CITY OF PARRAMATTA COUNCIL
Quarterly Progress Report
Quarter Two 2020/21
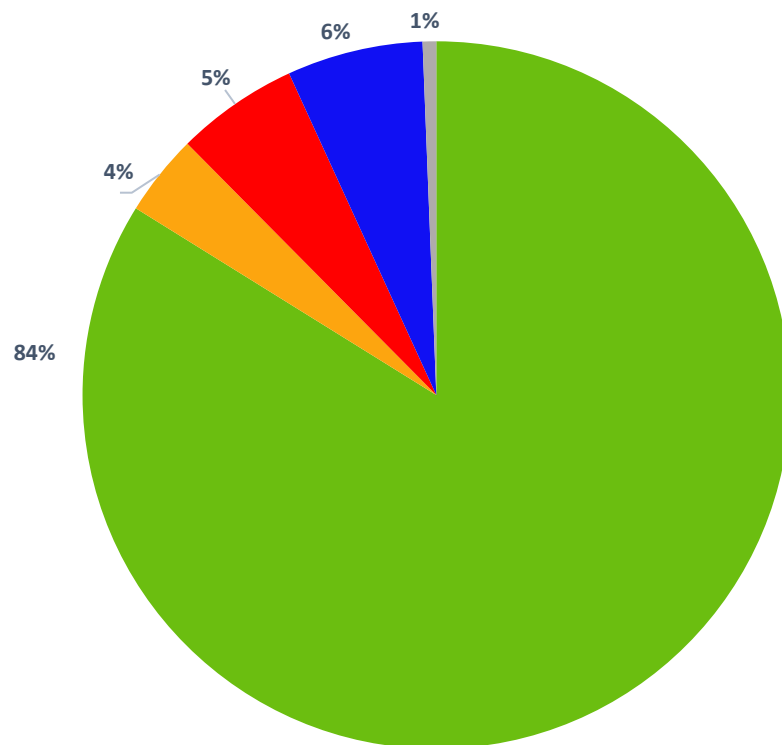
CITY OF PARRAMATTA

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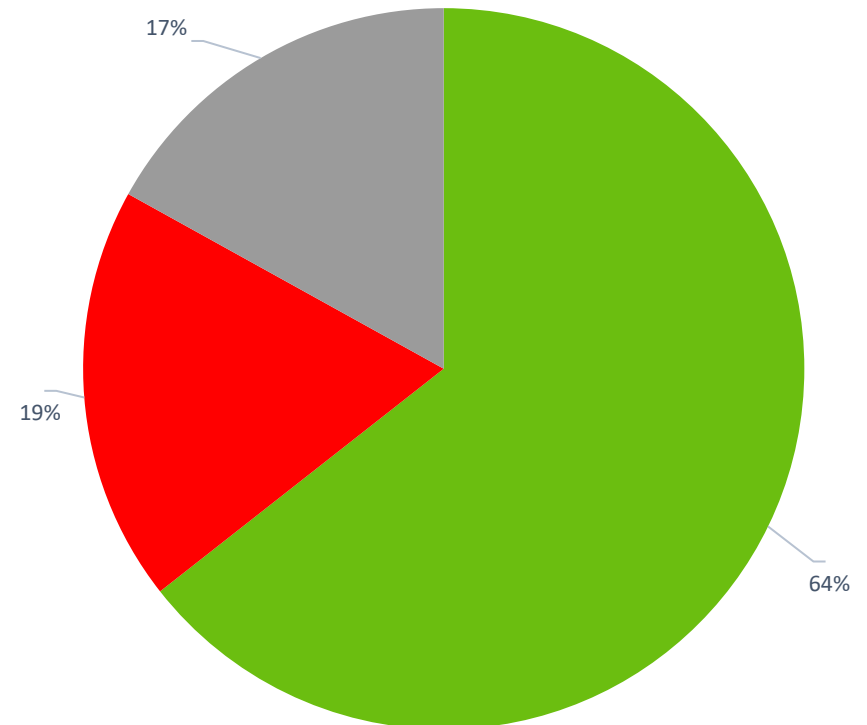# All of Council Summary – Focus Areas & Service Measures

161 - Focus Areas

- 135 Progressing – on track
- 6 Progressing – off track
- 1 Not Due to Start
- 10 Completed
- 9 On Hold / Stopped

118 - Service Measures

- 76 Achieved – on track
- 22 Not achieved
- 20 Data not available / not due

About this Progress Report

The Quarterly Progress Report is structured to reflect the six goals of the Community Strategic Plan.

FAIR

We can all benefit from the opportunities our city offers

ACCESSIBLE

We can all get to where we want to go

GREEN

We care for and enjoy our environment

WELCOMING

We celebrate culture and diversity - past, present and future

THRIVING

We benefit from having a thriving CBD and local centres

INNOVATIVE

We collaborate and champion new ideas to create a better future

Each strategic goal is reported against using **two sets** of measures:

1. Service Measures – these measures consider the core business functions of our business units
2. Focus Areas – these measures track progress against specific operational plan activities

How to read this report

Council's Service Measures and Focus areas are presented in tables like the examples below.

Service Measures

Outcome		Service	Measure & Target	Business Unit	Target	Q1 Actual	Comment	Status
T01.1	Residents, businesses, workers, students and visitors benefit from sustained strong economic performance across the City of Parramatta LGA. Partnerships support the delivery of our vision and priorities.	Work collaboratively to support sustainable economic growth by supporting small business, attracting investment, and leveraging strategic partnerships with key stakeholders	**Number of new businesses created** Increase number of new businesses	City Strategy		1,014.00		🟢

Reference Only · *The desired Community Outcome for Core Services delivered by Council* · *A description of the Service provided by Council to achieve the Strategic Objective* · *The Measure allows us to monitor & the target allows us to assess our delivery progress or performance* · *Accountable Service Area* · *Target Full Year* · *Actual result for the quarter* · *Provide an overall unbiased, complete & balanced commentary, clearly & concisely identifying actual performance, goas & variances* · *Quarterly tracking indicator*

Focus Areas

1.2: Advocate for affordable and diverse housing

Community Strategic Plan Strategy

1.2.1: Work in partnership (Government, Agencies, and Alliances) to develop approaches to increase the supply of more affordable housing for the City

Delivery Program Principle

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
1.2.1.1	* Implement the Affordable Rental Housing Policy (P)	30/06/2021		City Strategy	25%	🟢

Reference Only · *Describes the specific action that will be undertaken to support the principle activity.*
Council's roles:
(D) Deliver a range of programs & services,
(P) To build & facilitate strategic partnerships
(A) Advocate the needs & aspirations of the community · *Date for completion* · *Provide an overall unbiased, complete & balanced commentary, clearly & concisely identifying actual performance, gaps & variances* · *Council team responsible for delivering this Focus Area* · *What has been achieved this quarter?* · *Quarterly tracking indicator*

Exceptions Report - Focus Areas

KEY	Progressing – on track	Progressing – off track	Not Due to Start	On Hold / Stopped	Completed	D - Deliver P - Partner A - Advocate

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Q1 Status	Q2 Status
			New to exceptions this quarter				
1.1.1.1	Advance feasibility study completed and recommendations considered by Council (D)	30/06/2021	Action on hold, subject to Council review of post Reconciliation Action Plan options.	Social & Community Services	40%	🟢	🔴
4.4.1.1	Appoint an Indigenous Cultural Officer and develop new Aboriginal and Torres Strait Islander cultural programs and projects (D)	31/02/2021	Position to be considered as part of succession planning for the COP Reconciliation Action Plan and Cultural Plan.	City Culture	15%	🟢	🔴
5.2.8.1	Execute of the whole of property asset strategy (D)	31/12/2023	The new Group Manager of PSAS has commenced and a review of the asset strategy for the whole of the property portfolio is underway	Property & Place	10%	🟢	🔴
5.3.5.1	Develop a masterplan for Parramatta River Strategy (D)	30/06/2021	Study to inform Development Control Plan delayed due to interface issues with CBD Planning Proposal.	City Design	35%	🟢	🟠
6.5.2.1	Complete review of the delivery of infrastructure by third party VPA, PDA etc. (asset need, value for money, quality assurance and handover) (D)	30/06/2021	A working group has been established in conjunction with, and being led by City Planning. This is being progressed as part of the Capital Delivery Business Improvement Project to ensure that improvements in the VPA infrastructure delivery process are consistent with the entire Capital Delivery process.	City Assets & Environment	25%	⚪	🟠

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Q1 Status	Q2 Status
	Still an exception this quarter						
1.6.3.1	Develop and deliver an internal communications strategy that support Council programs and services (D)	30/06/2021	Work on the internal communications strategy is dependent on the finalisation and endorsement of the Communications Strategy, which is expected in Q4.	City Engagement	15%	🟠	🔴
2.2.2.1	Provide strategic advice to Transport for NSW to inform the planning and delivery of Stage 2 Parramatta Light Rail (P)	30/06/2021	Stage 2 is on hold, the NSW Government has not made an announcement on this Project.	City Design	0%	🔴	🔴
2.5.1.1	Develop and implement an Integrated Transport Plan (ITP) for the Parramatta CBD endorsed by Council (D)	31/12/2020	Council at the end of Q2 received concurrence on technical modelling questions with Transport for NSW. The ITP will be workshopped with Councillors on 15 March prior to exhibition.	City Strategy	90%	🟠	🟠
4.3.1.2	Create an integrated Heritage Strategy (D)	30/06/2021	The Cultural Heritage and Tourism Business Unit within the City Experience and Engagement Directorate are the subject matter experts in relation to Heritage programming, planning and strategy. To deliver the Heritage Strategy, an internal cross-functional working group has been established in partnership with Corporate Strategy. Note, the Strategy will align with the Development Control Plan Harmonisation Project	City Experience	0%	🔴	🔴
5.1.1.4	Host a bi-annual Investment attraction event to support inbound investment and industry development (D)	30/06/2021	An investment attraction event is unable to proceed at this time during COVID-19 restrictions.	City Strategy	0%	🔴	🔴
5.2.1.2	Finalise and implement the Cultural Plan Implementation Framework and Fund (D)	30/06/2021	Cultural Plan implementation ongoing, but Cultural Fund implementation and governance subject to review.	City Culture	25%	🟠	🟠

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Q1 Status	Q2 Status
5.3.1.2	Deliver physical works associated with endorsed Masterplans focused on shops and commercial areas (including North Rocks Masterplan, Dence Park Masterplan, Sue Savage & Reynolds Park, Rydalmere Park, North Granville Community Facilities Masterplan) (D)	30/06/2021	Rydalmere Park and Dence Park designs are progressing on track. John Wearn Reserve (North Rocks) was opened in December 2020. Sue Savage & Reynolds Park is progressing on track. North Granville Community Facilities has been delayed. The site was recognised as a James Hardie legacy site by the Environment Protection Agency and Council is seeking relevant project approvals and additional funding.	Place Services	30%	🟠	🟠
5.3.5.2	Set design and program priorities for the implementation of the Civic Link Framework Plan (connecting Parramatta Square to the Parramatta River City foreshore) (D)	30/06/2021	Draft DCP for Blocks 2, 3, 4 delayed however being considered for inclusion in CBD Development Control Plan in 2021. Preparation of business case for public domain delivery has commenced.	City Design	30%	🟠	🟠
6.3.1.2	Implement outcomes of service excellence review to improve customer service processes and further enhancing the positive customer experience of council (D)	30/06/2021	On hold. Resources realigned to Digital Transformation.	City Strategy	25%	🔴	🔴
6.4.2.1	Agree a new governance structure for Westmead Alliance (P, A)	30/06/2021	On hold pending outcome of Westmead Innovation District Strategic Plan by DPIE.	City Strategy	25%	🟠	🔴

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Q1 Status	Q2 Status
	Back on track this quarter						
1.1.3.1	Support the local reform process for the Targeted Earlier Intervention Program of the NSW Government by undertaking community engagement activities, sector planning and sector coordination as per service agreements agreed to with Department of Communities and Justice (D)	30/06/2021		Social & Community Services	85%	🔴	🟢
4.2.2.1	Finalise & implement Events & Festivals Strategy (D)	30/06/2021		City Experience	50%	🟠	🟢
4.3.1.1 ✓	Increase accessibility to the City's cultural collection of archives, artefacts, research resources (D)	30/06/2021		City Experience	60%	🟠	🟢
5.1.1.6	Increase Community Satisfaction with Events & Festivals by 5% annually by promoting events and activation programs that increase visitation to support the City's culture and liveability (D)	30/06/2021		City Experience	50%	🟠	🟢
5.2.1.1	Implement and monitor the priority actions identified in the Cultural Plan and prepare annual implementation plans (D)	31/12/2021		City Culture	25%	🟠	🟢
5.3.1.6	Deliver a Masterplan for Granville Town Centre (D)	31/12/2021		Place Services	15%	🔴	🟢

