7,500	\$13,724		
<b>Total</b>	<b>\$12,533</b>	<b>\$20,598</b>	<b>\$18,500</b>	

*Note: Values are in '000's.*

A key element of the project funding is the WSIG – Council Allocation of \$28 million.

The overall cost of the project is set to not exceed \$60 million within the existing scope.

### Project Milestones

Key Milestones	Target Date	Status
<b>MAIN FACILITY</b>		
Concept Design Revision	Jun 2024	Complete
Consultant Reports for SSDA submission	May 2025	Complete
SSDA Lodgement	Sep 2025	Complete
Expression of Interest (EOI)	Sep 2025	Complete
Detailed Design Completion	Dec 2025	Complete
Select RFT for Main Building Construction	May 2026	On Track
Construction Commencement	Jan 2027	On Track
Construction Completion for Main Building Works	Aug 2028	On Track
<b>Modular Toilets</b>		
Procurement of Modular Toilets (Exemption)	May 2026	Complete
Manufacture (lead time of 15 weeks)	Sep 2026	On Track
Delivery and Installation of Modular Toilets	Oct 2026	On Track
Completion of Modular Toilets	Oct 2026	On Track
<b>ROADS AND CARPARKING</b>		
Concept Design for Carparking	May 2025	Complete
REF Submission	Sep 2025	Complete
REF Authorisation	Dec 2025	Complete
Contractor Procurement Released to Market	Mar 2026	Complete
Construction Start for Roads and Carparking	Jun 2026	Delayed
Completion of Roads and Carparking	Dec 2026	Not Commenced
<b>Bin Wash and Collection Area</b>		
RFT released to market	Apr 2026	Complete
Construction Start	Jun 2026	On Track
Construction Completion	Sep 2026	On Track

## OUTCOMES COMMITTEE

Meeting Date 9 June 2026

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Construction commencement for the new road and car park is expected to commence in late June or early July as the procurement process is completed. There is a separate report to the Services Committee in the June meeting cycle to resolve this tender.

### Project Status

<b>MAIN FACILITY</b>										
Concept Design										100%
Planning Approval										100%
Detailed Design										100%
Construction										0%
<b>ANCILLARY BUILDINGS</b>										
Concept Design										100%
Planning Approval										100%
Detailed Design										100%
Construction										0%
<b>ROADS AND CARPARKING</b>										
Concept Design										100%
Planning Approval										100%
Detailed Design										100%
Construction										0%

### Procurement Activity

The current procurement activity is:

- Procurement of modular toilet facilities (sourcing).
- RFT for the road and car park adjustments (evaluation).
- RFT for the head contractor (released to panel).
- RFT for the bin wash and collection area.

### Project Cost Estimate and Contingencies

<b>Project Commitments</b>	\$4,710,000.00
<b>Projects Actuals to 27 March 2026</b>	\$4,600,000.00
<b>Project Limit</b>	\$60,000,000.00

### Budget Summary 2025/2026 Operational Plan

<b>Project (CAPEX) Budget 25/26</b>	\$8,000,000.00
<b>Projects Actuals to 27 March 2026</b>	\$4,600,000.00
<b>Forecast Expenditure 25/26 (April 2026 – Jun 2026)</b>	\$600,000.00
<b>Budget Position 25/26</b>	Within Budget

## OUTCOMES COMMITTEE

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### Project Risks

The current significant risks for the project are:

- SSSA Process

This process is complete and the risk resolved.

- Delay in the release of Request for Tender – Main Facility

The Request for Tender for the Community and Events Centre has been issued and the risk resolved.

- Impact on Showground Operations

Staging of the works is important to minimise impact on current operations, events and the Wednesday and Saturday markets.

This is a risk requiring continual monitoring and consideration in decision-making.

- Authority Approvals

The project requires approvals and inspections from Endeavour Energy and Sydney Water. These works include electrical infrastructure (substation), connection of water main and a new sewer connection to the Community and Events Centre. Any delays in receiving approvals or completing authority works has the potential to directly impact the critical path of the construction program.

- Fuel Shortage

The fuel shortage has escalated the cost of fuel and impacted transport costs, manufacturing where fuel is a key ingredient and supply chain costs. This instability has arisen from the Iran/US conflict and affected short term outlooks.

This risk has been considered in deciding the timing of the release of the tender for the main building construction.

- Completion of Access Road and Car Park Construction

The SSSA planning approval has a requirement for the new access road and car park construction to be completed prior to commencing works on the FCEC facility ie. a prerequisite to a construction certificate.

Completion of this work is on the critical path.

## OUTCOMES COMMITTEE

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### PROJECT: FAIRFIELD SHOWGROUND – AFL STAGE

The upgrade to the existing stage area located near the AFL field is to assist event holders by providing an all-weather stage for events.

The project consists of an awning and an elevated stage area with some of the inclusion being stage lighting truss, disability access, retractable handrails.



Figure 1: Fairfield Showground AFL Stage - Issued for Construction Plans.

#### Project Milestones

Key Milestones	Target Date	Comment
REF Planning Approval	May 2026	Completed
Release of Tender to Market	May 2026	In progress
Construction Commencement	August 2026	On Track
Construction Completion	December 2026	On Track

#### Procurement Activity

A tender has been released to Council's pre-qualified panel of contractors with a closing date mid-June 2026. Subject to the outcome of the evaluation process, a Council report seeking endorsement of the recommended contractor is expected to be submitted at the 28 July 2026 Council Meeting.

## OUTCOMES COMMITTEE

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### Project Status

Planning Approval												100%
Detailed Design												100%
RFT for Builder												30%
Construction												0%

### Project Cost Estimate and Contingencies

<b>Project Commitments</b>	\$10,246.00
<b>Projects Actuals to 31 May 2026</b>	\$9,256.00

### Budget Summary 2025/2026 Operational Plan – Project ID IN261191

<b>Project (CAPEX) Budget 25/26</b>	\$950,000.00
<b>Projects Actuals to 31 May 2026</b>	\$9,256.00
<b>Forecast Expenditure 25/26 (April 2026 – Jun 2026)</b>	\$8,500.00
<b>Budget Position 25/26</b>	Within Budget

### Project Risks

- Outcome of tender pricing.
- Minimising changes to the scope as the project enters construction.
- Timeframe for steel availability, manufacture and galvanising.
- Current event calendar.
- Weather Constraints.

## PROJECT: FAIRFIELD SHOWGROUND – MULTI-STOREY CAR PARK

The proposed multi-storey car park for the Showground will provide significant parking to support the larger events and markets at the Showground.

A general area for the car park has been identified with schematic and concept design to be completed to inform the footprint, number of spaces, traffic arrangements, pedestrian movement corridors, site access controls points and uses of the ground floor areas.

The final number of spaces to be provided is subject to the concept design process and analysis of traffic impacts.

The planning pathway is being assessed and will inform the project timeline.

The project is in an early development stage with key details yet to be resolved. It will trigger the Office of Local Government CAPEX Guidelines and notification process.

The timing of the project has close relationship with the completion of the Community Entertainment Centre, the overflow parking and access to Christie Street.





## OUTCOMES COMMITTEE

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### Project Risks

The current significant risks for the project are:

- Environmental considerations.
- Flood and stormwater management.
- Planning application alignment with Plan of Management for the sites.
- Possible archaeological finds.
- Ground contamination.

### **PROJECT: BREANAN PARK PLAYGROUND**

This project's scope is for a new playground at Brennan Park, near the existing community hall on Bourke Street. The project is funded by the NSW Government's WSIG with contributions from Council.

The landscape design is being integrated with the Remediation Action Plan (RAP) requirements. NSW EPA approval of the Chemical Control Order is essential to the finalisation of the RAP with the design for the cap to be provided underneath the new playground. Additional investigation work is being undertaken to resolve the RAP.

An adjustment to the grant agreement will need to be sought to reflect the final solution achieved. This is expected to enhance the overall deliverables and community outcomes under the grant.

On completion of the detailed design, the landscape construction tender package will be released to the Landscape Contractor Panel.

### Other Projects in Brennan Park

Council is also programming the construction of an off-leash dog park and improved lighting around the walking path within Brennan Park. Another proposal to look at planting trees to provide colour and shade along the walking path and at the playground, is being examined. Co-ordination of these works to have them completed in the same timeframe is also being assessed.

### Project Milestones

Key Milestones	Target Date	Comment
RAP and Concept Plan Approved	February 2025	Complete
Detailed Design Completion	November 2025	Delayed
Completion of Tender Construction Package	April 2026	
Construction Procurement	April 2026 – June 2026	
Construction Commencement	July 2026	
Construction Completion	March 2027	



Figure Brenan 1: Indicative Render of Main Play Piece (Forge design/manufacture).



Figure Brenan 2: Playground Site Layout.

## OUTCOMES COMMITTEE

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### Procurement Activity

Procurement falls into 3 main packages:

1. Brenan Park – Main Construction (RFT to be released to market).
2. Main Play Tower (existing contract).
3. Long Lead Play Equipment (RFQs).

### Project Status

Planning Approval												60%
Detailed Design												70%
RFT Construction												5%
Construction												0%

### Project Risks

- Minimising changes to the scope as the project develops.
- Effectiveness of the RAP in managing contamination within forecasted costs.
- NSW EPA varying requirements.

## PROJECT: POWHATAN RESERVE LIGHTING RENEWAL

The lighting renewal works at Powhatan Park, Greenfield Park, are being delivered in 2 stages due to delivery time constraints:

- Stage 1: Footing excavation, install cages, pour concrete footings and cable trenching.
- Stage 2: Follows the same process as Stage 1 concurrently (weather permitting).

The expected practical completion date was May 2026. However, the recent inclement weather and rain impact onsite has extended the completion date to June 2026 (project is avoiding damage to the playing surface with required crane access).

The installation of the 2 new lighting poles and upgraded lighting has allowed sufficient light for training activities. Council Officers work closely with the local stakeholders to advise of progress and expected completion timeframes.

### Project Status

- Monitoring weather conditions to execute Stage 2 of the works and perform night light testing, and site demobilisation.

Design												100%
Construction												70%

## OUTCOMES COMMITTEE

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### Budget Summary

Project CAPEX Budget	Committals	Actuals	Budget Position
\$250,000.00	\$252,141.00	\$192,238.00	Overbudget

### Project Timeline

Key Milestone	Target Date	Status
RFQ Released to Market	18 November 2025	Complete
Construction Commencement	February 2026	In Progress
Construction Completion	May – June 2026	On Track



Figure 2 Stage 1: Lights installed and operational.

### Project Risks

- Wet weather delay.
- Budget overrun.
- Damage to field due to wet weather and heavy vehicles.

## OUTCOMES COMMITTEE

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### PROJECT: AVENEL PARK

The new playground focuses on older youths by including a skate area, multi-purpose courts, exercise equipment and a sprint track. The project is jointly funded by the WSIG program and Council.

The bulk of the playground was completed in November 2024 and opened in early December 2024.

There are a couple of remaining pieces to be installed to complete the gym and exercise node which requires an AHIP to be issued. Excavation pit testing was completed in July 2025 with further advice to be sought from the registered Aboriginal Parties. An Aboriginal Cultural Heritage Assessment Report has been submitted to Heritage NSW for approval. Once the AHIP is issued, timing for the additional works will be finalised.

### PROJECT: BOLD PARK REMEDIATION AND PLAYGROUND RENEWAL

Bold Park is located at 109 Bold Street Cabramatta. The project consists of remediating the site of hazardous material, renewal of playground equipment and optional works to install sandstone block seating around the site.

The lot consolidation and land title registration was achieved in April 2026.

Contractor has been appointed and works scheduled to commence in early June 2026.

#### Project Status

- Contract awarded
- Construction scheduled to commence in early June

Design												95%
Procurement												100%
Construction												5%

#### Budget Summary

Project CAPEX Budget	Committals	Actuals	Budget Position
\$590,000.00	\$347,794.00	\$194,625.00	Within budget

#### Project Timeline

Key Milestone	Target Date	Status
RFT Released to Market	January 2026	Complete
Tender Evaluation	February 2026	Complete
Contract Execution	May 2026	Complete
Construction Completion	August 2026	On Track

**OUTCOMES COMMITTEE**

**Meeting Date 9 June 2026**

**Item Number. 52**

Project Risks

- Management of contaminated material on site.
- 

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Mario Rajanayake  
**Senior Contracts and Planning  
Engineer**

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Mark Gray  
**Major Projects Co-ordinator**

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Suhail Sayeed  
**Contracts and Planning Co-  
ordinator**

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Nina Tran  
**Project Manager**

**Authorisation:**  
Manager Major Projects and Planning  
Director City Delivery

Outcomes Committee - 9 June 2026

File Name: **OUT09062026\_7.DOCX**

\*\*\*\*\* END OF ITEM 52 \*\*\*\*\*

## OUTCOMES COMMITTEE

Meeting Date 9 June 2026

Item Number. 53

**SUBJECT:** Monthly Investment Report - May 2026

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**FILE NUMBER:** 25/23527

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**REPORT BY:** Jennifer Lim Hernandez, Manager Finance

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### RECOMMENDATION:

That the Investment Report for May 2026 be received and noted.

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### SUPPORTING DOCUMENTS:

**AT-A** [↓](#) Investment Report May 2026

17 Pages

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### CITY PLAN

This report is linked to *Theme 5 Good Governance and Leadership* in the Fairfield City Plan.

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### SUMMARY

Council's investment portfolio posted a marked-to-market return of 5.02% per annum (pa.) for the month of May 2026 versus the bank bill index benchmark return of 4.06% pa. For the past 12 months, the portfolio has returned 4.32% pa. on a marked-to-market basis versus the benchmark's 3.78% pa.

Excluding marked-to-market influences, the portfolio yielded 4.84% pa. for the month of May 2026, up from 4.72% pa. last month, with interest income of \$940,846.00 for the month. This is based on the actual interest rates being received on existing investments and excludes market value changes of the securities/deposits.

Latest monthly inflation data came in below market expectations at +0.4%*mth* (4.2%*yr*), with a bigger than expected fall in fuel prices helped by the fuel tax cut. However, underlying or trimmed mean inflation edged up further to 3.4% year-on-year (yoy) from 3.3%*yoy* and appears to be tracking in line with the RBA's forecast for a 3.8%*yoy* rise in the current quarter as a whole.

## OUTCOMES COMMITTEE

Meeting Date 9 June 2026

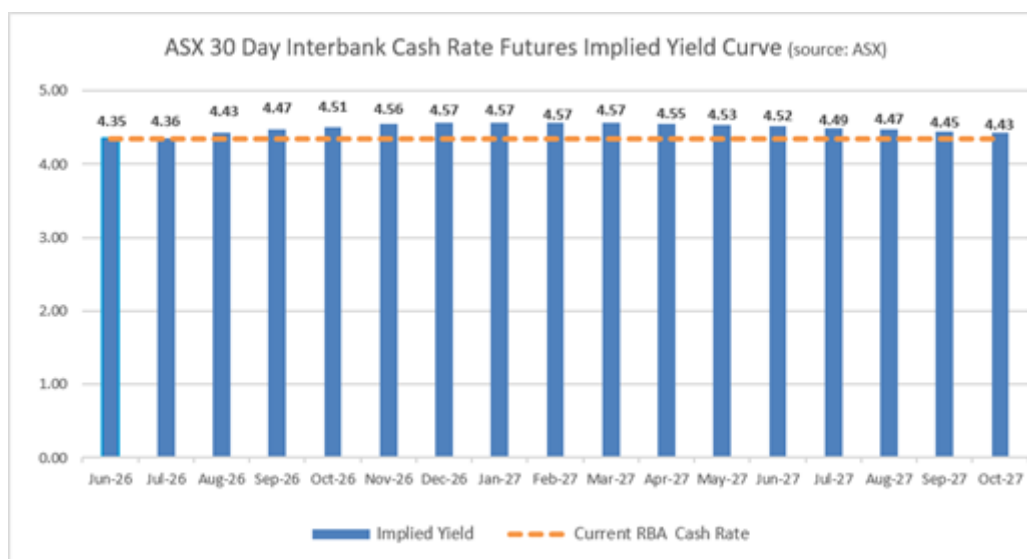
Item Number. 53

Latest employment data revealed that job losses among younger Australians have pushed up the unemployment rate to an almost five-year high of 4.5%. The total number of people employed fell for the first time this year. The reported loss of 18,600 jobs across the labour market surprised economists, who had expected an additional 15,000 jobs and an unchanged unemployment rate of 4.3%.

At its early May meeting, the Reserve Bank of Australia (RBA) raised the official cash rate 25 basis points (bps) to 4.35%. The central bank's post-meeting statement noted:

*'developments in the Middle East are having an impact on inflation. Higher fuel prices are adding to inflation and there are indications that this is likely to have second-round effects on prices for goods and services more broadly. This inflation impulse is in addition to the high inflation recorded around the start of 2026, reflecting capacity pressures in the economy'.*

By the end of the month, weaker than expected employment data and hopeful signs of a peace deal between the US & Iran, resulted in the market backing off slightly on its conviction of RBA's next anticipated rate hike. The market is now pricing in an 88% chance of 1 more RBA rate increase, before leveling off:

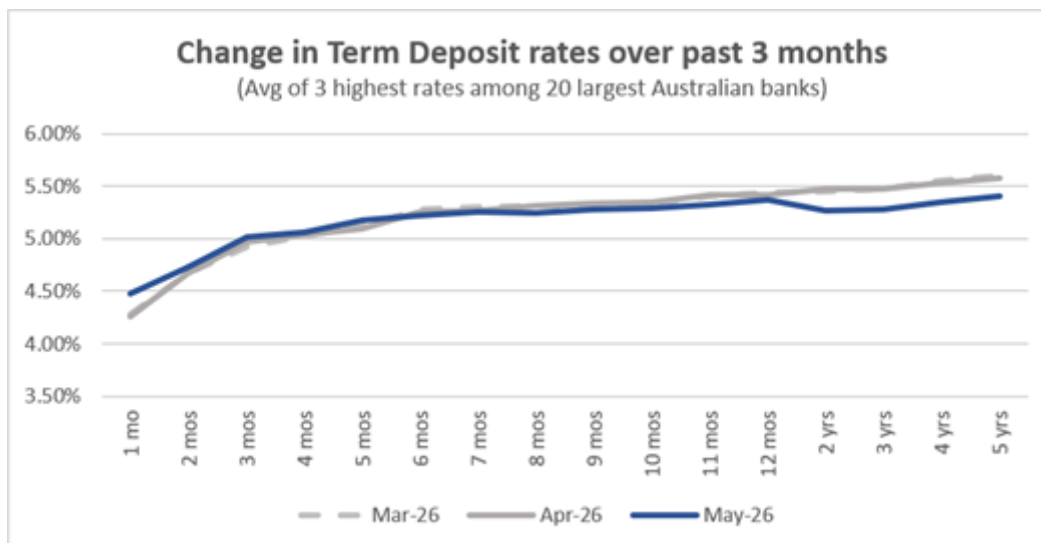


Term deposit rates across the 3-12 month range were largely unchanged during May, but rates on longer dated terms, 2-5 years, retreated by an average of 20bps:

## OUTCOMES COMMITTEE

Meeting Date 9 June 2026

Item Number. 53



### Purpose

The purpose of this report is to provide a monthly update of the details of Council's current investments and to certify that those investments are in accordance with the Local Government Act, Regulations and Council's Investment Policy.

### Background

Council's Investment Policy allows Council to maintain a risk management framework to prudently manage its investment portfolio, credit quality and maturity profile while aiming to achieve the best available investment return for ratepayers' money.

While exercising the power to invest, consideration is to be given to the preservation of capital, liquidity and the return of investment.

- Preservation of capital is the principal objective of the investment portfolio. Investments are to be placed in a manner that seeks to ensure security and safeguarding the investment portfolio. This includes managing credit and interest rate risk within identified thresholds and parameters.
- Investments should be allocated to ensure there is sufficient liquidity to meet reasonably anticipated cash flow requirements, as and when they fall due, without incurring the risk of significant costs due to the unanticipated sale of an investment.
- Investments are expected to achieve a market average rate of return in line with the Council's risk tolerance.

In addition, Clause 212 of the Local Government (General) Regulation 2021 requires the Responsible Accounting Officer of a council to provide a written report setting out details of all money that Council has invested under Section 625 of the Local Government Act 1993 and for the report to include a certification as to whether or not the investment has been made in accordance with the Act. The report is to be presented to Council each month.

## OUTCOMES COMMITTEE

Meeting Date 9 June 2026

Item Number. 53

In accordance with Clause 212 of the Local Government (General) Regulation 2021, the following report sets out details of all money that Council had invested under Section 625 of the Local Government Act 1993 as at 31 May 2026.

### Investment Update

During the month of May 2026, Council's overall cash and investment portfolio of \$233,150,852.00 (carrying value as at 31 May 2026) returned 5.02% pa. against the bank bill benchmark of 4.06% pa.

### Account Certification – Responsible Accounting Officer

I hereby certify that the investments summarised in the above report have been made in accordance with Section 625 of the Local Government Act 1993, Clause 212 of the Local Government (General) Regulation 2021 and Council's Investment Policy.

Lachlan Gunn  
**Responsible Accounting Officer**

### **CONCLUSION**

Council's portfolio returned 5.02% pa. for the month of May 2026 against the bank bill benchmark of 4.06% pa. Council's investments comply with the Local Government Act 1993, Local Government (General) Regulation 2021 and Council's Investment Policy.

