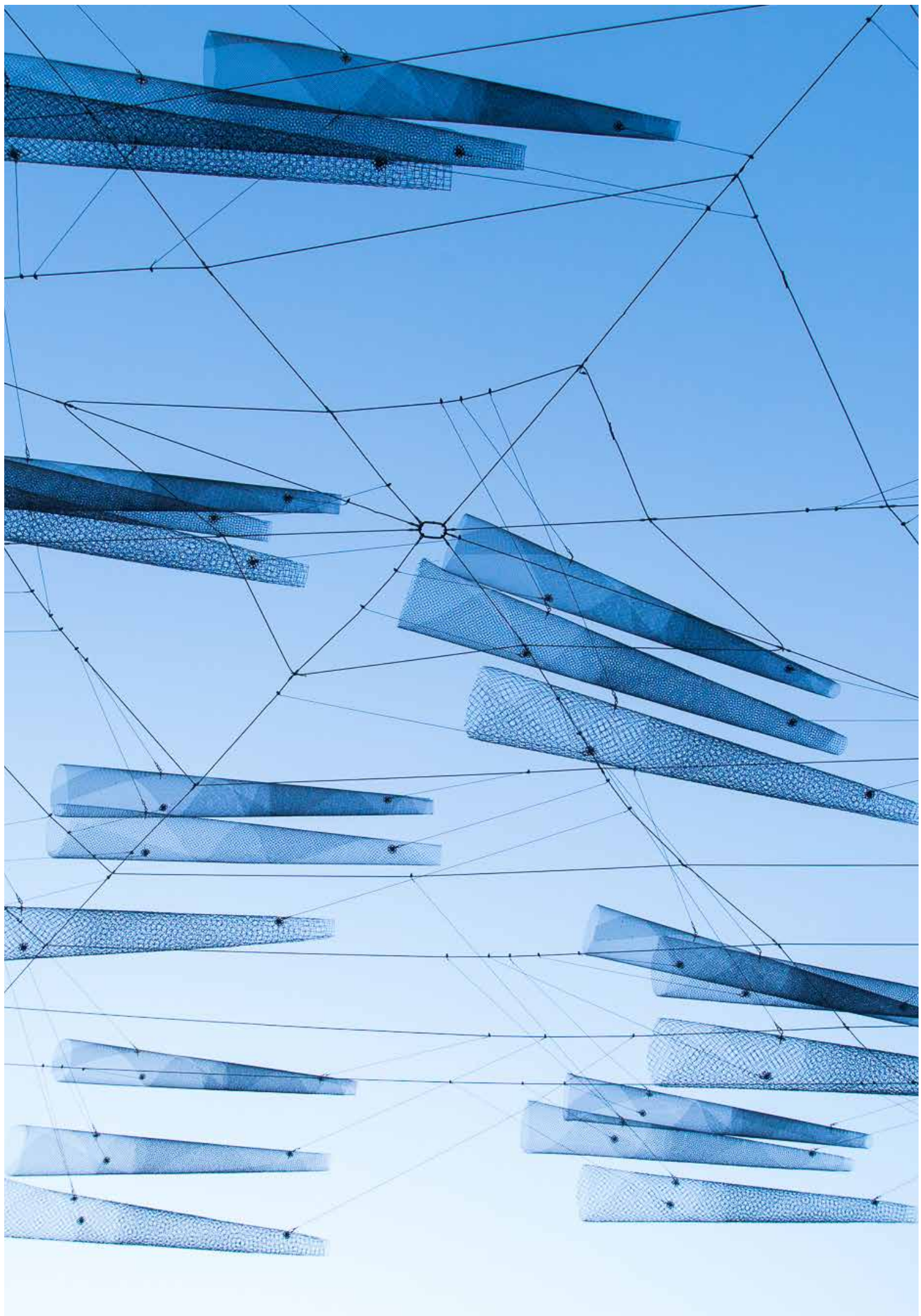


OPERATIONAL PLAN 2017/18  
**PROGRESS REPORT**  
QUARTER 1 REVIEW

JULY – SEPTEMBER 2017



**CITY OF  
PARRAMATTA**



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# CHIEF EXECUTIVE OFFICER'S MESSAGE

## GREG DYER

This Quarterly Progress Report summarises achievements of the Operational Plan and Council's financial position at the end of the first quarter (July – September). Regular progress reports are an important part of Council's commitment to be open, transparent and accountable.

Our Operational Plan spells out the services, activities and expenditure committed for 2017/18. It identifies how Council will respond to the challenges facing the City, including managing unprecedented growth, supporting the economy, promoting our green spaces and the environment for everyone can enjoy, providing more opportunities for recreation and leisure to improve health and wellbeing, building a stronger, more innovative council to better serve our communities, promote the City as the regional centre for sport, arts and culture and create vibrant, cohesive and sustainable neighbourhoods. Council must tackle all of these priorities, whilst keeping a community focus in everything we do.

At the Declaration of Office event Thursday 21 September I welcomed the first elected representatives of the City of Parramatta, Councillor Andrew Wilson as its Lord Mayor, with Councillor Michelle Garrard as Deputy Lord Mayor. We congratulate all our Councillors on their election and look forward to working with them over the next three years. They will play a critical role to collectively build the productivity, liveability and infrastructure of Sydney's Central City. To ensure Councillors have the all the skills, knowledge and support to perform their duties effectively a comprehensive on-boarding program was provided.

Over the last 3 months Council has continued to get on with the job of building a stronger organisation and delivering quality services. The Building Service Excellence for our Customers project, which I announced in December 2016, has provided the organisation with an excellent blueprint for reviewing and improving our public services. I am committed

to maintain this momentum with the establishment a Service Excellence Program, which will place the customer at the centre of everything we do.

I am pleased with the results coming out of Annual Community Satisfaction Survey 2017. The data confirms that overall satisfaction with Council has once again increased, with over three quarters of our residents being 'satisfied' or 'very satisfied' (76%), compared with 59% in 2016. This feedback from our customers is testament to the hard work of our staff to seamlessly maintain or enhance services following the changes to the local government area in May 2016 and our work to build the trust of our new residents, through consultation and responsiveness to their issues.

Work continues in building the social infrastructure to serve the needs of our growing community. North Rocks Preschool was completed during this quarter and the West Epping Park upgrades are expected to be completed in December 2017. Planning and design continues for the new Wentworth Point



Community Centre and Library and 14 new parks are being planned over the next two years under the Stronger Communities Fund.

Looking ahead, the planning and consultation for a new Parramatta aquatic centre has confirmed the community expects a contemporary centre that could include indoor and outdoor pools, programming pools, water play and even spaces for other complementary recreational activities such as gyms and cafes. In the meantime, we have confirmed interim swimming options for the summer including further improvements to Epping Aquatic Centre, an enhanced swimming experience at Lake Parramatta. Council has also entered into an arrangement to lease Macarthur Girls High School's pool and is currently undertaking extensive renovations to support learn-to-swim programs in 2018.

Council continues to strengthen its governance framework. I welcome the appointment of a new Internal Ombudsman to provide greater

accountability and enable the community, staff and other stakeholders to have complaints independently investigated.

We have had some significant announcements during the quarter, which are detailed in the following Executive Summary. Over the next few months staff will be consulting with stakeholders and the community to prepare a new suite of strategic documents that will identify the main priorities and aspirations of Parramatta's communities and set out strategies to address these over the next 20 years and a Delivery Program for the 3-year term of the new Council. In the meantime, I'm looking forward to getting on with implementing the rest of the current Operational Plan and advancing our vision to be Sydney's central City.



**GREG DYER**  
CEO, CITY OF PARRAMATTA





# EXECUTIVE SUMMARY

## FINANCIAL PERFORMANCE

The City of Parramatta's operating result (surplus) to September had a favourable variance to budget of \$2.9m (2.4%). Councils operating revenue was marginally below budget by \$1.2m (0.01%) with rates and annual charges lower by \$0.6m due to the timing of domestic waste revenue. User fees and charges was above budget by \$0.1m due to higher than anticipated renewal of annual membership for facilities bookings and food premises vendor inspection fees. Other revenue was \$0.5m below budget.

Councils Operating expenditure was \$4.1m (6.7%) below budget. Materials and contracts was \$1.7m below budget due to the phasing of operating and service projects employee costs had a \$1.1m favourable variation due to vacancies in the September quarter being unfilled. Other operating costs were \$1.3m below budget which was also due to phasing.

The year-end forecast surplus (excluding one off adjustments) has increased by \$0.6m to \$1.2m. The revenue forecast increased by \$4.0m from the 2017/18 Original Budget mainly due to rates and annual charges \$1.8m as a result of conservative budgeting as the amalgamated council data were estimates at the time. Forecasts have been updated to reflect the data that has since been received. The expense forecast increased by \$1.8m from the 2017/18 Original Budget mainly due to growth in employee costs and materials and contracts. Full details and explanation are contained in Part B of this document.

## CHANGES TO THE PLAN

- Business Unit responsibility for delivery of new Aquatics and Leisure Centre has moved from Social and Community Services to Property Development Group
- Amendments to food outlet health and safety inspection program measures

## KEY HIGHLIGHTS

### BUILDING PARRAMATTA SQUARE

Council has lodged the Development Application (DA) for the exterior design of its landmark civic and community building at 5 Parramatta Square. Parramatta's new civic and community building will be a 21st century design. The building will provide a hub for the community, behind a stunning glass façade, encapsulating a library, roof garden, meeting rooms and much more. Design modifications respond to new planning regulations has been applied to ensure sun access to Parramatta Square. The completion date for the building is anticipated to be 2020.

City of Parramatta Council has agreed to explore changing the predominant use of 8 Parramatta Square from residential to commercial, subject to approval from the new Councillors. The change of use of 8 Parramatta Square – also known as Aspire Tower – accommodates up to 71,000 square metres of A-grade commercial floor space, with a potential to create an extra 10,000 jobs, resulting in an estimated \$31.6 million in retail expenditure in the Parramatta CBD.

### PARTNERING WITH PARRAMATTA LIGHT RAIL

Council has commenced a review of the Environmental Impact Statement (EIS) for the Parramatta Light Rail. Our vision is to create a sustainable, world class light rail network which fits seamlessly into our City streetscapes and communities. The community and Council was given the opportunity to have input to this major project, which is set to transform Sydney's Central City and the Greater Parramatta region. The EIS process examined issues such as: design options; required acquisition of properties; changes to traffic and existing transport; impact on the environment,

open space and heritage; and mitigating the effects of construction works on local businesses. Council has commenced the negotiations of a Development Deed with Transport for NSW.

The NSW Government has announced a second stage of the Parramatta Light Rail with the nine kilometre preferred route to extend from Carter Street, Lidcombe through Sydney Olympic Park and Wentworth Point before crossing the Parramatta River to Melrose Park, Ermington, Rydalmere and Camellia.

## PLANNING PARRAMATTA'S MUSEUM AND CULTURAL PRECINCT

An important milestone was reached with the announcement of the joint venture between State Government and Council to deliver a new arts and cultural precinct on a site next to the Parramatta River. The precinct will include a new flagship Museum of Applied Arts and Sciences (MAAS), and an enlarged and enhanced Riverside Theatres. All of this will be underpinned by \$40 million to deliver Council's Cultural Plan, with a renewed focus on arts and culture for greater Western Sydney. The cultural precinct, has the potential to draw up to one million visitors a year, generating at least \$106 million in today's dollars and 150 jobs boost for the region.

## SWIMMING FACILITIES IN PARRAMATTA

Council continues to make progress on delivering a new aquatic leisure centre in the Parramatta CBD. The preferred location for the new centre has been confirmed with Parramatta Park Trust, as the site adjacent to Park Parade, near the corner of Pitt Street on the former golf course site. Council has led extensive community consultation to ensure the new facility is suitable to meet Parramatta's needs

now and in the future, as the City and its population continue to grow.

Council recognises the importance of having interim swimming arrangements and will continue to work hard to ensure the people of Parramatta have places to swim and enjoy water play while the new facility is developed. Learn-to-swim students and lap swimmers in Parramatta will have a new home in time for summer, after City of Parramatta Council finalised an agreement which will provide these groups with access to the pool at Macarthur Girls High School.



## INVESTING IN COMMUNITY FACILITIES

- West Epping Park works are currently well underway for a completion date scheduled for December 2017. When complete, the West Epping Park upgrade will provide superb sports and leisure facilities for local residents, schools and other users. Delivery of the project by City of Parramatta was challenged by unexpectedly encountering large amounts of buried asbestos and very poor sub-grade not identified in the project planning.
- City of Parramatta recently completed construction of a new preschool facility within North Rocks Park, Carlingford, to be opened later this year, once the essential accreditation and licensing arrangements are finalised.
- Wentworth Point Community Centre and Library will provide much needed community facilities and programs for local residents. local community and other stakeholders about the proposed functions and spaces within the Centre. A revised internal design and fit out scheme has been prepared and a development application lodged. The facility will open in late 2018.
- Cyclists and pedestrians can now travel on a high-quality, river front path from Parramatta Park to Sydney Olympic Park following the official opening of the Subiaco Creek link. It will now be possible to walk and cycle away from traffic for almost 20km on a path network between Parramatta Park and Sydney Olympic Park via Parramatta CBD and the Western Sydney University (WSU) campus in Rydalmere.



Photo Credit: Fleetwood Urban

## DELIVERING COUNCIL SERVICES

Over the quarter period July to 30 September:

- Council's customer service staff received more than 39,270 calls and 8,877 service requests, of which 83% were closed on time. Council's sustainability and waste team received 2,137 Service Requests, with 93% closed on time
- Staff completed 961 webchats and answered 6,955 face-to-face enquiries
- Council's development team processed 363 development applications (DA) with a construction value of approved development totalling approximately \$1,012,000,0 00
- Major Event attendance for the period totalled 118,000 representing an 11% increase on attendance for the same period in 2016/17
- Council's Cultural Heritage and Tourism staff have engaged and educated more than 11,000 people face to face through Council's cultural heritage public and education activities and programs and have shared visitor information, history and stories of the Parramatta region to more than 152,000 visitors on-line.

## IMPROVING COUNCIL SERVICES

Council is developing the Service Excellence Program (SEP), which will lead continuous improvement and innovation in Council. This work will put the customer at the centre of everything we do, drive exceptional customer experience and create tangible value and benefits for our customers and the community. It is anticipated that the Service Excellence program will launch in 2018 and will aim to assess and review every Council service periodically and on a continuous cycle. ■



# STRONGER COMMUNITIES FUND

Council is currently delivering a \$15 million Stronger Communities Fund (SCF) provided to merged Councils by the NSW Government to kick start the delivery of projects that improve community infrastructure and services. Council has made good progress with the planning and delivery of the Major Projects component of the Stronger Communities Fund. All projects are currently on track for completion before the end of 2019.

## PLANNING AND COMMUNITY CONSULTATION IS UNDERWAY OR COMPLETE FOR:

- **PARRAMATTA PLAY**

Currently 6 playgrounds have completed community consultation, it is currently expected that the first playground will be constructed in early 2018

- **EASTERN RIVER FORESHORE TRANSFORMATION**

Separation of walking and cycling along the Rydalmere foreshore

- **NEWINGTON DOG PARK**

- **WALLAWA RESERVE UPGRADE, GRANVILLE**

- **BLANKERS-KOEN PLAYGROUND, NEWINGTON**

- **NORTH ROCKS PARK MASTER PLAN**

Stage 1 consultation complete and commencement of Master Plan drafting

- **MOBILE ACTIVE HEALTH**

Purchase and fit out of vehicle complete, programming underway with launch anticipated this year.

