

OPERATIONAL PLAN 2017/18  
**PROGRESS REPORT**  
**MID YEAR REVIEW**

OCTOBER – DECEMBER 2017



**CITY OF  
PARRAMATTA**



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# CHIEF EXECUTIVE OFFICER'S MESSAGE

## CEO

This Progress Report summarises achievements of the Operational Plan for the first half of this year and Council's financial position at the end of quarter two (October – December 2017). Regular progress reports are an important part of Council's commitment to be open, transparent and accountable.

The Operational Plan describes the services, activities and expenditure committed for 2017/18. It identifies how Council will manage unprecedented growth, support the economy, promote green spaces and the environment, provide recreation and leisure to improve health and wellbeing, build a stronger and more innovative council, promote the City as the regional centre for sport, arts and culture, and create vibrant, cohesive and sustainable neighbourhoods. Council must tackle all of this, whilst keeping a community focus in everything we do.

We have had some significant announcements during the quarter, which are detailed in the Executive Summary. I hope you'll notice the many good things happening around council. What we do, we do for the community. That's why it's important that everyone in the community has an opportunity to participate and have their say. If you don't yet know how to get involved, call us on 1300 617 058 or send an email to [council@cityofparramatta.nsw.gov.au](mailto:council@cityofparramatta.nsw.gov.au). You can also visit our website [www.cityofparramatta.nsw.gov.au](http://www.cityofparramatta.nsw.gov.au).

## ELECTED COUNCIL

The first elected representatives of the City of Parramatta have been inducted into their roles, and have hit the ground running. They have been heavily involved in ensuring that our work is in accordance with the desires of our community. They play a critical role in building the productivity, liveability and infrastructure of Sydney's Central City. You can contact your local Councillor directly. For more information, please visit our website.

## KEY PROGRAMS AND STRATEGIES (Q2)

The Building Service Excellence for our Customers project, which concluded in November 2017, provided the organisation with an excellent blueprint for reviewing and improving our public services.

We are maintaining this momentum with the establishment of the Service Excellence Program, which places the customer at the centre of everything we do. The Service Excellence Program is now well underway, with new service reviews commencing in quarter three.

Council is currently finalising a number of plans and strategies, to be released for comment in the next few months. You are invited to read these and make your voice heard. Each document will be released for public comment, with instructions for how you can get involved.

- ***The Community Strategic Plan (CSP)*** identifies the main priorities and aspirations of Parramatta's communities and sets out strategies to address these over the next 20 years
- ***The Long Term Financial Plan*** projects financial forecasts for council and ensures we maintain a strong and sustainable financial position
- ***The Asset Management Strategy*** identifies assets that are critical to the council's operations and outlines risk management strategies for these assets.
- ***The Resourcing Strategy*** ties the above plans together and helps us understand how our plans will be resourced.
- ***The Delivery Program*** defines what council's priorities will be for the next three years.

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## MAJOR PROJECTS

### Parramatta Square

Parramatta Square continues to be a powerful example of our City's growth. This quarter, Darcy Street has continued to transform further works along that corridor and access to Darcy Street for pedestrians has been closed since December. Attracting more businesses to the local economy, an option was granted for 8 Parramatta Square to be converted from primarily residential to being primarily new commercial office space.

### Community Infrastructure

Work continues in building the social infrastructure to serve the needs of our growing community. The West Epping Park upgrades are due to be completed in late February 2018. The Wentworth Point Community Centre Library will be open to the public towards the end of 2018, completion of the North Rocks Preschool facility was completed in December 2017 and new parks and new playgrounds are being planned over the next two years under the Stronger Communities Fund.

### Aquatic Centre

Looking ahead, the new Parramatta aquatic centre is starting to take shape. We received your input through a survey that asked a number of questions, such as indoor and outdoor pools, programming pools, water play, parking needs, and even spaces for other complementary recreational activities such as gyms and cafes. This input is being reviewed and changes are being made to better align with your needs. We have also determined a proposed location for the pool, to be at the end of Park Street and Pitt Street Mays Hill. In the meantime, we have confirmed interim swimming options for the summer, including Epping Pool, Lake Parramatta, space for learn-to-swim programs at Macarthur Girls' High School, and readily available information about nearby swimming facilities across the region.

### Asbestos Remediation

Another significant project is the remediation of former industrial sites which may be contaminated with asbestos. Council is committed to safely remediating these sites and ensuring that these areas eliminate risks to residents and visitors now, or in the future.

### New Waste Contract

Unfortunately, Council's Domestic Waste Services experienced a significant reduction in the normally high service standards during this period as the contractual arrangements of the five former councils were replaced with a single, new contractor.

Greatest difficulties arose in areas where a short-term "gap" contract was required and contractors failed to deliver consistent services. The servicing of multi-unit dwellings within Council's newly acquired areas also proved challenging due to a lack of knowledge and data on the different servicing arrangements and bin types that the former councils had in place. The new contractor, SUEZ, has been systematically working through these issues with Council staff. Council appreciates the patience shown by affected residents during this transitional period.

For any further issues please use our dedicated hotline 02 9806 5544.



**SUE COLEMAN**  
ACTING CEO, CITY OF PARRAMATTA



# FAREWELL FROM OUR DEPARTING CEO

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## GREG DYER

When I started with Council four years ago, I could not have imagined the great successes that we would achieve in a relatively short time. It is inspiring to look back on our seamless transition during the council amalgamations when we became the new City of Parramatta and our emergence today as Sydney's Central City and its dual CBD.

When I look around Parramatta today I see a City on the rise and I reflect with pride on the role Council has played in this growth. We have attracted billions of dollars in public and private investment and Council itself has been at the forefront as the driving force behind key projects such as Parramatta Square, which when complete in just a few years' time will be a thriving new commercial heart for the City.

The transformation that is taking place in Parramatta is amazing, and I know that the City will continue to grow and prosper.

I thank Parramatta's Councillors, past and present, for the support they have given me. I would also like to offer particular thanks to all the staff of the Council, who have been integral to the City's ongoing success



**GREG DYER**  
CEO, CITY OF PARRAMATTA





# EXECUTIVE SUMMARY

## FINANCIAL PERFORMANCE

### **Statement of Revenue/ Expenditure, against original budget and revised estimates.**

Councils operating result (surplus) to December was \$84.2m, which is \$4.3m (5.3%) ahead of the budget of \$79.9. This was as a result of expenditure being \$4.5m below expectations, which was offset however, by revenue being \$0.2m below expectations.

Councils revenue target for Grants income was \$1.3m below budget due to a delay in receiving the pensioner rates subsidies and other revenue was \$1.3m below budget for community properties and the phasing of parking revenue. This was offset by interest revenue and contributions being above budget.

The major contributors to expenditure savings were materials and contracts, \$1.5m due to the timing of operating and service projects. Savings to employment costs of \$0.4m is a result of vacancy levels. Other operating costs savings of \$3.4m is due to ICT purchases being phased for the second half of the year and domestic waste tipping fees costs being lower.

Council has updated its forecast for the balance of the financial year based on the performance to December 2017 and is now forecasting a full year surplus of \$1.5m, an increase of \$0.3m. This is the result of improving our revenue target by \$2.2m, mainly due to an increase in forecast interest revenue which is offset by the increase in expenditure of \$1.9m which is mainly the result of increases costs in materials and contracts.

## KEY HIGHLIGHTS

### **PARRAMATTA SQUARE**

Located across a prime three-hectare Parramatta city block, it will comprise six new buildings and a refurbished Town Hall, linked by a 20,000sqm central public domain that will serve as an important place to meet, trade, shop, dine, learn, celebrate and connect.

#### **3 Parramatta Square**

Council resolved not to proceed with the opportunity to be the joint developer and owner of 3 Parramatta Square. Council re-affirmed its position to sell the land at 3 Parramatta Square to Walker Corporation. The DA for the tower was lodged in January 2017, with approval received in August 2017. It is estimated the tower will be completed in the first quarter of 2020.

City of Parramatta and Walker Corporation, one of the developers building the \$2 billion plus Parramatta Square urban renewal project, have provided a glimpse of what to expect when work is complete on the Darcy Street connection into Parramatta Train Station.

Much like the current underground transition from the Station into Westfield Parramatta, Darcy Street will deliver commuters and travellers directly into the new Parramatta Square public domain and the northern part of the CBD via a lively passageway packed with cafes, retail stores and convenience shopping.

In the meantime, to prepare for construction, some temporary changes to travel to-and-from Parramatta Station via Darcy Street are required and were implemented from December 2017.

Darcy Street is closing completely in early 2018 so now is a great time to get used to new routes around the city. Detailed information including a map of the changes is available from: <https://www.cityofparramatta.nsw.gov.au/parramatta-square-updates>



#### 4 Parramatta Square

Ground breaking for 4 Parramatta Square, a centrepiece commercial building set to house numerous government agencies, happened in mid-November, works are under way.

#### 5 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 have been applied to ensure sun access to Parramatta Square. The completion date for the building is anticipated to be 2020.

Council has appointed CBP Contractors (formerly Leightons and Thiess Contractors) to assist in the design of the new landmark project at Parramatta Square. The appointment is for a period of six months, and Council at the conclusion of the appointment will have a high level of certainty in pricing for the project.

In December 2017, Council agreed to make representations to the NSW Department of Planning and the Greater Sydney Commission in regard to the overshadowing policy for Parramatta Square.

On 9 December Council facilitated a community engagement workshop to gather feedback on the proposed user experience for 5 Parramatta Square and the new public domain. This event provided an opportunity for the needs and aspirations of the community a considered in the design and operation of Council's new assets.

#### 6 & 8 Parramatta Square

Council agreed in November 2017, to provide Walker Corporation with an option for a combined 6 & 8 Parramatta Square commercial scheme, which will see a minimum of 118,000 m2 of premium A-grade office space in the heart of Parramatta. It is anticipated the DA for the combined commercial scheme will be lodged in early 2018.

City of Parramatta Council has agreed to changing the predominant use of 8 Parramatta Square from residential to commercial, in order to accommodate increased demand for A-grade office space. 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.



## PARRAMATTA LIGHT RAIL

Council has made a submission on the Environmental Impact Statement (EIS) for the Parramatta Light Rail. Council's formal submission to the project's Stage 1 Environmental Impact Statement (EIS) acknowledges the many environmental, social and economic benefits light rail will deliver for the Greater Parramatta area. These include:

- Significantly improving public transport options and connectivity
- Supporting strong growth projections
- Connecting major employment centres and activity nodes
- Connecting existing and new residential communities
- Being the first stage of a new light rail 'network' centred around Parramatta CBD
- Improving the public domain

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.

## MUSEUM AND CULTURAL PRECINCT

An important milestone was reached with the announcement of an agreement to sell the Riverbank Land for the new Museum of Applied Arts and Sciences (MAAS) and a proposed joint venture between State Government and Council to deliver a transformed Riverside Theatres.

The development of a new arts and culture 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 will be both a local and an international tourist destination, with 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.

## ECONOMIC RESULTS

Recent economic data shows the local Parramatta economy is out-performing NSW and the nation across a range of key measures as the City experiences record jobs and business growth, and a significant increase in building approvals.

City of Parramatta Council commissioned ID Consulting to analyse several economic indicators to track progress on Council's five-year Economic Development Plan (EDP).

In the 12 months to June this year, economic activity (GDP) in the Parramatta Local Government Area grew by 3.1 per cent, compared to the 2.4 per cent for NSW and 1.8 per cent nationally.

According to Australian Bureau of Statistics figures 3,600 new jobs were created over the 12 months, contributing towards an unemployment rate of 3.6 per cent – well below the NSW rate of 5 per cent and the national rate of 5.6 per cent.

The period to June 2017 also saw the City record a 63 per cent increase in building approvals, while 2,125 new businesses opened in the Parramatta LGA compared to just over 1,000 businesses a year, five years ago.

## COMMUNITY HIGHLIGHTS

### Active Parramatta

The Active Parramatta program is now mobile. In December we introduced the new Active Parramatta Van which is a free service operated by the City of Parramatta and funded by the NSW Government, Stronger Communities Fund. The van is dedicated to making Parramatta a more active, healthy and connected city by bringing community sports and fitness programs to our residents. The Active Parramatta Van is offering the following programs:

- playgroups,
- after school sports programs,
- fitness classes and
- pop up sessions in local parks.

### Swimming in the City

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. A draft Business Case has been submitted to Council and is currently deferred to February 2018 for discussion during a Councillor Workshop.

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.

on December 16th, we hosted a Christmas Party at Epping Pool. We had a visit from Santa, jumping castle and rides, games and activities run by the Active Parramatta Van, and music from our special guest DJ. Plus, a BBQ, coffee, ice cream and all your favourite summer snack foods. Over 1,000 people attended and we all had a great time.

### Draft Master Plan for Robin Thomas Reserve and James Ruse Reserve

The City of Parramatta finalised a new draft Master Plan for Robin Thomas Reserve and James Ruse Reserve. The current Master Plan needed to be revised to accommodate the proposed Parramatta Light Rail route. This review has also created an opportunity to review and refresh how the

Reserves' function. The new draft Master Plan makes recommendations for the entire Park including building use, condition and placement as well as the surrounding parkland, sports fields and recreation and community facilities.

### Pitch for Good

The Pitch for Good event took place at Riverside Theatres in October 2017, kick-starting online crowdfunding campaigns that resulted in four enterprises reaching their fundraising targets. As a result of the Pitch for Good campaign a total of \$31,961 was raised for the four projects, enabling the social enterprises to undertake initiatives including:

Five free entrepreneurial programs for students in local high schools, run by Generation Entrepreneur

Two large murals co-designed with community and artists, as well as the first augmented reality social impact mural in Western Sydney, created by

### Welcome Walls

A community-focused environmental waste event at a local school, facilitated by Unwaste Your Habitat

Paying local writers to produce 23 online articles specifically about the evolving arts and culture scene in Parramatta, thanks to State of the Arts

### Artist studios

In November 2017 the City of Parramatta announced 14 new artists in residence at Parramatta Artist Studios from a range of disciplines. It was a highly competitive process with quality applicants.





## INVESTING IN COMMUNITY FACILITIES

- West Epping Park is undergoing a transformation, due to be completed in late February 2018. When complete, the 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 its new preschool facility within North Rocks Park, Carlingford, and is ready for staff and children to move in.
- The Wentworth Point Community Centre and Library will provide much needed community facilities and programs for local residents. A revised internal design and fit out scheme has been prepared and a development application lodged. The tender process is being undertaken through February 2018, and fitout works scheduled to commence in April 2018, with works to be completed towards the end of 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 off road 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.

- Council is continuing to participate in the Light Years Ahead project by replacing almost 6,000 Mercury Vapour street lights across the Local Government Area with energy-efficient LEDs. The upgrade is being undertaken in collaboration with the Western Sydney Regional Organisation of Councils (WSROC), which earned a 2017 Green Globe Award for environmental sustainability.

The new lighting incorporates the ability to install sensors to monitor a variety of conditions such as temperatures and air quality, furthering City of Parramatta's 'Smart City' vision. Endeavour Energy started the first stage in November 2017 going through to March 2018 in the following suburbs: Carlingford, Dundas Valley, Eastwood, Epping, Melrose Park, North Rocks, Parramatta and Telopea. Additional suburbs will follow through to the conclusion of the project in mid-2019.



# 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

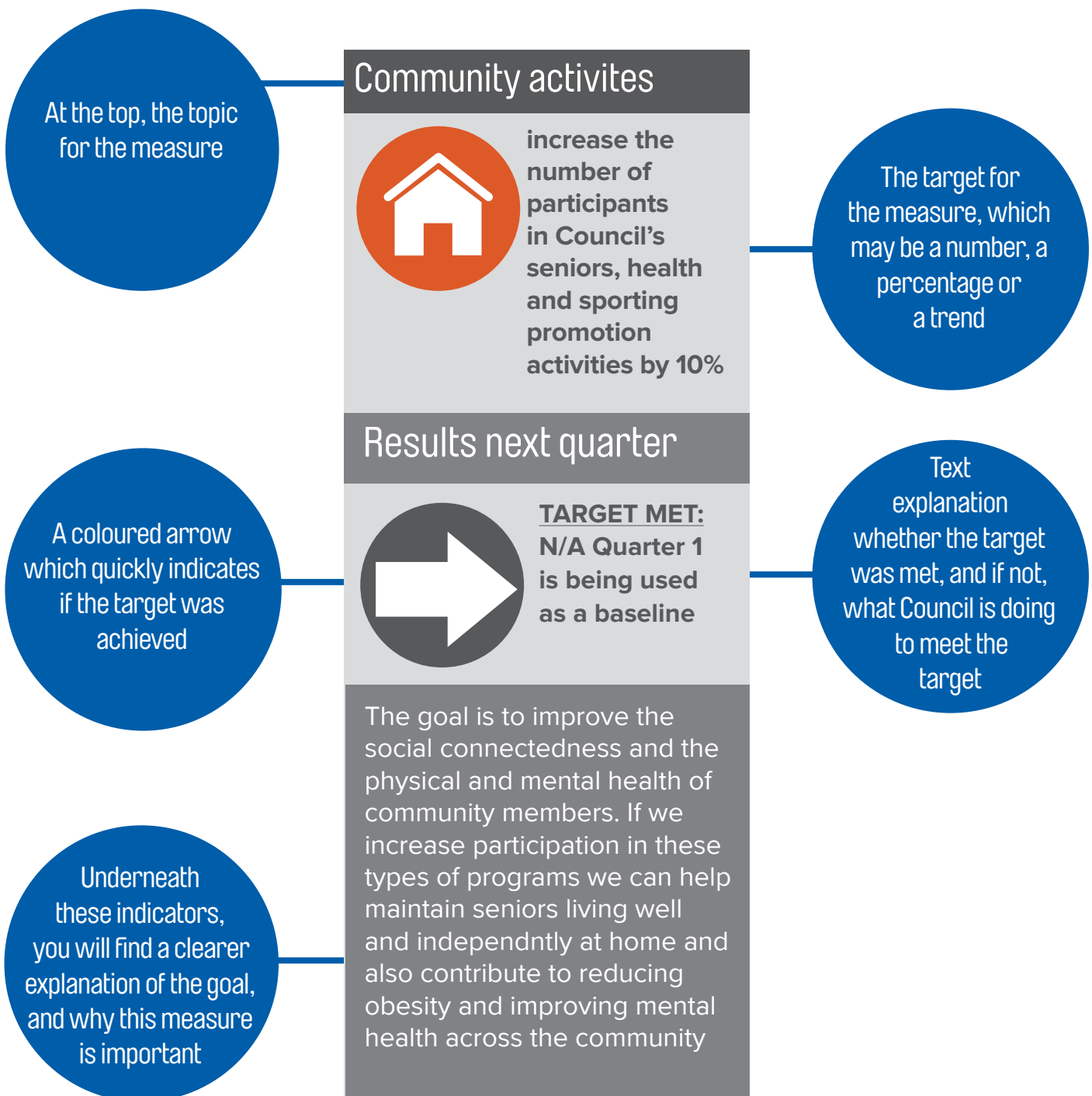
- **NEWINGTON DOG PARK**

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 2

### 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: \$77,050,000  
*Original Operating Budget: \$76,181,000*


Revised Capital Expenditure: \$23,816,000  
*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**

51%




**TARGET MET:**  
Yes

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**

3.8%




**TARGET MET:**  
Yes

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**

14.8%



**TARGET MET:**  
Yes

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

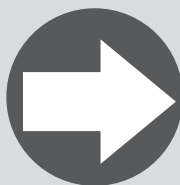
If we can reduce the unlawful activity, it stands to reason that fewer fines are issued, and less officer time is wasted chasing illegal activity.

## Community activities



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

Results not available



**TARGET MET:**  
N/A 2016/17 is being used as a baseline

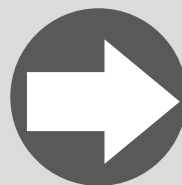
The goal is to improve the social connectedness and the physical and mental health of community members. If we increase participation in these types of programs we can help maintain seniors living well and independently at home and also contribute to reducing obesity and improving mental health across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

## Library



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

Results not available



**TARGET MET:**  
N/A 2016/17 is being used as a baseline

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

## SERVICES

Services Delivered	Community Outcome	Comment	Business Unit
<b>Funding and support for community projects and social enterprises</b>	Greater community capabilities to improve well-being and enhance services to meet the community's needs.	<p>A number of programs and activities were successfully delivered during the first half of the financial year;</p> <ul style="list-style-type: none"> <li>• Real Choices Real Men forum in September</li> <li>• Pitch for Good social innovation crowdfunding campaign</li> <li>• Quarterly Grants program</li> <li>• Representative Sports Grants</li> <li>• Community Fund - fundraising committee Terms of Reference</li> <li>• Partnership developed for the Aboriginal Learning Centre</li> <li>• Community capacity building program</li> </ul>	Social & Community Services
<b>Library services</b>	Enhanced lifelong learning and access to library collections and events to increase technological literacy, physical and mental health and social integration.	<p>Events in this quarter covered important national and social occurrences which were promoted by bringing about greater awareness amongst the community including Mental Health week, Anti-Poverty week and Remembrance Day via programs, events and displays in our libraries.</p> <p>Technology classes included sessions in Hindi, Cantonese and Mandarin and eSmart sessions for cyber safety for all ages.</p>	Social & Community Services
<b>Children &amp; Family services</b>	Access to high quality childcare and family support.	<p>Waiting list applications are now online and families can update their own data.</p> <p>All staff are in the process of completing training for our online program application which will be a direct link to the families.</p> <p>Testing has been completed and the online program will be rolled out to families from February 2018.</p>	Social & Community Services

Services Delivered	Community Outcome	Comment	Business Unit
<b>Community care services</b>	Enhanced ability of older people and those with disabilities to live well and more independently.	<p>The qualitative research into the impact and value of Social Inclusion services was completed and is now being analysed.</p> <p>Service delivery has increased with more frequent social groups going to local restaurants through Let's Dine Out, increased social bus trips, Support Coordination and direct services for people with a disability who have a National Disability Insurance Scheme plan and individual funding.</p> <p>A review of the Over 55's Leisure and Learning service was planned and will be undertaken in early to mid 2018.</p>	Social & Community Services
<b>Recreation facilities &amp; programs</b>	Improved lifestyle opportunities and physical and mental health.	<p>A review of the utilisation rates of Council's community facilities and identifying measures to increase utilisation has been planned and will commence in 2018.</p> <p>Our Mobile Active Health Program commenced in November under the brand "Active Parramatta Mobile".</p> <p>The sports club development portal 'Club Spot' was launched and is available to all registered clubs in the City of Parramatta Local Government Area.</p> <p>We have commenced review of waiting lists for Council's school holiday programs. The programs are attracting in excess of 1000 participants during each holiday period and waiting lists can be in excess of 500 participants. Council will develop and implement strategies to reduce these waiting lists during 2018.</p> <p>The Epping Aquatic Centre officially opened for the Summer season in September 2017. An Open Day was held on Saturday, 7 October 2017 and a Christmas Party on Saturday, 16 December 2017.</p>	Social & Community Services



Services Delivered	Community Outcome	Comment	Business Unit
<b>Parks, open space and public tree maintenance</b>	Well maintained and safe parks, sports fields, playgrounds, streetscapes and other community spaces. Well-maintained public trees providing green, safe and pleasant spaces	A detailed review of all park assets was completed. The register of council's park assets was updated and assets mapped against their location. The introduction of a mobility solution was online, which has allowed faster allocation of works and a more accurate record of costings.	City Operations
<b>Civil Maintenance and Minor Construction Programs (roads, footpaths &amp; drainage)</b>	Well maintained and safe local roads and effective public stormwater drainage	The Minor Contracts Program covering footpath construction and replacement, gutter drainage construction and upgrades and kerb and is on track and expected to be completed by the end of the 2017/18 financial year.	City Operations
<b>Emergency Planning, with State agencies</b>	Emergencies (fire, flood, storms and other natural disasters) are managed for quick recovery and to minimise impact on the local community	Council continues to work closely with state agencies to ensure we are prepared for natural or man-made emergencies in order to minimise the impact on our community. The revised DISPLAN covering the new City of Parramatta area is in the final stages of development prior to being submitted to the State Government for endorsement.	City Operations
<b>Fleet services</b>	Council's fleet is maintained to support the delivery of high quality services and sustainable operations	The vehicle and plant replacement program is on track to meet this financial year targets. Work has commenced on the development and implementation of an automated, mobile solution for vehicle management including preventative maintenance and repair.	City Operations
<b>Trades services</b>	Safe, pleasant and functioning public spaces by removing graffiti, providing wayfinding and regulatory signage	Trades services continue to remove graffiti and maintain public domain assets such as street furniture and signage so as to ensure safe and functioning public domains.	City Operations

Services Delivered	Community Outcome	Comment	Business Unit
<b>Building &amp; Facilities Maintenance (for amenity buildings, community centres, street furniture)</b>	Clean, safe, functional community buildings and other Council facilities	Buildings and Facilities Maintenance continues to maintain Council facilities, ensuring they remain clean, safe and functional.	City Operations
<b>Cleansing services in public areas including litter bins and street sweeping</b>	Clean and usable public spaces, business /local centres and local amenities.	Cleansing Services completed a review of public waste disposal resulting in a proposed increase in service level without an increase in resources. This has been approved for implementation in the third quarter. This was achieved by changing current team structures and introducing an afternoon shift within the existing resources.	City Operations
<b>Environmental &amp; Public Health Protection &amp; Compliance</b>	Safer food outlets and protection of the natural environment from all forms of pollution	<p>Council's schedule of annual Food Inspections is on track with a noted decrease in the need to re-inspect.</p> <p>The number of new development site inspections in Q1 &amp; Q2 increased this year with an increase in non-compliant sites being detected. Other Environmental Health inspections, including Cooling Tower, Skin Penetration, and Swimming Pool inspections are progressing on track with no significant issues detected.</p>	Regulatory Services
<b>Ranger Services</b>	Improved quality of life by managing the impact of building activities, illegal dumping, unlawful use of open spaces and responsible companion animal ownership within local communities	Rangers continue to provide targeted patrols and monitoring of medium to large development sites, with a total of 78 Development Consent & Pollution offences detected across Q1 & Q2. Patrols of pre & post construction hours of operation continue daily and have resulted in significant reductions in breach of commencing early or finishing late. Companion animals captured to date for Q1 & Q2 are below last year's figures.	Regulatory Services

Services Delivered	Community Outcome	Comment	Business Unit
<b>Parking Services</b>	Improved quality of life by managing the impact of unlawful parking. Improved safety and parking compliance in and around schools. Ensuring City and local commercial centres are patrolled resulting in the turnover of associated parking to support economic activity	Parking Infringements issued are marginally lower than this time last year. The number of mark up of vehicles in timed parking areas compared to the number of offences detected showed a good result in comparative reduction in offences per mark up. General or Other parking offences continues at similar volumes.	Regulatory Services
<b>Building Regulation, Certification &amp; Compliance</b>	Quality and safety of the built environment, in accordance with legislation and standards (Building Code of Australia).	The volume or frequency of unauthorised building works continues to grow in line with the volumes of development within the Local Government Area. As a result, there has been a significant increase in the amount of building certificate applications being submitted to resolve unauthorised works. Those works not approved have been subject to increasing demolition orders, with some matters pursued to the Land and Environment Court. A review of the current enforcement policy is in progress to identify changes that will assist council's enforcement in this area.	Regulatory Services
<b>Place management in neighbourhoods &amp; CBD</b>	Communities are at the heart of creating public spaces in Parramatta's CBD and local neighbourhoods – spaces that are welcoming, safe, accessible and support high- quality urban design.	The Place Services team continues to lead and coordinate place-based, cross-functional projects or initiatives that deliver on community needs and expectations. This involves streetscape, public domain and open space upgrades, as well as strategic masterplans or design. The Place Services team continues to engage with local stakeholders, businesses and residents on issues affecting their communities, as well as proactive planning.	Place Services

Services Delivered	Community Outcome	Comment	Business Unit
<b>Riverside Theatres Programming &amp; Hires</b>	Year-round program of performing arts activities and events and access to facilities for community cultural presentations	<p>The annual SPOT ON Children's Festival in September was a wonderful success which included 4 performances and a range of activities. There were 28 performances for families, concerts, music programs, and cabarets throughout the first half of this financial year.</p> <p>Riverside also provided or hosted a number of primary and secondary school concerts and diverse cultural groups. Screen/cinema activities were also held throughout the first half of this year.</p> <p>Riverside's Beyond the Square program continued its performance and disability workshops throughout the quarter culminating in the annual concert at Riverside, "Beyond the Senses".</p> <p>Riverside's 30th Anniversary Season was launched in November and featured 30 shows for 2018. The Theatres will celebrate the official day on 27 February 2018.</p>	Riverside Theatres
<b>National Theatre of Parramatta</b>	Locally developed performing arts content	<p>Riverside's National Theatre of Parramatta (NTofP) was established in late 2015. In July NTofP presented the world premiere of the stage adaptation of local writer Felicity Castagna's award winning novella, "The incredible Here and Now". The stage adaptation of Shaun Tan's book "The Red Tree" premiered in October. Plans are under way to tour nationally. Support was provided for the Asian Australian Collective, the "Mr Owl" music/theatre performance group.</p> <p>The NTofP Page to Stage program, for emerging playwrights, and the Creative Futures mentoring and training program, have seen excellent engagement and participation. Further development support and industry showings were provided through the first half of this year.</p> <p>In October the inaugural Martin Lysicrates Prize for the best new Australian play writing for children was awarded at Riverside.</p> <p>The NTofP 2018 season of five productions was launched in November.</p>	Riverside Theatres



Services Delivered	Community Outcome	Comment	Business Unit
<b>Studio 404 (performing arts production &amp; rehearsal facilities)</b>	Increased opportunity for professional and community participation in performing arts	<p>Studio 404 provides four professionally equipped studios for development of new work and for classes and workshop activity.</p> <p>The rehearsal studios at 404 Church Street were used extensively by many groups in the community. Attractive external signage was installed in August.</p> <p>Riverside's arts and disability program "Beyond the Square" was successfully relocated to a number of community spaces after Granville Youth and Community Centre was transferred to the new Cumberland Council.</p>	Riverside Theatres
<b>Education and training in performing arts &amp; culture</b>	Increased capacity and appreciation of performing arts and culture.	<p>Riverside's primary and secondary schools program delivered seven different performances at various schools around the community.</p> <p>To give opportunities to schools in lower socio economic areas Riverside subsidised ticket prices for designated schools.</p> <p>National Institute of Dramatic Art conducted classes during school terms for young people and also during school holidays.</p> <p>Western Sydney Youth Orchestra provided a weekly opportunity on Monday evenings for young people to participate in musical training and performance.</p> <p>Riverside's primary and secondary education/schools program comprised three special performances and selected Q&amp;A's.</p>	Riverside Theatres

