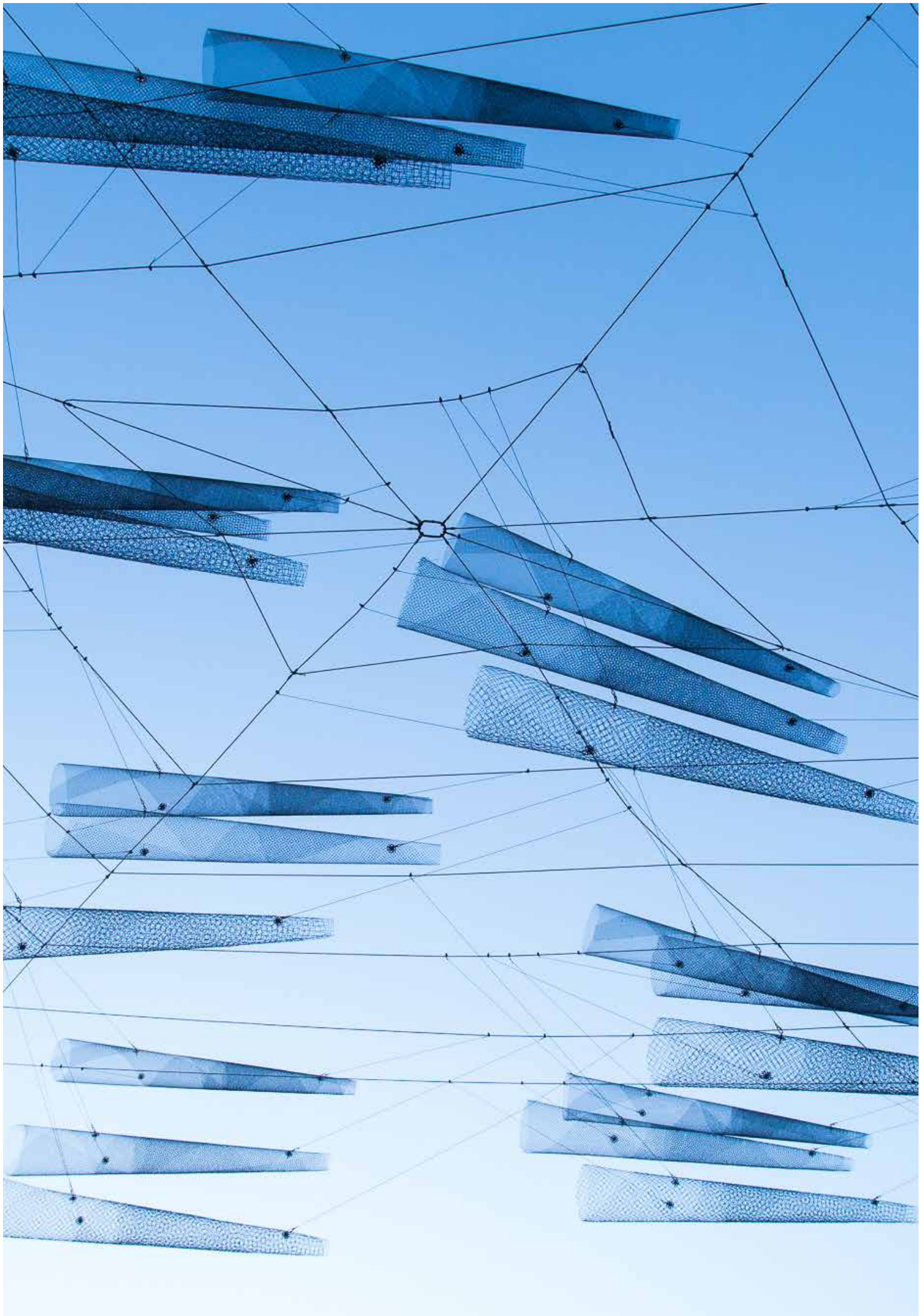


OPERATIONAL PLAN 2017/18
PROGRESS REPORT
Q3 REVIEW



**CITY OF
PARRAMATTA**



CONTENTS

CEO MESSAGE	04
EXECUTIVE SUMMARY	06
Financial Performance	06
Changes to the Plan Summary	06
Highlights	06
Parramatta Square	06
Local Planning Panel	07
Parramatta Light Rail	08
Bicycles	08
Museum and Cultural Precinct	08
Community Highlights	08
Social Media	09
Investing in community facilities	10
Understanding Dashboards	12
LIVEABLE	14
Significant Variation or Changes to the Plan	15
Dashboard	16
Measures and Indicators	18
Capital Projects	22
Operating Projects	27
SUSTAINABLE	28
Significant Variation or Changes to the Plan	29
Dashboard by Pillar	30
Measures and Indicators	32
Capital Projects	35
Operating Projects	40
PRODUCTIVE	42
Significant Variation or Changes to the Plan	43
Dashboard by Pillar	44
Measures and Indicators	46
Capital Projects	50
Capital Projects	53
LEADING	54
Significant Variation or Changes to the Plan	55
Dashboard by Pillar	56
Measures and Indicators	58
Capital Projects	64
Operating Projects	68

ACTING CHIEF EXECUTIVE OFFICER'S MESSAGE

Regular progress reports are an important part of Council's commitment to be open, transparent and accountable. This Progress Report summarises achievements against the Operational Plan 2017/18 and Council's financial position at the end of quarter three (January – March 2018).

The Operational Plan describes the services, activities and expenditure committed for 2017/18, and how we will measure progress. This third quarter report is a short form, meaning that we will report the measures and indicators, and select project updates, in addition to the full financial report.

I hope you'll notice the many good things happening around Greater Parramatta. We have made some significant progress during the quarter and you can read about some of these highlights in the Executive Summary.

If you want to provide feedback on this report or learn more about City of Parramatta Council, you can call us on 1300 617 058 or send an email to council@cityofparramatta.nsw.gov.au. Joining Council's community panel is another way to keep informed of what's happening. If you want to have your say about issues affecting your local community, Our City Your Say is a great way for you to get involved. Your local Councillors are also available. To learn more about your Councillors or how to join the community panel visit our website, cityofparramatta.nsw.gov.au.

MAJOR PROJECTS

Parramatta Square

Parramatta Square continues to be a powerful example of our City's growth. While construction has commenced on site for some of the projects, an Architectural Design Competition for the combined 6 & 8 Parramatta Square commercial scheme was also undertaken consistent with Design Excellence Guidelines. Three competitors were selected by Walker Corporation to participate in the competition, and the Competition Jury unanimously selected Johnson Pilton Walker as the winning architect.

Community Infrastructure

Work continues in building the social infrastructure to serve the needs of our growing community. The West Epping Park upgrades were completed this quarter as planned. The Wentworth Point Community Centre Library will be open to the public towards the end of 2018. New parks and new playgrounds are also being planned over the next two years under the Stronger Communities Fund.

West Epping Park

On March 24 the City of Parramatta officially opened West Epping Park. The \$11.23 million project has delivered City of Parramatta's first synthetic, all-weather soccer and cricket fields; three new cricket practice nets; a basketball court; 'street' style skate area; play areas for toddlers and large climbing structures; picnic and barbecue areas; shelters; informal open lawns; lighting and new footpaths; and improved traffic and parking facilities.

Aquatic Services

A critical milestone was achieved during this quarter with Council endorsing plans for a new Parramatta aquatic centre, to be located on the former golf course site, at the corner of Park and Pitt Streets. The business case has been prepared and submitted to the NSW State Government in the hope of securing its financial contribution to the new centre. We have also commenced a design competition to get the best architects helping us to maximise the community benefits from this challenging project.

In the meantime, work is continuing on the redevelopment of the Macarthur Girls High School pool which Council is upgrading for public use. Council has also decided to keep the Epping Aquatic Centre open through the cooler months, from April to September. This is due in large part to the wonderful community response and support for the pool, through attendance and enrolments in the (Epping) Dolphin Swim School, which is double what it was last year.