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Jennifer Lim Hernandez  
**Manager Finance**

**Authorisation:**  
Deputy General Manager & CFO

Outcomes Committee - 9 June 2026

File Name: **OUT09062026\_14.DOCX**

\*\*\*\*\* END OF ITEM 53 \*\*\*\*\*



**Investment Summary Report  
May 2026**

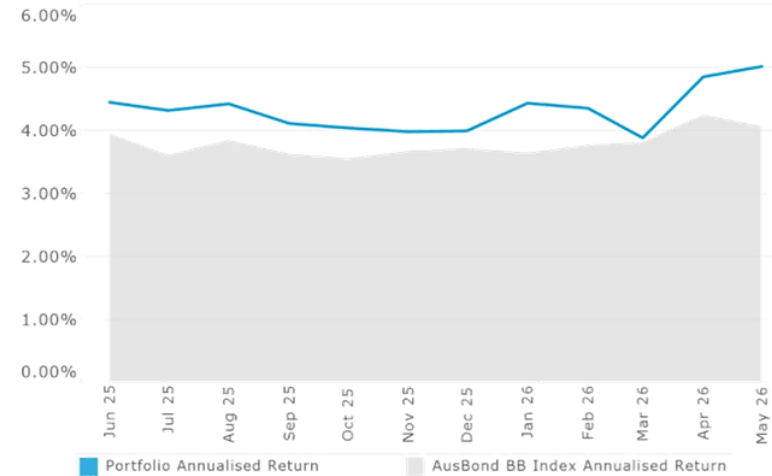


**Fairfield City Council**  
Executive Summary - May 2026



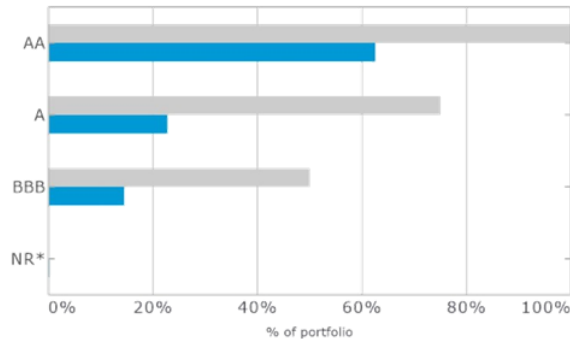
**Investment Holdings** **Investment Performance**

	Face Value (\$)	Current Value (\$)	Current Yield (%)
Bonds	7,400,000	7,490,805	4.8580
Cash	22,672,880	22,672,880	4.2502
Floating Rate Note	66,650,000	67,206,321	5.3279
Mortgage Backed Security	500,000	227,972	5.2920
Term Deposit	136,200,000	138,547,828	4.6901
	<b>233,422,880</b>	<b>236,145,805</b>	<b>4.8361</b>

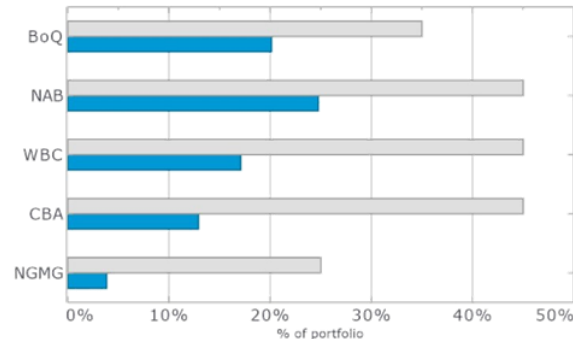


**Investment Policy Compliance**

**Total Credit Exposure**



**Individual Institutional Exposures**



**Term to Maturities**

	Face Value (\$)	Policy Max
Between 0 and 1 years	179,572,880	77% <b>100%</b> <sup>a</sup>
Between 1 and 5 years	53,350,000	23% <b>60%</b> <sup>a</sup>
Greater than 5 years*	500,000	0% <b>0%</b>
	<b>233,422,880</b>	

\* Complying grandfathered investment

<b>Specific Sub Limits</b>		
Between 3 and 5 years	28,850,000	12% <b>30%</b> <sup>a</sup>

Portfolio Exposure      Investment Policy Limit



**Fairfield City Council**

## Investment Holdings Report - May 2026

**Cash Accounts**

Face Value (\$)	Current Rate (%)	Institution	Credit Rating	Current Value (\$)	Deal No.	Reference
0.00	5.0000%	AMP Bank	BBB+	0.00	545751	31d Notice
12,023.59	4.6500%	Macquarie Bank	A+	12,023.59	540388	Accelerator
22,660,856.11	4.2500%	Commonwealth Bank of Australia	AA-	22,660,856.11	538855	BOS
<b>22,672,879.70</b>	<b>4.2502%</b>			<b>22,672,879.70</b>		

**Term Deposits**

Maturity Date	Face Value (\$)	Current Rate (%)	Institution	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Next Interest Date	Reference
9-Jun-26	5,000,000.00	4.1700%	National Australia Bank	AA-	5,000,000.00	9-Sep-25	5,151,376.71	546451	151,376.71	At Maturity	
18-Jun-26	10,000,000.00	4.1300%	National Australia Bank	AA-	10,000,000.00	18-Aug-25	10,324,742.47	546348	324,742.47	At Maturity	
23-Jun-26	5,000,000.00	4.2800%	Suncorp Bank	AA-	5,000,000.00	19-Nov-25	5,113,742.47	546857	113,742.47	At Maturity	
23-Jun-26	25,000,000.00	4.4000%	Bank of Queensland	A-	25,000,000.00	20-Jan-26	25,397,808.22	547041	397,808.22	At Maturity	
29-Jun-26	10,000,000.00	4.1000%	National Australia Bank	AA-	10,000,000.00	29-Aug-25	10,310,027.40	546391	310,027.40	At Maturity	
25-Aug-26	10,000,000.00	4.5100%	Bank of Queensland	A-	10,000,000.00	20-Jan-26	10,163,101.37	547042	163,101.37	At Maturity	
13-Oct-26	12,000,000.00	5.4000%	Bank of Queensland	A-	12,000,000.00	14-Apr-26	12,085,216.44	547296	85,216.44	At Maturity	
20-Oct-26	10,000,000.00	4.5600%	Westpac Group	AA-	10,000,000.00	20-Jan-26	10,164,909.59	547040	164,909.59	At Maturity	
15-Dec-26	7,200,000.00	5.2300%	National Australia Bank	AA-	7,200,000.00	18-Mar-26	7,277,375.34	547225	77,375.34	At Maturity	
12-Jan-27	7,000,000.00	4.6200%	National Australia Bank	AA-	7,000,000.00	13-Jan-26	7,123,157.81	547028	123,157.81	At Maturity	
20-Jan-27	15,000,000.00	5.2500%	National Australia Bank	AA-	15,000,000.00	19-Mar-26	15,159,657.53	547228	159,657.53	At Maturity	
23-Feb-27	20,000,000.00	5.0000%	Westpac Group	AA-	20,000,000.00	20-Feb-26	20,276,712.33	547136	276,712.33	At Maturity	
	<b>136,200,000.00</b>	<b>4.6901%</b>			<b>136,200,000.00</b>		<b>138,547,827.68</b>		<b>2,347,827.68</b>		

**Floating Rate Notes**

## Fairfield City Council

### Investment Holdings Report - May 2026



Maturity Date	Face Value (\$)	Current Rate (%)	Security Name	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Next Coupon Date	Reference
14-Sep-26	1,600,000.00	5.0239%	MAC Snr FRN (Sep26) BBSW+0.85%	A+	1,600,000.00	14-Sep-23	1,618,877.38	544498	16,957.38	15-Jun-26	
15-Sep-26	1,500,000.00	4.6539%	SUN Snr FRN (Sep26) BBSW+0.48%	AA-	1,500,000.00	15-Sep-21	1,515,011.72	541882	14,726.72	15-Jun-26	
23-Oct-26	1,200,000.00	5.9500%	GSB Snr FRN (Oct26) BBSW+1.60%	BBB+	1,200,000.00	23-Jan-24	1,211,680.24	544800	7,629.04	23-Jul-26	
25-Jan-27	3,900,000.00	5.0677%	WBC Snr FRN (Jan27) BBSW+0.70%	AA-	3,900,000.00	25-Jan-22	3,926,639.33	542256	18,410.33	27-Jul-26	
25-Jan-27	5,000,000.00	5.1477%	SUN Snr FRN (Jan27) BBSW+0.78%	AA-	5,009,450.00	14-Feb-22	5,034,825.59	542332	23,975.59	27-Jul-26	
27-Jan-27	1,600,000.00	5.7177%	BEN Snr FRN (Jan27) BBSW+1.35%	A-	1,600,000.00	27-Jan-23	1,616,985.72	543706	8,521.72	27-Jul-26	
13-Sep-27	1,000,000.00	5.5075%	AusW Snr FRN (Sep27) BBSW+1.33%	Baa2	1,000,000.00	13-Sep-24	1,017,751.23	545464	12,071.23	15-Jun-26	
13-Sep-27	2,000,000.00	5.4475%	AMP Snr FRN (Sep27) BBSW+1.27%	BBB+	2,000,000.00	13-Sep-24	2,033,759.45	545480	23,879.45	15-Jun-26	
14-Dec-27	1,600,000.00	5.4239%	SUN Snr FRN (Dec27) BBSW+1.25%	AA-	1,600,000.00	14-Dec-22	1,635,283.52	543633	18,307.52	15-Jun-26	
31-Mar-28	500,000.00	5.3680%	ANZ Snr FRN (Mar28) BBSW+1.06%	AA-	500,000.00	31-Mar-23	509,519.12	543964	4,559.12	30-Jun-26	
12-May-28	2,000,000.00	5.4379%	NAB Snr FRN (May28) BBSW+1.00%	AA-	2,000,000.00	12-May-23	2,024,259.34	544072	5,959.34	12-Aug-26	
17-Aug-28	2,500,000.00	5.4043%	CBA Snr FRN (Aug28) BBSW+0.95%	AA-	2,500,000.00	17-Aug-23	2,527,982.21	544382	5,182.21	17-Aug-26	
19-Sep-28	1,500,000.00	5.1955%	WBC Snr FRN (Sep28) BBSW+0.93%	AA-	1,500,000.00	19-Sep-23	1,528,893.51	544505	15,800.01	19-Jun-26	
3-Oct-28	2,500,000.00	5.2673%	TMB Snr FRN (Oct28) BBSW+0.95%	BBB+	2,500,000.00	3-Oct-25	2,517,817.57	546596	19,842.57	3-Jul-26	
3-Nov-28	3,400,000.00	5.3136%	GSB Snr FRN (Nov28) BBSW+0.93%	BBB+	3,400,000.00	3-Nov-25	3,409,757.83	546742	13,364.07	3-Aug-26	
27-Nov-28	2,500,000.00	5.4800%	BOz Snr FRN (Nov28) BBSW+1.03%	BBB+	2,500,000.00	27-Nov-25	2,502,969.21	546854	1,876.71	27-Aug-26	
9-Apr-29	3,500,000.00	5.4743%	MYS Snr FRN (Apr29) BBSW+1.15%	Baa2	3,500,000.00	9-Apr-26	3,529,942.44	547272	27,821.44	9-Jul-26	
5-Nov-29	3,750,000.00	5.4336%	HPC Snr FRN (Nov29) BBSW+1.05%	BBB+	3,750,000.00	5-Nov-25	3,755,135.16	546769	15,072.66	5-Aug-26	
21-Jan-30	500,000.00	5.5920%	NPBS Snr FRN (Jan30) BBSW+1.25%	BBB+	507,675.00	11-Dec-25	505,660.71	546921	3,140.71	21-Jul-26	
21-Jan-30	2,500,000.00	5.5920%	NPBS Snr FRN (Jan30) BBSW+1.25%	BBB+	2,538,375.00	11-Dec-25	2,528,303.56	546920	15,703.56	21-Jul-26	
18-Mar-30	1,600,000.00	5.0886%	NAB Snr FRN (Mar30) BBSW+0.83%	AA-	1,600,000.00	18-Mar-25	1,626,422.44	545900	16,729.64	18-Jun-26	
13-Jun-30	1,500,000.00	5.1275%	ING Snr FRN (Jun30) BBSW+0.95%	A	1,500,000.00	13-Jun-25	1,526,442.53	546127	16,857.53	15-Jun-26	
2-Dec-30	2,000,000.00	4.7667%	SUN Snr FRN (Dec30) BBSW+0.80%	AA-	2,004,760.00	11-Dec-25	2,025,322.40	546922	23,768.20	2-Jun-26	
15-Jan-31	3,500,000.00	5.0642%	CBA Snr FRN (Jan31) BBSW+0.74%	AA-	3,500,000.00	15-Jan-26	3,530,726.24	547002	22,823.59	15-Jul-26	
23-Jan-31	2,700,000.00	5.4800%	NPBS Snr FRN (Jan31) BBSW+1.13%	BBB+	2,718,630.00	19-Mar-26	2,706,521.42	547235	15,809.42	23-Jul-26	
23-Jan-31	3,300,000.00	5.4800%	NPBS Snr FRN (Jan31) BBSW+1.13%	BBB+	3,300,000.00	23-Jan-26	3,307,970.63	547030	19,322.63	23-Jul-26	
30-Apr-31	2,500,000.00	5.6531%	HPC Snr FRN (Apr31) BBSW+1.28%	BBB+	2,500,000.00	30-Apr-26	2,511,940.36	547350	12,390.36	30-Jul-26	
30-Apr-31	2,500,000.00	5.6531%	HPC Snr FRN (Apr31) BBSW+1.28%	BBB+	2,501,075.00	30-Apr-26	2,511,940.36	547339	12,390.36	30-Jul-26	



**Fairfield City Council**

## Investment Holdings Report - May 2026



Maturity Date	Face Value (\$)	Current Rate (%)	Security Name	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Next Coupon Date	Reference
12-May-31	2,500,000.00	5.1479%	ANZ Snr FRN (May31) BBSW+0.71%	AA-	2,500,000.00	12-May-26	2,507,979.42	547367	7,051.92	12-Aug-26	
	<b>66,650,000.00</b>	<b>5.3279%</b>			<b>66,729,965.00</b>		<b>67,206,320.64</b>		<b>419,945.03</b>		

**Fixed Rate Bonds**

Maturity Date	Face Value (\$)	Current Rate (%)	Security Name	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Purchase Yield	Reference
10-Aug-26	3,000,000.00	4.8000%	WBC Snr Bond (Aug26) 4.80%	AA-	2,998,020.00	10-Aug-23	3,044,370.85	544369	44,154.70	4.82400%	
17-Aug-26	1,500,000.00	4.7500%	CBA Snr Bond (Aug26) 4.75%	AA-	1,497,105.00	17-Aug-23	1,520,380.69	544384	20,469.61	4.82000%	
14-Sep-26	1,400,000.00	4.9460%	MAC Snr Bond (Sep26) 4.946%	A+	1,400,000.00	14-Sep-23	1,414,658.75	544496	14,647.77	4.94600%	
19-Sep-28	1,500,000.00	5.0000%	WBC Snr Bond (Sep28) 5.00%	AA-	1,498,890.00	19-Sep-23	1,511,394.35	544510	14,919.35	5.01700%	
	<b>7,400,000.00</b>	<b>4.8580%</b>			<b>7,394,015.00</b>		<b>7,490,804.64</b>		<b>94,191.43</b>	<b>4.8854%</b>	

**Mortgage Backed Securities**

Maturity Date	Face Value (\$)	Current Rate (%)	Security Name	Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Reference
23-Jul-57	500,000.00	5.2920%	Emerald Reverse Mortgage (2007C)	NR*	500,000.00	6-Jul-07	227,972.22	310293	2,972.22	
	<b>500,000.00</b>	<b>5.2920%</b>			<b>500,000.00</b>		<b>227,972.22</b>		<b>2,972.22</b>	



## Fairfield City Council

## Accrued Interest Report - May 2026



Investment	Deal No.	Comments	Face Value (\$)	Settlement Date	Maturity Date	Interest Received (\$)	Days	Interest Accrued (\$)	Yield (% pa)
<b>Bonds</b>									
WBC Snr Bond (Aug26) 4.80%	544369		3,000,000.00	10-Aug-23	10-Aug-26	0.00	31	12,331.50	4.84%
CBA Snr Bond (Aug26) 4.75%	544384		1,500,000.00	17-Aug-23	17-Aug-26	0.00	31	6,101.52	4.79%
MAC Snr Bond (Sep26) 4.946%	544496		1,400,000.00	14-Sep-23	14-Sep-26	0.00	31	5,897.15	4.96%
WBC Snr Bond (Sep28) 5.00%	544510		1,500,000.00	19-Sep-23	19-Sep-28	0.00	31	6,250.00	4.91%
						<b>0.00</b>		<b>30,580.17</b>	<b>4.87%</b>
<b>Cash</b>									
Commonwealth Bank of Australia	538855					52,915.77	0	64,727.26	4.25%
Macquarie Bank	540388					42.48	0	42.48	4.65%
AMP Bank	545751					35.29	0	0.00	
						<b>52,993.54</b>		<b>64,769.74</b>	<b>4.25%</b>
<b>Floating Rate Note</b>									
BoQ Snr FRN (May26) BBSW+0.63%	542265		3,300,000.00	25-Jan-22	6-May-26	36,672.27	5	2,060.24	4.56%
BEN Snr FRN (May26) BBSW+1.25%	544083		1,500,000.00	15-May-23	15-May-26	18,831.52	14	2,995.93	5.21%
MAC Snr FRN (Sep26) BBSW+0.85%	544498		1,600,000.00	14-Sep-23	14-Sep-26	0.00	31	6,827.00	5.02%
SUN Snr FRN (Sep26) BBSW+0.48%	541882		1,500,000.00	15-Sep-21	15-Sep-26	0.00	31	5,928.94	4.65%
GSB Snr FRN (Oct26) BBSW+1.60%	544800		1,200,000.00	23-Jan-24	23-Oct-26	0.00	31	6,064.11	5.95%
WBC Snr FRN (Jan27) BBSW+0.70%	542256		3,900,000.00	25-Jan-22	25-Jan-27	0.00	31	16,785.89	5.07%
SUN Snr FRN (Jan27) BBSW+0.78%	542332		5,000,000.00	14-Feb-22	25-Jan-27	0.00	31	21,860.10	5.15%
BEN Snr FRN (Jan27) BBSW+1.35%	543706		1,600,000.00	27-Jan-23	27-Jan-27	0.00	31	7,769.80	5.72%
AusW Snr FRN (Sep27) BBSW+1.33%	545464		1,000,000.00	13-Sep-24	13-Sep-27	0.00	31	4,677.60	5.51%
AMP Snr FRN (Sep27) BBSW+1.27%	545480		2,000,000.00	13-Sep-24	13-Sep-27	0.00	31	9,253.29	5.45%
SUN Snr FRN (Dec27) BBSW+1.25%	543633		1,600,000.00	14-Dec-22	14-Dec-27	0.00	31	7,370.56	5.42%
ANZ Snr FRN (Mar28) BBSW+1.06%	543964		500,000.00	31-Mar-23	31-Mar-28	0.00	31	2,279.56	5.37%
NAB Snr FRN (May28) BBSW+1.00%	544072		2,000,000.00	12-May-23	12-May-28	24,170.94	31	8,946.76	5.27%
CBA Snr FRN (Aug28) BBSW+0.95%	544382		2,500,000.00	17-Aug-23	17-Aug-28	30,293.01	31	10,904.22	5.14%
WBC Snr FRN (Sep28) BBSW+0.93%	544505		1,500,000.00	19-Sep-23	19-Sep-28	0.00	31	6,618.92	5.20%