# COUNCIL'S PERFORMANCE MONITORING

## ACTIONS

Action	Community Outcome	Comment	Business Unit
<b>Deliver the Healthy and Active Communities Program to encourage a healthier lifestyle</b>	Opportunities and access to quality recreation programs and facilities. Reduction in obesity and improved general health and wellbeing	<p>Active Parramatta Mobile delivered 36 hrs of programming to 661 participants for the period 20 November to 22 December 2017. The program to date has delivered health and recreation activities to early years, primary school and high school aged children and adults.</p> <p>The Spring School Holidays Program delivered 15 activities to 1055 participants.</p> <p>Active Parramatta at the Newington Community Centre delivered to 145 participants across seven activities.</p> <p>Move, Play and Learn, for participants 18 months to 4 years, was delivered to 17 participants through Q2.</p> <p>The Girls in Sport event celebrated successful women, and promoted increased participation of young females in sport. It was delivered to over 100 participants in November.</p>	Social & Community Services
<b>Deliver interim swimming facilities including an alternate Learn to Swim centre in Parramatta</b>	Continued Learn to Swim opportunities while new Aquatic Centre is built in Parramatta	<p>A Memorandum of Understanding and license with the Department of Education to lease the pool and building facilities from Macarthur Girls High School (Parramatta) was completed in July 2017, for a four-year period.</p> <p>Facility refurbishment works were required to provide interim facilities suitable for a location that provides swim school programs. Key works commenced in late 2017, delayed primarily due to contractor availability and underlying condition issues.</p> <p>Anticipated completion and opening for programs during next quarter of 2018. Total cost estimated to be \$1.4 million.</p>	Social & Community Services

Action	Community Outcome	Comment	Business Unit
<b>Feasibility and concept design to be completed for a new aquatic leisure centre in Parramatta. Works in 2017/18 include aquatics planning, development approval preparation, heritage &amp; archaeological investigation, geotechnical &amp; structural engineering and architectural</b>	Community input is reflected in the plans for a new Aquatic Centre	<p>A draft Feasibility Study informed by extensive community consultation and market research, industry insights on best practice and contemporary facility provision was reported in July 2017.</p> <p>A Business Case outlining options for an aquatic leisure centre, including a recommended option was reported to Council on 18 December 2017. Council resolved to defer the matter to February 2018 for a Councillor Workshop to be held to consider the options in more detail.</p>	Property Development (Formerly under Social & Community Services)
<b>Complete design and fit-out of Wentworth Point community centre and library</b>	Wentworth Point residents' will have improved access to community, library and learning facilities	Work is progressing towards opening this new facility in the second half of 2018. Tender for interior fit out has been advertised and will be determined after February 2018. Following the appointment of a contractor for interior fit out, works are in anticipated to begin April 2018. Local community continues to be consulted.	Social & Community Services
<b>Introduce new community-based programs across the expanded library network</b>	Expanded opportunities for lifelong learning and social connection	New workshops were introduced this quarter: re-purpose and re-use fashion workshops, decluttering workshops, and a new information session around the DA process at City of Parramatta for Epping community, which can be expanded to other branch libraries.	Social & Community Services

Action	Community Outcome	Comment	Business Unit
Implement the priority actions of Council's Reconciliation Action Plan, Disability Inclusion Action Plan, Domestic and Family Violence Prevention Plan, Youth Engagement Strategy and Homelessness Strategy	Improved opportunities for ATSI, young people, people with disabilities and those at risk of homelessness and a reduction in domestic and family violence.	<p>The Disability Inclusion Action Plan Advisory Panel held its first meeting with representatives from each section reporting on the progress in implementation of the DIAP actions to date. Status of the actions will be reported on formally in February 2018. Work is underway to recruit a Diversity Employment Officer who will focus on the Aboriginal and Torres Strait Islander and disability employment strategies.</p> <p>Cred Consulting and Council received the award for best Public Engagement and Community Planning at the 2017 Planning Institute of Australia NSW Awards for Planning Excellence for our project embedding young people in Council's Planning and Engagement Processes, including the inaugural Paint Your Parra Youth Forum.</p> <p>The Reconciliation Action Plan Working Group has met twice. Actions are on track. Council has joined Supply Nation. Designs for Darug Room and Keeping Place in 5 Parramatta Square has progressed. All meeting rooms on Level 12 of Council's administration building have been given Darug names in consultation with the Darug Community. Collaborative Reconciliation work progressing with Darug organisations, Parramatta Eels, Parramatta Chamber of Commerce and Parramatta Park Trust.</p> <p>Parramatta is one of five Local Government bodies across Australia chosen as a Trial Site for the Local Government Toolkit on the primary prevention of violence against women and children. This trial period will run from April 2018-March 2019.</p> <p>An expert held discussions hosted by City of Parramatta Council in December 2017 on the challenges of implementing a primary prevention framework for the reduction of domestic and family violence. Representatives attended from Our Watch, Domestic Violence NSW, Local Government NSW, Cumberland Council, ACON Health, Women's Health Centres NSW and ECAV.</p>	Social & Community Services



Action	Community Outcome	Comment	Business Unit
Implement the priority actions of Council's Reconciliation Action Plan, Disability Inclusion Action Plan, Domestic and Family Violence Prevention Plan, Youth Engagement Strategy and Homelessness Strategy	Improved opportunities for ATSI, young people, people with disabilities and those at risk of homelessness and a reduction in domestic and family violence.	<p>Planning for 2018 Youth Week in Parramatta was conducted through a youth-led co-design process, in partnership with the YLAB project at Foundation for Young Australians. Young people developed ideas in response to local needs of young people and pitched their ideas as Youth Week activities. Funding allocations were recommended from the results of a pitch night.</p> <p>Western Sydney Homeless Connect hosted at Parramatta Town Hall on 7 August 2017.</p> <p>Training for community services on better supporting clients experiencing domestic and family violence held on 5 August in partnership with TAFE.</p> <p>Preventing Violence Against Women Grants were awarded to 10 recipients in August 2017.</p> <p>A new suite of mental health related activities was endorsed in principle by Council at its December 2018 meeting.</p>	Social & Community Services
Deliver stage one of the street signage program (New Council Implementation Fund)	Effective and accurate wayfinding information signage	The street sign replacement project is progressing on target with the southern suburbs of the Local Government Area, including the CBD, being completed. The Epping area followed by Westmead are the next areas to be changed over in the third quarter.	City Operations
Revise the City of Parramatta DISPLAN seeking endorsement by the NSW State Government	The impacts of incidents and local emergencies are managed and impacts on the community are minimised	The revised DISPLAN for the new City of Parramatta LGA is in the final stages of development prior to being submitted to the State Government for endorsement.	City Operations
Establish an alternate Emergency Management Centre to the existing facility located at the Rydalmere Operations Centre		Sites for an alternate Emergency Management Centre are still being investigated.	City Operations

Action	Community Outcome	Comment	Business Unit
<b>Review and improve the Regulatory Services Customer Request Management (CRM) System and associated systems</b>	Increased proactive patrols and educational programs to improve compliance and reduce unlawful activity impacting on quality of life	Work is continuing between councils IT and Regulatory Services teams to implement technology improvements, which include in field devices to capture data at the source. The Food inspection program, which has the largest number of inspection requirements is almost complete with the pilot program almost complete. This development will then set the foundation for all other inspection requirements across the Regulatory Services teams.	Regulatory Services
<b>Work Closer with Sydney Olympic Park Authority (SOPA) to minimise the impact on the adjacent communities relevant to unlawful activities</b>	Continued monitoring of hot spots for parking issues at Sydney Olympic Park, Wentworth Point, Town Centres and CBD's; Improved building compliance in Epping.	<p>Regulatory Services and SOPA have implemented bi-monthly meetings. These meetings will assist Council and SOPA to ensure community service across a number of areas.</p> <p>Council continues to working with each new Community Association of Wentworth Point that commences upon completion of construction, entering into Private Parking Agreements to assist in ensuring compliance and minimised parking disruption/s.</p> <p>Council is continuing communications with both the Newington Community Forum and the residents direct. Further intensified communication is underway and will continue in Q3 &amp; Q4, relative to trying to resolve parking and traffic access related issues within the four (4) precinct areas.</p>	City Operations

Action	Community Outcome	Comment	Business Unit
Manage the delivery of NSW State Government 'Stronger Communities - Major Projects' fund.	Enhanced neighbourhood precincts that are well-designed, attractive, distinctive and viable places.	<p>Council continues to progress the planning and delivery of the Major Projects component of the Stronger Communities Fund. All projects are currently on track for completion by the end of 2019.</p> <p>Onsite works have commenced and will continue in early 2018 for:</p> <ul style="list-style-type: none"> <li>• Newington Dog Park</li> <li>• Terrys Creek Rehabilitation, Epping – weed removal has commenced</li> </ul> <p>Planning and initial community consultation has been completed for:</p> <ul style="list-style-type: none"> <li>• Parramatta Play –14 playgrounds completed community consultation, first playground planned for early 2018</li> <li>• Wallawa Reserve Upgrade, Granville</li> <li>• Blankers-Koen Playground, Newington</li> <li>• Sommerville Park Upgrade, Eastwood</li> </ul> <p>These projects will have concept designs, to be sent out for comment in early 2018.</p> <p>The following projects are in design with construction expected in late 2018:</p> <ul style="list-style-type: none"> <li>• Accessible toilet to support the all abilities playground at Ollie Webb Reserve</li> <li>• Eastern River Foreshore Transformation to separate the walking and cycling paths along the Parramatta River in Rydalmere</li> </ul> <p>The North Rocks Park Master Plan has completed stage 1 community consultation as well as a detailed analysis of demographic and social infrastructure data. The Draft Master Plan is expected to be publicly exhibited in early 2018.</p> <p>A location in Rydalmere has been found for the Parramatta Artist Studio – Satellite Studio. The design and required approvals for the studio fit out are currently in progress with opening expected in the first half of 2018.</p>	Place Services

Action	Community Outcome	Comment	Business Unit
Manage the delivery of Capital Works Programs		<p>The CBD Special infrastructure rate program funds the Enhancing Church Street Vibrancy Program, which delivers projects that improves Church St or areas nearby. Recent projects have included replacing bud lights in the Erby Place pocket park, sound and vibrational reactive lights were installed under the Darcy Street rail bridge and design work has commenced to provide vehicle control measures for Centenary Square.</p> <p>The CBD/Church Street Retail Frontage Improvement Program financially incentivises building improvements for Church Street property owners. Two of three resolved funding applications have now progressed to signing of funding agreements between Council and property owners. This means that works have now commenced on two Church Street properties.</p> <p>Council is delivering a Design Parramatta project known as the 'Lonely Lane Artwork.' This art work involves the installation of two light sculptures on Eat Street Carpark which is expected in January 2018. The 2017/18 Better Neighbourhood Program is on track with a number of projects to either be designed or constructed in 2018.</p>	Place Services
Complete an Outdoor Dining Trial in Harris Park with the Office of the Small Business Commissioner to encourage businesses to provide outdoor dining by removing barriers to entry.	Increase city vibrancy and support local economic activity.	<p>The Office of the NSW Small Business Commissioner (OSBC) has led the development of a streamlined state-wide outdoor dining policy in partnership with City of Parramatta and other councils in metropolitan and regional areas across NSW. The intention of this state-wide outdoor dining policy trial is to remove barriers to entry and consequently increase city vibrancy and economic growth.</p> <p>The pilot commenced in September 2017 at various locations within participating Council areas, in the City of Parramatta LGA the trial location is Harris Park. Currently there are four businesses participating in the trial in Harris Park.</p> <p>In 2018 decisions will be made with respect to which parts of the LGA in addition to Harris Park may be covered by the State-wide policy and subsequently what fees and charges will be applied beyond the life of the trial.</p>	Place Services



Action	Community Outcome	Comment	Business Unit
Prepare Strategic Plan and Business Case for redevelopment of Riverside Theatres.	Performing Arts facilities that benefit Sydney's Central City.	<p>In late July, the NSW Premier announced that the State Government would make \$100 million available for the redevelopment of Riverside Theatres subject to the satisfactory outcome of a Business Case to be prepared and paid for by the NSW Cultural Infrastructure Program Management Office with the oversight of a steering committee comprising representation from both the State Government and the City of Parramatta Council with an independent chair.</p> <p>The brief for a separate Council funded business analysis will be determined following the terms of reference for the state's Business Case being adopted.</p> <p>The joint NSW Government/Council Business Case Steering Committee met for the first time in late Nov 2017 to:</p> <ul style="list-style-type: none"> <li>(a) review and confirm the Terms of Reference and Membership of the Committee.</li> <li>(b) discuss the project plan, scope, timeframes and next steps.</li> </ul> <p>A preliminary business case outlining possible options will be completed by April 2018 with a full business case to be completed by Dec 2018. The next meeting is scheduled for March 2018.</p>	Riverside Theatres

# COUNCIL'S PERFORMANCE MONITORING

## MEASURES AND INDICATORS

Measure	Target	Quarter 2	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	2016/17 used as a benchmark	Increase unknown  During the current period Council provided a wide range of programming. Council will continue to monitor these activities to establish baseline data for future reference.	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	2016/17 used as a benchmark	Increase unknown  Of the 21 Acquittal Reports completed in Q2, 86% were deemed to have strongly achieved their planned outcomes with the remaining 9% being deemed to have somewhat achieved their planned outcomes. One project was found to not have conducted their project and they have agreed to return grant funds.	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	2017/18 used as a benchmark	Increase unknown.  Currently establishing 2017/18 baseline given an amalgamated Local Government Area  Visitation- door count for Q2 2017/18 is 228,430.  Loans/renewals for physical items Q2 2017/18 was 242,302.  e-Resources loans /renewals- e-books, e-magazines, e audio Q2 2017/18 was 13,460.  Programs for Q2 2017/18 was 509. Participants for Q2 2017/18 was 133,64.  HIGHLIGHTS- a total of 7,378 new borrowers have joined the library in the last 6 months	Social & Community Services

Measure	Target	Quarter 2	Comment	Business Unit
Utilisation of early years' centres	Sustain at 93% utilisation across all 5 early years' centre	95%	<p>Target met</p> <p>The Early Learning Centres have been consistently operating on a high utilisation rate with an overall average of 95% for Q2.</p>	Social & Community Services
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	Sustain 90% satisfaction rate with surveyed service users	Not available this quarter	Quarter 2 Community Care: Survey to be completed in 2018 Q3	Social & Community Services
Utilisation of Epping Aquatic Centre	10% increase on number of visits based on 2016 /17 benchmark	+57%	<p>Target met</p> <p>Total visitation to the Epping Aquatic Centre for the period 30/9/2017 to 17/12/2017 was 12,696 which includes Swim School, School Visits, Entry and Bookings (Swimming Clubs). This is an increase of 57% for the same period during 2016 (8098).</p> <p>The Epping Christmas Pool Party on Saturday, 16 December 2017 was an overwhelming success with 1,622 people passing through the centre on the day.</p> <p>Updated total visitation to the Epping Aquatic Centre for the period 30/9/2017 to 31/12/2017 was 15,339. This is an increase of 45% for the same period during 2016 (10,581).</p> <p>Swim School enrolments at the Epping Aquatic Centre for the period 9/10/2017 to 17/12/2017 were 240. This is an increase of 105% for the same period during 2016 (117).</p>	Social & Community Services

Measure	Target	Quarter 2	Comment	Business Unit
<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	88.9%	Target met.  Q2 Of the community capacity building activities ran during this quarter, 88.9% of participants reported positive change in the skills and confidence associated with building strong communities.	Social & Community Services
<b>Sustainability of Council's social enterprise programs and sustainability</b>	50% or greater of supported enterprises are sustainable	Not available	No events have occurred in the last quarter to indicate that rate of sustainability has changed.	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)	80% for parks  76% for streets	This will be reported in the final quarter when the program for the year is completed.	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	This will be reported in the final quarter when the program for the year is completed.	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>Responsiveness of Council's Public Tree Maintenance Program</b>	Implement 85% of the annual Public Tree Proactive Maintenance Program	Not available this quarter	The Proactive Tree Maintenance Program has commenced and will be reported on in the final quarter.	City Operations



Measure	Target	Quarter 2	Comment	Business Unit
<b>Determination of Complying Development Certificates for house approvals within timeframe</b>	100% completed within 40 days	100%	Target met.  All Complying Development Certificates determined during this quarter were determined within the statutory 40 days	Regulatory Services
<b>Food outlets health and safety inspection program</b>	Sustain 100% of food related outlets inspected twice annually and 100% of low risk food related outlets inspected annually.	89% overall  High risk inspections 429 (77%)  Low risk inspections 28 (11%)	On track to meet target.  Food premises are divided into two Categories, High and Low Risk. The first entry is the number of High Risk premises that have been inspected and the percentage that needed to be re-inspected. The second Figure is the number of Low Risk premises inspected and the percentage that needed to be re-inspected. Approximately 89% of Primary Inspections have been completed up to the end of Q2	Regulatory Services
<b>Cooling tower inspection program</b>	Sustain 100% of cooling towers inspected annually	51 inspections (29% complete)	On track to meet target early.  A total of 24 pools have been inspected by Q2 from a total of 27 annual inspections.	Regulatory Services
<b>Public swimming pool inspection program</b>	Sustain 100% of public swimming pools inspected annually	24 inspections (89% complete)	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 and 100% of hairdressers and low risk beauty premises inspected biennially	38 premises (20% complete)	On track to meet target.  50% of Skin Penetration Premises have been completed since the start of the year.	Regulatory Services

Measure	Target	Quarter 2	Comment	Business Unit
<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	63%	Target nearly met.  84 dogs captured with 53 re-homed. These figures only include direct returns to owners and not the re-homed via rescue organisations. This report is updated at the end of the financial year, and may like 2016/17 show a significant increase in animals actually re-homed to original and new owners.	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	17%	Q2 - Total of 11828 PINS issued, 3815 for timed parking offences with 22,722 vehicles marked during the quarter equalling 17% non-compliance rate.	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	10%	Target met.  Community 113/Professional 303  Total performances and events in the Riverside Theatres increased in 2017 by 10% from the 2016 period. Professional activity increased by 10 events and Community activity increased by 79 events.	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	7%	Target met.  The total attendance for the period July to December 2017 is approximately the same as attendance recorded in 2016. Attendance increased by 7% in the second quarter.	Riverside Theatres

# CAPITAL PROJECTS

Project	2017/18 Original budget	December Quarter	Full Year Variance	Comment	Business Unit
Riverside Refurbishment and Upgrades	35,000	335,000	300,000	Riverside Theatres implementation scheduling is subject to venue operations and venue bookings. However planning is on track for project completion 30/06/2018	Riverside Theatres
Riverside Theatres Plant, Equipment & Refurbishment	450,000	150,000	(300,000)	Riverside Theatres equipment installation included FM receivers for hearing impaired patrons, HD Cameras for Theatre to foyer viewing screens, Box Office Scanners for Print at Home ticketing other projects under design for completion June 2018 include refurbishment of the Courtyard and Foyer entrance and production lighting.	Riverside Theatres
Library Capital Resources	860,194	860,000	(194)	Library book purchases are on target so far this Financial Year.	Social and Community Services
Wentworth Point Library and Community Centre	9,000,000	9,000,000	(0)	Tender for interior fit out is now being advertised. Following appointment of a contractor for interior fit out, anticipated works to begin April 2018.	Social and Community Services
Updating of Existing Park Signs	132,485	132,485	0	Updating of existing signs to commence in the second half of the Financial Year.	City Operations
NCIF - External Signage City Operations	1,041,607	1,040,000	(1,607)	The manufacture and installation of City of Parramatta street signage has commenced across the CBD, and installation will continue into Harris Park, Granville, Rosehill and Mays Hill surrounding areas. During the second quarter the focus will be on the suburb of Epping.	City Operations

Project	2017/18 Original budget	December Quarter	Full Year Variance	Comment	Business Unit
<b>Council Plant, Fleet &amp; Other Equipment Replacement Program</b>	4,304,938	4,304,938	0	Project tracks replacement of Fleet Vehicles and Other Equipment & Plant. On target for full spend this Financial Year.	City Operations
<b>City Centre Streetscape</b>	1,650	0	(1,650)	Remaining funds from previous works are allocated back to reserves.	Place
<b>CAP N'Hood Imp Program</b>	1,460,055	0	(1,460,055)	This is a holding project for multiple Better Neighbourhood projects. Budget Split in December Quarterly Review.	Place
<b>Lonely Lane Artwork</b>	158,671	158,671	0	Working with artist to ensure that delivery occurs in early January to align with Sydney Festival. Currently working with car park operator Secure Parking, Traffic unit and artist to facilitate works period.	Place
<b>Boronia Park Master Plan Implementation</b>	668,522	0	(668,522)	The design of the amenities building for Boronia Park in accordance with the master plan is in progress.	Place
<b>Westmead-Strategic Planning &amp; Public Domain Works</b>	185,864	177,653	(8,211)	This project was completed in July 2018 and is now operational.	Place
<b>Enhancing Church Street Vibrancy</b>	400,000	274,000	(126,000)	This program of works funds projects that improves Church St or areas nearby. In this quarter lights have been replaced in the Erby Place pocket park, sound and vibrational reactive lights were installed under the Darcy Street rail bridge and design work has commenced to provide vehicle control measures for Centenary Square.	Place

Project	2017/18 Original budget	December Quarter	Full Year Variance	Comment	Business Unit
<b>Foreshore Stairs</b>	141,124	141,124	0	The aim of this project is to install stairs on the southern side of the Elizabeth Street pedestrian bridge which will connect Phillip Street to the lower foreshore. This project looks to improve pedestrian access to the foreshore especially during large events. The design and approval have been completed. The project is due for completion by April 2018.	Place
<b>St Johns Cathedral Feature Lighting Treatment</b>	360,767	360,000	(767)	Council is working with the St John Cathedral, with the aim of installing a decorative lighting feature. The lighting will highlight the heritage Cathedral and will also have a colour element to enable the lighting to be used at major events held in the adjacent Centenary Square. This project is due to be Completed by June 2018	Place
<b>"Imagine" Program Connectivity and Access Improvements</b>	255,000	263,211	8,211	<p>This project includes delivering Imagine Ermington projects within the Ermington community. The first project to be delivered is the 'winning' community garden in Bruce Miller Reserve.</p> <p>This was completed in December 2017. The garden is now accessible to the community group. An official opening is scheduled for early 2018. The remaining funding will deliver a tennis court in George Kendall Reserve. This project is currently in procurement, with an expected delivery date of June 2018.</p>	Place
<b>Arthur Phillip Special Ward Reserve</b>	1,370	0	(1,370)	Remaining funds from previous works are allocated back to reserves.	Place
<b>Epping Town Centre Upgrade</b>	2,500	0	(2,500)	Remaining funds from previous works are allocated back to reserves.	Place



Project	2017/18 Original budget	December Quarter	Full Year Variance	Comment	Business Unit
Dundas Station Centre Upgrade	102,000	102,000	0	This project is currently in the detailed documentation phase, which is expected to be complete in December 2017. Physical works are likely to commence in early 2018 and be complete by June 2018.	Place
Harris Park - Station Street East Upgrade	170,000	445,000	275,000	The Streetscape improvements at Station Street East will complete the scheduled streetscape improvements for the Harris Park Town Centre. The Streetscape improvement will address and improve pedestrian safety as well as refreshing the area with new footpaths and street furniture. The project is on schedule to be completed by May 2018.	Place
Toongabbie Street Upgrade Wentworth Avenue	355,000	455,000	100,000	A project to improve pedestrian access from the commuter car park located in Ancona Avenue to Toongabbie Train Station. Works include a new pedestrian crossing of Wentworth Ave. Construction expected to start in March 2018.	Place
Connecting Centres Lake North Parramatta	170,000	200,000	30,000	A project to improve pedestrian connectivity from Belmore Park to Lake Parramatta Reserve. Works have now been completed and include new street trees to provide future shade, kerb ramps, new pathways and resting points.	Place
Connecting Centres Wentworthville Westmead	2,396	0	(2,396)	Remaining funds from previous works are allocated back to reserves.	Place

Project	2017/18 Original budget	December Quarter	Full Year Variance	Comment	Business Unit
Prince Alfred Square Power Upgrade	442,047	442,047	0	Council is installing a substation at Prince Alfred Square to improve access to power for Major Events. The installation of the substation is due for completion in early 2018.	Place
Upgrade to Lawndale Shops, North Rocks	260,000	310,000	50,000	This project involves the design and construct of an upgraded local streetscape including landscaping, paving improvements, new signage and additional trees. Community Consultation has already taken place and Council is currently in Procurement. It is anticipated that physical construction will start in April 2018.	Place
Upgrade to Carlingford North Shops	260,000	630,000	370,000	This project will see major improvements to the streetscape and parking at Carlingford North Shops, located off Plympton Road in Carlingford. Works will include; new street trees, a new car park entry, improvements to the car park layout, new granite paving, street trees and street furniture. These works will improve the local shopping experience at this thriving local centre.	Place
Carlingford Masterplan	150,000	80,000	(70,000)	This project is being rescoped to consider the design of the light rail design and outcomes of planning proposals in the precinct.	Place
Bennelong Parkway Pedestrian Refuge	30,000	48,164	18,164	This project was completed in July 2018 and is now operational.	Place

Project	2017/18 Original budget	December Quarter	Full Year Variance	Comment	Business Unit
<b>Southern Precinct Renewal Project</b>	850,000	850,000	0	<p>As the Southern precinct of Parramatta grows and with the Design Collage, Councils library and Council Customer Service Centre moving into the precinct pedestrian numbers have increased especially in the Fire Horse lane.</p> <p>This project is to facilitate the precinct planning and designs and to deliver the Shared Zone and streetscape improvement works in Fire Horse lane. The aim of the upgrade is to improve pedestrian safety and connectivity in the Fire Horse lane and the surrounding lane network. The project is currently out to Tender with delivery commencing early 2018.</p>	Place
<b>Phillip Street Smart Street Design</b>	250,000	250,000	0	<p>The project will produce detailed plans for a new streetscape for Phillip Street in Parramatta's CBD. These plans will deliver a vibrant urban amenity to cater for Parramatta's young and multicultural community. The new streetscape will allow Philip Street to foresee its potential as a night time destination and will be flexible to allow for the changes of a growing and ever changing city.</p> <p>The project is on schedule with a concept to be ready for Council consideration and public consultation in early 2018</p>	Place

Project	2017/18 Original budget	December Quarter	Full Year Variance	Comment	Business Unit
<b>Implement Sue Savage Park Masterplan</b>	280,000	280,000	0	A public tender is now being called for the construction of the new full size basketball court within Sue Savage Park, Toongabbie. This project is stage one a youth precinct that will be constructed within the park and follows Council's adopted Sue Savage a Reynolds Park Masterplan.	Place
<b>SCF North Rocks Park Master Plan - Capital</b>	350,000	350,000	0	<p>This project has been allocated funding under the Major Projects component of the NSW Government's Stronger Communities Fund. The City of Parramatta is developing a Master Plan for North Rocks Park and John Wearne Reserve, referred to as the 'North Rocks Park Precinct, Carlingford'.</p> <p>The Master Plan will make recommendations for the entire Park Precinct including building use, condition and placement as well as the surrounding parkland, sports fields and recreation and community facilities. Stage one community consultation has been completed as well as detailed analysis of demographic and social infrastructure data.</p> <p>The Draft Master Plan will be presented to the community for further comment in February/March 2018.</p>	Place
<b>SCF Newington Dog Park</b>	500,000	500,000	0	This project has been allocated funding under the Major Projects component of the NSW Government's Stronger Communities Fund. The fence, concrete works and plumbing are complete. Final landscaping, street furniture and the water play component to be delivered in early 2018. All works will be complete by June 2018.	Place

Project	2017/18 Original budget	December Quarter	Full Year Variance	Comment	Business Unit
<b>Centenary Square Review</b>	27,538	27,538	0	To ensure pedestrian safety within Centenary Square, Council has commenced investigations to upgrade infrastructure, including moveable bollards. Council will proceed with installing moveable bollards along the edge of Macquarie Street. This will provide Council with the ability to control all vehicle access to and from the Square. The bollards will be installed by June 2018.	Place
<b>SCF Eastern River Foreshore Transformation</b>	510,000	510,000	0	This project has been allocated funding under the Major Projects component of the NSW Government's Stronger Communities Fund. The concept, consultation and detailed design are complete. This project is currently being considered for an RMS grant to complement Council's contribution. Physical works are scheduled for an 18/19 delivery.	Place
<b>SCF Barnett Park Dog Park Upgrade</b>	20,000	20,000	0	This project has been allocated funding under the Major Projects component of the NSW Government's Stronger Communities Fund. The project will involve the upgrade of the existing dog park at Barnett Park in Winston Hills. Community consultation will commence in 2018, with delivery scheduled in 2018/19.	Place



Project	2017/18 Original budget	December Quarter	Full Year Variance	Comment	Business Unit
<b>SCF Wallawa Reserve Upgrade, Meehan Street, Granville</b>	38,500	38,500	0	<p>The project aims to upgrade the pocket park at Wallawa Reserve in Granville. Public Consultation has taken place in October 2017 and the park is currently in the design phase. The concept will be completed in early 2018 and will then progress into detailed design. The project is currently on track to be delivered by late 2018.</p> <p>This project has been allocated funding under the Major Projects component of the NSW Government's Stronger Communities Fund.</p>	Place
<b>SCF Somerville Park Upgrade, Eastwood</b>	105,000	105,000	0	<p>This project has been allocated funding under the Major Projects component of the NSW Government's Stronger Communities Fund. The project will upgrade the facilities at Somerville Park, Eastwood and will likely include an upgrade of the amenities building and playground, tree planting, landscaping, additional seating, shade cover, and adult exercise equipment. Community consultation took place in November 2017 with onsite face to face consultation, and an online survey. A draft amenities building and landscape concept design are expected to be completed by March 2018.</p>	Place
<b>Community Garden at Bruce Miller Reserve</b>	0	60,517	60,517	<p>The Community Garden was completed in December 2017 with an official opening in January 2018. The garden is now operated by the local community.</p>	Place
<b>George Kendall Reserve Park Upgrade</b>	0	200,000	200,000	<p>This project is currently in the procurement stage. Works are expected to commence in April 2018 and be completed by June 2018.</p>	Place

Project	2017/18 Original budget	December Quarter	Full Year Variance	Comment	Business Unit
Erby Place Pocket Park Lighting Upgrade	50,000	50,000	0	This project has been undertaken as part of the 'Enhancing Church Street Vibrancy' program. The bud lights in this pocket park have been replaced with new lights that are fully weatherproof and adjustable to allow for the Jacaranda's growth. This project is now complete and provides the park with a lighting effect that provides an ambience and an inviting effect.	Place
Lighting Under the Bridge	0	126,000	126,000	The interactive underpass lighting treatment is now complete and operational. The lighting can be seen seven days a week during the hours of 7pm to 5am. It has been noted that that community has responded positively to the new lighting evidenced by photos posted on twitter, Instagram and Facebook.	Place
Hospital Farm Reserve Public Easement	35,000	35,000	0	The establishment of a public right of way to allow access through Hospital Farms Reserve to Redbank Road. The easement is established and the pathway works completed.	Place
Victoria and Park Road Shops Minor Upgrade	0	100,000	100,000	This project is to deliver street trees, landscaping tidy up and amenity improvements to the area. The project is to be completed by June 2018.	Place
Oatlands Connecting Centres	0	24,000	24,000	The project is in the design phase, with construction expected to commence in 2018/19.	Place
Tintern Avenue Shops Upgrade	0	22,500	22,500	The project is in the design phase, with construction expected to commence in 2018/19.	Place