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Q1 Status	Q2 Status
5.3.4.2	Expand the CCTV network by 10 additional cameras per year by advocating and seeking funding from State Government as appropriate (D)	30/06/2021		Property Security Assets & Services	100%	🔴	🔵
5.3.6.1	Develop a sustained program to grow live music in the City (D)	30/06/2021		City Experience	50%	🟠	🟢
5.4.1.3	Increase the number of businesses offering live music by 10% per annum by implementing the priority actions identified in Culture and Our City: A Cultural Plan for the Parramatta CBD such as the 'Live and Local' events, and 'Amplify' as a CBD-wide venue activation for live music (D)	30/06/2021		City Strategy	50%	🟠	🟢

Exceptions Report – Service Measures

🟢 Achieved/on track   🔴 Not Achieved   ⚪ Data Not Available/Not Due

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Q1 Status	Q2 Status
								New to exceptions this quarter		
F08.2	Deliver high quality services and outcomes to the Lord Mayor, Councillors and Chief Executive Officer in a timely manner	The provision of advice, administrative support, induction and continuous improvement to the Lord Mayor, Councillors and Chief Executive Officer	Percentage of Service Requests (LM and Councillors) actioned within 48 hours\n\nMaintain	Executive Support	= 100%	100%	95%	Excluding those impacted by system failure, all other Service Requests were actioned within the 48-hour period.	🟢	🔴
F08.3	Deliver high quality services and outcomes to the Lord Mayor, Councillors and Chief Executive Officer in a timely manner	The provision of advice, administrative support, induction and continuous improvement to the Lord Mayor, Councillors and Chief Executive Officer	Percentage of Councillor Requests for information and advice is actioned within 48 hours\n\nMaintain	Executive Support	= 100%	100%	95%	Excluding those impacted by system failure, all other Service Requests were actioned within the 48-hour period.	🟢	🔴
F11.1	Confidence in Council in conducting its business with the a strong level of probity and governance	Internal Investigations and liaising with Internal Ombudsman where necessary	Percentage of investigations and complaints (either sent to Internal Ombudsman Shared Service or managed internally) resolved within 6 weeks\nMaintain	Customer Contact Centre	> 90%	95%	78%	A total of 141 Complaints were received internally for the quarter of which 32 did not meet the service standard. Two Tier 2 complaints were referred to the Internal Ombudsman Shared Service during the quarter.	🟢	🔴

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Q1 Status	Q2 Status
G03.3	Clean and usable public spaces, community facilities, business /local centres and local amenities	Cleansing services in the public domain	**Satisfaction with maintenance of sporting fields (Annual Survey)** Sustain based on previous year	City Operations	≥ 80% Annual	77.6%	77%	The slight drop in satisfaction may be due to vacancies within Parks that have impacted some service delivery.	⚪	🔴
G05.1.1	Fire safety, swimming pool safety, building compliance, health safety, food outlets safety and protection of the natural environment from all forms of pollution	Environmental & Public Health Protection & Compliance	**Percentage complete of registered/known food outlets inspection program** Number % of total	Regulatory Services	= 25%	26%	27%	Not all businesses are open for business during the Christmas break. Some businesses were still closed due to COVID-19.	🟢	🔴
T01.1	Residents, businesses, workers, students and visitors benefit from sustained strong economic performance across the City of Parramatta LGA. Partnerships support the delivery of our vision and priorities.	Work collaboratively to support sustainable economic growth by supporting small business, attracting investment, and leveraging strategic partnerships with key stakeholders	**Number of new businesses created** Increase number of new businesses	City Strategy	> 3,410 Annual	1,014	381	Impact of COVID-19 on local businesses	🟢	🔴
			Still an exception this quarter							
F01.1	Enhanced lifelong learning and access to library collections and events to increase digital literacy, physical and mental health and social integration	The provision of library services	**Utilisation of library services** (number of visits)	Social & Community Services	2019/20 Q1 257,219 Q2 225,050 Q3 231,455 Q4 9,524	47,253	68,954	Numbers of visitors are lower with customers exercising caution due to COVID-19 and reduced hours in the current stage of library reopening.	🔴	🔴

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Q1 Status	Q2 Status
F01.4	Enhanced lifelong learning and access to library collections and events to increase digital literacy, physical and mental health and social integration	The provision of library services	**Utilisation of library services (number of new members)** Increase on same quarter as previous year	Social & Community Services	≥ 3,600 annually	1,906	815	New member numbers are reduced, as a result of COVID-19 restrictions.	🔴	🔴
F04.1	Enhanced ability of older people and those with disabilities to live well and more independently	The provision of Community Care services	**Overall number of Seniors and Disability program hours** Maintain on same quarter previous year (within 2% variation)	Social & Community Services	2019/20 Q1 5,015 Q2 8,504 Q3 6,183 Q4 3,773	3,228	3,223	Total hours for the quarter are 3,223 which is a decrease of 5,281 hours (-62%) compared to same quarter last year, due to the suspension of face-to-face programs as a result of COVID-19 restrictions.	🔴	🔴
F05.1	Improved lifestyle opportunities and physical and mental health	The provision of recreation facilities & programs	**Number of program hours of Council's Recreation Programs** Maintain on same quarter previous year (within 2% variation)	Social & Community Services	2019/29 Q1 1,017 Q2 1,301 Q3 1,018 Q4 206	290.37	859.8	Program hours have been increasing, in both face-to-face and online, with increasing relaxing of COVID-19 restrictions. However they have not reached past benchmarks.	🔴	🔴
F05.2	Improved lifestyle opportunities and physical and mental health	The provision of recreation facilities & programs	**Number of participants in Councils' Recreation programs Maintain on same quarter previous year (within 2% variation)** Maintain on same quarter previous year (within 2% variation)	Social & Community Services	2019/20 Q1 13,884 Q2 27,227 Q3 26,939 Q4 2,965	12,041	10,878	While program hours have been increasing, COVID-19 rules continue to limit participation numbers in each program.	🔴	🔴

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Q1 Status	Q2 Status
F10.2	Robust business processes and procedures that support high quality services	Management of Internal Audit Program	**Percentage of Internal Audit actions completed by their due date** Maintain	Corporate Services	= 95%	94.27%	94.85%	Whilst the outcome remains marginally below target, it continues to show improvement and is on track to be on target by the end of this financial year	🔴	🔴
A04.4	Appropriate management of new development to create good environmental outcomes and minimise adverse impact on our communities, and ensure a safe and efficient local road network	Oversight of local traffic management and the assessment and determination of Development Applications including private tree management within a transparent, legally framework and aligned with established industry best practice	**Percentage of Temporary Road Occupancy permit applications completed within 2 working days** Maintain or increase	Development & Traffic Services	≥ 90%	85%	87%	Improvement on last quarter has been made with results close to the target.	🔴	🔴
W01.1	Access to professionally serviced venues for performance presentations and for business and community events	Riverside Theatres Venues	**Percentage of days Riverside venues are utilised for performances and events annually** Maintain or increase above target	Riverside Theatre	≥ 75% Annual	3%	11%	Due to COVID-19 restrictions Riverside venues had significantly reduced activity for the second quarter.	🔴	🔴
W02.1	A year-round stage and screen presentation program for the general public, schools and special interest groups	Riverside Presentations	**Annual attendance at *"Riverside Presentations"* Program of performances and events held at Riverside and elsewhere** Maintain or increase on previous year	Riverside Theatre	≥ 35,000 Annual	7,040	11,188	YTD attendance: 11,188 at 1924 events. This equates to 32% of Annual Target (35000).Riverside Theatres closure due to COVID-19 restrictions, affected live performances with some digital performances possible.	🔴	🔴

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Q1 Status	Q2 Status
W02.2	A year-round stage and screen presentation program for the general public, schools and special interest groups	Total Riverside Program	**Attendances at Total Riverside Program of performances (events held at Riverside and elsewhere)** Maintain or increase on previous year	Riverside Theatre	≥ 144,000 Annual	7,352	12,328	YTD attendance: 12,328 at 271 events. This equates to 9% of Annual Target (144000). Riverside Theatres closure due to COVID-19 restrictions, affected live performances with some digital performances possible.	🔴	🔴
W04.1	Provision of a year round program of workshops and performance with - and for - people with disability	Performance and Disability Program (Beyond the Square)	**Attendance at Access performance and Workshop program (performances and workshops held at Riverside and elsewhere)** Maintain based on previous year, measured in percentage of attendees over previous year	Riverside Theatre	= 2,500 Annual	20	117	YTD attendance: 117 at 25 events. This equates to 4.68% of annual attendance target (2,500). Riverside Theatres closure due to COVID-19 restrictions, affected activities.	🔴	🔴
I06.1	Achievement of service levels for critical applications and systems to support both community and organisational objectives. Service levels include hours of availability, performance and responsiveness to incidents	Service Management – delivery of IT support services	**Percentage of time that website and external facing technology is available (excluding scheduled maintenance windows)** Maintain	Information Technology	= 100%	99.9%	85.9%	Websites were available throughout the reporting period, achieving 100% availability. The DA Tracker was unavailable for 13 days due to discovery of a security vulnerability requiring replacement.	🔴	🔴

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Q1 Status	Q2 Status
I07.1	Customer satisfaction with Council's internal and external customer services	Provide information and services to customers via four channels – Telephone, Face-to-Face, Corporate Reception and Digital Streams (Web Chat, Social Media and Emails)	**Percentage of calls answered within 30 seconds** Maintain or increase	Chief Customer Officer	≥ 80%	78%	78%	Slightly under target due to resourcing numbers not at optimum	🔴	🔴
I07.2	Customer satisfaction with Council's internal and external customer services	Provide information and services to customers via four channels – Telephone, Face-to-Face, Corporate Reception and Digital Streams (Web Chat, Social Media and Emails)	**Percentage of Customer queries resolved at the firstpoint of contact** Maintain or increase	Chief Customer Officer	≥ 80%	61%	72%	80% was achieved for telephone calls only during Q2. Vacancies within Customer Contact Centre has impacted some service deliveries and customer response time.	🔴	🔴
			Back on track this quarter							
F01.2	Enhanced lifelong learning and access to library collections and events to increase digital literacy, physical and mental health and social integration	The provision of library services	**Utilisation of library services** Increase visits on same quarter previous year	Social & Community Services	2019/20 Q1 311,899 Q2 264,870 Q3 292,603 Q4 113,379	219,595	268,675		🔴	🟢

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Q1 Status	Q2 Status
F09.2	An open, transparent and responsive Council that meets the needs of the community	Corporate-wide administrative Governance functions including Council meetings and other committee meetings, publishing of business papers, policies, delegations, maintaining registers and determining 'Access to Information' (GIPA) requests	**Percentage of actions arising from Council meetings that are completed by their due date** Maintain	Corporate Services	≥ 85%	83.5%	92%		🔴	🟢
A04.3	Appropriate management of new development to create good environmental outcomes and minimise adverse impact on our communities, and ensure a safe and efficient local road network	Oversight of local traffic management and the assessment and determination of Development Applications (DAs) including private tree management within a transparent, legally framework and aligned with established industry best practice	**Percentage of tree permits determined within 21 days** Maintain or increase	Development & Traffic Services	≥ 80%	72%	80.49%		🔴	🟢

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Q1 Status	Q2 Status
A04.6	Appropriate management of new development to create good environmental outcomes and minimise adverse impact on our communities, and ensure a safe and efficient local road network	Oversight of local traffic management and the assessment and determination of Development Applications including private tree management within a transparent, legally framework and aligned with established industry best practice	**Percentage of Traffic related service requests completed within the specified service standard** Maintain	Development & Traffic Services	≥ 80%	70%	83%		🔴	🟢
A05.6	Civil Infrastructure assets meet community expectations and legislative requirements	Civil infrastructure asset and catchment management (inspection, street lighting, restoration and approval of public works for roads, cycling and footpaths, drainage, bridges, dams, special assets)	**Investment in local infrastructure (combined new & renew) delivered to support growing communities - annual reported in Q2** Increase from previous year ($m)	City Assets & Environment	≥ $35.5m Annual	$4.5m	$6.8m		🔴	🟢
G05.2.1	Fire safety, swimming pool safety, building compliance, health safety, food outlets safety and protection of the natural environment from all forms of pollution	Environmental & Public Health Protection & Compliance	**Percentage complete of registered cooling towers inspection program** Maintain	Regulatory Services	= 25%	2%	7%		🔴	🟢