## DESIGN AND CONSTRUCTION WORK IS CURRENTLY ONGOING FOR THE FOLLOWING PROJECTS:

- **PARRAMATTA ARTISTS STUDIO (SATELLITE STUDIOS)**

Studio space located

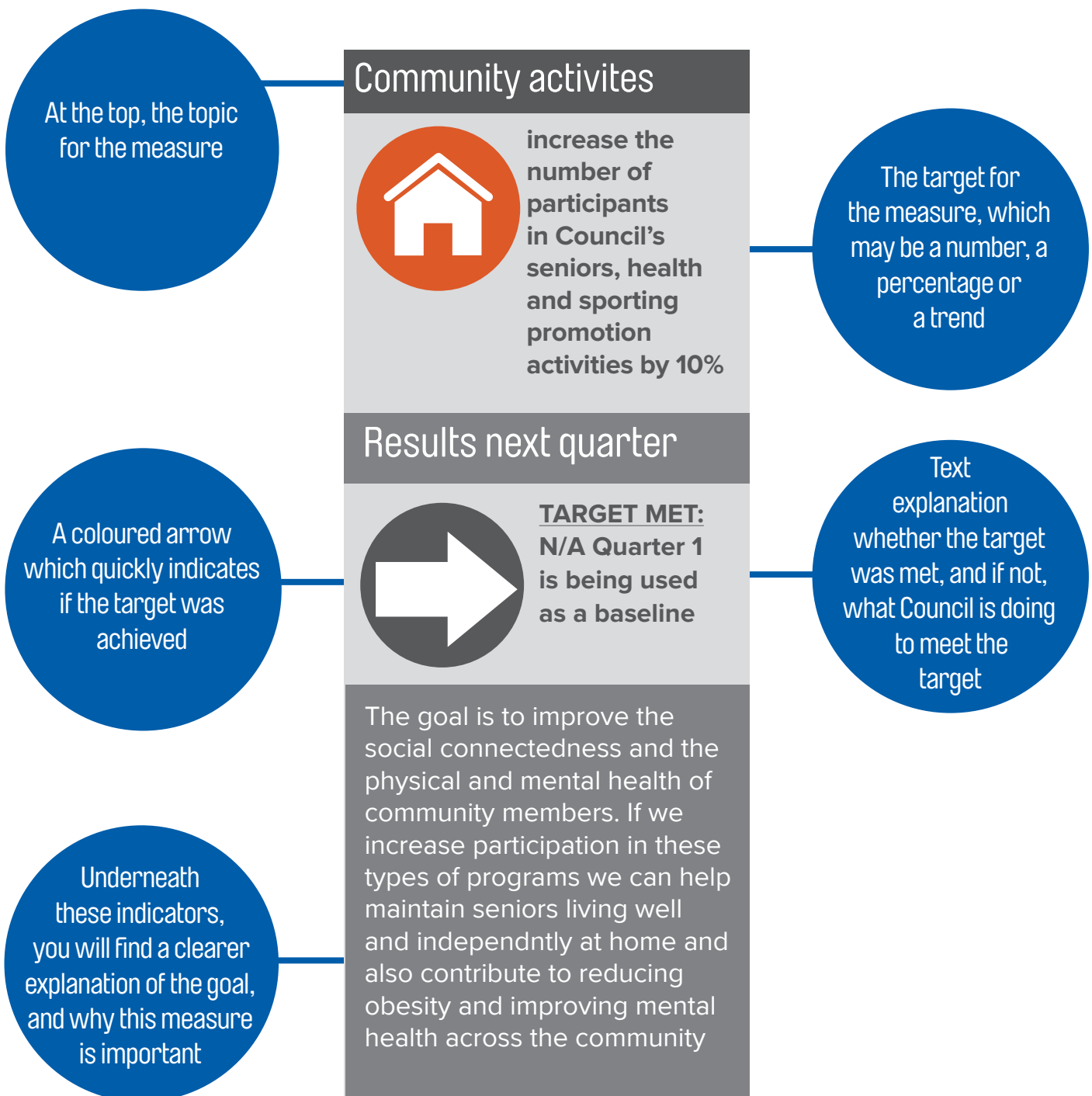
- **NEWINGTON DOG PARK**

Stage 1 construction (fencing and concrete works). ■



# UNDERSTANDING DASHBOARDS

In the report below, for each section, Liveable, Sustainable, Productive, and Leading, you will see the topic 'Measuring our Success.' These are a few select measures that we have brought forward as a kind of community dashboard. These same measures will also appear on our website, following the adoption of this report. For each measure you will see the following:







# LIVEABLE

Supporting all of our community  
to succeed and live well.

Champions of our community  
and culture.





# QUARTER 1

## LIVEABLE SUMMARY

### COMMUNITY PRIORITIES

- Managing Growth and Transport
- Supporting Arts and Culture Celebrations and Destinations

### COMMUNITY OUTCOME

Pride in the City. Our community with access to a range of quality recreational activities. Greater sense of community and a perception of personal and neighbourhood safety. Partnerships to deliver effective community services and programs. A community-focused approach to planning and urban design. Strong advocacy for better public transport to reduce congestion as part of a well-connected, sustainable transport system that encourages walking, bike-riding and car-pooling.

### BUSINESS UNITS

- Social & Community Services
- City Operations
- Regulatory Services
- Place Services
- Riverside Theatres

### LIVEABLE SPEND

Revised Operating Expenditure: \$77,025,000  
*Original Operating Budget: \$76,181,000*

Revised Capital Expenditure: \$24,362,000  
*Original Capital Budget: \$25,662,000*

# MEASURING OUR SUCCESS

To know if we are successfully delivering the outcomes proposed by this Plan, we have identified key measures to be published regularly. Explanatory detail is provided further down in this section of the report.

Regulatory Enforcement



Decreasing trend in the percentage of fines and warnings issued compared to hours officers spent on **parking compliance enforcement**

64%




**TARGET MET:**  
N/A Quarter 1 is being used as a baseline

The goal is to reduce the amount of unlawful activity related to building compliance, food health safety, and parking.

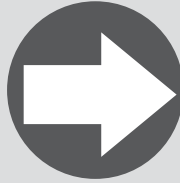
If we can reduce the unlawful activity, it stands to reason that fewer fines are issued, and less officer time is wasted chasing illegal activity.

Regulatory Enforcement



Decreasing trend in the percentage of fines and warnings issued compared to hours officers spent on **food health safety compliance enforcement**

4.2%




**TARGET MET:**  
N/A Quarter 1 is being used as a baseline

The goal is to reduce the amount of unlawful activity related to building compliance, food health safety, and parking.

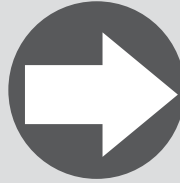
If we can reduce the unlawful activity, it stands to reason that fewer fines are issued, and less officer time is wasted chasing illegal activity.

Regulatory Enforcement



Decreasing trend in the percentage of fines and warnings issued compared to hours officers spent on **building compliance enforcement**

30.8%



**TARGET MET:**  
N/A Quarter 1 is being used as a baseline

The goal is to reduce the amount of unlawful activity related to building compliance, food health safety, and parking.

If we can reduce the unlawful activity, it stands to reason that fewer fines are issued, and less officer time is wasted chasing illegal activity.

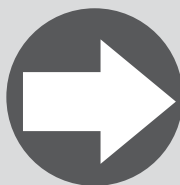


## Community activities



increase the number of participants in Council's seniors, health and sporting promotion activities by 10%

## Results next quarter



**TARGET MET:**  
N/A Quarter 1 is being used as a baseline

The goal is to improve the social connectedness and the physical and mental health of community members. If we increase participation in these types of programs we can help maintain seniors living well and independently at home and also contribute to reducing obesity and improving mental health across the community

## Library



Increase usage of library services through 10% increase in visits and 5% increase in loans

46%



**TARGET MET:**  
Yes

The goal is to enhance lifelong learning, to promote cultural enrichment, to value diversity and inclusion and to increase digital access and skills. If we increase usage of contemporary library spaces and programs the community will benefit from higher levels of education and general social wellbeing

## Child Care



Utilisation of council child care centres at 93% or above

96%



**TARGET MET:**  
Yes

The goal is to maintain the high standards of early years development services being provided and to ensure that enough spaces are made available to vulnerable families and children across the network. If we provide high quality children's services, then strong evidence exists to show that families and the broader community will benefit both socially and economically.

# COUNCIL'S PERFORMANCE MONITORING

Measure	Target	Quarter 1	Comment	Business Unit
<b>Expand Council's seniors, health and sporting promotion activities</b>	Increase in overall program hours and levels of participation, based on 2016/17 benchmark	Trend is increasing	<p>During the quarter period Council provided a wide range of programming. Council will continue to monitor these activities to establish baseline data for future reference.</p> <p>Recreation Facilities team delivered 134 hours of programming attended by 1,185 participants (data from Active Parramatta, Move, Play and Learn and School Holiday Programs). Council also issued seasonal licence agreements to 50 sporting clubs and annual licence agreements to 195 community groups for the 2017/18 FY.</p> <p>Council's Community Capacity Building team ran programs on the primary prevention of violence against women and intimate partner violence, part of Council's health promotion activities. A total of 474 hours of training were provided to a total of 87 participants</p> <p>Libraries Services delivered 14 hours of health promotion talks across different languages including English, Hindi, Cantonese and Mandarin. There was a 35% increase in hours from same quarter 2016. The number of participants was 316 an increase of 46%, compared with the same quarter in 2016.</p> <p>Council's Community Care services programmed 2,934 hours of participation by 300 people in seniors' activities (group and individual volunteer/staff support).</p> <p>Children &amp; Families services provided fundamental movement skills programs daily to 219 children. In addition, the centres implemented 5 hours of movement and dance sessions for 45 children,</p> <p>16 hours of sporting programs for 135 children and 15 hours of nutritional programs for 219 children and some families.</p>	Social & Community Services

<b>Effectiveness of Council's Community Grants program</b>	Increase in projects (%) successfully implemented and delivering outcomes based on benchmark from projects acquitted from 2016/17	83% achieved outcomes  17% somewhat achieved outcomes	Of the 12 Grant Acquittal Reports completed during the quarter, 83% were deemed to have strongly achieved their planned outcomes with the remaining 17% being deemed to have somewhat achieved their planned outcomes.	Social & Community Services
<b>Utilisation of library services</b>	Increase visits by 10% and increase loans by 5% on previous year at central/branch libraries and library website	25% increase (visits to library branches)  29% increase (visits to library website)  46% (loans)	Target met.  Visitation for quarter was 263,752, an increase of 25% on the same quarter in 2016.  Visitation for period was 746,067 and increase of 29% on the same quarter in 2016.  Loans/renewals for physical items for period was 291,627 an increase of 45%.  e-Resources loans/renewals - ebooks, emagazines, eaudio etc was 11,509, an increase of 46%.	Social & Community Services
<b>Utilisation of early years' centres</b>	Sustain at 93% utilisation across all 5 early years' centre	96%	Target met	Social & Community Services
<b>Satisfaction rates with Council services in social inclusion, meal options, practical support and leisure and learning services, for people over 55 and people with a disability</b>	Sustain 90% satisfaction rate with surveyed service users	Not available this quarter	Satisfaction survey is to be conducted every 2-years, scheduled for quarter 2 in 2018-19.	Social & Community Services
<b>Utilisation of Epping Aquatic Centre</b>	10% increase on number of visits based on 2016 /17 benchmark	Not available this quarter	Swimming season commenced 30 September 2017. Visitation data will be provided next quarter.	Social & Community Services



<b>Satisfaction and effectiveness with Council's social enterprise programs and sustainability</b>	Sustain satisfaction with Council's social enterprise and capacity building programs and improved sustainability	40% strongly agreed  60% neutral to statement	A survey of local social enterprises found that 40% of respondents strongly agreed with the statement: "Council's Social Enterprise program has contributed to your sustainability", with the other 60% responding a neutral view of the statement.	Social & Community Services
<b>Sustainability of Council's social enterprise programs and sustainability</b>	50% or greater of supported enterprises are sustainable	0%	A survey of local social enterprises found that no responses indicated a concern for the level of sustainability.	Social & Community Services
<b>Satisfaction with cleanliness of streets &amp; parks resulting from Council's cleansing services</b>	Sustain 80% satisfaction with cleanliness of streets and parks (Annual Survey)	83% streets 89% parks	Annual Community Satisfaction Survey	City Operations
<b>Delivery of Council's Footpath, Kerb &amp; Gutter Construction &amp; Replacement Programs</b>	Implement 100% of the annual Footpath, Kerb & Gutter Construction and Replacement programs	Not available this quarter	Program is on track.  Data to be reported annually, in the final quarter report.	City Operations
<b>Survey satisfaction with Open Spaces</b>	Sustain 80% satisfaction in the Integrated Open Space Services (IOSS) Benchmarking Survey	Not available this quarter	The survey is undertaken in March each year and will be reported in Quarter 4.	City Operations
<b>Delivery of Council's Footpath, Kerb &amp; Gutter Construction &amp; Replacement Programs</b>	Implement 100% of the annual Footpath, Kerb & Gutter Construction and Replacement programs	Not available this quarter	Program is on track.  Data to be reported annually, in Quarter 4.	City Operations
<b>Responsiveness of Council's Public Tree Maintenance Program</b>	Implement 85% of the annual Public Tree Proactive Maintenance Program	Not available this quarter	Program is on track.  Data to be reported annually, in Quarter 4.	City Operations

<b>Food outlets health and safety inspection program</b>	Sustain 100% of food related outlets inspected twice annually	27%          21%	468 High risk premises inspected this quarter  with 98 requiring re-inspection  57 Low risk premises inspected this quarter  Low risk premises that with 5 requiring re-inspection	Regulatory Services
<b>Cooling tower inspection program</b>	Sustain 100% of cooling towers inspected annually	14% on track to meet target by year end	Data to be reported annually, in Quarter 4.  24 Cooling towers inspected this winter quarter. The inspection program will accelerate in the summer months when cooling towers are more prone to issues.	Regulatory Services
<b>Public swimming pool inspection program</b>	Sustain 100% of public swimming pools inspected annually	No inspections this quarter due to seasonal inspection program	Data to be reported annually, in Quarter 4.  The swimming pool inspection program is completed in the summer period.	Regulatory Services
<b>Skin penetration premises health and safety inspection program</b>	Sustain 100% of skin penetration premises inspected annually	30%	Data to be reported annually, in Quarter 4.  56 inspections completed this quarter. Premises include Tattoo, Health and Beauty and Hairdressing premises performing procedures that penetrate the skin	Regulatory Services
<b>Management of companion animals by use of de-sexing, animal tags, micro chipping and registration</b>	66% of seized companion animals returned to owners	65%	The annual return/rehoming rate will more accurately identify the overall percentage of companion animals re-homed.  During the quarter Council seized 75 Dogs and re-homed 49. Some dogs seized during September are still subject to re-homing strategies.	Regulatory Services

<b>To reduce the unlawful activity related to building compliance, food health safety and parking</b>	Percentage of fines and warnings issued versus the number of hours officers spend on compliance enforcement	13.3%	This percentage takes into account the number of fines, warnings, and council officer visits that occurred during the period July – September 2017	Regulatory Services
<b>Riverside Theatres program of performances and events</b>	Sustain or increase number and type of professional and community performances and events based on 2016/17 benchmark	23%	During the quarter Riverside Theatres ran 123 Community performances & events and 463 Professional performances & events. This represents a combined increase of 23% on the same quarter last year.	Riverside Theatres
<b>Attendance and satisfaction levels at Riverside Theatres</b>	Sustain or increase attendance and annual satisfaction levels are based on 2016/17 benchmark	3.0% reduction attendance  88% satisfied or very satisfied	Target on track. 47, 568 quarter period compared to 48,957 in the 2016 quarter  Above 2015 result, which was 87%. Data is not available for 2016.	Riverside Theatres