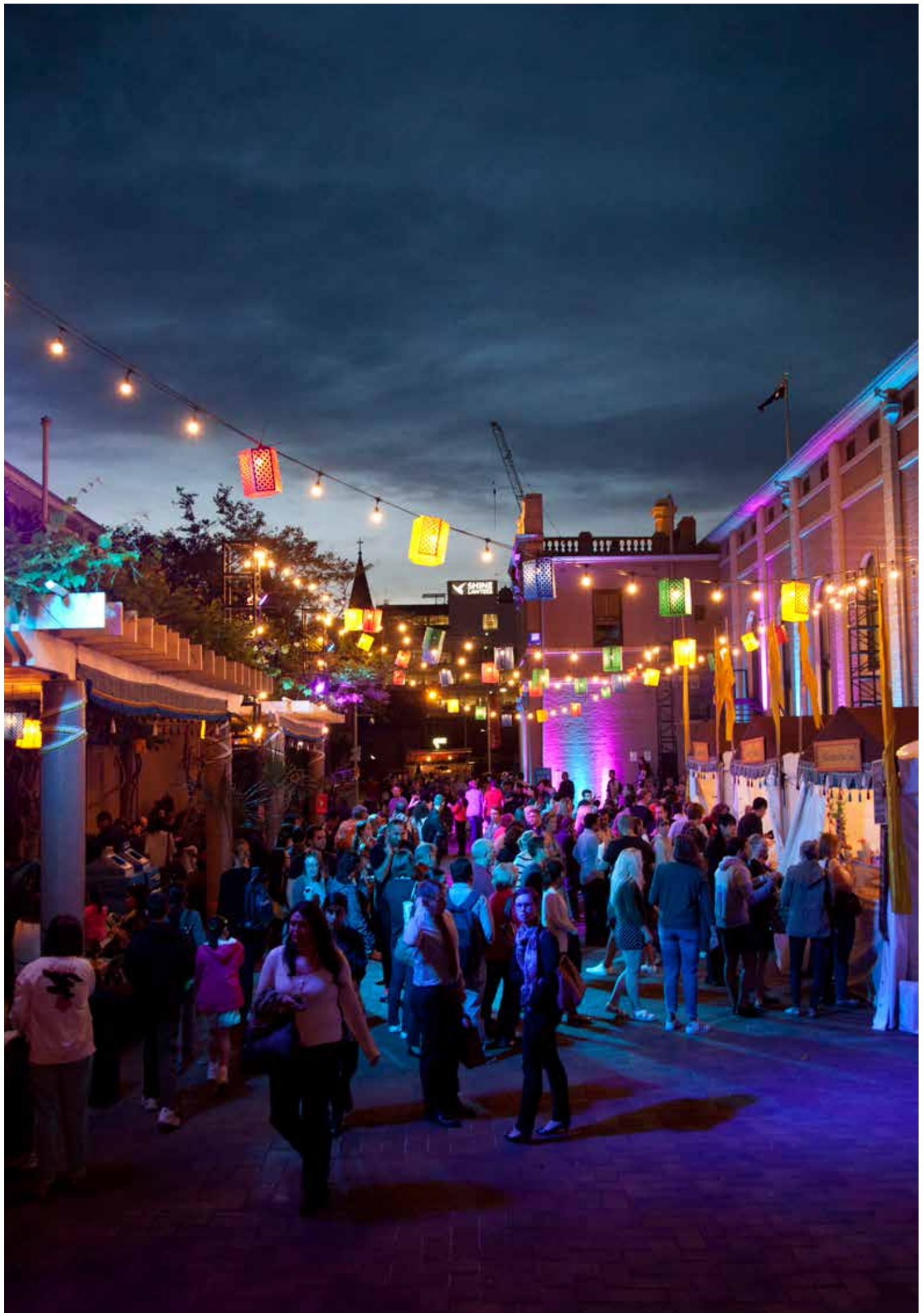
Project	2017/18 Original budget	December Quarter	Full Year Variance	Comment	Business Unit
Dan Mahoney Reserve Service Provision	0	38,500	38,500	This project is service provision at Dan Mahoney Reserve with works including electricity to the park & water. The project is to be completed by June 2018.	Place
Yates Avenue Shops Precinct upgrade	0	30,000	30,000	The project is in the design phase, with construction expected to commence in 2018/19.	Place
Epping Town Centre Improvement	0	30,000	30,000	The project is in the design phase, with construction expected to commence in 2018/19.	Place
Carmen Drive Shops Minor Upgrade	0	14,000	14,000	The project is in the design phase, with construction expected to commence in 2018/19.	Place
Picasso Shops Minor Upgrade	0	50,000	50,000	Planting of street trees and installation of new street furniture linking to Parramatta Ways. The project is to be completed by June 2018.	Place
Station Road Shops Upgrade	0	22,500	22,500	The project is in the design phase, with construction expected to commence in 2018/19.	Place
Windsor Road Shops Minor Upgrade	0	50,000	50,000	The project includes footpath upgrades and planting of street trees. The project is to be completed by June 2018.	Place
Constitution Hills Shops Upgrade	0	15,000	15,000	The project is in the design phase, with construction expected to commence in 2018/19.	Place
Newington Central Precinct Upgrade	0	100,000	100,000	Works to the Newington Public School include minor streetscape upgrading with completion expected by June 2018.	Place
Rebecca Parade Shops Minor Upgrade	0	7,500	7,500	The project is in the design phase, with construction expected to commence in 2018/19.	Place

# OPERATING PROJECTS

Project	2017/18 Original budget	December Quarter	Full Year Variance	Comment	Business Unit
Catchment Management Program of Environmental Audit & Build	100,000	50,000	(50,000)	Recruitment is almost complete with an officer to commence in late January with the project to be rescheduled across the 2018 calendar year.	Regulatory Services Unit
Mum & Dad' development Education Program	7,300	7,300	0	Pool Education brochures have now been designed and implemented in line with the previous DA/CDC brochure to offer further education for Mum and Dad's relevant to ensuring greater compliance.	Regulatory Services Unit
ParraPets Matter	27,272	27,272	0	This project is set to be commenced in Q4 in line with annual advertising and promotion of responsible pet ownership, de-sexing of companion animals, microchipping and ensuring companion animal register is updated with correct contact details and address.	Regulatory Services Unit
SCF Wentworthville Early Childhood Development Initiative	121,500	121,500	0	This project is funded through the Major Projects component of the NSW Government's Stronger Communities Fund. A Collective Impact consultant has been engaged to help define the scope of the initiatives to be delivered. The Stakeholder Engagement Plan for the project is currently being drafted.	Social and Community Services
SCF Mobile Active Health	146,226	176,100	29,874	The Active Parramatta Van is now operational and running regular healthy lifestyle classes in various parks. The van is funded through the Major Projects component of the NSW Government's Stronger Communities Fund and as such will operate with this funding until 2019.	Social and Community Services

Project	2017/18 Original budget	December Quarter	Full Year Variance	Comment	Business Unit
Temporary Relocation of Parramatta Pools	700,000	1,000,000	300,000	Building improvement works are progressing well, with existing amenities 95% complete. Pool upgrade works are in progress. All works are estimated to be completed towards the end of March 2018.	Social and Community Services
Healthy and Active Communities Program	50,000	50,000	0	"A range of healthy and active programs such as the Spring School Holiday program, Active Parramatta Health and Wellbeing programs.	Social and Community Services
Aquatic Playground Maintenance	200,000	200,000	0	Ongoing maintenance of Council's two water playgrounds.	City Operations
Church Street Frontage Improvement Program	100,000	100,000	0	Works have commenced on two Church Street properties that have entered agreements with Council.	Place
NCIF - Place	76,000	76,000	0	Works scheduled by mid 2018	Place
Hill Road Masterplan	250,000	250,000	0	Hill Road Masterplan is progressing expected to be considered by Council by mid 2018.	Place
Newington Street Tree Strategy	75,000	75,000	0	Currently in the design / consultation stage.	Place
Place/ Neighbourhood Plan	125,000	125,000	0	This funding provides resources to the management of the Major Projects component of the Stronger Communities Fund. Delivery of this program of works is progressing and is on track for delivery by the end of 2019.	Place
Rydalmere Park Masterplan	200,000	200,000	0	Rydalmere Park Masterplan is progressing, expected to be considered by Council by mid 2018.	Place





# 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: \$59,840,000  
*Original Operating Budget: \$59,258,000*

Revised Capital Expenditure: \$45,651,000  
*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



Increase percentage of houses and dual occupancy applications approved within 40 days by 100% over 2016/17

-5%



**TARGET MET:**  
NO, and improvements are needed to meet the target.

The goal is to reduce the time for approval of development applications for houses and dual occupancy developments

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.

## Waste Services



Respond to 95% of service requests regarding waste services within 48 hours

50.2%



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

The goal is to respond to customer requests in a timely and efficient manner.

Timely response results in higher customer satisfaction with the service.

## Waste Services



More than 70% of waste is diverted from landfill

71.4%



**TARGET MET:**  
More than 70% of waste is diverted from landfill

The goal is to reduce waste to landfill.

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

# COUNCIL'S PERFORMANCE MONITORING SERVICES

Services Delivered	Community Outcome	Comment	Business Unit
Natural area management (bushland, waterways, open spaces)	Assets and facilities meet community expectations; the community has access to leisure and recreation opportunities and our City's biodiversity is protected	The management of the programs & projects related to Council's natural areas has generally proceeded to agreed timeframe schedules during the first half of the financial year. These are mainly resourced through use of specialist contractors & volunteer bush care groups assistance throughout the year.	City Assets & Environment
Environmental and sustainability programs and educational activities	High quality, efficient and reliable domestic and commercial waste services managed in a sustainable way	In the first half of 2017/18, Council has offered the Sustainable Living workshop series to the community on topics such as natural body care and cleaning, fermentation, growing your own food and native bee keeping. We have presented lessons to a number of schools on recycling, composting, worm farming, littering and waterway pollution.	City Assets & Environment
Domestic and commercial waste management services		Domestic and commercial services continued until early November 2017 at which time a new waste collection contractor was appointed to cover the entire City of Parramatta area. Specialised services for household asbestos and problem waste (paint, oils, batteries) collection have continued to be well utilised by residents. Council also completed the Garage Sale Trail weekend and National Recycling Week in October and hosted an e-waste drop off day that resulted in 40 tonne of electronic material being diverted from landfill.	City Assets & Environment
Civil Engineering, Surveying, Landscape Architecture and Project Management services	High standard of design and delivery of community assets to create vibrant and attractive places to work, shop and interact	Approved projects have been scheduled for delivery and are at various stages of consultation, design and construction. Fifteen tenders have been issued to date this financial year.	City Assets & Environment

Services Delivered	Community Outcome	Comment	Business Unit
<b>Paid parking, including street and multilevel car parks in Parramatta CBD</b>	Well managed, clean, convenient and affordable parking options that support the city centre.	<p>The safety upgrade has been completed in the Eat St Carpark with the installation of vehicle safety barriers and pedestrian barriers.</p> <p>The lift upgrade has been completed in the Justice Precinct carpark. The Tender for Management of Paid Parking Facilities within the Parramatta LGA process has commenced.</p>	City Assets & Environment
<b>Civil infrastructure management (roads, footpaths, drainage, stormwater, dams)</b>	Assets meet community expectations	<p>Civil infrastructure assets are maintained, upgraded and renewed in line with scheduled capital works and maintenance requirements as per Asset Management Plans.</p> <p>An improved communication plan for footpath construction program is in place to ensure better community outcomes.</p> <p>Updated Dam Safety Emergency Plans for Lake Parramatta Dam and McCoy Park Basin. Additional resourcing was also secured to manage increased workload within the Restoration team.</p>	City Assets & Environment
<b>Oversight of local traffic management and the assessment and determination of development applications including tree management within a transparent, legally robust and aligned with established industry best practice</b>	Appropriate management of new development to create good environmental outcomes and minimise adverse impact on our communities, and a safe and efficient local road network	<p>Most aspects of the development assessment process are available to the public - during and after the determination of an application. In addition, Council assisted the Department of Planning in creating the Development Assessment Best Practice for Councils; which was based on Council's processes and timeframes.</p> <p>There is strong oversight of traffic management through the Traffic Committee.</p>	Development & Traffic Services



# COUNCIL'S PERFORMANCE MONITORING

## ACTIONS

Action	Community Outcome	Comment	Business Unit
Complete transition of all domestic and commercial waste collection and resource recovery services from amalgamating councils and to new contractors, supported by effective communication	Seamless transition to improved and more sustainable waste management services at a reduced cost to households and businesses	Transition of domestic and commercial waste services was completed on 6 November 2017 with the commencement of Council's new waste collection contractor SUEZ. The completion of the former Hills Shire Council contract proved challenging in the lead up to the transition date, as did the first two weeks of the new contract whereby the new drivers became familiar to the new waste trucks and daily routes. Regular communications both pre and post contract changeover ensured that residents were effectively informed of changes to bin days and services.	City Assets & Environment
Manage the delivery of Capital Works Programs, including: <ul style="list-style-type: none"> <li>• Pedestrian Access and Mobility Plan (PAMP) Program – new footpaths</li> <li>• Roads Repair and Rehabilitation Program</li> <li>• Stormwater Drainage Construction Program</li> <li>• Parks Improvement Program</li> <li>• Bushland and Natural Waterways Program.</li> </ul>	Existing community assets are managed in order to maintain satisfactory condition, including the renewal of existing assets or the delivery of new assets to ensure safety, reliability and environmental sustainability.	<p>Capital works for Civil Infrastructure works programs (PAMP, Roads, Drainage and Asset Renewals) were generally well on track in Q1.</p> <p>Q2 has seen more projects being rolled out and generally all civil capital works programs are on track. A total of 4,509 metres of new footpaths plus 39 new kerb ramps which represented 63% of PAMP program has been completed. A total of 3,985 metres of dilapidated footpaths plus 67 kerb ramps were replaced which represented 94% of Footpath Renewal program has been completed. Additional staffing resourcing may be required to roll out Drainage projects inherited from other councils due to the Proclamation.</p>	City Assets & Environment

Action	Community Outcome	Comment	Business Unit
<b>Implement improvements to the development assessment process to positively respond the state government priority for 90% of houses approvals (DAs, Complying Development Certificates) to be undertaken in less than 40 days</b>	Efficient, complete and transparent process for the lodgement and determination of small-scale development applications	A new development lodgement process commenced in October 2017; which has a focus on making sure an application is ready to assess before the application has been lodged with Council. This is in the early stages but appears to be assisting in a reduction of assessment times.	Development & Traffic Services
<b>Monitor, review and improve development assessment processes, including participation in NSW Government pilots, such as electronic lodgement of DAs</b>	Efficient, complete and transparent process for the lodgement, assessment and determination of development applications	Council has implemented all process improvements in line with any directions or circulars from the State Government - in particular the Department of Planning. At the moment, there is no set date from the Department of Planning as to the electronic lodgement of DAs; but recent changes to our lodgement process will ensure that we will be ready when this is released.	Development & Traffic Services
<b>Monitor the effectiveness and efficiency of the Independent Hearing and Assessment Panel (IHAP)</b>	A more robust, efficient and independent assessment process that allows all persons with an interest in a development application to have confidence in the process and the outcome	Surveys are sent out monthly to gauge the participant satisfaction with IHAP. Council is awaiting the new IHAP processes that commence on the 1 March 2018 which may impact on what developments are required to be sent to IHAP.	Development & Traffic Services
<b>Improve overall quality of design of all new development in the City</b>	Well-designed (attractive, functional and appropriate) buildings and public spaces	In late 2017, Council introduced mandatory pre-lodgement meetings for all medium and high density developments; which includes town houses and residential flat buildings. This will assist in identifying issues; including design issues; at the early stage of the design of the building/s.	Development & Traffic Services
<b>Continue to manage local traffic to ensure safety and network efficiency.</b>	A safe and efficient local road system for all road users.	Council administers the Parramatta Traffic Committee which meets 6 times each year and considers other items via monthly correspondence. Proposed activities and occupancy of the road and footpath are assessed. Advice if given on Planning Proposals, Development Applications and major infrastructure. Various traffic facilities are under design and construction, or are in planning, or being considered for future funding.	Development & Traffic Services

# COUNCIL'S PERFORMANCE

## MEASURES AND INDICATORS

Measure	Target	Quarter 1 Result	Comment	Business Unit
Reduce the amount of waste sent to landfill	Sustain 70% of waste diverted from landfill	72%	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  Annual satisfaction survey was reported last quarter	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	Complete	Completed 6 November 2017	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	Various	On track to meet target.  % completion for civil assets works programs as follows (estimated): Roads 45% Footpaths 63% Drainage 35% Bridges 30%	City Assets and Environment
Maintain Council's asset infrastructure at 'satisfactory' condition	Council assets maintained at 'satisfactory' condition assessment	on track	Council's civil infrastructure assets are monitored on a regular basis and maintained and/or upgraded as per the Asset Management Plan.	City Assets and Environment

Measure	Target	Quarter 1 Result	Comment	Business Unit
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	Target met. Number has been maintained consistently through Q2	City Assets and Environment
Number of street trees planted	Sustain number of trees planted based on 2016 /17 benchmark	Not available	Report not provided	City Assets and Environment
House Development Applications approvals within timeframe	50% completed within 40 days	17%	Target not met.  There were 115 housing development applications. Only 17% were approved within 40 days. Overall, there was a reduction in processing time for the calendar year.	Development & Traffic Services
Mean and median assessment times for Development Applications	20% or better improvement on assessment time	71 days average 47 days median	Target not met.  Average 74 days, Median 47 days (net). This is the same as the previous quarter's results. Changes to the DA lodgement process occurred in this quarter so improvements were not expected to change until 2018. In addition, a lot of long standing applications were finalised in this quarter.	Development & Traffic Services

Measure	Target	Quarter 1 Result	Comment	Business Unit
<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	ongoing		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	ongoing		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	30%	Target not met.  30% of applications considered at DEAP meetings during the 2nd quarter were for pre-lodgements.	Development & Traffic Services
<b>Effectiveness of Independent Hearing and Assessment Panel (IHAP)</b>	Sustain 70% satisfaction with the completeness, transparency and independence of IHAP	17%	Target not met.	Development & Traffic Services
<b>Reduce Land and Environment Court (LEC) appeals</b>	10% reduction of appeals based on 2016/17 benchmark	10 appeals	Target not met.  The number of appeals received in the last quarter has increased from the previous Qtr. Council has implemented Business Rules that try and limit the number of amendments and requests for information; which has led to an increase in the number of refused applications.	Development & Traffic Services

Measure	Target	Quarter 1 Result	Comment	Business Unit
Tree permits determined within 21 days	Sustain 80% permits determined within timeframe	83%	Target met.  83% of all tree applications determined with 21 days; a slight improvement on the first quarter; maintaining the improvements made from the 2016/2017 year.	Development & Traffic Services
Temporary Road Occupancy permit applications completed within timeframe	90% completed within two working days	95%	Target met	Development & Traffic Services
Service Request completed within the specified service standard	90% finalised within service standard	72%	Target not met.  Further improvements proposed in the next 6 months	Development & Traffic Services



# CAPITAL PROJECTS

Project	2017/18 Original budget	December Quarter	Full Year Variance	Comment	Business Unit
Mobile Garbage Bin Roll Program	250,000	250,000	0	Project has planned roll out of new bins for November 2017 and February 2018 to coincide with the commencement of the new waste collection contract in November. Budget to be re-phased for expenditure in quarter 2 and quarter 3.	Domestic Waste Management
Cemeteries and Memorials Program	92,000	92,000	0	Works completed include minor upgrade to HMAS Parramatta Rock & Anchor memorial in Queens Wharf Reserve & 2 park bench seats at the Memorial Reserve Carlingford. Remaining cemetery works to be completed in quarter 4.	City Assets & Environment
Pavilion Program	150,000	150,000	0	Consultants engaged to prepare design for West Epping Park sporting pavilion. Scope of works prepared for engagement of consultants engaged to prepare design for replacement of sporting pavilion at Dundas Park.	City Assets & Environment
Sportsground Program	510,000	510,000	0	Completed works include new cricket wicket at Roselea Park; upgrade of Barton Park athletics long jump pit & bulk globe replacement & refocusing of floodlighting at McCoy Park & Arthur Phillip Park. Contractors engaged to undertake bulk globe replacement & refocusing of floodlighting at 11 sportsgrounds ready for 2018 Winter Season. Detailed design & quotes being obtained for floodlighting upgrade at Doyle Ground & Carlingford High School sportsgrounds.	City Assets & Environment

Project	2017/18 Original budget	December Quarter	Full Year Variance	Comment	Business Unit
Playground Replacement Program	520,000	520,000	0	Playground completed at Hillcrest Ave Winston Hills. Contractors engaged to replace the playgrounds at Silverwater Park Silverwater; & Winjoy Park Dundas. Design completed & quotations invited for playground replacement at Cumberland Park Newington.	City Assets & Environment
Parks Program	410,000	416,500	6,500	Completed works include new picnic table & seats at Ray Park Carlingford; extensive upgrade to long jump track at Peggy Womersley Reserve; new water meter, tap & bubbler at Henry Brigge Park Epping. Contractor engaged for netball court conversion to basketball at Binalong Park Toongabbie.	City Assets & Environment
Public Trees Program	380,000	380,000	0	Approx. 250 trees planted during annual Spring program & 25 tree pits/guards upgraded in Parramatta CBD.	City Assets & Environment
Master Plan Implementation for George Kendall Riverside Park	100,000	100,000	0	Consultants being engaged to complete outstanding detailed design for new wetland & additional playing fields by June 2018.	City Assets & Environment
Parks Stormwater Reuse Program	360,000	75,000	(285,000)	Project scope & budget revised to prepare detailed design stage only for stormwater harvesting for Jones Park & Ollie Webb Reserve Parramatta. Consultants to be engaged to assist with the design options.	City Assets & Environment
Lake Parramatta Improvement Works	96,379	190,095	93,716	Project completed. Work included additional picnic shelters, BBQ's, timber viewing deck, improved path & stairway access to swimming area & additional lawn area within former parking area.	City Assets & Environment

Project	2017/18 Original budget	December Quarter	Full Year Variance	Comment	Business Unit
Robin Thomas Reserve Masterplan Works	7,500	7,500	0	Initial investigation work associated with revised masterplan due to new Light Rail, project completed.	City Assets & Environment
West Epping Park - Major Redevelopment	6,421,493	6,421,493	0	The major upgrade of the sporting and recreation facilities at West Epping Park is nearing completion, scheduled for February 2018.	City Assets & Environment
Peggy Womersley Reserve - to Pavilion Upgrade	370,509	250,000	(120,509)	Project scope to be reviewed in consultation with North Rocks Ward Councillors & key sporting user groups as quantity surveyors revised cost estimate well exceeds budget.	City Assets & Environment
Ollie Webb Reserve Water Playground	300,000	300,000	0	Ollie Webb Reserve Parramatta selected as preferred site for inclusion of some based features within at proposed new enlarged all abilities district playground. Jointly funded through \$300K Stronger Communities Grant & \$42K Lives Playground grant.	City Assets & Environment
SCF Playground Upgrade- Lynbrae Ave Park	120,000	120,000	0	This project has been allocated funding under the Major Projects component of the NSW Government's Stronger Communities Fund. The project will upgrade the playground at Lynbrae Ave Park, Beecroft. Community consultation and the concept design have been completed. Procurement and construction will be undertaken in early 2018.	City Assets & Environment

Project	2017/18 Original budget	December Quarter	Full Year Variance	Comment	Business Unit
SCF Playground Upgrades - Pembroke St Reserve	120,000	120,000	0	This project has been allocated funding under the Major Projects component of the NSW Government's Stronger Communities Fund. The project will upgrade the playground at Pembroke St Reserve, Epping. Community consultation has been completed and drafting of the concept design has commenced. The concept design is expected to be completed in early 2018.	City Assets & Environment
SCF Playground Upgrades - Irving St Reserve	120,000	120,000	0	This project has been allocated funding under the Major Projects component of the NSW Government's Stronger Communities Fund. The project will upgrade the playground at Irving St Reserve, Parramatta. Community consultation, concept design, detailed design and procurement have been completed. Construction will commence in early 2018.	City Assets & Environment
SCF Playground Upgrades - GKRP District Playground	50,000	50,000	0	This project has been allocated funding under the Major Projects component of the NSW Government's Stronger Communities Fund. The project will upgrade the playground at George Kendall Riverside Park, Ermington. Community consultation has been completed and drafting of the concept design has commenced. This is a district sized playground and as such the construction budget will require a tender procurement process. Construction is therefore anticipated in FY 2018/19 to allow for this extended procurement timeframe.	City Assets & Environment

Project	2017/18 Original budget	December Quarter	Full Year Variance	Comment	Business Unit
SCF Playground Upgrades - Pinetree Dr Reserve	60,000	60,000	0	This project has been allocated funding under the Major Projects component of the NSW Government's Stronger Communities Fund. The project will upgrade the playground at Pinetree Dr Reserve, Carlingford. Community consultation and the concept design have been completed. Detailed design and procurement will be undertaken in early 2018.	City Assets & Environment
SCF Playground Upgrades - Blankers Koen Park	60,000	60,000	0	This project has been allocated funding under the Major Projects component of the NSW Government's Stronger Communities Fund. The project will install a new playground at Blankers-Koen Park, Newington. Community consultation has been completed and this included an online community survey. Drafting of the concept design has commenced and is expected to be complete in early 2018.	City Assets & Environment
SCF Playground Upgrades - Forest Park	120,000	120,000	0	This project has been allocated funding under the Major Projects component of the NSW Government's Stronger Communities Fund. The project will upgrade the playground at Forest Park, Epping. Community consultation has been completed and drafting of the concept design has commenced. The concept design is expected to be completed in early 2018.	City Assets & Environment

Project	2017/18 Original budget	December Quarter	Full Year Variance	Comment	Business Unit
<b>SCF Playground Upgrades - Rainbow Farm Reserve</b>	60,000	60,000	0	This project has been allocated funding under the Major Projects component of the NSW Government's Stronger Communities Fund. The project will upgrade the playground at Rainbow Farm Reserve, Carlingford. Community consultation and the concept design have been completed. Detailed design and procurement will be undertaken in early 2018.	City Assets & Environment
<b>SCF Playground Upgrades - Hunts Creek Reserve</b>	60,000	60,000	0	This project has been allocated funding under the Major Projects component of the NSW Government's Stronger Communities Fund. The project will upgrade the playground at Hunts Creek Reserve, Carlingford. Community consultation has been completed and drafting of the concept design has commenced. The concept design is expected to be completed in early 2018.	City Assets & Environment
<b>SCF Walking Track to Hunts Creek Waterfall, Carlingford</b>	75,000	75,000	0	Scope of works finalised. Quotations invited closing 22 Jan 2018. Works scheduled for completion by Dec 2018.	City Assets & Environment
<b>Asbestos Remediation Works Program</b>	2,000,000	2,000,000	0	Project involves various forms of agreed remediation measures to address & manage asbestos within the soil at park sites contaminated by James Hardie Industries. Specialist consultants' reports & recommendations are being implemented in stages in close consultation with the EPA, Safework & NSW Health. 7 park sites plus Arthur St Granville footpaths involved. Quotations invited for P H Jeffery Reserve playing fields rebuild/capping closing 31 Jan.	City Assets & Environment



Project	2017/18 Original budget	December Quarter	Full Year Variance	Comment	Business Unit
Tree Offset Program	0	20,000	20,000	Minor capital works or asset purchase	City Assets & Environment
Boronia Park Building Amenities Upgrade	0	668,522	668,522	Construction of an amenities building to be used for storage space in Boronia Park which includes demolition of the existing storage space. Designs are being made to consider current and alternative options.	City Assets & Environment
Murray Farm Reserve Park Improvements	0	120,509	120,509	Currently finishing the construction of footpath and other proposed improvements in continuation with the works from 2016/17 financial year. Scheduled for completion by late March 2018.	City Assets & Environment
Walking Track Construction	130,000	170,000	40,000	Track improvements completed for Ponds Creek, Quarry Branch Creek, Lake Parramatta Reserve & Russell Walker Track North Rocks. Remaining works on schedule for Toongabbie Creek, Darling Mills Creek, Beecroft Reserve & Terry's Creek.	City Assets & Environment
Restoration of Natural Areas	720,000	720,000	0	Contractors engaged to undertake the bush regeneration in Toongabbie, Quarry Branch and Ponds Creek Catchments. Works proceeding to schedule.	City Assets & Environment
Waterways Restoration	560,000	560,000	0	Contractors engaged to undertake the bush regeneration in Toongabbie, Quarry Branch and Ponds Creek Catchments & rock armouring & erosion control at Cowells Lane Reserve Ermington.	City Assets & Environment
Nursery Management for Bushland Plants & Landscaping Works	170,000	170,000	0	Project involves provision of native plants from council's plant nursery for use within various annual bushland reserves by contractors & volunteers.	City Assets & Environment

Project	2017/18 Original budget	December Quarter	Full Year Variance	Comment	Business Unit
<b>Sustainable Water Program</b>	80,000	80,000	0	Upgraded bathroom amenities at Epping Aquatic Centre. Installation of sprinklers and rainwater tank at Barton Park. Installation of remote irrigation controllers at ten parks.	City Assets & Environment
<b>Installation of Rooftop Solar Panels on City Assets Program</b>	100,000	100,000	(0)	Feasibility study completed and installation to commence in February across five council assets including libraries and community centres.	City Assets & Environment
<b>Kerb &amp; Gutter Renewal Program</b>	1,408,754	1,224,487	(184,266)	Completed 15 out of 27 projects, examples include Pemberton Lane, Rosehill (from Morton St to Pemberton St), Reuben Street, Winston Hills (from Rebecca Parade to Goliath Ave), Ford Street, Old Toongabbie (from Lennox Street to Binalong Road).	City Assets & Environment
<b>Footpaths Construction Program</b>	1,765,000	1,765,000	0	A total of 18 projects (totalling 4,509m, plus 39 kerb ramps) out of 37 projects completed, examples include Sandringham Drive, Carlingford (from Felton Road to Westminster Ave South), Brelogail Street, Northmead (entire length), Hillman Ave, Rydalmere (loop around Pine Street)	City Assets & Environment
<b>Roads Renewal Program</b>	6,176,455	6,175,000	(1,455)	Completed 28 projects, examples include Adderton Rd, Telopea (from Manson St to Leamington Rd), Dickens St, Winston Hills (entire length), Hill Rd, Rosehill (from Pondage Link to Haslam's Creek Bridge).	City Assets & Environment
<b>Bridge assets - safety upgrades</b>	150,000	150,000	0	Minor urgent repairs undertaken at Moxhams Rd bridge. Structural engineer to be engaged for Level 3 (detailed structural) inspection and investigation for Haslam's Creek bridge.	City Assets & Environment