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Q1 Status	Q2 Status
G05.3.1	Fire safety, swimming pool safety, building compliance, health safety, food outlets safety and protection of the natural environment from all forms of pollution	Environmental & Public Health Protection & Compliance	**Percentage complete of registered public swimming pool inspection program** Percentage	Regulatory Services	= 25%	0%	7%		🔴	🟢
G06.1	Provide effective parking management and regulatory functions, focusing on CBD, local centres, entertainment and education hubs and residential hotspots	Ranger Services	**Percentage of parking non-compliance detected (timed parking offences)** Decrease against previous year	Regulatory Services	≤ 10% Decrease	3%	3%		🔴	🟢
W03.1	Local production of performances and increased opportunity for local artists	National Theatre of Parramatta	**Attendance at National Theatre of Parramatta program of performances (events held at Riverside and elsewhere)** Maintain or increase on previous year	Riverside Theatre	≥ 21,000 Annual	53	594		🔴	🟢

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Q1 Status	Q2 Status
W06.1	Opportunities for the community to participate, celebrate and commemorate in the civic, heritage and cultural life of the City	Events & Festivals	**Combined attendance at events and festivals** Increase 2% over previous years	City Experience	> 292,026 Annual	Not Due	147,000		🔴	🟢
W09.4	Position the City of Parramatta as a destination of choice to live, work, study and play, resulting in improved perceptions, community pride, increased visitation, economic prosperity and sustainability.	Market the City of Parramatta via digital and traditional platforms	**Number of visitors to City Marketing Platforms** Number of visitors to City Marketing Platforms	City Identity	> 5%	2.65%	7.69%		🔴	🟢

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Status
			● Achieved/on track ● Not Achieved ● Data Not Available/Not Due						

FAIR - Service Measures

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Status
F01.1	Enhanced lifelong learning and access to library collections and events to increase digital literacy, physical and mental health and social integration	The provision of library services	Utilisation of library services (number of visits) Maintain on previous year (within 2% variation)	Social & Community Services	2019/20 Q1 257,219 Q2 225,050 Q3 231,455 Q4 9,524	47,253	68,954	Numbers of visitors are lower with customers exercising caution due to COVID-19 and reduced hours in the current stage of library reopening.	●
F01.2			Utilisation of library services Increase visits on same quarter previous year		2019/20 Q1 311,899 Q2 264,870 Q3 292,603 Q4 113,379	219,595	288,314		●
F01.3			Community satisfaction with library services Maintain on previous year (within 2% variation)			Not Due	92%		●
F01.4			Utilisation of library services (number of new members) Increase on same quarter as previous year		≥ 3,600 annual	1,906	815	New member numbers are reduced, as a result of COVID restrictions.	●
F02.1	Greater community capabilities to improve well-being and enhance services to meet the community's needs	Funding and support for community projects and social enterprises	Percentage of open Community Grants that are on track with reporting Maintain or increase above target	Social & Community Services	> 70%	98%	71%		●
F02.2			Skills and confidence levels of participants in community capacity building programs Maintain or increase above target		> 80%	87%	93%		●
F02.3			Annual satisfaction levels for participants in Social enterprises that are assisted by Council's program - reported in Q4 Maintain or increase on previous year		≥ 86% Annual	Not Due	Not Due		●

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Status
F02.4			Annual satisfaction with community capacity building services (support provided to networks, individual organisations, CCB delivered projects) Maintain or increase above target		≥ 86% Annual	Not Due	Not Due		(grey)
F02.5	Greater community capabilities to improve well-being and enhance services to meet the community's needs	Provision and facilitation of Affordable Housing in the LGA	Cumulative total number in the LGA (totalling Council ARH properties, CHP AH properties and RFB dwellings delivered through AHSEPP 2009) Increase 10% annually	City Strategy	>10% Annual	Not Due	440		(green)
F03.1	Access to high quality childcare and family support	The provision of Children & Family services	Annual average percentage utilisation of childcare and family support services Maintain or increase above target	Social & Community Services	≥ 90% Annual	93%	95%		(green)
F03.2			Level of quality ratings as determined by independent accreditation body Achieve highest rating			5	5		(green)
F04.1	Enhanced ability of older people and those with disabilities to live well and more independently	The provision of Community Care services	Overall number of Seniors and Disability program hours Maintain on same quarter previous year (within 2% variation)	Social & Community Services	2019/20 Q1 5,015 Q2 8,504 Q3 6,193 Q4 3,773	3,228	3,223	New member numbers are reduced, as a result of COVID-19 restrictions.	(red)
F04.2			Overall number of participants of Seniors and Disability programs Maintain on same quarter previous year (within 2% variation)			9	2.10		(green)
F04.3			Annual satisfaction levels with community & social services (social inclusion, meal options, practical support, leisure and learning services for people over 55, and people with a disability) Maintain or increase above target		≥ 90% Annual	Not Due	93%		(green)
F05.1	Improved lifestyle opportunities and physical and mental health	The provision of recreation facilities & programs	Number of program hours of Council's Recreation Programs Maintain on same quarter previous year (within 2% variation)	Social & Community Services	2019/29 Q1 1,017 Q2 1,301 Q3 1,018 Q4 206	290.37	859.8	Program hours have been increasing, in both face-to-face and online, with increasing relaxing of COVID-19 restrictions. However they have not yet reached past benchmarks.	(red)

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Status
F05.2	Improved lifestyle opportunities and physical and mental health	The provision of recreation facilities & programs	Number of participants in Councils' Recreation programs Maintain on same quarter previous year (within 2% variation)	Social & Community Services	2019/20 Q1 13,884 Q2 27,227 Q3 26,939 Q4 2,965	12,041	10,878	While program hours have been increasing, COVID-19 rules continue to limit participation numbers in each program.	🔴
F05.3			Annual satisfaction of users of School Holiday and Active Parramatta programs Maintain or increase above 90%		≥ 90% Annual	95%	96%		🟢
F06.1	A well informed community, who have been provided with clear and accurate information about Council programs and services as well as opportunities to engage with civic decision making. Enhanced public perceptions of the Parramatta LGA and Council. Informed and highly engaged organisation and staff, with improved capability to deliver	The provision of whole of organisation Engagement, Communications planning and delivery (including design & print), Media and Public Relations, Internal Communications services	Satisfaction of information provision & communications - annual reported in Q2 Sustain on previous year	City Engagement	≥ 3.47	Not Due	3.47		🟢
F06.2			Satisfaction with the opportunity to have Your Say - annual reported in Q2 Sustain on previous year		≥ 3.41	Not Due	3.50		🟢
F06.3			Overall satisfaction with Council - Annual Q2 Sustain on previous year		≥ 3.76	Not Due	3.74		🟢
F07.1	Ensure the community's interests and values are heard by facilitating opportunities for the community to participate in Council's decision making, policy and programs through quantitative and qualitative research	Engage and consult the community in decision making	Size of Our City Your Say membership as a percentage of the population of the LGA Sustain on previous year	City Engagement	≥ 3%	4.4%	3.66%		🟢
F07.2			Number and type of people who were reached via engagement and consultation with City projects Sustain on previous year		2,205,278	12,420,210	32,623,020		🟢
F08.1	Deliver high quality services and outcomes to the Lord Mayor, Councillors and Chief Executive Officer in a timely manner	The provision of advice, administrative support, induction and continuous improvement to the Lord Mayor, Councillors and Chief Executive Officer	Percentage of LM Correspondence actioned within 7 days Maintain	Executive Support	= 100%	100%	100%		🟢
F08.2			Percentage of Service Requests (LM and Councillors) actioned within 48 hours Maintain		= 100%	100%	95%	Excluding those impacted by system failure, all other Service Requests were actioned within the 48-hour period.	🔴
F08.3			Percentage of Councillor Requests for information and advice is actioned within 48 hours Maintain		= 100%	100%	95%	Excluding those impacted by system failure, all other Service Requests were actioned within the 48-hour period.	🔴

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Status
F08.4	Deliver high quality services and outcomes to the Lord Mayor, Councillors and Chief Executive Officer in a timely manner	The provision of advice, administrative support, induction and continuous improvement to the Lord Mayor, Councillors and Chief Executive Officer	Percentage of key information provided to Councillors in a weekly newsletter Maintain	Executive Support	= 100%	100%	100%		🟢
F09.1	An open, transparent and responsive Council that meets the needs of the community	Corporate-wide administrative Governance functions including Council meetings and other committee meetings, publishing of business papers, policies, delegations, maintaining registers and determining 'Access to Information' (GIPA) requests	Percentage of Council business papers online at least 3 business days before Council meeting and minutes online within 5 business days following Council meeting Maintain	Corporate Services	= 100%	100%	100%		🟢
F09.2			Percentage of actions arising from Council meetings that are completed by their due date Maintain		≥ 85%	83.5%	92%		🟢
F09.3	An open, transparent and responsive Council that meets the needs of the community	Corporate-wide administrative Governance functions including Council meetings and other committee meetings, publishing of business papers, policies, delegations, maintaining registers and determining 'Access to Information' (GIPA) requests	Percentage of Information Access requests (GIPA formal) completed within statutory timeframe Maintain	Information Technology	= 100%	55.55%	100%		🟢
F10.1	Robust business processes and procedures that support high quality services	Management of Internal Audit Program	Number of Internal audits completed per year Maintain	Corporate Services	6 Annual	2	2		🟢
F10.2			Percentage of Internal Audit actions completed by their due date Maintain		= 95%	94.27%	94.85%	Whilst the outcome remains marginally below target, it continues to show improvement and is on track to be on target by the end of this financial year	🔴
F11.1	Confidence in Council in conducting its business with the a strong level of probity and governance	Internal Investigations and liaising with Internal Ombudsman where necessary	Percentage of investigations and complaints (either sent to Internal Ombudsman Shared Service or managed internally) resolved within 6 weeks Maintain	Customer Contact Centre	> 90%	95%	78%	A total of 141 Complaints were received internally for the quarter of which 32 did not meet the service standard. Two Tier 2 complaints were referred to the Internal Ombudsman Shared Service during the quarter.	🔴

FAIR

1.1: Invest in services and facilities for our growing community

1.1.1: Tackle inequality by investing in cultural infrastructure that empowers our Aboriginal and Torres Strait Islander (ATSI) community

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
1.1.1.1	Advance feasibility study completed and recommendations considered by Council (D)	30/06/2021	Action on hold, subject to Council review of post Reconciliation Action Plan options.	Social & Community Services	40%	🔴

1.1.2: Improve early years development through collaborations with partner organisations

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
1.1.2.1	Implement Wentworthville Early Childhood Development Initiative by supporting local partner organisations to complete their deliverables on time (P)	30/06/2021		Social & Community Services	100%	🔵

1.1.3: Implement Council's responsibilities under the Targeted Earlier Intervention Program of the NSW Government

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
1.1.3.1	Support the local reform process for the Targeted Earlier Intervention Program of the NSW Government by undertaking community engagement activities, sector planning and sector coordination as per service agreements agreed to with Department of Communities and Justice (D)	30/06/2021		Social & Community Services	85%	🟢

1.1.4: Foster active and healthy communities by managing and upgrading recreation, community and aquatic facilities to increase community access

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
1.1.4.1	Provide interim swimming facilities at Macarthur Girls High School and deliver Learn to Swim programs in Parramatta CBD (D)	30/06/2023		Social & Community Services	80%	🟢
1.1.4.2	Complete development of the online booking tool for community facilities, sports fields, parks and program ticketing (D)	30/06/2021		Social & Community Services	70%	🟢

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
1.1.4.3	Open and operate Wentworth Point Library & Community Centre (D)	30/06/2021		Social & Community Services	100%	🔵
1.1.4.4	Deliver 5 Parramatta Square on time & on budget (D)	30/04/2022		Property & Place	50%	🟢
1.1.4.5	Deliver Aquatic and Leisure Centre on time and on budget (D, P)	30/09/2023		Property Development	35%	🟢
1.1.4.6	Launch a community services performance reporting and impact assessment framework (D)	31/12/2020		Social & Community Services	100%	🔵
1.1.4.7	Complete review of Community Services offering including point of difference and breadth vs depth of service (D)	30/06/2021		Social & Community Services	0%	⚪

1.2: Advocate for affordable and diverse housing choices

1.2.1: Work in partnership (Government, Agencies, and Alliances) to develop approaches to increase the supply of more affordable housing for the City