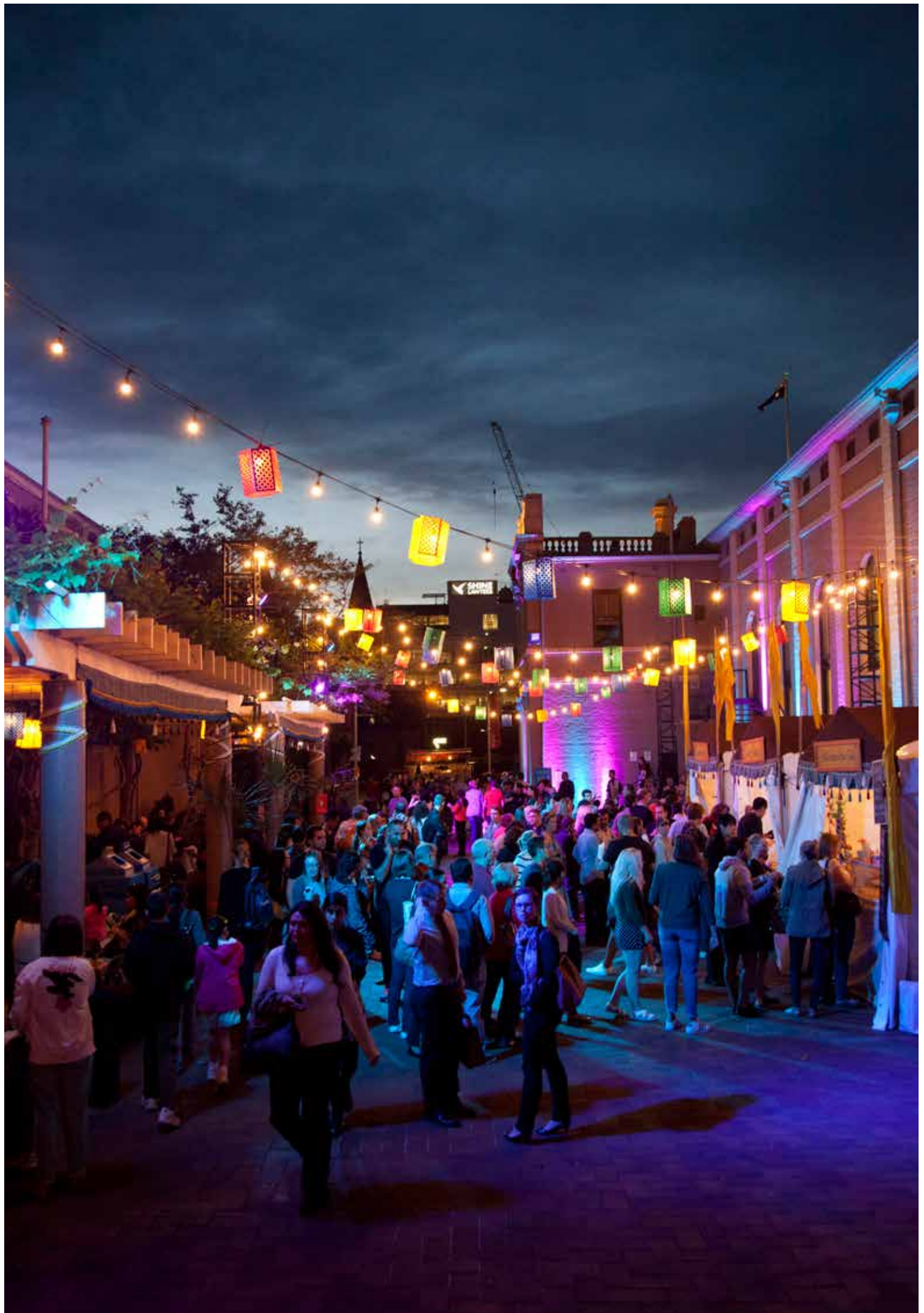
Project	\$000's	Progress	Business Unit
<b>Stronger Communities Fund - Capital Works</b>	3,324	<p>All projects are currently on track for completion before the end of 2019.</p> <ul style="list-style-type: none"> <li>• Parramatta Play – currently 6 playgrounds have completed community consultation, it is currently expected that the first playground will be constructed in early 2018</li> <li>• Eastern River Foreshore Transformation – separation of walking and cycling along the Rydalmere foreshore</li> <li>• Newington Dog Park</li> <li>• Wallawa Reserve Upgrade, Granville</li> <li>• Blankers-Koen Playground, Newington</li> <li>• North Rocks Park Master Plan – stage 1 consultation complete and commencement of Master Plan drafting</li> <li>• Mobile Active Health – purchase and fit out of vehicle complete, programming underway with launch anticipated this year.</li> </ul> <p>Design and construction work is currently ongoing for the following projects:</p> <ul style="list-style-type: none"> <li>• Parramatta Artists Studio (Satellite Studios) – studio space located</li> <li>• Newington Dog Park – stage 1 construction (fencing and concrete works) currently underway</li> </ul>	Place Services
<b>Wentworth Point Community Centre and Library</b>	9,000	The fit out for the Library and Community Centre has been revised and DA approved.	Social & Community Services
<b>New Aquatics &amp; Leisure Facility</b>	800	Development of business case for new Aquatic Leisure Facility underway.	Property Development Group
<b>Temporary Relocation of Aquatic Facilities</b>	700	Design completed and works commenced. Agreement with Macarthur Girls High School to support for Learn-to-Swim program.	Social & Community Services



# PROJECT

## MOVEMENTS > \$100K

	\$000'	\$000'	\$000'		
Project	2017/18 Original Budget	2017/18 September Quarter	Full Year Variance	Comments	Project Type
Riverside Theatres Plant, Equipment & Refurbishment	200	500	-300	Reallocation	CAPITAL
Council Plant, Fleet & Other Equipment Replacement Program	4,000	4,300	-300	Revote	CAPITAL
Westmead- Strategic Planning & Public Domain Works	0	200	-200	Revote	CAPITAL
Riverside Refurbishment and Upgrades	300	0	300	Reallocation	CAPITAL
Prince Alfred Square Power Upgrade	200	400	-200	Revote	CAPITAL
Church Street Frontage Improvement Program	200	100	100	Reduction	OPERATING





# SUSTAINABLE

Stewards of our built and natural environment.

Fostering vibrant neighbourhoods, places and development that are well-balanced, connected and sustainable.







# QUARTER 1

## SUSTAINABLE SUMMARY

### COMMUNITY PRIORITIES

- Promoting Green Spaces and the Environment
- Providing Opportunities for Recreation and Leisure

### COMMUNITY OUTCOME

Balance between development and the health and protection of the environment. Natural areas and infrastructure well maintained and enhanced. Environmentally sustainable practices are mainstream, including responsible energy and water use, minimising of food waste and more awareness of initiatives available for individuals, households and businesses looking to incorporate environmental practices into their operations.

### BUSINESS UNITS

- City Assets & Environment
- Development & Traffic Services

### SUSTAINABLE SPEND

Revised Operating Expenditure: \$59,505,000

*Original Operating Budget: \$59,258,000*







Revised Capital Expenditure: \$45,682,000

*Original Capital Budget: \$40,397,000*



# MEASURING OUR SUCCESS

To know if we are successfully delivering the outcomes proposed by this Plan, we have identified key measures to be published regularly. Explanatory detail is provided further down in this section of the report.

Development Applications	Waste Services	Waste Services
 <p>Increase percentage of houses and dual occupancy applications approved within 40 days by 100% over 2016/17</p>	 <p>Respond to 95% of service requests regarding waste services within 48 hours</p>	 <p>More than 70% of waste is diverted from landfill</p>
-5%	93%	71.4%
 <p><b>TARGET MET:</b> <b>NO</b> however trend is increasing to the target</p>	 <p><b>TARGET MET:</b> <b>NO</b> however trend is increasing to the target</p>	 <p><b>TARGET MET:</b> <b>Yes</b></p>
<p>The goal is to reduce the time for approval of development applications for houses and dual occupancy developments</p> <p>If we can reduce the time for approval, we will be more in compliance with state legislation, not to mention our community will benefit from reduced wait times.</p>	<p>The goal is to respond to customer requests in a timely and efficient manner.</p> <p>Timely response results in higher customer satisfaction with the service.</p>	<p>The goal is to reduce waste to landfill.</p> <p>If waste is successfully diverted to more useful purposes such as recycling or composting, then Council saves money on landfill costs, plus the waste becomes a resource and an environmental benefit</p>

# COUNCIL'S PERFORMANCE MONITORING

Measure	Target	Quarter 1 Result	Comment	Business Unit
Reduce the amount of waste sent to landfill	Sustain 70% of waste diverted from landfill	71%	Target met	City Assets & Environment
Satisfaction with domestic waste collection services	Sustain 85% Satisfied and Very Satisfied ( <i>Annual Community Satisfaction Survey</i> )	89%	Target met	City Assets and Environment
Establish new domestic and commercial waste contract and communicate change	Commencement of Waste contract by November 2017 and ongoing implementation of Communication Plan	On track.	On track.  Contracts have been established and a Communications Plan is being implemented	City Assets and Environment
Implementation of Capital Works Program ( <i>local roads, footpaths, stormwater drainage, bushland and natural waterways and parks</i> )	95% completed to time, quality and budget	Roads - 20% Footpaths - 25% Drainage - 20% Bridges - 15%	On track.  % completion for civil assets works programs as follows (estimated):  Roads - 20% Footpaths - 25% Drainage - 20% Bridges - 15%	City Assets and Environment
Maintain Council's asset infrastructure at 'satisfactory' condition	Council assets maintained at 'satisfactory' condition assessment	on track	On Track.  Asset condition is assumed to be maintained as 'satisfactory condition' as the amount allocated for infrastructure assets is fully spent annually. Assessment of infrastructure assets is generally completed on a 4 year cycle to align with the Department of Local Government asset revaluation requirements.	City Assets and Environment

Satisfaction with bushland, parks, natural resources resulting from Council's management services	Sustain community satisfaction ( <i>Annual survey</i> )	Not available this quarter	Survey to be completed in 2018	City Assets and Environment
Satisfaction in the Integrated Open Space Services (IOSS) Benchmarking Survey	Sustain 80% satisfaction ( <i>Integrated Open Space Services (IOSS) Benchmarking Survey</i> )	Not available this quarter	The survey is undertaken in March each year and will be reported in Quarter 4.	City Assets and Environment
Volunteers supporting environmental programs	Sustain number of volunteers on based on 2016 /17 benchmark	280	On track	City Assets and Environment
Number of street trees planted	Sustain number of trees planted based on 2016 /17 benchmark		Spring planting scheduled to commence in October	City Assets and Environment
Determination of Complying Development Certificates for house approvals within timeframe	100% completed within 40 days	100%	All CDCs determined during this quarter were determined within 28 days	Development & Traffic Services
House Development Applications approvals within timeframe	50% completed within 40 days	22%	Target is off track  60% increase in number this type of application determined for the quarter compared to previous quarter. New lodgement and pre-lodgement process recently tested, and impact of these improvements will take some time to have a positive effect on assessment times. Business case also being prepared for additional resources	Development & Traffic Services
Mean and median assessment times for Development Applications	20% or better improvement on assessment time	Improving trend	Mean average 74 days, Median 47 days (net). This is an improvement over the 4th quarter 2016/2017 results of Average 85 days and Median 61 days	Development & Traffic Services

<b>Audit of approved and constructed development to identify design issues</b> <i>(to be improved for future development)</i>	Audit completed by December 2018	Progressing towards target date		Development & Traffic Services
<b>Process improvements and planning control changes identified</b> <i>(to improve the quality of design of future developments)</i>	Process improvements and changes to development controls identified by March 2018	Progressing towards target date		Development & Traffic Services
<b>Effectiveness of Design Excellence Advisory Panel (DEAP)</b> <i>(review prior to lodgement of the Development Application)</i>	50% of proposals reviewed prior to lodgement of DA	0%	11 applications referred to DEAP during the 1st Quarter period, none of them had previous DEAP referrals.  6 pre-lodgements were referred to DEAP during this time period; although none of these DAs have been lodged as yet.	Development & Traffic Services
<b>Effectiveness of Independent Hearing and Assessment Panel (IHAP)</b>	Sustain 70% satisfaction with the completeness, transparency and independence of IHAP	Not available this quarter		Development & Traffic Services
<b>Reduce Land and Environment Court (LEC) appeals</b>	10% reduction of appeals based on 2016/17 benchmark	22% reduction on same quarter last year	Target met  22% reduction on same quarter last year. Council received 7 LEC appeals in the 1st Quarter period; compared to 9 in the 4th Quarter of 2016/2017	Development & Traffic Services
<b>Tree permits determined within 21 days</b>	Sustain 80% permits determined within timeframe	85%	Target met  85% of all tree applications determined with 21 days; compared with was 70% in the 4th Quarter period of 2016/17	Development & Traffic Services



Temporary Road Occupancy permit applications completed within timeframe	90% completed within two working days	92%	Target met	Development & Traffic Services
Service Request completed within the specified service standard	90% finalised within service standard	68%		Development & Traffic Services

Project	\$000's	Progress	Business Unit
West Epping Park - Major Redevelopment	6,400	Completion of the West Epping Park is expected to be in December 2017. The laying of the Synthetic Grass is in progress and major earthworks in relation to the detention basis and lower carpark is 90% complete. Remaining works include the construction of the car park, replacement of boundary fences and Lilli Pilli Street entrance construction.	City Assets & Environment
Active Transport Program	2,230	<p>Council was successful in obtaining an additional Government Grant and therefore the project has increased from \$300K to \$2.23M</p> <p>Council is reconstructing 3 traffic signals to meet current pedestrian access requirements, including provision of a missing pedestrian phase at the intersection of Great Western Highway and Church Street. Council is also designing 3 more traffic signal upgrades to address pedestrian issues. All 6 of these projects are fully funded by RMS. Council is also proposing to implement pedestrian safety enhancements and traffic calming on 3 local roads, these 3 projects are in the design and consultation phase.</p>	Development & Traffic

# PROJECT

## MOVEMENTS > \$100K

	\$000'	\$000'	\$000'		
Project	2017/18 Original Budget	2017/18 September Quarter	Full Year Variance	Comments	Project Type
Active Transport Program	300	2,300	-2,000	Additional Budget	CAPITAL
Australian Government Black Spot Program	1,500	1,000	500	Reduction	CAPITAL
West Epping Park - Major Redevelopment	5,900	6,400	-500	Revote	CAPITAL
Peggy Womersley Reserve - Extensions	300	400	-100	Revote	CAPITAL
Asbestos Remediation Works Program	0	2,000	-2,000	New	CAPITAL

# PRODUCTIVE

Drivers of the economy.

Growing local jobs by positioning  
Parramatta as a global centre for  
business and investment.





# QUARTER 1

## PRODUCTIVE SUMMARY

### COMMUNITY PRIORITIES

- Creating A Strong Economy with a Strong City Centre
- Creating Vibrant Neighbourhoods and Precincts

### COMMUNITY OUTCOME

Significant investment coming into the City. Growth is shared with the community, through initiatives, such as upskilling the workforce and supporting local small businesses. Creation of sustainable (office/ retail) buildings, efficient transport and a skilled workforce.

City is attractive to residents, students, workers, business owners and visitors, with range of entertainment, hospitality and retail. Workers and small business can see professional development and opportunities. A City that is fun, innovative, productive, with a more visitors.