Project	2017/18 Original budget	December Quarter	Full Year Variance	Comment	Business Unit
Bridge Upgrades & Renewal Program	250,000	250,000	0	Contracts awarded for replacement of 2 pedestrian bridges at Ponds Creek Reserve and Upjohn Park. Contracts awarded for replacement of bridge decking at Hunts Creek bridge and handrails at Oakes Rd bridge.	City Assets & Environment
Additional Roads, Kerb & Gutter Maintenance	3,800,160	3,800,000	(160)	Completed 12 projects, examples include Epping Ave, Eastwood (from Lakeside Rd to Wingate Ave), Vignes St, Dundas (from Kissing Point Rd to Cleal St), Perry St, North Rocks (from Randal Crescent to Williams Rd).	City Assets & Environment
Supply and Installation of Street Furniture	150,000	150,000	0	Ordered 20 bin enclosures for future replacement of old bin enclosures in Epping.	City Assets & Environment
Civil Construction Program	400,000	400,000	0	Completed construction of retaining wall at the rear of 12 Ferndale Close, Carlingford to control embankment erosion. Completed driveway crossing at All Saints Church (part of termination agreement).	City Assets & Environment
Roads to Recovery Program	1,441,608	1,441,608	0	Completed 1 project at Spurway St (from Kissing Point Rd to Dorothy St), Dundas. Six (6) projects in progress.	City Assets & Environment
Robotic Equipment to Assist with Surveying	32,817	32,817	0	Survey equipment hire for fixed term.	City Assets & Environment
Footpath Renewal Program	1,600,000	1,600,000	0	A total of 27 projects (totalling 3,985m, plus 67 kerb ramps ) out of 36 projects completed, examples include Asquith St, Silverwater (from Melton St North to Stubbs St), Midson Rd, Eastwood (from Boronia St to Chelmsford Ave), Victoria Rd, Ermington (from Kissing Point Rd to Marsden Rd).	City Assets & Environment

Project	2017/18 Original budget	December Quarter	Full Year Variance	Comment	Business Unit
Stormwater Drainage Renewal Program	4,400,000	4,400,000	0	Peter Parade Levee reconstruction in progress, drilling for piles approximately 30% complete. Calder Road, Rydalmere major stormwater repair project significantly progressed.	City Assets & Environment
Hills Area Road Renewal Works	1,290,000	1,290,000	0	Completed roadworks at Baker St, Carlingford (from Felton Rd to Jenkins Rd).	City Assets & Environment
Public Domain Lighting	100,000	100,000	0	Lighting infill at various locations to improve public lighting.	City Assets & Environment
Drainage Improvements in Growth Areas S94A Program	150,000	150,000	0	Design in progress for drainage improvement works at Good Street, Harris Park.	City Assets & Environment
Flood Mitigation Program	350,000	350,000	0	Completed local flooding improvement works at 6 Bennetts Rd West, Dundas and 59 Bogalara Rd, Toongabbie.	City Assets & Environment
Drainage Construction Program	600,000	600,000	0	Completed drainage upgrade at 58 Lower Mount Street, Wentworthville.	City Assets & Environment
Improving Water Quality in Parramatta Waterways	400,000	400,000	0	Investigation in progress for locations of proposed new water quality improvement devices. Project to commence in quarter 3.	City Assets & Environment
Protecting Dams Capital Works Program	270,000	270,000	0	Completed Dam Safety Emergency Plans (DSEP's) for Lake Parramatta Reserve Dam and McCoy Park Detention Basin.	City Assets & Environment
Major Drainage Construction at Lyndelle Place, Carlingford	700,000	250,000	(450,000)	Design to be finalised by February 2018 followed by resident consultation and tender procurement process. Anticipated construction of Stage 1 works to commence by June 2018.	City Assets & Environment

Project	2017/18 Original budget	December Quarter	Full Year Variance	Comment	Business Unit
Hills Area Drainage Renewal Works	963,092	150,000	(813,092)	These are large trunk drainage projects requiring more detailed investigation and design to recommend the most appropriate solution. Design work to continue in 2017/18 with construction to commence in 2018/19 FY.	City Assets & Environment
Barrack Lane Shared Zone Construction	150,000	150,000	0	A design has been undertaken. Council is currently undertaking an Aboriginal Heritage Study. Council is also working with Parramatta Light Rail and the Department of Education to coordinate construction and design matters.	Development & Traffic Services
Active Transport Program	2,310,171	2,310,171	0	Council is reconstructing 3 traffic signals this financial year so that they 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 this financial year 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 4 local roads (Alfred Street, Harris Park; Coffey Street, Ermington; Keeler Street, Carlingford; and Sutherland Road, North Parramatta). These 4 projects are in the design and consultation phase.	Development & Traffic Services
Australian Government Black Spot Program	1,000,000	1,000,000	0	Community Consultation will be undertaken in the first quarter of 2018. Structural design of the culvert under Cowper Street and the Parkes Street footpath is currently being undertaken	Development & Traffic Services

Project	2017/18 Original budget	December Quarter	Full Year Variance	Comment	Business Unit
Former Hills Area Traffic Improvements	1,252,189	125,000	(1,127,189)	Council approved the use of part of the transferred fund to undertake the detail designs and cost estimate of the proposed road safety works in North Rocks Road near Alkira Road, Carlingford. The allocation of funding for other projects are deferred until 2018/19 the cost estimate is available for North Rocks Rd / Alkira Rd project.	Development & Traffic Services



# OPERATING PROJECTS

Project	2017/18 Original budget	December Quarter	Full Year Variance	Comment	Business Unit
NCIF - Domestic Waste	89,000	89,000	0	The new domestic waste collection contract with Suez has commenced in November 2017.	City Assets & Environment
Contaminated Land Management in Public Parks and Land	500,000	553,936	53,936	Project involves contaminated land investigation &/or remediation works at George Kendall Riverside Park Ermington; Rangihou Reserve; Hassall St Rosehill; & McCoy Park.	City Assets & Environment
SCF Terrys Creek Rehabilitation - Maintenance	100,000	100,000	0	Scope of works finalised. Documentation being prepared for consultation & to invite quotations. Works scheduled for completion by April 2019.	City Assets & Environment
Bushland Resources Management	651,065	700,000	48,935	Contractors engaged for Lake Parramatta Reserve bush regeneration, Darling Mills bush regeneration and maintaining Asset Protection Zone areas adjoining private properties in consultation with Rural Fire Services.	City Assets & Environment
Protection of Aboriginal Heritage & Cultural Sites	30,000	30,000	0	Project involves the protection of identified Aboriginal cultural sites within several bushland reserves in close consultation with Council's ATSI Advisory Committee.	City Assets & Environment
Waterways Litter Removal	85,000	85,000	0	Project involves regular maintenance of seven floating litter booms located on the following creeks: Toongabbie, Darling Mills, Ponds/Subiaco & Greystanes. Manual reactive litter pick-ups are also undertaken after rain and in response to service requests including Parramatta River, Toongabbie Creek, A'Beckett's Creek & Duck Creek.	City Assets & Environment

Project	2017/18 Original budget	December Quarter	Full Year Variance	Comment	Business Unit
Waterways and Bushland Rehabilitation Fauna Study	75,000	75,000	0	Consultant engaged to undertake study on endangered Dural Land Snail. Planning arranged to invite quotations for consultants to review weed mapping for bushland reserves to incorporate additional assets following council amalgamations	City Assets & Environment
Threatened Species Management	50,000	50,000	0	Project aims to protect wildlife habitats and endangered communities by controlling feral animals (foxes, rabbits) and providing enhanced habitat for native fauna. Successful fox removal implemented for several problem sites following complaints from residents.	City Assets & Environment
Parra River Catchment Group Management	275,639	347,070	71,431	Council is currently at member & host organisation for the Parramatta River Catchment Group which comprises other local councils & NSW Government departments & agencies with at common interest in managing the river. Project is fully funded by the PRCG pool of funds for the administration & 2 part time staff.	City Assets & Environment
PRCG Landcare Coordinator Grant	49,594	53,527	3,933	Project is fully funded by a Landcare Grant awarded to the Parramatta River Catchment Group which is hosted by Council. Project employs one-part time project officer. Project is generally on schedule.	City Assets & Environment
LLS Loyalty Road Dam	50,000	50,009	9	Project completed & fully funded through grant from Greater Sydney Local Land Services. Work involved bushland regeneration & weed control adjoining Loyalty Dam North Rocks.	City Assets & Environment

Project	2017/18 Original budget	December Quarter	Full Year Variance	Comment	Business Unit
Environmental Education Program to Encourage Sustainability	60,000	61,500	1,500	The Get Into Nature program continues to offer community opportunity to learn about and experience the natural environment. Our native stingless bee program continued with a workshop on hive splitting. We involved schools in a stormwater education program. Community sustainability champions attended social media training.	City Assets & Environment
Better Waste and Recycling Program	450,000	450,000	0	Council has joined the Responsible Cafes program to promote reusable coffee cups instead of disposable.	City Assets & Environment
Parramatta River Flood Study	529,526	529,526	0	Project progressing well with significant additional survey work added to the scope. Project scheduled for completion in Dec 2019.	City Assets & Environment

# 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: \$25,236,000  
*Original Operating Budget: \$23,195,000*

Revised Capital Expenditure: \$27,051,000  
*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	Engagement	Cultural Events
 <p>Increasing trend in community engagement through Our City Your Say membership</p>	 <p>Increasing trend in community engagement through additional survey items</p>	 <p>Increased attendance, increased satisfaction with Riverside Theatre programs and shows</p>
+ 200 Members	3,217 Survey or consultation responses	7%
 <p><b>TARGET MET:</b> Yes</p>	 <p><b>TARGET MET:</b> N/A 2017/18 is being used as a baseline</p>	 <p><b>TARGET MET:</b> Yes</p>
<p>The goal is to increase community engagement in Council's decision making process</p> <p>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.</p>	<p>The goal is to increase community engagement in Council's decision making process</p> <p>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.</p>	<p>The goal is to increase participation in Council's cultural events, festivals, and activities</p> <p>If we can increase the participation, we generate more community and social benefit, and grow the economy</p>



## Cultural Events



Increased attendance, increased satisfaction with Council's major events

9.08 out of 10



**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 SERVICES

Services Delivered	Community Outcome	Comment	Business Unit
<b>Economic Development</b>	Jobs growth and inward investment	<p>In July Council adopted the City of Parramatta Economic Development Plan 2017-21. Built on significant external engagement, the plan focuses on growing jobs in the local area, improving the vibrancy of the city, supporting small business through programs and events and attracting investment into the City.</p> <p>The Economic Development team began discussions with potential small bar operators to attract their businesses to Parramatta. The City's Night Time Economy Discussion Paper, which proposes ideas to develop the City's future Night Time Economy Strategy, was on exhibition through October.</p> <p>The Economic Development Plan 2017-2021 is continuing to be implemented. Further work has been done to improve economic indicators and business surveying to track the performance of the economy and the implementation of the Plan.</p> <p>Over the 12-month period July 2016 - June 2017 the City of Parramatta LGA has added 3,600 new jobs, GDP growth has averaged 3.1% (compared to 1.8% for Australia), and maintained a very low unemployment rate of 3.6% in the City of Parramatta compared with 5.6% for Australia. Business confidence is also very high with the majority of local business optimistic about the next 12 months with many planning to expand.</p>	City Economy

Services Delivered	Community Outcome	Comment	Business Unit
Strategic Partnerships	Partnerships that support the delivery of our vision and priorities	<p>A Memorandum of Understanding with the University of New England (UNE) will ensure both parties continue working together in connecting higher education with jobs, opportunity and investment in Parramatta and the Western Sydney Region.</p> <p>A new MOU with Western Sydney University (WSU) aims to advance a shared vision through collaborative programs, research and projects across the areas of digital innovation, a productive economy and a liveable city.</p> <p>Council Officers participated in ongoing partnership working group meetings with SOPA, the Parramatta Eels, the University of New England (UNE), and WSU.</p> <p>In partnership with the Centre for Tall Buildings and Urban Habitat's International Conference and the Australian Institute of Landscape Designers, the City of Parramatta welcomed both domestic and international visitors at satellite events hosted in the City of Parramatta.</p> <p>A new partnership with Bicycle NSW provided a valuable opportunity to promote the opening of the Parramatta Valley Cycleway to a new target audience.</p> <p>The ongoing partnership with the GWS Giants provided an opportunity to enhance Council's Girl's in Sport event by utilising the state of the art facilities at Netball Central and the GWS Giants training facility at Sydney Olympic Park.</p>	City Economy

Services Delivered	Community Outcome	Comment	Business Unit
Marketing the City	Improved perceptions, investment and increased visits and tourism	<p>Council conducted perception tracking research in the first quarter 2017 - tracking perceptions of Parramatta from people across Sydney, through online surveys, focus groups and in-depth interviews. Perception has 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> <p>Consultation and research conducted by City of Parramatta (CoP) states that the most effective way to improve perceptions and attract investment in the Local Government Area (LGA) is to encourage people to visit, and that's exactly what council continues to do.</p> <p>An umbrella campaign was created this first half, under the heading "Our Sense of Summer". The campaign includes multiple online and offline elements and seeks to market the City to improve perceptions, attract investment, and increase visits and tourism.</p>	City Identity

Services Delivered	Community Outcome	Comment	Business Unit
<b>Digital Communications</b>	Effective communication methods and technology to share information and provide services and convenient ways to connect with Council	<p>The Community Archives collection is being digitised into Council's collection database. This is extensive project is underway with 50% of the collection accessioned. This project is due to complete by Q4 2017/18.</p> <p>The World War One research project on the Cumberland Argus list of 1500 Parramatta service men and women is near completion and is consistently updated and on display to the public through the World War One touch table currently located at the Parramatta Heritage &amp; Visitor Information Centre. This project will be completed by Q4.</p> <p>Ongoing enhancements to various websites continued throughout this first half. Council engaged with Community members to gain further insights into how they use the website, what they would like done differently, how they prefer to receive their information etc. Post the feedback sessions, we have commenced the implementation of some website improvements aimed at resolving some high priority needs of the Community.</p>	City Identity

Services Delivered	Community Outcome	Comment	Business Unit
Provides Research, Consultation & Engagement	Provides an opportunity for the community to participate in Council's decision-making process and for Council to obtain accurate information and community insights – which in turn improve the design of Council's policies and programs.	<p>Council continually seeks feedback and input from the community to ensure the right services are provided to meet community expectations.</p> <p>This quarter 460 people responded to the Community Strategic Plan survey and 3058 users responded to the library data base Library Satisfaction Survey.</p> <p>Longitudinal perception research confirmed that perceptions of safety in Parramatta are a lingering concern.</p> <p>The annual Community Satisfaction study revealed a high level of community satisfaction with Council. Overall the results are very positive, with improvements across the board since the 2016 survey for the City of Parramatta LGA. Nearly 8 out of ten respondents were either 'satisfied' or 'very satisfied' with Council, compared to 6 in 10 (59%) in the 2016 survey and 7 in 10 (71%) business owners in the LGA are satisfied or very satisfied with Council in 2017 compared to 6 in 10 (60%) in 2016.</p> <p>Continuous engagement with the Community remains an ongoing priority for Council, with over 80 research, consultation and engagement projects delivered in the current calendar year. In quarter two, Council provided an opportunity for the community to participate in the decision making process on several key projects.</p> <p>Council continued efforts to build participation in the online panel 'Our City, Your Say' with the recruitment drive generating 200+ participants expressing their interest in actively participating in the panel on an ongoing basis.</p>	City Identity



Services Delivered	Community Outcome	Comment	Business Unit
Arts & Culture program development and delivery	Community is proud of opportunities to experience arts and culture	<p>During Q2 the Parramatta Artists' Studios worked in collaboration with Council's Major Events team to realise five art commissions as part of the 2017 Parramatta Lanes Festival. During the 2017 Lanes Festival the Artists' Studios welcomed 4,000 visitors for their four-night Lanes Festival Open House.</p> <p>In November 2017 the Studios farewelled the 2017 studio residents and announced the successful 2018 studio residencies. Demand for Artist Studio residencies continues to be high with demand greatly exceeding available space within the residency program.</p> <p>In line with increasing access to arts and cultural spaces, Council assisted in brokering a space in North Parramatta as a permanent home for Western Sydney based literary organisation WestWords which opened in late November 2017.</p> <p>Live music continues to grow with a number of local restaurants regularly offering live music in their venues.</p>	City Experience

Services Delivered	Community Outcome	Comment	Business Unit
Events & Festivals	Opportunity for the community to participate, celebrate and commemorate heritage and culture	<p>A member of Council's Major Events team was recognised as a finalist in the category of 'Event Producer of the Year' for the 2016 Parramatta Lanes Festival in the national Australian Special Events Awards.</p> <p>Support for externally delivered established and new community events was delivered through Council's Community Events grants program and in-kind logistical support through Council's Major Events team.</p> <p>The Community Events grant program has attracted two new large scale community events - Fiji Day and the Little India Curry Festival both delivered in October 2017.</p> <p>Due to the current global environment public safety and risk management continue to be a high priority focus area for Council's major events team.</p> <p>During Q2 2017/18 Council delivered the 2017 Parramatta Lanes Festival, the Loy Krathong Thai Water Festival, Grandparents Day 2017, the Christmas in Parramatta family concert and the City of Parramatta New Year's Eve event. Event attendance for the period totalled 193,000 representing an 10% increase on attendance for the same period in 2016/17 (175,000).</p> <p>Year to date City of Parramatta event and festival attendance totalled 311,000. During Q1 and Q2 highlights of the annual civic events program including City of Parramatta Oath event for incoming City of Parramatta Councillors, a number of City of Parramatta Australian Citizenship ceremonies and the annual Lebanese Flag Raising event to mark Lebanese Independence Day.</p> <p>Additionally, The 2017 Lord Mayor's Senior's Christmas Party and the Christmas cocktail reception were a success.</p>	City Experience

Services Delivered	Community Outcome	Comment	Business Unit
<b>Visitor Services and Tourism Development</b>	Tourism contributes to the local economy and perception is of Parramatta being a place where people want to visit	<p>In consultation with tourism industry stakeholders, businesses, tourism operators and strategic partners, new and existing tours were conducted this first half.</p> <p>The City of Parramatta Destination Management Plan is underway and due to be finalised by June 2018.</p>	City Experience
<b>Cultural Heritage</b>	Share and celebrate our Cultural and Heritage stories.	<p>Interpretation panels showcasing the story of the Lennox Bridge and celebrating the archaeology discovered during the contemporary bridge portals, designed to empower locals and visitors to learn more and embrace the contemporary and historic stories of the site, will be installed in the Lennox Bridge by the end of Q3 2017/18.</p> <p>Council is reviewing the existing archaeology collection of Council and will provide online open access for Council's cultural collections. This will create a standard for defining the purpose and database criteria for all archaeological artefacts into the future.</p> <p>The Archives, Research &amp; Collections team continue to research and update the Research Services website, In the first half of this year there were nearly 150,000 social media interactions across Council's Research Services digital platforms.</p> <p>Draft City of Parramatta Heritage Interpretation Guidelines have been developed. In early 2018 stakeholder consultation will commence for the development of a new City of Parramatta heritage policy and strategy.</p>	City Experience
<b>Management of Property Development portfolio</b>	Maximise financial returns on Council's development assets to reinvest in community services and facilities	The Property Development Group continues to look at the needs of the community to maximise the benefits of our development and investment opportunities. A Business Case has been prepared providing options for an aquatic leisure centre, and Council has completed its preferred design for the Public Domain which is now being integrated within the Parramatta Square development.	Property Development

Services Delivered	Community Outcome	Comment	Business Unit
<b>Management and delivery of the Parramatta Square development</b>	New civic buildings, community facilities and public domain to create a civic centre for the City	Significant actions to note this quarter: 3 Parramatta Square - Council resolved to proceed with the sale of the land to Walker Corporation for \$47.3 million. 5 Parramatta Square - Council resolved to write to the Department of Planning and Greater Sydney Commission to review the overshadowing policy, noting that Council does not support the zero shadow policy (preferring to allow a sliding 45-minute shadow in winter). Council has also requested a workshop be held on this matter. 8 Parramatta Square - Council resolved to provide Walker Corporation the option to develop a combined 6 & 8 Parramatta Square commercial offering in place of the 8 Parramatta Square residential tower.	Property Development
<b>Development of asset strategy and policy for the long-term management of community assets</b>	Sustainably managed transport (roads, bridges, pathways), drainage, open space and building assets to meet community needs	Our Asset Management Policy was reviewed. The Asset Management Strategy is also under review and this will continue in early 2018 following further evolution of the Community Strategic Plan.	Asset Strategy & Property Management
<b>Develop building asset plan and program of works</b>	Fit for purpose buildings in a location and condition to meet community needs	5 year costed renewal programs have been prepared, with work in this area continuing in 2018. The plan remains dependent on the completion of the audit of new assets, finalisation of the Asset Management Strategy, Community Strategic Plan, community facilities, open space and recreation studies.	Asset Strategy & Property Management
<b>Space and tenant management of Council land &amp; building</b>	Council building and space available for use by the community is properly managed.	Council's Property Portfolio is continuing to be assessed as required under the Property Lease and Licence Policy. Assessments will consider the evolving Community Strategic Plan, community facilities, open space and recreation studies.	Asset Strategy & Property Management
<b>Assessment of proposals to use Council land for Outdoor Dining</b>	High quality design and appropriate allocation, creating attractive, safe and vibrant public spaces to support urban life and local economic activity	Outdoor Dining applications and approvals are continuing to be assessed and managed as required, under Council's Outdoor Dining Policy	Asset Strategy & Property Management

Services Delivered	Community Outcome	Comment	Business Unit
Provision of statutory property service such as land acquisition, classification & easements on Council land	Efficient use of Council land to facilitate the sustainable growth of the City.	Statutory advice and services are continuing to be provided to a range of business units to facilitate outcomes for Council and the community.	Asset Strategy & Property Management

# COUNCIL'S PERFORMANCE MONITORING

## ACTIONS

Action	Community Outcome	Comment	Business Unit
<b>Undertake comprehensive Community Engagement to support the preparation of a new Community Strategic Plan</b>	Ensure that the community are aware of and have the opportunity to participate and contribute to the development of Council's long-term strategic plan	The next phase of engagement with Community and Stakeholders has been completed which included: 7 community pop-ups across the LGA attended by 500 residents, an online survey completed by 1,168 community members and a Stakeholder Workshop held on November 15 attended by 80 participants.	City Engagement
<b>Implement a Community Engagement Strategy</b>	Provides the community with a clear understanding of how Council will engage and involve them in the decision-making process and set a high standard of practice for staff to ensure good engagement is undertaken.	<p>Key engagement activities have included community and stakeholder engagement regarding the draft Community Strategic Plan and Delivery Program, Phase 2 of community engagement regarding the development of a new aquatic centre, engagement regarding Robin Thomas Reserve Masterplan and engagement regarding the programming for 5 Parramatta Square.</p> <p>More than 1,700 people provided feedback on the draft Community Strategic Plan and more than 1,800 people provided feedback on the proposed plans for the new aquatic centre, a pop-up session was held at Robin Thomas Reserve on December 2 and a community workshop was held on December 9 regarding 5 Parramatta Square.</p>	City Engagement
<b>Implement priority actions of the Economic Development Plan</b>	Facilitate more jobs in the LGA for Parramatta residents and attract investment	Actions from the Economic Development Plan are now being implemented - including developing the night time economy strategy and delivering programs to assist small businesses, and ongoing support for the Parramatta Skills Exchange, with the first students graduating from the program. Council also commissioned the first stage of an economic feasibility study for an innovation hub in Parramatta.	City Economy



Action	Community Outcome	Comment	Business Unit
<b>Work with the NSW Government and stakeholders to establish a new world-class Museum in Parramatta.</b>	A world-class museum in Parramatta.	<p>City of Parramatta Council and the NSW Government signed a Heads of Agreement (or contract) for Council's Riverbank site and to create a new cultural precinct. The precinct will include the Museum of Applied Arts and Sciences (MAAS), an enlarged and enhanced Riverside Theatres and a new pedestrian bridge across the River. All of which will be underpinned by \$40 million to deliver Council's 2017-2021 Cultural Plan.</p> <p>Under the Agreement, the NSW Government will build a new world class, flagship Museum of Applied Arts and Sciences (Powerhouse) by the Parramatta River. The new Museum will be built on the Riverbank site and is anticipated to open in 2022. Council has used the Agreement to leverage proceeds of its land sale to fund the construction of an enlarged and upgraded Riverside Theatres on the current theatre site.</p>	City Experience
<b>Implement priority actions from Cultural Plan</b>	Increased access to Arts & Cultural opportunities and realisation of the positive social and economic contribution of Arts and Culture	<p>Year 1 actions in the Cultural Plan are currently being currently being mapped, prioritised, and incorporated into team business plans to align projects and outcomes with the goals and actions in the cultural plan.</p> <p>During the first half of 2017/18 a number of projects have delivered against key Year 1 actions of the plan.</p>	City Experience
<b>Establish a Satellite Artist Studio (Stronger Communities Fund) by investigating accessible locations and leasing options</b>	Enhanced opportunities to access studio space. Increased opportunities for local artists to develop and network	A site for the Parramatta Artist Studios satellite project has been secured at Rydalmere. Minor alterations and studio fit-out has commenced with the satellite artist's studio residency program is to be launched in March 2018.	City Experience

Action	Community Outcome	Comment	Business Unit
<b>Strategic planning for Cultural and Facilities and experiences in 5 Parramatta Square.</b>	5 Parramatta Square reflects the community aspirations.	A cross functional project lead team has been established to coordinate the business planning process, inform the design development and develop an integrated, user focused operating model for the Public Domain and 5 Parramatta Square (5PS). This team has issued a brief to engage external expertise to assist in the business planning and user experience development. Options for operating models and user experiences will be developed in the next quarter through this business planning process. Simultaneously, the business planning process will inform the progression of design development for the physical asset of 5 PS. During Q2 Council appointed Meld Studios to assist with developing the future visitor experience model to inform the service delivery and functional brief for 5 Parramatta Square. Consultation to inform the visitor experience model has included Council's frontline service delivery teams who will in future deliver services from 5 Parramatta Square as well as members of the 5 Parramatta Square Citizen's Jury. A draft visitor experience model will be finalised by March 2018 to assist the architects on finalising the internal functionality and facilities to be delivered within 5 Parramatta Square.	Property Development
<b>Implement the recommendations from Property internal audit.</b>	Improved community confidence in the transparency and accountability of Council's property development activities.	Work is underway to implement the recommendations from the internal Audit of the Parramatta Square Project. The following key actions have been implemented: 1. Review underway of purchase orders raised for suppliers involved in the Parramatta Square project. 2. Revised training program launched to PDG staff for procurement. 3. PDG Team has strengthened its numbers to ensure a cohesive and experienced approach to develop Parramatta Square. 4. Roles and responsibilities of the PDG team are defined / documented. 5. Revised Property Development and Investment Policy adopted by Council in line with recommendations from Procure Group and Dawson James. Work is underway to formalise legal budgets for various projects.	Property Development

Action	Community Outcome	Comment	Business Unit
Undertaking analysis and modelling to support the preparation of a new asset management policy, strategy and plan, including asset evaluation, condition assessment and five-year capital renewal program.	Community assets are well managed and maintained to meet the community's expectations and to support Council's operations and local services.	Analysis and modelling of Council's assets are continuing in 2018 with the preparation of the draft Asset Management Strategy and Management Plans. Finalisation will also be dependent on stakeholder consultation in early 2018.	Asset Strategy & Property Management

# COUNCIL'S PERFORMANCE MEASURES AND INDICATORS

Measure	Target	Quarter 2	Comment	Business Unit
<b>Satisfaction with Council's community engagement activities</b>	Improved satisfaction on previous survey results	Annual survey reported in Q1	<p>Target met.</p> <p>In the Council-managed Community Satisfaction Survey was conducted between July to August 2017, nearly 8 in 10 residents and have said they are satisfied or very satisfied with Council services overall, compared to 6 in 10 (59%) in 2016. 7 in 10 (71%) business owners in the LGA are satisfied or very satisfied with Council in 2017 compared to 6 in 10 (60%) in 2016.</p>	City Engagement
<b>Participation levels in community engagement activities</b>	Increase 'Our City Your Say' (OCYS) participation to 3% of total LGA population	+200	<p>On track to meet target. The number of registered panel members has grown from 8,500 to 8,700 as of 31st Dec 2017. Promotional activities to raise awareness of the panel continue including targeted social media referral programs, engagement at pop-up kiosks and cross promotion at major events.</p>	City Engagement
<b>Perceptions on City of Parramatta LGA</b>	Improved perceptions against previous survey results	Annual survey reported in Q1	<p>Annual Perception tracking research was completed on time in July 2017. Perceptions have remained mostly consistent.</p>	City Engagement
<b>Net job growth in City of Parramatta LGA</b>	Job growth based on previous available data	+3,600	<p>Target met.</p> <p>Economic indicators over the past 12 months from July 2016 - June 2017 include: 3,600 new jobs, GDP growth of 3.1% p.a. (compared to 1.8% for Australia), An unemployment rate of 3.6% compared to 5.6% for Australia, and 2,125 new businesses created in the last 12 months. (Source: ABS, Department of Employment and National Institute of Economic and Industry Research).</p>	City Economy

Measure	Target	Quarter 2	Comment	Business Unit
<b>Investment in the City</b>	Investment growth on previous available data	+2,125	<p>Target met.</p> <p>Business growth has been very strong with 2,125 new businesses created over the period July 2016 - June 2017. The investment pipeline over the period September 2016 - September 2017 has also been very strong. There has been a 62.9% increase in building approvals value with a growing proportion of which is non-residential development. (Source: Australian Bureau of Statistics, Building Approvals, Australia, Cat. 8731, September 2017)</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	+10% attendance +0.7 satisfaction rating	<p>Target met.</p> <p>During Q2 2017/18 event attendance for the period totalled 193,000 representing an 10% increase on attendance for the same period in 2016/17 (175,000). The October to December quarter is the busiest event period with four large-scale events delivered within the annual events and festival program. Customer satisfaction remained high across all events with an average of 8.2 out of a possible 10, exceeding the baseline minimum customer satisfaction rating of 7.5 out of 10. For particular note, the 2017 Parramatta Lanes Festival delivered an audience reach of 1.6 million across all media channels and 191,000 direct engagements across social media platforms Facebook, Instagram and Twitter. Economic impact will be reported annually in June 2018.</p>	City Experience
<b>Cultural &amp; Heritage services and experience programs</b>	Increase program attendance and satisfaction based on 2016/17 benchmark	Not available	<p>Increase not determined.</p> <p>The Cultural Heritage &amp; Tourism team delivered a range of cultural programs, tours, public education and engagement activities this first half.</p>	City Experience