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
1.2.1.1	Implement the Affordable Rental Housing Policy (P)	30/06/2021		City Strategy	40%	🟢

1.2.3: Build the capability of Council and local services to reduce the incidence and impact of homelessness

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
1.2.3.1	Implement the Homelessness Policy and Action Plan (D)	30/06/2021		Social & Community Services	50%	🟢

1.3: Support people to live active and healthy lives

1.3.1: Foster active and healthy communities through recreation planning to meet the growing needs of our community

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
1.3.1.1	Develop and implement Council's Open Space & Recreation Plan (D)	30/06/2021		Social & Community Services	50%	🟢
1.3.1.2	Increase participation in Healthy and Active Communities Program, which encompasses Active Parramatta and School Holiday programs and Active Parramatta Van (D)	30/06/2021		Social & Community Services	95%	🟢

1.3.2: Improve health outcomes in the community related to mental health, wellbeing and individual resilience

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
1.3.2.1	Increase participation in programs by partnering with external services and organisations seeking to improve mental health outcomes for the community (P)	30/06/2021		Social & Community Services	85%	🟢

1.3.3: Foster active and healthy communities, by facilitating social connections which are socially and culturally diverse, inclusive and empowering communities

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
1.3.3.1	Complete strategy for renewal key City of Parramatta assets including Carlingford Bowling Club and Epping Town Centre community services (D)	31/12/2021		Property & Place	20%	🟢

1.4: Ensure everyone has access to education and learning opportunities

1.4.1: Continue to improve and expand the City of Parramatta network of libraries

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
1.4.1.1	Design and deliver end to end review of City of Parramatta Library operating model (D)	31/12/2020		Social & Community Services	70%	🟢

1.5: Empower communities to be strong and resilient by building individual and community capability

1.5.1: Build the capacity of young people through the implementation of youth focused engagement and programming

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
1.5.1.1	Deliver programs and activities that engage with and/or build the capacity of young people and youth services (annual City of Parramatta Youth Forum, Youth Issues Forum, Youth Week and other youth focused programs) (D)	30/06/2021		Social & Community Services	90%	🟢

1.5.2: Build the capacity of the community to support each other and be welcoming, skilled, trusting and respectful of differences

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
1.5.2.1	Deliver community capacity building training to community sector in response to needs, including on mental health, social cohesion and inclusion, empowerment and skills development that seek to increase participants' sense of connection, confidence, skill and trust (D)	30/06/2021		Social & Community Services	90%	🟢

1.5.4: Tackling inequality by ensuring our community has a voice and empowered to access services administered by National Disability Insurance Agency (NDIA).

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
1.5.4.1	Provide education and advice about National Disability Insurance Scheme (NDIS) and advocate to NDIA to secure appropriate NDIS package funding and monitor the number of people with NDIS packages using Council Services (D, A)	30/06/2021		Social & Community Services	50%	🟢

1.6: Engage and consult the community in decision-making

1.6.1: Provide increased opportunities for community participation in decision making

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
1.6.1.1	Implement Council's Community Engagement Strategy (D)	30/06/2021		City Engagement	50%	🟢

1.6.2: Enhance public access to information and promote Council programs and initiatives to ensure our community is well informed

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
1.6.2.1	Complete and implement Communications Plan (D)	30/06/2021		City Engagement	70%	🟢

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
1.6.2.2	Develop and implement media and communications campaigns and initiatives about Council's programs, services, major events/cultural/heritage attractions and City-significant projects (D)	30/06/2021		City Engagement	50%	🟢

1.6.3: Deliver high quality internal communications that improves staff engagement with the organisation and its functions in order to improve capability to deliver local services

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
1.6.3.1	Develop and deliver an internal communications strategy that support Council programs and services (D)	30/06/2021	Work on the internal communications strategy is dependent on the finalisation and endorsement of the Communications Strategy, which is expected in Q4.	City Engagement	15%	🔴

1.6.4: Implement the Parramatta Square Community Development Plan

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
1.6.4.1	Complete community and consumer participation in the design of 5 PS (civic and community building) and the public domain in Parramatta Square (D)	30/06/2021		Property Development	75%	🟢

1.6.5: Provide the community with the opportunity to participate in Councils decision making and influence the outcomes that will shape their local community

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
1.6.5.1	Interpret qualitative and quantitative survey and consultation data to provide business insights (D)	30/06/2021		City Engagement	50%	🟢
1.6.5.2	Grow the size and quality of the Our City, Your Say panel so it represents the diversity of the Community (D)	30/06/2021		City Engagement	50%	🟢

1.7: Deliver effective, responsible, ethical leadership and decision-making, reflective of community needs and aspirations

1.7.1: Support Councillors in their role of effectively representing the community

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
1.7.1.1	Monitor the Councillor Expenses and Facilities Policy to ensure zero breaches (D)	30/06/2021		Executive Support	50%	🟢

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
1.7.1.2	Support effective decision making by developing and facilitating the ongoing delivery of a Professional Development Program for Councillors in line with statutory requirements (D	30/06/2021		Executive Support	50%	🟢

1.7.2: Guide the preparation and implementation of the Community Strategic Plan and Councils response to it via implementation and reporting of the Delivery Program

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
1.7.2.1	Prepare Integrated Planning and Reporting (IPR) documents for community engagement and Council adoption (D)	30/06/2021		City Strategy	25%	🟢
1.7.2.2	Prepare and review the Community Strategic Plan (D)	30/06/2022		City Strategy	10%	🟢

1.7.4: Strengthening of Council's governance framework to ensure the high levels of decision making, integrity and accountability

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
1.7.4.1	Deliver model code of conduct training across the organisation with greater than 90% of staff attending (D)	30/06/2021		Corporate Services	100%	🔵

1.7.7: Plan to minimise disruption to local services to the community in the event of an emergency

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
1.7.7.1	Annually review and maintain Council's Business Continuity Plan (BCP) (D)	30/06/2021		Corporate Services	100%	🔵

1.7.9: Independent, transparent and accountable determination of sensitive development applications and planning proposals

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
1.7.9.1	Operate the Local Planning Panel (LPP) to assess new development and ensure legislative compliance and report to Department of Planning & Environment (D)	30/06/2021		Development & Traffic Services	50%	🟢

1.7.10: Advocate for lands affected by James Hardie Legacy Asbestos contamination

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
1.7.10.1	Participation in Heads of Asbestos Coordination Authorities (HACA) activities on this issue, and through representations to the State Government (A)	30/06/2021		City Assets & Environment	50%	🟢

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Status
			🟢 Achieved/on track 🔴 Not Achieved ⚪ Data Not Available/Not Due						

ACCESSIBLE - Service Measures

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Status
A01.1	A well-considered strategic planning framework that manages growth and facilitates the delivery of a liveable, sustainable and productive City for our communities	The preparation, development and maintenance of strategies and plans to manage the growth of the City	**The annual number of active architectural design competitions** Maintain	City Design	8 Annual	1	3		🟢
A02.1.1	Improved quality of life by managing the impact of unlawful parking. Improved safety and parking compliance in and around schools. Ensuring City and local commercial centres are patrolled resulting in the turnover of associated parking to support businesses	Parking Services	**Response to unlawful parking - Total Parking PINs** Report on totals	Regulatory Services		8,623	7,942		🟢
A02.1.2			**Response to unlawful parking - Timed Parking PIN's** Report on totals			921	863		🟢
A02.1.3			**Response to unlawful parking - Number vehicles Marked** Report on totals			27,979	25,788		🟢
A03.1	Well managed, clean, convenient and affordable parking options that support the city centre	Provision of adequate paid parking, including street and multilevel car parks in Parramatta CBD	**Overall community satisfaction with Council's on-street and multi-level car parking facilities and services** Sustain compared to same time previous year	Property, Security Assets & Services		22%	55%		🟢
A03.2			**Utilisation of paid parking services.** Sustain compared to last year			50.57%	33%		🟢
A04.1	Appropriate management of new development to create good environmental outcomes and minimise adverse impact on our communities, and ensure a safe and efficient local road network	Oversight of local traffic management and the assessment and determination of Development Applications including private tree management within a transparent, legally framework and aligned with established industry best practice	**Net time in days taken for Residential Development Applications to be completed** Maintain	Development & Traffic services	< 40	88.76	89	Council is operating 2 programs that include an aim to reducing median assessment time & increasing the percentage of minor DAs determined within 40 days. One of the programs included clearing long standing regional DAs which increased the mean (net) for the quarter. YTD figures have improved for the mean & median, & minor DAs determined within 40 days has also improved.	🔴
A04.2			**Number of Land and Environmental Court appeals that achieve amendment to a proposal or dismissal of the appeal** Maintain or increase		≥ 90%	9	2		🟢
A04.3	Appropriate management of new development to create good environmental outcomes and	Oversight of local traffic management and the assessment and determination of	**Percentage of tree permits determined within 21 days** Maintain or increase	Development & Traffic services	≥ 80%	72%	80.49%		🟢

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Status
A04.4	minimise adverse impact on our communities, and ensure a safe and efficient local road network	Development Applications including private tree management within a transparent, legally framework and aligned with established industry best practice	**Percentage of Temporary Road Occupancy permit applications completed within 2 working days** Maintain or increase		≥ 90%	85%	87%	Improvement on last quarter has been made with results close to the target.	🔴
A04.5			**Percentage of actions from Council resolutions from PTC and TEAG that are to commence within 1 month of the resolution** Maintain		= 100%	100%	100%		🟢
A04.6			**Percentage of Traffic related service requests completed within the specified service standard** Maintain		≥ 80%	70%	83%		🟢
A05.1	Civil Infrastructure assets meet community expectations and legislative requirements	Civil infrastructure asset and catchment management (inspection, street lighting, restoration and approval of public works for roads, cycling and footpaths, drainage, bridges, dams, special assets)	**Community satisfaction with the condition of local roads - annual reported in Q2** Increase compared to previous year	City Assets & Environment	> 3.64	Not Due	3.57		🟢
A05.2			**Community satisfaction with provision and maintenance of footpaths and cycleways - annual reported in Q2** Increase compared to previous year		> 3.64	Not Due	3.61		🟢
A05.3			**Community satisfaction with provision and maintenance of drainage, bridge and other special assets - annual reported in Q2** Sustain compared to previous year		> 3.77	Not Due	3.8		🟢
A05.4			**Community satisfaction with provision of lighting in the public domain - annual reported in Q2** Sustain compared to previous year		> 3.64	Not Due	3.75		🟢
A05.5			**Community satisfaction with local traffic management - annual reported in Q2** Increase from previous year	Development & Traffic Services	> 3.46	Not Due	3.47		🟢
A05.6	Civil Infrastructure assets meet community expectations and legislative requirements	Civil infrastructure asset and catchment management (inspection, street lighting, restoration and approval of public works for roads, cycling and footpaths, drainage, bridges, dams, special assets)	**Investment in local infrastructure (combined new & renew) delivered to support growing communities - annual reported in Q2** Increase from previous year ($m)	City Assets & Environment	≥ $35.5m	$4.5m	$6.8m		🟢

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Status
A05.7.1			**Utilisation of Parramatta Valley Cycleway by Cyclists** Increase from previous year	City Strategy		73,815	71,374		🟢
A05.7.2			**Utilisation of Parramatta Valley Cycleway by Pedestrians** Increase usage from previous year			60,523	54,821		🟢

ACCESSIBLE

KEY	Progressing – on track	Progressing – off track	Not Due to Start	On Hold / Stopped	Completed

D - Deliver
P - Partner
A - Advocate

2.1: Design our City so that it is usable by people of all ages and abilities

2.1.1: Provision of advice to deliver design led outcomes throughout the City

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
2.1.1.1	Urban Design advice incorporated into major planning and development proposals to facilitate improved urban outcomes in line with best practice city making, Parramatta Public Domain Guidelines and the Disability Discrimination Act (DDA) (D)	30/06/2021		City Design	50%	🟢

2.1.2: Tackle inequalities for residents, visitors, employees, workers across four key focus areas of Disability Inclusion Action Program (DIAP)

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
2.1.2.1	Implement the actions outlined in the Disability Inclusion Action Plan (DIAP) (D)	30/06/2021		Social & Community Services	85%	🟢
2.1.2.2	Develop capital renewal plans that ensure new and upgraded public buildings, facilities and open spaces consider Disability Discrimination Act (DDA) (D)	30/06/2021		Property Security Assets & Services	50%	🟢
2.1.2.3	Support all capital works programs to comply with the Disability Discrimination Act (D)	30/06/2021		City Assets & Environment	55%	🟢