## Fairfield City Council

## Accrued Interest Report - May 2026



Investment	Deal No.	Comments	Face Value (\$)	Settlement Date	Maturity Date	Interest Received (\$)	Days	Interest Accrued (\$)	Yield (% pa)
TMB Snr FRN (Oct28) BBSW+0.95%	546596		2,500,000.00	3-Oct-25	3-Oct-28	0.00	31	11,183.99	5.27%
GSB Snr FRN (Nov28) BBSW+0.93%	546742		3,400,000.00	3-Nov-25	3-Nov-28	40,645.84	31	15,150.70	5.25%
BOz Snr FRN (Nov28) BBSW+1.03%	546854		2,500,000.00	27-Nov-25	27-Nov-28	30,577.60	31	10,809.49	5.09%
MYS Snr FRN (Apr29) BBSW+1.15%	547272		3,500,000.00	9-Apr-26	9-Apr-29	0.00	31	16,272.92	5.47%
HPC Snr FRN (Nov29) BBSW+1.05%	546769		3,750,000.00	5-Nov-25	5-Nov-29	45,560.08	31	17,120.31	5.38%
NPBS Snr FRN (Jan30) BBSW+1.25%	546920		2,500,000.00	11-Dec-25	21-Jan-30	0.00	31	11,873.42	5.59%
NPBS Snr FRN (Jan30) BBSW+1.25%	546921		500,000.00	11-Dec-25	21-Jan-30	0.00	31	2,374.68	5.59%
NAB Snr FRN (Mar30) BBSW+0.83%	545900		1,600,000.00	18-Mar-25	18-Mar-30	0.00	31	6,914.92	5.09%
ING Snr FRN (Jun30) BBSW+0.95%	546127		1,500,000.00	13-Jun-25	13-Jun-30	0.00	31	6,532.29	5.13%
SUN Snr FRN (Dec30) BBSW+0.80%	546922		2,000,000.00	11-Dec-25	2-Dec-30	0.00	31	8,096.86	4.77%
CBA Snr FRN (Jan31) BBSW+0.74%	547002		3,500,000.00	15-Jan-26	15-Jan-31	0.00	31	15,053.86	5.06%
NPBS Snr FRN (Jan31) BBSW+1.13%	547030		3,300,000.00	23-Jan-26	23-Jan-31	0.00	31	15,359.01	5.48%
NPBS Snr FRN (Jan31) BBSW+1.13%	547235		2,700,000.00	23-Mar-26	23-Jan-31	0.00	31	12,566.46	5.48%
HPC Snr FRN (Apr31) BBSW+1.28%	547339		2,500,000.00	30-Apr-26	30-Apr-31	0.00	31	12,003.16	5.65%
HPC Snr FRN (Apr31) BBSW+1.28%	547350		2,500,000.00	30-Apr-26	30-Apr-31	0.00	31	12,003.16	5.65%
ANZ Snr FRN (May31) BBSW+0.71%	547367		2,500,000.00	12-May-26	12-May-31	0.00	20	7,051.92	5.15%
						<b>226,751.26</b>		<b>300,710.07</b>	<b>5.29%</b>
<b>Mortgage Backed Securities</b>									
Emerald Reverse Mortgage Series 2007-1 Class C (BBSW+0.95%)	310293		500,000.00	6-Jul-07	23-Jul-57	0.00	31	2,247.29	5.29%
						<b>0.00</b>		<b>2,247.29</b>	<b>5.29%</b>
<b>Term Deposits</b>									
National Australia Bank	546451		5,000,000.00	9-Sep-25	9-Jun-26	0.00	31	17,708.22	4.17%
National Australia Bank	546348		10,000,000.00	18-Aug-25	18-Jun-26	0.00	31	35,076.72	4.13%
Suncorp Bank	546857		5,000,000.00	19-Nov-25	23-Jun-26	0.00	31	18,175.35	4.28%
Bank of Queensland	547041		25,000,000.00	20-Jan-26	23-Jun-26	0.00	31	93,424.66	4.40%
National Australia Bank	546391		10,000,000.00	29-Aug-25	29-Jun-26	0.00	31	34,821.92	4.10%

**Fairfield City Council**

## Accrued Interest Report - May 2026



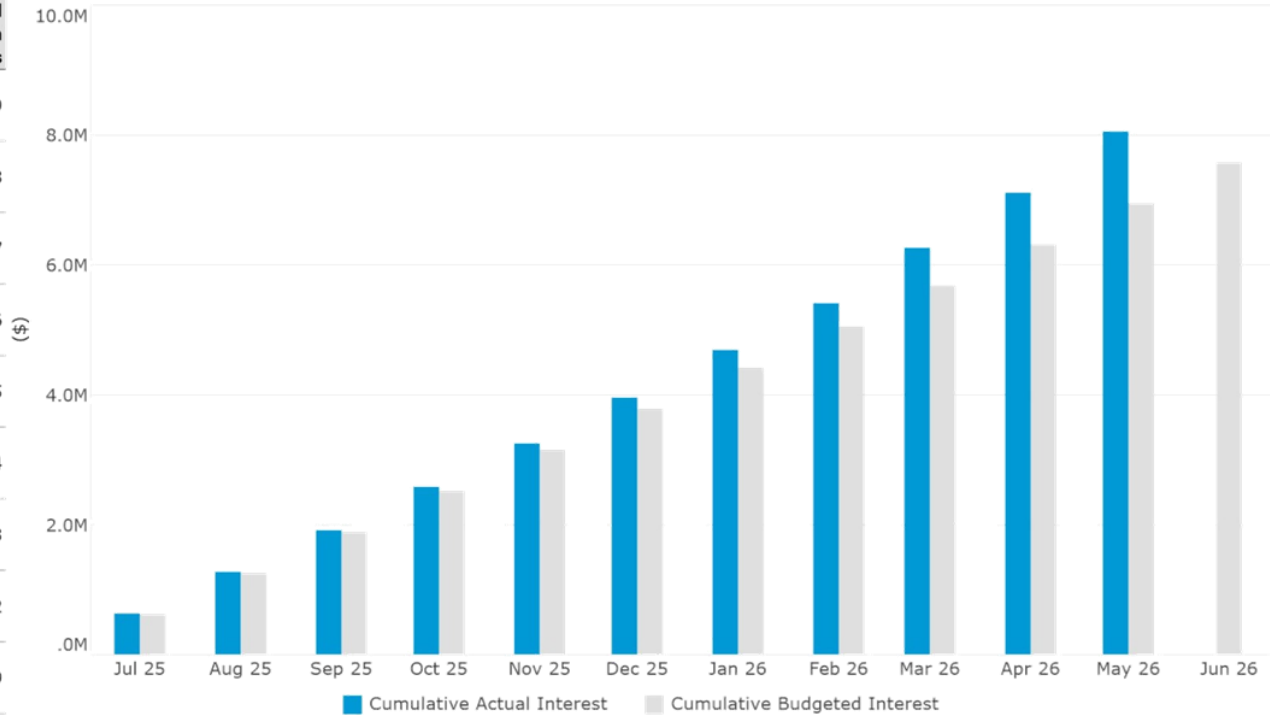
Investment	Deal No.	Comments	Face Value (\$)	Settlement Date	Maturity Date	Interest Received (\$)	Days	Interest Accrued (\$)	Yield (% pa)
Bank of Queensland	547042		10,000,000.00	20-Jan-26	25-Aug-26	0.00	31	38,304.11	4.51%
Bank of Queensland	547296		12,000,000.00	14-Apr-26	13-Oct-26	0.00	31	55,035.62	5.40%
Westpac Group	547040		10,000,000.00	20-Jan-26	20-Oct-26	0.00	31	38,728.77	4.56%
National Australia Bank	547225		7,200,000.00	18-Mar-26	15-Dec-26	0.00	31	31,981.81	5.23%
National Australia Bank	547028		7,000,000.00	13-Jan-26	12-Jan-27	0.00	31	27,466.85	4.62%
National Australia Bank	547228		15,000,000.00	19-Mar-26	20-Jan-27	0.00	31	66,883.56	5.25%
Westpac Group	547136		20,000,000.00	20-Feb-26	23-Feb-27	0.00	31	84,931.51	5.00%
						<b>0.00</b>		<b>542,539.10</b>	<b>4.69%</b>
<b>Grand Totals</b>						<b>279,744.80</b>		<b>940,846.37</b>	<b>4.84%</b>

**Fairfield City Council**  
Investment Budget Report - May 2026

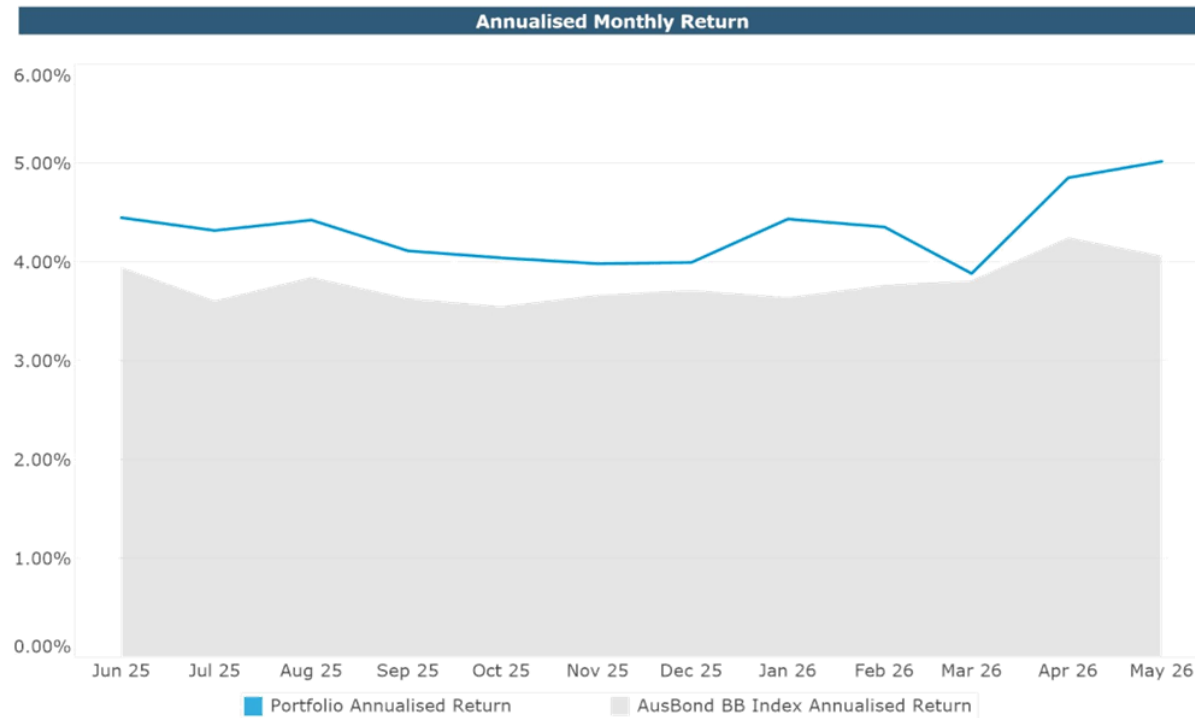


**Budgeted vs Actual Returns**

	<b>YTD Income from Investments</b>	<b>Budgeted Income from Investments</b>
July 2025	638,080	631,339
August 2025	1,281,044	1,262,678
September 2025	1,920,230	1,894,017
October 2025	2,586,611	2,525,356
November 2025	3,255,291	3,156,695
December 2025	3,957,916	3,788,034
January 2026	4,690,375	4,419,373
February 2026	5,409,627	5,050,712
March 2026	6,264,025	5,682,809
April 2026	7,109,685	6,314,906
May 2026	8,050,532	6,947,003



**Fairfield City Council**  
Investment Performance Report - May 2026

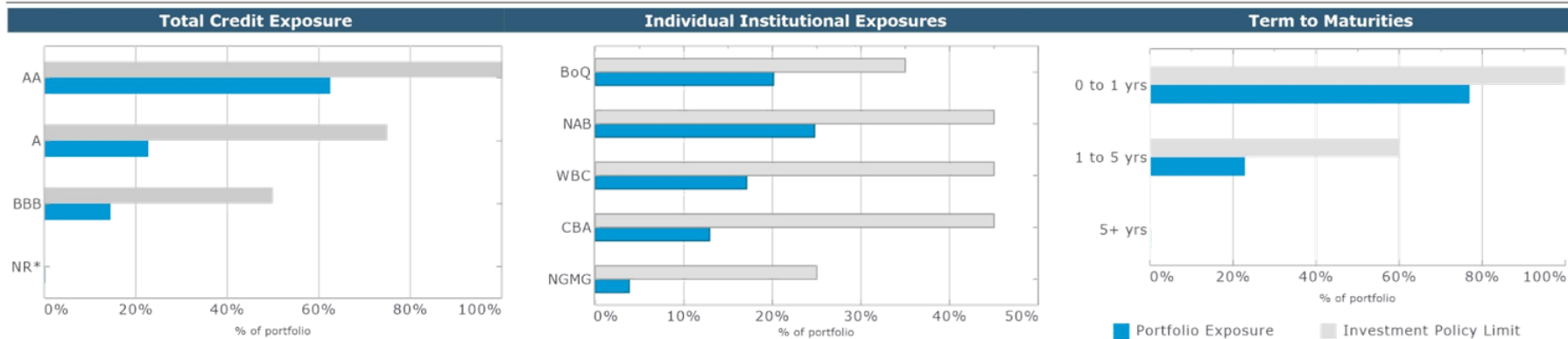


<b>Historical Performance Summary (%pa)</b>			
	<b>Portfolio</b>	<b>Annualised BB Index</b>	<b>Outperformance</b>
May 2026	5.02%	4.06%	0.96%
Last 3 months	4.58%	4.03%	0.55%
Last 6 months	4.42%	3.87%	0.55%
Financial Year to Date	4.31%	3.77%	0.54%
Last 12 months	4.32%	3.78%	0.54%



**Fairfield City Council**

Investment Policy Compliance Report - May 2026



Credit Rating Group	Face Value (\$)	Policy Max
AA	145,960,856	100% <b>a</b>
A	53,112,024	75% <b>a</b>
BBB	33,850,000	50% <b>a</b>
NR*	500,000	
	<b>233,422,880</b>	

\* Complying grandfathered investment

Institution	% of portfolio	Investment Policy Limit	Compliance
Bank of Queensland (A-)	20%	35%	<b>a</b>
National Australia Bank (AA-)	25%	45%	<b>a</b>
Westpac Group (AA-)	17%	45%	<b>a</b>
Commonwealth Bank of Australia (AA-)	13%	45%	<b>a</b>
Newcastle Greater Mutual Group (BBB+)	4%	25%	<b>a</b>
Heritage and People's Choice (BBB+)	4%	25%	<b>a</b>
Suncorp Bank (AA-)	6%	45%	<b>a</b>
Great Southern Bank (BBB+)	2%	25%	<b>a</b>
MyState Bank (Baa2)	2%	25%	<b>a</b>
Bank Australia (BBB+)	1%	25%	<b>a</b>
Teachers Mutual Bank (BBB+)	1%	25%	<b>a</b>
Macquarie Bank (A+)	1%	35%	<b>a</b>
AMP Bank (BBB+)	1%	25%	<b>a</b>

Term	Face Value (\$)	Policy Max	Compliance
Between 0 and 1 years	179,572,880	77% <b>100%</b>	<b>a</b>
Between 1 and 5 years	53,350,000	23% <b>60%</b>	<b>a</b>
Greater than 5 years*	500,000		
	<b>233,422,880</b>		

\* Complying grandfathered investment

Term	Face Value (\$)	Policy Max	Compliance
Between 3 and 5 years	28,850,000	12% <b>30%</b>	<b>a</b>

**a** = compliant  
**r** = non-compliant



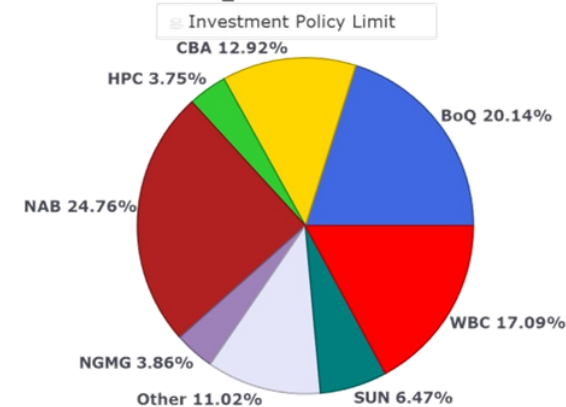
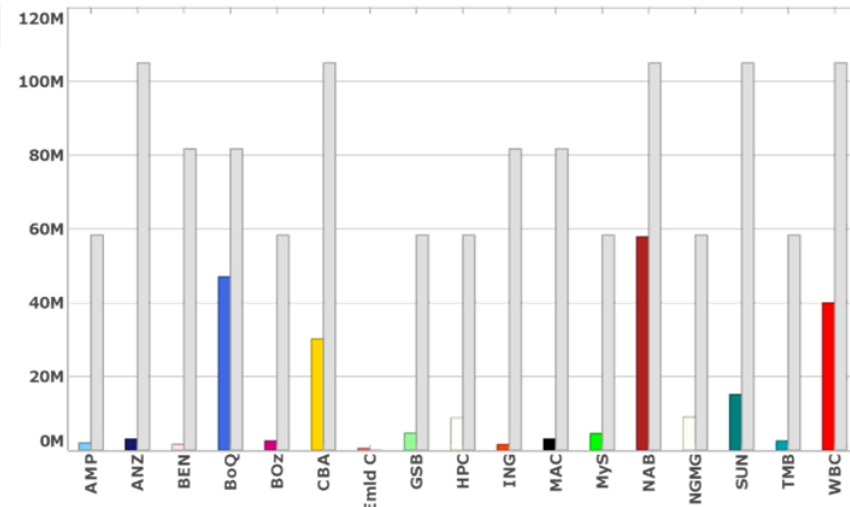
**Fairfield City Council**

Individual Institutional Exposures Report - May 2026



**Individual Institutional Exposures** **Individual Institutional Exposure Charts**

	Current Exposures		Policy Limit		Capacity
AMP Bank (BBB+)	2,000,000	1%	58,355,720	25%	56,355,720
ANZ Group (AA-)	3,000,000	1%	105,040,296	45%	102,040,296
Bank Australia (BBB+)	2,500,000	1%	58,355,720	25%	55,855,720
Bank of Queensland (A-)	47,000,000	20%	81,698,008	35%	34,698,008
Bendigo and Adelaide Bank (A-)	1,600,000	1%	81,698,008	35%	80,098,008
Commonwealth Bank of Australia (AA-)	30,160,856	13%	105,040,296	45%	74,879,440
Emerald Reverse Mortgage (NR*)	500,000	0%	0	0%	-500,000
Great Southern Bank (BBB+)	4,600,000	2%	58,355,720	25%	53,755,720
Heritage and People's Choice (BBB+)	8,750,000	4%	58,355,720	25%	49,605,720
ING Bank Australia (A)	1,500,000	1%	81,698,008	35%	80,198,008
Macquarie Bank (A+)	3,012,024	1%	81,698,008	35%	78,685,984
MyState Bank (Baa2)	4,500,000	2%	58,355,720	25%	53,855,720
National Australia Bank (AA-)	57,800,000	25%	105,040,296	45%	47,240,296
Newcastle Greater Mutual Group (BBB+)	9,000,000	4%	58,355,720	25%	49,355,720
Suncorp Bank (AA-)	15,100,000	6%	105,040,296	45%	89,940,296
Teachers Mutual Bank (BBB+)	2,500,000	1%	58,355,720	25%	55,855,720
Westpac Group (AA-)	39,900,000	17%	105,040,296	45%	65,140,296
	<b>233,422,880</b>				



\* Complying grandfathered investment



**Fairfield City Council**  
Cashflows Report - May 2026



Actual Cashflows for May 2026						
Date	Deal No.	Cashflow Counterparty	Asset Type	Cashflow Description	Amount	
5-May-26	546742	GSB Snr FRN (Nov28) BBSW+0.93%	Floating Rate Note	Coupon Date	40,645.84	
				<u>Deal Total</u>	<u>40,645.84</u>	
5-May-26	546769	HPC Snr FRN (Nov29) BBSW+1.05%	Floating Rate Note	Coupon Date	45,560.08	
				<u>Deal Total</u>	<u>45,560.08</u>	
				<b>Day Total</b>	<b>86,205.91</b>	
6-May-26	542265	BoQ Snr FRN (May26) BBSW+0.63%	Floating Rate Note	Coupon Date	36,672.27	
		BoQ Snr FRN (May26) BBSW+0.63%	Floating Rate Note	Maturity	3,300,000.00	
				<u>Deal Total</u>	<u>3,336,672.27</u>	
				<b>Day Total</b>	<b>3,336,672.27</b>	
12-May-26	544072	NAB Snr FRN (May28) BBSW+1.00%	Floating Rate Note	Coupon Date	24,170.94	
				<u>Deal Total</u>	<u>24,170.94</u>	
12-May-26	547367	ANZ Snr FRN (May31) BBSW+0.71%	Floating Rate Note	Settlement: Accrued Coupon at Purchase	0.00	
		ANZ Snr FRN (May31) BBSW+0.71%	Floating Rate Note	Settlement: Face Value	-2,500,000.00	
		ANZ Snr FRN (May31) BBSW+0.71%	Floating Rate Note	Settlement: Premium / Discount on Purchase	0.00	
				<u>Deal Total</u>	<u>-2,500,000.00</u>	
				<b>Day Total</b>	<b>-2,475,829.06</b>	
15-May-26	544083	BEN Snr FRN (May26) BBSW+1.25%	Floating Rate Note	Coupon Date	18,831.52	
		BEN Snr FRN (May26) BBSW+1.25%	Floating Rate Note	Maturity	1,500,000.00	
				<u>Deal Total</u>	<u>1,518,831.52</u>	
				<b>Day Total</b>	<b>1,518,831.52</b>	
18-May-26	544382	CBA Snr FRN (Aug28) BBSW+0.95%	Floating Rate Note	Coupon Date	30,293.01	
				<u>Deal Total</u>	<u>30,293.01</u>	
				<b>Day Total</b>	<b>30,293.01</b>	
27-May-26	546854	BOz Snr FRN (Nov28) BBSW+1.03%	Floating Rate Note	Coupon Date	30,577.60	
				<u>Deal Total</u>	<u>30,577.60</u>	
				<b>Day Total</b>	<b>30,577.60</b>	



## Fairfield City Council

### Cashflows Report - May 2026



Date	Deal No.	Cashflow Counterparty	Asset Type	Cashflow Description	Amount
<b>Total for Month</b>					<b>2,526,751.24</b>