New Waste Contract

As reported last quarter, Council's Domestic Waste Services experienced a significant reduction in the normally high service standards during the transition period to a single, new contractor. We are pleased to report that most of these issues were resolved through the hard work and dedication of our waste management and environmental teams, supported by our customer service officers, and many other Council staff. Council appreciates the patience shown by residents during this transitional period. For any further issues please use our dedicated hotline 02 9806 5544.

SERVICE EXCELLENCE PROGRAM

The Service Excellence Program is now well underway, with six new service reviews having commenced this quarter:

- Building & Facilities Maintenance
- Community Care Services
- Customer Contact Centre
- Development Assessment
- Printing Services
- Recruitment & Business Partnering
-

While some of these reviews are internally facing, and part of our internal operations, the goal is always the same: to identify improvement opportunities to ensure greater consistency, efficiency and quality in the way that we work, and to deliver exceptional customer experience and outcomes every time.

PLANS AND STRATEGIES AS GUIDING DOCUMENTS

Council is finalising a number of plans and strategies, to be released for comment in the next few months. I want to express my thanks for those of you in the community who have participated in our workshops, our surveys, and our numerous requests for your input. We could not do this without you.

Now that we have drafts of the documents below, you will be invited to read these and again offer your input. Each document will be placed on exhibition, which means 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. We have been listening to your feedback and are busy finalising the Plan based on feedback received during the public exhibition period which ran from 16 April and 13 May.
- **The Delivery Program 2018-2021** and **Operational Plan 2018/19** define what Council's priorities will be for the next three years. It also outlines our budget and fees and charges for 2018/19. The Plan will be on public exhibition between 15 May and 11 June.



SUE COLEMAN
ACTING CEO, CITY OF PARRAMATTA

EXECUTIVE SUMMARY

FINANCIAL PERFORMANCE

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

Councils operating result (surplus) to March 2018 was \$40.3m, which is \$3.7m (10.1%) ahead of the forecast of \$36.6m. This was as a result of expenditure being \$4.7m below expectations, which was offset however, by revenue being \$1.0m below expectations. Councils revenue target for user charges and fees was \$1.6m below forecast due to lower utilisation of parking stations and reduced requests of development applications. Other revenue was \$1.5m lower than forecast for lease rentals of community properties and tower crane applications. This was offset by rates & annual charges being above forecast.

The major contributors to expenditure savings were materials and contracts, \$2.6m due to the timing of operating and service projects. Savings to employment costs of \$2.6m is a result of vacancy levels. Other operating costs savings of \$0.3m is due to IT expenditure being phased into 2018/19.

Council has updated its forecast for the balance of the financial year based on the performance to March 2018 and is now forecasting a full year surplus of \$1.7m, an increase of \$0.2m. This is the result of expenditure reducing by \$2.0m which is a result of savings in vacant positions. This is offset by a reduction of revenue of \$1.8m mainly due to development applications slowing down.

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

Work is proceeding on 3 Parramatta Square. It is estimated the tower will be completed in the first quarter of 2020. 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 has closed 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 continuing.

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.

Following the community engagement workshop in December to gather feedback on the proposed user experience for 5 Parramatta Square and the new public domain, Council is continuing to incorporate the feedback that was submitted, to more closely align the needs and aspirations of the community.

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.

As reported last quarter, 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.

Local Planning Panel

Changes to the Environmental Planning and Assessment Act 1979, that commenced on the 1 March 2018, meant that the decision to have an Independent Hearing and Assessment Panel (IHAP) or Local Planning Panel was no longer voluntary for Councils within the Greater Sydney Region. Members to the Panel were appointed and submitted to Council on 12 February 2018. The first City of Parramatta Local Planning Panel was held on the 17 March 2018. The Local Planning Panel was formerly named Independent Hearing and Assessment Panel (IHAP)



PARRAMATTA LIGHT RAIL

The NSW Government has announced Stage 2 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. Council is actively engaged with Transport for New South Wales to collaboratively plan and provide input to the formation of this important transportation network. Stage 2 will be further developed and informed by consultation with the community and stakeholders. 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.

More information about the Light Rail, both stages, is available on the web, here: <http://www.parramattalightrail.nsw.gov.au/> and here: <https://www.cityofparramatta.nsw.gov.au/parramattalightrail>

BICYCLES

With the Parramatta Bike Plan currently in place since 2017, the City of Parramatta is moving forward with various options to encourage safe and sustainable cycling options in the central business district and various neighbourhoods. Some residents have expressed concerns or support for dockless bike sharing options around the Local Government Area. This opportunity is being investigated to determine the best approach, based on the successes and lessons learned from other cities and councils. Have you cycled on the Subiaco Creek Link? It is located in Rydalmere near the intersection of South St and Clyde St. This link makes it 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.

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.

COMMUNITY HIGHLIGHTS

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. The Councillor workshop held in February provided important decisions for the new facility.

The business case has been submitted to Council to assist decision makers to determine the best option for the development of a new Aquatic Leisure Centre, given the impacts on the City, the wider community and the social, economic and financial costs and benefits to the NSW community as a whole. It also details the requirement for Council to enter into an agreement with the Parramatta Park Trust with which negotiations are underway.

In the meantime, we have approval to keep the Epping Aquatic centre open through the cooler months, from April to September. This is due in large part to the wonderful community response and support for the pool, through attendance and enrolments in the (Epping) Dolphin Swim School, which is double what it was last year. Lake Parramatta closed for swimming on 2 April 2018 and will reopen again in the spring.

Draft Master Plans for Robin Thomas Reserve and James Ruse Reserve

The exhibition for these two important reserves has completed, and we want to thank those of you who provided your input. The Master Plans as amended following exhibition were submitted to Council for endorsement in March. These master plans have been coordinated with the New South Wales Office of Environment and Heritage, and are also impacted or are a part of the Environmental Impact Statement for the Parramatta Light Rail project. These master plans address amenities such as synthetic turf, shade, cricket nets, exercise equipment, use of water, and pedestrian access.

Events and festivals this quarter

This quarter Council hosted and supported a number of festivals, many of which the community have come to expect and enjoy year upon year. These include Australia Day, Lunar New Year, Tropfest, Parramasala, & Youth Week.

During Australia Day celebrations, council hosted Parravision. Australian pop and jazz icon Kate Ceberano was one of the judges of this year's Parravision talent quest. Now in its third year, Parravision is one of the highlights of City of Parramatta's spectacular Australia Day celebrations, showcasing the talents of the City's emerging

performing artists. Other judges included Mushroom Music Ian James and celebrated dance performer/choreographer Dr Laura Osweiler.

The evening entertainment, capped by a spectacular fireworks display, was part of a 15-hour marathon Australia Day celebration in the picturesque surrounds of the World Heritage-listed Parramatta Park.

SOCIAL MEDIA

As always, you can engage with Council through our social media channels. Find out the latest news, and participate in our consultation sessions, our workshops, or our myriad activities throughout the Local Government Area!

- Facebook: <https://www.facebook.com/cityofparramatta>
- Twitter: <https://twitter.com/parracity>
- Instagram: <https://www.instagram.com/cityofparramatta/?hl=en>
- YouTube: <https://www.youtube.com/user/pccweb>

And of course, we have a mailing list specifically for you to have your say on important topics affecting our community. Check it out and sign up here: <https://www.cityofparramatta.nsw.gov.au/living-and-community/our-city-your-say>



INVESTING IN COMMUNITY FACILITIES

- West Epping Park transformation was completed in late February 2018. The upgrade provides superb sports and leisure facilities for local residents, schools and other users. Delivery of the project included overcoming unexpected amounts of buried asbestos and very poor sub-grade, which were not identified in the project planning.
- 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 was completed in March 2018, and fitout works are scheduled to commence next quarter. Works are due to be completed towards the end of the 2018.