2.1.3: Provide innovative and accessible digital tools for a diverse community

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
2.1.3.1	Implement maintenance projects on Council owned websites and digital platforms to ensure legal compliance with Web Content Accessibility Guidelines (WCAG) (D)	30/06/2021		City Identity	15%	🟢

2.2: Improve public transport to and from Parramatta CBD, our local centres, neighbourhoods and the greater Sydney region

2.2.1: Ensure the delivery of Stage 1 of Parramatta Light Rail meets the needs of the City of Parramatta

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
2.2.1.1	Support successful delivery of Parramatta Light Rail Stage 1 (D)	30/06/2021		City Design	60%	🟢

2.2.2: Work in partnership with the State Government to plan for the delivery of Stage 2 of Parramatta Light Rail

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
2.2.2.1	Provide strategic advice to Transport for NSW to inform the planning and delivery of Stage 2 Parramatta Light Rail (P)	30/06/2021	Stage 2 is on hold, the NSW Government has not made an announcement on this Project.	City Design	0%	🔴

2.3: Make our City more enjoyable and safe for walking and cycling

2.3.1: Improve walking and cycling connections between the Parramatta CBD, the Greater Parramatta precincts, Sydney Olympic Park, Parramatta River and the surrounding area CP4

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
2.3.1.1	Implement Council's Parramatta Ways Walking Strategy to improve walkability across Parramatta through a network of green streets, parks and open space and connections to local centres (D)	30/06/2021		City Strategy	50%	🟢
2.3.1.2	Investigate and prioritise the delivery of integrated walkability outcomes around the Parramatta Light Rail (D)	30/06/2021		City Strategy	25%	🟢
2.3.1.3	Increase pedestrian activity by 5% per quarter by implementing the priority actions from Council's CBD Pedestrian Strategy to provide safe, accessible and simple CBD pedestrian journeys (D)	30/06/2021		City Strategy	60%	🟢
2.3.1.4	Increase cycling numbers by 5% per quarter by implementing the priorities of Council's Bike Plan (D)	30/06/2021		City Strategy	65%	🟢

2.4: Provide and upgrade roads and improve safety for all road users

2.4.1: Improve transport infrastructure and implement the priority schemes from the City's Integrated Transport Plan and Capital Works Program

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
2.4.1.1	Work with State Government Agencies on traffic related projects such a Parramatta Light Rail to manage local traffic and ensure network efficiency and safety by providing transport advice and completing traffic schemes (P)	30/06/2021		Development & Traffic Services	50%	🟢
2.4.1.2	Build capacity to improve road safety and strengthen relationships with the Police and community to promote, educate and address local road safety by delivering RMS funded road safety projects (P)	30/06/2021		Development & Traffic Services	50%	🟢

2.5: Manage traffic congestion and access to parking

2.5.1: Provision of strategic transport planning and management

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
2.5.1.1	Develop and implement an Integrated Transport Plan for the Parramatta CBD endorsed by Council (D)	31/12/2020	Council at the end of Q2 received concurrence on technical modelling questions with Transport for NSW. The ITP will be workshopped with Councillors on 15 March prior to exhibition.	City Strategy	90%	🟠

2.5.2: Provision of strategic parking management

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
2.5.2.1	Finalise and implement priority actions from the Parramatta CBD Public Car Parking Strategy (D)	30/06/2021		Property Development	80%	🟢

2.5.3: Provide effective parking management and regulatory functions, focusing on CBD, local centres, entertainment and education hubs and residential hotspots

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
2.5.3.1	Reduce the number of complaints received and Penalty Infringement Notices issued by working with Sydney Olympic Park Authority (SOPA) to minimise the impact on communities from unlawful activities (P)	30/06/2021		Regulatory Services	50%	🟢

2.5.4: Provide effective parking management and regulatory functions, focusing on CBD, local centres, entertainment and education hubs and residential hotspots

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
2.5.4.1	Reduce the number of complaints received and Penalty Infringement Notices issued by working with large housing strata community groups to improve parking on private roads (P)	30/06/2021		Regulatory Services	50%	🟢
2.5.4.2	Reduce the number of complaints received and Penalty Infringement Notices issued by monitoring and improving parking compliance in the CBD, and suburban local centres (D)	30/06/2021		Regulatory Services	50%	🟢
2.5.4.3	Reduce the number of complaints received and Penalty Infringement Notices issued by monitoring and improving building site compliance and impacts in residential hotspots (high growth areas, development sites) (D)	30/06/2021		Regulatory Services	50%	🟢
2.5.4.4	Provide School Safety Monitoring, Education and Compliance improvement programs (D)	30/06/2021		Regulatory Services	50%	🟢
2.5.4.5	Improve the turnover of vehicles in Mobility Parking Schemes by reviewing disability parking controls in CBD (D)	30/06/2021		Regulatory Services	50%	🟢

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Status
			🟢 Achieved/on track 🔴 Not Achieved ⚪ Data Not Available/Not Due						

GREEN - Service Measures

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Status
G01.1	Open space & natural area assets and facilities meet community expectations & legislative requirements	Open space & natural area management (bushland, waterways, open spaces, parks)	**Satisfaction in the Integrated Open Space Services (IOSS) Benchmarking Survey with cleanliness of parks (Annual Survey)** Maintain on previous year	City Operations	≥ 80%	80%	80%		🟢
G01.2			**Number of street trees planted** Increase based on same quarter previous year	City Assets & Environment		500	150		🟢
G01.3			**The value invested on parks, playgrounds and open space upgrades** Maintain or increase on previous year ($m)		≥ $10.2m Annual	$500,000	$1,835,500		🟢
G02.1	Environmental sustainability initiatives delivered in accordance with community priorities and expectations	Environmental and sustainability programs and educational activities	**Number of volunteers participating in supporting environmental programs** Maintain on previous year	City Assets & Environment		300	300		🟢
G02.2			**Tonnes of carbon emissions generated by Council operations** Decreasing trend on previous year with carbon neutrality by 2022		≥ 5% Annual	Not Due	Not Due		⚪
G03.1	Clean and usable public spaces, community facilities, business /local centres and local amenities	Cleansing services in the public domain	**Satisfaction with cleanliness of streets resulting from Council's cleansing services (Annual Survey)** Sustain based on previous year	City Operations	≥ 76% Annual	Not Due	Not Due		⚪
G03.2			**Satisfaction with cleanliness of parks resulting from Council's cleansing services (Annual Survey)** Sustain based on previous year		≥ 80% Annual	Not Due	83%		🟢
G03.3			**Satisfaction with maintenance of sporting fields (Annual Survey)** Sustain based on previous year		≥ 80% Annual	77.6%	77%	The slight drop in satisfaction may be due to vacancies within Parks that have impacted some service delivery.	🔴
G03.4	Clean and usable public spaces, community facilities, business /local centres and local amenities	Cleansing services in the public domain	**Satisfaction with cleanliness of local centres (Annual Survey)** Increase based on previous year	City Operations	≥ 77.4% Annual	Not Due	Not Due		⚪

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Status
G04.1	High quality, efficient and reliable domestic and commercial waste services managed in a sustainable way	Management of domestic and commercial waste services	**Community satisfaction with domestic waste collection services – reported in Q2** Maintain on previous year	City Assets & Environment	≥ 3.97 Annual	Not Due	3.92		🟢
G04.2			**Percentage of waste diverted from landfill (At least 50% by 2022, increasing to 85% by 2038)** Maintain on previous year		≥ 50% Annual	52%	54%		🟢
G04.3	High quality, efficient and reliable domestic and commercial waste services managed in a sustainable way	Management of domestic and commercial waste services	**Percentage of waste related Service Requests resolved within the required time frame** Maintain or increase		≥ 80%	87%	95.9%		🟢
G05.1.1	Fire safety, swimming pool safety, building compliance, health safety, food outlets safety and protection of the natural environment from all forms of pollution	Environmental & Public Health Protection & Compliance	**Percentage complete of registered/known food outlets inspection program** Number % of total	Regulatory Services	= 25%	26%	27%	Not all businesses are open for business during the Christmas break. Some businesses were still closed due to COVID.	🔴
G05.1.2			**Number of non-compliance follow up inspections to ensure compliance is achieved of registered/known food outlets** Number			22	20		🟢
G05.1.3			**Number of NSW Health requests completed of registered/known food outlets** Number			82	5		🟢
G05.2.1	Fire safety, swimming pool safety, building compliance, health safety, food outlets safety and protection of the natural environment from all forms of pollution	Environmental & Public Health Protection & Compliance	**Percentage complete of registered cooling towers inspection program** Maintain	Regulatory Services	= 25%	2%	7%		🟢
G05.2.2			**Number of non-compliance follow up inspections to ensure compliance is achieved of registered cooling tower inspection program** Number follow up inspections			1	0		🟢
G05.3.1	Fire safety, swimming pool safety, building compliance, health safety, food outlets safety and protection of the natural	Environmental & Public Health Protection & Compliance	**Percentage complete of registered public swimming pool inspection program** Percentage	Regulatory Services	= 25%	0%	7%		🟢

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Status
G05.3.2	environment from all forms of pollution		Non-compliance follow up inspections to ensure compliance is achieved of registered swimming pool inspection program Number total follow up inspections		Annual - dependent on G05.3.1	Not Due	Not Due		⚪
G06.1	Provide effective parking management and regulatory functions, focusing on CBD, local centres, entertainment and education hubs and residential hotspots	Ranger Services	Percentage of parking non-compliance detected (timed parking offences) Decrease against previous year	Regulatory Services	≥ 10.00% Decrease	3%	3%		🟢
G07.1.1	Improved quality of life by managing the impact of building activities, illegal dumping, unlawful use of public spaces and responsible companion animal ownership within local communities	Ranger Services	Number of total animals De-Sexed - Q4 Reporting Number of total animals	Regulatory Services	≥ 70 Annual	Not Due	Not Due		⚪
G07.1.2	Improved quality of life by managing the impact of building activities, illegal dumping,	Ranger Services	Number of total animals Micro-Chipped Number of total animals			14	13		🟢
G07.1.3	unlawful use of public spaces and responsible companion animal ownership within local		Number of total animals registered Number of total animals			91	88		🟢
G07.1.4	communities		Animals returned home to owners and or re-homed Increase			99%	71%		🟢
G08.1	Certification Services to provide quality and safety of the built environment in accordance with legislation and standards (Building Code of Australia)	Certification Services	Number of Building Certificate Applications received Decrease based on previous quarter	Regulatory Services		57	41		🟢

KEY	Progressing – on track	Progressing – off track	Not Due to Start	On Hold / Stopped	Completed

D - Deliver
P - Partner
A - Advocate

3.1: Protect and enhance our natural environment

3.1.1: Implement and report the priority actions from Environmental Sustainability Strategy

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
3.1.1.1	Implement Council's Environmental Strategy (D)	30/06/2021		City Strategy	45%	
3.1.1.2	Deliver a Bushland Program, as identified by the Capital Works Program to improve vegetation conditions (D)	30/06/2021		City Assets & Environment	50%	
3.1.1.3	Develop and deliver management plans for bushland areas across the Local Government Area covering fire hazard (D)	30/06/2021		City Assets & Environment	50%	
3.1.1.4	Develop Green Infrastructure Strategy to protect and increase our green infrastructure (trees, green grid, biodiversity & bushland) (D)	30/06/2021		City Assets & Environment	50%	

3.2: Improve our River and waterways

3.2.1: Implement waterways master plans for estuary, river and creek preservation

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
3.2.1.1	Deliver the Natural Waterways Program (D)	30/06/2021		City Assets & Environment	50%	

3.2.2: Make Parramatta River swimmable again

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
3.2.2.1	Continue to monitor water quality at Lake Parramatta swimming site (twice yearly, Summer and Winter) to inform the development and implementation of an Integrated Water Plan for the City of Parramatta (D)	30/06/2021		City Strategy	50%	

3.3: Keep our City clean

3.3.1: Reducing the volume of litter in our city

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
3.3.1.1	Reduce the volume of litter by 40% by 2020 by delivering public place litter education and recycling programs and the strategic use of street sweeping, gross pollutant traps and enforcement that targets hotspots (D)	30/06/2021		City Assets & Environment	50%	🟢

3.3.2: Improve the City's waste management service to increase satisfaction, waste recovery and diversion from landfill

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
3.3.2.1	Address the issue of illegal dumping, including shopping trolleys, via the internal cross-functional working group that (D)	30/06/2021		City Assets & Environment	50%	🟢

3.4: Provide green spaces for recreation, relaxation and enjoyment

3.4.1: Protect, enhance and increase our parks and green spaces to make them a community feature