#### Forecast Cashflows for June 2026

Date	Deal No.	Cashflow Counterparty	Asset Type	Cashflow Description	Amount
2-Jun-26	546922	SUN Snr FRN (Dec30) BBSW+0.80%	Floating Rate Note	Coupon Date	24,029.39
<u>Deal Total</u>					<u>24,029.39</u>
<b>Day Total</b>					<b>24,029.39</b>
9-Jun-26	546451	National Australia Bank	Term Deposit	Maturity: Face Value	5,000,000.00
		National Australia Bank	Term Deposit	Maturity: Interest Received/Paid	155,946.58
<u>Deal Total</u>					<u>5,155,946.58</u>
<b>Day Total</b>					<b>5,155,946.58</b>
15-Jun-26	541882	SUN Snr FRN (Sep26) BBSW+0.48%	Floating Rate Note	Coupon Date	17,404.31
<u>Deal Total</u>					<u>17,404.31</u>
15-Jun-26	543633	SUN Snr FRN (Dec27) BBSW+1.25%	Floating Rate Note	Coupon Date	21,636.16
<u>Deal Total</u>					<u>21,636.16</u>
15-Jun-26	544498	MAC Snr FRN (Sep26) BBSW+0.85%	Floating Rate Note	Coupon Date	20,040.54
<u>Deal Total</u>					<u>20,040.54</u>
15-Jun-26	545464	AusW Snr FRN (Sep27) BBSW+1.33%	Floating Rate Note	Coupon Date	14,183.70
<u>Deal Total</u>					<u>14,183.70</u>
15-Jun-26	545480	AMP Snr FRN (Sep27) BBSW+1.27%	Floating Rate Note	Coupon Date	28,058.36
<u>Deal Total</u>					<u>28,058.36</u>
15-Jun-26	546127	ING Snr FRN (Jun30) BBSW+0.95%	Floating Rate Note	Coupon Date	19,807.60
<u>Deal Total</u>					<u>19,807.60</u>
<b>Day Total</b>					<b>121,130.67</b>
18-Jun-26	545900	NAB Snr FRN (Mar30) BBSW+0.83%	Floating Rate Note	Coupon Date	20,521.70
<u>Deal Total</u>					<u>20,521.70</u>
18-Jun-26	546348	National Australia Bank	Term Deposit	Maturity: Face Value	10,000,000.00

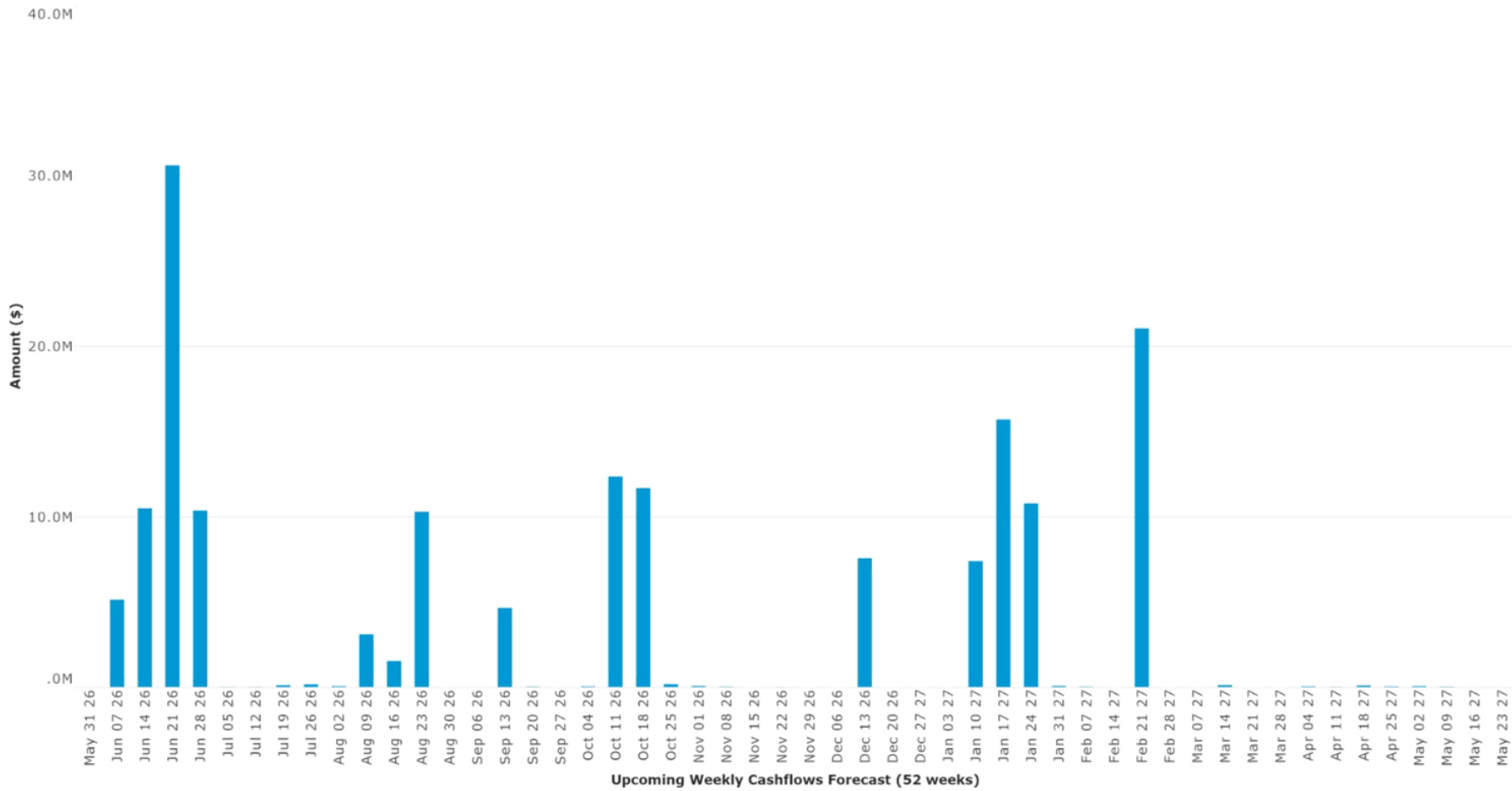


**Fairfield City Council**  
Cashflows Report - May 2026

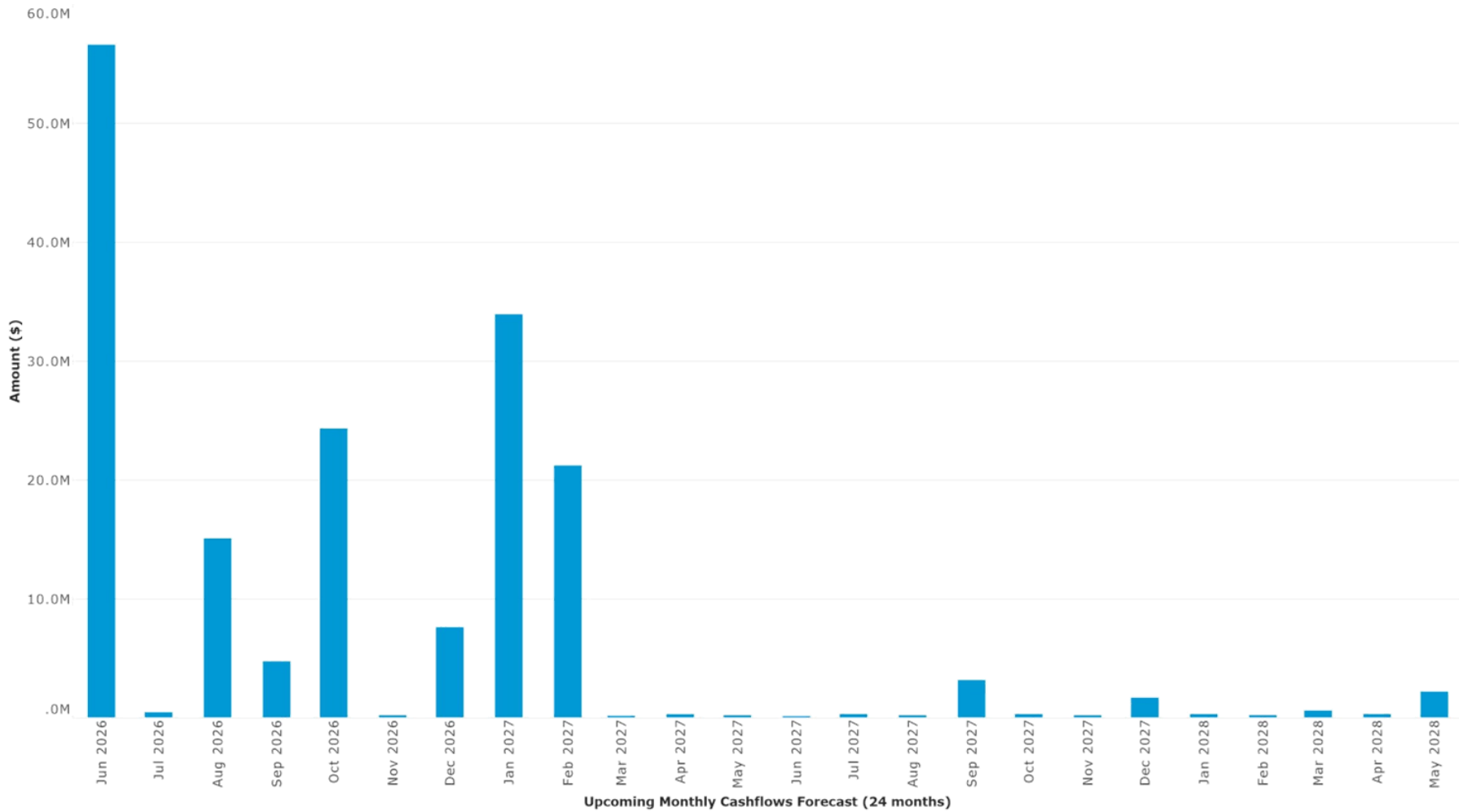


Date	Deal No.	Cashflow Counterparty	Asset Type	Cashflow Description	Amount
18-Jun-26	546348	National Australia Bank	Term Deposit	Maturity: Interest Received/Paid	343,978.08
				<u>Deal Total</u>	<u>10,343,978.08</u>
				<b>Day Total</b>	<b>10,364,499.78</b>
19-Jun-26	544505	WBC Snr FRN (Sep28) BBSW+0.93%	Floating Rate Note	Coupon Date	19,643.26
				<u>Deal Total</u>	<u>19,643.26</u>
				<b>Day Total</b>	<b>19,643.26</b>
23-Jun-26	546857	Suncorp Bank	Term Deposit	Maturity: Face Value	5,000,000.00
		Suncorp Bank	Term Deposit	Maturity: Interest Received/Paid	126,641.10
				<u>Deal Total</u>	<u>5,126,641.10</u>
23-Jun-26	547041	Bank of Queensland	Term Deposit	Maturity: Face Value	25,000,000.00
		Bank of Queensland	Term Deposit	Maturity: Interest Received/Paid	464,109.59
				<u>Deal Total</u>	<u>25,464,109.59</u>
				<b>Day Total</b>	<b>30,590,750.68</b>
29-Jun-26	546391	National Australia Bank	Term Deposit	Maturity: Face Value	10,000,000.00
		National Australia Bank	Term Deposit	Maturity: Interest Received/Paid	341,479.45
				<u>Deal Total</u>	<u>10,341,479.45</u>
				<b>Day Total</b>	<b>10,341,479.45</b>
30-Jun-26	543964	ANZ Snr FRN (Mar28) BBSW+1.06%	Floating Rate Note	Coupon Date	6,691.62
				<u>Deal Total</u>	<u>6,691.62</u>
				<b>Day Total</b>	<b>6,691.62</b>
				<b>Total for Month</b>	<b>56,624,171.43</b>

**Fairfield City Council**  
Cashflows Report - May 2026



**Fairfield City Council**  
Cashflows Report - May 2026



## OUTCOMES COMMITTEE

Meeting Date 9 June 2026

Item Number. 54

**SUBJECT:** Fairfield City Community Business Hub Liaison Committee - March 2026

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**FILE NUMBER:** 26/04711

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**REPORT BY:** Hollie McPherson, Manager Libraries and Museum

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### RECOMMENDATION:

That the minutes of the Fairfield City Community Business Hub Liaison Committee meeting held on 5 March 2026 be received and noted.

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### SUPPORTING DOCUMENTS:

<b>AT-A</b> <a href="#">↓</a>	Meeting Minutes - Fairfield City Community Business Hub Liaison Committee - March 2026	5 Pages
<b>AT-B</b> <a href="#">↓</a>	Fairfield City HQ Presentation - Fairfield City Community Business Hub Liaison Committee Meeting - March 2026	13 Pages
<b>AT-C</b> <a href="#">↓</a>	Fairfield Place Presentation - Fairfield City Community Business Hub Liaison Committee Meeting - March 2026	10 Pages
<b>AT-D</b> <a href="#">↓</a>	Economic Development Presentation - Fairfield City Community Business Hub Liaison Committee Meeting - March 2026	12 Pages

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### CITY PLAN

This report is linked to *Theme 4 Strong and Resilient Economy* in the Fairfield City Plan.

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### SUMMARY

A meeting of the Fairfield City Community Business Hub Liaison Committee was held on Thursday 5 March 2026 at Fairfield City HQ (FCHQ). The committee consists of councillors, business representatives and Council officers.

The Fairfield City Business Hub Liaison Committee provides a forum to explore and connect emerging businesses, start-ups and aspiring businesspeople to FCHQ.

Key projects and activities discussed at the March 2026 meeting are noted below.

## OUTCOMES COMMITTEE

Meeting Date 9 June 2026

Item Number. 54

### **Fairfield City Update**

#### Councillor Update

Councillor Kevin Lam provided a general update on key projects and initiatives, as recorded in the attached minutes (Attachment A).

#### Fairfield City HQ Update

The Community Business Team Leader presented information and project updates on FCHQ and provided an overview of the booking statistics (Attachment B).

#### Fairfield Place Update

The Manager Fairfield and Parks Place presented information on key projects and initiatives including Fairfield City statistics (Attachment C).

#### Economic Development Update

The Manager Economic Development presented information on key projects and initiatives including Fairfield City statistics (Attachment D).

### **CONCLUSION**

A meeting of the Fairfield City Community Business Hub Liaison Committee was held on Thursday 5 March 2026. Key projects and activities were discussed with more details provided in the minutes as contained in Attachment A of the report.

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Hollie McPherson  
**Manager Libraries and Museum**

**Authorisation:**  
Director City Assets

Outcomes Committee - 9 June 2026

File Name: **OUT09062026\_3.DOCX**

\*\*\*\*\* END OF ITEM 54 \*\*\*\*\*

**ATTACHMENT A**

**Quality Management - QM**

<b>QMF-CAM-002</b>	<b>Meeting Minutes</b>
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**DIRECTORATE CITY LIVING – FAIRFIELD CITY COMMUNITY BUSINESS HUB**

<p><b>Date:</b> 5 March 2026  <b>Time:</b> 6:09pm to 7.12pm  <b>Location:</b> Fairfield City HQ  <b>Chairperson:</b> Cllr Kevin Lam  <b>Minute Taker:</b> Lilly Nguyen – Administration Support Officer</p>	<p><b>Attendees:</b>                  Councillor Kevin Lam – Fairfield City Council (Chairperson)                  Milind Kulkarni – Samartha Information Systems                  George Nicolas – Next Step Community Development                  Jenny Dinh – Co.Lab Space                  Margaret Diebert – Director, City Assets                  Jessica Healey – Fairfield City Council (Manager Fairfield &amp; Parks Place)                  Holden Frisoli – Fairfield City Council (Manager Economic Development &amp; Major Events)                  Hollie McPherson – Fairfield City Council (Manager Libraries &amp; Museum)                  Ben Dimceski – Fairfield City Council (Community Business Team Leader)                  Lilly Nguyen – Fairfield City Council (Administration Support Officer)  <b>Next Meeting:</b> 3 September 2026</p>	<p><b>Apologies:</b>                  Mayor Frank Carbone – Fairfield City Council                  Councillor Kate Hoang – Fairfield City Council                  Councillor Dai Le – Fairfield City Council                  Councillor Reni Barkho – Fairfield City Council                  Councillor Kien Ly – Fairfield City Council                  Councillor Sam Yousif – Fairfield City Council</p>
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**ATTACHMENT A**

**Quality Management - QM**

<b>QMF-CAM-002</b>	<b>Meeting Minutes</b>
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	Subject	Discussion	Actions	Action By	Due Date
1.	<b>Opening and Apologies</b>	<p>Councillor Lam opened the meeting and welcomed attendees.</p> <p><b>Acknowledgement of Country</b> Councillor Lam provided an acknowledgement to country.</p> <p><b>The following apologies were noted:</b></p> <ul style="list-style-type: none"> <li>• Mayor Frank Carbone, Fairfield City Council</li> <li>• Councillor Kate Hoang, Fairfield City Council</li> <li>• Councillor Dai Le, Fairfield City Council</li> <li>• Councillor Reni Barkho, Fairfield City Council</li> <li>• Councillor Kien Ly, Fairfield City Council</li> <li>• Councillor Sam Yousif, Fairfield City Council</li> </ul> <p><b>Housekeeping and Emergency Evacuation Procedure</b> The Business Enterprise Coordinator outlined the emergency evacuation procedures for the venue.</p>			
2.	<b>Review and Acceptance of Previous Minutes</b>	<p>The minutes from the previous meeting were accepted by the Committee.</p> <p>Nil matters arising from the previous minutes.</p>			
3.	<b>Mayoral Update</b>	<p>Councillor Lam provided an update on key initiatives and community activities, including:</p> <ul style="list-style-type: none"> <li>• New Year festival events held across the Fairfield LGA.</li> <li>• Clean Up Australia Day activities scheduled for 15 March 2026.</li> </ul>			

**ATTACHMENT A**

**Quality Management - QM**

<b>QMF-CAM-002</b>	<b>Meeting Minutes</b>
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	<b>Subject</b>	<b>Discussion</b>	<b>Actions</b>	<b>Action By</b>	<b>Due Date</b>
4.	<b>Fairfield City HQ Update</b>	<p>The Community Business Team Leader provided an overview of Fairfield City HQ's performance for Quarter 2 compared to Quarter 1 2025 (presentation attached), which included:</p> <ul style="list-style-type: none"> <li>• Facility utilisation and bookings (comparative assessment of Quarter 2 against Quarter 1 (2025).</li> <li>• Visitor data</li> <li>• Website visitors</li> <li>• Overview of programs and events                             <ul style="list-style-type: none"> <li>- Food Safety Information Session</li> <li>- Buying Your First Home in Western Sydney</li> <li>- Tendering Workshop</li> <li>- Christmas Business Networking Event</li> </ul> </li> </ul> <p>The presentation prompted a discussion on opportunities to strengthen awareness and engagement with the Hub. Members noted the potential to enhance the overall value offered to users, refine options for longer-term use, clarify the Hub's target audience, and consider activities that may attract new users. Consistent promotion of the Hub's benefits was also highlighted as important for sustaining engagement.</p>	Explore opportunities with ED to activate HQ	Community Business Team Leader	Ongoing, provide an update at the September 2026 Committee Meeting
5.	<b>Fairfield &amp; Parks Place Update</b>	<p>The Manager Fairfield &amp; Parks Place provided an update on activity within the town centres, including local initiatives, activations and stakeholder engagement across the Fairfield and Parks Place areas (presentation attached), which included:</p> <ul style="list-style-type: none"> <li>• Marketing and activation initiatives.</li> <li>• Local approvals.</li> <li>• Project management and public domain improvements.</li> <li>• Current Initiative:</li> </ul>			

**ATTACHMENT A**

**Quality Management - QM**

**QMF-CAM-002**

**Meeting Minutes**



	<b>Subject</b>	<b>Discussion</b>	<b>Actions</b>	<b>Action By</b>	<b>Due Date</b>
		<ul style="list-style-type: none"> <li>- Council is commissioning a new public mural for the Nelson Street Carpark in Fairfield to enhance the area's visual character, celebrate local identity and support community pride through public art.</li> </ul>			
<b>6.</b>	<b>Economic Development Update</b>	<p>The Manager Economic Development and Major Events provided an update on Economic Development activities (presentation attached), which included an overview of Fairfield's demographic and community profile.</p> <p>Current Initiative:</p> <ul style="list-style-type: none"> <li>- A field survey will be undertaken in Canley Heights and Canley Vale by the Economic Development team to establish baseline data that will inform future investment decisions and priorities.</li> </ul> <p>George Nicholas enquired about the progress of the Welcome Pack initiative for businesses. The Manager Economic Development and Major Events advised the packs will be available from July 2026.</p>	Committee Members will be notified when Welcome Packs are available.	Manager Economic Development & Major Events	July 2026
<b>7.</b>	<b>Members' Activities Update</b>	<p>Jenny Dinh (Co.Lab Space) provided an update on recent creative and networking events and the opportunities they present for activating Fairfield, noting strong youth engagement through the Notion Sydney event series and the potential to support local artists and small businesses.</p> <p><a href="https://www.instagram.com/p/DVfigJektwr/?igsh=MTRjcmZqczi0bG55Ng==">https://www.instagram.com/p/DVfigJektwr/?igsh=MTRjcmZqczi0bG55Ng==</a></p>			
<b>8.</b>	<b>General Business</b>	<p>George Nicolas (Next Step Community Development) noted recent financial trends, including increases in loan defaults and investment lending.</p>			
<b>9.</b>	<b>Next Meeting</b>	<p>The next meeting of the Fairfield City Community Business Hub Liaison Committee will be held:</p>			

**ATTACHMENT A**

<b>Quality Management - QM</b>	
<b>QMF-CAM-002</b>	<b>Meeting Minutes</b>



	<b>Subject</b>	<b>Discussion</b>	<b>Actions</b>	<b>Action By</b>	<b>Due Date</b>
		<b>Date:</b> 3 September 2026 <b>Location:</b> Fairfield City HQ			