Measure	Target	Quarter 2	Comment	Business Unit
<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	Not available	<p>Increase not determined.</p> <p>During the first half of this year the Parramatta Artists' Studios worked in collaboration with Council's Major Events team to deliver a wide range of cultural spaces and experiences.</p>	City Experience
<b>Risk Management of Property development portfolio</b>	Risks are reviewed and a risk register updated monthly	Not available	<p>Target not met.</p> <p>Risk register reviewed and updated to manage risks associated with projects aligned to Parramatta Square. Monthly meetings to manage risks associated with property development to recommence in February 2018.</p>	Property Development Group
<b>Governance on property development activities</b>	Monthly reports to Council	100%	<p>Target met.</p> <p>A Council Significant Property Projects Committee has been re-established and Councillors appointed to the Committee. The Committee meets monthly to discuss the various major and significant property projects for the City of Parramatta. Monthly project reporting has recommenced.</p>	Property Development Group
<b>Effectiveness of Asset Management</b>	Council asset infrastructure are maintained in 'satisfactory' condition	Not available	<p>Target not yet measured.</p> <p>Asset modelling and consultation is continuing in 2018 with the development of Levels of Service for the various asset classes.</p>	Asset Strategy & Property Management
<b>Preparation of Asset Management Strategy, Policy, Plans</b>	Adopted by Council in June 2018	Not available	<p>On track to achieve target</p> <p>Final Strategy and Plans are continuing to be developed, including stakeholder consultation for endorsement by June 2018.</p>	Asset Strategy & Property Management



# CAPITAL PROJECTS

Project	2017/18 Original budget	December Quarter	Full Year Variance	Comment	Business Unit
SCF Parramatta Artist Studio Satellite Studios Fit Out	114,000	114,000	0	The satellite Artists Studio fit out will commence in quarter 3 with the studio to commence operations in quarter 4.	City Experience
Governor Phillip Commemorative Public Art Project	150,000	149,475	(525)	The artist commissioned to deliver the Arthur Phillip commemorative artwork on the river foreshore has commenced the design development of the digital component of the artwork. The project overall is delayed due to unconfirmed timeframes for the upgrade of the Parramatta Quay ferry wharf which will impact the finalisation of the artwork's location at the Quay precinct and the delivery of this public art project.	City Experience
Public Art Project	40,756	40,756	0	Council is working with the Biennale of Sydney on a potential temporary public art project by an international artist to be presented in the City of Parramatta in March/April 2018.	City Experience
Heritage Centre Building Renewal Works	50,000	50,000	0	No works were undertaken during Q1 and Q2. For Q3 and Q4 related works are programmed together with planned works under 110120 Heritage Centre Core Exhibition renovations.	City Experience

Project	2017/18 Original budget	December Quarter	Full Year Variance	Comment	Business Unit
Heritage Centre Core Exhibition Renovations	29,250	10,000	(19,250)	There were no exhibition renovations undertaken during quarters 1 and 2. During Q3 and Q4 a number of displays will be mounted to acknowledge significant local anniversaries including the NSW Lancers 125th anniversary, Parramatta Park's 160th anniversary, the bicentenary of the Female Factory as well as displays to support the 2018 Heritage Festival, ANZAC Day, and the completion of the Lennox Bridge heritage interpretation project.	City Experience
Lennox Bridge Carpark Development	237,932	256,143	18,211	The developer is currently seeking an additional three levels of residential floor space. To be considered by Council. Excavation and shoring works are underway.	Property Development Group Projects
Riverbank Development	737,111	701,592	(35,519)	Council and the New South Wales State Government have signed an option agreement for the development of a future Museum of Applied Arts and Science Centre to be located at Parramatta.	Property Development Group Projects
40-48 Cowper Street, Granville	10,000	10,000	0	Minor capital works or asset purchase	Property Development Group Projects
189 Macquarie Street, Parramatta	371,132	581,923	210,791	The Land and Environment Court handed down judgement for this site in November 2017, the outcome of which is currently subject to negotiation and mediation between Council and the developer, Toplace	Property Development Group Projects

Project	2017/18 Original budget	December Quarter	Full Year Variance	Comment	Business Unit
8 Parramatta Square Development	833,084	1,196,502	363,418	Council approved a change of use option to the developer from residential to commercial, with a potential increase in 10,000 jobs with a significant economic uplift to the City of Parramatta.	Property Development Group Projects
Parramatta Square Public Domain Development	11,011,360	1,224,908	(9,786,452)	Council is working towards a development application to be submitted in February 2018 and incorporating the 6 & 8 Parramatta Square revised scheme into the public domain reference design.	Property Development Group Projects
3 Parramatta Square Development	1,218,815	1,271,026	52,211	The developer, Walker Corporation have engaged Built as principle contractor on the 3 Parramatta Square site. Construction is expected to commence in May 2018.	Property Development Group Projects
4 & 6 Parramatta Square Development	986,260	1,658,063	671,803	The developer, Walker Corporation have appointed Built as principle contractor for the 4 Parramatta Square tower, with construction expected to commence in early 2018. As per the result of design excellence competition on the 8 Parramatta Square change of use, the 6 Parramatta Square tower will now be integrated in to a combined campus style offering.	Property Development Group Projects

Project	2017/18 Original budget	December Quarter	Full Year Variance	Comment	Business Unit
<b>38 - 40 Marion Street Parramatta Development</b>	120,000	70,784	(49,216)	A Site Specific DCP has been completed and this DCP specifies the various uses that a developer should comply with as well as setbacks to Marion Street and the Western Railway corridor to comply with the requirements of Sydney Trains and TfNSW. The DCP has not been presented to Council as it is dependent upon the CBD Planning Proposal gaining Gateway approval from the Department of Planning and Environment, which is imminent.	Property Development Group Projects
<b>400A Victoria Road, Rydalmere</b>	5,000	5,000	0	Minor capital works or asset purchase	Property Development Group Projects
<b>5 Parramatta Square Development - New Council Facilities</b>	17,805,798	11,513,691	(6,292,107)	Council is currently responding to additional overshadowing rules introduced on the Parramatta Square site. During this quarter Council has progressed the design work. In addition, an Early Contractor Involvement (ECI) contractor has been appointed. The objective of the ECI process is to arrive at a final guaranteed figure for the construction of the Civic Centre.	Property Development Group Projects
<b>Horwood Place Redevelopment</b>	233,852	212,443	(21,409)	This project is on hold pending the Council adoption of the Car Parking Strategy which we anticipate will be by early 2018.	Property Development Group Projects
<b>1 Parramatta Square ( Retail 6)</b>	1,586,537	1,587,030	494	Project now complete.	Property Development Group Projects
<b>Eat Street Carpark Development</b>	39,426	28,812	(10,614)	This project is on hold pending Council's adoption of the Car Parking Strategy, anticipated to be completed by early 2018.	Property Development Group Projects

Project	2017/18 Original budget	December Quarter	Full Year Variance	Comment	Business Unit
Fennell Street Car Park Development	39,426	39,139	(287)	This project is on hold pending Council's adoption of the Car Parking Strategy, anticipated to be completed by early 2018.	Property Development Group Projects
New Aquatics & Leisure Facility	800,000	862,283	62,283	Community consultation was undertaken in 2017 and a business case with options for the new aquatic leisure centre in Parramatta, will be provided to Council in February 2018.	Property Development Group Projects
Digital Activation (LED) of Parramatta Square Hoardings	200,000	200,000	0	Council is in discussion with the developer regarding digital hoarding for the Parramatta Square site.	Property Development Group Projects
126 Church Street Level 3 Fit Out	580,000	580,000	0	Fit out of new floor at 126 Church Street, Parramatta to accommodate administration staff growth.	Asset Strategy & Property Management
Riverside Theatres Building Renewal Program	324,263	324,262	(1)	Upgrade of the Smoke Control system has been postponed due to the increase in project scope. Design and construction of the new scope of works scheduled for completion in early 2019. Installation of Accessible system for contractors due for completion in March 2018.	Asset Strategy & Property Management
Parramatta Town Hall Capital Renewal Program	7,831	9,496	1,665	Security upgrades to the Parramatta Town Hall.	Asset Strategy & Property Management
Hambledon Cottage Renewal Program	20,000	35,000	15,000	Project scope increased to include 1. Fencing, Gates & Park Furniture at \$21,566.25, 2. Arborist Inspection & Report of two (2) oak trees at \$2,500 and landscape design and works to the Coach House at \$11,000	Asset Strategy & Property Management

Project	2017/18 Original budget	December Quarter	Full Year Variance	Comment	Business Unit
Willow Grove Building Works	20,000	0	(20,000)	Project cancelled pending outcome of NSW Government purchase of the site for the Museum relocation.	Asset Strategy & Property Management
Multi-level Car Parks Capital Renewal Program	640,964	640,964	0	Eat Street and City Centre Car Parks: Safety upgrades completed in November 2017. Justice Precinct Car Park Lift no. 1 renewed in November 2017 with Lift no. 2 completed in January 2018.	Asset Strategy & Property Management
Child Care Centres Capital Renewal	390,469	315,002	(75,467)	Toongabbie Bay Health Centre: Internal & External Refurbishments completed in October 2017. Redbank Early Learning Centre: Renewal of Bathrooms scheduled for completion in January 2018. North Rocks Child Care Centre: Renewal of Playground Design and Approvals scheduled for March 2018. Construction of Playground will be programmed in October 2018.	Asset Strategy & Property Management
Early Childhood Centres Capital Renewal	125,001	0	(125,001)	Budget transferred to Child Care Centres Capital Renewal Project.	Asset Strategy & Property Management
Finalise Construction of new Preschool in North Rocks Park,	1,215,000	1,545,641	330,641	Preschool scheduled to relocate from North Rocks Shopping Centre to the newly constructed building at North Rocks Park in December 2017. Budget overspent due to construction of additional drainage to the Park surrounding the school completed in December 2017.	Asset Strategy & Property Management



Project	2017/18 Original budget	December Quarter	Full Year Variance	Comment	Business Unit
Community Buildings Capital Improvement	285,292	369,863	84,571	Design and approval of a new Awning at the Epping Creative Centre scheduled for completion in June 2018. Security upgrades to multiple Council buildings scheduled for completion in March 2018.	Asset Strategy & Property Management
Pitt Row Headmaster's Cottage	200,000	200,000	0	Project on hold pending outcome of Conservation Management Plan and stakeholder engagement.	Asset Strategy & Property Management
Riverside, Events & City Activation Storage Facility	300,000	300,000	0	Council Creative Arts storage requirements to be collected and procured in June 2018.	Asset Strategy & Property Management
Libraries Capital Renewal	263,667	200,000	(63,667)	Renewal of Carpet at Epping Library scheduled for completion in February 2018. Project budget reduced transferred to Community buildings Security Upgrade Projects.	Asset Strategy & Property Management
Demolition Works in Parramatta & Telopea	150,000	150,000	0	<ul style="list-style-type: none"> <li>Demolition of a dilapidated and vacant Council building in Telopea is pending development consent.</li> <li>Demolition of 70 Macquarie Street, Parramatta scheduled for June 2018.</li> </ul>	Asset Strategy & Property Management
Church Street Office Fit out (60 desks)	596,817	596,817	0	Fit out to accommodate additional Administration Staff throughout Council at 126 Church Street, Parramatta. Project to be finalised in January 2018.	Asset Strategy & Property Management

# OPERATING PROJECTS

Project	2017/18 Original budget	December Quarter	Full Year Variance	Comment	Business Unit
ED - Branding and Communications	120,000	120,000	0	The Economic Development Plan guides Council's strategy in sustaining and growing a strong economy for the City of Parramatta. Key activities include supporting local business, conducting research, marketing and partnering with key stakeholders to change perceptions and attract investment. Activities in the plan are spread across the key economic development strategies approved by IPART, and Council uses these to monitor and report on outcomes of the plan.	City Economy
ED - Business Attraction and Industry Development	185,000	184,998	(2)		
ED - City Culture and Liveability	150,000	150,000	0		
ED - Infrastructure	50,000	50,000	0		
ED - Regional Leadership, Advocacy & Governance	73,351	73,349	(2)		
ED - Research	110,000	110,000	0		
ED - Workforce and Skills	150,001	150,001	0		
SCF Parramatta Artist Studio Satellite Studios	249,500	262,851	13,351	Following securing a suitable site in Rydalmere the satellite studio fit out will be completed in quarter 3 the studios will commence operations in quarter 4.	City Experience

Project	2017/18 Original budget	December Quarter	Full Year Variance	Comment	Business Unit
<b>Parramasala-PCC funding</b>	200,000	200,000	0	Council has drafted the 2017/18 funding agreement with Parramasala Ltd to deliver the 2018 Parramasala Festival in the City of Parramatta from 9 to 11 March 2018. A new 2018 festival team has recently been appointed with highlights of the March 2018 Festival anticipated to be announced in January 2017.	City Experience
<b>Major Events Show Reel</b>	15,000	15,000	0	The 2017/18 Major Events show reel will be commissioned in quarter 4 at the conclusion of the 2017/18 Major Events season.	City Experience
<b>Christmas Lights Competition</b>	0	1,504	1,504	The Christmas Lights Competition partnership with Westmead Children's Hospital was delivered as part of the City of Parramatta Christmas event in November 2017.	City Experience
<b>Cultural Heritage Collection Conservation and Asset Management</b>	10,000	10,000	0	Cultural collection conservation and management expenditure is planned for quarters 3 and 4.	City Experience
<b>World War One (WW1) Centenary</b>	45,000	45,000	0	Planning is underway to deliver a community activity program in the lead up to ANZAC Day in April 2018. Council will continue to support local RSL clubs in Parramatta and Epping to deliver their ANZAC 2018 dawn services. Commemorative events in the City of Parramatta are also planned to mark Armistice Day in November 2018.	City Experience

Project	2017/18 Original budget	December Quarter	Full Year Variance	Comment	Business Unit
<b>NCIF - External Signage City Visual Identity</b>	300,000	300,000	0	This is the implementation budget for the brand project and includes the build component of the digital brand portal, print and production of the brand book, video production, Updated signage [with new visual identity] at selected foyers of Council premises e.g. 126 Church street. The ROC, Library, Visitor Centre.	City Identity
<b>Brand</b>	143,123	143,916	792	Stage 3 of the brand project was completed end of 2017. Stage 4 - Implementation has commenced and includes building a digital brand portal and delivering a brand book. The design of these elements is within this original project budget and the production elements are covered under the project 122150 NCIF - External Signage City Visual Identity.	City Identity
<b>Removal and Storage of Tom Thompson Public Mural</b>	21,840	23,660	1,820	This is an operational cost - please remove from list	Property Development Group Projects
<b>NCIF - Asset Audit &amp; Data Transition</b>	83,938	83,938	0	Project completed. This is state grant funded required for Council amalgamation.	Asset Strategy & Property Management
<b>Fair Value Assets and Condition Assessments</b>	120,000	130,239	10,239	This is a yearly project forecast condition assessment and valuation. Quotation to be sent out to engage consultant for the set of sets to be revalued next year. Different asset groups are revalued every four years.	Asset Strategy & Property Management
<b>Buildings Asbestos Management</b>	250,000	100,000	(150,000)	Inspection of Council buildings for Hazardous material scheduled to commenced on 27 December 2017 and on track to be completed by June 2018.	Asset Strategy & Property Management



# 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

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## 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: \$51,810,000  
*Original Budget: \$47,373,000*

ACTUAL CAPITAL EXPENDITURE: \$11,003,000  
*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	Financial	Financial
 <p>1% greater than the UBSA Bank Bill Index</p>	 <p>100% compliance with statutory and council requirements of the management of financial investments</p>	 <p>All performance indicators above industry standards</p>
3.19%	100%	6 of 6
 <p><u>TARGET MET:</u> Yes</p>	 <p><u>TARGET MET:</u> Yes</p>	 <p><u>TARGET MET:</u> Yes</p>
<p>The goal is to maintain the security of Council's investments</p> <p>If Council investments are secure, then Council are acting as wise stewards for the funds that have been entrusted to it.</p>	<p>The goal is to maintain the security of Council's investments</p> <p>If Council investments are secure, then Council are acting as wise stewards for the funds that have been entrusted to it.</p>	<p>The goal is to monitor and measure our performance indicators against industry standards and ensure that variances are detected and addressed.</p>

## Financial



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

Operating expenditure  
6% below budget  
Capital expenditure  
36% 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%

15 of 174



**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

4 of 5



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

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 MEASURES AND INDICATORS

Services Delivered	Community Outcome	Comment	Business Unit
Provide overall strategic direction for the operation of all Council's activities	Achievement of the community's Vision and Priorities	Following the September 2017 elections, ongoing strategic direction is provided by the Lord Mayor and Councillors through a series of ongoing Councillor workshops and via Council Resolutions. These workshops also focus on the plans and strategies required by legislation i.e. Community Strategic Plan, Resourcing Strategy, Delivery Program and Operational Plan	Chief Executive's Office
Provide administrative support to the Lord Mayor, Councillors and Chief Executive Officer	Deliver high quality services and outcomes to the Lord Mayor, Councillors and Chief Executive Officer in a timely manner	Administrative support is provided in an ongoing capacity to the Lord Mayor and Councillors through the Executive Support unit. Ongoing administrative support is provided to the CEO through the Business Support Manager and Business Support Officer in the Office of the CEO.	Chief Executive's Office

Services Delivered	Community Outcome	Comment	Business Unit
<p>The preparation, development and maintenance of strategies and plans to manage the growth of the City.</p>	<p>A well-considered strategic planning framework that manages growth and facilitates the delivery of a liveable, sustainable and productive City for our communities</p>	<p>Significant land use strategies and plans are reported on in separate actions. Council made the following decisions to progress reviews of Council's Land Use Planning Strategies and plans:</p> <ul style="list-style-type: none"> <li>• allowed three site specific rezoning applications to progress to exhibition</li> <li>• one application for 180 George Street to be sent to the Department of Planning to be finalised.</li> <li>• DCP reviews of the controls for the Parramatta North Precinct and the DCP controls on Waste Management were finalised and came into force.</li> <li>• Draft DCP controls for Late Night Trading Business in key CBD's were placed on exhibition.</li> <li>• Contributions plans for the land formerly located in Hornsby but now located in the City of Parramatta were also placed on public exhibition.</li> </ul> <p>Significant Land Use Planning policies, projects and plans were progressed in the last quarter including:</p> <ul style="list-style-type: none"> <li>• Progression of two Planning Proposals for finalisation with four Planning Proposals referred to the Department of Planning so that they can be endorsed for public exhibition.</li> <li>• Council considered site specific Development Control Plan amendments and Voluntary Planning Agreements for various sites throughout the City of Parramatta.</li> <li>• Council has made submissions on Draft Regional and District Plans released for comment by the State Government and potential controls being considered for the Draft Environmental Planning and Assessment Regulations.</li> </ul>	<p>Chief Executive's Office</p>

Services Delivered	Community Outcome	Comment	Business Unit
The delivery of programs and projects to make Parramatta a 'Smart City' and develop and implement new solutions to the challenges of growth of the City	The City is better positioned to meet the challenges of the future and better able to leverage the opportunities of data, information and technology.	<p>The market has been invited to respond to the opportunity to participate in a Video Analytics trial in February 2018. Software will be utilised on our existing CCTV infrastructure for the purpose of people counting and understanding how citizens move through our city.</p> <p>In partnership with Western Sydney University (WSU), temperature data loggers have been deployed throughout the LGA to investigate urban heat effects. A draft Data Sharing Policy has been developed to provide a framework and guidelines for sharing of Council data. In collaboration with SPOT Parking a website has been developed to provide safe parking options within school zones.</p>	City Strategy Unit & Future City
Provide information and services to customers via four channels – Telephone, Face-to-Face, Corporate Reception and Digital Streams (Web Chat, Social Media and Emails)	Customer satisfaction with Council's internal and external customer services.	<p>With a 31% increase in call volumes compared to the corresponding period last year, primarily associated with the change in waste contract, answering phone calls still reached the required performance measure. A pleasing result.</p> <p>With respect to resolving customer queries, the benchmark was not achieved this period. The Customer Contact Centre was impacted by three major changes which affected this result. The changes were a new methodology in how calls are assessed by our mystery shopper (CSBA), change of process at the front counter for development lodgements and the impact of the change in waste contract.</p> <p>Additionally, no formal complaints have been made regarding contact centre staff. This is due to the high level of service provided, and high level of staff training.</p>	Customer Contact Centre
Provide project portfolio management and governance	Projects well managed and delivered on time	Council's full portfolio of projects continues to go through an embedded and streamlined governance structure. This enables transparency and timely decision making to ensure projects are on track and delivered as per customer's expectations.	Project Management Office

Services Delivered	Community Outcome	Comment	Business Unit
Provide quality assurance capabilities	Projects well managed and delivered on time	A dedicated team has been assigned to establish and implement Service Excellence and Innovation across whole of Council to ensure enhanced and innovative quality of services delivered to customers.	Project Management Office
Coordination and reporting on (Integrated Planning & Reporting) corporate plans – includes Delivery Program, Operational Plan, Resourcing Strategy	Community has the opportunity for input into Council's planning and resource allocation to influence the services, programs and facilities Council provides to meet their needs	<p>A progress report (Quarter 1 July - September) was prepared and provided to Council at the 13 November 2017 Meeting, with respect to the activities detailed in the current Operational Plan 2017-18. The community dashboard and report was also published on Council's website to summarise progress against Council's committed actions, service performance and budget position.</p> <p>Council has commenced preparation of a new Delivery Program, Operational Plan and Resourcing Strategy. These planning documents will support the implementation of a new Community Strategic Plan. Working groups and projects have been established to undertake this work.</p> <p>A Community Engagement Plan has been prepared, with early engagement activities completed, including a survey, program of local pop-up kiosks, stakeholder and Councillor workshops with the aim to better understand our community's aspirations and priorities for this Council term.</p> <p>These important documents will be placed on public exhibition in late April, early May, before being finalised by June 2018.</p>	Governance & Risk
Highly ethical and robust corporate risk management systems and culture	Confidence in Council meeting our legislative requirements and decisions that are ethical	The Internal Audit Committee continued its ongoing operation, with a new charter drafted to evolve the Committee to an Audit Risk & Improvement Committee. Our Risk Register is under review, with a view to updating during Q3 of 2017/18.	Governance & Risk



Services Delivered	Community Outcome	Comment	Business Unit
Corporate-wide administrative functions Include administration and making accessible to the community Council meetings (including live-streaming of meetings), publishing of business papers, policies, delegations, maintaining registers and determining 'Access to Information' (GIPA) requests	An open, transparent and responsive Council that meets the needs of the community	<p>All administrative functions relating to the development and delivery of business papers were completed. Internal policies are currently being reviewed. Delegations are reviewed on a yearly basis. Registers are updated as required and all formal GIPA requests have been managed within their specified timeframes.</p> <p>Council currently has two NSW Civil and Administrative Tribunal (NCAT) access to information matters which has impacted greatly on staffing resources.</p>	Governance & Risk
Manage Internal Audit Program	Robust business processes and procedures that support high quality services.	Internal audits are in progress as per Council's annual audit program. Two out of the three scheduled audits are completed with draft audit reports presented for management response.	Governance & Risk
Financial Reporting and Control	Financially sustainable Council, debt free, with local services and community adequately resourced	Council's Financial Statements for the year ended 30 June 2017 were approved by Council at its meeting on 11 December 2017. This was the first year Council was audited by the Auditor General, who issued an unqualified opinion on Council Financial Statements.	Finance Services
Business Planning and Analysis Rates Management	Value for money and ethical purchasing	Council is in the process of implementing the recommendations of a recent external review on Procurement. Projects have included the introduction of category management for legal, advertising and IT.	Finance Services

Services Delivered	Community Outcome	Comment	Business Unit
<b>Business Planning and Analysis - Insurance Management</b>	Well managed risk and protection of community assets.	Councils annual Insurance Premium review was completed by 31 October 2017. Council is a participant with 17 other Councils in the Civic Risk Mutual partnership who negotiate premiums on behalf of the Councils. Although premiums increased by 19% this has been more than offset by a return of equity of \$251k. The increase in premiums was the result of the claims made relating to recent events in Auburn and Botany Councils, who are members of the group.	Finance Services
<b>Internal and external legal services</b>	Council's interests are protected and decisions and operations are legally robust.	Legal services continues to proactively address internal needs of council.  Timely and accurate legal advice was provided throughout Q1 and Q2.	Legal Services
<b>Payroll Services</b>	Not Applicable	Payroll are continuing to rollout biometric scanning for all council employees. This system is real time recording of time work and ensures that employees are paid correctly for time worked. Library was the last section updated leaving Childcare and Pools as the final areas and they will be rolled out by end of February 2018.	Human Resources
<b>Employee Relations</b>	Not Applicable	Training for the newly formed Consultative Committee is scheduled to commence in February 2018.  A Technology Memorandum of Understanding (MoU) was finalised and circulated to all three unions for signing. It is expected that this MoU is signed by mid-January by those unions who wish to enter into this agreement.  The review of employee relations policies has resulted in 16 policies being revised and approved by the Executive Team in the past quarter. It is anticipated that a further seven policies will be carried through the consultation process and approved by the end of first quarter 2018.	Human Resources

Services Delivered	Community Outcome	Comment	Business Unit
Recruitment & Business Partnering	Skilled workforce to provide high quality services	The HR Delivery team is starting the process of streamlining and standardising processes to better service the needs of the Council in this space. We are starting with a review of the recruitment process.	Human Resources
Learning & Development of staff		The position of Learning and Development Manager has recently been refilled. The scope for the new manager will be to introduce some new strategic initiatives, with a focus on delivery of learning opportunities which ultimately lead to qualifications such as Certificate 4 and Diplomas. In this way, the career aspirations of staff will be addressed in a value added manner.	Human Resources
Workplace Health & Safety	Savings from reduction of lost time injuries.	There has been a reduction in the number of serious injuries, including lost time injuries across council by approximately 30%. This has resulted in a positive impact on worker's compensation premium estimates.	Human Resources

Services Delivered	Community Outcome	Comment	Business Unit
Communications planning & delivery	A well informed community. Enhanced perception of the Parramatta LGA	<p>Community-focused campaigns were undertaken such as Stronger Communities Fund projects and Council's new domestic waste service.</p> <p>Comprehensive communications planning for major Council-sponsored events occurred including Winterlight Festival which resulted in 5% increase in visitation.</p> <p>Successful communications strategies were implemented for Council events including:  Parramatta Lanes which saw an 88 per cent increase in social media engagement and a five per cent increase in visitation;  Christmas in Parramatta which resulted in a 33.3 per cent increase in visitation; more than 12,000 attendees at Loy Krathong; and  the Epping Christmas Pool Party which had a target of 1000 visitors but was attended by more than 1600 people after a strong promotional campaign.</p> <p>The Parramatta Pulse newsletter was distributed to all households and Electronic Direct Mail (EDM) sent to almost 70,000 people. Promotion of Council initiatives including the Stronger Communities Fund projects such as the Active Van, Light Years Ahead and the new Waste Services delivery among others.</p>	
Media Relations	A well informed community. Enhanced perception of the Parramatta LGA	<p>Strong media coverage of Parramatta is changing perceptions about the City and helping to drive investment, jobs, growth and visitation – all key objectives of Council's Operational Plan. There has been a continuing strong media focus on the changing face of Parramatta, including Parramatta Square and Auto Alley projects. City of Parramatta firmly established as Sydney's 'Central City', dual CBD and future growth centre.</p> <p>Our community was informed of Council initiatives, local public works upgrades and upcoming major events through electronic newsletters (EDMs) and quarterly Parramatta Pulse.</p>	City Engagement

Services Delivered	Community Outcome	Comment	Business Unit
Public Relations	Communications that influence positive outcomes for the community	<p>15 media releases were issued in Q1 promoting Council events, services and urban renewal initiatives including Parramatta Lanes festival, Disability Inclusion Action Plan, alternative swimming pool arrangements, Parramatta Light Rail EIS and Development Application for 5 Parramatta Square (new community/civic building).</p> <p>30 media releases issued in Q2, promoting various Council initiatives including new waste service contract, new commercial tower option for 8 Parramatta Square, business case for proposed aquatic centre, Council's submission to Parramatta Light Rail EIS, strong economic figures for City of Parramatta, new Westmead cycleway and pedestrian bridge projects and major events such as Parramatta Lanes and New Year's Eve.</p>	City Engagement

Services Delivered	Community Outcome	Comment	Business Unit
Internal Communications	A well informed organisation with improved capability to deliver local services.	<p>Prepared and executed the Councillor Onboarding Communications Plan for staff with supporting material for Councillor's sessions; produced a 'Local Government 101' information booklet for Council staff; and provided bespoke internal communications support for projects and programs across Council.</p> <p>We commenced staff engagement on the Intranet Redevelopment Project to refine scope and objectives of the project.</p> <p>We delivered an October Staff Forum (three sessions across CBD and Rydalmere Operations Centre sites). Developed and implemented internal communications campaigns for the Employee Engagement Survey, Integrated Planning &amp; Reporting Framework, MyCareer mid-year review, Service Excellence, Staff Christmas Party, and Corporate Sustainability initiatives.</p> <p>Provided internal communications guidance on the Parra Health program. Issued five editions of staff e-newsletter – The Scoop. Continued staff engagement on the Intranet Redevelopment Project and finalised Business Case.</p>	City Engagement

Services Delivered	Community Outcome	Comment	Business Unit
Technical solutions - provide technology (hardware/software) to support Council's operations and service delivery	Reliable and high quality service delivery, business systems, online systems, and GIS mapping, good administration and governance processes to support the Council and organisation.	Service Management Reporting is under development to allow accurate measurement of availability. Initial focus on Service Delivery - Hours and Quality of Service. Reporting for key business applications is to be implemented by March 31.	Information Technology
Service Delivery – delivery of IT support services to resolve incidents		Service Level Reporting initiated measuring response time (89.8%) and resolution time (80.24%) for quarter.	Information Technology
Business Engagement and Improvement Services – provide business improvements through technology		Alignment to the Project Management Office (PMO) initiated. Process agreed and organisational capability under development to support. All ICT projects to be managed through PMO from Jan 1, 2018	Information Technology
Business Information Services – information and records management		Employee queries and HPRM training conducted throughout quarter. Confirming adherence to recent legislative changes in progress.	Information Technology



# COUNCIL'S PERFORMANCE ACTIONS

Action	Community Outcome	Comment	Business Unit
<b>Act as the spokesperson for the Council in promoting the Integrated Planning and Reporting Framework, ensuring it is developed in accordance with the legislation and guidelines.</b>	Achievement of the community's Vision and Priorities	The Lord Mayor acts as the spokesperson for Council in promoting Council's activities, including the IPR Framework, through media and local engagements. This included the Lord Mayor, and Councillors, participation in the Community Strategic Plan Stakeholder workshop held in November 2017, and ongoing community consultation on Council's plans.	Chief Executive's Office
<b>Complete Phase 1 of Council's Business Services Excellence Program</b>	Delivery of services, facilities and projects in the most efficient and effective manner possible	Phase 1 was completed in November, with a final report provided by KPMG. This action has transitioned to an ongoing program, the Service Excellence Program, run by the Program Management Office.	Chief Executive's Office
<b>Induct and support newly elected Councillors following September 2017 Council elections.</b>	Councillors are sufficiently supported and inducted following elections in order for them to fulfil their role.	A Councillor on-boarding pack was created and a series of Councillor induction workshops were run following the election to transition newly elected Councillors into the role. Support is provided in an ongoing capacity through the Executive Support unit.	Chief Executive's Office