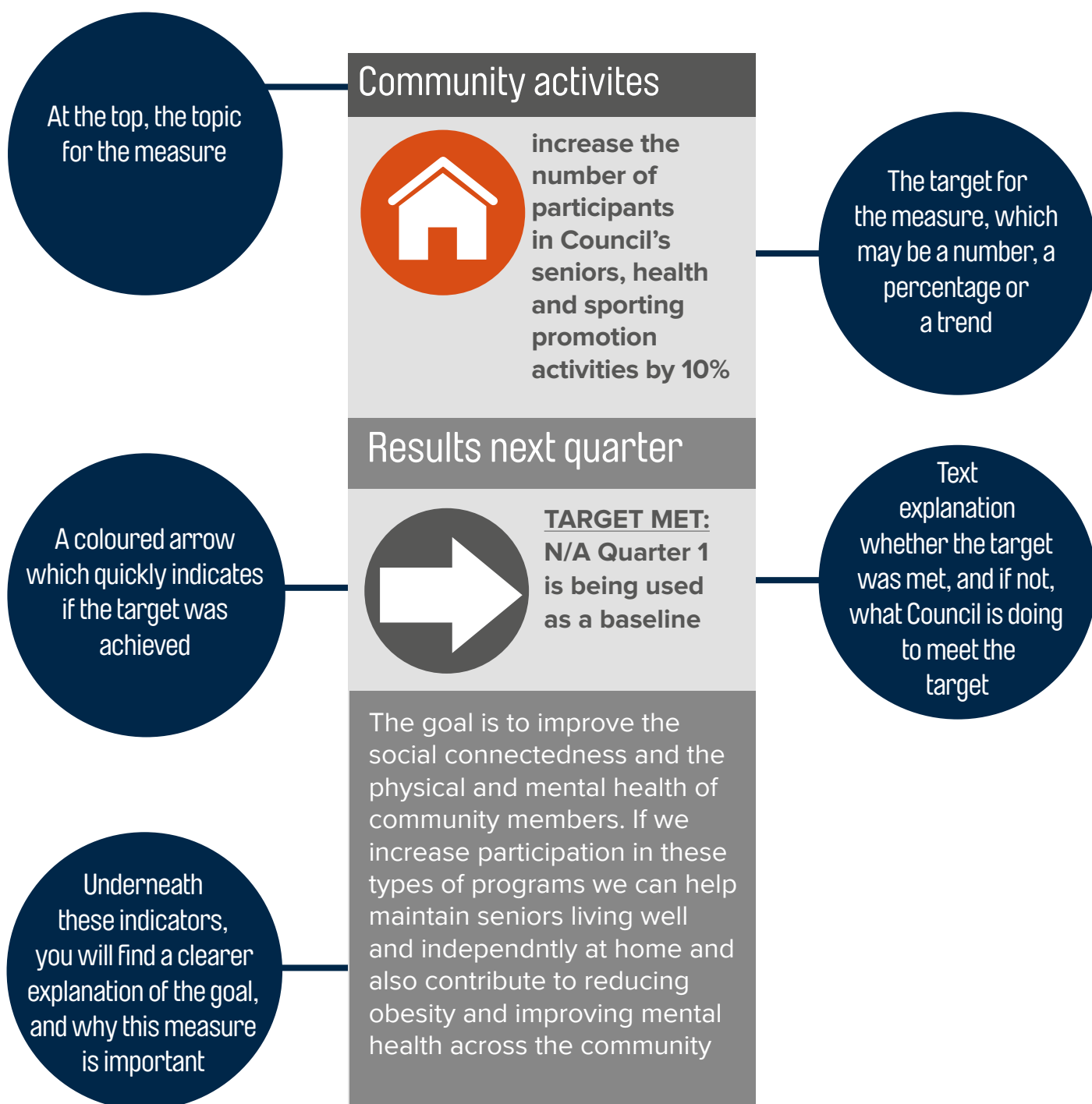
Council is continuing to participate in the Light Years Ahead project by replacing almost 6,000 Mercury Vapour street lights across the Local Government Area with energy-efficient LEDs. The upgrade is being undertaken in collaboration with the Western Sydney Regional Organisation of Councils (WSROC),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

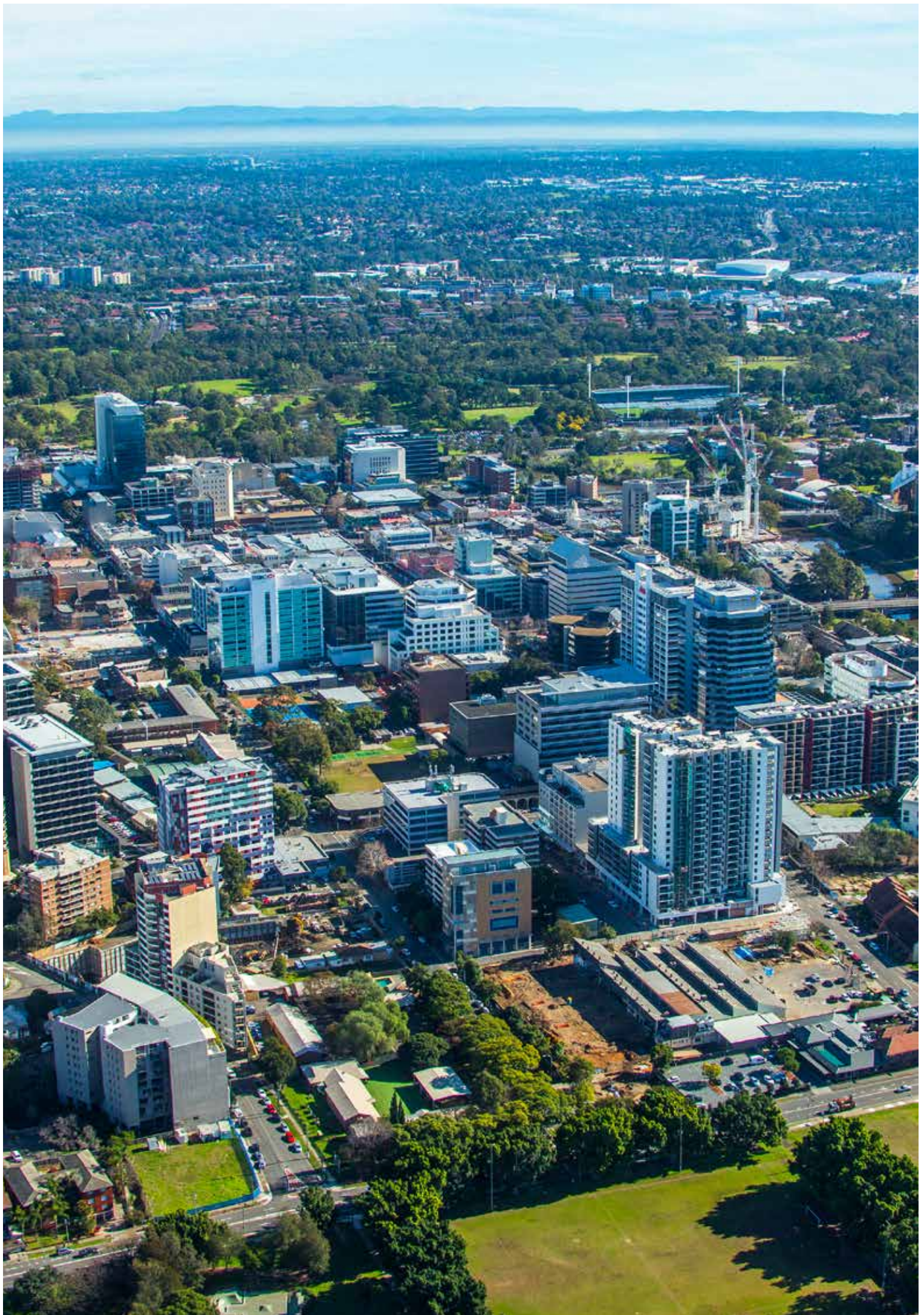




UNDERSTANDING DASHBOARDS

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 3

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: \$75,385,000
Original Operating Budget: \$76,181,000

Revised Capital Expenditure: \$13,596,000
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.