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
3.4.1.1	Work with the NSW Department of Education (DOE), to increase community access to open space by increasing the number of DOE assets under Council lease or license (P)	30/06/2021		City Strategy	20%	🟢
3.4.1.2	Promote the use of shared green space through delivering community education and engagement activities (D)	30/06/2021		City Assets & Environment	50%	🟢

3.4.2: Increase the City's tree canopy to create shade and improve amenity

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
3.4.2.1	Deliver the City of Trees planting program, prioritising street tree planting along cycleways and the Parramatta Ways walking network (with more diverse street tree species to withstand pests, disease and the changing climate) and plant tube stock in Council reserves (D)	30/06/2021		City Assets & Environment	50%	🟢
3.4.2.2	Develop a Tree Canopy Plan, incorporating protection of trees, increased tree diversity and a program of works for priority tree planting locations (D)	31/12/2020		City Strategy	35%	🟢

3.5: Prepare for and lessen the impacts of extreme weather events

3.5.1: Maintain effective partnerships with the emergency services and other alliances in support of community safety

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
3.5.1.1	Participate in the Local Emergency Management Committee to oversee the Local Emergency Management plan to manage local emergencies (P)	30/06/2021		City Operations	50%	

3.5.2: Provide flood management and resilience planning activities

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
3.5.2.1	Progress investigations and advocacy to reduce flood risk in the CBD and key growth precincts (D)	30/06/2021		City Assets & Environment	50%	

3.5.3: Improve liveability by cooling the City and protecting people and communities from heat stress

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
3.5.3.1	Develop Urban Heat Reduction Strategy to cool the city and protect the community from heat waves and trail 2 urban cooling projects per year (D)	30/06/2021		City Strategy	35%	

3.6: Promote energy and water efficiency, renewable energy sources, and reduced emissions and waste

3.6.1: Provide leadership in sustainability best practice for Council's operations

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
3.6.1.1	Conduct an independent review of Council practices to ensure that all aspects of Councils fleet management (Plant and vehicles): procurement, disposal, repair, emissions and maintenance systems are considered best practice (D)	30/06/2021		City Operations	50%	

3.6.2: Increase waste diversion from landfill and reduce resource consumption

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
3.6.2.1	Consider long term options to maximise waste processing and diversion from landfill (D)	30/06/2021		City Assets & Environment	50%	
3.6.2.2	Enter into partnership agreements with business and industry to reduce plastics and packaging including plastic bag bans (P)	30/06/2021		City Assets & Environment	50%	

3.6.3: Reduce energy, carbon emissions, water consumption, increase renewable energy production and increase waste diversion from landfill

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
3.6.3.1	Provide leadership in sustainability best practice for Council's operations (D)	30/06/2021		City Assets & Environment	50%	🟢

3.6.4: Reducing energy and carbon emissions and increase renewable energy

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
3.6.4.1	Reduce Council energy emissions by delivering energy efficiency upgrades and implement renewable energy opportunities in Council buildings and facilities (D	30/06/2021		City Assets & Environment	50%	🟢
3.6.4.2	Prepare for carbon neutral certification (national Carbon Off-set Standard) for Council operations (D)	30/06/2021		City Assets & Environment	50%	🟢

3.6.5: Improve water efficiency of our parks, and council buildings

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
3.6.5.1	Reduce Council consumption of water by delivering water efficiency upgrades (irrigation, stormwater harvesting/rainwater collection and reuse and other equipment) in Council facilities (D)	30/06/2021		City Assets & Environment	50%	🟢

3.6.6: Reduce energy consumption, increase renewable energy and reduce potable water consumption (in local government area)

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
3.6.6.1	Develop and deliver a Community Energy Plan which incorporates the consideration of energy saving initiatives such as solar in the City's upcoming major projects (D)	30/06/2021		City Strategy	35%	🟢
3.6.6.2	Prepare business case to seek funding for phase 3 of the Light Years Ahead (LED Street Light replacement program) (D)	31/08/2020		City Strategy	55%	🟢

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Status
			🟢 Achieved/on track 🔴 Not Achieved ⚪ Data Not Available/Not Due						

WELCOMING - Service Measures

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Status
W01.1	Access to professionally serviced venues for performance presentations and for business and community events	Riverside Theatres Venues	**Percentage of days Riverside venues are utilised for performances and events annually** Maintain or increase above target	Riverside Theatre	≥ 75% Annual	3%	11%	Due to COVID-19 restrictions Riverside venues had significantly reduced activity for the second quarter.	🔴
W01.2			**Community satisfaction with Riverside Theatres - reported annually in Q2** Maintain or increase above target		≥ 3.99	Not Due	4		🟢
W01.3			**Percentage of Riverside's available seating capacity utilised annually** Maintain or increase above target		≥ 60% Annual	63%	88%		🟢
W02.1	A year-round stage and screen presentation program for the general public, schools and special interest groups	Riverside Presentations	**Annual attendance at 'Riverside Presentations' Program of performances and events held at Riverside and elsewhere** Maintain or increase on previous year	Riverside Theatre	≥ 35,000 Annual	7,040	11,188	YTD attendance: 11,188 at 1924 events. This equates to 32% of Annual Target (35000).Riverside Theatres closure due to COVID-19 restrictions, affected live performances with some digital performances possible.	🔴
W02.2		Total Riverside Program	**Attendances at Total Riverside Program of performances (events held at Riverside and elsewhere)** Maintain or increase on previous year		≥ 144,000 Annual	7,352	12,328	YTD attendance: 12,328 at 271 events. This equates to 9% of Annual Target (144000). Riverside Theatres closure due to COVID-19 restrictions, affected live performances with some digital performances possible.	🔴
W03.1	Local production of performances and increased opportunity for local artists	National Theatre of Parramatta	**Attendance at National Theatre of Parramatta program of performances (events held at Riverside and elsewhere)** Maintain or increase on previous year	Riverside Theatre	≥ 21,000 Annual	53	594		🟢
W04.1	Provision of a year round program of workshops and performance with - and for - people with disability	Performance and Disability Program (Beyond the Square)	**Attendance at Access performance and Workshop program (performances and workshops held at Riverside and elsewhere)** Maintain based on previous year, measured in percentage of attendees over previous year	Riverside Theatre	= 2,500 Annual	20	117	YTD attendance: 117 at 25 events. This equates to 4.68% of annual attendance target (2,500). Riverside Theatres closure due to COVID-19 restrictions, affected activities.	🔴

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Status
W05.1	Community is proud of the opportunities to experience arts and culture	Arts & Culture program development and delivery	**Number of art and cultural programs developed and delivered - Annual Q4** Maintain on previous year	City Culture	≥ 3,851 Annual	Not Due	Not Due		⚪
W06.1	Opportunities for the community to participate, celebrate and commemorate in the civic, heritage and cultural life of the City	Events & Festivals	**Combined attendance at events and festivals** Increase 2% over previous years	City Experience	> 292,026 Annual	Not Due	147,000		🟢
W07.1	Tourism delivers local economic, cultural and social benefits and visitor services enhance the perception of Parramatta as a place people want to visit	Tourism Development & Visitor Services	**Number of attendees at key destinations & tourist attractions** Increase 2% over previous years	City Experience	> 2% Annual	Not Due	Not Due		⚪
W08.1	Share and celebrate our cultural heritage assets and stories	Cultural Heritage	**Satisfaction with Parramatta Heritage & Visitor Information Centre services and programs** Sustain, compared to previous years	City Experience	≥ 93% Annual	97.1%	99%		🟢
W09.1	Position the City of Parramatta as a destination of choice to live, work, study and play, resulting in improved perceptions, community pride, increased visitation, economic prosperity and sustainability.	Market the City of Parramatta via digital and traditional platforms	**Number of day visitors to the City of Parramatta** Increase on 5% on previous year	City Identity	> 5% Annual	Not Due	Not Due		⚪
W09.2	Position the City of Parramatta as a destination of choice to live, work, study and play, resulting in improved perceptions, community pride, increased visitation, economic prosperity and sustainability.	Market the City of Parramatta via digital and traditional platforms	**Number of day visitors to the City of Parramatta** Increase the number of day visitors over previous year	City Identity	> 5% Annual	Not Due	Not Due		⚪
W09.3			**Increase in Gross Regional Product** Increase on 5% previous year		> 5% Annual	Not Due	Not Due		⚪
W09.4			**Number of visitors to City Marketing Platforms** Increase on same quarter previous year		> 5.00%	2.65%	7.69%		🟢
W09.5	Position the City of Parramatta as a destination of choice to live, work, study and play, resulting in improved perceptions, community pride, increased visitation, economic prosperity and sustainability.	Market the City of Parramatta via digital and traditional platforms	**Satisfaction with Parramatta as a place to live - annual reported in Q2** Increase on previous year	City Engagement	> 7.29	Not Due	7.57		🟢

WELCOMING

4.1: Acknowledge the Darug peoples as the traditional custodians of this land and make Parramatta a leading City of Reconciliation

4.1.1: Reduce inequality through a strong and respectful relationship with the Darug people and other Aboriginal and Torres Strait Islander communities

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
4.1.1.1	Implement, monitor and review the Stretch Reconciliation Action Plan (RAP) 2017-2020 (D)	30/06/2021		Social & Community Services	100%	🔵

4.2: Promote the growth of arts and culture and champion the role that culture plays in city-building

4.2.1: Implement Culture and Our City - A Cultural Plan for Parramatta's CBD 2017-2022 Goal 1: Always a Gathering Place

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
4.2.1.1	Commission artworks in diverse media across the public domain (D)	30/06/2021		City Experience	50%	🟢

4.2.2: Implement Culture and Our City - A Cultural Plan for Parramatta's CBD 2017-2022 Goal 2: Diversity is Our Strength

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
4.2.2.1	Finalise & implement Events & Festivals Strategy (D)	30/06/2021		City Experience	50%	🟢

4.2.3: Implement Culture and Our City - A Cultural Plan for Parramatta's CBD 2017- 2022: Goal 3: Ideas and imagination are the heartbeat of our City

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
4.2.3.1	Deliver an expanded Parramatta Artists' Studios residency program through the CBD Studios and Satellite Studio project (D)	30/06/2021		City Experience	50%	🟢
4.2.3.2	Finalise the Cultural Infrastructure Strategy 2039 to inform the types of creative spaces and programs required to best support the growth of our creative communities (D)	31/12/2021		City Culture	85%	🟢

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
4.2.3.3	Commission, produce and present local, national and international performances of contemporary excellence and scale alongside the National Theatre of Parramatta program (D)	30/06/2021		Riverside Theatres	50%	🟢

4.3: Respect, protect and celebrate our shared living histories of Parramatta and embrace our heritage

4.3.1: Implement Culture and Our City - A Cultural Plan for Parramatta's CBD 2017-2022 Goal 1: Always a Gathering Place

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
4.3.1.1	Increase accessibility to the City's cultural collection of archives, artefacts, research resources (D)	30/06/2021		City Experience	60%	🟢
4.3.1.2	Create an integrated Heritage Strategy (D)	30/06/2021	The Cultural Heritage and Tourism Business Unit within the City Experience and Engagement Directorate are the subject matter experts in relation to Heritage programming, planning and strategy. To deliver the Heritage Strategy, an internal cross-functional working group has been established in partnership with Corporate Strategy. Note, the Strategy will align with the Development Control Plan Harmonisation Project	City Experience	0%	🔴
4.3.1.3	Informed by Council's Cultural Infrastructure Strategy, advocate and make submissions to the NSW Government to identify appropriate uses for heritage buildings in the North Parramatta Precinct, including cultural and arts uses (A)	30/06/2021		City Culture	20%	🟢

4.4: Recognise that Parramatta has always been a gathering place and our diversity is our strength

4.4.1: Implement Culture and Our City - A Cultural Plan for Parramatta's CBD 2017-2022 Goal 1: Always a Gathering Place

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
4.4.1.1	Appoint an Indigenous Cultural Officer and develop new Aboriginal and Torres Strait Islander cultural programs and projects (D)	31/02/2021	Position to be considered as part of succession planning for the COP Reconciliation Action Plan and Cultural Plan.	City Culture	15%	🔴

4.4.2: Promote lifelong learning and tackle inequality by delivering programs and services that provide equal access to all.