Action	Community Outcome	Comment	Business Unit
Finalise the Community Strategic Plan to incorporate the aspirations of our community.	A plan that sets the vision and strategic objectives to guide the future decision-making and functions of the Council so that these align with the aspirations and needs of the community.	<p>Following extensive community consultation, long term draft strategic objectives and strategies to support them have been developed. The strategic objectives (or goals) reflect the community's long term aspirations and will form the basis for Parramatta's first Community Strategic Plan.</p> <p>An LGA-wide letterbox drop, advertisements in the local newspapers and on the City of Parramatta website invited people to provide feedback on the draft strategic objectives and strategies either online or in person at a pop-up kiosk. This information was also provided in Chinese, Korean, Arabic and Hindi. Dedicated "Kids Say" sessions were also run at Constitution Hill and Dundas libraries. The online survey received nearly 1200 responses and pop-up kiosks at Ermington, Constitution Hill, Epping, Harris Park, Loy Krathong, Newington, Dundas/Telopea and Carlingford were well attended (North Rocks was cancelled by the operator due to heavy rain).</p> <p>A stakeholder workshop on 15 November was attended by organisations from a range of sectors including Health, Housing, Transport, Arts &amp; Culture, Planning, Development, Education, Business, Heritage, Sport, ATSI &amp; Environment. Overall, there was strong endorsement of the draft strategic objectives.</p> <p>Suggestions were made to strengthen some of the strategies and to use more plain English. Revisions have been made and further work will be done to finalise the draft Community Strategic Plan in early 2018.</p> <p>The Community Strategic Plan will be publicly exhibited for any further comments in April/May of 2018 along with Council's 3-year Delivery Program and 1-year Operational Plan (which outline how Council will implement the Community Strategic Plan), as well as the Resourcing Strategy.</p> <p>All plans must be adopted by Council by 30 June 2018.</p>	

Action	Community Outcome	Comment	Business Unit
Continue to work with stakeholders on key precincts planning including: Epping, Camellia, Westmead, Carter Street, Wentworth Point, Carlingford, Rosehill, Sydney Olympic Park, Parramatta Road and Telopea.	Precinct and place-specific solutions developed which manage local growth issues.	<p>Council has continued to work with partners at the Department of Planning and other State Government Agencies to progress new precinct plans or amendments to existing precinct plans.</p> <p>Key highlights include exhibition of the Epping discussion paper and endorsement of principles to guide the future development of Epping.</p> <p>A partnership between the Westmead Alliance (which includes Council) and the State Government to progress precinct based plans for redevelopment of Westmead was formalised.</p> <p>Council has continued to work with partners from the Department of Planning and other relevant State Government Agencies to progress the following masterplans:</p> <ul style="list-style-type: none"> <li>- Amendments to the Planning Controls to implement the Telopea Masterplan were exhibited by the Department of Planning and Council made a submission detailing issues Council has with the proposed amendments. At the same time discussions are progressing related to potential Department of Planning funding for open space improvements in Telopea to support the new density proposed in the Masterplan</li> <li>- The development of a Traffic Model for the Epping Town Centre to allow Council to consider land use changes in and around the centre have progressed</li> <li>- Council has been involved in development of various plans for Camellia, Carter Street and Westmead which are expected to be placed on public exhibition in the first quarter of 2018.</li> </ul>	City Strategy Unit & Future City

Action	Community Outcome	Comment	Business Unit
Finalise and implement the Parramatta CBD Planning Proposal, Development Control Plan, Infrastructure Strategy and Integrated Transport Plan	A CBD that meets its enhanced role as Sydney's Central City	<p>Council submitted the CBD Planning Proposal to the Department of Planning Environment (DPE) in April 2016. Since that time Council has been working with DPE to respond to requests for information during their assessment of the Planning Proposal for Gateway Determination.</p> <p>Council has undertaken significant additional work in relation to key policy areas, including infrastructure funding, strategic transport planning, heritage interface issues and the CBD's flood planning framework. As of late November 2017, Council has provided all of the information requested by DPE and is awaiting release of the Gateway Determination to enable public exhibition of the planning proposal.</p> <p>Council is also working to finalise the supporting elements of the CBD planning framework including a draft Development Control Plan and draft Infrastructure Strategy. Finalisation of these drafts depends on the outcomes of the Gateway Determination.</p> <p>The Integrated Transport Plan (ITP) will be prepared following completion of detailed traffic modelling (which is anticipated in the second quarter of 2018). The ITP will also be informed by the Strategic Transport Study that was finalised and submitted to DPE in April 2017.</p>	City Strategy Unit & Future City

Action	Community Outcome	Comment	Business Unit
<b>Implement the priority actions within the Socially Sustainable Parramatta Framework and Affordable Housing Policy</b>	A clear set of long-term goals and short term actions that put people first in Council decision-making	This work is progressing according to plan. A first year implementation plan has been developed and is being actioned. Key actions in progress include developing targets and measures of success for the framework, and working across Council to assist staff to improve social sustainability.	City Strategy Unit & Future City
<b>Implement the priority actions within the Environmental Sustainability Strategy and prepare the Parramatta Ways (walkability) Delivery Framework</b>	A clear set of standards for the environmental future and an increase in people walking throughout the City	The Environmental Sustainability Strategy was adopted by Council in July 2017. Implementation of over 50 of the 98 actions in the Strategy have either commenced or continue to be delivered as part of the 2017/18 Operational Plan. The Parramatta Ways Delivery Framework development is underway and being considered against proposed development and infrastructure works including Parramatta Light Rail, Westmead, and Telopea.	City Strategy Unit & Future City
<b>Prepare designs for Charles Street Square as identified in the Parramatta City River Strategy</b>	A revitalised, highly accessible and active public space	Charles Street Square Economic Feasibility Study commenced and engagement with adjacent property owners initiated. Liaison with RMS regarding the Ferry Terminal upgrade is ongoing. Staff recruitment to support project implementation is underway. The consultancy brief for design of Charles Street Square is to be prepared for release in early 2018.	City Strategy Unit & Future City

Action	Community Outcome	Comment	Business Unit
Continue to work with the Parramatta River Catchment Group to bring back swimming to the Parramatta River by improving water quality and further investigating swimming sites	Improved water quality in Parramatta River	Council continues to engage with the PRCG on the development of the Bring Back Swimming Masterplan. The key deliverables include; swim site activation investigation, water quality modelling, economic evaluation brief, and stormwater compliance on new development sites.	City Strategy Unit & Future City
Continue to maintain and build upon the CCTV network	Contribution to community safety through the implementation of the CCTV network	No update this quarter	City Strategy Unit & Future City

Action	Community Outcome	Comment	Business Unit
Consolidate the Local Environmental Plans, Development Control Plans and Development Contribution Plans that apply across the City	A simplified and consistent statutory land use framework across the City	<p>The process of delivering a consolidated and consistent land use planning framework across the new City of Parramatta has commenced, following completion of recruitment of a project team in June 2017.</p> <p>Since then the project group has reviewed the suite of planning controls which currently apply to the LGA as a result of council mergers to identify key policy issues and inconsistencies needing to be addressed moving forward.</p> <p>Key outcomes achieved:</p> <ul style="list-style-type: none"> <li>• New Section 94 and Section 94A contributions plans covering Epping town centre and land formerly in the Hornsby LGA were adopted by Council in November 2017. This follows the adoption of a new S94A contribution plan for the former Hills LGA land in March 2017.</li> <li>• Assisting the Hills Shire Council on an administrative split of The Hills Local Environmental Plan 2012.</li> <li>• Exhibition of draft amendments to Hornsby DCP to extend tree preservation protections to land now within the City of Parramatta. A report on the outcomes of the exhibition is expected to go to Council in early 2018.</li> </ul> <p>Over the next quarter Council will begin detailed consideration of policy issues and commence work to identify potential policy directions. Council will also begin work to prepare a new development contributions plan covering the former Holroyd and Auburn lands and amend the Parramatta S94A Plan to remove the former Woodville Ward.</p>	City Strategy Unit & Future City



Action	Community Outcome	Comment	Business Unit
Implement Council's Heritage Program including heritage grants, provision of heritage advice and advocacy on heritage matters.	Appropriate management of items and places of heritage significance and improved community engagement.	<p>The Heritage Committee met in August 2017 and provided advice to Council on various heritage related development including the Parramatta North Precinct Development Control Plan. South Parramatta Heritage Conservation planning controls were placed on public exhibition and Council's request for Prince Alfred Square to be listed as a State Heritage Item was endorsed by the State Government.</p> <p>Relevant Officers provided advice to various stakeholder about listed heritage items and issues associated with development or near to Heritage listed sites.</p> <p>Council resolved to support a series of Heritage Grants to assist Heritage owners to maintain their properties.</p> <p>Council has requested further briefings on changes proposed to Council's Policy Framework to guide Management of Aboriginal Heritage with this issue to be reconsidered early in 2018.</p> <p>With the election of the new Council work was commenced in this quarter to establish a new Heritage Committee that will provide advice to Council during this three year term.</p>	City Strategy Unit & Future City

Action	Community Outcome	Comment	Business Unit
<b>Plan and design the Parramatta Light Rail with Transport for NSW to secure the best outcomes for our community</b>	A well designed and connected transport system.	Council continue to work with Transport for NSW to plan and design the Parramatta Light Rail. The key achievement in the last quarter was Council's submission on the Parramatta Light Rail Environmental Impact Statement (EIS). Council's submission included two key urban design and public domain documents that Council hope will guide the detailed design of the project moving forward. Transport for NSW are now considering all issues raised in submissions on the EIS and will submit a formal response to the Department of Planning and Environment for consideration as the Minister for Planning is the consent authority for the project.	City Strategy Unit & Future City
<b>Implement Smart City projects in partnership with Federal Government and other partners</b>	Improved community access to services and information about the City, driven by well organised data produced by smart investments in technology.	<p>On the 9th October 2017 Council endorsed the Memorandum of Understanding (MoU) with Western Sydney University (WSU). The MoU was signed by City of Parramatta (CoP) and WSU representatives on the 30th November and the first meeting of the Management Committee is expected in January 2018.</p> <p>Applications to the Federal Government Smart Cities and Suburbs Program Round 1 were unsuccessful, however projects will continue in a reduced capacity and we been invited to resubmit for Round 2 applications.</p>	City Strategy Unit & Future City

Action	Community Outcome	Comment	Business Unit
<b>Conduct Customer Focus Training across Council</b>	Delivery of high quality services and effective and efficient response to service requests by well trained staff supported by best practice processes and systems.	The Learning & Development (L&D) team scheduled customer focus training starting November.  This quarter the Recreation and Booking Team completed the training.	Customer Contact Centre
<b>Review audit recommendations to improve the capability of the Customer Service Request system and Council's customer service processes</b>		A Proposal on a Page (POP) for changes to the Customer Relationship Management (CRM) system was submitted to the ICT Strategic Group on 21 September 2017 which was endorsed to proceed to the business case stage.  No progress was made in this quarter due to ICT capacity.	Customer Contact Centre
<b>Establish and embed a Performance and Quality Assurance Framework</b>	Enhanced service delivery and capability of Council to improve the customer's experience and to ensure value for money.	A new Performance and Quality Assurance framework was established and endorsed in November 2017. This framework ensures Council projects follow the streamlined project management methodology and processes to ensure delivery success and minimise risk.	Project Management Office
<b>Continue to implement the Building Services Excellence program to identify service or organisational improvements and other efficiency benefits</b>		The Service Excellence Program will launch within Council in February 2018. This program will enable all Council services to be assessed and reviewed periodically to ensure we are at the forefront of efficient and effective service delivery to our customers and community	Project Management Office
<b>Appoint an independent Internal Ombudsman to support ethical conduct</b>	Delivery of high quality services and effective and efficient response to service requests, by well trained staff, supported by best practice processes and systems	The Independent Internal Ombudsman Shared Service with Cumberland and Inner West Councils is now set up and operational.	Governance & Risk

Action	Community Outcome	Comment	Business Unit
<b>Review of Enterprise Risk Management and Business Continuity Plans</b>	Ensuring strategic and operational risks are managed to provide a continuity of high level services	A comprehensive review of Council's Business Continuity Plan is nearing completion, being facilitated by InConsult. The business impact assessment phase is complete. Stress testing is to be completed in Q3 of 2017/18.	Governance & Risk
<b>Improve Council's Integrated Planning and Reporting (IP&amp;R) Framework to establish an integrated software solution.</b>	Improved quality of strategic corporate plans to enhance service delivery.	A Business Case for the procurement of a software solution is currently being developed to improve Integrated Planning and Reporting, and Risk Management reporting.	Governance & Risk
<b>Prepare a new Long Term Financial Plan</b>	Council is financially sustainable, with resources planned and used efficiently to respond to community priorities, underpinned by an equitable rating system and effective financial operations and systems.	Councils Long Term Financial Plan (LTFP) has been updated to reflect Councils 2017/18 Operational Plan. The next update will coincide with the new Councils first Delivery Program in early 2108.	Finance Services
<b>Plan for harmonisation of rates across the Local Government Area</b>		No activity was planned for this quarter.	Finance Services
<b>Improve Council's budgeting and reporting system by implementing a new financial system.</b>		Phase 1 of Councils new reporting system went live on 1 July 2017. Four modules have been successfully introduced with Monthly reporting now available.	Finance Services
<b>Prepare a workforce plan and implement priority Actions to address workforce challenges</b>	Strong, effective Council, delivering high quality services	The workforce strategy was progressed as part of the IP&R framework requirements. A draft will be available in early 2018.	Human Resources

Action	Community Outcome	Comment	Business Unit
<b>Develop and implement a Career Management Framework</b>	Highly engaged staff, meeting specified career goals and delivering high quality services and activities	A new Career Management Framework has been implemented across council called MyCareer. Performance reviews have been rolled out to employees across council with over 90% participation rate, and are currently in the middle of the mid-year review cycle to ensure that KPIs set are aligned and on track to deliver business objectives. Development plans are also in place for employees that require it.	Human Resources
<b>Develop and implement ATSI employment strategy, as identified in the Reconciliation Action Plan (RAP), to reflect community representation and diversity across Council.</b>	A diverse and representative workforce.	The position of Diversity Employment Project Officer is currently being recruited. Once filled, this role will assist in the carriage of many facets within our RAP. By reporting directly into the Head of HR, the role will be able to influence Council's recruitment practices at a senior level, and help deliver a diverse workforce.	Human Resources
<b>Provide forward media plan to Lord Mayor and Councillors (monthly)</b>	A well informed community and elected representatives	A comprehensive forward calendar has been initiated listing various upcoming Council-sponsored events, initiatives and Civic ceremonies through to January 2018. The forward calendar listing upcoming Council-sponsored events, initiatives and Civic ceremonies is updated and presented at weekly meetings with the Lord Mayor.	City Engagement
<b>Implement the priority Actions of Council's Cyber Security Strategy</b>	Enhanced protection of personal information stored by Council	The IT Risk assessment was completed and risk treatments identified. We remain on track for preparation of an IT Security Policy by March 31 and procedures by June 30.	Information Technology
<b>Implement expansion of CCTV network and crime prevention safety plan / programs</b>	Improved CCTV capability to support public safety and effective partnerships to prevent crime and improve perceptions of safety	No update this quarter	Information Technology

Action	Community Outcome	Comment	Business Unit
<b>Develop and implement 'mobility solutions' to support customer services</b>	Efficient services, improved customer response and better access and management of information	Phase I of WorxOnline for City Services has been completed. Collection and analysis of mobility requirements across the organisation is underway to identify and prioritise future projects.	Information Technology
<b>Integrate Council Business Classification Scheme (BCS) with SharePoint</b>	A more efficient and effective user experience for records and information management.	Preliminary project requirements were defined. Project and resource plans are on track for completion by March 31. The target completion date will be determined by March 31.	Information Technology

# COUNCIL'S PERFORMANCE MONITORING

Measure	Target	Quarter 2 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)	Ongoing	<p>Progress has been made in preparing Council's Integrated Planning &amp; Reporting suite of documents. A draft Community Strategic Plan has been prepared, work has commenced on the preparation of a Resourcing Strategy, Delivery Program and Operation Plan and Budget.</p> <p>An Annual Report for 2016/17 was published in December 2017.</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	Ongoing	<p>The Quarter 1 Progress Report for the period July – September 2017 was placed before Council at the meeting 13 November.</p> <p>Quarter 2 Progress Report will be placed before Council at the meeting 26 February.</p> <p>These reports include updates on the service, actions and project deliverables set out in the Operational 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



Measure	Target	Quarter 2 Result	Comment	Business Unit
<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's 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	82%	Target met  This is a pleasing result in light of a 31% increase in call volumes compared to the corresponding period last year.	Customer Contact Centre

Measure	Target	Quarter 2 Result	Comment	Business Unit
<b>Resolving customer queries</b>	Sustain 85% or better of queries resolved at first point of contact	72%	Target not met  The Customer Contact Centre was impacted by three major changes this quarter which affected this result. The changes were a new methodology in how calls are assessed by our mystery shopper (CSBA), change of process at the front counter for development lodgements and the impact of the change in waste contract.	Customer Contact Centre
<b>Lodgement of Service Requests</b>	Sustain 85% or better of Service Requests completed within agreed service standards	71%	Target not met.  Significant impact to Service Requests occurred due to changes in the waste contract.	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.	97%	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%	Target met  Service Levels did level out this quarter due to the change in Development Lodgement Process.	Customer Contact Centre
<b>Management of critical projects through Project Management Office</b>	Total number of critical projects at end of period	28	Council is managing 28 'Critical Projects', as at the end of quarter 2.	Project Management Office

Measure	Target	Quarter 2 Result	Comment	Business Unit
<b>Implementing continuous improvement</b>	Number of quick win improvements and number of endorsed projects	Not available	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	50%	On track to achieve target.  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 for 2018/19.	Governance & Risk
<b>Management of Council's Internal Audit program</b>	100% of Internal Audit program achieved	25%	On track to achieve target.  Council's Internal Audit Program remains on track to complete audits as scheduled	Governance & Risk
<b>Effectiveness of Internal Audit program</b>	95% of Internal Audit actions are implemented by due date	87%	Target not met.  Audit recommendations continue to be tracked and liaison with business units remains active to achieve implementation of recommendations.	Governance & Risk
<b>Management of Information Access requests (GIPA formal)</b>	100% completed within statutory timeframe	100%	Target met.  100% of formal applications made under GIPA were addressed within the statutory timeframes. Council currently has two NCAT matters that have required extensions for the provision of information.	Governance & Risk

Measure	Target	Quarter 2 Result	Comment	Business Unit
<b>Access to Council business papers</b>	100% of Council business papers available within 3 business days, before Council meeting	100%	Target met.  100% of Business papers delivered within the timeframe of 1 week prior to the Council Meetings of October, November and December 2017 including both ordinary and extraordinary meetings.	Governance & Risk
<b>Council's achievement of containing operating expenditure within operating revenue - Operating surplus ratio</b>	Council revenue is greater than expenditure	Yes	Target met.  revenue was \$205.2m which was \$84.1m ahead of expenditure of \$121.2m	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%	2.65	Target met.	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%	4.0	Target met.	Finance Team
<b>Collection of rates in accordance with Debt Recovery Policy</b>	Less than 5% outstanding at year end	3.62%	Target met  Data reported annually, this result is for year ending June 2017	Finance Team

Measure	Target	Quarter 2 Result	Comment	Business Unit
<b>Return on investments</b>	Outperforms the Ausbond bank bill index by 10%	61%	Investments performance was 3.19%, while the Ausbond index was 1.7%	Finance Team
<b>Legal service and support to management and business units</b>	Number of active legal matters at month's end	Ongoing	Q2 stats.  Total matters for months' end: 95  Total matters active: 49  Total matters completed: 46	Legal Services
<b>Improving workforce health, safety and wellbeing</b>	Reduction in percentage of workforce incurring lost time workers' compensation claims	-30%	Target met.	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 for September and December quarters is being prepared by media monitors (Isentia). This is due by 22nd January.	Media & Communications
<b>Engagement through Social Media</b>	20% increased engagement on social media platforms	33.9%	Target met  Engagement was 33.9 per cent higher than last quarter attributed to success of the Parramatta Lanes and Christmas in Parramatta event campaigns.	Media & Communications
<b>Process all incoming correspondence for Council</b>	100% within 48 hours and respond within ten business days	99%	Target nearly met.  Service Level Achievement (SLA) maintained for Oct-Dec quarter at 99%.	Information Technology

Measure	Target	Quarter 2 Result	Comment	Business Unit
<b>Compliance with the State Records Act 1998</b>	100% compliance	100%	Target met.  Policy changes completed in support of improved internal processes	Information Technology
<b>IT systems availability</b>	99% up time	Not available	Service Management Reporting under development to provide accurate reporting. Initial focus on availability of key business applications. To be implemented by 31 March.	Information Technology
<b>Website and external facing technology availability</b>	100% up time	Not available	Service Management Reporting is under development to provide accurate reporting. External sites to be implemented by 30 April.	Information Technology

# CAPITALPROJECTS

Project	2017/18 Original budget	December Quarter	Full Year Variance	Comment	Business Unit
<b>IT Works Upgrade Program</b>	730,000	610,000	(120,000)	The City of Parramatta continues to drive innovation forward and the IT Work Program is in place to ensure that with the ever changing technology space there is the available funding to ensure we can pursue and achieve the necessary outcomes for the City of Parramatta and its residence	ICT - Information Communication & Techno
<b>Office IT Assets &amp; Equipment</b>	180,948	179,662	(1,286)	The final stage of an IT hardware rollout to all council staff, shifting from a leasing to a purchasing model. Allowing council more control over its assets.	ICT - Information Communication & Techno
<b>Windows 10/ O365</b>	20,000	20,000	0		ICT - Information Communication & Techno
<b>Bear Card Solution</b>	203,065	203,065	0	The implementation of a new card system for the libraries to improve the user experience for patrons at our libraries	ICT - Information Communication & Techno
<b>Community Care Online</b>	120,400	120,400	0		ICT - Information Communication & Techno



Project	2017/18 Original budget	December Quarter	Full Year Variance	Comment	Business Unit
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<b>Bear Card Solution</b>	203,065	203,065	0	The implementation of a new card system for the libraries to improve the user experience for patrons at our libraries	ICT - Information Communication & Techno
<b>Community Care Online</b>	120,400	120,400	0		ICT - Information Communication & Techno
<b>Councillor Portal</b>	52,500	52,500	0	An enhanced platform to provide the new incoming councillors with an easy to use platform again doing away with paper work and making the process and experience for councillors more user friendly	ICT - Information Communication & Techno

Project	2017/18 Original budget	December Quarter	Full Year Variance	Comment	Business Unit
<b>ICT Network Upgrade</b>	250,000	250,000	0	A hardware review was undertake to ensure that council had the right IT infrastructure to cope with the expanded council	ICT - Information Communication & Techno
<b>Kronos Clock Installation</b>	0	69,785	69,785	The rollout of clock in/out terminals across various council locations for council staff, to ensure consistency across all council.	ICT - Information Communication & Techno
<b>Kofax Digital Scanning</b>	98,000	98,000	0	Kofax is an internal accounts payable system, which needed to be upgraded to all staff to be able to process invoices quicker and more accurately.	ICT - Information Communication & Techno
<b>Drupal Enhancement of CoP Website</b>	4,150	50,000	45,850	The Council website recently underwent a transformation to accommodate the newly forms City of Parramatta council and all its residence, this project is a continuation to improving the website based on staff and community feedback	ICT - Information Communication & Techno
<b>Enhancing Security to Protect Privacy and Tackle Cyber Crime</b>	850,000	850,120	120	An ongoing project to tackle cyber security is continuing throughout the 17/18 financial year with a view to be completed and have safe guards in place to ensure council information is safe and secure.	ICT - Information Communication & Techno
<b>Outdoor Staff Mobile Technology</b>	253,247	253,247	0	Implementation for a new tablet system, doing away with paper and forms allowing the City of Parramatta staff the ability to focus on servicing the community	ICT - Information Communication & Techno

Project	2017/18 Original budget	December Quarter	Full Year Variance	Comment	Business Unit
<b>TM1 Financial and Reporting System</b>	150,000	150,000	0	Council has embarked on a reporting platform upgrade to assist with internal and external reporting. This will allow greater transparency and reporting to both the community and to allow management to make informed and timely decisions.	Finance Governance Planning and Analysis
<b>Parramatta Square Business Planning for 5PS &amp; Public Domain</b>	880,000	880,000	(0)	The Project Team is continuing the process of stakeholder and community engagement to articulate the desired user experience(s) and community aspirations, which will inform the development of the business plan for the site.	General Management Support
<b>Rapid Deployment CCTV Cameras</b>	100,000	100,000	0	Council operates about 60 of rapid deployment cameras. These cameras are used to monitor dumping and crime hotspots and supplement the fixed network where there are blind spots. These funds are used to upgrade and expand this program as required	City Strategy
<b>Public Safety CCTV Network</b>	1,094,230	1,094,230	(0)	The Eatsafe project consists of replacing 205 dated old Council owned incandescent pendant lighting under the awnings on both sides of Church Street with high quality low profile LED lighting together with approximately 50 additional CCTV cameras. The Eat safe project will significantly enhance CCTV coverage around the dining precinct and improve the look and feel of Church Street. Preliminary assessment of services is complete and will inform the upcoming procurement process.	City Strategy

Project	2017/18 Original budget	December Quarter	Full Year Variance	Comment	Business Unit
Local Bike Facilities Encouraging Cycling	50,000	50,000	0	This is accruing year-on-year for the opportunity to provide a 50/50 funding agreement opportunity in 2018/19 for a path through Queens Wharf Reserve. No expenditure is expected on this project until FY 2018/19.	City Strategy
RTA River Cities PVC Stg 22	174,104	177,221	3,117	The project involved the installation of solar lighting and a metal element on the red sails structure, scheduled to be done in November 2017. This work will not be completed.	City Strategy
Cycle Route Maintenance to Encouraging Cycling	126,844	135,879	9,035	There were no exhibition renovations undertaken during quarters 1 and 2.	City Strategy
Parramatta Light Rail Scheme	1,851,543	1,851,543	(0)	In the last quarter, Council submitted its submission on the Parramatta Light Rail Environmental Impact Statement. Council continues to work with Transport for NSW to implement both Stage 1 and the newly announced Stage 2 of the Parramatta Light Rail.	City Strategy
River Cities Renewal Project	148,743	148,743	0	The design of the Escarpment Boardwalk has been revised, and a Business Case is being prepared for submission to RMS.	City Strategy

Project	2017/18 Original budget	December Quarter	Full Year Variance	Comment	Business Unit
<b>Pedestrian Bridge Works - Morton/Alfred</b>	600,194	600,394	200	The submission of the detail design package was completed in November 2017. Council is currently working to obtain the necessary statutory approvals from Roads and Maritime Services to further progress the project. The Review of Environmental Factors has just completed its public exhibition and the results of the exhibition will be presented in 2018.	City Strategy
<b>Cycleway - Oakes Rd to Lake Parramatta</b>	500,000	500,000	0	Council will be progressing to concept design of the first stage of the project in early-2018 and consulting with stakeholders and the community about this important link. Council Officers are working proactively with stakeholders in developing the preferred approach for the remainder of the link.	City Strategy
<b>SCF Cycleway infrastructure linking Epping with Carlingford</b>	225,000	225,000	0	The concepts for improved cycling connections between Epping and Carlingford are currently being designed, and community consultation will take place in early 2018.	City Strategy

Project	2017/18 Original budget	December Quarter	Full Year Variance	Comment	Business Unit
<b>WSU Link</b>	0	100,000	100,000	The WSU Link project will enable the community to cycle between the two WSU campuses at Rydalmere and Parramatta Square via a well-connected, safe and convenient route. Western Sydney University (WSU) has identified that a significant number of students would cycle between their two campuses if this route existed. Building this link will contribute positively to WSU students and staff, but the project will also improve links for the wider community and provide them with a missing link connection between the CBD and Rydalmere, and other suburbs to the east. The addition of this link could potentially contribute to decreasing traffic congestion in the area. This will increase both liveability and sustainability for the community. In terms of milestones – Concept Designs, Consultation, and Detailed Design are scheduled to be completed in February and March 2018, and construction is scheduled between March and May 2018.	City Strategy
<b>Flood Information System for Parramatta River</b>	67,605	67,605	0	Current work is focussing on FISH Dashboard creation, historical data collation and flood model creation. These elements will then form the basis of the next stage of the work. FloodSmart work is focused on drafting the new council webpages ready for ICT resource. Timeline is to take the web page content to OCYS in December and then to the Floodplain Risk Management Committee in March and following that the Council meeting in April.	City Strategy

Project	2017/18 Original budget	December Quarter	Full Year Variance	Comment	Business Unit
<b>LED Street Lighting Upgrade - Phase 2</b>	1,650,000	1,650,000	0	LED rollout started by Endeavour in November 2017. Project officially launched on 1 December 2017. Councils website content updated to reflect launch of project and initial rollout of LED's.	City Strategy
<b>Parramatta City River Strategy Development</b>	6,592	8,440	1,849	Staff recruitment to support program implementation underway. Draft forward program under development. Charles Street Square Economic Feasibility Study commenced and liaison with RMS regarding Ferry Terminal upgrade ongoing.	City Strategy
<b>Parramatta City River Strategy Design</b>	450,000	450,000	0	Staff recruitment to support program implementation underway. Draft forward program under development. Charles Street Square Economic Feasibility Study commenced and liaison with RMS regarding Ferry Terminal upgrade ongoing.	City Strategy
<b>People Counters Projects</b>	55,000	55,000	0	A Video Analytics RFQ was released in December 2017, with the intention of using software to better utilise our existing CCTV infrastructure for the purpose of people counting and understanding how citizens move through our city.	Future City Unit



# OPERATING PROJECTS

Project	2017/18 Original budget	December Quarter	Full Year Variance	Comment	Business Unit
NCIF - HR Transition	74,165	74,165	(1)	This project is completed	Human Resources
NCIF - IT Data Migration Project	500,000	500,000	0	Pathway Operational data and Electronic records migration from Cumberland and Hills Councils have been completed. CoP business units are now able to process transactions for properties within the new CoP LGA.	ICT - Information Communication & Techno
Tenant Management System	30,000	0	(30,000)	This project has been placed on hold for the current financial year due to other priorities.	ICT - Information Communication & Techno
Historical Aerial Imagery	77,400	0	(77,400)	This project has been placed on hold for the current financial year due to other priorities.	ICT - Information Communication & Techno
NCIF - Transformation Project	1,000,000	1,000,000	(0)	Continuous review and improvements are being identify post amalgamation, this project is in place to ensure the transition is a smooth and seamless transition. Funding for this project was awards as part of the State Government amalgamation initiatives.	Finance Governance Planning and Analysis