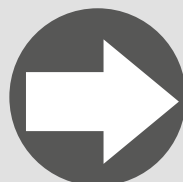
Regulatory Enforcement	Regulatory Enforcement	Regulatory Enforcement
 <p>Decreasing trend in the percentage of fines and warnings issued compared to hours officers spent on parking compliance enforcement</p>	 <p>Decreasing trend in the percentage of fines and warnings issued compared to hours officers spent on food health safety compliance enforcement</p>	 <p>Decreasing trend in the percentage of fines and warnings issued compared to hours officers spent on building compliance enforcement</p>
46%	7.2%	12.4%
 <p>TARGET MET: NO, however trend is increasing towards the target</p>	 <p>TARGET MET: Yes</p>	 <p>TARGET MET: NO, however trend is increasing towards the target</p>
<p>The goal is to reduce the amount of unlawful activity related to building compliance, food health safety, and parking.</p> <p>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.</p>	<p>The goal is to reduce the amount of unlawful activity related to building compliance, food health safety, and parking.</p> <p>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.</p>	<p>The goal is to reduce the amount of unlawful activity related to building compliance, food health safety, and parking.</p> <p>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.</p>

Community activities



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

Results not available



TARGET MET:
2017/18 is being used as a baseline

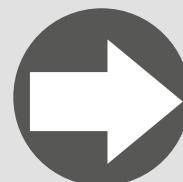
The goal is to improve the social connectedness and the physical and mental health of community members. If we increase participation in these types of programs we can help maintain seniors living well and independently at home and also contribute to reducing obesity and improving mental health across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

Library



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

Results not available



TARGET MET:
2017/18 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

90%



TARGET MET:
NO, however trend is increasing towards the target

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

MEASURES AND INDICATORS

<p>Expand Council's seniors, health and sporting promotion activities</p>	<p>Increase in overall program hours and levels of participation, based on 2016/17 benchmark</p>	<p>2016/17 used as a benchmark</p>	<p>Increase unknown</p> <p>RECREATION delivered 237 hours of programming to 3711 participants in programs like Active Parramatta, Healthy Lifestyles mobile van, and school holiday activities.</p> <p>COMMUNITY CAPACITY BUILDING ran programs as part of Council's health promotion activities, covering topics like the primary prevention of domestic violence and youth empowerment. Total hours of participation were 1145, and total participants were 153. Of note, 96.3% of participants this quarter reported positive change in the skills and confidence associated with building strong communities.</p> <p>LIBRARY hosted talks in other languages, such as Diabetes Awareness (Mandarin); Caring for People with Dementia; and a Prevention and Screening of Bowel Cancer (Bi-Lingual). were attended by 95 people.</p> <p>COMMUNITY CARE saw 4462 hours of participation in Over 55's Leisure and Learning and a slightly higher number of participants at 575.</p> <p>CHILDREN & FAMILIES implemented 50 hours of fundamental movement programs for 219 children this quarter, ranging from topics like nutrition and mental health, a healthy eating project, child friendly Tai Chi and Yoga programs.</p>	<p>Social & Community Services</p>
<p>Effectiveness of Council's Community Grants program</p>	<p>Increase in projects (%) successfully implemented and delivering outcomes based on benchmark from projects acquitted from 2016/17</p>	<p>2016/17 used as a benchmark</p>	<p>Increase unknown</p> <p>Of the 12 Acquittal Reports completed in Q3, 92% were deemed to have strongly achieved their planned outcomes, with the remaining 8% (1 grant) being deemed to have somewhat achieved their planned outcomes. All acquitted grants reported that they felt supported by Council in the implementation of their project.</p>	<p>Social & Community Services</p>

Measure	Target	Q3	Comment	Business Unit
Utilisation of library services	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	<p>Increase unknown.</p> <p>Visitation - door count for Q3 was 240,502 (includes Easter break - closed for 4 days) compared to Q3 2017 254,749 (Easter not included) = 5.5% drop from same period 2017 to 2018.</p> <p>Library website visits in Q3 2018 totalled 877,610 as compared with Q3 2017 which was 698,727 visits an impressive 20.38% increase. During Q3 2018 11,630 attendees to 484 programs which is an increase of 19.01% of Q3 2017 which recorded 9,418 attendees.</p> <p>Loans/renewals for physical items Q3 2018 was 272,176 (includes 4 days Easter break) and Q3 2017 was 282,786 (did not include Easter) which is -3.75%</p>	Social & Community Services
Utilisation of early years' centres	Sustain at 93% utilisation across all 5 early years' centre	90%	<p>Target nearly met</p> <p>Early Learning Centres experienced more fluctuating attendance patterns from new families which resulted in lower utilisation than previously experienced.</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	Survey not completed in Q3 due to its 2 yearly implementation. Planning for next survey is currently progressing with results being available in 2018/19 Q2.	Social & Community Services
Utilisation of Epping Aquatic Centre	10% increase on number of visits based on 2016 /17 benchmark	+204%	<p>Target met</p> <p>Total visitation to the Epping Aquatic Centre for the period was 28,863. An increase of 204% compared to the same time last year.</p> <p>Swim School enrolments at the Epping Aquatic Centre were 363. An increase of 210% compared to the same time last year.</p> <p>Delivered 19 School Swimming Carnivals over 4 weeks.</p>	Social & Community Services
Satisfaction and effectiveness with Council's social enterprise programs and sustainability	Sustain satisfaction with Council's social enterprise and capacity building programs and improved sustainability	96.3%	<p>Target met.</p> <p>Of the community capacity building activities run during this quarter, 96.3% of participants reported positive change in the skills and confidence associated with building strong communities.</p>	Social & Community Services
Sustainability of social enterprises that are assisted by Council's program	50% or greater of supported enterprises are sustainable	Not available	No events have occurred in Q3 to indicate that rate of sustainability has changed. Social enterprise grant acquittals and applications received indicate that challenges being faced, like marketing, are similar to those challenges experienced by for-profit small businesses.	Social & Community Services

Measure	Target	Q3	Comment	Business Unit
Satisfaction with cleanliness of streets & parks resulting from Council's cleansing services	Sustain 80% satisfaction with cleanliness of streets and parks (Annual Survey)	80% for parks 76% for streets	Target nearly met	City Operations
Delivery of Council's Footpath, Kerb & Gutter Construction and Replacement Programs	Implement 100% of the annual Footpath, Kerb & Gutter Construction and Replacement programs	Not available	This will be reported in the final quarter when the program for the year is completed.	City Operations
Survey satisfaction with Open Spaces	Sustain 80% satisfaction in the Integrated Open Space Services (IOSS) Benchmarking Survey	Not available	The survey is undertaken in March each year and will be reported in the final quarter.	City Operations
Responsiveness of Council's Public Tree Maintenance Program	Implement 85% of the annual Public Tree Proactive Maintenance Program	Not available	The Proactive Tree Maintenance Program has commenced and will be reported on in the final quarter.	City Operations
Determination of Complying Development Certificates for house approvals within timeframe	100% completed within 40 days	100%	Target met. All Complying Development Certificates determined within the statutory 40 days	Regulatory Services
Food outlets health and safety inspection program	Sustain 100% of high and medium risk food related outlets inspected twice annually and 100% of low risk food related outlets inspected annually.	High risk premises: 385 inspected 65 re-inspected Low risk premises: 7 inspected 2 re-inspected	On track to meet target.	Regulatory Services
Cooling tower inspection program	Sustain 100% of cooling towers inspected annually	42 / 25% inspections (YTD total 68%)	On track to meet target. Year to date total is 68% completed	Regulatory Services
Public swimming pool inspection program	Sustain 100% of public swimming pools inspected annually	6 / 22% inspections (YTD total 111%)	On track to meet target. Year to date total is 111% completed	Regulatory Services