### BUSINESS UNITS

- City Marketing & Economic Development
- City Activation
- Property Development
- Asset Strategy & Property Management

### PRODUCTIVE SPEND

Revised Operating Expenditure: \$24,380,000

*Original Operating Budget: \$23,195,000*

Revised Capital Expenditure: \$42,605,000

*Original Capital Budget: \$36,091,000*



# MEASURING OUR SUCCESS


To know if we are successfully delivering the outcomes proposed by this Plan, we have identified key measures to be published regularly. Explanatory detail is provided further down in this section of the report.

Engagement



Increasing trend in community engagement through Our City Your Say membership

900%




**TARGET MET:**  
Yes

The goal is to increase community engagement in Council’s decision making process


If we can get more engagement, we as a Council are better equipped to serve the community by delivering services and infrastructure that the community actually wants.

Engagement



Increasing trend in community engagement through additional survey items

>8500




**TARGET MET:**  
N/A Quarter 1 is being used as a baseline

The goal is to increase community engagement in Council’s decision making process


If we can get more engagement, we as a Council are better equipped to serve the community by delivering services and infrastructure that the community actually wants.

Cultural Events



Increased attendance, increased satisfaction with Riverside Theatre programs and shows

-3%



**TARGET MET:**  
NO trend is increasing towards the target

The goal is to increase participation in Council’s cultural events, festivals, and activities

If we can increase the participation, we generate more community and social benefit, and grow the economy

## Cultural Events



Increased attendance, increased satisfaction with Council's major events

+11%



**TARGET MET:**  
Yes

The goal is to increase participation in Council's cultural events, festivals, and activities

If we can increase the participation, we generate more community and social benefit, and grow the economy

# COUNCIL'S PERFORMANCE MONITORING

Measure	Target	Quarter 1	Comment	Business Unit
<b>Satisfaction with Council's community engagement activities</b>	Improved satisfaction on previous survey results	overall improvement	Council achieved improved satisfaction scores in its recently conducted Community Satisfaction Survey which was conducted between July & August 2017. Nearly 8 in 10 residents have said that they are satisfied or very satisfied compared with 6 in 10 residents in 2016. Similarly, 7 in 10 businesses are satisfied or very satisfied compared to 6 in 10 in 2016.	City Engagement
<b>Participation levels in community engagement activities</b>	Increase 'Our City Your Say' (OCYS) participation to 3% of total LGA population	Increase recorded in participation	<p>The number of (OCYS) registered members has grown to 8,500 (as at 30 September 2017), up from 7,600 in June 2017, accounting for 3.6% of total LGA population.</p> <p>Promotional activities include referral program, recruitment drive at various community engagement pop-up kiosks, tagging onto intercept and non-panel surveys e.g. major events, annual library satisfaction survey and advertising on social media.</p>	City Engagement

Perceptions on City of Parramatta LGA	Improved perceptions against previous survey results	Improving trend	<p>Annual Perception tracking research was completed on time in July 2017. There was a modest improvement in the safety perception score (4.8/10 in 2016 and 5.1/10 in 2017); however, perceptions have remained mostly unchanged over the four years that this research has been conducted. Diversity, accessibility and culture are strengths, while perceptions of safety and lack of night time activities remain a concern.</p> <p>Ongoing work in this quarter through activation and events (including the successful Winterlight event), the development of a Small Bars Policy, late night trading Development Control Plan and the Night Time Economy Discussion Paper are designed to help shift these perceptions.</p>	City Engagement
Net job growth in City of Parramatta LGA	Job growth based on previous available data	Not available this quarter	<p>Jobs data to be reported Quarter 2.</p> <p>The Economic Development Plan 2017-2021 was adopted by Council on 10th July 2017. The plan aims to increase jobs by an average of 4,000 jobs per year across the five years of the plan (from a baseline average of 2,200 per year).</p>	City Economy
Investment in the City	Investment growth on previous available data	Not available this quarter	<p>Business sentiment is strong and there was zero A-Grade office space available in the Parramatta CBD in the first quarter.</p> <p>Investment data to be reported Quarter 2.</p> <p>The Economic Development Plan 2017 - 2021 aims to increase the gross domestic product (GDP) of the City of Parramatta by \$8B over the five year period</p>	City Economy



<b>Benefits of Council Events &amp; Festivals program</b>	Improved benefits by measuring audience growth, diversity, satisfaction, economic benefit and media impact	Improving trend	<p>During this quarter Council delivered the 2017 Winterlight Festival and Burramatta Day to celebrate 2017 NAIDOC Week.</p> <p>Event attendance for the period totalled 118,000, representing an 11% increase on attendance for the same period in 2016/17.</p> <p>Customer satisfaction was high across both events with an average of 8.1 satisfaction out of a possible 10, exceeding the baseline minimum customer satisfaction rating of 7.5.</p> <p>The estimated publicity value generated by the media and communications campaigns totalled \$871,000 for Burramatta Day and \$4.89million for Winterlight Festival, representing a 200% increase over the publicity value for the 2016 festival.</p> <p>Economic impact will be reported annually in June 2018.</p>	City Experience
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<b>Cultural &amp; Heritage services and experience programs</b>	Increase program attendance and satisfaction based on 2016/17 benchmark	Improving trend	<p>During the quarter period the Cultural Heritage and Tourism team delivered a range of cultural programs ,face to face and online engagement to over 11,000 representing an increase of 74% increase over the same period in 2016/17 (6,300). The average satisfaction rating for programs was 8.95 out of 10 significantly above the baseline of 7.55 out of 10.</p> <p>Key programs delivered included school holidays programs for both the July and September holiday period; the ongoing 'Get Into Nature' weekend programs; 'Evolution of the Lennox Bridge' as part of the Sydney Science Festival in August; 'Pop Goes Parramatta' Heritage Open Day at Parramatta Town Hall as part of the 2017 NSW History Week program; and the ongoing program of familiarisation tours for new residents and city workers.</p> <p>The Hosts &amp; Guides continue to provide daily visitor engagement at strategic locations including Centenary Square and the Parramatta Ferry Wharf. In partnership with Parramatta Park a six month pilot of monthly tours of the Old Dairy Cottage delivered by Council's Hosts &amp; Guides commenced in September, and the popular watercraft hire at Lake Parramatta recommenced in the September 2017 for the Spring/ Summer season.</p>	City Experience
<b>Visits at key destinations and tourist attractions and increased economic benefit</b>	Increase in visits based on 2016/17 benchmark	Not available this quarter	Data to be reported annually in Quarter 4	City Experience

<b>Access to arts and cultural spaces and experiences</b>	Increase in number and range of arts and cultural space and experiences	n/a	<p>During quarter period the Parramatta Artists Studios delivered a range of public programs and studio tours to an audience of over 650, a 29% increase over the same period in 2016/17 (505 attendees).</p> <p>Programs included 'Future Artists Club' family-friendly arts workshop series delivered for both the July and September school holidays; two Studio Stories literary programs, and studio tour programs including a studio open house as part of the Sydney Architecture Festival. Securing an appropriate site for the Artists Studios Satellite Studio project as part of the Stronger Communities Fund was well advanced during the period. A proposed site in Rydalmere has been identified with a view to securing a two-year lease on the site and the Satellite Studios operational by the end of 2017.</p>	City Experience
<b>Risk Management of Property development portfolio</b>	Risks are reviewed and a risk register updated monthly	On track	Monthly meetings to manage risks associated with property development to recommence with new Council.	Property Development Group
<b>Governance on property development activities</b>	Monthly reports to Council	On track	A report on the implementation of recommendations for governance within Council's Property Development Group Unit was endorsed by Council on 14 August 2017. A Business Governance Officer has been appointed to Unit to implement the recommendations. Monthly reports on property development will go before Council.	Property Development Group
<b>Effectiveness of Asset Management</b>	Council asset infrastructure are maintained in 'satisfactory' condition	On track	An objective of Council's Asset Management Policy (adopted July 2017) is to maintain the average condition of its assets at Condition 3 (satisfactory). Council has also furnished a costed, 5 year renewal plan to reflect this measure	Asset Strategy & Property Management

Preparation of Asset Management Strategy, Policy, Plans	Adopted by Council in June 2018	On track	Asset Management Policy adopted by Council in July 2017. Asset Strategy and associated Management Plans being prepared in draft format to align to IPR requirements. Final Strategy and Plans are required by June 2018.	Asset Strategy & Property Management
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Project	\$000's	Progress	Business Unit
<b>Parramatta Square - Construct Public Domain</b>	11,011	Council appointed landscape architects to design the public domain. A development application is expected to be lodged in late 2017. Delivery of the public domain is staged, to coincide with the construction of the surrounding buildings.	Property Development Group
<b>3 Parramatta Square Development</b>	1,200	Development approval received in July 2017 for a 43,000m2 A-grade commercial premises across 17 storeys, offering premium retail at the ground floor will activate and connect the Parramatta Square Public Domain. The site will be delivered for NAB's occupation in 2020. Council is currently considering co-ownership options.	Property Development Group
<b>4 &amp; 6 Parramatta Square Development</b>	1,000	4&6 Parramatta Square is earmarked to deliver commercial office space of approximately 128,000m2 commercial and retail floor space. Property NSW entered into an Agreement for Lease for the entirety of 4 Parramatta Square in December 2016. Council is currently considering the future of 6 Parramatta Square in conjunction with 8 Parramatta Square, whereby 6 and 8 Parramatta Square may be combined for a premium grade commercial campus style offering.	Property Development Group
<b>5 Parramatta Square - New Civic Building and Library</b>	17,806	Demolition work completed end of September 2017. Excavation of site has commenced. Development application for Council's iconic building was lodged in July 2017, with an assessment expected by December 2017. Council has commenced an Early Contractor Involvement (ECI) engagement to develop the design, costs and timetable for the construction of the building.  The ECI process is expected to conclude in quarter 1 of 2018, then provide Council the opportunity to engage the builder or go to the open market for construction. Construction to commence short thereafter.	Property Development Group
<b>8 Parramatta Square</b>	800	8 Parramatta Square has a design for a 68 storey base scheme mixed use building consisting of residential units, hotel, ground floor retail and basement car parking. Council is currently considering a proposed change of use for 8 Parramatta Square, with the design to combine 6 and 8 Parramatta Square so as to achieve a premium grade commercial campus style offering	Property Development Group

# PROJECT

## MOVEMENTS > \$100K

	\$000'	\$000'	\$000'		
Project	2017/18 Original Budget	2017/18 September Quarter	Full Year Variance	Comments	Project Type
Church Street Office Fit out (60 desks)	0	1,200	-1,200	Revote & New	CAPITAL
8 Parramatta Square Development	700	800	-100	Additional Budget	CAPITAL
Libraries Capital Renewal	0	300	-300	Revote	CAPITAL
3 Parramatta Square Development	700	1,200	-500	Additional Budget	CAPITAL
4 & 6 Parramatta Square Development	800	1,000	-200	Additional Budget	CAPITAL
1 Parramatta Square (Retail 6)	0	1,600	-1,600	Additional Budget	CAPITAL
Finalise Construction of new PreSchool in North Rocks Park,	200	1,200	-500	Additional Budget	CAPITAL
Hills Area Building Improvements & Upgrades	200	0	200	Removed - Duplicate	CAPITAL
Parramatta Square Business Planning for 5PS & Public Domain	0	900	-900	New	CAPITAL

# LEADING

Accountable to our communities.

An agile, listening and transparent Council working in partnership and providing great services, now and into the future.







# QUARTER 1

## LEADING SUMMARY

### COMMUNITY PRIORITIES

- Building a Stronger, more innovative Council for our community's future
- Having a Community Focus

### COMMUNITY OUTCOME

Council has maintained its strong reputation as an effective, efficient, ethical and transparent organisation through good governance, sound financial management and strong community leadership. Council operates in accordance with its values, sound business practices and a comprehensive understanding of community needs and aspirations. The community has confidence and trust in the elected representatives and considers the organisation to be ethical, sustainable, responsible and efficient.

### BUSINESS UNITS

- Chief Executive's Office
- City Strategy Unit & Future City
- Customer Contact Centre
- Governance & Risk
- Finance Services
- Project Management Office
- Information Technology (IT)
- Human Resources
- Legal Services
- Media & Communications

### LEADING SPEND

ACTUAL OPERATING EXPENDITURE: \$51,644,000  
*Original Budget: \$47,373,000*


ACTUAL CAPITAL EXPENDITURE: \$9,819,000  
*Original Budget: \$7,525,000*



# MEASURING OUR SUCCESS


To know if we are successfully delivering the outcomes proposed by this Plan, we have identified key measures to be published regularly. Explanatory detail is provided further down in this section of the report.

Financial



1% greater than the UBSA Bank Bill Index

3.13%



TARGET MET:  
Yes

The goal is to maintain the security of Council’s investments


If Council investments are secure, then Council are acting as wise stewards for the funds that have been entrusted to it.

Financial



100% compliance with statutory and council requirements of the management of financial investments

100%




TARGET MET:  
Yes

The goal is to maintain the security of Council’s investments

If Council investments are secure, then Council are acting as wise stewards for the funds that have been entrusted to it.

Financial



All performance indicators above industry standards, including CAPEX, OPEX, etc

5 of 6



TARGET MET:  
N/A Results available next quarter

The goal is to monitor and measure our performance indicators against industry standards and ensure that variances are detected and addressed.

## Financial



Capital and operating expenditure is no more than the adopted budget for the quarter

Operating expenditure  
6.7% below budget  
Capital expenditure  
49.3% below budget



**TARGET MET:**  
Yes

The goal is to measure spend in dollars, providing an explicit figure and a strong message of fiscal responsibility

## Financial



Project expenditure variances of less than 10%

2 of 57



**TARGET MET:**  
NO  
however trend is increasing to the target

The goal is to measure spend in dollars, providing an explicit figure and a strong message of fiscal responsibility pertaining to capital projects

## Customer Service



- 80% of calls answered within 20 seconds
- 85% of queries resolved at first point of contact

- 92% of web chats addressed in real time 0.25% of customers making formal complaints about face to face services

- 80% of face to face customers served within 5 minutes

5 of 5



**TARGET MET:**  
Yes

The goal is to maintain customer satisfaction with Council's customer contact centre services

If we provide excellent customer service, and are easy to do business with, our community will be more trusting and willing to participate, and make this LGA an enjoyable place to live

# COUNCIL'S PERFORMANCE MONITORING

Measure	Target	Quarter 1 Result	Comment	Business Unit
<b>Implementation of Integrated Planning and Reporting Framework</b>	IPR implemented in compliance with legislation (Community Strategic Plan, Resourcing Strategy, Delivery Program and Operational Plan)	On target	<p>During the period Council has established a formal project management process and associated work streams to ensure compliance with legislation and good practice.</p> <p>A draft Community Strategic Plan is currently being reviewed by the incoming elected Council.</p> <p>A Communications Engagement Plan is being prepared, which aims to outline the approach for engaging with stakeholders, community and staff on the suite of Integrated Planning and Reporting (IP&amp;R) documents.</p> <p>Project Control Groups have been established for each of the IPR plans components and working groups are developing the IPR documents to meet the statutory timelines and quality criteria.</p> <p>An Annual Report is also being prepared and will be published by 30 November.</p>	Chief Executive's Office
<b>Implementation of Operational Plan 2017/18</b>	Achieving the service, actions and projects deliverables set out in the Plan	On target	<p>The Quarter 1 Progress Report July – September 2017 will be placed before Council at the meeting 13 November. This report will include an update on the service, actions and projects deliverables set out in the Plan.</p>	Chief Executive's Office