Project	2017/18 Original budget	December Quarter	Full Year Variance	Comment	Business Unit
<b>Citysafe VSS (Video Surveillance System) Operational Budget</b>	498,680	498,680	0	Council continues to focus on the use of CCTV as a public safety tool. Integration of video analytics has begun and this will increase the functionality of the video monitoring systems and improve its effectiveness. This will provide for example the ability to extract data on people counting, crowd density, traffic path analysis or specific security related functions such as detecting left objects in public spaces.	City Strategy
<b>High Visibility Community Policing</b>	150,000	150,000	0	The NSW Police have been engaged to undertake additional patrols within the Parramatta CBD over the summer period. This commenced in early October 2017 and will finish in early April 2017.	City Strategy
<b>Parramatta Safety Plan - Implementation</b>	13,340	18,000	4,660	In July 2017, Council engaged Micromex Research to undertake a Community Safety Survey of over 500 LGA residents. The results of the survey offered insight into perceptions of safety across the City of Parramatta, and were finalised in October 2017.	City Strategy
<b>Walking Access Study</b>	545	545	0	This relates to the CBD Pedestrian Strategy which has been completed and endorsed by Council. The expenditure this full year was to address a small outstanding amount of expenditure not invoiced in the previous year	City Strategy

Project	2017/18 Original budget	December Quarter	Full Year Variance	Comment	Business Unit
<b>Integrated Transport Plan</b>	150,000	150,000	0	In this quarter, Council has coordinated with Transport for NSW on completion of a very detailed transport model (mesoscopic transport model). Work for the Integrated Transport Plan will commence in early 2018. The plan is expected to be completed by mid-2018.	City Strategy
<b>Light Rail Feasibility Study</b>	1,080	1,080	0	Council continues to work with the State Government to review the design for the Parramatta Light Rail.	City Strategy
<b>Floodplain Risk Management Roads</b>	55,000	55,000	0	Project on track, key quarterly activities include supporting management of Council's Floodplain Risk Management Committee, staff flood risk training, and contributing to the Flood Information System for the Parramatta River.	City Strategy
<b>Beat the Heat</b>	130,000	130,000	0	Project on track, key quarterly activity includes the commencement of an urban heat baseline investigation with the University of New South Wales to determine priority mitigation approaches and locations for reducing urban heat stress, heat rejection options study completed, participation in and membership contribution to Resilient Sydney Project, and Western Sydney University study underway in regards to the use of land satellite imagery to monitor vegetation changes over time.	City Strategy

Project	2017/18 Original budget	December Quarter	Full Year Variance	Comment	Business Unit
<b>Parramatta Ways</b>	475,000	376,952	(98,049)	Toongabbie Creek Crossing open space project underway, and Westmead Foreshore Masterplan stakeholder discussions are ongoing. Draft City of Parramatta Tree Offset Guide for Parramatta Light Rail has been investigated	City Strategy
<b>Greening the CBD</b>	150,000	150,000	0	Project is on track. Sustainability assessments to improve building performance was undertaken for 9 significant development applications, coupled with a sustainability review of Design Excellence Competition submissions received by Council during 2016 & 2017.	City Strategy
<b>3D Model Coordination</b>	168,465	168,989	524	The Council is continuing to receive virtual 3D models from proponents. DTSU / Major development too have been sourcing models from proponents/ applicants. The Physical model in customer service area is being updated quarterly with buildings being added & repainted to another colour as it moves to a different stage. The 3D virtual model has been helping Urban Design with built form, solar access and view testing. We are incrementally expanding the area covered by virtual 3D models in the LGA with the intention of having the entire LGA covered by 2020.	City Strategy
<b>CBD Planning Framework Studies</b>	357,507	357,507	0	Council is working proactively with the Department of Planning and Environment to issue a Gateway Determination to enable the CBD planning proposal to be placed on public exhibition.	City Strategy

Project	2017/18 Original budget	December Quarter	Full Year Variance	Comment	Business Unit
Planning Framework Harmonization	476,408	390,553	(85,855)	Council has formed a special project team to undertake this task. The project team is undertaking a review of the suite of various planning controls which currently apply to the new LGA following the proclamation process so as to identify key policy issues and inconsistencies which will need to be addressed moving forward.	City Strategy
GIS Visual Data	250,000	250,000	0	For this project initial planning work continues to develop a "City Dashboard" that can provide user-friendly City data as well as how this information could be mapped geographically.	Future City Unit

# QUARTERLY BUDGET

Review Statement



# FINANCIAL REPORT

## Quarterly Review - December 2017





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# FINANCIAL OVERVIEW

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## QUARTERLY REVIEW HEADLINES

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

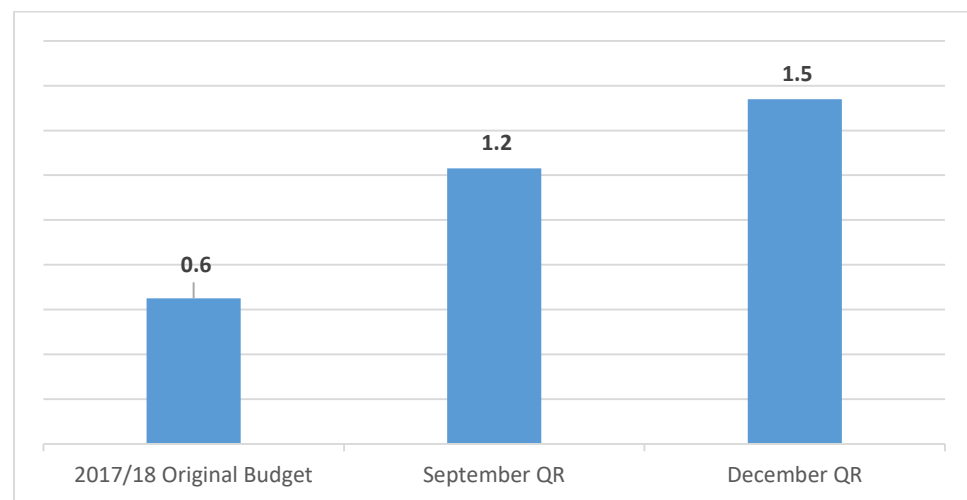
**Council is forecasting a surplus of \$1.5m, an improvement of \$0.3m on the September Forecast.**

Operating Revenues have been increased by \$2.2m; Operating Expenses have been increased by \$1.9m.

Capital Revenues have been reduced by \$0.3m; Capital Expenditures have been reduced by \$16.9m.

The following chart shows the forecast movement from the original over the first two quarters of the financial year.

## OPERATING RESULT HISTORY (\$m)



## CAPITAL WORKS

The September Forecast Capital Works Program full year forecast was \$122.5m. A review of all projects during the December quarter, focusing on time and the availability resources, has resulted in a decrease of spend for the balance of the year. The full year Capital works expenditure has been reduced to a full year spend of \$105.6m, a decrease of \$16.9m.

A summary of the major changes to the previous quarter full year forecast 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 December Quarterly Review.

	December YTD Actual	December YTD Forecast	YTD Variance	2017/18 Original Budget	September QR	December QR	Full Year Variance
Rates & Annual Charges	165.5	164.0	1.5	165.0	166.8	168.0	1.2
User Charges & Fees	18.4	18.5	-0.1	38.4	38.5	38.1	-0.4
Other Revenue	6.4	7.7	-1.3	16.1	17.0	15.8	-1.2
Interest	4.5	3.7	0.8	6.7	7.3	9.6	2.3
Operating Grants	4.0	5.3	-1.3	12.2	12.7	12.9	0.2
Operating Contributions & Donations	1.7	1.5	0.2	2.9	3.0	3.1	0.1
<b>Total Operating Revenue</b>	<b>200.5</b>	<b>200.7</b>	<b>-0.2</b>	<b>241.3</b>	<b>245.3</b>	<b>247.5</b>	<b>2.2</b>
Employee Costs	51.6	52.0	0.4	107.4	107.9	108.3	-0.4
Borrowing Costs	1.5	1.5	-0.0	2.9	2.9	2.9	-0.0
Materials & Contracts	24.7	26.2	1.5	54.7	55.8	57.9	-2.1
Depreciation & Amortisation	20.5	19.7	-0.8	39.4	39.4	39.4	0.0
Other Operating Expenses	18.0	21.4	3.4	45.3	45.5	44.9	0.6
<b>Total Operating Expenses</b>	<b>116.3</b>	<b>120.8</b>	<b>4.5</b>	<b>249.7</b>	<b>251.5</b>	<b>253.4</b>	<b>-1.9</b>
<b>Operating Surplus/Deficit</b>	<b>84.2</b>	<b>79.9</b>	<b>4.3</b>	<b>-8.4</b>	<b>-6.2</b>	<b>-5.9</b>	<b>0.3</b>
Profit/Loss on Asset Sales	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Add: One Off FAG Grant				3.7	3.7	3.7	0.0
Add: One Off NCIF				4.8	3.7	3.7	0.0
Add: One Off Other Variations				0.5			0.0
<b>Net Operating Result</b>	<b>84.2</b>	<b>79.9</b>	<b>4.3</b>	<b>0.6</b>	<b>1.2</b>	<b>1.5</b>	<b>0.3</b>

## SECOND QUARTER YEAR TO DATE RESULT

The net operating result before capital revenue is \$4.3m higher than budget of \$79.9m at the half year. This is principally due to under expenditure due to the phasing of expenses in particular materials & contracts, utilities and administration. It is forecast that the savings in the first two quarters will be expended in the second half of the financial year.

## FULL YEAR OUTLOOK

The net surplus is forecast to increase by \$0.3m on the September forecast. Revenue is forecasted to increase by \$2.2m, predominately due to higher interest revenues and supplementary rates & annual charges expected for the second half of the financial year. The expense forecast increase of \$1.9m from the September forecast is mainly due to increases in materials and contracts expenditure.

## Current Revenue Position and Outlook

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

	December YTD Actual	December YTD Forecast	YTD Variance	2017/18 Original Budget	September QR	December QR	Full Year Variance
Rates & Annual Charges	165.5	164.0	1.5	165.0	166.8	168.0	1.2
User Charges & Fees	18.4	18.5	-0.1	38.4	38.5	38.1	-0.4
Other Revenue	6.4	7.7	-1.3	16.1	17.0	15.8	-1.2
Interest	4.5	3.7	0.8	6.7	7.3	9.6	2.3
Operating Grants	4.0	5.3	-1.3	12.2	12.7	12.9	0.2
Operating Contributions & Donations	1.7	1.5	0.2	2.9	3.0	3.1	0.1
<b>Total Operating Revenue</b>	<b>200.5</b>	<b>200.7</b>	<b>-0.2</b>	<b>241.3</b>	<b>245.3</b>	<b>247.5</b>	<b>2.2</b>

### SECOND QUARTER YEAR TO DATE RESULT

The year to date total revenue is \$0.2m lower than the forecast of \$200.7m. Rates and annual charges were higher than forecast by \$1.5m mainly due to the timing of levied rates revenue. Other Revenue is \$1.3m lower than forecast mainly due incorrect phasing of parking services revenue and lower lease rentals of community properties. Grants are \$1.3m lower than forecast due to delay in receiving the pensioner rates subsidies. Contributions & donations are \$0.2m higher than forecast due to receiving contributions for the Parramatta River Catchment earlier than expected. Interest revenues are greater than forecast by \$0.8m due to higher investment balances being held in the first half of the financial year.

### FULL YEAR OUTLOOK

The full-year revenue forecast has been increased by \$2.2m to a full year forecast of \$247.5m. Rates and annual charges has increased by \$1.2m to reflect the year to date result. Interest income has been increased by \$2.3m to reflect higher investment balances. User charges and fees has been decreased by \$0.4m mainly due to lower utilisation of the Justice Precinct Car Park resulting in a reduction in revenue. Other Revenues have been reduced by \$1.2m due to over-estimated lease rentals on community properties and parking services revenue.

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

	December YTD Actual	December YTD Forecast	YTD Variance	2017/18 Original Budget	September QR	December QR	Full Year Variance
Aquatic Centres	0.1	0.1	0.0	0.2	0.2	0.2	0.0
Community Facilities	0.7	0.7	0.0	1.0	1.0	1.0	-0.0
Childcare	1.4	1.5	-0.1	3.3	3.0	3.0	0.0
Parking	8.7	8.4	0.3	18.4	18.4	17.9	-0.5
Other User Charges	0.1	0.2	-0.1	0.7	0.4	0.4	0.0
Riverside Theatres	1.5	1.5	0.0	3.1	3.2	3.2	0.0
Regulatory/Statutory Fees	2.2	2.8	-0.6	5.5	5.5	5.6	0.1
Discretionary Fees	3.7	3.3	0.4	6.2	6.8	6.8	-0.0
<b>Total User Charges &amp; Fees</b>	<b>18.4</b>	<b>18.5</b>	<b>-0.1</b>	<b>38.4</b>	<b>38.5</b>	<b>38.1</b>	<b>-0.4</b>

## SECOND QUARTER YEAR TO DATE RESULT

The year to date user charges and fees revenue is \$0.1m lower than the forecast of \$18.5m. Parking is lower than forecast by \$0.3m due to lower utilisation of multi-level car parks, in particular the Justice Precinct Car Park. Childcare is lower than forecast by \$0.1m due to delay in receiving child care fees in the month of December. Regulatory and statutory fees are lower than forecast by \$0.6m driven by the lower than expected revenues, particularly in parking services. Discretionary Fees were \$0.4m higher than forecast predominately due to higher volume of restorations of footpaths and roads fees.

## FULL YEAR OUTLOOK

The full-year forecast for user charges and fees revenue is a \$0.4m reduction on the September forecast of \$38.5m. The most significant change is a reduction in parking revenues, where the forecast has been reduced by \$0.4m from the September forecast due to lower utilisation of car parks, in particular the Justice Precinct Car Park as noted earlier.

## Current Expenses Position and Outlook

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

	December YTD Actual	December YTD Forecast	YTD Variance	2017/18 Original Budget	September QR	December QR	Full Year Variance
Employee Costs	51.6	52.0	0.4	107.4	107.9	108.3	-0.4
Borrowing Costs	1.5	1.5	-0.0	2.9	2.9	2.9	-0.0
Materials & Contracts	24.7	26.2	1.5	54.7	55.8	57.9	-2.1
Depreciation & Amortisation	20.5	19.7	-0.8	39.4	39.4	39.4	0.0
Other Operating Expenses	18.0	21.4	3.4	45.3	45.5	44.9	0.6
<b>Total Operating Expenses</b>	<b>116.3</b>	<b>120.8</b>	<b>4.5</b>	<b>249.7</b>	<b>251.5</b>	<b>253.4</b>	<b>-1.9</b>

### SECOND QUARTER YEAR TO DATE RESULT

The year to date operating expense is \$4.5m lower than forecast of \$120.8m. Materials & Contracts is lower than forecast by \$1.5m driven by the timing of expenses for operating and service projects. It is expected that these expenses will occur in the second half of the financial year. Employee costs are lower than forecast by \$0.4m due to the timing of filling vacant positions. Other Operating Expenses are lower than forecast by \$3.4m mainly due to the phasing of costs for ICT purchases which have been delayed to the second half of the financial year and domestic waste tipping costs being down due to the lower tonnage of waste collected. Depreciation is up by \$0.8m due to the continual reassessment of our assets and the new assets inherited from the outer councils. As we receive more accurate data we will continue to amend the forecast.

### FULL YEAR OUTLOOK

The full year forecast for operating expenses is \$1.9m higher than the September forecast of \$251.5m. The Materials and Contracts increase of \$2.1m is mainly due to an allocation of funds from 2016/17 financial year for the temporary relocation of Parramatta pool that was unspent and the reallocation of budget from tipping costs from domestic waste management to materials and contracts. Employee costs increase of \$0.4m are due the need for additional staff in the domestic waste management and property areas. Other Expenses decrease of \$0.6m is due to the reallocation of tipping costs from domestic waste management to materials and contracts. This is offset by increases in a number of operating and service projects.

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

	December YTD Actual	December YTD Forecast	YTD Variance	2017/18 Original Budget	September QR	December QR	Full Year Variance
Materials	2.9	3.1	0.2	6.4	6.6	6.9	-0.3
Contracts	17.6	20.0	2.4	42.0	42.7	43.8	-1.1
Audit Fees	0.1	0.2	0.1	0.4	0.4	0.4	0.0
Legal Expenses	1.1	0.4	-0.7	0.8	1.1	1.5	-0.4
Operating Lease Rentals	3.0	2.5	-0.5	5.1	5.0	5.3	-0.3
<b>Total Materials &amp; Contracts</b>	<b>24.7</b>	<b>26.2</b>	<b>1.5</b>	<b>54.7</b>	<b>55.8</b>	<b>57.9</b>	<b>-2.1</b>

## SECOND QUARTER YEAR TO DATE RESULT

The year to date material and contracts expense is \$1.5m below forecast of \$26.2m. Materials is \$0.2m lower than forecast due to a delay in spending for service projects including RMS block grant traffic facilities, footpath maintenance and local parks maintenance. Contracts is \$2.4m lower than forecast due to phasing of operating projects and delay of expenditure in green waste, footpath maintenance and land use. The timing of expenditure has been corrected in this forecast with the expenditure now expected to occur in the second half of the financial year. Legal expenses were \$0.7m higher than forecast mainly due an influx of legal matters regarding develop assessments in the first half of the financial year. Operating lease rentals are \$0.5m higher than forecast due to leasing of an additional floor for Councils Head Office at 126 Church Street commencing September 2017.

## FULL YEAR OUTLOOK

The full year forecast for materials and contract expense is \$2.1m higher than the September forecast of \$55.8m. Materials increase of \$0.3m is mainly due to transfers from contracts to materials to cover future costs in operating and service projects. Contracts increase of \$1.0m is mainly due to an allocation of funds from 2016/17 financial year for the temporary relocation of Parramatta pool that was unspent and allocation of budget from tipping costs from domestic waste management. Legal Expenses increase of \$0.4m is mainly in relation to the increased litigation costs for a number of matters being contested. Operating lease rentals increase of \$0.3m is for the additional level being leased at 126 Church Street as noted earlier and the allocation of funds for the Parramatta Artist Studio from the contracts category.



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

	December YTD Actual	December YTD Forecast	YTD Variance	2017/18 Original Budget	September QR	December QR	Full Year Variance
Tipping Fees	6.0	8.1	2.1	18.2	18.2	16.9	1.3
Computer Expenses	1.3	1.9	0.6	4.1	4.2	4.4	-0.2
Advertising & Promotions	1.5	1.5	-0.0	3.3	3.0	3.0	0.0
Street Lighting	1.6	1.6	0.0	3.0	3.0	3.0	0.0
Insurance	1.7	1.6	-0.1	2.3	2.4	2.4	0.0
Light Power & Heating	0.3	0.8	0.5	2.0	2.0	2.0	0.0
Telephone & Communications	0.2	0.3	0.1	0.7	0.9	0.9	0.0
Parking Space Levy	0.9	0.9	-0.0	2.0	1.9	1.9	0.0
Other Operating Expenses	4.5	4.7	0.2	9.7	9.9	10.4	-0.5
<b>Total Other Operating Expenses</b>	<b>18.0</b>	<b>21.4</b>	<b>3.4</b>	<b>45.3</b>	<b>45.5</b>	<b>44.9</b>	<b>0.6</b>

## SECOND QUARTER YEAR TO DATE RESULT

The year to date other operating expenses is \$3.4m below forecast of \$21.4m. Tipping Fees is \$2.1m below forecast due to lower tipping costs for rubbish collected in the first half of the financial year in relation to domestic waste. There has also been a delay of expenditure of tipping costs relating to footpath maintenance and cleansing which is expected to occur in the second half of the financial year. Computer Expenses is \$0.6m below forecast due phasing of costs for ICT purchases which have been delayed to the second half of the financial year. Light Power & Heating is \$0.5m below forecast due to the timing of processing utilities expenses. Other Operating Expenses is \$0.2m below forecast mainly due to an underspend in rent collection and microfilming costs.

## FULL YEAR OUTLOOK

The full year forecast for other operating expense is \$0.6m lower than the September forecast of \$45.5m. Tipping fees decrease of \$1.3m is a result of transferring the savings in the first half of the year to the over expenditure of contracts relating to domestic waste. Computer expenses increase of \$0.2m due to the purchase of Kronos clocks for libraries and child care centres and other additional office equipment purchases. Other Operating Expenses increase of \$0.5m is mainly due to increase of costs for postage and subscriptions throughout council and transfer of costs from contracts to artist in the mall for major events.

## Current Capital Position and Outlook

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

	December YTD Actual	December YTD Forecast	YTD Variance	2017/18 Original Budget	September QR	December QR	Full Year Variance
State Capital Grants	0.0	0.7	-0.7	0.0	2.0	2.4	0.4
Federal Capital Grants	0.7	0.7	0.0	2.9	1.6	1.3	-0.3
Section 94	19.2	13.9	5.3	32.0	35.8	34.2	-1.6
Other	2.8	1.7	1.1	0.0	1.6	2.8	1.2
<b>Total Capital Revenue</b>	<b>22.7</b>	<b>17.0</b>	<b>5.7</b>	<b>34.9</b>	<b>41.0</b>	<b>40.7</b>	<b>-0.3</b>
Liveable	3.5	5.2	1.7	20.8	24.4	23.8	0.6
Productive	11.3	11.3	0.0	36.9	42.6	27.1	15.5
Leading	4.4	4.1	-0.3	11.4	9.8	11.0	-1.2
Sustainable	14.8	19.1	4.3	40.4	45.7	43.7	2.0
<b>Total Capital Expenditure</b>	<b>34.0</b>	<b>39.7</b>	<b>5.7</b>	<b>109.5</b>	<b>122.5</b>	<b>105.6</b>	<b>16.9</b>

### SECOND QUARTER YEAR TO DATE RESULT

The year to date capital revenue is \$5.7m higher than forecast of \$17.0m. State Capital Grants were lower than forecast by \$0.7m mainly due to delay in receiving the active transport grant from RMS, which is expected later this financial year. Section 94 Developer contributions are \$5.3m higher than forecast mainly due to incorrect phasing, which has been corrected in the full year forecast. Other Grants are higher than budget by \$1.1m due to funding being received for voluntary planning agreements for the Parramatta River Pedestrian project. The year to date capital expenditure is \$5.7m lower than budget of \$39.7m. A full review of capital projects has been undertaken during the December quarter with major variances as result of phasing of budget being moved to later quarters and some projects work being moved to the next financial year.

### FULL YEAR OUTLOOK

The full year forecast for capital revenue is \$0.3m lower than the September forecast of \$41.0m. State Capital Grants has been increased by \$0.4m due to additional funding to be received for the roads renewal program. Federal Capital Grants decrease of \$0.3m is mainly due to a reduction in funding for the local traffic facilities works. Section 94 Developer Contribution decrease of \$1.6m due to an overstatement of the previous forecast which has now been corrected. Other grants increase of \$1.2m is due to the funding received for voluntary planning agreements for the Parramatta River Pedestrian project as noted above. The full year capital expenditure forecast has been reduced by \$16.9m to a full year spend of \$109.5m. The decrease is a result of reducing the scope of works for projects to be completed in the next financial year which includes the 5 Parramatta Square Development (New Council Facilities), Hills Traffic Improvements, Hills Drainage Renewal Works & Major Drainage Construction at Lyndelle Place, Carlingford.

## 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	December QR	Full Year Variance	Comments
<b><u>Capital Projects</u></b>					
Riverside Theatres Plant, Equipment & Refurbishment	150.0	450.0	150.0	300.0	Reallocation
Kerb & Gutter Renewal Program	1,330.0	1,408.8	1,224.5	184.3	Reduction due to timing
189 Macquarie Street, Parramatta	371.1	371.1	581.9	-210.8	Additional Budget
8 Parramatta Square Development	682.5	833.1	1,196.5	-363.4	Additional Budget
Parramatta Square Public Domain Development	11,011.4	11,011.4	1,224.9	9,786.5	Reduction due to timing
IT Works Upgrade Program	980.0	730.0	610.0	120.0	Reallocation
Early Childhood Centres Capital Renewal	125.0	125.0	0.0	125.0	Reallocation
4 & 6 Parramatta Square Development	836.3	986.3	1,658.1	-671.8	Reduction due to timing
5 Parramatta Square Development - New Council Facilities	17,805.8	17,805.8	11,513.7	6,292.1	Reduction due to timing
Riverside Refurbishment and Upgrades	300.0	35.0	335.0	-300.0	Reallocation
Parks Stormwater Reuse Program	360.0	360.0	75.0	285.0	Reduction due to timing
Harris Park - Station Street East Upgrade	170.0	170.0	445.0	-275.0	Reallocation
Toongabbie Street Upgrade Wentworth Avenue	355.0	355.0	455.0	-100.0	Reallocation
Connecting Centres Lake North Parramatta	170.0	170.0	200.0	-30.0	Reallocation
Finalise Construction of new PreSchool in North Rocks Park,	200.0	1,215.0	1,545.6	-330.6	Additional Budget
Major Drainage Construction at Lyndelle Place, Carlingford	700.0	700.0	250.0	450.0	Reduction due to timing
Upgrade to Carlingford North Shops	260.0	260.0	630.0	-370.0	Reallocation
Former Hills Area Traffic Improvements	1,252.2	1,252.2	125.0	1,127.2	Reduction due to timing
Hills Area Drainage Renewal Works	963.1	963.1	150.0	813.1	Reduction due to timing
WSU Link	0.0	0.0	100.0	-100.0	New

## Operating Project Movements

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

Project Description	2017/18 Original Budget	September QR	December QR	Full Year Variance	Comments
<b><u>Operating Projects</u></b>					
Parramatta Ways	475.0	475.0	377.0	98.0	Reduction
Temporary Relocation of Parramatta Pools	700.0	700.0	1,000.0	-300.0	Moved from 2016/17
Buildings Asbestos Management	250.0	250.0	100.0	150.0	Reduction

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

Annual Forecast (2017/18)

<b>Liveable</b>		<b>Leading</b>	
City Operations	38,637	City Strategy & Future City	20,864
Regulatory Unit	11,418	Governance & Risk	2,452
Social & Community Services	32,365	Legal	918
Place	10,833	Councillor Support & CEO Office	3,518
Riverside Theatres	7,614	Project Management Office	768
<b>Total Liveable</b>	<b>100,867</b>	Human Resources	4,382
		Financial Services	12,349
<b>Productive</b>		Information Technology	12,932
Property Development Group	23,980	Customer Contact Centre	2,495
Asset Strategy & Property Management	10,939	City Engagement	3,068
City Economy	1,737	<b>Total Leading</b>	<b>63,746</b>
City Experience	9,943		
City Identity, Experience & Engagement	1,512	<b>Sustainable</b>	
City Identity	3,251	Development & Traffic	14,322
<b>Total Productive</b>	<b>51,362</b>	City Assets & Environment	89,170
		<b>Total Sustainable</b>	<b>103,492</b>
<b>Total</b>			<b>319,467</b>
Depreciation			39,406
<b>Grand Total</b>			<b>358,873</b>

## Projects by Strategic Objective

Project Description	December YTD Actual	December YTD Forecast	YTD Variance	2017/18 Original Budget	September QR	December QR	Full Year Variance
<b>LEADING PROJECT PROGRESS</b>							
<b>Capital Projects</b>							
Local Bike Facilities Encouraging Cycling	0.0	16.7	16.7	50.0	50.0	50.0	0.0
RTA River Cities PVC Stg 22	78.9	60.8	-18.1	0.0	174.1	177.2	-3.1
Cycle Route Maintenance to Encouraging Cycling	52.7	75.1	22.4	125.0	126.8	135.9	-9.1
Rapid Deployment CCTV Cameras	1.0	2.3	1.3	100.0	100.0	100.0	0.0
Greening the CBD	0.0	0.0	0.0	150.0	0.0	0.0	0.0
Parramatta Light Rail Scheme	745.9	244.3	-501.6	400.0	1,851.5	1,851.5	0.0
River Cities Renewal Project	237.1	148.7	-88.4	0.0	148.7	148.7	0.0
IT Works Upgrade Program	0.0	243.3	243.3	980.0	730.0	610.0	120.0
Public Safety CCTV Network	96.6	413.8	317.2	500.0	1,094.2	1,094.2	0.0
Pedestrian Bridge Works - Morton/Alfred	403.9	220.3	-183.6	600.0	600.2	600.4	-0.2
Parramatta City River Strategy Development	8.4	6.6	-1.8	0.0	6.6	8.4	-1.8
Parramatta City River Strategy Design	0.0	150.0	150.0	450.0	450.0	450.0	0.0
People Counters Projects	0.0	18.3	18.3	55.0	55.0	55.0	0.0
Office IT Assets & Equipment	159.7	180.9	21.2	1,280.0	180.9	179.7	1.2
Stronger Communities Fund - Capital Works	0.0	0.0	0.0	3,425.8	0.0	0.0	0.0
Windows 10/O365	20.0	20.0	0.0	0.0	20.0	20.0	0.0
Flood Information System for Parramatta River	18.1	34.6	16.5	50.0	67.6	67.6	0.0
Stronger Communities Fund - Non Capital	0.0	0.0	0.0	432.0	0.0	0.0	0.0
TM1 Financial and Reporting System	55.8	87.2	31.4	150.0	150.0	150.0	0.0
Enhancing Security to Protect Privacy and Tackle Cyber Crime	122.5	364.9	242.4	850.0	850.0	850.1	-0.1
Outdoor Staff Mobile Technology	64.1	253.2	189.1	535.0	253.2	253.2	0.0
LED Street Lighting Upgrade - Phase 2	1,650.0	549.9	-1,100.1	750.0	1,650.0	1,650.0	0.0
Cycleway - Oakes Rd to Lake Parramatta	0.0	166.6	166.6	500.0	500.0	500.0	0.0
SCF Cycleway infrastructure linking Epping with Carlingford	17.2	60.0	42.8	0.0	225.0	225.0	0.0
Bear Card Solution	145.9	203.1	57.2	0.0	203.1	203.1	0.0
Community Care Online	43.5	120.4	76.9	0.0	120.4	120.4	0.0
Councillor Portal	0.0	52.5	52.5	0.0	52.5	52.5	0.0
ICT Network Upgrade	15.2	87.0	71.8	0.0	250.0	250.0	0.0