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
4.4.2.1	Increase programs in diverse languages depending on profile of the local community, as part of a lifelong learning objective (D)	30/06/2021		Social & Community Services	75%	🟢

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Status
			● Achieved/on track ● Not Achieved ● Data Not Available/Not Due						

THRIVING - Service Measures

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Status
T01.1	Residents, businesses, workers, students and visitors benefit from sustained strong economic performance across the City of Parramatta LGA. Partnerships support the delivery of our vision and priorities.	Work collaboratively to support sustainable economic growth by supporting small business, attracting investment, and leveraging strategic partnerships with key stakeholders	**Number of new businesses created** Increase number of new businesses	City Strategy	> 3,410 Annual	1,014	381	Impact of COVID on local businesses	🔴
T02.1	Jobs growth and increased inbound investment	Economic Development activities	**Percentage net increase in investment inquiries (website, phone and email)** Increase based on previous year	City Strategy	> 5%	Not Due	Not Due		⚪
T03.1	Increase investment in the City of Parramatta to provide the Community with the desired jobs, education and health facilities	Actively market Parramatta as Sydney's Central City	**Net job growth within the City of Parramatta** Increase number on previous year	City Identity	6%	Not Due	195,025		⚪
T04.1	Drive visitation to the City of Parramatta resulting in strong economic performance	Drive visitation to the City of Parramatta resulting in strong economic performance	**Visitation numbers within the City of Parramatta** Increase 3% on previous year	City Identity	≥ 3%	Not Due	231,995		⚪
T05.2	Improve perception of the City of Parramatta as a desirable place to work	Actively market Parramatta as Sydney's Central City	**Satisfaction of businesses who rate Parramatta as place to work/do business – annual Q2** Sustain on previous year	City Engagement	> 7.08	Not Due	7.71		🟢
T06.1	Enables timely identification and repair of issues to maintain community safety and amenity of the public domain	Proactive and reactive inspection and monitoring of the public domain (Including but not limited to; Better Neighbourhood Program)	**Percentage of Service Requests from customers or Councillors for Place Services responded to within 48 hours** Maintain	Place Services	= 100%	100%	100%		🟢
T07.1	Ensuring that difficult and cross-functional community and/or Councillor issues are resolved in consultation with affected stakeholders	Investigating, reporting and referring multi-faceted issues for resolution	**Percentage of Service Requests by customers or Councillors where contact is made prior to closing** Sustain on previous year	Place Services	= 100%	100%	100%		🟢
T08.1	High quality design and appropriate allocation, creating attractive, safe and vibrant public spaces to support urban life and local economic activity	Assessment of proposals to use Council land for Outdoor Dining	**Percentage of "Notice of Approval" issued to customer within a two month period** Maintain or increase	Property, Security Assets & Services	≥ 80%	90%	100%		🟢
T09.1	Efficient use of Council land to facilitate the sustainable growth of the City	Provision of statutory property service such as land acquisition, classification & easements on Council land	**Percentage of information and services provided within 10 working days** Maintain or increase	Property, Security Assets & Services	≥ 80%	100%	90%		🟢

THRIVING

5.1: Accelerate local jobs growth and support people in finding employment

5.1.1: Facilitate local employment and economic growth through the delivery of targeted Economic Development activities

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
5.1.1.1	Implement the priority actions identified in Councils Economic Development Plan (EDP) 2017 -2021 (D)	30/06/2021		City Strategy	50%	🟢
5.1.1.2	Deliver and support small business development programs and have 80% small business satisfaction with activities (D)	30/06/2021		City Strategy	50%	🟢
5.1.1.3	Provide accurate and timely research, analysis and investment information to increase by 10% annually traffic to Invest Parramatta website and have on average 20% of business community recipients open each addition of Economic Development Team EDM (D)	30/06/2021		City Strategy	50%	🟢
5.1.1.4	Host a bi-annual Investment attraction event to support inbound investment and industry development (D)	30/06/2021	An investment attraction event is unable to proceed at this time during COVID-19 restrictions.	City Strategy	0%	🔴
5.1.1.5	Support the delivery of Council's Destination Management Plan (DMP) (P)	30/06/2021		City Experience	60%	🟢
5.1.1.6	Increase Community Satisfaction with Events & Festivals by 5% annually by promoting events and activation programs that increase visitation to support the City's culture and liveability (D)	30/06/2021		City Experience	50%	🟢

5.2: Attract public and private investment to our City and support the growth and prosperity of local businesses

5.2.1: Implement Culture and Our City - A Cultural Plan for Parramatta's CBD 2017-2022

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
5.2.1.1	Implement and monitor the priority actions identified in the Cultural Plan and prepare annual implementation plans (D)	31/12/2021		City Culture	25%	🟢

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
5.2.1.2	Finalise and implement the Cultural Plan Implementation Framework and Fund (D)	30/06/2021	Cultural Plan implementation ongoing, but Cultural Fund implementation and governance subject to review.	City Culture	25%	🟠

5.2.2: Promotion of Parramatta's precincts and unique attributes

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
5.2.2.1	Undertake City marketing activities to raise the profile of Parramatta's unique offer (D)	30/06/2021		City Identity	50%	🟢

5.2.3: Implement the Parramatta CBD Cultural Plan Goal 3: Ideas and imagination are the heartbeat of our City

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
5.2.3.1	Re-develop Riverside Theatres in partnership with NSW Government (P)	30/06/2021		Property Development	50%	🟢

5.2.4: Implement the Parramatta CBD Cultural Plan Goal 3: Ideas and imagination are the heartbeat of our City

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
5.2.4.1	Maintain financial support level for Riverside Theatres by delivering fundraising strategies to secure financial support (government, corporate sponsorship, private) including campaigns and philanthropic circles (D)	30/06/2021		Riverside Theatres	50%	🟢

5.2.5: Deliver the Parramatta Square Project to create world-class office, retail, public space and civic facilities

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
5.2.5.1	5 & 7 (Town Hall) Parramatta Square - Deliver a state of the art civic building, library and community facilities (D)	30/04/2022		Property & Place	50%	🟢
5.2.5.2	Deliver key milestones for 6 & 8 Parramatta Square (D)	31/12/2023		Property & Place	50%	🟢

5.2.6: Deliver a modern premium grade mixed use development at 12 Phillip Street, Parramatta

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
5.2.6.1	Riverside Lennox Bridge: Manage and administer a project development agreement for the external delivery of a premium grade mixed use 41 storey and 413 residential apartments tower at 12 Phillip Street, Parramatta (D)	31/05/2021		Property Development	25%	🟢

5.2.8: Plan and deliver a range of options to maximise Councils financial returns on its publicly owned assets

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
5.2.8.1	Execute of the whole of property asset strategy (D)	31/12/2023	The new Group Manager of PSAS has commenced and a review of the asset strategy for the whole of the property portfolio is underway	Property & Place	10%	🔴
5.2.8.2	Manage the Horwood Place compulsory acquisition process to secure the best possible commercial return for Council (D)	31/05/2023		Property & Place	55%	🟢

5.2.9: Deliver the Parramatta Square public domain to create an engaging connection between the buildings that surround it, to promote both day and night time activity

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
5.2.9.1	Public Domain: Deliver a lively and engaging public domain to support the future of the City (D)	31/12/2023		Property & Place	50%	🟢

5.3: Plan and deliver a vibrant, attractive and safe CBD and local centres

5.3.1: Plan and design distinctive neighbourhoods and CBD precincts that have unique local identity and are places where people want to be

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
5.3.1.1	Complete the preparation of masterplans, in consultation with locally impacted communities for North Parramatta 'Heart of Play' Sporting and Recreation Network (D)	30/06/2021		Place Services	40%	🟢

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
5.3.1.2	Deliver physical works associated with endorsed Masterplans focused on shops and commercial areas (including North Rocks Masterplan, Dence Park Masterplan, Sue Savage & Reynolds Park, Rydalmere Park, North Granville Community Facilities Masterplan) (D)	30/06/2021	Rydalmere Park and Dence Park designs are progressing on track. John Wearn Reserve (North Rocks) was opened in December 2020. Sue Savage & Reynolds Park is progressing on track. North Granville Community Facilities has been delayed. The site was recognised as a James Hardie legacy site by the Environment Protection Agency and Council is seeking relevant project approvals and additional funding.	Place Services	30%	🟠
5.3.1.3	Development of a Neighbourhood Cultural Masterplan to reflect the cultural aspirations, distinctive identities and needs of our broader communities (D)	30/06/2021		Place Services	30%	🟢
5.3.1.4	Develop a community-led Neighbourhood Policy and Place Plans to inform local service and project delivery (D)	30/06/2021		Place Services	30%	🟢
5.3.1.5	Undertake a biennial Centres Review to collate data on town and neighbourhood centres in the LGA to inform the prioritisation of Better neighbourhood program funding (D)	30/06/2021		Place Services	25%	🟢
5.3.1.6	Deliver a Masterplan for Granville Town Centre (D)	31/12/2021		Place Services	15%	🟢

5.3.4: Deliver and manage the City's crime prevention infrastructure to increase the sense of community safety and prevent crime

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
5.3.4.1	Implement the priority actions from the updated Parramatta Crime Prevention Plan 2019-2023 (D)	30/06/2023		Property Security Assets & Services	30%	🟢
5.3.4.2	Expand the CCTV network by 10 additional cameras per year by advocating and seeking funding from State Government as appropriate (D)	30/06/2021		Property Security Assets & Services	100%	🔵

5.3.5: Revitalise, connect and activate key public domain spaces in the CBD to create vibrant public spaces

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
5.3.5.1	Develop a masterplan for Parramatta River Strategy (D)	30/06/2021	Study to inform Development Control Plan delayed due to interface issues with CBD Planning Proposal.	City Design	35%	🟠

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
5.3.5.2	Set design and program priorities for the implementation of the Civic Link Framework Plan (connecting Parramatta Square to the Parramatta River City foreshore) (D)	30/06/2021	Draft Development Control Plan for Blocks 2, 3, 4 delayed however being considered for inclusion in CBD Development Control Plan in 2021. Preparation of business case for public domain delivery has commenced.	City Design	30%	🟠

5.3.6: Implement CBD Cultural Plan: Goal 1: Always a Gathering Place

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
5.3.6.1	Develop a sustained program to grow live music in the City (D)	30/06/2021		City Experience	50%	🟢

5.4: Ensure Parramatta has a thriving day and night time economy

5.4.1: Facilitate local employment and economic growth through the delivery of targeted Economic Development activities

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
5.4.1.1	Finalise the Night Time Economy City Framework including controls to DCP to facilitate late night trading (D)	30/06/2021		City Strategy	55%	🟢
5.4.1.2	Prepare and adopt a Late Night Trading Development Control Plan to encourage and plan for a safe and vibrant night life (D)	30/06/2021		City Strategy	50%	🟢
5.4.1.3	Increase the number of businesses offering live music by 10% per annum by implementing the priority actions identified in Culture and Our City: A Cultural Plan for the Parramatta CBD such as the 'Live and Local' events, and 'Amplify' as a CBD-wide venue activation for live music (D)	30/06/2021		City Strategy	50%	🟢

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Status
			🟢 Achieved/on track　🔴 Not Achieved　⚫ Data Not Available/Not Due						

INNOVATIVE - Service Measures

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Status
I01.1	A well-considered strategic planning framework that manages growth and facilitates the delivery of a liveable, sustainable and productive City for our communities	The preparation, development and maintenance of strategies and plans to manage the growth of the City	**Percentage of customer who are 'satisfied' or higher with Council's strategic planning - reported in Q4** Maintain or increase on previous year	City Strategy	≥ 90%	Not Due	Not Due		⚫
I01.2			**Percentage of City Strategy reports that are approved by Council - reported in Q4** Maintain or increase on previous year		≥ 80%	100%	100%		🟢
I02.1	Partnerships support the delivery of our vision and priorities	Work collaboratively to support sustainable economic growth by supporting small business, attracting investment, and leveraging strategic partnerships with key stakeholders	**Percentage of existing strategic partners are satisfied with Council** Maintain or increase on previous year	City Strategy	≥ 75%	Not Due	Not Due		⚫
I02.2			**Annual number of Social Enterprises operating in Parramatta LGA** Increase total # on previous year	Social & Community Services	> 43	Not Due	Not Due		⚫
I03.1	Position the City of Parramatta as a destination of choice to live, work, study and play, resulting in improved perceptions, community pride, increased visitation, economic prosperity and sustainability.	Market the City of Parramatta via digital and traditional platforms	**Effectiveness of digital marketing platforms** Percentage of digital innovations that are AB tested	City Identity	≥ 50%	85%	85%		🟢
I04.1	Improvement of services provided to customers both internal and external	Continuous Improvement and Innovation capabilities and culture - Service Excellence Program	**Number of Service Excellence Reviews conducted annually across the organisation to guide our Service Delivery Transformation Program priorities** Maintain	City Strategy	4	1	1		🟢
I05.1	Council is Financially sustainable and provides transparent, value for money services, according to the priorities of the Community	Financial Reporting and Controls (Accounting, Financial Systems and Taxation and Treasury)	**Community Satisfaction with value for money – annual Q2** Sustain on previous year	City Engagement	≥ 3.43	Not Due	3.55		🟢
I06.1	Achievement of service levels for critical applications and systems to support both community and organisational objectives. Service levels include hours of availability, performance and responsiveness	Service Management – delivery of IT support services	**Percentage of time that website and external facing technology is available (excluding scheduled maintenance windows)** Maintain	Information Technology	= 100%	99.9%	85.9%	Websites were available throughout the reporting period, achieving 100% availability. The DA Tracker was unavailable for 13 days due to discovery of a security vulnerability requiring replacement.	🔴