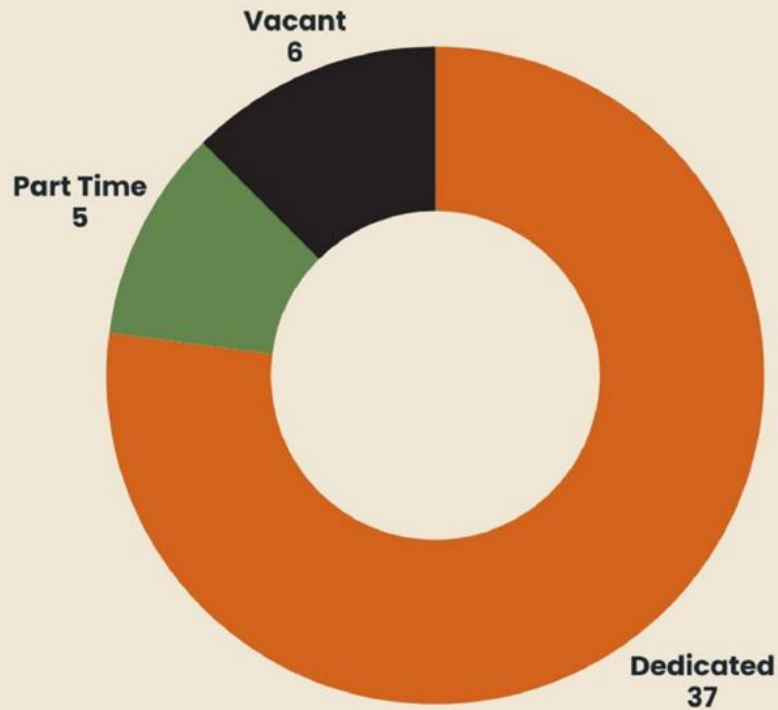
05 // 03 // 26

# FAIRFIELD CITY BUSINESS HUB

LIAISON COMMITTEE

BUSINESS ENTERPRISE UPDATE 





# FACILITY UTILISATION

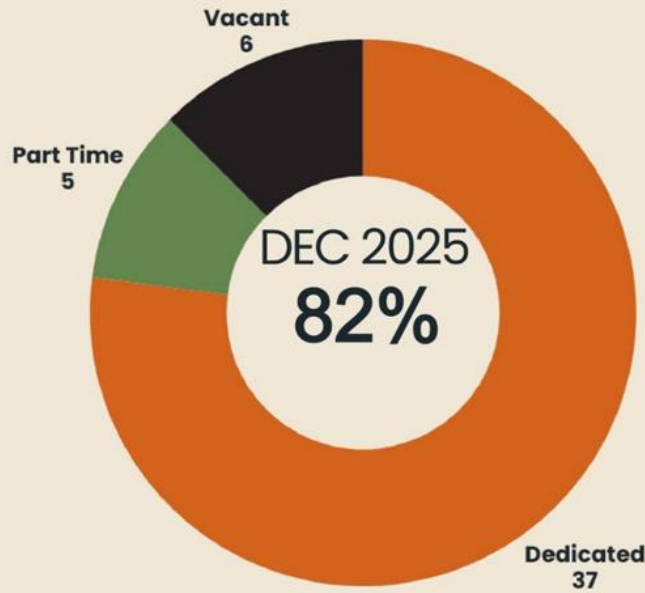
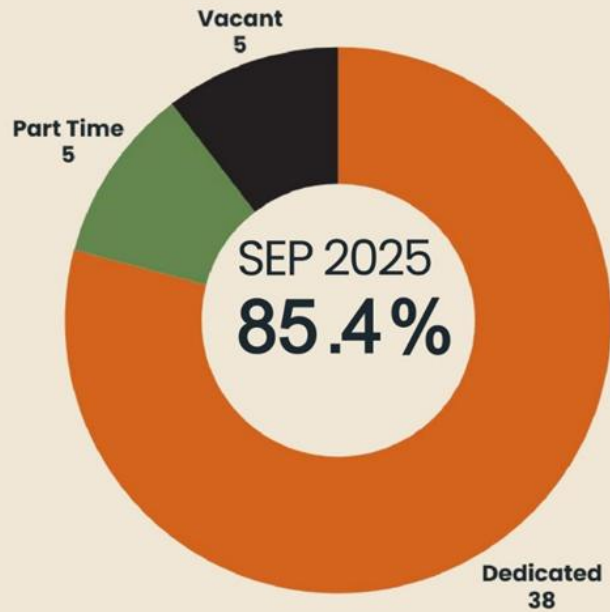
OCT - DEC 2025

## SUMMARY

Hot desk bookings remained strong and stable throughout the quarter. We currently have 37 full-time and 5 part-time bookings versus 38 full-time and 5 part-time in the previous quarter, demonstrating consistent utilisation and a stable demand profile.

# FACILITY UTILISATION

JUL 2025 - SEP 2025 | OCT 2025 - DEC 2025



The space is intentionally designed for flexibility, so utilisation naturally fluctuates throughout the year, with usage historically peaking mid-year. Despite these variations and an increase in available desks, overall utilisation has consistently remained above 80%, reflecting sustained and resilient demand, effective capacity management and ongoing strength in occupancy.



# FACILITY UTILISATION

DECEMBER 2025  
SNAPSHOT

# FACILITY BOOKINGS



THE 12 MONTH TRIAL OF A CHANGE OF USE OF AUDIO HQ AS A PRIVATE OFFICE SPACE HAS BEEN SUCCESSFUL, ACHIEVING FULL OCCUPANCY AND INCREASED INCOME.

# VISITORS

TO FAIRFIELD CITY HQ

1 JULY 25 - 30 SEPTEMBER 25

| **7,199**

1 OCTOBER 25 - 31 DECEMBER

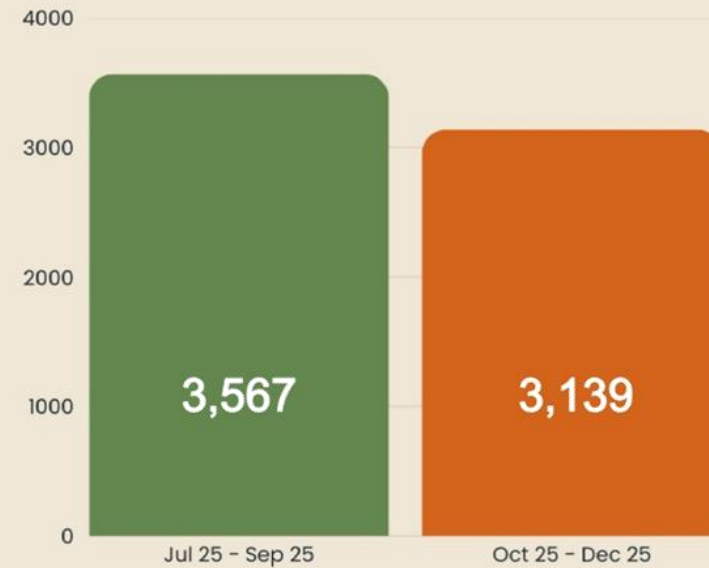
| **6,765**

Visitors to Fairfield City HQ have remained consistent.

# FAIRFIELD CITY HQ WEBSITE



VISITORS



PAGE VIEWS



# PROJECTS & HIGHLIGHTS

FAIRFIELD CITY BUSINESS HUB LIAISON COMMITTEE

BUSINESS ENTERPRISE UPDATE



# FOOD SAFETY INFORMATION SESSION

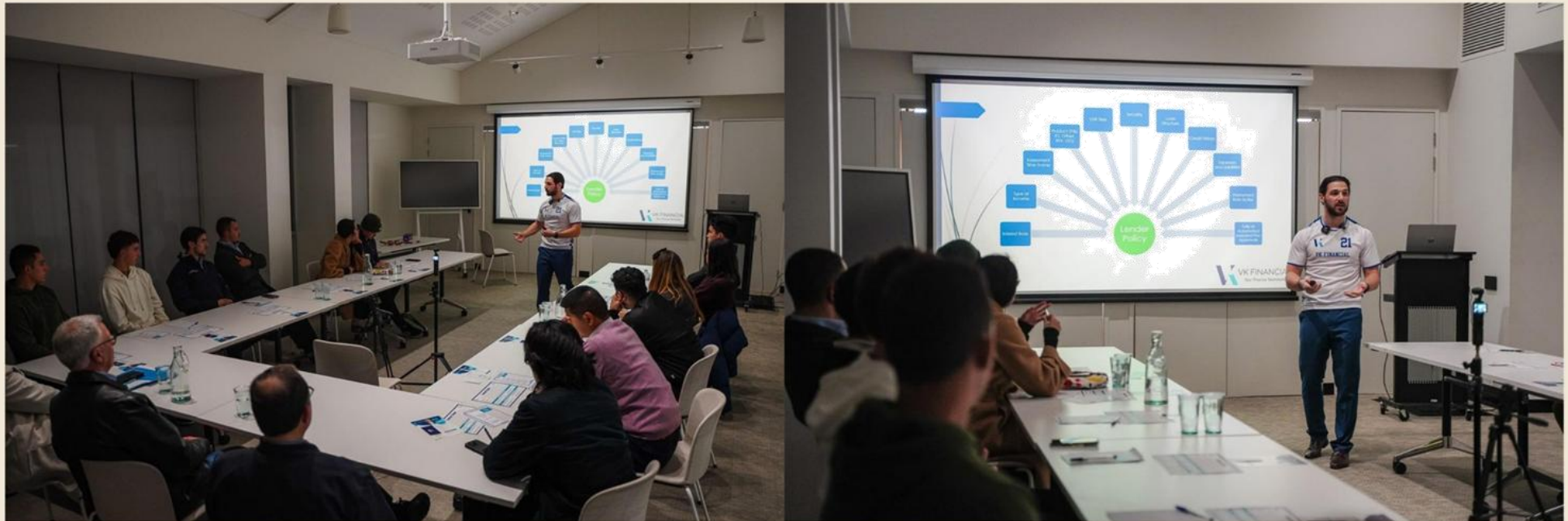


FAIRFIELD CITY BUSINESS HUB LIAISON COMMITTEE

BUSINESS ENTERPRISE UPDATE



# BUYING YOUR FIRST HOME IN WESTERN SYDNEY WORKSHOP



FAIRFIELD CITY BUSINESS HUB LIAISON COMMITTEE

BUSINESS ENTERPRISE UPDATE



# TENDERING WORKSHOP



FAIRFIELD CITY BUSINESS HUB LIAISON COMMITTEE

BUSINESS ENTERPRISE UPDATE



# CHRISTMAS BUSINESS NETWORKING EVE



FAIRFIELD CITY BUSINESS HUB LIAISON COMMITTEE

BUSINESS ENTERPRISE UPDATE





# FAIRFIELD PLACE UPDATE

5 March 2026



## MARKETING & ACTIVATIONS

- Christmas themed performances
- Holly Dolly Duo
- Ross Maio Trio
- Santa visits to Fairfield Heights and Fairfield City Centre



## MARKETING & ACTIVATIONS

- Wonderful Wednesday street roving entertainment held twice per month
- Cherry Blossom duo
- Feel Good Music trio
- Everyday People duo
- Highly Strung duo
- Roo'd Bouncing Kangaroos
- Valentine's Couple



# MARKETING & ACTIVATIONS

- Planning underway for Easter Fun event
- Thursday 2 April, 3pm to 6pm
- At Thomas Ware Plaza



## LOCAL APPROVALS

- Domestic & Family Violence event by CORE Community on 20 November
- Community engagement by Mt Zion Christian Fellowship Centre in November & December
- Australian Indian Christian Church providing outreach every fortnight
- Rev. Bill Crews Foundation providing outreach every Monday & Wednesday
- Activities activate The Crescent Plaza and will assist in reduction of anti-social behaviour



# PROJECT MANAGEMENT

Project work commencing for Public Domain upgrades:

- Public Art renewal of Nelson Street car park
- Upgrade of Fairfield Heights Town Centre Signs
- Kenyon Street pavement upgrade
- Design works for footpath improvement along the length of Barbara Street



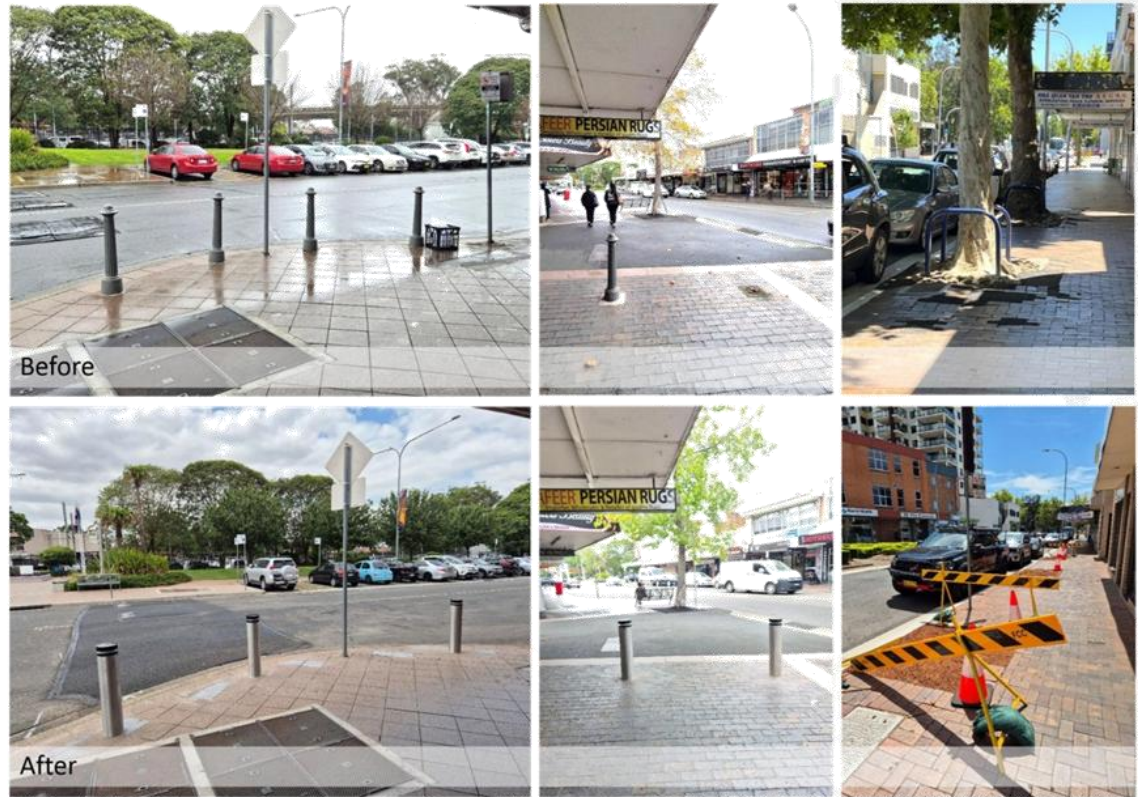
## MARKETING & ACTIVATIONS

- Christmas & Summer banners installed
- Next banner designs:
  - Autumn – Falafel
  - Winter – Manoush
- Local businesses showcased on banners



## PUBLIC DOMAIN

- Working closely with other departments for various issues
- Bollard replacement
- Tree removal at Court Road
- CRMS & non-compliance matters referred to Community Enforcement & building control as required



## PUBLIC DOMAIN

- Trip hazards reported to Telstra
- Drains filled with rubbish
- Antisocial behaviour increase at The Crescent Plaza
- Dumped rubbish, damage to access power box



THANK YOU

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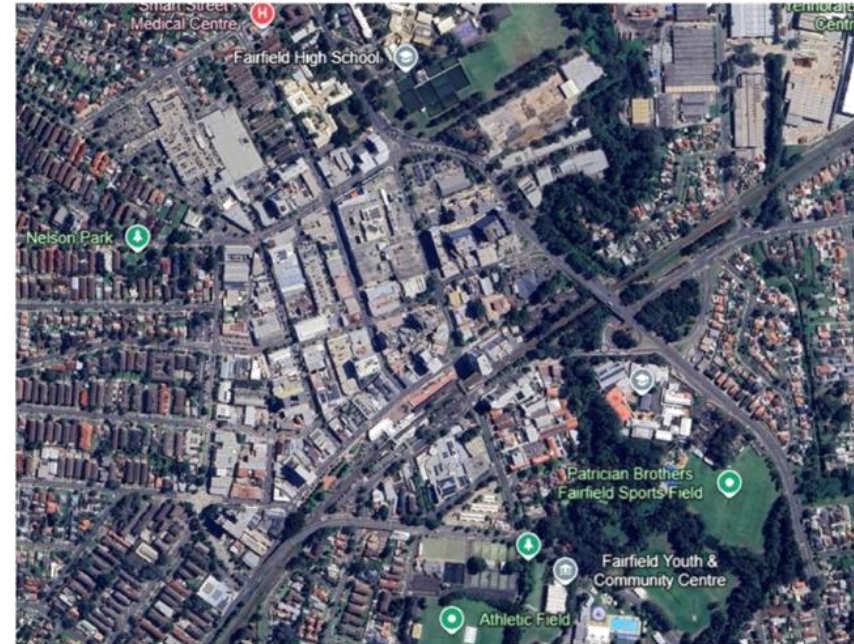


# INTRODUCTION – Fairfield

Fairfield 2004

~20 years

Fairfield 2026

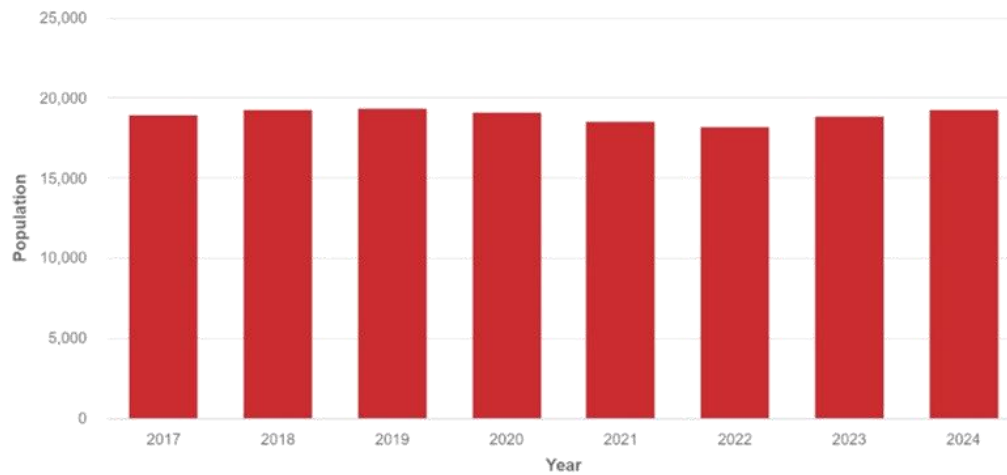


# POPULATION - STABLE

Population: 19,230 (in 2024)

Population has grown by 6 people since 2018

Estimated Resident Population  
Fairfield



Source: Australian Bureau of Statistics, Regional Population Growth, Australia (3218.0). Compiled and presented by .id (informed decisions)



Median age

40 ▲(4)

Fairfield City	39 ▲
Greater Sydney	37 ▲
New South Wales	39 ▲

Median weekly household income

\$1,114 ▲(\$144)

Fairfield City	\$1,369 ▲
Greater Sydney	\$2,099 ▲
New South Wales	\$1,849 ▲

Language at home other than English

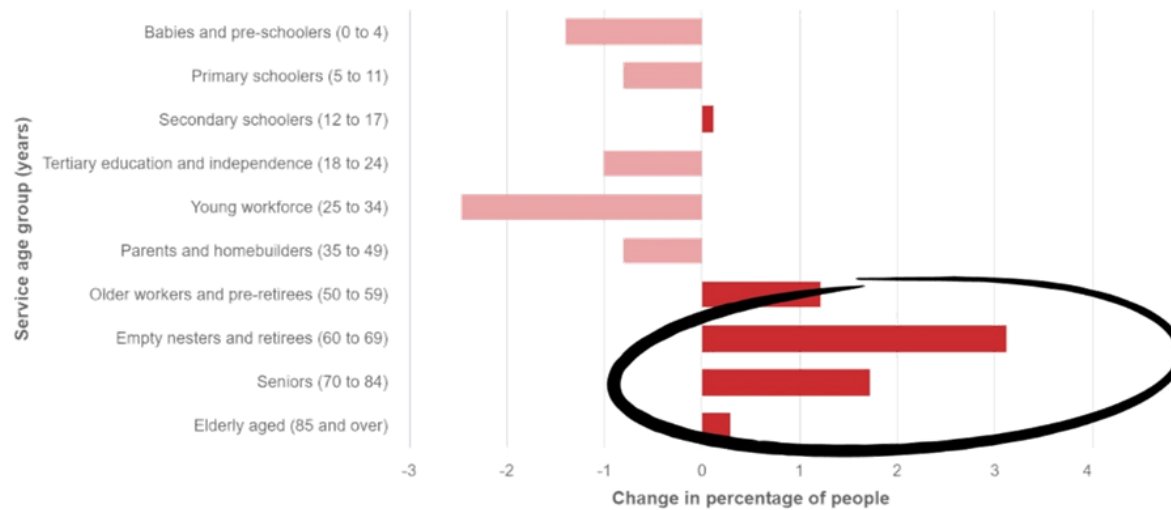
76% ▼(-2.3%)

Fairfield City	70% ▼
Greater Sydney	37% ▲
New South Wales	27% ▲

# AGE STRUCTURE

Change in age structure - service age groups, 2016 to 2021

Fairfield - Total persons



Fairfield is getting older

Fairfield has seen a significant increase in over 50s

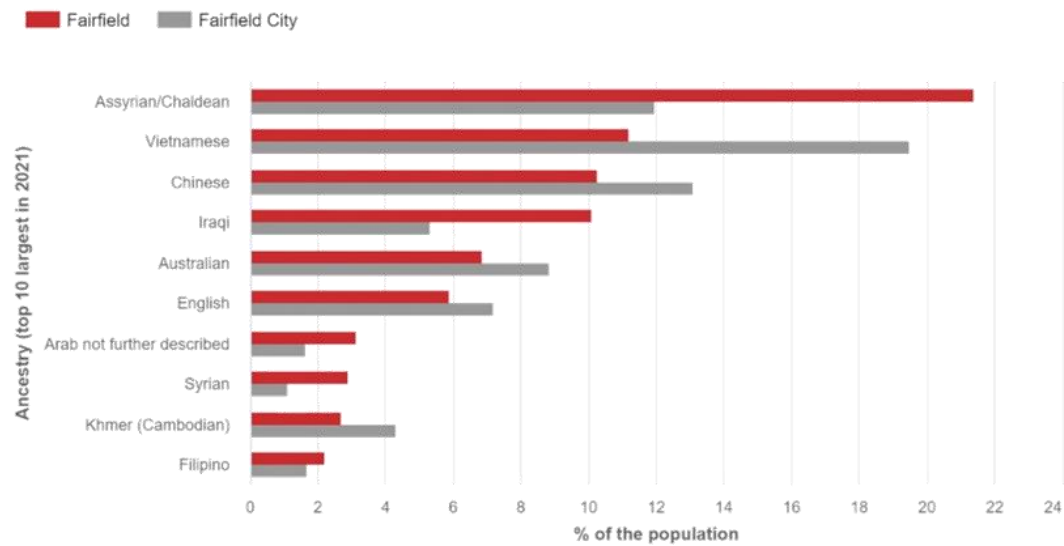
Source: Australian Bureau of Statistics, Census of Population and Housing, 2016 and 2021 (Usual residence data). Compiled and presented in profile.id by .id (informed decisions).