Measure	Target	Q3	Comment	Business Unit
Skin penetration premises health and safety inspection program	Sustain 100% of skin penetration premises inspected annually and 100% of hairdressers and low risk beauty premises inspected biennially	28 / 15% premises (YTD total 63%)	On track to meet target. Year to date total is 63% completed	Regulatory Services
Management of companion animals by use of de-sexing, animal tags, micro chipping and registration	66% of seized companion animals returned to owners	55%	Target nearly met. 86 dogs captured with 47 re-homed. As per the first two Quarters the overall annual return and or re-homing figures will show a more accurate re-homing rate when Rescue Figures are also included.	Regulatory Services
To reduce the unlawful activity related to building compliance, food health safety and parking	Percentage of fines and warnings issued versus the number of hours officers spend on compliance enforcement	27%	Target not met. Total of 13983 PINS Issued, 8113 for timed parking offences with 29,380 vehicles marked during the quarter equalling 27% non-compliance rate.	Regulatory Services
Riverside Theatres program of performances and events	Sustain or increase number and type of professional and community performances and events based on 2016/17 benchmark	6%	Target met. Community 68/Professional 402 In Q3 there was a 6% increase in professional performances compared to the previous year. This was primarily due to the return of production companies Pakemin and Return Fire as well additional appearances in this period by production companies Sydney Theatre Company, Luckiest Productions and The Wiggles.	Riverside Theatres
Attendance and satisfaction levels at Riverside Theatres	Sustain or increase attendance and annual satisfaction levels are based on 2016/17 benchmark	11%	Target met. Total attendance: 40,267 Total attendance for Q3 increased by 11% on the previous year. This was primarily due to increased ticket sales. Notably in the Riverside Theatre, Pakemin Productions -Shrek, Sydney Theatre Company -Black is the New White, Return Fire-Seniors Moments and The Wiggles and in Lennox Theatre, Luckiest Productions - Calamity Jane.	Riverside Theatres

CAPITAL PROJECTS

Riverside Theatres Plant, Equipment & Refurbishment	150,000	150,000	0.0%	No Change 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.	City Identity, Experience and Engagement
Riverside Refurbishment and Upgrades	300,000	300,000	0.0%	No Change The lighting upgrade work for Riverside Theatre and its courtyard is on track for completion by the end of June 2018, within the allocated budget.	City Identity, Experience and Engagement
Library Capital Resources	820,000	860,000	(4.9%)	Request for more funds Library book purchases are on target so far this Financial Year.	City Services
Council Plant, Fleet & Other Equipment Replacement Program	4,000,000	4,305,000	(7.6%)	Request for more funds Project tracks CoP replacement of Fleet Vehicles and Other Equipment & Plant. On target for full spend this Financial Year.	City Services
Lonely Lane Artwork	80,523	158,671	(97.1%)	Revote from 16/17 Council is currently working with artist to ensure that delivery occurs in January. The work is currently being installed with and to be completed by June 2018.	City Services
Westmead Strategic Planning & Public Domain Works		177,653	0.0%	Revote from 16/17 Project has been completed and delivered to the community	City Services
Foreshore Stairs	141,124	141,124	0.0%	No Change The aim of this project is to Install stairs on the southern side of the Elizabeth Street (Orr) 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 June 2018.	City Services

Project	Original budget	Current budget	Variance	Comment	Business Unit
St Johns Cathedral Feature Lighting Treatment	300,000	210,000	30.0%	Moved to 18/19 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. The detailed design is due to be completed by June 2018 with installation of the lighting to take place in the 2018/19 financial year	City Services
"Imagine" Program Connectivity and Access Improvements	255,000	263,211	(3.2%)	No Change 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. This was completed in December 2018. The garden is now accessible to the community group. 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.	City Services
Dundas Station Centre Upgrade	102,000	102,000	0.0%	No Change This project is currently in construction phase and to be completed by June 2018.	City Services
Harris Park - Station Street East Upgrade	170,000	445,000	(161.8%)	Reallocation 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.	City Services
Toongabbie Street Upgrade Wentworth Avenue	355,000	420,000	(18.3%)	Reallocation 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. The construction works commenced in March 2018 and are expected to be completed in June.	City Services
Connecting Centres Lake North Parramatta	170,000	176,930	(4.1%)	Revote from 16/17 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.	City Services
Prince Alfred Square Power Upgrade	200,000	442,047	(121.0%)	Revote from 16/17 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 by June 2018	City Services

Project	Original budget	Current budget	Variance	Comment	Business Unit
Wentworth Point Library and Community Centre	9,000,000	250,000	97.2%	Moved to 18/19 Assessment of tenders for the interior fit-out of the Community Centre and Library at Wentworth Point is currently in progress with target for appointment of fit-out contractor and commencement by June 2018.	City Services
Upgrade to Lawndale Shops, North Rocks	260,000	310,000	(19.2%)	Reallocation This project involves the design and construct of an upgraded local streetscape including landscaping, paving improvements, new signage and additional trees. A contractor was engaged for this project, and construction works is scheduled to start in April 2018. The works are anticipated to be complete by June 2018.	City Services
Upgrade to Carlingford North Shops	260,000	630,000	(142.3%)	Reallocation This project will see major improvements to the streetscape and parking at Carlingford North Shops, located at Plympton Road in Carlingford. A contractor has been engaged, and the construction works started in early April. The works are anticipated to be complete by June 2018.	City Services
Southern Precinct Renewal Project	850,000	950,000	(11.8%)	Request for more funds 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. This project is to facilitate the precinct planning and designs and to deliver the Shared Zone and streetscape improvement works in Firehorse 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 of the project planned in the Autumn 2018	City Services
Phillip Street Smart Street Design	250,000	150,000	40.0%	Reduced 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 Phillip 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. The project is on schedule with a concept to be ready for Council consideration and public consultation by the end of June 2018	City Services
Implement Sue Savage Park Masterplan	280,000	280,000	0.0%	No Change This project is stage one of a youth precinct that will be constructed within the park and follows Council's adopted Sue Savage a Reynolds Park Masterplan. A full size basketball court has just been completed. Further stages of the Masterplan will be implemented in the next financial year.	City Services

Project	Original budget	Current budget	Variance	Comment	Business Unit
NCIF - External Signage City Operations		395,000	0.0%	Moved to 18/19 The manufacture and installation of the new City of Parramatta street name signs has been completed in the Parramatta, Epping CBD areas including the suburbs of Granville, Harris Park, Rosehill, Mays Hill. The installation of signs is nearing completion in the Silverwater, Newington, Wentworth Point suburbs. The manufacture of the street name signs is currently being produced for zone four, the Westmead area. Installation of the signs in this area will commence shortly.	City Services
SCF North Rocks Park Master Plan - Capital		234,300	0.0%	Reallocation 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 Wearn Reserve, referred to as the 'North Rocks Park Precinct, Carlingford'. 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. The Draft Master Plan has been prepared and will go to the June Council meeting for endorsement for public exhibition.	City Services
SCF Newington Dog Park		500,000	0.0%	Reallocation This project has been allocated funding under the Major Projects component of the NSW Government's Stronger Communities Fund. The fence, concrete works, plumbing and landscaping works are complete and the dog park was opened in March 2018. The water play component will be delivered by the end of 2018.	City Services
Centenary Square Review		147,538	0.0%	Reallocation 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 below Church. This will provide Council with the ability to control all vehicle access to and from the Square. Minor electrical works will also be undertaken to allow for more distributed activations around the Square and improved lighting. Works to commence in 2018/19.	City Services
SCF Sommersville Park Upgrade, Eastwood		105,000	0.0%	Reallocation 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.	City Services

Project	Original budget	Current budget	Variance	Comment	Business Unit
George Kendall Reserve Park Upgrade		384,000	0.0%	Reallocation This project is currently in the procurement stage. Works are expected to commence in April 2018 and be completed by June 2018.	City Services
Lighting Under the Bridge		132,000	0.0%	Reallocation Project has been completed and delivered to the community	City Services
Victoria and Park Road Shops Minor Upgrade		150,000	0.0%	Reallocation 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.	City Services
Newington Central Precinct Upgrade		109,324	0.0%	Reallocation Works to the Newington Public School include minor streetscape upgrading with completion expected by June 2018.	City Services

*SCF = Stronger Communities Fund

*NCIF = New Council Implementation Fund

OPERATING PROJECTS

Project	Original budget	Current budget	Variance	Comment	Business Unit
Aquatic Playground Maintenance	200,000	160,000	20.00%	Reduced Monthly maintenance to the Aquatic Playgrounds have been occurring and no new developments.	City Services
Temporary Relocation of Parramatta Pools	700,000	1,500,000	(114.30%)	Request for more funds Pool facility upgrade nearing completion. DA for change of use has been approved and Construction Certificate has been issued. The existing Amenity Building is 100% complete with two new accessible toilets / shower structures installed and the Administration Building is in place and currently being connected with services. Pool Plant Room and pool structural work is complete with tiling to finish before testing and handover. Completion is expected in June 2018. Over expenditure is due to unanticipated service improvements, additional structure works to the pool and reconditioning of re-used plant.	City Services
Hill Road Masterplan	250,000	100,000	60.00%	Reduced Community consultation including surveys and focus groups occurred in late November 2017, Council is currently engaging traffic consultants and site surveyors, with the draft Masterplan due end of May 2018.	City Services
Rydalmere Park Masterplan	200,000	200,000	0.00%	No Change To meet current and future social infrastructure needs of our community, Council is embarking on developing a Masterplan for Rydalmere Park. The Masterplan will review the entire park and specifically determine future use of the existing bowling club area. Stage one community consultation has been completed as well as detailed analysis of demographic and sports trend data. Draft master plan options will be presented to the Community for further comment in February/March 2018.	City Services
SCF Mobile Active Health		147,297	0.00%	Reallocation 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.	City Services
Dence Park Master Plan		150,000	0.00%	New Project will consider improved community and/or recreation infrastructure within the Dence Park precinct.	City Services

*SCF = Stronger Communities Fund

*NCIF = New Council Implementation Fund

SUSTAINABLE

Stewards of our built and natural environment.