<b>Lodgement of CEO Service Requests</b>	Sustain 85% of Service Requests completed within agreed service standards	Not available this quarter	Data to be reported next quarter	Chief Executive's Office
<b>Effectiveness of CEO correspondence management</b>	100% of all correspondence is acknowledged within 7 business days	Not available this quarter	Data to be reported next quarter	Chief Executive's Office
<b>Effectiveness of complaints management</b>	100% of complaints investigated. Complex complaints resolved within 21 days	Not available this quarter	Data to be reported next quarter	Chief Executive's Office
<b>Implementation of strategic plans</b>	Actions meet targets and objectives set in strategic plans and by individual projects	Not available this quarter	Data to be reported annually in June.	City Strategy & Future City
<b>Quality and best practice in planning and design</b>	Demonstrated high quality planning and design	Not available this quarter	Data to be reported annually in June.	City Strategy & Future City
<b>Community and industry satisfaction with Council's strategic planning</b>	Positive consultation and feedback	Not available this quarter	Data to be reported annually in June.	City Strategy & Future City
<b>Provision of open data</b>	Provided on Council' website by June 2018	Not available this quarter	Data to be reported annually in June.	City Strategy & Future City
<b>Answering customer telephone calls - percentage of calls answered within 20 seconds (80% in 20 seconds)</b>	Sustain 80% > of calls answered within 20 seconds	83%	Target met	Customer Contact Centre



<b>Resolving customer queries</b>	Sustain 85% or better of queries resolved at first point of contact	92%	Target met	Customer Contact Centre
<b>Lodgement of Service Requests</b>	Sustain 85% or better of Service Requests completed within agreed service standards	83%	Slightly under target.  This result is representative of Service Requests for the whole of Council.	Customer Contact Centre
<b>Effectiveness of Customer Contact Centre (counter management) - Level of formal complaints</b>	Less than 0.25% of all customer contacts result in complaints	0%	Target met	Customer Contact Centre
<b>Effectiveness of Web Chat service</b>	92% of web chats addressed in real time.	95%	Target met	Customer Contact Centre
<b>Efficiency of Customer Contact Centre counters</b>	Sustain 80% of average customer wait time is less than 5 minutes	80%	The wait times for development enquiries continue to be longer than general enquires, however, due to the pending changes to development service offerings this should level out from next quarter	Customer Contact Centre
<b>Management of critical projects through Project Management Office</b>	Total number of critical projects at end of period	29	Council is managing 29 'Critical Projects', as at the end of September 2017 quarter	Project Management Office
<b>Implementing continuous improvement</b>	Number of quick win improvements and number of endorsed projects	Program under development	Data not available this quarter. The Service Excellence Program is anticipated to launch by February 2018, with the 1st wave of Service Reviews completing by June 2018	Project Management Office
<b>Compliance with Integrated Planning &amp; Reporting legislation</b>	100% compliance with legislation	100%	The Community Engagement Strategy has been adopted, the Draft Community Strategic Plan was prepared as a discussion document for the incoming elected Council. Work has commenced on preparing a Resourcing Strategy and Delivery Program/Operational Plan	Governance & Risk

<b>Management of Council's Internal Audit program</b>	100% of Internal Audit program achieved	100% as per schedule	Council's Internal Audit Program is on track to complete three audits as scheduled. Audit reports will be submitted to the Executive Team and Audit & Risk Committee for endorsement	Governance & Risk
<b>Effectiveness of Internal Audit program</b>	95% of Internal Audit actions are implemented by due date	No actions ready for implementation at this stage	Currently Council is conducting three Audits that are on track to be completed within their agreed timeframes. Audit recommendations are tracked using online workflow system. Data is not available in this quarter but will be reported to the Audit & Risk Committee in November 2017	Governance & Risk
<b>Management of Information Access requests (GIPA formal)</b>	100% completed within statutory timeframe	100%	100% of application made under GIPA were addressed within the statutory timeframes	Governance & Risk
<b>Access to Council business papers</b>	100% of Council business papers available within 3 business days, before Council meeting	100%	100% of Business papers delivered within the timeframe of 1 week prior to the Council Meetings of July, August and September 2017	Governance & Risk
<b>Council's achievement of containing operating expenditure within operating revenue - Operating surplus ratio</b>	Council revenue is greater than expenditure	Not available this quarter	Because of the fact that Council is required to recognise the full amount of its Rates Revenue in Q1, this measure is only relevant after Q4.	Finance Team
<b>The availability of operating cash to service debt including interest, principal and lease payments -Debt servicing costs (as a percentage of total revenue)</b>	Debt servicing cover ratio is more than 2%	Not available this quarter	Because of the fact that Council is required to recognise the full amount of its Rates Revenue in Q1, this measure is only relevant after Q4.	Finance Team

<b>"Adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council - Unrestricted current ratio "</b>	Better than minimum of 1.5%	Not available this quarter	Because of the fact that Council is required to recognise the full amount of its Rates Revenue in Q1, this measure is only relevant after Q4.	Finance Team
<b>Collection of rates in accordance with Debt Recovery Policy</b>	Less than 5% outstanding at year end	Not available this quarter	Data available annually and will be reported in Quarter 4.	Finance Team
<b>Return on investments</b>	Outperforms the Ausbond bank bill index by 10%		Council's investment return for the period was 3.13%. The result achieved is consistent with Council's strong investment performance despite difficult market conditions. Council continues to outperform the Ausbond index which was 1.72% for the period. Council has consistently outperformed the Ausbond index by over 30% over the past 4 years.	Finance Team
<b>Legal service and support to management and business units</b>	Number of active legal matters at month's end	26	Total matters completed, 117	Legal Services
<b>Improving workforce health, safety and wellbeing</b>	Reduction in percentage of workforce incurring lost time workers' compensation claims	10.32 LTIR reduced to 8.12	Lost Time Injury Frequency Rate has significantly reduced between July – September period	Human Resources

<b>Effectiveness of media and communications activities</b>	20 % improved audience reach as measured by half-yearly media monitor reports	Not available this quarter	Data to be reported Quarter 2	Media & Communications
<b>Engagement through Social Media</b>	20% increased engagement on social media platforms	6.9%	Target on track	Media & Communications
<b>Process all incoming correspondence for Council</b>	100% within 48 hours and respond within ten business days	99%	99% of incoming correspondence received via the Council e-mail account and physical mail was processed within the 48 hour target 81% of incoming correspondence was responded to within 10 business days	Information Technology
<b>Compliance with the State Records Act 1998</b>	100% compliance	100%	The Records Management Policy has been reviewed following the proclamation of the City of Parramatta.	Information Technology
<b>IT systems availability</b>	99% up time		Not reported	Information Technology
<b>Website and external facing technology availability</b>	100% up time		Not reported	Information Technology



Project	\$000's	Progress	Business Unit
<b>Parramatta Light Rail Scheme</b>	1,900	Council has commenced the negotiations of a Development Deed with Transport for NSW and the review of the Environmental Impact Statement	City Strategy & Future City
<b>Public Safety CCTV Network</b>	1,100	The CCTV network will be extended around the Justice Precinct in the city centre. This work will be carried out in Quarter 3 and 4 2017/18.	City Strategy & Future City
<b>LED Street Lighting Upgrade - Phase 2</b>	1,650	Work has been undertaken on the planning of this project, including contract execution between Western Sydney Regional Organisation of Councils Ltd (WSROC). and Endeavour, procurement of the Phase 2 project manager (Ironbark Sustainability), and the development of the works program and communications plan in	City Strategy & Future City

# PROJECT

## MOVEMENTS > \$100K

	\$000'	\$000'	\$000'		
Project	2017/18 Original Budget	2017/18 September Quarter	Full Year Variance	Comments	Project Type
Parramatta Light Rail Scheme	400	1,900	-1,500	Revote & New	CAPITAL
IT Works Upgrade Program	1,000	700	300	Additional Budget	CAPITAL
Public Safety CCTV Network	500	1,100	-600	Revote & New	CAPITAL
Office IT Assets & Equipment	1,300	200	1,100	Reduction	CAPITAL
Outdoor Staff Mobile Technology	500	300	200	Reduction	CAPITAL
LED Street Lighting Upgrade - Phase 2	750	1,650	-900	Additional Budget	CAPITAL
Bear Card Solution	0	200	-200	New	CAPITAL
Community Care Online	0	100	-100	New	CAPITAL
ICT Network Upgrade	0	300	-300	New	CAPITAL
Citysafe VSS (Video Surveillance System) Operational Budget	200	500	-300	Additional Budget	OPERATING
Parra River Catchment Group Management	200	300	-100	Additional Budget	OPERATING
Light Rail Feasibility Study	200	0	200	Reallocation	OPERATING



**CITY OF  
PARRAMATTA**

# FINANCIAL REPORT

## Quarterly Review - September 2017





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# FINANCIAL OVERVIEW

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## QUARTERLY REVIEW HEADLINES

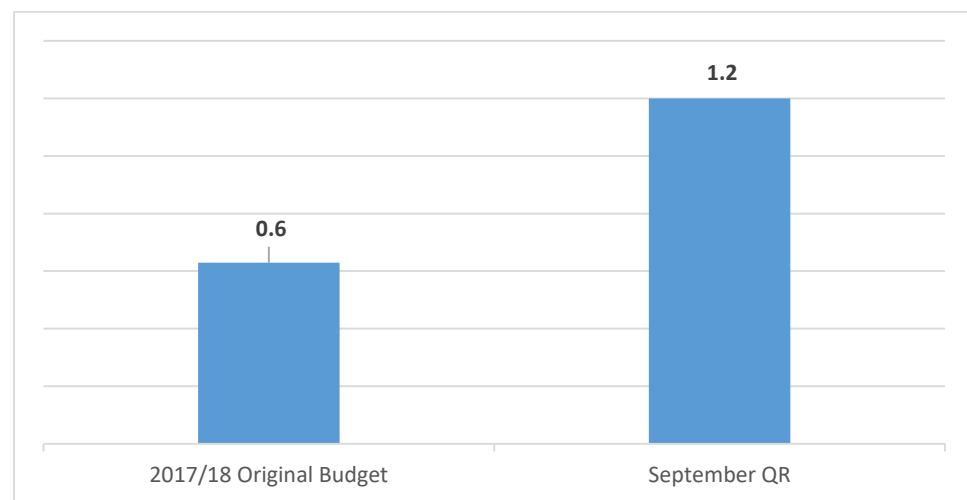
A review of Councils year to date financial position and balance of year forecasts has been undertaken during the September quarter. This has resulted in a number of changes to the full year forecasts for both Operating and Capital items.

**Council is forecasting a surplus of \$1.2m (excluding one-off items) which is an improvement of \$0.6m on the 2017/18 Original Budget position.**

The full year forecast for Operating Revenues has been increased by \$4.0m; Operating Expenses have increased by \$1.8m;

Capital Revenues have increased by \$6.1m; Capital Expenditures have been increased by \$13.0m.

## OPERATING RESULT HISTORY (\$m)



## CAPITAL WORKS

The 2017/18 Budgeted Capital Works Program full year spend was \$109.5m. A full review of all projects during the September quarter, focusing on time and availability resources, has resulted in an increase of spend for the balance of the year. The Capital works has been amended up to a full year spend of \$122.5m, an increase of \$13.0m.

A summary of the major changes to the budget is contained in this document.

# FINANCIAL POSITION AND FULL YEAR OUTLOOK

The City of Parramatta's financial position is reflected in the following pages of the 2017-18 September Quarterly Review.

Table 1.1: City of Parramatta key operating budget totals (\$m)

	September YTD Actual	September YTD Budget	YTD Variance	2017/18 Original Budget	September QR	Full Year Variance
Rates & Annual Charges	163.8	164.4	-0.6	165.0	166.8	1.8
User Charges & Fees	9.6	9.5	0.1	38.4	38.5	0.1
Other Revenue	3.3	3.8	-0.5	16.1	17.0	0.9
Interest	2.2	1.6	0.6	6.7	7.3	0.6
Operating Grants	2.0	2.7	-0.7	12.2	12.7	0.5
Operating Contributions & Donations	0.5	0.6	-0.1	2.9	3.0	0.1
<b>Total Operating Revenue</b>	<b>181.4</b>	<b>182.6</b>	<b>-1.2</b>	<b>241.3</b>	<b>245.3</b>	<b>4.0</b>
Employee Costs	24.8	25.9	1.1	107.4	107.9	-0.5
Borrowing Costs	0.7	0.7	-0.0	2.9	2.9	0.0
Materials & Contracts	11.5	13.2	1.7	54.7	55.8	-1.1
Depreciation & Amortisation	9.9	9.9	-0.0	39.4	39.4	0.0
Other Operating Expenses	10.0	11.3	1.3	45.3	45.5	-0.2
<b>Total Operating Expenses</b>	<b>56.9</b>	<b>61.0</b>	<b>4.1</b>	<b>249.7</b>	<b>251.5</b>	<b>-1.8</b>
<b>Operating Surplus/Deficit</b>	<b>124.5</b>	<b>121.6</b>	<b>2.9</b>	<b>-8.4</b>	<b>-6.2</b>	<b>2.2</b>
Add: Early Receipt of Fin Assist Grant				3.7	3.7	0.0
Add: New Council Implementation Costs				4.8	3.7	-1.1
Add: Other one off Variations				0.5		-0.5
<b>Net Operating Result</b>	<b>124.5</b>	<b>121.6</b>	<b>2.9</b>	<b>0.6</b>	<b>1.2</b>	<b>0.6</b>

## FIRST QUARTER YEAR TO DATE RESULT

The net operating result before capital revenue is \$2.9m higher than budget of \$121.6m. This is principally due to the phasing of expenses in particular materials & contracts, utilities and administration. It is expected that the savings are timing related and full year forecasts have been amended accordingly. Other expenses variances relate to employee costs with a saving of \$1.1m due to staff vacancies in the first quarter.

## FULL YEAR OUTLOOK

The net surplus increase of \$0.6m to the 2017/18 Budget of \$0.6m. The revenue forecast has been increased by \$4.0m mainly due to rates and annual charges being up by \$1.8m due to conservative estimates for new council rates not fully integrated at the time the budget was prepared. Forecasts have been updated to reflect the data that has now been received. The expense forecast increased by \$1.8m from the 2017/18 Original Budget mainly due to increases in employee costs and materials and contracts.

## Current Revenue Position and Outlook

Table 1.2: Operating Revenue (\$m) summarises the key movements by revenue category.

	September YTD Actual	September YTD Budget	YTD Variance	2017/18 Original Budget	September QR	Full Year Variance
Rates & Annual Charges	163.8	164.4	-0.6	165.0	166.8	1.8
User Charges & Fees	9.6	9.5	0.1	38.4	38.5	0.1
Other Revenue	3.3	3.8	-0.5	16.1	17.0	0.9
Interest	2.2	1.6	0.6	6.7	7.3	0.6
Operating Grants	2.0	2.7	-0.7	12.2	12.7	0.5
Operating Contributions & Donations	0.5	0.6	-0.1	2.9	3.0	0.1
<b>Total Operating Revenue</b>	<b>181.4</b>	<b>182.6</b>	<b>-1.2</b>	<b>241.3</b>	<b>245.3</b>	<b>4.0</b>

### FIRST QUARTER YEAR TO DATE RESULT

The year to date total revenue is \$1.2m lower than budget of \$182.6m. Rates and annual charges is lower than budget by \$0.6m mainly due to the timing of receiving domestic waste revenue. User charges & fees is higher than budget by \$0.1m with higher annual membership renewals for facilities bookings and food premises vendor's inspection fees. Other Revenue is \$0.5m lower than budget due to a delay in the collection of revenue from parking services with some offset by higher lease rentals for community properties. Grants are \$0.7m lower than budget due to incorrect phasing of the pensioner's rates subsidies, arts NSW state grant and the river flood study grant. Contributions & donations are \$0.1m lower than budget due to delay in contributions received for restorations works. Interest revenue was greater than budget by \$0.6m due to higher investment balances for the quarter.