# ANCESTRY

30% of the Fairfield population is of Assyrian (20%) or Iraqi (10%) ancestry

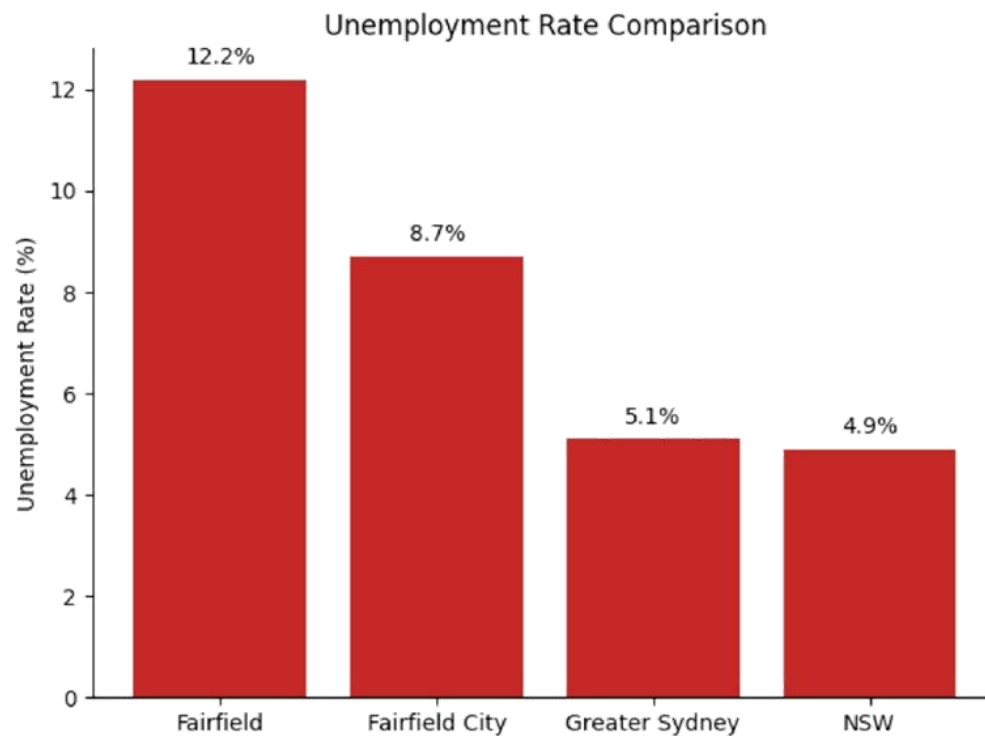
Ancestry, 2021



Source: Australian Bureau of Statistics, Census of Population and Housing, 2021 (Usual residence data). Compiled and presented in profile.id by .id (informed decisions).



# EMPLOYMENT



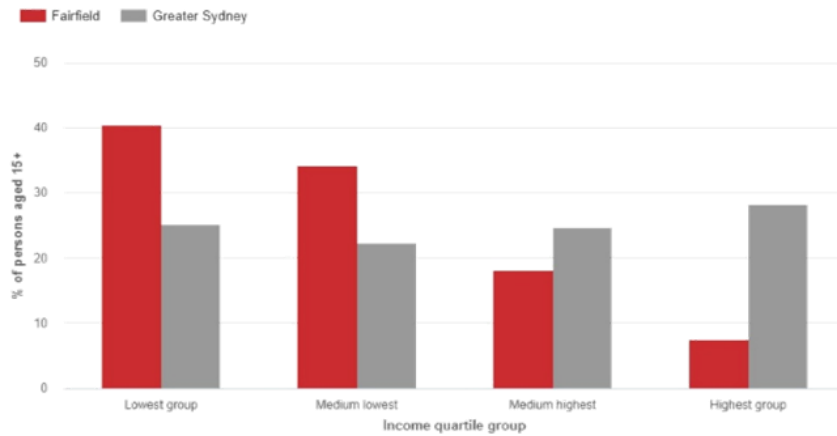
- Fairfield has a high unemployment rate. Twice that of Sydney.
- Fairfield HQ plays an important role in the employment landscape in Fairfield

# INCOME

40% of Fairfield residents are in the lowest quartile of income (\$0 - \$384). This trend has been increasing over the past 5 years

Individual income quartiles, 2021

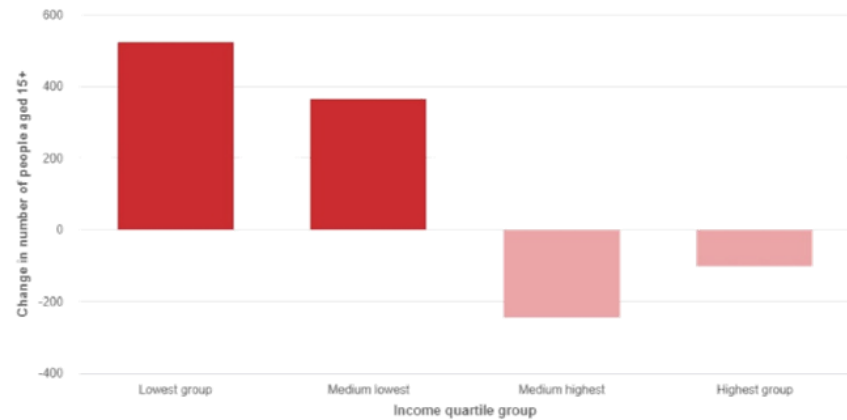
Total persons



Source: Australian Bureau of Statistics, [Census of Population and Housing, 2021](#) (Usual residence data). Compiled and presented in profile.id by [jd](#) (informed decisions).

Change in individual income quartiles, 2016 to 2021

Fairfield

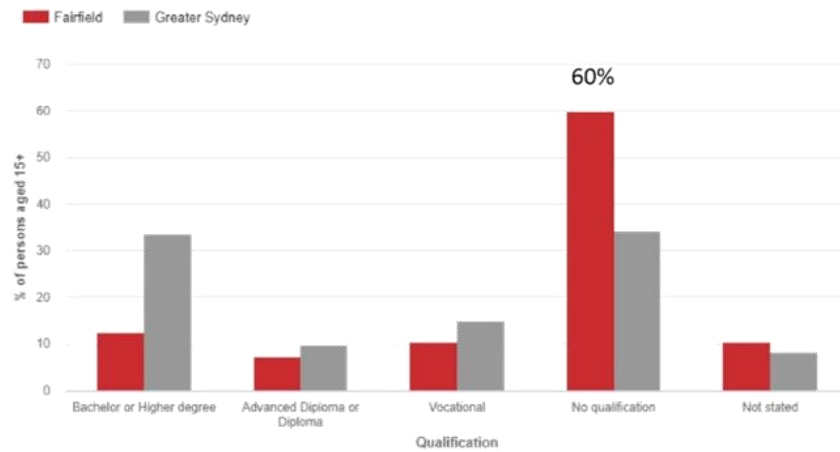


Source: Australian Bureau of Statistics, [Census of Population and Housing, 2016 and 2021](#) (Usual residence data). Compiled and presented in profile.id by [jd](#) (informed decisions).

# EDUCATION

Despite 60% of the Fairfield population having no qualifications, the biggest change in qualification received over the past 15 years has been in people obtaining Bachelor or higher degrees!

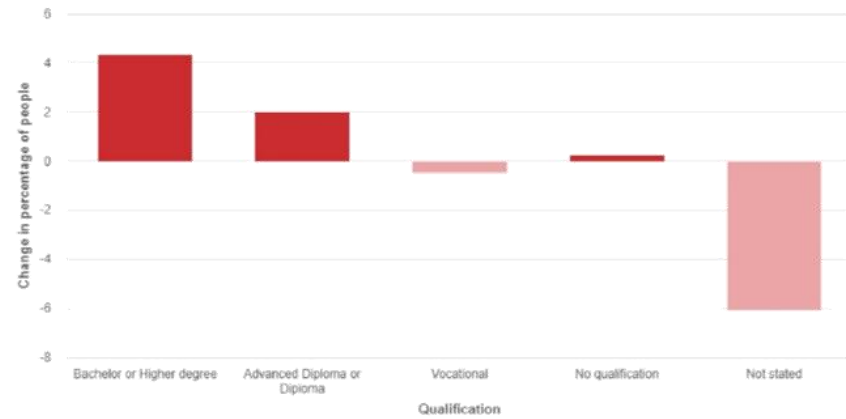
Highest qualification achieved, 2021



Source: Australian Bureau of Statistics, Census of Population and Housing, 2021 (Usual residence data). Compiled and presented in profile id by jd (informed decisions).

Change in highest qualification achieved, 2006 to 2021

Fairfield - Total persons



Source: Australian Bureau of Statistics, Census of Population and Housing, 2006 and 2021 (Usual residence data). Compiled and presented in profile id by jd (informed decisions).

# ARE WE HEALTHY

A comparatively high percentage of 60 -80 year old's in Fairfield require assistance with their day -to-day living.

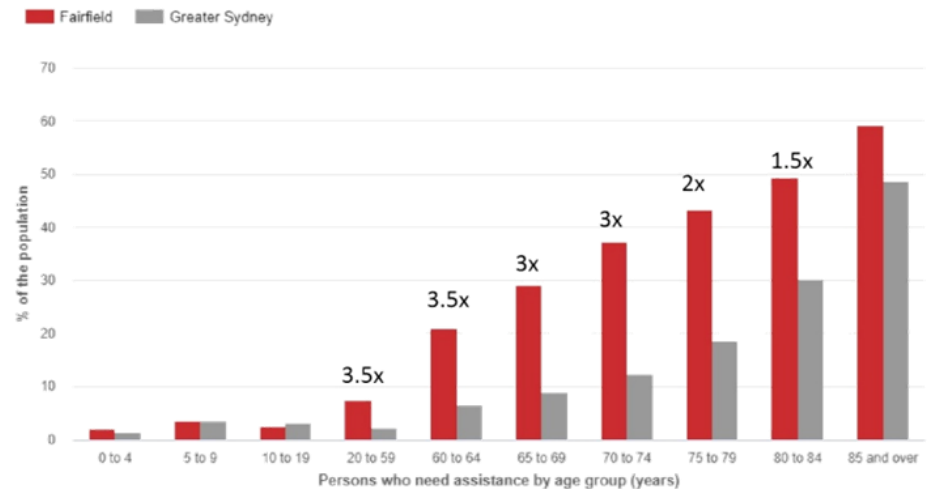
Living assistance requirements are 2 to 3.5 times higher in Fairfield compared to Sydney

Need for assistance with core activities, 2021



Source: Australian Bureau of Statistics, Census of Population and Housing, 2021 (Usual residence data). Compiled and presented in profile.id by jd (informed decisions).

Need for assistance with core activities, 2021

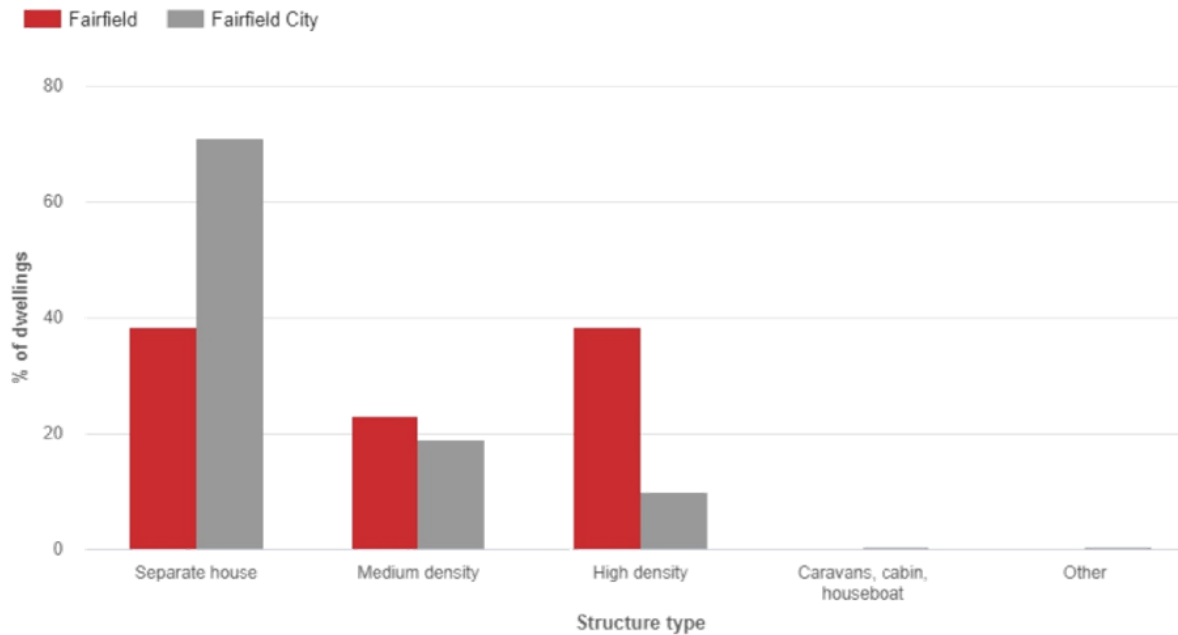


Source: Australian Bureau of Statistics, Census of Population and Housing, 2021 (Usual residence data). Compiled and presented in profile.id by jd (informed decisions).

# HOW DO WE LIVE?

40% of Fairfield residents live in high density housing. The highest of anywhere in Fairfield LGA/

Dwelling structure, 2021



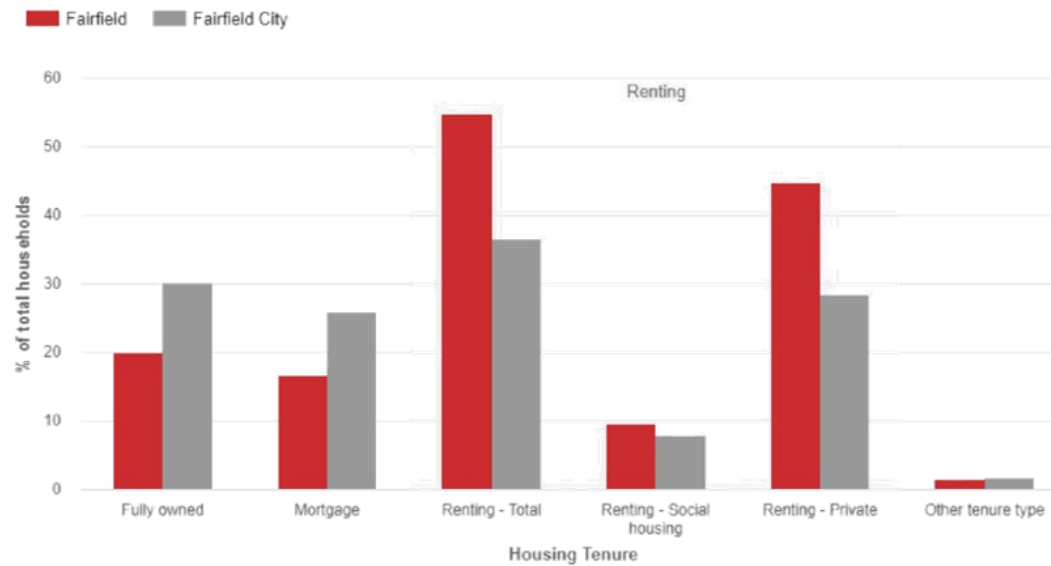
Source: Australian Bureau of Statistics, Census of Population and Housing, 2021 (Enumerated data). Compiled and presented in profile id by id (informal residence)

# HOW DO WE LIVE?

Fairfield has the highest (55%) of renters in all of Fairfield LGA. The next highest is social housing)

Yennora at 51% (much higher percentage of

Housing tenure, 2021



Source: Australian Bureau of Statistics, [Census of Population and Housing, 2021](#) (Enumerated data). Compiled and presented in profile.id by [.id](#) (informed decisions).



## OUTCOMES COMMITTEE

Meeting Date 9 June 2026

Item Number. 55

**SUBJECT:** Bonnyrigg Town Centre Committee - May 2026

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**FILE NUMBER:** 26/11514

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**REPORT BY:** Jessica Healey, Manager Fairfield and Parks Place

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### RECOMMENDATION:

That:

1. The submissions for the 2026/2027 Bonnyrigg Town Centre Activation Program, as assessed by the panel, be recommended to Council for approval.
  2. The Minutes of the Bonnyrigg Town Centre Committee Meeting held on 7 May 2026 be received and noted.
- 

### SUPPORTING DOCUMENTS:

**AT-A** [↓](#) Meeting Minutes - Bonnyrigg Town Centre Committee - Thursday 7 May 2026 6 Pages

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### CITY PLAN

This report is linked to *Theme 4 Strong and Resilient Economy* in the Fairfield City Plan.

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### SUMMARY

A meeting of the Bonnyrigg Town Centre Committee (Committee) was held on Thursday 7 May 2026 at Council's Administration Building (see Attachment A).

The Committee members consist of councillors and various stakeholders of Parks Place, including representatives of local retail and commercial businesses, community organisations and places of worship.

### BONNYRIGG TOWN CENTRE COMMITTEE

The Committee oversees the implementation of the Bonnyrigg Action Plan. This includes various projects and activities to help achieve the vision for Bonnyrigg Town Centre. Key projects and activities discussed at the May meeting are noted below.

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## OUTCOMES COMMITTEE

Meeting Date 9 June 2026

Item Number. 55

### Fairfield City Council Update

#### Mayoral Update

The Mayor provided a general update on key projects and initiatives that included:

- The Rotary Carols, normally held at Horsley Park Reserve, will be held at Fairfield Showground this year with Council support.
- Brenan Park is receiving an upgrade and improvements include a large playground with a picnic and seating area.
- Bonnyrigg Town Centre Park playground is also being looked at for some refurbishment works.

#### Place Manager Update

The Manager Fairfield and Parks Place (Place Manager) provided an update on projects within Parks Place that included:

- The Fairfield Easter event was held at Thomas Ware Plaza, Fairfield, on Thursday 2 April from 3.00pm-6.00pm. The event was well received with over 600 children and parents attending.
- Place banners have continued to be rotated along Bonnyrigg Avenue and Bibbys Place. The images used are from businesses in the local area and were part of a marketing exercise to promote local offerings.
- Bonnyrigg Avenue maintenance around the Crepe Myrtle trees and the town centre signs will be completed in the next few weeks.

#### Open Space Report

The Place Manager provided statistics and information on recently completed projects within Bonnyrigg and across the Local Government Area (LGA).

- Graffiti has decreased by 25% in the last 3 months. The Parks & Open Space Teams work closely with Council's graffiti removal contractors to ensure graffiti is addressed promptly.
- Heysen Park marks an important addition to the Bonnyrigg Community. The new playground provides enhanced recreational opportunities for local families and contributes to the continued improvement of open space and community infrastructure.
- Council has secured grant funding through the 'Cool Project' to support an expanded tree planting program in the next Operational Plan. The initiative will deliver additional tree planting across the LGA in accordance with the adopted Master Plan.