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





QUARTER 3

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: \$59,784,000
Original Operating Budget: \$59,258,000

Revised Capital Expenditure: \$40,703,000
Original Capital Budget: \$40,397,000

MEASURING OUR SUCCESS

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

Development Applications	Waste Services	Waste Services
 <p>Increase percentage of houses and dual occupancy applications approved within 40 days by 100% over 2016/17</p>	 <p>Respond to 95% of service requests regarding waste services within 48 hours</p>	 <p>More than 70% of waste is diverted from landfill</p>
80%	87%	66.0%
 <p>TARGET MET: NO however trend is increasing to the target</p>	 <p>TARGET MET: NO, resources are required to make progress</p>	 <p>TARGET MET: NO however trend is increasing to the target</p>
<p>The goal is to reduce the time for approval of development applications for houses and dual occupancy developments</p> <p>If we can reduce the time for approval, we will be more in compliance with state legislation, not to mention our community will benefit from reduced wait times.</p>	<p>The goal is to respond to customer requests in a timely and efficient manner.</p> <p>Timely response results in higher customer satisfaction with the service.</p>	<p>The goal is to reduce waste to landfill.</p> <p>If waste is successfully diverted to more useful purposes such as recycling or composting, then Council saves money on landfill costs, plus the waste becomes a resource and an environmental benefit</p>



COUNCIL'S PERFORMANCE

MEASURES AND INDICATORS

Reduce the amount of waste sent to landfill	Sustain 70% of waste diverted from landfill	66%	Target nearly met	City Assets and Environment Unit
Satisfaction with domestic waste collection services	Sustain 85% Satisfied and Very Satisfied (Annual Community Satisfaction Survey)	89%	Target met. Annual satisfaction survey was reported in Q1.	City Assets and Environment Unit
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 Unit
Implementation of Capital Works Program (local roads, footpaths, stormwater drainage, bushland and natural waterways and parks)	95% completed to time, quality and budget	Various	On track to meet target. Completion for civil assets works programs as follows (estimated): Roads 70% Footpaths 85% Drainage 67% Bridges 30%	City Assets and Environment Unit
Maintain Council's asset infrastructure at 'satisfactory' condition	Council assets maintained at 'satisfactory' condition assessment	Civil Assets in all categories are in Condition 3 (Average) or better	Target not met. Council is constantly working on planning, resourcing, and delivering a satisfactory rating for all asset classes, according to funding levels, and this remains ongoing.	City Assets and Environment Unit
Satisfaction with bushland, parks, natural resources resulting from Council's management services	Sustain community satisfaction (Annual survey)	Not available this quarter	Survey to be completed in 2018	City Assets and Environment Unit

Measure	Target	Q3	Comment	Business Unit
Satisfaction in the Integrated Open Space Services (IOSS) Benchmarking Survey	Sustain 80% satisfaction (Integrated Open Space Services (IOSS) Benchmarking Survey)	Not available this quarter	Survey to be reported in Q4.	City Assets and Environment Unit
Volunteers supporting environmental programs	Sustain number of volunteers on based on 2016 /17 benchmark	280	Target met. Number has been maintained consistently through Q3	City Assets and Environment Unit
Number of street trees planted	Sustain number of trees planted based on 2016 /17 benchmark	70 trees	Comparison unknown	City Assets and Environment Unit
House Development Applications approvals within timeframe	50% completed within 40 days	36%	Target not met Whilst the target is yet to be met, the most recent stats show that the number is rising. New prelodgement processes have assisted with this and further improvements to the process as a result of the current Service Excellence Review will further assist with reaching the target set by the State Government.	Development & Traffic Services
Mean and median assessment times for Development Applications	20% or better improvement on assessment time	57 days average 36 days median	Target met. Average 57 days, Median 36 days (net). Average days shows a 22% improvement over last quarter, and a decrease in the number of days taken to determine an application. The new lodgement system has now been in place for six months and we are seeing a reduction in assessment times to reflect this.	Development & Traffic Services
Audit of approved and constructed development to identify design issues (to be improved for future development)	Audit completed by December 2018	Ongoing	A process is in development which when implemented, will audit 3-4 completed or near to completed developments per quarter to compare the approved development with the as built development.	Development & Traffic Services
Process improvements and planning control changes identified (to improve the quality of design of future developments)	Process improvements and changes to development controls identified by March 2018	Ongoing	Development and Traffic Services Unit (DTSU) have commenced a Service Excellence Review and are participating in the review of development controls under the Harmonisation Project	Development & Traffic Services

Measure	Target	Q3	Comment	Business Unit
Effectiveness of Design Excellence Advisory Panel (DEAP) (review prior to lodgement of the Development Application)	50% of proposals reviewed prior to lodgement of DA	Not enough data	Target not met. Number of DAs referred to DEAP during Q3 that had a pre-lodgement DA was a total of 1 DA. As it is not legislated to go to DEAP before DA lodgement; it is difficult to force applicants to go through the process.	Development & Traffic Services
Effectiveness of Local Planning Panel	Sustain 70% satisfaction with the completeness, transparency and independence of the Local Planning Panel	33%	Target not met. Changes to the Environmental Planning and Assessment Act 1979, that commenced on the 1 March 2018, meant that the decision to have an IHAP or Local Planning Panel was no longer voluntary for Council's within the Greater Sydney Region. The first City of Parramatta Local Planning Panel was held on the 17 March 2018. Note: the Local Planning Panel was formerly named Independent Hearing and Assessment Panel (IHAP)	Development & Traffic Services
Reduce Land and Environment Court (LEC) appeals	10% reduction of appeals based on 2016/17 benchmark	3 appeals	Target met. The number of appeals received has decreased compared to last quarter.	Development & Traffic Services
Tree permits determined within 21 days	Sustain 80% permits determined within timeframe	91.4%	Target met. 91.4% of all tree applications determined with 21 days; 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	71%	Target not met. Further improvements proposed in the next 6 months.	Development & Traffic Services

CAPITAL PROJECTS

Pavilion Program	150,000	150,000	0.00%	No Change 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 Services
Sportsground Program	510,000	510,000	0.00%	No Change Round one of the sportsground floodlighting improvements completed at 17 fields. Works commenced for replacement of floodlighting poles at Barton Park, North Parramatta. Cricket wicket installed at Roselea Park.	City Services
Playground Replacement Program	520,000	520,000	0.00%	No Change A new playground at Silverwater Park was completed. Design & community consultation for replacement of playgrounds at Hillcrest Ave Winston Hills; Cumberland Park Newington & Winjoy Park Dundas completed.	City Services
Parks Program	410,000	416,500	(1.59%)	No Change Funds minor parks improvement works such as seating and drinking fountains throughout City of Parramatta parklands.	City Services
Public Trees Program	380,000	380,000	0.00%	No Change 25 local playgrounds have benefited from more shade as part of Councils Public Tree Planting Program. Autumn street tree planting commenced.	City Services
Walking Track Construction	130,000	170,000	(30.77%)	Request for more funds 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 Services
Restoration of Natural Areas	720,000	720,000	0.00%	No Change Contractors engaged to undertake the bush regeneration in Toongabbie, Quarry Branch and Ponds Creek Catchments	City Services
Waterways Restoration	560,000	560,000	(0.00%)	No Change Contractors engaged to undertake the bush regeneration in Toongabbie, Quarry Branch and Ponds Creek Catchments. Tenders invited for Cowells Lane Reserve rock armouring & erosion control project.	City Services