### FULL YEAR OUTLOOK

The full-year revenue forecast has been increased by \$4.0m to a full year result of \$245.3m. Rates and annual charges has been increase by \$1.8m to reflect the year to date result. Interest income has been increased by \$0.6m reflecting the higher investment balances. Other Revenues have been increased by \$0.9m to reflect the higher lease rentals of community properties and higher revenues received from the Winterlight event. Grants have been increased by \$0.5m due to the City receiving unbudgeted funding for the Federal Road Safety Blackspot Program Grant, a correction of child-care fees and an increase in the State Library subsidy.



Table 1.3: User Charges and Fees (\$m), reflects the year to date March result and the full year forecast by major category.

	September YTD Actual	September YTD Budget	YTD Variance	2017/18 Original Budget	September QR	Full Year Variance
Aquatic Centres	0.0	0.0	0.0	0.2	0.2	-0.0
Community Facilities	0.6	0.2	0.4	1.0	1.0	0.0
Childcare	0.7	0.8	-0.1	3.3	3.0	-0.3
Parking	4.5	4.6	-0.1	18.4	18.4	0.0
Other User Charges	0.0	0.2	-0.2	0.7	0.4	-0.3
Riverside Theatres	0.8	0.8	0.0	3.1	3.2	0.1
Regulatory/Statutory Fees	1.5	1.4	0.1	5.5	5.5	0.0
Discretionary Fees	1.5	1.5	0.0	6.2	6.8	0.6
<b>Total User Charges &amp; Fees</b>	<b>9.6</b>	<b>9.5</b>	<b>0.1</b>	<b>38.4</b>	<b>38.5</b>	<b>0.1</b>

## FIRST QUARTER YEAR TO DATE RESULT

The year to date user charges and fees revenue is \$0.1m higher than the \$9.5m budget. Community Facilities were higher than budget by \$0.4m due to early payments of annual membership for facilities bookings. Other User Charges were lower than budget by \$0.2m mainly due to budget being included for Tower Crane applications, which is reported in the 'other revenue' category. Parking is slightly down on budget by \$0.1m with lower utilisation of multi-level car parks, in particular Parramatta Station Car Park. Childcare revenue is lower than budget by \$0.1m respectively due to the incorrect phasing of fees subsidy split for childcare fees. Regulatory and statutory fees were higher than budget by \$0.1m due to the higher volume of development applications in the first quarter.

## FULL YEAR OUTLOOK

The full-year forecast for user charges and fees revenue is \$0.1m higher than the 2017/18 Original Budget of \$38.4m. Childcare fees have been decrease of \$0.3m due to incorrect subsidy split for childcare fees which is brought forward to grants. Other User Charges has been reduced by \$0.3m with revenues relating to Tower Crane applications been reported in other revenue as indicated earlier. Discretionary Fees have been increased by \$0.6m mainly due to an adjustment for fees to be received for Urban Design in the 2017/18 financial year.

## Current Expenses Position and Outlook

Table 1.4: Expenses by category (\$m) summarises the key movements in expenses.

	September YTD Actual	September YTD Budget	YTD Variance	2017/18 Original Budget	September QR	Full Year Variance
Employee Costs	24.8	25.9	1.1	107.4	107.9	-0.5
Borrowing Costs	0.7	0.7	-0.0	2.9	2.9	0.0
Materials & Contracts	11.5	13.2	1.7	54.7	55.8	-1.1
Depreciation & Amortisation	9.9	9.9	-0.0	39.4	39.4	0.0
Other Operating Expenses	10.0	11.3	1.3	45.3	45.5	-0.2
<b>Total Operating Expenses</b>	<b>56.9</b>	<b>61.0</b>	<b>4.1</b>	<b>249.7</b>	<b>251.5</b>	<b>-1.8</b>

### FIRST QUARTER YEAR TO DATE RESULT

Year to date operating expenses were \$4.1m lower than budget finishing the quarter at \$56.9m. Materials & Contracts were lower than budget by \$1.7m due to a variance in the phasing of the budget for operating and service projects. These projects have now been phased to the third and fourth quarter. Employee costs were lower than budget by \$1.1m due to vacancies throughout a number of areas of council as well as less expenditure of agency staff incorrectly phased and now moved to future quarters. Other Operating Expenses were lower than budget by \$1.3m mainly due the timing of expenditure which has now been phased for later quarters and in addition domestic waste tipping costs were lower due to the lower tonnage of waste collected as a result of the dry weather.

### FULL YEAR OUTLOOK

The full year forecast for operating expenses have been increased by \$1.8m to a budget of \$251.5m. Materials and Contracts have been increased of \$1.0m mainly due to an allocation of Stronger Communities Funds projects that were budgeted as capital expenditure as well as an increase for Parramatta lanes security, economic development, corporate services and city safe project. Employee costs have been increased by \$0.5m due to additional staff for city strategy, finance and property as well as additional casual staff for the Riverside Theatre. Other Expenses have been increased by \$0.2m mainly due to the additional staff from regulatory services requiring equipment to undertake their roles and additional catering costs for council meetings and councillor workshops not included in the original budget.

Table 1.5: Materials and Contracts (\$m) are reflected below for the March YTD result and the full year forecast.

	September YTD Actual	September YTD Budget	YTD Variance	2017/18 Original Budget	September QR	Full Year Variance
Materials	1.3	1.6	0.3	6.4	6.6	-0.2
Contracts	8.5	9.9	1.4	42.0	42.7	-0.7
Audit Fees	0.1	0.2	0.1	0.4	0.4	-0.0
Legal Expenses	0.4	0.2	-0.2	0.8	1.1	-0.3
Operating Lease Rentals	1.2	1.3	0.1	5.1	5.0	0.1
<b>Total Materials &amp; Contracts</b>	<b>11.5</b>	<b>13.2</b>	<b>1.7</b>	<b>54.7</b>	<b>55.8</b>	<b>-1.1</b>

### FIRST QUARTER YEAR TO DATE RESULT

Year to date material and contracts expenses were \$1.7m below the budget of \$13.2m. Materials were \$0.3m lower than budget due a change to the phasing of maintenance works for footpath maintenance and restorations. Contracts were \$1.4m lower than budget due to a change in the phasing of operating projects. This has been corrected in the full year forecast. Legal costs were \$0.2m higher than budget due to a change in the timing of legal costs for development assessment services with a majority of the costs being incurred in the first quarter.

### FULL YEAR OUTLOOK

The full year forecast for materials and contract expense have been increased by \$1.1m to a forecast of \$55.8m. Materials expense increase of \$0.2m is mainly due to an increase of funding for the Pollutant Trap Clean project. Contracts increase of \$0.7m is mainly due to allocation of the Stronger Communities Funds projects that were originally classified capital works. Other increases include additional spending for Parramatta lanes security, economic development, corporate services and city safe projects. Legal Expenses have been increased by \$0.3m mainly due to the forecasted future legal costs for corporate governance, human resources and parking services.

Table 1.6: Other Operating expenses (\$m) details the YTD and full year position for the other expense categories.

	September YTD Actual	September YTD Budget	YTD Variance	2017/18 Original Budget	September QR	Full Year Variance
Tipping Fees	3.0	4.5	1.5	18.2	18.2	-0.0
Computer Expenses	0.9	1.0	0.1	4.1	4.2	-0.1
Advertising & Promotions	0.9	0.6	-0.3	3.3	3.0	0.3
Street Lighting	0.6	0.9	0.3	3.0	3.0	0.0
Insurance	1.1	0.5	-0.6	2.3	2.4	-0.1
Light Power & Heating	0.2	0.5	0.3	2.0	2.0	0.0
Telephone & Communications	0.1	0.2	0.1	0.7	0.9	-0.2
Parking Space Levy	0.5	0.5	0.0	2.0	2.0	0.0
Other Operating Expenses	2.7	2.6	-0.1	9.7	9.9	-0.2
<b>Total Other Operating Expenses</b>	<b>10.0</b>	<b>11.3</b>	<b>1.3</b>	<b>45.3</b>	<b>45.6</b>	<b>-0.3</b>

## FIRST QUARTER YEAR TO DATE RESULT

Year to date other operating expenses were \$1.3m below the budget of \$11.3m. Tipping Fees were \$1.5m below budget due to lower tonnage of waste collected as a result of the dry weather during the quarter resulting in lower tipping costs for domestic waste and cleansing. Advertising & Promotion costs were \$0.3m above budget mainly due to Sydney Festival and Parramasla not having an allocation of budget, which has been included in the full year forecast. Street Lighting is \$0.3m below budget due to the timing of costs, which has been corrected for future quarters. Insurance is \$0.6m above budget due to the timing of the expense for plant & motor vehicle and industrial special risk - this has been corrected in the full year forecast. Light, Power & Heating is \$0.3m below budget due to phasing of budget which has been corrected in the full year forecast.

## FULL YEAR OUTLOOK

The full year forecast for other operating expense is \$0.3m higher than the 2017/18 Original Budget of \$45.3m. Advertising & Promotions expense has been decreased by \$0.3m due to the reallocation of the budget to materials and contracts expense. Telephone & Communications costs have been increased by \$0.2m due to the additional staff added to the regulatory services unit. The Other Operating Expense increase of \$0.2m is mainly due to catering costs for council meetings and workshops for councillors not included in the original budget.

## Current Capital Position and Outlook

Table 1.7: Capital Revenue and Expenses (\$m).

	September YTD Actual	September YTD Budget	YTD Variance	2017/18 Original Budget	September QR	Full Year Variance
State Capital Grants	0.0	0.0	0.0	0.0	2.0	2.0
Federal Capital Grants	0.2	0.7	-0.5	2.9	1.6	-1.3
Section 94	2.0	8.0	-6.0	32.0	35.8	3.8
Other	1.6	0.0	1.6	0.0	1.6	1.6
<b>Total Capital Revenue</b>	<b>3.8</b>	<b>8.7</b>	<b>-4.9</b>	<b>34.9</b>	<b>41.0</b>	<b>6.1</b>
Liveable	1.5	6.0	4.5	20.8	24.4	-3.6
Productive	6.8	6.9	0.1	36.9	42.6	-5.7
Leading	0.8	2.8	2.0	11.4	9.8	1.6
Sustainable	6.2	14.5	8.3	40.4	45.7	-5.3
<b>Total Capital Expenditure</b>	<b>15.3</b>	<b>30.2</b>	<b>14.9</b>	<b>109.5</b>	<b>122.5</b>	<b>-13.0</b>

### FIRST QUARTER YEAR TO DATE RESULT

Year to date capital revenue was \$4.9m lower than budget. Federal Capital Grants were

lower than budget by \$0.5m mainly due to Australian Government Black Spot Program ending in this financial year. The forecast has been removed and the scope of capital works reduced in line with the reduction. Section 94 revenue was \$2.0m lower than budget mainly due timing of forecasted receipts. Other Grants were higher than budget by \$1.6m with funds being received for the works of the West Epping Park redevelopment. The year to date capital expenditure was \$14.9m lower than budget. A full review of capital projects has been undertaken during the September quarter with major variances as result of phasing of budget with expenditure moved to later quarters.

### FULL YEAR OUTLOOK

The full year forecast for capital revenue has been increased by \$6.1m to \$41.0m. State Capital Grants have been increased by \$2.0m due to funding being received for the Active Transport Program. Federal Capital Grants have been reduced by \$1.3m mainly due to the ending of the funding of the Australian Government Black Spot Program as indicated earlier. Section 94 revenue has been increased by \$3.8m as a result of funding received in the first quarter for Open Space, drainage and traffic that was not in the forecast in the budget. Other grants has been increased by \$1.6m due to the funding received for the West Epping Park redevelopment. The capital expenditure forecast has been increased by \$13.0m. The increase is a result of additional project such as 1 Parramatta Square (retail 6), Asbestos Remediation Works Program, Parramatta Square Business Planning for 5 Parramatta Square and the Public Domain and increased cashflow for a number of projects where expenditures were carried over from the previous financial year. Details of changes by project is outlined on the following pages.



## Capital Project Movements

Below is a table of capital expenditure forecast movements above/below \$100k by project (\$m).

Project Description	2017/18 Original Budget	September QR	Full Year Variance	Comments
<b>Capital Projects</b>				
Riverside Theatres Plant, Equipment & Refurbishment	0.2	0.5	-0.3	Reallocation
Church Street Office Fit out (60 desks)	0.0	1.2	-1.2	Revote & New
Parramatta Light Rail Scheme	0.4	1.9	-1.5	Revote & New
8 Parramatta Square Development	0.7	0.8	-0.1	Additional Budget
Libraries Capital Renewal	0.0	0.3	-0.3	Revote
IT Works Upgrade Program	1.0	0.7	0.3	Reallocation
Council Plant, Fleet & Other Equipment Replacement Program	4.0	4.3	-0.3	Revote
Public Safety CCTV Network	0.5	1.1	-0.6	Revote & New
3 Parramatta Square Development	0.7	1.2	-0.5	Additional Budget
4 & 6 Parramatta Square Development	0.8	1.0	-0.2	Additional Budget
Westmead- Strategic Planning & Public Domain Works	0.0	0.2	-0.2	Revote
Riverside Refurbishment and Upgrades	0.3	0.0	0.3	Reallocation
1 Paramatta Square ( Retail 6)	0.0	1.6	-1.6	Additional Budget
Office IT Assets & Equipment	1.3	0.2	1.1	Reduction
Prince Alfred Square Power Upgrade	0.2	0.4	-0.2	Revote
Finalise Construction of new PreSchool in North Rocks Park,	0.2	1.2	-1.0	Revote & Budget Increase
Active Transport Program	0.3	2.3	-2.0	Additional Budget
Australian Government Black Spot Program	1.5	1.0	0.5	Reduction
West Epping Park - Major Redevelopment	5.9	6.4	-0.5	Revote
Peggy Womersley Reserve - Extensions	0.3	0.4	-0.1	Revote
Outdoor Staff Mobile Technology	0.5	0.3	0.2	Reduction
LED Street Lighting Upgrade - Phase 2	0.8	1.7	-0.9	Additional Budget
Hills Area Building Improvements & Upgrades	0.2	0.0	0.2	Removed - Duplicate
Bear Card Solution	0.0	0.2	-0.2	New
Community Care Online	0.0	0.1	-0.1	New
ICT Network Upgrade	0.0	0.3	-0.3	New
Parramatta Square Business Planning for 5PS & Public Domain	0.0	0.9	-0.9	New
Asbestos Remediation Works Program	0.0	2.0	-2.0	New

## Operating Project Movements

Below is a table of operating expenditure forecast movements above/below \$100k by project (\$m).