Economic Development Update

The Economic Development Team Leader provided an update on key statistics and activities including:

- Local strength of the Fairfield economy including strong hospitality and manufacturing sector, natural attractors such as the Western Sydney Parklands, playgrounds and natural waterways, a growing visitor economy and \$12.5 Billion Gross Regional Product (GRP).
- The launch of The Canleys has been successful, designed to increase visitor economy, tourism and nighttime economy.
- Purple Flag accreditation for The Canleys is still under review. The program is an international program that provides accreditation for exceptional, safe and vibrant nighttime precincts.

**Bonnyrigg Town Centre Activation Program**

The Bonnyrigg Town Centre Activation Program provides funding of up to \$3,500.00 per activity for organisations to run small community events within Bonnyrigg Town Centre that support the vision of Bonnyrigg with its rich culture and community spirit.

The Place Manager provided an update on the activations that have taken place between November 2025 to April 2026 that included:

- The Bodhi Tree Celebration in November 2025
- Family Fun Day in February 2026
- Harmony Day in March 2026
- Night of Divine Revelation in March 2026

Applications received for the Bonnyrigg Town Centre Activation Program for 2026/2027 were presented to the Committee. The applications were assessed by an independent panel of Council staff and a total of 6 applications have been recommended by the panel for approval.

## OUTCOMES COMMITTEE

Meeting Date 9 June 2026

Item Number. 55

Table 1

Organisation	Event Activity Name	Proposed Date	Sponsorship Value
Vietnamese Buddhist Society of NSW	Vu Lan Festival (Parents' Day)	23/08/2026	\$3,500.00
Bonnyrigg Christian Church	Moon Festival	26/09/2026	\$3,500.00
Lao Buddhist Society of NSW Inc.	Bodhi Tree Festival	29/11/2026	\$3,500.00
Big Heart Big Vision Inc.	Harmony Day	21/03/2027	\$3,500.00
St George Community Housing	Harmony Day	23/03/2027	\$3,500.00
Lao Buddhist Society of NSW Inc.	Lao New Year Festival	04/04/2027	\$3,500.00

### Update on Members' Activities

The Committee members provided an update of their organisations' activities for the past few months. General updates were provided by representatives from Bonnyrigg Plaza, Bonnyrigg Mosque, Lao Buddhist Society, Khmer Community of NSW, St George Community Housing and Homes NSW.

### CONCLUSION

A meeting of the Bonnyrigg Town Centre Committee was held on Thursday 7 May 2026. Meeting minutes containing further details of the items discussed can be found in Attachment A of the report. The next meeting of the Committee is scheduled for Thursday 5 November 2026.

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Jessica Healey  
Manager Fairfield and Parks Place

**Authorisation:**  
Director City Living

Outcomes Committee - 9 June 2026

File Name: **OUT09062026\_9.DOCX**

\*\*\*\*\* END OF ITEM 55 \*\*\*\*\*



# **BONNYRIGG TOWN CENTRE COMMITTEE**

## **MINUTES**

**DATE OF MEETING:** Thursday 7 May 2026

**LOCATION:** Fairfield City Council  
Committee Room 1  
86 Avoca Road, Wakeley

**TIME:** 6.00pm

**Quorum Required for Meeting (in accordance with  
BTCC Terms of Reference):**

Five (5) member organisations, one of whom shall be a Councillor.

## Quality Management – Place Management

QMF-PM-011

Meeting Minutes – Bonnyrigg Town Centre  
Committee**Present:**

Mayor Frank Carbone	Fairfield City Council (Chairperson)
Councillor Dai Le	Fairfield City Council
Councillor Marie Saliba	Fairfield City Council
Jessica Healey	Fairfield City Council (Manager, Fairfield & Parks Place)
Paul Vanderwert	Fairfield City Council (Parks Place Co-ordinator)
Vicky Kassiotis	Fairfield City Council (Minute-taker)
Billy Cotsis	Fairfield City Council (Economic Development)
Megan Biddle	Bonnyrigg Plaza
Oz Guney	Bonnyrigg Mosque
Nith Chittasy	Lao Buddhist Society
Paul Perkovic	Homes NSW
Samantha Rapley	St George Community Housing
Srey Kang	Khmer Community of NSW

**1 WELCOME & APOLOGIES**

The meeting was opened by the Chairperson at 6:00pm.

Apologies tendered on behalf of:

Councillor Ninos Khoshaba	Fairfield City Council
Councillor Kevin Lam	Fairfield City Council
Councillor Michael Mijatovic	Fairfield City Council
Sarah Mulcahy	St George Community Housing (SGCH)
Daniel McDonald	Fairfield City Council (Manager, Parks & Open Space)

**Motion:** That the apologies be accepted.

Moved: Cllr Marie Saliba      Seconded: Oz Guney

CARRIED UNANIMOUSLY

**2 CONFIRMATION OF MINUTES OF MEETING ON 6 NOVEMBER 2025**

**Motion:** That the minutes of the meeting held on 6 November 2025 are confirmed as an accurate record of the meeting.

Moved: Cllr Dai Le      Seconded: Oz Guney

**Quality Management – Place Management****QMF-PM-011****Meeting Minutes – Bonnyrigg Town Centre  
Committee**

CARRIED UNANIMOUSLY

**3 MATTERS ARISING FROM PREVIOUS MEETING ON 6 November 2025**

3.1 No matters from previous meeting.

**4 FAIRFIELD CITY COUNCIL UPDATE****4.1 Mayoral Update**

The Mayor acknowledged the great community events being held in Bonnyrigg. Fairfield Showground is undergoing an upgrade. An Indoor entertainment centre has been approved. Improvements include a large stage for concerts.

The Rotary Carols, normally held at Horsley Park Reserve, will be held at Fairfield Showground this year with Council support.

Brenan Park is receiving an upgrade, and improvements include a large playground with a picnic and seating area.

Bonnyrigg Town Centre Park playground is also being looked at for some refurbishment works.

Clr Dai Le provided a short update to include:

Fowler Future Fest to be held on Thursday 14 May from 9am to 3pm at Fairfield Showground. An opportunity to bring together local Year 12 students for a career's expo, while connecting with local businesses and stallholders.

**4.2 Place Manager's Report**

The Manager Fairfield & Parks Place (Place Manager) provided an update on projects and activities that included:

The Fairfield Easter event was held at Thomas Ware Plaza, Fairfield, on Thursday 2 April from 3-6pm. The event was well received with over 600 children and parents attending. The event included stilt walkers, balloon bending, face painting, arts and crafts, giveaways, a DJ, and petting zoo.

Place banners have continued to be rotated along Bonnyrigg Avenue and Bibbys Place. The images used are from businesses in the local area and were part of a marketing exercise to promote local offerings. The Autumn banners are currently up on display with images from Lucky Thai. Winter banners will be installed in June featuring images taken at Café Harvest Bonnyrigg.

Bonnyrigg Avenue maintenance around the Crepe Myrtle trees and the Town Centre signs will be completed in the next few weeks.

## Quality Management – Place Management

QMF-PM-011

Meeting Minutes – Bonnyrigg Town Centre  
Committee

## 4.3 Open Space Report

The Place Manager provided statistics and information on recently completed projects within Bonnyrigg and across the LGA.

Graffiti has decreased by 25% in the last three months. The Parks & Open Space team work closely with Council's graffiti removal contractors to ensure graffiti is addressed promptly.

Heysen Park marks an important addition to the Bonnyrigg Community. The new playground provides enhanced recreational opportunities for local families and contributes to the continued improvement of open space and community infrastructure.

Council has secured grant funding through the 'Cool Project' to support an expanded tree planting program in the next Operational Plan. The initiative will deliver additional tree planting across the LGA in accordance with the adopted Master Plan, contributing to increased urban canopy, improved environmental outcomes and enhanced public amenity for the community.

## 4.4 Economic Development Update

The Economic Development Team Leader provided a presentation on key statistics and activities including:

Local Strength of the Fairfield Economy including strong hospitality and manufacturing sector, natural attractors such as the Western Sydney Parklands, playgrounds and natural waterways, a growing visitor economy and \$12.5 Billion Gross Regional Product (GRP).

The launch of The Canleys has been successful. Designed to increase visitor economy, tourism and nighttime economy.

Purple Flag accreditation for The Canleys is still under review. The program is an international program that provides accreditation for exceptional, safe and vibrant nighttime precincts.

## 5 BONNYRIGG VISION ACTION PLAN

## 5.1 The Place Manager provided an update on the Spirit of Bonnyrigg Interfaith Event.

The Spirit of Bonnyrigg Fair was held on Saturday 28 March at Bibbys Place from 12 - 4pm. The event included cultural performances, lion dancing, a DJ, stilt walkers, inflatable amusements, giveaways, face painting, cultural food and information stalls.

The interfaith event relies on partnerships with local stakeholders, and we were fortunate to have 7 places of worship, and 3 community organisations work with us to deliver this event this year. Sponsorship was also provided by Bonnyrigg Plaza and St Johns Park Bowling club.

**Quality Management – Place Management****QMF-PM-011****Meeting Minutes – Bonnyrigg Town Centre  
Committee****6 UPDATE ON MEMBERS' ACTIVITIES****6.1 Bonnyrigg Mosque**

The Night of Divine Revelation was held on Monday 16 March 2026. Ramadan was on 18 February 2026 to 20 March 2026.

**6.2 Lao Buddhist Society of NSW**

The Lao New Year Festival was held on 5 April 2026, and the Bodhi Tree Festival was held on 30 November 2025. Both events were well attended.

**6.3 Homes NSW**

A total of 90 lots were settled in April, and 42 social homes were completed. Planning is underway for the next stage of the development.

The Mayor asked Paul to investigate the garden bed at the corner of Humphries and Edensor Road as it may need some additional maintenance.

**6.4 Bonnyrigg Plaza**

Bonnyrigg Plaza marked 40 years in March 2026 with celebrations including a week of family fun, entertainment, and cake cutting.

The Plaza is currently running an illustration competition for local schools.

**6.5 St George Community Housing**

The Christmas Extravaganza event that was to be held in December 2025, was rescheduled to February and rebranded as a Family Fun Day. The event was held at the Bonnyrigg Community Hall and was well attended.

**6.6 Khmer Community of NSW**

Celebrated the Khmer New Year on 17 April 2026.

Srey will no longer be the Khmer Community of NSW representative and is currently looking for a replacement.

**7 BONNYRIGG TOWN CENTRE****7.1 Bonnyrigg Town Centre Activation Program**

The Place Manager provided an update on the 2025/2026 grant program activities that were held. Events held in the last few months included:

- The Bodhi Tree Celebration in November 2025
- Family Fun Day in February 2026

## Quality Management – Place Management

QMF-PM-011

Meeting Minutes – Bonnyrigg Town Centre Committee



- Harmony Day in March 2026
- Night of Divine Revelation in March 2026

Applications received for the Bonnyrigg Town Centre Activation Program 2026/2027 were tabled and discussed. The applications were assessed by an independent panel of Council staff, and a total of six applications have been recommended by the panel for approval. Eligible applications have been summarised in the table below.

Organisation	Event Activity Name	Proposed Date	Sponsorship Value
Vietnamese Buddhist Society of NSW	Vu Lan Festival (Parents' Day)	23/08/2026	\$3,500.00
Bonnyrigg Christian Church	Moon Festival	26/09/2026	\$3,500.00
Lao Buddhist Society of NSW Inc	Bodhi Tree Festival	29/11/2026	\$3,500.00
Big Heart Big Vision Inc.	Harmony Day	21/03/2027	\$3,500.00
St George Community Housing	Harmony Day	23/03/2027	\$3,500.00
Lao Buddhist Society of NSW Inc.	Lao New Year Festival	04/04/2027	\$3,500.00

**Motion:** That the submissions for the 2026/2027 Bonnyrigg Town Centre Activation Program, as assessed by the panel, be recommended to Council for approval.

Moved: Mayor Frank Carbone

Seconded: Cllr Dai Le

## 8 GENERAL BUSINESS

### 8.1 Other Business

No other general business was reported.

## 9 COMMITTEE DATES

Thursday 5 November 2026

The Chairperson closed the meeting at 7:36pm.

## OUTCOMES COMMITTEE

Meeting Date 9 June 2026

Item Number. 56

**SUBJECT:** Multicultural Advisory Committee - May 2026

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**FILE NUMBER:** 12/05729

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**REPORT BY:** Solina Sok, Acting Co-ordinator Social Planning and Advocacy

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### RECOMMENDATION:

That:

1. The Minutes of the Multicultural Advisory Committee Meeting held on Thursday 14 May 2026 be received and noted.
  2. The Terms of Reference (as amended as per Attachment B of the Report) be adopted.
  3. The individuals outlined in the report be appointed to the Multicultural Advisory Committee 2026-2028 term.
- 

### SUPPORTING DOCUMENTS:

<b>AT-A</b> <a href="#">↓</a>	Multicultural Advisory Committee Meeting Minutes - May 2026	3 Pages
<b>AT-B</b> <a href="#">↓</a>	2026 Multicultural Advisory Committee - Terms of Reference	6 Pages

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### CITY PLAN

This report is linked to *Theme 1 Community Wellbeing* in the Fairfield City Plan.

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### SUMMARY

The Multicultural Advisory Committee (MAC) is comprised of the Mayor, Councillors and up to 20 community representatives who provide informed advice to Council on issues affecting multicultural communities in Fairfield City. It is also a consultation mechanism to support the accessibility of Council services and information for multicultural communities.

The MAC met on Thursday 14 May 2026 at Council's Administration Building in Wakeley. This was the final meeting for the current committee which has served since 2024. The minutes of the meeting are attached to this report (Attachment A).

## OUTCOMES COMMITTEE

Meeting Date 9 June 2026

Item Number. 56

Key matters discussed at the meeting included:

- An Interfaith Forum held on 20 April to enhance connections between religious and cultural groups. Previews of resources developed through Council's Committed to Cohesion project were shown.
- Council's Road Safety Education Program and road safety issues in the community.
- The Fowler Future Fest careers expo, which provided an opportunity for over 1,500 year 12 students to connect with employers across a range of industries and was delivered in partnership with Council.
- Planning for upgrades to parks and the Fairfield Showground Community and Events Centre.
- Recent advocacy at the Future Western Sydney Forum and the distribution of Police across Western Sydney.
- Refugee Week activities, including a Refugee Week Festival and events held by local community groups.
- Mayor Frank Carbone thanked members for their participation and presented them with certificates.

An Expression of Interest (EOI) process has taken place to identify community representatives for a 2-year term commencing July 2026. Applicants include a combination of local residents and people working with multicultural communities in Fairfield City. Existing MAC members were eligible to submit an EOI to continue into the new term.

An assessment panel reviewed 39 applications received. It is recommended that the proposed applicants be accepted for a 2-year term on the MAC, with the Committee comprising of 19 new members and five returning members.

The individuals proposed to sit on the MAC are:

1	Alex Stefan	13	Jessica Watkins
2	Alina Caballero	14	John Buraho
3	Amy Kayrouz	15	Ken Vaisagote
4	Aran Cetinay	16	Kimberley Pham
5	Bashar Hanna	17	Marel Parono
6	Benjamin Chahola	18	Marie Lak
7	Carmen Lazar	19	Mary Enkababian
8	Darren Eurlings	20	Nabaz Al-Qadhi
9	Donna Shaw	21	Oriana Acevedo
10	Elly Dang	22	Osamah Abdulkareem (Sam Matty)
11	Heba Jabbori	23	Sera Yilmaz
12	Houli Zhang	24	Yvonne Munce

The current MAC Terms of Reference specifies a maximum of 20 representatives. The Terms of Reference has been amended to increase the number of representatives on the Committee from 20 to 24 people. It is recommended that the amended Terms of Reference (Attachment B) be adopted.

## OUTCOMES COMMITTEE

Meeting Date 9 June 2026

Item Number. 56

### CONCLUSION

It is recommended that the minutes of the Multicultural Advisory Committee meeting held on Thursday 14 May 2026 be received and noted, the amended Terms of Reference (Attachment B) be adopted and the individuals listed in this report be appointed to the Multicultural Advisory Committee 2026-2028 term.

The next meeting of the MAC will be held following the appointment of new Committee members in July 2026.

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Solina Sok  
**Acting Co-ordinator Social  
Planning and Advocacy**

**Authorisation:**

Acting Manager Social Planning and Community Development  
Director City Assets

Outcomes Committee - 9 June 2026

File Name: **OUT09062026\_8.DOCX**

\*\*\*\*\* END OF ITEM 56 \*\*\*\*\*



**Venue:** Fairfield City Council Administration Centre

**Chair:** Mayor Frank Carbone

**Minutes:** Business Support Officer

**Attendance:** Mayor Frank Carbone, Clr Dai Le, Anwaar Al Khamisi, Bashar Hanna, Benjamin Chahola, Carmen Lazar, Floris Lam, Ken Vaisagote, Margaret Diebert (Director – City Assets), Peter Hope (Coordinator – Social Planning and Advocacy), Solina Sok (Social Planning and Advocacy Officer), Ngoc-An Lam (Social Planning and Advocacy Officer), Vicky Kassiotes (Road Safety Officer)

**Apologies:** Clr Marie Saliba, Clr Michael Mijatovic, Clr Samir Yousif, Ahmad Roman Abasy, John Buraho, Laith Alchinno, Lili Sta-Maria, Milan Maksimovic, Minh Tran, Rev Navazu Ozegbe, Rania Omar, Susan Gibbeson (Manager – Social Planning and Community Development)

Basim Shamaon has resigned from his position on the MAC.

**1. Acknowledgement of Country and Welcome**

Mayor Frank Carbone opened the meeting and provided an Acknowledgement of Country.

**2. Acceptance of previous minutes and business arising**

**MOTION:** (Vaisagote/Carbone)

That the minutes of the meeting held on 5 February 2026 be noted.

**CARRIED UNANIMOUSLY**

**3. Committed to Cohesion project update**

An update was provided on the *Committed to Cohesion* project, which aims to strengthen community resilience and social cohesion through interfaith activities.

An Interfaith Forum was held on 20 April to enhance connections between religious and cultural groups. Eleven faith leaders and representatives from places of worship gathered to discuss strengths and challenges of community harmony and the importance of coming together in times of need. Council will continue to engage with faith leaders to strengthen connections across the community.

A short preview of videos featuring faith leaders and a 360° virtual tour of a church were shown. The resources will be made available online, in a new section of Council's website that will provide information about supporting community harmony. A discussion was held regarding potential security issues related to virtual tours. Council officers are communicating openly with faith leaders and seeking appropriate advice from NSW Police to ensure risks are mitigated.

#### **4. Road Safety Education Program**

Council's *Road Safety Education Program* aims to reduce road trauma through education and initiatives that support safer driving behaviours. Upcoming activities include Child Restraint Fitting Days and a Community Road Safety Education workshop for seniors in June. Variable Message Signs (VMS) will be placed along roads in Fairfield City to encourage safer driving behaviours and more traffic tubes will be introduced to gather road usage data.

Members discussed road safety issues in the community, including pedestrian behaviours, e-bikes, speeding at night, aggressive driving, mental health issues, and a lack of understanding of road rules due to language barriers.

#### **5. Update from Council**

Mayor Carbone and Cllr Le discussed the 2026-27 federal Budget and the impact of tax reforms on young people and renters. Cllr Le spoke about recent advocacy regarding changes to the NDIS.

The *Fowler Future Fest* careers expo was held on 14 May at Fairfield Showground. The expo provided an opportunity for over 1,500 year 12 students to connect with employers across a range of industries and was delivered in partnership with Council.

Mayor Carbone spoke about his participation in the *Future Western Sydney* Summit (1 May 2026), raising issues relating to housing and the cancellation of a proposed east-west metro. There has also been significant media attention relating to Police numbers in Fairfield City, with Council undertaking research on the distribution of Police across Western Sydney. The issue arose after the closing of the Crescent Plaza in Fairfield, which was a decision made in collaboration with Fairfield Police Area Command.

Plans for the Fairfield Showground Community and Events Centre have been approved and upgrades are being planned for Brennan Park, including additional lighting for the walking track. Walkways in several parks across Fairfield City will remain lit until 8.30pm during winter.

**6. General Business and information share**

The Fairfield Emerging Communities Action Partnership *Refugee Week Festival* will be held on 17 June. Other Refugee Week events will be held by Think and Do Tank, Cambodian Australian Welfare Council of NSW and Fair Foundations.

**7. End of MAC Term**

This was the last meeting held with the MAC who commenced their term in July 2024. Mayor Frank Carbone thanked them for their participation and presented members with certificates. The next Committee will commence in July 2026.

**Meeting closed at 7:20pm**

No actions arising from this meeting.



# MULTICULTURAL ADVISORY COMMITTEE

## TERMS OF REFERENCE

### ABOUT THE COMMITTEE

The Multicultural Advisory Committee (MAC) provides informed strategic advice and recommendations to Council on issues affecting the multicultural communities in the Fairfield Local Government Area (LGA).

The Committee provides an avenue to explore how services and information can be more accessible to multicultural communities. The committee is integral to the development, implementation and review of plans which guide the future of Fairfield City.

#### 1. OBJECTIVES

The objective of the Multicultural Advisory Committee are:

- 1.1 To facilitate ongoing community consultation and with people from multicultural communities.
- 1.2 To advise Council on how to make services and information more effective and accessible for the multicultural residents of Fairfield City.
- 1.3 To foster partnerships and capacity building between Council and multicultural communities.
- 1.4 To work in partnership with the Aboriginal Advisory Committee on common issues affecting residents of Fairfield and to collaborate with other advisory committees where appropriate.