## Projects by Strategic Objective

Project Description	December YTD Actual	December YTD Forecast	YTD Variance	2017/18 Original Budget	September QR	December QR	Full Year Variance
<b>LEADING PROJECT PROGRESS</b>							
<b>Capital Projects (Continued)</b>							
Kronos Clock Installation	69.8	0.0	-69.8	0.0	0.0	69.8	-69.8
Kofax Digital Scanning	49.2	47.5	-1.7	0.0	98.0	98.0	0.0
Drupal Enhancement of City of Parramatta Website	43.4	4.2	-39.2	0.0	4.2	50.0	-45.8
Parramatta Square Business Planning for 5PS & Public Domain	283.8	293.3	9.5	0.0	880.0	880.0	0.0
WSU Link	0.0	0.0	0.0	0.0	0.0	100.0	-100.0
<b>Total Capital Projects</b>	<b>4,384.1</b>	<b>4,125.5</b>	<b>-258.6</b>	<b>11,382.8</b>	<b>10,892.0</b>	<b>11,002.8</b>	<b>-110.8</b>
<b>Operating Projects</b>							
Floodplain Risk Management Roads	1.3	18.3	17.0	55.0	55.0	55.0	0.0
Accounts Payable	43.1	26.8	-16.3	0.0	26.8	43.1	-16.3
3D Model Coordination	46.5	69.3	22.8	150.0	168.5	169.0	-0.5
Beat the Heat	7.0	7.1	0.1	120.0	130.0	130.0	0.0
Citysafe VSS (Video Surveillance System) Operational Budget	119.6	223.0	103.4	190.0	498.7	498.7	0.0
High Visibility Community Policing	49.3	50.8	1.5	150.0	150.0	150.0	0.0
CBD Planning Framework Studies	201.1	178.3	-22.8	350.0	357.5	357.5	0.0
Parramatta Safety Plan - Implementation	23.6	13.3	-10.3	0.0	13.3	18.0	-4.7
Parramatta Ways	0.0	158.3	158.3	475.0	475.0	377.0	98.0
Integrated Transport Plan	0.0	50.0	50.0	150.0	150.0	150.0	0.0
Stronger Communities Fund - Operating	21.2	0.0	-21.2	0.0	0.0	21.2	-21.2
NCIF - Transformation Project	401.2	396.7	-4.5	1,000.0	1,000.0	1,000.0	0.0
NCIF - IT Data Migration Project	26.2	172.2	146.0	500.0	500.0	500.0	0.0
Planning Framework Harmonization	190.8	204.4	13.6	476.3	476.4	390.6	85.8
NCIF - HR Transition	125.9	74.2	-51.7	199.5	74.2	74.2	0.0
GIS Visual Data	0.0	83.3	83.3	250.0	250.0	250.0	0.0
Light Rail Feasibility Study	17.1	1.1	-16.0	214.0	1.1	1.1	0.0
Tenant Management System	0.0	30.0	30.0	0.0	30.0	0.0	30.0
Historical Aerial Imagery	0.0	77.4	77.4	0.0	77.4	0.0	77.4
Greening the CBD	53.5	61.1	7.6	0.0	150.0	150.0	0.0
<b>Total Operating Projects</b>	<b>1,327.9</b>	<b>1,896.1</b>	<b>568.2</b>	<b>4,279.8</b>	<b>4,584.4</b>	<b>4,335.9</b>	<b>248.5</b>
<b>TOTAL FOR LEADING</b>	<b>5,712.0</b>	<b>6,021.6</b>	<b>309.6</b>	<b>15,662.6</b>	<b>15,476.4</b>	<b>15,338.7</b>	<b>137.7</b>



## Projects by Strategic Objective

Project Description	December YTD Actual	December YTD Forecast	YTD Variance	2017/18 Original Budget	September QR	December QR	Full Year Variance
<b>LIVEABLE PROJECT PROGRESS</b>							
<b>Capital Projects</b>							
Better Neighbourhoods Program	0.0	0.0	0.0	1,460.1	1,460.1	0.0	1,460.1
Riverside Theatres Plant, Equipment & Refurbishment	101.4	194.9	93.5	150.0	450.0	150.0	300.0
Library Capital Resources	353.4	415.1	61.7	820.0	860.2	860.0	0.2
Council Plant, Fleet & Other Equipment Replacement Program	1,713.0	1,766.8	53.8	4,000.0	4,304.9	4,304.9	0.0
Lonely Lane Artwork	69.0	95.0	26.0	80.5	158.7	158.7	0.0
Boronia Park Master Plan Implementation	0.0	133.7	133.7	668.5	668.5	0.0	668.5
Westmead- Strategic Planning & Public Domain Works	177.7	185.9	8.2	0.0	185.9	177.7	8.2
Riverside Refurbishment and Upgrades	0.0	11.7	11.7	300.0	35.0	335.0	-300.0
Updating of Existing Park Signs	0.0	0.0	0.0	132.5	132.5	132.5	0.0
Enhancing Church Street Vibrancy	0.0	0.0	0.0	450.0	400.0	274.0	126.0
Foreshore Stairs	0.0	0.0	0.0	141.1	141.1	141.1	0.0
St John's Cathedral Feature Lighting Treatment	12.9	12.9	0.0	300.0	360.8	360.0	0.8
"Imagine" Program Connectivity and Access Improvements	-1.5	-1.5	0.0	255.0	255.0	263.2	-8.2
Dundas Station Centre Upgrade	0.0	0.0	0.0	102.0	102.0	102.0	0.0
Harris Park - Station Street East Upgrade	0.3	0.3	0.0	170.0	170.0	445.0	-275.0
Toongabbie Street Upgrade Wentworth Avenue	0.0	5.0	5.0	355.0	355.0	455.0	-100.0
Connecting Centres Lake North Parramatta	176.9	170.0	-6.9	170.0	170.0	200.0	-30.0
Prince Alfred Square Power Upgrade	92.0	221.9	129.9	200.0	442.0	442.0	0.0
Wentworth Point Library and Community Centre	16.3	1,054.3	1,038.0	9,000.0	9,000.0	9,000.0	0.0
Upgrade to Lawndale Shops, North Rocks	0.0	0.0	0.0	260.0	260.0	310.0	-50.0
Upgrade to Carlingford North Shops	0.0	6.0	6.0	260.0	260.0	630.0	-370.0
Carlingford Masterplan	0.0	0.0	0.0	150.0	150.0	80.0	70.0
Bennelong Parkway Pedestrian Refuge	48.2	30.0	-18.2	0.0	30.0	48.2	-18.2
Southern Precinct Renewal Project	24.6	8.8	-15.8	850.0	850.0	850.0	0.0
Phillip Street Smart Street Design	0.0	0.0	0.0	250.0	250.0	250.0	0.0
Implement Sue Savage Park Masterplan	3.4	0.0	-3.4	280.0	280.0	280.0	0.0

## Projects by Strategic Objective

Project Description	December YTD Actual	December YTD Forecast	YTD Variance	2017/18 Original Budget	September QR	December QR	Full Year Variance
<b>LIVEABLE PROJECT PROGRESS</b>							
<b>Capital Projects (Continued)</b>							
NCIF - External Signage City Operations	174.7	296.6	121.9	0.0	1,041.6	1,040.0	1.6
SCF North Rocks Park Master Plan - Capital	146.7	193.9	47.2	0.0	350.0	350.0	0.0
SCF Newington Dog Park	154.9	255.0	100.1	0.0	500.0	500.0	0.0
Centenary Square Review	13.4	27.5	14.1	0.0	27.5	27.5	0.0
SCF Eastern River Foreshore Transformation	0.9	5.0	4.1	0.0	510.0	510.0	0.0
SCF Barnett Park Dog Park Upgrade	0.0	0.0	0.0	0.0	20.0	20.0	0.0
SCF Wallawa Reserve Upgrade, Meehan Street, Granville	0.0	13.5	13.5	0.0	38.5	38.5	0.0
SCF Sommerville Park Upgrade, Eastwood	0.9	5.0	4.1	0.0	105.0	105.0	0.0
Community Garden at Bruce Miller Reserve	60.5	0.0	-60.5	0.0	0.0	60.5	-60.5
George Kendall Reserve Park Upgrade	1.5	0.0	-1.5	0.0	0.0	200.0	-200.0
Erby Place Pocket Park Lighting Upgrade	27.2	0.0	-27.2	0.0	50.0	50.0	0.0
Lighting Under the Bridge	125.6	0.0	-125.6	0.0	0.0	126.0	-126.0
Hospital Farm Reserve Public Easement	28.0	35.0	7.0	0.0	35.0	35.0	0.0
Victoria and Park Road Shops Minor Upgrade	0.0	0.0	0.0	0.0	0.0	100.0	-100.0
Oatlands Connecting Centres	0.0	0.0	0.0	0.0	0.0	24.0	-24.0
Tintern Avenue Shops Upgrade	0.0	0.0	0.0	0.0	0.0	22.5	-22.5
Dan Mahoney Reserve Service Provision	0.0	0.0	0.0	0.0	0.0	38.5	-38.5
Yates Avenue Shops Precinct upgrade	0.0	0.0	0.0	0.0	0.0	30.0	-30.0
Epping Town Centre Improvement	0.0	0.0	0.0	0.0	0.0	30.0	-30.0
Carmen Drive Shops Minor Upgrade	0.0	0.0	0.0	0.0	0.0	14.0	-14.0
Picasso Shops Minor Upgrade	0.0	0.0	0.0	0.0	0.0	50.0	-50.0
Station Road Shops Upgrade	0.0	0.0	0.0	0.0	0.0	22.5	-22.5
Windsor Road Shops Minor Upgrade	0.0	0.0	0.0	0.0	0.0	50.0	-50.0
Constitution Hills Shops Upgrade	0.0	0.0	0.0	0.0	0.0	15.0	-15.0
Newington Central Precinct Upgrade	0.0	0.0	0.0	0.0	0.0	100.0	-100.0
Rebecca Parade Shops Minor Upgrade	0.0	0.0	0.0	0.0	0.0	7.5	-7.5
<b>Total Capital Projects</b>	<b>3,528.3</b>	<b>5,148.6</b>	<b>1,620.3</b>	<b>20,804.7</b>	<b>24,415.6</b>	<b>23,815.8</b>	<b>599.8</b>

## Projects by Strategic Objective

Project Description	December YTD Actual	December YTD Forecast	YTD Variance	2017/18 Original Budget	September QR	December QR	Full Year Variance
<b>LIVEABLE PROJECT PROGRESS</b>							
<b>Operating Projects</b>							
Healthy and Active Communities Program	2.2	0.0	-2.2	50.0	50.0	50.0	0.0
Aquatic Playground Maintenance	76.5	86.5	10.0	200.0	200.0	200.0	0.0
Catchment Management Program of Environmental Audit & Building	0.0	33.3	33.3	100.0	100.0	50.0	50.0
Scores on Doors Program	0.0	0.0	0.0	25.0	0.0	0.0	0.0
Mum & Dad' development Education Program	0.0	2.4	2.4	7.3	7.3	7.3	0.0
ParraPets Matter	0.0	9.1	9.1	27.3	27.3	27.3	0.0
Church Street Frontage Improvement Program	0.0	25.0	25.0	200.0	100.0	100.0	0.0
Temporary Relocation of Parramatta Pools	379.3	490.0	110.7	700.0	700.0	1,000.0	-300.0
NCIF - External Signage City Operations	0.0	0.0	0.0	1,040.0	0.0	0.0	0.0
NCIF - Place	16.0	38.0	22.0	76.0	76.0	76.0	0.0
Hill Road Masterplan	5.5	0.0	-5.5	250.0	250.0	250.0	0.0
Newington Street Tree Strategy	21.7	36.7	15.0	75.0	75.0	75.0	0.0
Place/ Neighbourhood Plan	0.0	0.0	0.0	125.0	125.0	125.0	0.0
Rydalmere Park Masterplan	86.3	80.0	-6.3	200.0	200.0	200.0	0.0
SCF Mobile Active Health	44.2	58.5	14.3	0.0	146.2	176.1	-29.9
SCF Wentworthville Early Childhood Development Initiative	0.0	15.0	15.0	0.0	121.5	121.5	0.0
<b>Total Operating Projects</b>	<b>631.7</b>	<b>874.5</b>	<b>242.8</b>	<b>3,075.6</b>	<b>2,178.3</b>	<b>2,458.2</b>	<b>-279.9</b>
<b>TOTAL FOR LIVEABLE</b>	<b>4,160.0</b>	<b>6,023.1</b>	<b>1,863.1</b>	<b>23,880.3</b>	<b>26,593.9</b>	<b>26,274.0</b>	<b>319.9</b>

## Projects by Strategic Objective

Project Description	December YTD Actual	December YTD Forecast	YTD Variance	2017/18 Original Budget	September QR	December QR	Full Year Variance
<b>PRODUCTIVE PROJECT PROGRESS</b>							
<b>Capital Projects</b>							
Heritage Centre Building Renewal Works	0.0	25.0	25.0	48.8	50.0	50.0	0.0
Heritage Centre Core Exhibition Renovations	0.0	9.8	9.8	39.0	29.3	10.0	19.3
Lennox Bridge Carpark Development	47.3	88.9	41.6	237.9	237.9	256.1	-18.2
Riverbank Development	91.6	130.4	38.8	737.1	737.1	701.6	35.5
40-48 Cowper Street, Granville	0.0	0.0	0.0	10.0	10.0	10.0	0.0
189 Macquarie Street, Parramatta	192.8	253.4	60.6	371.1	371.1	581.9	-210.8
Church Street Office Fit out (60 desks)	545.7	646.8	101.1	0.0	596.8	596.8	0.0
8 Parramatta Square Development	615.6	490.8	-124.8	682.5	833.1	1,196.5	-363.4
Parramatta Square Public Domain Development	290.0	382.4	92.4	11,011.4	11,011.4	1,224.9	9,786.5
Demolition Works in Parramatta & Telopea	8.3	30.0	21.7	150.0	150.0	150.0	0.0
Community Buildings Capital Improvement	319.9	285.3	-34.6	255.0	285.3	369.9	-84.6
Libraries Capital Renewal	56.5	134.8	78.3	0.0	263.7	200.0	63.7
Child Care Centres Capital Renewal	112.6	79.5	-33.1	390.0	390.5	315.0	75.5
Early Childhood Centres Capital Renewal	0.0	0.0	0.0	125.0	125.0	0.0	125.0
3 Parramatta Square Development	695.6	797.0	101.4	663.8	1,218.8	1,271.0	-52.2
4 & 6 Parramatta Square Development	881.0	398.8	-482.2	836.3	986.3	1,658.1	-671.8
38 - 40 Marion Street Parramatta Development	5.8	0.0	-5.8	120.0	120.0	70.8	49.2
Parramatta Town Hall Capital Renewal Program	9.5	7.8	-1.7	0.0	7.8	9.5	-1.7
Multi-level Car Parks Capital Renewal Program	368.5	292.0	-76.5	640.0	641.0	641.0	0.0
400A Victoria Road, Rydalmere	0.0	0.0	0.0	5.0	5.0	5.0	0.0
Hambledon Cottage Renewal Program	0.0	0.0	0.0	20.0	20.0	35.0	-15.0
5 Parramatta Square Development - New Council Facilities	3,240.5	3,820.0	579.5	17,805.8	17,805.8	11,513.7	6,292.1
Riverside Theatres Building Renewal Program	230.7	204.3	-26.4	400.0	324.3	324.3	0.0
Governor Phillip Commemorative Public Art Project	0.5	50.5	50.0	150.0	150.0	149.5	0.5
Public Art Project	2.3	15.1	12.8	0.0	40.8	40.8	0.0
Horwood Place Redevelopment	0.2	26.2	26.0	233.9	233.9	212.4	21.5
1 Parramatta Square ( Retail 6)	1,587.0	1,586.5	-0.5	0.0	1,586.5	1,587.0	-0.5
Eat Street Carpark Development	0.2	13.1	12.9	39.4	39.4	28.8	10.6
Willow Grove Building Works	0.0	0.0	0.0	20.0	20.0	0.0	20.0
Fennell Street Car Park Development	15.2	12.3	-2.9	39.4	39.4	39.1	0.3
Finalise Construction of new Preschool in North Rocks Park	1,545.6	1,215.0	-330.6	200.0	1,215.0	1,545.6	-330.6

## Projects by Strategic Objective

Project Description	December YTD Actual	December YTD Forecast	YTD Variance	2017/18 Original Budget	September QR	December QR	Full Year Variance
<b>PRODUCTIVE PROJECT PROGRESS</b>							
<b>Capital Projects (Continued)</b>							
New Aquatics & Leisure Facility	395.6	94.8	-300.8	800.0	800.0	862.3	-62.3
Pitt Row Headmaster's Cottage	0.0	0.0	0.0	200.0	200.0	200.0	0.0
Riverside, Events & City Activation Storage Facility	0.0	0.0	0.0	300.0	300.0	300.0	0.0
Digital Activation (LED) of Parramatta Square Hoardings	0.8	50.0	49.2	200.0	200.0	200.0	0.0
Hills Area Building Improvements & Upgrades	0.0	0.0	0.0	159.1	0.0	0.0	0.0
SCF Parramatta Artist Studio – Satellite Studios Fit Out	0.0	0.0	0.0	0.0	114.0	114.0	0.0
126 Church Street Level 3 Fit Out	44.0	193.3	149.3	0.0	580.0	580.0	0.0
Fair Value Assets and Condition Assessments	19.3	9.0	-10.3	120.0	120.0	130.2	-10.2
Parramasala- PCC funding	100.0	100.0	0.0	200.0	200.0	200.0	0.0
Cultural Heritage Collection Conservation and Asset Mgt.	0.0	3.3	3.3	10.0	10.0	10.0	0.0
Foundation Day & Parramatta Open (Celebrating Heritage)	0.0	0.0	0.0	13.0	0.0	0.0	0.0
Major Events Show Reel	0.0	5.0	5.0	15.0	15.0	15.0	0.0
World War One (WW1) Centenary	0.0	45.0	45.0	45.0	45.0	45.0	0.0
Removal and Storage of Tom Thompson Public Mural	9.1	10.9	1.8	45.8	21.8	23.7	-1.9
NCIF - External Signage City Visual Identity	0.0	100.0	100.0	300.0	300.0	300.0	0.0
NCIF - Asset Audit & Data Transition	83.1	63.5	-19.6	68.3	83.9	83.9	0.0
<b>Total Capital Projects</b>	<b>11,518.5</b>	<b>11,673.4</b>	<b>154.9</b>	<b>37,707.6</b>	<b>42,537.8</b>	<b>27,859.9</b>	<b>14,677.9</b>
<b>Operating Projects</b>							
Branding	69.8	69.0	-0.8	0.0	143.1	143.9	-0.8
Buildings Asbestos Management	0.0	0.0	0.0	250.0	250.0	100.0	150.0
ED - Branding and Communications	31.1	56.7	25.6	0.0	120.0	120.0	0.0
ED - Business Attraction and Industry Development	53.5	73.7	20.2	0.0	185.0	185.0	0.0
ED - City Culture and Liveability	75.8	51.9	-23.9	0.0	150.0	150.0	0.0
ED - Infrastructure	35.1	19.4	-15.7	0.0	50.0	50.0	0.0
ED - Regional Leadership, Advocacy & Governance	45.4	48.3	2.9	0.0	73.4	73.3	0.1
ED - Research	21.0	46.7	25.7	0.0	110.0	110.0	0.0
ED - Workforce and Skills	35.4	62.5	27.1	0.0	150.0	150.0	0.0
122937 - SCF Parramatta Artist Studio – Satellite Studios	0.0	130.0	130.0	0.0	249.5	262.9	-13.4
<b>Total Operating Projects</b>	<b>367.1</b>	<b>558.2</b>	<b>191.1</b>	<b>250.0</b>	<b>1,481.0</b>	<b>1,345.1</b>	<b>135.9</b>
<b>TOTAL FOR PRODUCTIVE</b>	<b>11,885.6</b>	<b>12,231.6</b>	<b>346.0</b>	<b>37,957.6</b>	<b>44,018.8</b>	<b>29,205.0</b>	<b>14,813.8</b>

## Projects by Strategic Objective

Project Description	December YTD Actual	December YTD Forecast	YTD Variance	2017/18 Original Budget	September QR	December QR	Full Year Variance
<b>SUSTAINABLE PROJECT PROGRESS</b>							
<b>Capital Projects</b>							
Cemeteries and Memorials Program	18.6	18.4	-0.2	92.0	92.0	92.0	0.0
Pavilion Program	0.0	30.0	30.0	150.0	150.0	150.0	0.0
Sportsground Program	81.9	143.9	62.0	510.0	510.0	510.0	0.0
Playground Replacement Program	153.6	107.9	-45.7	520.0	520.0	520.0	0.0
Parks Program	144.2	94.8	-49.4	410.0	410.0	416.5	-6.5
Public Trees Program	200.6	135.2	-65.4	380.0	380.0	380.0	0.0
Walking Track Construction	45.7	29.0	-16.7	130.0	130.0	170.0	-40.0
Restoration of Natural Areas	298.5	311.6	13.1	720.0	720.0	720.0	0.0
Drainage Improvements in Growth Areas S94A Program	37.1	74.8	37.7	150.0	150.0	150.0	0.0
Waterways Restoration	149.7	145.4	-4.3	560.0	560.0	560.0	0.0
Flood Mitigation Program	109.2	89.7	-19.5	350.0	350.0	350.0	0.0
Kerb & Gutter Renewal Program	171.0	300.9	129.9	1,330.0	1,408.8	1,224.5	184.3
Drainage Construction Program	113.0	200.0	87.0	600.0	600.0	600.0	0.0
Footpaths Construction Program	831.8	426.5	-405.3	1,700.0	1,765.0	1,765.0	0.0
Roads Renewal Program	2,978.0	2,812.7	-165.3	6,175.0	6,176.5	6,175.0	1.5
Master Plan Implementation for George Kendall Riverside Park	0.0	20.0	20.0	100.0	100.0	100.0	0.0
Sustainable Water Program	29.6	38.3	8.7	80.0	80.0	80.0	0.0
Improving Water Quality in Parramatta Waterways	0.0	80.0	80.0	400.0	400.0	400.0	0.0
Public Domain Lighting	5.2	20.0	14.8	100.0	100.0	100.0	0.0
Bridge assets - safety upgrades	14.3	56.9	42.6	150.0	150.0	150.0	0.0
Bridge Upgrades & Renewal Program	0.0	50.0	50.0	250.0	250.0	250.0	0.0
Additional Roads, Kerb & Gutter Maintenance	1,089.8	944.3	-145.5	3,800.0	3,800.2	3,800.0	0.2
Nursery Management Bushland Plants & Landscaping Works	24.2	29.2	5.0	130.0	170.0	170.0	0.0
Design Parkes -Valentine Traffic Upgrade	25.2	0.0	-25.2	0.0	0.0	0.0	0.0
Protecting Dams Capital Works Program	45.1	54.0	8.9	270.0	270.0	270.0	0.0
Barrack Lane Shared Zone Construction	25.0	50.0	25.0	150.0	150.0	150.0	0.0
Parks Stormwater Reuse Program	0.0	72.0	72.0	360.0	360.0	75.0	285.0
Lake Parramatta Improvement Works	185.9	96.4	-89.5	0.0	96.4	190.1	-93.7
Supply and Installation of Street Furniture	57.8	76.1	18.3	150.0	150.0	150.0	0.0
Civil Construction Program	141.9	216.0	74.1	400.0	400.0	400.0	0.0

## Projects by Strategic Objective

Project Description	December YTD Actual	December YTD Forecast	YTD Variance	2017/18 Original Budget	September QR	December QR	Full Year Variance
<b>SUSTAINABLE PROJECT PROGRESS</b>							
Roads to Recovery Program	137.4	288.4	151.0	1,441.6	1,441.6	1,441.6	0.0
Robin Thomas Reserve Masterplan Works	7.5	7.5	0.0	0.0	7.5	7.5	0.0
Mobile Garbage Bin Roll Program	81.8	60.0	-21.8	250.0	250.0	250.0	0.0
Installation of Rooftop Solar Panels on City Assets Program	-5.4	26.7	32.1	100.0	100.0	100.0	0.0
Robotic Equipment to Assist with Surveying	16.4	16.4	0.0	32.8	32.8	32.8	0.0
Footpath Renewal Program	1,014.1	834.8	-179.3	1,600.0	1,600.0	1,600.0	0.0
Stormwater Drainage Renewal Program	1,815.1	1,433.6	-381.5	4,400.0	4,400.0	4,400.0	0.0
Active Transport Program	112.8	768.0	655.2	300.0	2,310.2	2,310.2	0.0
Australian Government Black Spot Program	0.0	333.2	333.2	1,500.0	1,000.0	1,000.0	0.0
Major Drainage Construction at Lyndelle Place, Carlingford	8.3	140.0	131.7	700.0	700.0	250.0	450.0
West Epping Park - Major Redevelopment	4,170.6	6,421.5	2,250.9	5,900.0	6,421.5	6,421.5	0.0
Peggy Womersley Reserve - to Pavilion Upgrade	20.5	64.6	44.1	250.0	370.5	250.0	120.5
Ollie Webb Reserve Water Playground	0.0	0.0	0.0	300.0	300.0	300.0	0.0
Former Hills Area Traffic Improvements	0.0	417.3	417.3	1,252.2	1,252.2	125.0	1,127.2
Hills Area Road Renewal Works	401.2	697.5	296.3	1,290.0	1,290.0	1,290.0	0.0
Hills Area Drainage Renewal Works	0.0	192.6	192.6	963.1	963.1	150.0	813.1
SCF Playground Upgrade- Lynbrae Ave Park	0.0	0.0	0.0	0.0	120.0	120.0	0.0
SCF Playground Upgrades - Pembroke St Reserve	0.0	0.0	0.0	0.0	120.0	120.0	0.0
SCF Playground Upgrades - Irving St Reserve	0.0	0.0	0.0	0.0	120.0	120.0	0.0
SCF Playground Upgrades - GKR District Playground	0.0	0.0	0.0	0.0	50.0	50.0	0.0
SCF Playground Upgrades - Pinetree Dr Reserve	0.0	0.0	0.0	0.0	60.0	60.0	0.0
SCF Playground Upgrades - Blankers Koen Park	0.0	0.0	0.0	0.0	60.0	60.0	0.0
SCF Playground Upgrades - Forest Park	0.0	0.0	0.0	0.0	120.0	120.0	0.0
SCF Playground Upgrades - Rainbow Farm Reserve	0.0	0.0	0.0	0.0	60.0	60.0	0.0
SCF Playground Upgrades - Hunts Creek Reserve	0.0	0.0	0.0	0.0	60.0	60.0	0.0
SCF Walking Track to Hunts Creek Waterfall, Carlingford	0.0	0.0	0.0	0.0	75.0	75.0	0.0
Asbestos Remediation Works Program	0.0	666.7	666.7	0.0	2,000.0	2,000.0	0.0
Tree Offset Program	0.0	0.0	0.0	0.0	0.0	20.0	-20.0
Boronia Park Building Amenities Upgrade	0.0	0.0	0.0	0.0	0.0	668.5	-668.5
Murray Farm Reserve Park Improvements	0.0	0.0	0.0	0.0	0.0	120.5	-120.5
<b>Total Capital Projects</b>	<b>14,757.2</b>	<b>19,092.8</b>	<b>4,335.6</b>	<b>40,396.7</b>	<b>45,683.3</b>	<b>43,650.7</b>	<b>2,032.6</b>



## Projects by Strategic Objective

Project Description	December YTD Actual	December YTD Forecast	YTD Variance	2017/18 Original Budget	September QR	December QR	Full Year Variance
<b>SUSTAINABLE PROJECT PROGRESS</b>							
<b>Operating Projects</b>							
Bushland Resources Management	207.7	286.7	79.0	650.0	651.1	700.0	-48.9
Parramatta River Flood Study	235.5	219.0	-16.5	509.3	529.5	529.5	0.0
Protection of Aboriginal Heritage & Cultural Sites	1.0	10.0	9.0	30.0	30.0	30.0	0.0
Waterways Litter Removal	22.7	29.0	6.3	85.0	85.0	85.0	0.0
Environmental Education Program to Encourage Sustainability	11.0	25.0	14.0	60.0	60.0	61.5	-1.5
Waterways and Bushland Rehabilitation Fauna Study	7.5	28.3	20.8	75.0	75.0	75.0	0.0
Threatened Species Management	8.2	19.6	11.4	50.0	50.0	50.0	0.0
Contaminated Land Management in Public Parks and Land	337.6	133.7	-203.9	500.0	500.0	553.9	-53.9
Better Waste and Recycling Program	6.3	90.0	83.7	450.0	450.0	450.0	0.0
Parra River Catchment Group Management	87.7	116.5	28.8	171.5	275.6	347.1	-71.5
PRCG Landcare Coordinator Grant	23.8	24.8	1.0	48.4	49.6	53.5	-3.9
NCIF - Domestic Waste	0.0	19.0	19.0	89.0	89.0	89.0	0.0
SCF Terrys Creek Rehabilitation - Maintenance	9.0	15.0	6.0	0.0	100.0	100.0	0.0
LLS Loyalty Road Dam	48.3	20.0	-28.3	0.0	50.0	50.0	0.0
<b>Total Operating Projects</b>	<b>1,006.3</b>	<b>1,036.6</b>	<b>30.3</b>	<b>2,718.2</b>	<b>2,994.8</b>	<b>3,174.5</b>	<b>-179.7</b>
<b>TOTAL FOR SUSTAINABLE</b>	<b>15,763.5</b>	<b>20,129.4</b>	<b>4,365.9</b>	<b>43,114.9</b>	<b>48,678.1</b>	<b>46,825.2</b>	<b>1,852.9</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	0	-	-	0
<b>External Restrictions - Included in Liabilities</b>	<b>0</b>	<b>-</b>	<b>-</b>	<b>0</b>
<b>External Restrictions - Other</b>				
Developer Contributions - General	99,014	36,030	(13,106)	121,938
Specific Purpose Unexpended Grants	23,223	6,323	(20,558)	8,988
Domestic Waste Management	16,910	4,797	(3,065)	18,643
Open Space Special Rate	1,372	11,561	(3,674)	9,258
Stormwater Levy	1,544	1,661	(1,544)	1,661
Economic Development Special Rate	777	748	(1,610)	(84)
Suburban Infrastructure Special Rate	124	1,667	(1,928)	(137)
CBD Infrastructure Special Rate	4,463	1,999	(1,481)	4,981
Infrastructure Special Rate - Former Holroyd	64	66	-	129
Catchment Remediation Special Rate	506	-	-	506
Harris Park Special Rate	302	109	-	411
<b>External Restrictions - Other</b>	<b>148,298</b>	<b>64,962</b>	<b>(46,966)</b>	<b>166,294</b>
<b>Total External Restrictions</b>	<b>148,298</b>	<b>64,962</b>	<b>(46,966)</b>	<b>166,294</b>
<b>Internal Restrictions</b>				
Employees Leave Entitlement	5,499	-	-	5,499
Council Election	800	200	(800)	200
Parking Meters	1,357	3,636	(4,726)	267
Granville Reserve	-	-	-	-
Ward Works Reserves	3,291	-	(426)	2,865
Asset Renewal Reserve	7,221	3,000	(10,050)	171
Property & Significant Asset Reserves	36,204	80,215	(30,823)	85,596
<b>Total Internal Restrictions</b>	<b>54,372</b>	<b>87,051</b>	<b>(46,825)</b>	<b>94,598</b>

# RESPONSIBLE ACCOUNTING OFFICERS REPORT

## Responsible Accounting Officer's Statement

### Quarterly Budget Review

*For the period 1 July 2017 to 31 December 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 31/012/2017 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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**CITY OF  
PARRAMATTA**