Project Description	2017/18 Original Budget	September QR	Full Year Variance	Project Type
<b>Operating Projects</b>				
Citysafe VSS (Video Surveillance System) Operational Budget	0.2	0.5	-0.3	Additional Budget
Parra River Catchment Group Management	0.2	0.3	-0.1	Additional Budget
Church Street Frontage Improvement Program	0.2	0.1	0.1	Reduction
Light Rail Feasibility Study	0.2	0.0	0.2	Reallocation

### Strategic Objective Total Expenditure by Services \$'000

Annual Forecast (2017/18)

<b>Liveable</b>		<b>Leading</b>	
City Operations	38,627	City Strategy & Future City	20,213
Regulatory Unit	11,713	Governance & Risk	2,183
Social & Community Services	32,164	Legal	786
Place	11,400	Councillor Support & CEO Office	2,710
Riverside Theatres	7,482	Project Management Office	734
<b>Total Liveable</b>	<b>101,386</b>	Human Resources	4,292
		Financial Services	11,277
<b>Productive</b>		Information Technology	12,922
Property Development Group	38,698	Customer Contact Centre	2,593
Asset Strategy & Property Management	11,870	City Engagement	3,254
City Economy	1,776	<b>Total Leading</b>	<b>60,964</b>
City Experience	10,136		
City Identity, Experience & Engagement	1,283	<b>Sustainable</b>	
City Identity	3,222	Development & Traffic	15,397
<b>Total Productive</b>	<b>66,985</b>	City Assets & Environment	89,790
		<b>Total Sustainable</b>	<b>105,187</b>
<b>Total</b>			<b>334,522</b>
Depreciation			39,429
<b>Grand Total</b>			<b>373,951</b>

## Projects by Strategic Objective

Project Description	September YTD Actual	September YTD Budget	YTD Variance	2017/18 Original Budget	September QR	Full Year Variance
<b>LEADING PROJECT PROGRESS</b>						
<b>Capital Projects</b>						
Local Bike Facilities Encouraging Cycling	0.0	13.0	13.0	50.0	50.0	0.0
RTA River Cities PVC Stg 22	4.0	0.0	-4.0	0.0	4.0	-4.0
Mountain Cycle Route Maintenance Encouraging Cycling	49.0	31.0	-18.0	125.0	127.0	-2.0
Rapid Deployment CCTV Cameras	1.0	25.0	24.0	100.0	100.0	0.0
Greening the CBD	0.0	38.0	38.0	150.0	0.0	150.0
Parramatta Light Rail Scheme	83.0	100.0	17.0	400.0	1,852.0	-1,452.0
River Cities Renewal Project	149.0	0.0	-149.0	0.0	149.0	-149.0
IT Works Upgrade Program	0.0	245.0	245.0	980.0	730.0	250.0
Public Safety CCTV Network	50.0	125.0	75.0	500.0	1,071.0	-571.0
Pedestrian Bridge Works - Morton/Alfred	30.0	150.0	120.0	600.0	600.0	0.0
Parramatta City River Strategy Development	7.0	0.0	-7.0	0.0	7.0	-7.0
Parramatta City River Strategy Design	0.0	113.0	113.0	450.0	450.0	0.0
People Counters Projects	0.0	14.0	14.0	55.0	55.0	0.0
Office IT Assets & Equipment	74.0	320.0	246.0	1,280.0	181.0	1,099.0
Stronger Communities Fund - Capital Works	0.0	857.0	857.0	3,426.0	0.0	3,426.0
Windows 10/O365	20.0	0.0	-20.0	0.0	20.0	-20.0
Flood Information System for Parramatta River	18.0	13.0	-5.0	50.0	68.0	-18.0
Stronger Communities Fund - Non Capital	0.0	108.0	108.0	432.0	0.0	432.0
TM1 Financial and Reporting System	56.0	38.0	-18.0	150.0	150.0	0.0
Enhancing Security to Protect Privacy and Tackle Cyber Crime	122.0	213.0	91.0	850.0	850.0	0.0
Outdoor Staff Mobile Technology	7.0	134.0	127.0	535.0	253.0	282.0
LED Street Lighting Upgrade - Phase 2	0.0	188.0	188.0	750.0	1,650.0	-900.0
Cycleway - Oakes Rd to Lake Parramatta	0.0	125.0	125.0	500.0	500.0	0.0
SCF Cycleway infrastructure linking Epping with Carlingford	0.0	0.0	0.0	0.0	225.0	-225.0
Bear Card Solution	48.0	0.0	-48.0	0.0	203.0	-203.0
Community Care Online	22.0	0.0	-22.0	0.0	120.0	-120.0
Councillor Portal	0.0	0.0	0.0	0.0	53.0	-53.0
ICT Network Upgrade	6.0	0.0	-6.0	0.0	250.0	-250.0

## Projects by Strategic Objective

Project Description	September YTD Actual	September YTD Budget	YTD Variance	2017/18 Original Budget	September QR	Full Year Variance
<b>LEADING PROJECT PROGRESS</b>						
<b>Capital Projects (Continued)</b>						
Kofax Digital Scanning	22.0	0.0	-22.0	0.0	98.0	-98.0
Drupal Enhancement of CoP Website	4.0	0.0	-4.0	0.0	4.0	-4.0
<b>Total Capital Projects</b>	<b>772.0</b>	<b>2,850.0</b>	<b>2,078.0</b>	<b>11,383.0</b>	<b>9,819.0</b>	<b>1,563.0</b>
<b>Operating Projects</b>						
Floodplain Risk Management Roads	0.0	0.0	0.0	55.0	55.0	0.0
Accounts Payable	27.0	0.0	-27.0	0.0	27.0	-27.0
3D Model Coordination	20.0	38.0	18.0	150.0	168.0	-18.0
Beat the Heat	7.0	30.0	23.0	120.0	130.0	-10.0
Citysafe VSS (Video Surveillance System) Operational Budget	77.0	48.0	-29.0	190.0	490.0	-300.0
High Visibility Community Policing	1.0	38.0	37.0	150.0	150.0	0.0
CBD Planning Framework Studies	81.0	88.0	7.0	350.0	350.0	0.0
Parramatta Safety Plan - Implementation	13.0	0.0	-13.0	0.0	13.0	-13.0
Parramatta Ways	0.0	119.0	119.0	475.0	475.0	0.0
Integrated Transport Plan	0.0	38.0	38.0	150.0	150.0	0.0
NCIF - Transformation Project	91.0	250.0	159.0	1,000.0	1,000.0	0.0
NCIF - IT Data Migration Project	8.0	125.0	117.0	500.0	500.0	0.0
NCIF - Land Use Planning	68.0	119.0	51.0	476.0	476.0	0.0
NCIF - HR Transition	74.0	50.0	-24.0	199.0	74.0	125.0
GIS Visual Data	0.0	63.0	63.0	250.0	250.0	0.0
Light Rail Feasibility Study	1.0	54.0	53.0	214.0	1.0	213.0
Tenant Management System	0.0	0.0	0.0	0.0	30.0	-30.0
Historical Aerial Imagery	0.0	0.0	0.0	0.0	77.0	-77.0
Greening the CBD	17.0	0.0	-17.0	0.0	150.0	-150.0
<b>Total Operating Projects</b>	<b>453.0</b>	<b>1,060.0</b>	<b>607.0</b>	<b>4,279.0</b>	<b>4,567.0</b>	<b>-288.0</b>
<b>TOTAL FOR LEADING</b>	<b>1,225.0</b>	<b>3,910.0</b>	<b>2,685.0</b>	<b>15,662.0</b>	<b>14,386.0</b>	<b>1,275.0</b>



## Projects by Strategic Objective

Project Description	September YTD Actual	September YTD Budget	YTD Variance	2017/18 Original Budget	September QR	Full Year Variance
<b>LIVEABLE PROJECT PROGRESS</b>						
<b>Capital Projects</b>						
Better Neighbourhoods Program	0.0	365.0	365.0	1,460.0	1,460.0	0.0
Riverside Theatres Plant, Equipment & Refurbishment	67.0	38.0	-29.0	150.0	450.0	-300.0
Library Capital Resources	192.0	205.0	13.0	820.0	860.0	-40.0
Council Plant, Fleet & Other Equipment Replacement Program	700.0	1,000.0	300.0	4,000.0	4,255.0	-255.0
Lonely Lane Artwork	31.0	20.0	-11.0	81.0	159.0	-78.0
Boronia Park Master Plan Implementation	0.0	167.0	167.0	669.0	669.0	0.0
Westmead- Strategic Planning & Public Domain Works	122.0	0.0	-122.0	0.0	186.0	-186.0
Riverside Refurbishment and Upgrades	0.0	75.0	75.0	300.0	35.0	265.0
Updating of Existing Park Signs	0.0	33.0	33.0	132.0	132.0	0.0
Enhancing Church Street Vibrancy	0.0	113.0	113.0	450.0	400.0	50.0
Foreshore Stairs	0.0	35.0	35.0	141.0	141.0	0.0
St John's Cathedral Feature Lighting Treatment	13.0	75.0	62.0	300.0	361.0	-61.0
"Imagine" Program Connectivity and Access Improvements	-1.0	64.0	65.0	255.0	255.0	0.0
Epping Town Centre Upgrade	3.0	0.0	-3.0	0.0	3.0	-3.0
Dundas Station Centre Upgrade	0.0	26.0	26.0	102.0	102.0	0.0
Harris Park - Station Street East Upgrade	0.0	43.0	43.0	170.0	170.0	0.0
Toongabbie Street Upgrade Wentworth Avenue	0.0	89.0	89.0	355.0	355.0	0.0
Connecting Centres Lake North Parramatta	125.0	43.0	-82.0	170.0	170.0	0.0
Prince Alfred Square Power Upgrade	1.0	50.0	49.0	200.0	442.0	-242.0
Wentworth Point Library and Community Centre	14.0	3,000.0	2,986.0	9,000.0	9,000.0	0.0
Upgrade to Lawndale Shops, North Rocks	0.0	65.0	65.0	260.0	260.0	0.0
Upgrade to Carlingford North Shops	0.0	65.0	65.0	260.0	260.0	0.0
Carlingford Masterplan	0.0	38.0	38.0	150.0	150.0	0.0
Bennelong Parkway Pedestrian Refuge	14.0	0.0	-14.0	0.0	30.0	-30.0

## Projects by Strategic Objective

Project Description	September YTD Actual	September YTD Budget	YTD Variance	2017/18 Original Budget	September QR	Full Year Variance
<b>LIVEABLE PROJECT PROGRESS</b>						
<b>Capital Projects (Continued)</b>						
Southern Precinct Renewal Project	9.0	213.0	204.0	850.0	850.0	0.0
Phillip Street Smart Street Design	0.0	63.0	63.0	250.0	250.0	0.0
Implement Sue Savage Park Masterplan	0.0	70.0	70.0	280.0	280.0	0.0
NCIF - External Signage City Operations	102.0	0.0	-102.0	0.0	1,040.0	-1,040.0
SCF North Rocks Park Master Plan - Capital	93.0	0.0	-93.0	0.0	350.0	-350.0
SCF Newington Dog Park	0.0	0.0	0.0	0.0	500.0	-500.0
Centenary Square Review	13.0	0.0	-13.0	0.0	28.0	-28.0
SCF Eastern River Foreshore Transformation	0.0	0.0	0.0	0.0	510.0	-510.0
SCF Barnett Park Dog Park Upgrade	0.0	0.0	0.0	0.0	20.0	-20.0
SCF Wallawa Reserve Upgrade, Meehan Street, Granville	0.0	0.0	0.0	0.0	39.0	-39.0
SCF Sommerville Park Upgrade, Eastwood	0.0	0.0	0.0	0.0	105.0	-105.0
Erby Place Pocket Park Lighting Upgrade	0.0	0.0	0.0	0.0	50.0	-50.0
Hospital Farm Reserve Public Easement	0.0	0.0	0.0	0.0	35.0	-35.0
<b>Total Capital Projects</b>	<b>1,499.00</b>	<b>5,955.00</b>	<b>4,456.00</b>	<b>20,805.00</b>	<b>24,362.00</b>	<b>-3,558.0</b>

## Projects by Strategic Objective

Project Description	September YTD Actual	September YTD Budget	YTD Variance	2017/18 Original Budget	September QR	Full Year Variance
<b>LIVEABLE PROJECT PROGRESS</b>						
<b>Operating Projects</b>						
Healthy and Active Communities Program	0.0	50.0	50.0	50.0	50.0	0.0
Aquatic Playground Maintenance	30.0	50.0	20.0	200.0	200.0	0.0
Catchment Management Program of Environmental Audit & Building	0.0	25.0	25.0	100.0	100.0	0.0
Scores on Doors Program	0.0	6.0	6.0	25.0	0.0	25.0
Mum & Dad' development Education Program	0.0	2.0	2.0	7.0	7.0	0.0
ParraPets Matter	0.0	7.0	7.0	27.0	27.0	0.0
Church Street Frontage Improvement Program	0.0	50.0	50.0	200.0	100.0	100.0
Temporary Relocation of Parramatta Pools	47.0	175.0	128.0	700.0	700.0	0.0
NCIF - External Signage City Operations	0.0	260.0	260.0	1,040.0	0.0	1,040.0
NCIF - Place	0.0	19.0	19.0	76.0	76.0	0.0
Hill Road Masterplan	0.0	63.0	63.0	250.0	250.0	0.0
Newington Street Tree Strategy	22.0	19.0	-3.0	75.0	75.0	0.0
Place/ Neighbourhood Plan	0.0	31.0	31.0	125.0	125.0	0.0
Rydalmere Park Masterplan	0.0	50.0	50.0	200.0	200.0	0.0
SCF Mobile Active Health	0.0	0.0	0.0	0.0	146.0	-146.0
SCF Wentworthville Early Childhood Development Initiative	0.0	0.0	0.0	0.0	122.0	-122.0
<b>Total Operating Projects</b>	<b>99.0</b>	<b>807.0</b>	<b>708.0</b>	<b>3,075.0</b>	<b>2,179.0</b>	<b>896.0</b>
<b>TOTAL FOR LIVEABLE</b>	<b>1,598.0</b>	<b>6,762.0</b>	<b>5,164.0</b>	<b>23,880.0</b>	<b>26,541.0</b>	<b>-2,662.0</b>

## Projects by Strategic Objective

Project Description	September YTD Actual	September YTD Budget	YTD Variance	2017/18 Original Budget	September QR	Full Year Variance
<b>PRODUCTIVE PROJECT PROGRESS</b>						
<b>Capital Projects</b>						
Heritage Centre Building Renewal Works	0.0	12.0	12.0	49.0	50.0	-1.0
Heritage Centre Core Exhibition Renovations	0.0	10.0	10.0	39.0	29.0	10.0
Lennox Bridge Carpark Development	0.0	98.0	98.0	238.0	238.0	0.0
Riverbank Development	10.0	211.0	201.0	737.0	737.0	0.0
40-48 Cowper Street, Granville	0.0	10.0	10.0	10.0	10.0	0.0
189 Macquarie Street, Parramatta	113.0	130.0	17.0	371.0	371.0	0.0
Church Street Office Fit out (60 desks)	587.0	0.0	-587.0	0.0	1,177.0	-1,177.0
8 Parramatta Square Development	227.0	97.0	-130.0	682.0	832.0	-150.0
Parramatta Square Public Domain Development	82.0	238.0	156.0	11,011.0	11,011.0	0.0
Demolition Works in Parramatta & Telopea	0.0	150.0	150.0	150.0	150.0	0.0
Community Buildings Capital Improvement	217.0	64.0	-153.0	255.0	269.0	-14.0
Libraries Capital Renewal	38.0	0.0	-38.0	0.0	264.0	-264.0
Child Care Centres Capital Renewal	79.0	0.0	-79.0	390.0	390.0	0.0
PDG Project Management	24.0	0.0	-24.0	0.0	0.0	0.0
Early Childhood Centres Capital Renewal	0.0	125.0	125.0	125.0	125.0	0.0
3 Parramatta Square Development	380.0	182.0	-198.0	664.0	1,219.0	-555.0
4 & 6 Parramatta Square Development	153.0	97.0	-56.0	836.0	986.0	-150.0
38 - 40 Marion Street Parramatta Development	0.0	0.0	0.0	120.0	120.0	0.0
Parramatta Town Hall Capital Renewal Program	8.0	0.0	-8.0	0.0	8.0	-8.0
Multi-level Car Parks Capital Renewal Program	252.0	160.0	-92.0	640.0	641.0	-1.0
400A Victoria Road, Rydalmere	0.0	0.0	0.0	5.0	5.0	0.0
Hambleton Cottage Renewal Program	0.0	5.0	5.0	20.0	20.0	0.0
5 Parramatta Square Development - New Council Facilities	1,887.0	4,595.0	2,708.0	17,806.0	17,806.0	0.0
Riverside Theatres Building Renewal Program	4.0	115.0	111.0	400.0	324.0	76.0
Governor Phillip Commemorative Public Art Project	0.0	38.0	38.0	150.0	150.0	0.0
Public Art Project	2.0	0.0	-2.0	0.0	41.0	-41.0
Horwood Place Redevelopment	0.0	99.0	99.0	234.0	234.0	0.0
1 Parramatta Square ( Retail 6)	1,580.0	0.0	-1,580.0	0.0	1,587.0	-1,587.0