## 2. COUNCIL VISION

### 2.1 Council's Vision

The MAC aligns with several elements of Council's City Plan 2025-2035. The MAC gives expression to Council's commitment to community wellbeing, through fostering accessible opportunities for its diverse community including employment. Council's aim is to create an accessible and liveable city, with well-managed community assets and infrastructure. Underpinning all this is good governance.

### 2.2 Links with Council Plans

The MAC aligns with Council's Integrated Planning and Reporting Framework. The MAC relates to the:

#### Fairfield City Plan 2025 - 2035

##### Theme 1 – Community Wellbeing

- 1.3 A proud diverse community that is celebrated
- 1.4 An inclusive City with access to opportunities and facilities

##### Theme 4 – Strong and Resilient Economy

- 4.1 A resilient local economy supported by diverse businesses and employment opportunities

##### Theme 5 – Good Governance and Leadership

- 5.1 Decision making processes are open and transparent

## 3. COMMITTEE STRUCTURE

### 3.1 Membership

The MAC consists of:

- Up to 24 members who live or work in Fairfield City and aims to include:
  - At least one person aged between 14-24 years
  - Aboriginal and Torres Strait Islander representatives
- Up to 4 Councillors with 1 Councillor identified as the Chairperson
- The Mayor

Each member and nominated Councillor will have voting rights. Council officers will coordinate the meetings and provide administrative and professional support to the MAC, but they are not voting members.

Council may appoint additional members to the MAC during the term if there are a significant number of vacancies or if there is an identified gap in community representation. Any additional appointments need to be endorsed by Council.

### 3.2 Nominations and Selection Criteria

Nominations for the MAC are made through an application process. Selection is based on how applicants meet the roles and responsibilities expected of the MAC and the following criteria:

- Knowledge and understanding of issues facing Fairfield City residents from a multicultural background.
- Ability to promote, consult and advocate to improve access and equity for Fairfield City residents from a multicultural background.
- Ability to represent the views of Fairfield City community groups, community organisations or local resident groups.

A panel comprising of 2 Council Officers will make recommendations to Council for membership of the MAC. The MAC's membership will be endorsed by Council at the beginning of the term.

Due to the large number of multicultural communities within the Fairfield LGA, the panel endeavours to make the MAC's membership representative of the Fairfield multicultural community as a whole. Council proactively offers a membership place to the Aboriginal community.

### **3.3 Term of Membership**

Each term of the MAC is for 2 years. Members may serve on the MAC for more than 2 consecutive terms but must re-nominate after each term. Priority consideration will be given to new nominees.

Council appoints Councillors to sit on the MAC in September each year.

### **3.4 Quorum**

A minimum of four members and a Council Officer must be in attendance to hold a MAC meeting.

### **3.5 Acknowledgement of Country**

At the beginning of each meeting, working party or subgroup meeting, an Acknowledgement of Country will be made.

### **3.6 Chairing the Committee**

The MAC is chaired by a nominated Councillor or the Mayor when attending. If the Mayor or Councillor are not available, the role of chair will fall to a committee member. Council officers will only Chair when no committee members are willing or able to chair.

The role of the Chairperson is to:

- Chair meetings according to the agenda and the Terms of Reference
- Facilitate discussion in a timely manner
- Facilitate moving of recommendations and voting by MAC members
- Ensure all members have the opportunity to participate in meeting discussions and ensure all issues not relevant to the meeting are referred to relevant areas of Council.

### **3.7 Meetings**

MAC meetings will take place quarterly at a Council venue. Meeting dates will be set at the beginning of each calendar year. Meetings run from 6.00pm - 8.00pm.

**3.8 Attendance**

Members are expected to attend MAC meetings on a regular basis with the expectation that they attend at least 50 percent of all scheduled meetings annually. If a member is showing low attendance, their position on the MAC will be reviewed and potentially cancelled. Council Officers will attempt to make contact with members and discuss any issues relating to attendance prior to cancelling membership.

**3.9 Agendas and Minutes**

Meeting agendas will be prepared by Council Officers in collaboration with the Chairperson. Members are encouraged to contribute agenda items prior to the agenda being released.

Minutes will be taken by a Council Officer and attached to an Outcomes Committee Report to be considered by Council. The minutes can only be shared after they have been to Council. The minutes will include actions or recommendations to be undertaken by Council Officers and other participants after the meeting.

**3.10 Decision-making and Recommendations to Council**

MAC meetings are to be facilitated by the Chairperson with actions and recommendations made with the participation of eligible voting members.

The MAC can make formal recommendations to be considered by Council for adoption. Recommendations are made through Council reports to Council's Outcomes Committee.

The MAC's Terms of Reference will be reviewed each year.

**3.11 Working Parties**

Working parties may be established on a needs basis. While participation in any working party is voluntary, members are expected to fulfil their duties on any Working Party for which they have volunteered.

The objectives of any Working Party are to be consistent with the purpose, role and responsibilities of the MAC (as outlined in the Terms of Reference).

Working parties are to submit a report to each regular MAC meeting outlining their progress and any significant issues.

**3.12 Role and Responsibility of Community Representatives**

The role of community representatives is to provide a voice to the needs of multicultural communities in Fairfield City.

Community representatives need to:

- Provide a safe forum to discuss and debate multicultural issues affecting residents.
- Attend meetings, provide input and advice to Council on business, policies and strategies relating to multicultural communities.
- Represent the issues and needs of people from multicultural backgrounds in Fairfield City.

- Be culturally aware and sensitive to the needs of newly arrived migrants and refugees in Fairfield.
- Be aware of Council services and promote to multicultural communities.
- Have a good understanding of cross-cultural issues and be willing to participate in capacity building training.
- Undergo induction training as required.
- Adhere to the Terms of Reference.
- Comply with Council's Code of Conduct.

### **3.13 Role and Responsibilities of Elected Representatives**

The role of elected representatives is to listen to issues affecting the multicultural communities and to represent these issues at Council meetings and other appropriate forums.

Elected representatives will also chair meetings and share updates on key projects being undertaken by Council.

All members of the MAC including elected representatives must adhere to the Terms of Reference.

### **3.14 Responsibilities of Council Officers**

Council Officers will coordinate the MAC throughout the term in accordance with the Terms of Reference. Council Officers will be responsible for the administration of meetings, preparation of agenda, minute taking and reporting. Council Officers will also provide professional advice to the Committee when required and undertake actions on behalf of the MAC.

## **4. CODE OF CONDUCT**

### **4.1 Code of Conduct**

All members will receive a copy of Council's Code of Conduct. Council has high ethical standards and the Code of Conduct is the benchmark of conduct for the Mayor, Councillors, Officers, Committees and Volunteers.

The Code will guide the Committee to:

- Act honestly and exercise care and diligence.
- Identify and resolve situations of conflict of interest or improper use of position.
- Act in a way, which enhances public confidence in Local Government.
- Fulfil the statutory duty.

Upholding the standards and principles contained in the Code of Conduct will help to ensure that a high level of governance and community leadership is provided to the City.

### **4.2 Conflict of Interest**

In order to enhance community confidence in the way Council decisions are made, members should conduct their MAC business free from any private interest and prejudice.

All members of the MAC should declare and appropriately manage any direct or potential conflict of interests with issues relating to the business of the MAC.

When considering whether or not a conflict of interest exists, members should refer to Council's *Code of Conduct*, Council's *Statement of Business Ethics* or discuss the matter with Council Officers who may also liaise with the Executive Manager.

All declarations of conflicts of interest will be recorded in the minutes of MAC meetings.

Members who have a conflict of interest may be asked to leave the meeting when the discussions take place concerning the matter where the conflict of interest occurs.

#### **4.3 Code of Conduct Training**

The Council Code of Conduct applies to all Council Officials which includes Council committee members and delegates of Council. Advisory Committee members are therefore obliged to understand and follow the Code of Conduct, i.e. the minimum standards of behaviour expected of them.

Code of Conduct training will assist members to understand their Code of Conduct responsibilities. The Executive Manager can attend MAC meetings and provide face to face training if necessary.

#### **4.4 Confidentiality**

Media releases outlining the MAC's achievements will be generated by Council's Communications and Marketing Team in consultation with members.

MAC members must not make public statements on behalf of the MAC, must not liaise with, or speak to the media regarding MAC business unless granted permission by Council's Communications and Marketing Team. Council's Communications and Marketing Team can support MAC members in liaising directly with the media if required.

## OUTCOMES COMMITTEE

Meeting Date 9 June 2026

Item Number. 57

**SUBJECT:** Youth Advisory Committee Meeting - May 2026

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**FILE NUMBER:** 25/19063

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**REPORT BY:** Sean Ly, Community Projects and Partnerships Officer

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### RECOMMENDATION:

That the minutes and Spotlight Discussion report of the Youth Advisory Committee meeting held on 6 May be received and noted.

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### SUPPORTING DOCUMENTS:

<b>AT-A</b> <a href="#">↓</a>	Youth Advisory Committee Meeting Minutes - May 2026	2 Pages
<b>AT-B</b> <a href="#">↓</a>	YAC Spotlight Discussion - Social Cohesion	3 Pages

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### CITY PLAN

This report is linked to *Theme 1 Community Wellbeing* in the Fairfield City Plan.

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### SUMMARY

The Youth Advisory Committee (YAC) provides a forum for elected representatives and Council officers to engage in meaningful dialogue with young people across Fairfield City. The YAC provides young people with the opportunity to contribute to the planning, development and implementation of Council's youth-focused initiatives. Council also builds the capacity of YAC members through workshops and other leadership opportunities throughout the year.

The YAC met on Wednesday 6 May 2026 at the Fairfield City Council Administration Building. The Minutes of the meeting are attached to this report (Attachment A).

Items discussed at this meeting included:

- A second Spotlight Discussion on young people's experiences of social cohesion. A full overview has been included in Attachment B.
  - The 2026 Bring It On! Youth Festival.
  - Upcoming initiatives for local young people.
-

## OUTCOMES COMMITTEE

Meeting Date 9 June 2026

Item Number. 57

### CONCLUSION

YAC meetings provide an important platform for young people to share their voice. Council strives to ensure that the YAC can have a great impact in their local community, often through community events, engagement with youth services and participation in community activities. The YAC is a strong engagement point and valuable resource for Council to engage and consult with young people on issues which affect them.

The next meeting is scheduled for Wednesday 3 June 2026 at Council's Administration Centre.

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Sean Ly  
**Community Projects and  
Partnerships Officer**

#### **Authorisation:**

Co-ordinator Community Projects and Partnerships  
Acting Manager Social Planning and Community Development  
Director City Assets

Outcomes Committee - 9 June 2026

File Name: **OUT09062026\_13.DOCX**

\*\*\*\*\* END OF ITEM 57 \*\*\*\*\*



**FAIRFIELD YOUTH ADVISORY COMMITTEE**  
**Minutes**  
**Wednesday 6 May 2026**

**Time:** 5:30pm – 8:00pm

**Venue:** Fairfield City Council Administration Centre

**Chair:** Henry Tran

**Minutes:** Caroline Lie

**Present:** Caroline Lie, Fuamaila Jacob, Heather Sengmany, Henry Tran, Issabella Ferraro, Jonathan Prak, Laleiah Lakisoe-Mapuna, Leanne Huynh, Lilly Lam, Sara, Sienna, Tina Tran, Nicholas Ristev, Leo Tia, Jayden Le, Sophie, Jessica, Angelina, Sean Ly (Community Projects and Partnerships Officer)

**Apologies:** Clr Dai Le, Clr Kate Hoang, Clr Kevin Lam, Clr Marie Saliba, Aiden Tamen, Alyvia, Dominic, Ella-Rose, Ethan, Nghi, Sonny Yng, Allie Hang, Annabel Lim, Benjamin Oraham, Catherine, Declan, Edward Tat, Elizabeth, Mazin Mkhi

*\*Surnames of YAC members under 18 years old have been omitted for privacy.*

**1. Acknowledgement of Country**

An Acknowledgement of Country was given.

**2. Introduction and Housekeeping**

WHS and housekeeping information was provided as well as an icebreaker activity. Members of the Bring it On! Youth Working group were welcomed as guests for the meeting.

**3. Spotlight Discussion: Social Cohesion and Young People's Solutions**

At the March and May YAC meetings, members discussed the topic of social cohesion, what it means to them and potential solutions to address the challenges facing young people. A full account of the discussion has been included in Attachment B.

**4. Bring It On! Youth Festival**

The Bring It On! Festival was held during Youth Week (19 April). YAC members and members of the Bring It On! Youth Working Group were actively involved in the planning and delivery of the event.

Feedback on the event included:

- The volunteer experience was very positive and gave volunteers genuine connections to industry professionals and genuine on-site learning.
- YAC and Working Group members felt heard, valued and involved through the co-design process. Many enjoyed the challenge, learnt skills, had new experiences and enjoyed the responsibilities they were given.
- The energy of the Mainstage and of emcees was a highlight. However, the smaller “open-mic” stage did not get much foot traffic.
- Members commented on the importance of a youth-focussed events that provide opportunities for young artists and stallholders, as well as providing opportunities for new connections.
- The youth-led arts space was a highlight, with several youth-led stalls reporting they had offers to join other events after Bring It On!.
- The look and feel of Bring It On! was received very positively, with the “nightlife feel” being highlighted.

## 5. Other Items

Nominations are currently open for the *Mayor's Youth Achievement Awards*. The awards celebrate the contributions and strengths of local young people and are a great way to encourage YAC members. YAC members were encouraged to share the opportunity amongst their networks.

YAC will be hosting a stall at the *Fowler Future Fest* on Thursday 14 May. The event will focus on career pathways for year 12 students within the federal electorate. YAC members will run the stall, which will involve a “wishing line” (a creative, interactive youth consultation method) and arts and craft activities.

The NSW Office for Youth is developing the new NSW Strategic Plan for Children and Young People for 2027-2030. A series of online consultations and an online survey will be delivered to capture young people’s opinions, concerns and experiences on key issues. YAC members are encouraged to participate and share with others they know.

Meeting closed at 8:20pm.

Next meeting – Wednesday 6 May 2026, 5.30pm at Fairfield City Council Administration Building, Wakeley.



**Spotlight Discussion**  
**Young People's Experience of Social Cohesion**  
**Wednesdays 4 March and 6 May 2026**

Social cohesion has been identified by the Fairfield Youth Advisory Committee (YAC) as a key issue affecting local young people and their communities. Strengthening social cohesion is a priority for government, society and community institutions.

It is essential to highlight young people's unique experiences and prioritise their voices about social cohesion, as they are particularly vulnerable to declining social cohesion and increasing polarisation. YAC members shared perspectives on key barriers, strengths, and potential solutions.

**What is the current situation?**

There are multiple barriers to social cohesion, including rising cost of living, financial hardship, fragmented public transport, isolation, weakened cross-community connection, poor perceptions of safety.

Cost of living pressures have limited young people's ability to stay socially connected, with families prioritising the essentials over social activities, further marginalising disadvantaged communities. While shared experiences of hardship and resilience once fostered unity in Fairfield City, increasing pressures are now contributing to isolation and a reduced sense of community.

Safety concerns also discourage connection. Interschool rivalries divide young people, while racism and discrimination deter participation in public events due to fear of harassment.

Loneliness is a major barrier, with young people among the most affected groups nationally, impacting their social and civic participation. Inequity was also raised, with a growing divide between Eastern and Western Sydney, reinforced by differences in transport access, income, heat vulnerability, and socio-economic status.

Despite these challenges, YAC members emphasised community connection as essential to wellbeing. Youth-specific spaces such as youth centres support social cohesion, with calls to expand their availability and accessibility in later hours.

**What makes young people feel connected to community?**

Building social cohesion relies on community strengths that support resilience and wellbeing. Young people believe that Fairfield City is shaped by tradition, diversity and

culture. Events and celebrations help keep culture visible, empowering individuals to share their identity and be curious about other people's cultures.

Local activities for youth help them form connections, but there is a need for more ongoing programs where young people can "find their tribe."

Council initiatives like the YAC and Bring It On! Youth Festival are successful examples of social cohesion in practice, creating opportunities for diverse groups of young people to connect, volunteer and work together. These experiences not only build skills but also strengthen young people's sense of belonging and connection to community.

### Solutions for promoting social cohesion

Participants discussed the question "if you had the resources to create your ideal physical space, activity/event or initiative/campaign promoting social cohesion, what would that look like?"



*Photography used with permission*

### Physical Space

The importance of local, youth-friendly spaces was strongly emphasised. These spaces play a key role in building connections beyond family, supporting peer relationships, providing safe environments and strengthening social support networks.

Existing spaces such as youth centres, libraries and arts spaces were highlighted, with more spaces needed with longer operating hours. Youth spaces open late offer safe environments during times young people are most active. Limited safe and supported late-night options for young people to connect can leave them with limited options besides open car parks or licenced venues.

Free and accessible outdoor spaces are also important for social cohesion. For example, basketball courts such as in Cabra-Vale Park, in Bonnyrigg Skate Park and next to Prairiewood Youth and Community Centre were identified as key gathering places. Legal street art walls were also seen as supporting community belonging through creativity. Outdoor spaces could be enhanced through outreach services, youth hubs, and activities that provide free food. Young people emphasised these spaces should remain free, accessible and well maintained.

### Activities and Events

The availability of accessible, safe, youth-focused activities or events in local communities plays a key role in building connection, community pride and cohesion.

Events can range from larger-scale festivals like Bring It On! to smaller gatherings such as artist alleys. One suggested idea was a “multicultural buffet,” using food to support conversation and cultural sharing. Competitions like sports tournaments, talent showcases and dance events allow active participation and connection through shared interests. Community watch parties for major events, such as the World Cup, were also popular as they bring young people together while reducing cost and transport barriers.

### Initiatives or Campaigns

Aside from physical spaces and events, YAC members highlighted the importance of online spaces in building community. While youth initiatives exist, promotion does not always reach those who could benefit most. Limited public transport further restricts access for those without personal vehicles.

One idea was an online youth hub using social media platforms like *Discord*. This youth-led platform could share information on events and programs while hosting online meetups to build connection. Young people could be trained to manage the space, with oversight from a community organisation to ensure content is suitable and relevant.

A “Youth Pass” initiative was also suggested, offering free or low-cost access to events. Youth services and local businesses could include upcoming activities in a booklet that could be collected or mailed out to young people. This would encourage participation, increase awareness and strengthen connections between young people, services and businesses.

A shuttle bus initiative that could provide safe, affordable transport to events, youth hubs and key gathering spaces was also suggested.

Young people are a particularly vulnerable group to the impacts of declining social cohesion, however insights from the YAC show that young people continue to demonstrate resilience and a strong desire for connection.

Strengthening social cohesion is achievable, as meaningful opportunities for connection already exist in community. However, greater investment into youth spaces and sustained advocacy on issues such as public transport, safety and racism is critical to rebuild cohesion and reduce isolation.

Fairfield City has a unique strength in its diversity and community spirit. By partnering with young people and responding to the issues they have identified, there is a clear opportunity to strengthen social cohesion and build a more connected, inclusive, and resilient future.

## OUTCOMES COMMITTEE

Meeting Date 9 June 2026

Item Number. 58

**SUBJECT:** Information Report - Adoption of the Draft 2026/27-2035/36 Long Term Financial Plan

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**FILE NUMBER:** 25/09333

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**PREVIOUS ITEMS:** 16 - Public Exhibition - Draft 2026/2027-2035/2036 Long Term Financial Plan - Outcomes Committee - 10 Mar 2026  
14 - Public Exhibition - Draft 2026-2027 Operational Plan including the Draft 2026-2027 Pricing Policy, Fees and Charges - Outcomes Committee - 10 Mar 2026

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**REPORT BY:** Julie Lien, Acting Co-ordinator Integrated Planning and Reporting

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### RECOMMENDATION:

That the report be received and noted.

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### SUPPORTING DOCUMENTS:

There are no supporting documents for this report.

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### CITY PLAN

This report is linked to *Theme 5 Good Governance and Leadership* in the Fairfield City Plan.

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### SUMMARY

The Draft 2026/27–2035/36 Long Term Financial Plan (LTFP) outlines the steps that Council will take to address the major financial challenges and opportunities which will impact on the way it does business over the next 10 years. The main objectives of the LTFP are to achieve financial sustainability for Council and to inform Council’s decisions about the services and new initiatives it will deliver. The LTFP is updated each year to provide a rolling 10-year outlook.

The Draft 2026-2027 Operational Plan including the Draft 2026-2027 Pricing Policy, Fees and Charges as well as the Draft 2026/27–2035/36 Long Term Financial Plan was publicly exhibited for 28 days as required under the Local Government Act. The closing date for all submissions was 29 April 2026.

## OUTCOMES COMMITTEE

Meeting Date 9 June 2026

Item Number. 58

Since the exhibition period, Council has adopted the 2026-2027 Operational Plan including the 2026-2027 Pricing Policy, Fees and Charges which included a number of amendments required as a result of staff reviews and public submissions. These amendments will also be incorporated into the Draft 2026/27–2035/36 LTFP before final adoption.

Council Officers are currently finalising the Draft 2026/27–2035/36 LTFP. A Supplementary Outcomes Chairperson's Report will be submitted to the Ordinary Council Meeting scheduled for Tuesday 16 June 2026 for Council to adopt the 2026/27–2035/36 LTFP.

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Julie Lien  
**Acting Co-ordinator Integrated  
Planning and Reporting**

**Authorisation:**  
Deputy General Manager & CFO

Outcomes Committee - 9 June 2026

File Name: **OUT09062026\_5.DOCX**

\*\*\*\*\* END OF ITEM 58 \*\*\*\*\*