Project	Original budget	Current budget	Variance	Comment	Business Unit
Flood Mitigation Program	350,000	350,000	0.00%	No Change Completed stormwater connection to Sydney Water open channel at Alfred St, Parramatta	City Services
Kerb & Gutter Renewal Program	1,330,000	1,330,000	(0.00%)	No Change Completed 22 out of 30 projects, examples include Hemsworth Ave, Northmead, Nada St, Old Toongabbie, Timbertop Ave, Carlingford and Flinders St, Ermington.	City Services
Drainage Construction Program	600,000	600,000	(0.00%)	No Change Completed stormwater channel clearing works at eastern end of Grand Avenue, Camellia.	City Services
Footpaths Construction Program	1,700,000	1,765,000	(3.82%)	Revote from 16/17 23 projects out of 37 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 Services
Roads Renewal Program	6,175,000	6,175,000	(0.00%)	No Change Completed 29 projects, examples include Adderton Rd, Telopea (from Manson St to Leamington Rd), Dickens St, Winston Hills (entire length), Hill Rd, Rosehille (from Pondage Link to Haslams Creek Bridge)	City Services
Improving Water Quality in Parramatta Waterways	400,000	400,000	0.00%	No Change Funding reallocated to complete water quality improvement at West Epping Park.	City Services
Public Domain Lighting	100,000	100,000	0.00%	No Change Lighting infill at various locations to improve public lighting.	City Services
Bridge assets - safety upgrades	150,000	150,000	0.00%	No Change Minor urgent repairs undertaken at Moxhams Rd bridge. Structural engineer to be engaged for Level 3 (detailed structural) inspection and investigation for Haslams Creek bridge.	City Services
Bridge Upgrades & Renewal Program	250,000	250,000	0.00%	No Change Completed replacement of 2 pedestrian bridges at Ponds Creek Reserve and Upjohn Park. Replacement of bridge decking at Hunts Creek bridge completed	City Services
Additional Roads, Kerb & Gutter Maintenance	3,800,000	3,800,000	(0.00%)	No Change Completed 21 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 Services

Project	Original budget	Current budget	Variance	Comment	Business Unit
Nursery Management for Bushland Plants & Landscaping Works	130,000	170,000	(30.77%)	Reallocation Project involves provision of native plants from council's plant nursery for use within various annual bushland reserves by contractors & volunteers.	City Services
Protecting Dams Capital Works Program	270,000	270,000	(0.00%)	No Change Completed Dam Safety Emergency Plans (DSEP's) for Lake Parramatta Reserve Dam and McCoy Park Detention Basin.	City Services
Lake Parramatta Improvement Works		190,095	0.00%	Revote from 16/17 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 Services
Supply and Installation of Street Furniture	150,000	110,000	26.67%	Reduced Ordered 20 bin enclosures for future replacement of old bin enclosures in Epping.	City Services
Civil Construction Program	400,000	550,000	(0.00%)	Request for more funds Completed stormwater relocation and driveway adjustment at 113 Oakes Rd, Carlingford. Substantially completed civil works at the front of Macarthur Girls High School, Parramatta.	City Services
Roads to Recovery Program	1,441,608	1,441,608	(0.00%)	No Change Completed 3 project at Spurway St (from Kissing Point Rd to Dorahy St), Dundas. Six (6) projects in progress.	City Services
Mobile Garbage Bin Roll Program	250,000	250,129	(0.05%)	No Change Project has planned roll out of new bins for November 2017 and April 2018 to coincide with the commencement of the new waste collection contract in November. Budget to be re-phased for expenditure in Q3 and Q4.	City Services
Installation of Rooftop Solar Panels on City Assets Program	100,000	100,000	(0.00%)	No Change Feasibility study completed and installation to commence in February across five council assets including libraries and community centres.	City Services
Footpath Renewal Program	1,600,000	1,600,000	(0.00%)	No Change Completed 33 out of 36 projects, 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 Services
Stormwater Drainage Renewal Program	4,400,000	4,400,000	(0.00%)	No Change Peter Parade Levee reconstruction in progress, drilling for piles approximately 50% complete. Calder Road, Rydalmere major stormwater repair project significantly progressed.	City Services

Project	Original budget	Current budget	Variance	Comment	Business Unit
Major Drainage Construction at Lyndelle Place, Carlingford	700,000	102,378	85.37%	Moved to 18/19 Detailed design being finalised to be followed by resident consultation and tender procurement process. Anticipated construction of Stage 1 works to commence in the later part of 2018.	City Services
West Epping Park - Major	5,900,000	6,682,781	(13.27%)	Request for more funds Completion of the the major upgrade of the sporting and recreation facilities at West Epping Park.	City Services
Hills Area Road Renewal Works	1,290,000	690,000	46.51%	Moved to 18/19 Completed roadworks at Baker St, Carlingford (from Felton Rd to Jenkins Rd). Murray Farm Road & Oakes Road being delayed due to development in the area. Works will commence after January 2019.	City Services
SCF Playground Upgrade- Lynbrae Ave Park		120,000	0.00%	Reallocation 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. Detailed design is expected to be completed by Dec 2018. Procurement and construction will be undertaken in early 2018.	City Services
SCF Playground Upgrades - Irving St Reserve		120,000	0.00%	Reallocation 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 Services
SCF Playground Upgrades - Pinetree Dr Reserve		120,000	0.00%	Reallocation 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 Services
Asbestos Remediation Works Program		2,000,000	0.00%	New Major remediation works commenced at PH Jeffery Reserve, North Parramatta and construction documentation completed for other smaller reserves, including Unnamed Reserve Ruse Street.	City Services

Project	Original budget	Current budget	Variance	Comment	Business Unit
Murray Farm Reserve Park Improvements		120,509	0.00%	Reallocation 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 June 2018.	City Services
Barrack Lane Shared Zone Construction	150,000	150,000	0.00%	No Change 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.	Outcomes & Development Services
Active Transport Program	300,000	2,310,171	(670.06%)	Request for more funds The 3 traffic signal construction projects have commenced and one is scheduled to be completed in mid May. The other 2 projects are scheduled to be completed in September and October 2018. The 3 traffic signal design only projects are currently going through a process of refinement and approval through RMS. Of the other 4 projects within this program, Alfred Street is complete, Sutherland Road has commenced construction, the tender for Keeler Street will be considered by Council in mid May, and Coffey Street is intended to be constructed in June 2018.	Outcomes & Development Services

OPERATING PROJECTS

Bushland Resources Management	650,000	700,000	(7.69%)	Request for more funds 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 Services
Parramatta River Flood Study	509,330	700,000	(37.44%)	Request for more funds Project progressing well with significant additional survey work added to the scope. Project scheduled for completion in Dec 2019.	City Services
Contaminated Land Management in Public Parks and Land	500,000	550,000	(10.00%)	Request for more funds Remediation works completed at various sites, including removal or capping within Bushland Reserves, Hassell Street footpath, and Rangihou Reserve.	City Services
Better Waste and Recycling Program	450,000	450,000	0.00%	No Change Grant funded program comprising several waste diversion and recycling projects. Majority of funds to be spent or committed in May and June 2018 including a new Waste and Resource Recovery Strategy and more solar powered compacting bins for commercial centres.	City Services
Parra River Catchment Group Management	171,482	305,168	(77.96%)	Request for more funds The Parramatta River Catchment Group is hosted by Parramatta Council, it works for 11 Council's and State Government Agencies to improve the water quality in the Parramatta River.	City Services



PRODUCTIVE

Drivers of the economy.