## Projects by Strategic Objective

Project Description	September YTD Actual	September YTD Budget	YTD Variance	2017/18 Original Budget	September QR	Full Year Variance
<b>PRODUCTIVE PROJECT PROGRESS</b>						
<b>Capital Projects (Continued)</b>						
Eat Street Carpark Development	0.0	10.0	10.0	39.0	39.0	0.0
Willow Grove Building Works	0.0	5.0	5.0	20.0	20.0	0.0
Fennell Street Car Park Development	0.0	10.0	10.0	39.0	39.0	0.0
Finalise Construction of new PreSchool in North Rocks Park,	1,078.0	50.0	-1,028.0	200.0	1,215.0	-1,015.0
New Aquatics & Leisure Facility	60.0	200.0	140.0	800.0	800.0	0.0
Pitt Row Headmaster's Cottage	0.0	50.0	50.0	200.0	200.0	0.0
Riverside, Events & City Activation Storage Facility	0.0	75.0	75.0	300.0	300.0	0.0
Digital Activation (LED) of Parramatta Square Hoardings	1.0	50.0	49.0	200.0	200.0	0.0
Hills Area Building Improvements & Upgrades	0.0	40.0	40.0	159.0	0.0	159.0
SCF Parramatta Artist Studio – Satellite Studios Fit Out	0.0	0.0	0.0	0.0	114.0	-114.0
Parramatta Square Business Planning for 5PS & Public Domain	0.0	0.0	0.0	0.0	880.0	-880.0
<b>Total Capital Projects</b>	<b>6,787.0</b>	<b>6,926.0</b>	<b>139.0</b>	<b>36,889.0</b>	<b>42,605.0</b>	<b>-5,715.0</b>



## Projects by Strategic Objective

Project Description	September YTD Actual	September YTD Budget	YTD Variance	2017/18 Original Budget	September QR	Full Year Variance
<b>PRODUCTIVE PROJECT PROGRESS</b>						
<b>Operating Projects</b>						
Fair Value Assets and Condition Assessments	9.0	0.0	-9.0	120.0	120.0	0.0
Parramasala- PCC funding	100.0	0.0	-100.0	200.0	200.0	0.0
Cultural Heritage Collection Conservation and Asset Management	0.0	3.0	3.0	10.0	10.0	0.0
Foundation Day & Parramatta Open (Celebrating Heritage)	0.0	0.0	0.0	13.0	0.0	13.0
Major Events Show Reel	0.0	4.0	4.0	15.0	15.0	0.0
World War One (WW1) Centenary	0.0	0.0	0.0	45.0	45.0	0.0
Removal and Storage of Tom Thompson Public Mural	5.0	11.0	6.0	46.0	22.0	24.0
NCIF - External Signage City Visual Identity	0.0	75.0	75.0	300.0	300.0	0.0
NCIF - Asset Audit & Data Transition	53.0	17.0	-36.0	68.0	84.0	-16.0
Brand Identity Project	32.0	0.0	-32.0	0.0	143.0	-143.0
Buildings Asbestos Management	0.0	0.0	0.0	250.0	250.0	0.0
ED - Branding and Communications	26.0	0.0	-26.0	0.0	120.0	-120.0
ED - Business Attraction and Industry Development	18.0	0.0	-18.0	0.0	185.0	-185.0
ED - City Culture and Liveability	3.0	0.0	-3.0	0.0	150.0	-150.0
ED - Infrastructure	4.0	0.0	-4.0	0.0	50.0	-50.0
ED - Regional Leadership, Advocacy & Governance	36.0	0.0	-36.0	0.0	73.0	-73.0
ED - Research	15.0	0.0	-15.0	0.0	110.0	-110.0
ED - Workforce and Skills	19.0	0.0	-19.0	0.0	150.0	-150.0
SCF Parramatta Artist Studio – Satellite Studios	0.0	0.0	0.0	0.0	250.0	-250.0
<b>Total Operating Projects</b>	<b>320.0</b>	<b>110.0</b>	<b>-210.0</b>	<b>1,067.0</b>	<b>2,277.0</b>	<b>-1,210.0</b>
<b>TOTAL FOR PRODUCTIVE</b>	<b>7,107.0</b>	<b>7,036.0</b>	<b>-71.0</b>	<b>37,956.0</b>	<b>44,882.0</b>	<b>-6,925.0</b>

## Projects by Strategic Objective

Project Description	September YTD Actual	September YTD Budget	YTD Variance	2017/18 Original Budget	September QR	Full Year Variance
<b>SUSTAINABLE PROJECT PROGRESS</b>						
<b>Capital Projects</b>						
Cemeteries and Memorials Program	0.0	23.0	23.0	92.0	92.0	0.0
Pavilion Program	0.0	38.0	38.0	150.0	150.0	0.0
Sportsground Program	42.0	128.0	86.0	510.0	510.0	0.0
Playground Replacement Program	4.0	130.0	126.0	520.0	520.0	0.0
Parks Program	13.0	103.0	90.0	410.0	410.0	0.0
Public Trees Program	59.0	95.0	36.0	380.0	380.0	0.0
Walking Track Construction	3.0	33.0	30.0	130.0	130.0	0.0
Restoration of Natural Areas	108.0	180.0	72.0	720.0	720.0	0.0
Drainage Improvements in Growth Areas S94A Program	37.0	38.0	1.0	150.0	150.0	0.0
Waterways Restoration	33.0	140.0	107.0	560.0	560.0	0.0
Flood Mitigation Program	33.0	88.0	55.0	350.0	350.0	0.0
Kerb & Gutter Renewal Program	9.0	333.0	324.0	1,330.0	1,409.0	-79.0
Drainage Construction Program	80.0	150.0	70.0	600.0	600.0	0.0
Footpaths Construction Program	87.0	425.0	338.0	1,700.0	1,765.0	-65.0
Roads Renewal Program	1,130.0	1,544.0	414.0	6,175.0	6,175.0	0.0
Master Plan Implementation for George Kendall Riverside Park	0.0	25.0	25.0	100.0	100.0	0.0
Sustainable Water Program	18.0	20.0	2.0	80.0	80.0	0.0
Improving Water Quality in Parramatta Waterways	0.0	100.0	100.0	400.0	400.0	0.0
Public Domain Lighting	0.0	25.0	25.0	100.0	100.0	0.0
Bridge assets - safety upgrades	10.0	38.0	28.0	150.0	150.0	0.0
Bridge Upgrades & Renewal Program	0.0	63.0	63.0	250.0	250.0	0.0
Additional Roads, Kerb & Gutter Maintenance	184.0	950.0	766.0	3,800.0	3,800.0	0.0
Nursery Management for Bushland Plants & Landscaping Works	14.0	33.0	19.0	130.0	170.0	-40.0
Protecting Dams Capital Works Program	0.0	68.0	68.0	270.0	270.0	0.0
Barrack Lane Shared Zone Construction	0.0	38.0	38.0	150.0	150.0	0.0
Parks Stormwater Reuse Program	0.0	90.0	90.0	360.0	360.0	0.0
Lake Parramatta Improvement Works	96.0	0.0	-96.0	0.0	96.0	-96.0
Supply and Installation of Street Furniture	39.0	38.0	-1.0	150.0	150.0	0.0

## Projects by Strategic Objective

Project Description	September YTD Actual	September YTD Budget	YTD Variance	2017/18 Original Budget	September QR	Full Year Variance
<b>SUSTAINABLE PROJECT PROGRESS</b>						
Civil Construction Program	124.0	100.0	-24.0	400.0	400.0	0.0
Roads to Recovery Program	0.0	361.0	361.0	1,442.0	1,442.0	0.0
Robin Thomas Reserve Masterplan Works	8.0	0.0	-8.0	0.0	8.0	-8.0
Mobile Garbage Bin Roll Program	0.0	63.0	63.0	250.0	250.0	0.0
Installation of Rooftop Solar Panels on City Assets Program	-10.0	25.0	35.0	100.0	100.0	0.0
Robotic Equipment to Assist with Surveying	8.0	8.0	0.0	33.0	33.0	0.0
Footpath Renewal Program	515.0	400.0	-115.0	1,600.0	1,600.0	0.0
Stormwater Drainage Renewal Program	554.0	1,100.0	546.0	4,400.0	4,400.0	0.0
Active Transport Program	-3.0	75.0	78.0	300.0	2,310.0	-2,010.0
Australian Government Black Spot Program	0.0	375.0	375.0	1,500.0	1,000.0	500.0
Major Drainage Construction at Lyndelle Place, Carlingford	0.0	175.0	175.0	700.0	700.0	0.0
West Epping Park - Major Redevelopment	2,630.0	5,900.0	3,270.0	5,900.0	6,421.0	-521.0
Peggy Womersley Reserve - Extensions	15.0	63.0	48.0	250.0	371.0	-121.0
Water Playground	0.0	0.0	0.0	300.0	300.0	0.0
Former Hills Area Traffic Improvements	0.0	313.0	313.0	1,252.0	1,252.0	0.0
Hills Area Road Renewal Works	401.0	323.0	-78.0	1,290.0	1,290.0	0.0
Hills Area Drainage Renewal Works	0.0	241.0	241.0	963.0	963.0	0.0
SCF Playground Upgrade- Lynbrae Ave Park	0.0	0.0	0.0	0.0	120.0	-120.0
SCF Playground Upgrades - Pembroke St Reserve	0.0	0.0	0.0	0.0	120.0	-120.0
SCF Playground Upgrades - Irving St Reserve	0.0	0.0	0.0	0.0	120.0	-120.0
SCF Playground Upgrades - GKR District Playground	0.0	0.0	0.0	0.0	50.0	-50.0
SCF Playground Upgrades - Pinetree Dr Reserve	0.0	0.0	0.0	0.0	60.0	-60.0
SCF Playground Upgrades - Blankers Koen Park	0.0	0.0	0.0	0.0	60.0	-60.0
SCF Playground Upgrades - Forest Park	0.0	0.0	0.0	0.0	120.0	-120.0
SCF Playground Upgrades - Rainbow Farm Reserve	0.0	0.0	0.0	0.0	60.0	-60.0
SCF Playground Upgrades - Hunts Creek Reserve	0.0	0.0	0.0	0.0	60.0	-60.0
SCF Walking Track to Hunts Creek Waterfall, Carlingford	0.0	0.0	0.0	0.0	75.0	-75.0
Asbestos Remediation Works Program	0.0	0.0	0.0	0.0	2,000.0	-2,000.0
<b>Total Capital Projects</b>	<b>6,241.0</b>	<b>14,458.0</b>	<b>8,217.0</b>	<b>40,397.0</b>	<b>45,682.0</b>	<b>-5,285.0</b>

## Projects by Strategic Objective

Project Description	September YTD Actual	September YTD Budget	YTD Variance	2017/18 Original Budget	September QR	Full Year Variance
<b>SUSTAINABLE PROJECT PROGRESS</b>						
<b>Operating Projects</b>						
Bushland Resources Management	103.0	163.0	60.0	650.0	650.0	0.0
Parramatta River Flood Study	64.0	127.0	63.0	509.0	530.0	-21.0
Protection of Aboriginal Heritage & Cultural Sites	0.0	8.0	8.0	30.0	30.0	0.0
Waterways Litter Removal	1.0	21.0	20.0	85.0	85.0	0.0
Environmental Education Program to Encourage Sustainability	2.0	15.0	13.0	60.0	60.0	0.0
Waterways and Bushland Rehabilitation Fauna Study	5.0	19.0	14.0	75.0	75.0	0.0
Threatened Species Management	4.0	50.0	46.0	50.0	50.0	0.0
Contaminated Land Management in Public Parks and Land	34.0	114.0	80.0	500.0	500.0	0.0
Better Waste and Recycling Program	4.0	113.0	109.0	450.0	450.0	0.0
Parra River Catchment Group Management	35.0	40.0	5.0	171.0	273.0	-102.0
PRCG Landcare Coordinator Grant	12.0	11.0	-1.0	48.0	50.0	-2.0
NCIF - Domestic Waste	0.0	22.0	22.0	89.0	89.0	0.0
SCF Terrys Creek Rehabilitation - Maintenance	0.0	0.0	0.0	0.0	100.0	-100.0
LLS Loyalty Road Dam	0.0	0.0	0.0	0.0	50.0	-50.0
<b>Total Operating Projects</b>	<b>264.0</b>	<b>703.0</b>	<b>439.0</b>	<b>2,717.0</b>	<b>2,992.0</b>	<b>-275.0</b>
<b>TOTAL FOR SUSTAINABLE</b>	<b>6,505.0</b>	<b>15,161.0</b>	<b>8,656.0</b>	<b>43,114.0</b>	<b>48,674.0</b>	<b>-5,560.0</b>

## Reserve Balance Summary

The following table provides a forecast of Councils restricted cash (internally and externally restricted reserves) and the forecast movements to and from reserves for the 2017/18 Budget.

Description	Opening Balance 1 July 2017	Transfers to	Transfers from	Closing Balance 30 June 2018
<b>External Restrictions - Included in Liabilities</b>				
Specific Purpose Unexpended Loans-General	1	-	-	1
<b>External Restrictions - Included in Liabilities</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>1</b>
<b>External Restrictions - Other</b>				
Developer Contributions - General	101,959	32,902	(36,166)	98,694
Specific Purpose Unexpended Grants	23,222	4,157	(12,113)	15,267
Domestic Waste Management	19,156	4,784	(3,065)	20,876
Open Space Special Rate	1,736	2,751	(3,584)	903
Stormwater Levy	1,283	1,646	(1,829)	1,099
Economic Development Special Rate	965	787	(771)	980
Suburban Infrastructure Special Rate	124	1,961	(2,138)	(53)
CBD Infrastructure Special Rate	4,463	2,124	(1,227)	5,361
Infrastructure Special Rate - Former Holroyd	64	-	-	64
Infrastructure Special Rate - Former Holroyd	506	-	-	506
Harris Park Special Rate	302	118	-	420
<b>External Restrictions - Other</b>	<b>153,780</b>	<b>51,230</b>	<b>(60,894)</b>	<b>144,117</b>
<b>Total External Restrictions</b>	<b>153,781</b>	<b>51,230</b>	<b>(60,894)</b>	<b>144,118</b>
<b>Internal Restrictions</b>				
Employees Leave Entitlement	5,499	-	-	5,499
Council Election	800	200	(800)	200
Parking Meters	1,357	3,636	(4,674)	319
Granville Reserve	2,393	-	-	2,393
Ward Works Reserves	3,291	-	(916)	2,375
Asset Renewal Reserve	8,851	3,000	(10,050)	1,801
Property & Significant Asset Reserves #	36,204	22,000	(14,787)	43,417
<b>Total Internal Restrictions</b>	<b>58,395</b>	<b>28,836</b>	<b>(31,227)</b>	<b>56,004</b>
# Includes Bartlett Park Reserves				



# RESPONSIBLE ACCOUNTING OFFICERS REPORT

## Responsible Accounting Officer's Statement

### Quarterly Budget Review

*For the period 1 July 2017 to 30 September 2017*

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2005:

It is my opinion that the Quarterly Budget Review statement for the City of Parramatta Council for the quarter ended 30/09/2017 indicates that Council's projected financial position at 30/6/2018 will be satisfactory at year-end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

Craig Becroft

Responsible Accounting Officer

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## FOR FURTHER INFORMATION

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