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Status
I06.2	to incidents		Percentage of all routine correspondence actioned within 48 hours Maintain		≥ 90%	99.96%	99.9%		🟢
I07.1	Customer satisfaction with Council's internal and external customer services	Provide information and services to customers via four channels – Telephone, Face-to-Face, Corporate Reception and Digital Streams (Web Chat, Social Media and Emails)	Percentage of calls answered within 30 seconds Maintain or increase	Customer Contact Centre	≥ 80%	78%	78%	Slightly under target due to resourcing numbers not at optimum	🔴
I07.2			Percentage of Customer queries resolved at the first point of contact Maintain or increase		≥ 80%	61%	72%	80% was achieved for telephone calls only during Q2. Vacancies within Customer Contact Centre has impacted some service deliveries and customer response time.	🔴
I07.3			Percentage of Service requests completed within agreed service standards Maintain or increase		≥ 85%	86%	90%		🟢
I07.4			Percentage of customer contacts resulting in formal complaints Maintain level		< 0.25%	0%	0%		🟢
I07.5			Percentage of average customer wait time that is less than 5 minutes Maintain or increase		≥ 80.00%	84%	80%		🟢
I08.1	The City is better positioned to meet the challenges of the future and better able to leverage the opportunities of data, information and technology	The delivery of programs and projects to make Parramatta a 'Smart City' and develop and implement new solutions to address the challenges of growth of the City	Number of Smart City Advisory Committee conducted and minuted annually Maintain	City Strategy	4	1	1		🟢
I08.2			Number of Smart City initiatives launched annually - reported in Q4 Increase from previous year		> 4	Not Due	Not Due		⚪

KEY	Progressing – on track	Progressing – off track	Not Due to Start	On Hold / Stopped	Completed

D - Deliver
P - Partner
A - Advocate

INNOVATIVE

6.1: Engage in strategic planning and implement innovative solutions to manage the growth of our City

6.1.1: Develop the City's strategic planning framework to support growth

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
6.1.1.1	Finalise the harmonisation of LEPs, DCPs and Development Contributions Plans (D)	31/12/2021		City Planning	60%	🟢
6.1.1.2	Finalise CBD Planning Proposal (D)	30/06/2021		City Planning	70%	🟢
6.1.1.3	Support the effective leadership of the City by facilitating Lord Mayor and Councillor advocacy on State and Federal Government issues affecting the City of Parramatta's strategic planning framework to support growth by making submissions (D)	30/06/2021		Executive Support	50%	🟢
6.1.1.4	Review developer contributions, processes and financial planning (D)	30/06/2021		City Planning	30%	🟢
6.1.1.5	Finalise the Local Strategic Planning Statement, Local Housing Strategy & Community Infrastructure Strategy (D)	31/07/2020		City Planning	100%	🔵

6.1.2: Work in partnerships to prepare Precinct Plans that meets the needs of the City of Parramatta

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
6.1.2.1	Work with stakeholders to prepare Precinct Plans in key precincts including: Camellia, Carlingford, Carter Street, Epping Town Centre incorporating a transport plan, Granville, Melrose Park, Parramatta North, Parramatta Road, Rosehill, Sydney Olympic Park, Telopea, Wentworth Point Wentworthville and Westmead (P)	30/06/2021		City Planning	50%	🟢

6.1.3: Tackle inequality through leading social innovation collaboration between business, community, government and philanthropy

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
6.1.3.1	Implement the Social Investment Action Plan 2018-2021 (D)	30/06/2021		Social & Community Services	80%	🟢

6.1.4: Develop and implement a long term strategic plan for the provision of social infrastructure to meet the needs of the community

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
6.1.4.1	Prepare implementation plans for community facilities and open space and recreation assets under the Community Infrastructure Strategy (D)	30/06/2021		City Strategy	50%	🟢

6.2: Support collaboration and partnerships to deliver key outcomes for our City

6.2.1: Leverage partnerships with State Government, peak business, and industry groups

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
6.2.1.1	Support activities to encourage and maintain visitation to the Parramatta CBD during the delivery of significant infrastructure projects including Light Rail, Parramatta Square and a new Museum by facilitating liaison between Transport for NSW and Council on matters affecting small business (D)	30/06/2021		City Strategy	50%	🟢
6.2.1.2	Continue to promote local businesses and local investment opportunities through targeted promotion and communication activities (D)	30/06/2021		City Strategy	50%	🟢
6.2.1.3	Response to & support planning for North Parramatta & Sydney University (D, P)	30/06/2021		City Strategy	50%	🟢
6.2.1.4	Support planning approvals for MAAS (D, P)	30/06/2021		City Design	75%	🟢

6.2.2: Tackle disadvantage through implementing a primary prevention framework for the prevention of domestic and family violence

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
6.2.2.1	Develop and implement Council's Domestic and Family Violence Action Plan (D)	30/06/2021		Social & Community Services	85%	🟢

6.2.3: Building great community capacities by partnering with local sports clubs, peak sporting bodies, schools and community groups to improve their capability and sustainability

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
6.2.3.1	Sports club liaison, partnerships with program providers to deliver Mobile Active Health Project, Active Parramatta and School Holiday programs, and special projects, such as Girls in Sports and Disability Inclusion Action Day (P)	30/06/2021		Social & Community Services	95%	🟢

6.3: Embrace technology, creativity and innovation to solve complex problems and improve our City

6.3.1: Deliver professional, responsive and innovative customer service to our community including online service delivery

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
6.3.1.1	Improve the capability of the Customer Service Request system and Councils customer service processes (D)	30/06/2021		City Strategy	60%	🟢
6.3.1.2	Implement outcomes of service excellence review to improve customer service processes and further enhancing the positive customer experience of council (D)	30/06/2021	On hold	City Strategy	25%	🔴
6.3.1.3	Implement the Digital Service Transformation Strategy incorporating the embedding of continuous improvement and innovation capabilities in Council (D)	30/06/2021		City Strategy	20%	🟢

6.3.5: Implement CBD Cultural Plan: Goal 4: Our City incubates creativity, industry and new knowledge

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
6.3.5.1	Grow opportunities for industry partnerships that deliver new cultural assets and experiences and social and economic benefits by establishing three new relationships or partnerships annually (P)	30/06/2021		City Culture	100%	🔵

6.3.6: Investigate data driven solutions and Smart City initiatives to help address the complex challenges facing the City

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
6.3.6.1	Deliver Smart City project for Melrose Park North (D)	30/09/2020		City Strategy	100%	🔵

6.3.8: Provide Information technology systems to support Councils services delivery and respond to customers

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
6.3.8.1	Continue to implement the priority actions from Councils Cyber Security Strategy to minimise risk of data loss and external threats to systems and digital assets (D)	30/06/2021		Information Technology	85%	🟢

6.4: Attract leading research, education and training facilities to Parramatta

6.4.1: Develop a City marketing strategy to position Parramatta as a place where people want to live, work, study and play

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
6.4.1.1	Analyse and report on community driven data (D)	30/06/2021		City Engagement	50%	🟢
6.4.1.2	Undertake City marketing activities to raise the profile of Parramatta as a place to work, invest and do business, resulting in an increase in investment and visitation (D)	30/06/2021		City Identity	40%	🟢
6.4.1.3	Implement Marketing & Brand Strategy (D)	30/06/2021		City Identity	60%	🟢

6.4.2: Work with NSW Government to upgrade and expand services and facilities at Westmead Health Precinct

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
6.4.2.1	Agree a new governance structure for Westmead Alliance (P, A)	30/06/2021	On hold pending outcome of Westmead Innovation District Strategic Plan by DPIE.	City Strategy	25%	🔴
6.4.2.2	Promote Westmead Health Precinct as Australia's leading medical research centre by attending 3 Westmead Alliance meetings per year (P)	30/06/2021		City Strategy	50%	🟢

6.5: Manage the City's assets and financial resources in a responsible manner and provide the best possible services for the community

6.5.1: Development and implementation of Asset Management Policy, Strategy, Plan(s) and Programs to reduce renewal backlog and meet community needs

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
6.5.1.1	Undertake asset modelling to ensure Council's assets are adequately maintained: 1. Perform asset condition assessment of at least one major asset class annually (based on rolling program or triggered by a major change in asset class) by 31 March 2. Update Asset Management Policy to be endorsed by Executive Team by 30 June every 3 years. 3. Asset Management Strategy and Plans Updated and endorsed by Executive Team annually by 30 June	30/06/2021		Finance	50%	🟢
6.5.1.2	Undertake detailed consultation with the community regarding service levels, the prioritisation of expenditure and maintenance of Community assets to inform the Asset Management Plan (D)	30/06/2021		Finance	0%	🟢
6.5.1.3	Formalise rolling works programs for capital projects including renewals, identifying 1, 4 and 10 years priorities and develop integrated capital and maintenance budgets (D)	30/06/2021		Property Security Assets & Services	50%	🟢
6.5.1.4	Complete Corporate accommodation plan for City of Parramatta (D, P)	31/05/2021		Property & Place	70%	🟢

6.5.2: Build and maintain the City's essential infrastructure and assets, as identified by the Capital Works Program

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
6.5.2.1	Complete review of the delivery of infrastructure by third party VPA, PDA etc. (asset need, value for money, quality assurance and handover) (D)	30/06/2021	A working group has been established in conjunction with, and being led by City Planning. This is being progressed as part of the Capital Delivery Business Improvement Project to ensure that improvements in the VPA infrastructure delivery process are consistent with the entire Capital Delivery process.	City Assets & Environment	25%	🟠

6.5.3: Provide flood, catchment, stormwater management to prevent or minimise the impacts of flooding

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
6.5.3.1	Undertake flood risk management, management of stormwater drainage assets and Council's prescribed dams (Lake Parramatta, McCoy Park detention basin, Northmead Reserve, Muirfield Golf Course & Epping West Park) (D)	30/06/2021		City Assets & Environment	50%	🟢
6.5.3.2	Review and maintain the Parramatta River Flood Study (D)	30/06/2021		City Assets & Environment	50%	🟢

6.5.4: Improve the long-term financial sustainability of Council services and community assets

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
6.5.4.1	Prepare Long Term Financial Plan (D)	30/06/2021		Finance	50%	🟢
6.5.4.2	Develop options for harmonisation of rates across the Local Government Area (D)	30/06/2021		Finance	90%	🟢

6.5.5: Improve the diversity of Council's workforce to reflect the community we serve

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
6.5.5.1	Implement ATSI Employment Strategy and Disability Inclusion Action Plan to ensure a diverse workforce for Council (D)	30/06/2021		People & Culture	30%	🟢

6.5.6: Contribute to the review and update of a Resourcing Strategy to support implementation of the Community Strategic Plan and plan for our workforce needs

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
6.5.6.1	Annually review Councils Workforce Management Strategy to address the human resourcing requirements of a Councils new Delivery Program (D)	30/06/2021		People & Culture	40%	🟢

6.5.7: Improve our staff and leadership skills, capabilities and wellbeing to meet the needs of the community

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
6.5.7.1	Develop and increase the capabilities of leaders and staff across the organisation through implementing capability frameworks and development programs to position Council for the future (D)	30/06/2021		People & Culture	45%	🟢

6.5.8: Mitigate risks to human and environmental health, for the benefit of both the public, and employees carrying out work at James Hardy legacy asbestos sites

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
6.5.8.1	Identify, test, and where appropriate treat, Council owned or managed lands affected by James Hardie legacy asbestos contamination of soils (D)	30/06/2021		City Assets & Environment	50%	🟢
6.5.8.2	Work with the relevant state agencies to identify and regulate land within the City of Parramatta Local Government Area that is known or suspected to be affected by James Hardie legacy asbestos contamination (D,P)	30/06/2021		City Assets & Environment	50%	🟢