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





QUARTER 3

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: \$21,193,000
Original Operating Budget: \$23,195,000

Revised Capital Expenditure: \$23,354,000
Original Capital Budget: \$36,091,000

MEASURING OUR SUCCESS


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

Engagement



Increasing trend in community engagement through Our City Your Say membership

+ 500 Members




TARGET MET:
Yes

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

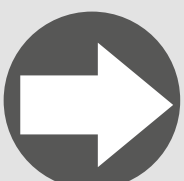
If we can get more engagement, we as a Council are better equipped to serve the community by delivering services and infrastructure that the community actually wants.

Engagement



Increasing trend in community engagement through additional survey items

> 6,000
Survey or consultation responses




TARGET MET:
2017/18 is being used as a baseline

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


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

Cultural Events



Increased attendance, increased satisfaction with Riverside Theatre programs and shows

+11%



TARGET MET:
Yes

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

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

Cultural Events



Increased attendance, increased satisfaction with Council's major events

+13%



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

MEASURES AND INDICATORS

Satisfaction with Council's community engagement activities	Improved satisfaction on previous survey results	Annual survey reported in Q1	<p>Target met.</p> <p>The Community Satisfaction Survey results were reported in Q1. with nearly 8 in 10 residents being satisfied or very satisfied with Council services overall, compared to 6 in 10 (59%) in 2016. 7 in 10 (71%) business owners are satisfied or very satisfied with Council in 2017 compared to 6 in 10 (60%) in 2016.</p>	City Engagement
Participation levels in community engagement activities	Increase 'Your City Our Say' (OCYS) participation to 3% of total LGA population	+500	<p>On track to meet target.</p> <p>The Our City Your Say (OCYS) panel has grown to 8,900 subscribed members with 500 new sign-ups within Jan-Mar 2018 through a series of promotions. The panel has increased representation across various hard-to-reach segments, including Aboriginal and Torres Strait Islander (ATSI), young people, those from a Cognitive and Learning Disability (CALD) background, and those who identified as living with a disability.</p> <p>Other highlights include a new service including interviews conducted in Mandarin, enhancing reach among Mandarin-speaking community members across Hill Road Masterplan and Robin Thomas and James Ruse Drive Masterplan consultations.</p>	City Engagement
Perceptions on City of Parramatta LGA	Improved perceptions against previous survey results	Annual survey reported in Q1	Annual Perception tracking research was completed on time in July 2017. Perceptions have remained mostly consistent.	City Engagement

Measure	Target	Q3	Comment	Business Unit
Net job growth in City of Parramatta LGA	Job growth based on previous available data	+2.8%	<p>Target met.</p> <p>Local jobs Increased substantially in the December quart 2017/18, rising by approximately 1700.</p> <p>Over the past year, local jobs grew by 3.6%, well above the five-year average of 2.1%.</p> <p>More broadly, Gross Regional Product in the June Quarter 2017/18 was estimated to be \$6,415 million, up \$56 million from the previous quarter.</p> <p>Council hosted 12 workshops on small business and employment skills during in the recent quarter. Small business workshops covered topics including business planning, marketing, contracts and legal matters, and financial planning, assisting businesses establish and grow.</p> <p>The employment skills programs covered application, interview and communication skills, access to training for skilled migrants and long term unemployed people. Council partnered with local colleges, training organisations and business advisors to deliver these workshops, including a new partnership with The Parramatta College.</p>	City Economy
Investment in the City	Investment growth on previous available data	+62.9%	<p>Target met.</p> <p>During the December 2017/18 quarter, the total value of building approvals was \$761 million. Of this \$574 million were Non Residential buildings.</p> <p>The value of building approvals in the December 2017/18 quarter was \$630 million higher than at the same time in the 2016, almost five times higher.</p> <p>Council continues to attract investment to the City by providing economic analysis, CBD walk-throughs, guidance on Council's policies, strategies and planning requirements. This has occurred with multiple office and high profile retail businesses this financial quarter.</p>	City Economy

Measure	Target	Q3	Comment	Business Unit
Benefits of Council Events & Festivals program	Improved benefits by measuring audience growth, diversity, satisfaction, economic benefit and media impact	+13% attendance	<p>Target met.</p> <p>During Q3 2017/18 Council delivered the 2018 Australia Day event, the 2018 Australian Day Awards and the 2018 Australia Day citizenship ceremony.</p> <p>The City hosted the 2018 Sydney Festival in Parramatta program at Riverside Theatres and in Prince Alfred Square; the 26th Tropfest event in Parramatta Park, and the 2018 Parramasala festival in Prince Alfred Square and Riverside Theatres.</p> <p>Event attendance totalled 177,000 representing an 13% increase on total attendance for the same period in 2016/17 (156,000).</p> <p>Customer satisfaction remained high across all events delivered within the period with an average of 8.0 out of a possible 10.</p>	City Experience
Cultural & Heritage services and experience programs	Increase program attendance and satisfaction based on 2016/17 benchmark	Not available	<p>Increase not determined.</p> <p>Council's Cultural Heritage & Tourism team continued to deliver the wide suite of cultural programs, tours and activities on offer, in particular increasing the frequency during the school holidays.</p> <p>The Visitor Services Cultural Heritage Public Programs Calendar 2018 has been widely promoted.</p> <p>The Host & Guides and Destination Ambassadors continue to support community consultation. Information packs are distributed to event organisers to give to participants/ delegates during events.</p> <p>Cultural Heritage & Tourism team continues to develop the draft Destination Management Plan, with industry stakeholders. Staff have engaged more than 20,000 people through education activities, events and programs. These programs were rated 9.0 out of 10 for customer satisfaction.</p> <p>Visitor and research information, had more than 240,000 visitors online this quarter.</p> <p>Research & Collections Services celebrated the 125th Anniversary of the Royal NSW Lancers continuous association with the City of Parramatta Council.</p>	City Experience
Visits at key destinations and tourist attractions and increased economic benefit	Increase in visits based on 2016/17 benchmark	Not available	Data to be reported annually in Quarter 4	City Experience

Measure	Target	Q3	Comment	Business Unit
Access to arts and cultural spaces and experiences	Increase in number and range of arts and cultural space and experiences	Not available	<p>Increase not determined.</p> <p>Parramatta Artists Studios hosted a range of programs including the Mosaic exhibition in February featuring Western Sydney artists as part of the 40th annual Sydney Gay and Lesbian Mardi Gras Festival and a 24-hour live drawing program as part of Art Month 2018 in March 2018.</p> <p>Parramatta Artists Studios Weave workshops were included in the 2018 Parramasala festival program.</p> <p>Commenced discussions with Urban Growth Development Group on collaborative opportunities for future activation programs and adaptive reuse of heritage buildings for creative businesses, organisations and projects at the North Parramatta precinct.</p>	City Experience
Risk Management of Property development portfolio	Risks are reviewed and a risk register updated monthly	100%	<p>Target met.</p> <p>Project risks are monitored and reviewed monthly by Project Managers and Director at monthly meetings.</p>	Property Development Group
Governance on property development activities	Monthly reports to Council	100%	<p>Target met.</p> <p>Monthly project reporting underway to various audiences, including Executive, Committee and Council.</p>	Property Development Group
Effectiveness of Asset Management	Council asset infrastructure are maintained in 'satisfactory' condition	Not available	<p>Target not yet measured.</p> <p>Community levels of service have been documented through community consultation in February. Results have been incorporated into level of service scenarios for Asset Management Strategy. 'Satisfactory' condition to be refined and outcomes developed in Asset Management Plans</p>	Asset Strategy & Property Management
Preparation of Asset Management Strategy, Policy, Plans	Adopted by Council in June 2018	Not available	<p>On track to achieve target</p> <p>Draft Asset Management Strategy developed and to be adopted in line with Resourcing Strategy suite of documents. Community engagement results have been used to develop service level scenarios for plans and alignment with Long Term Financial Plan (LTFP) is underway.</p>	Asset Strategy & Property Management

CAPITAL PROJECTS

Parramatta Square Business Planning for 5PS & Public Domain		880,000	0.0%	New 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.	Chief Executive Office
Lennox Bridge Carpark Development	237,932	230,028	3.3%	Project Spend Rephased The Developer has submitted a DA for an additional 3 levels of residential floor space. Excavation and shoring works are completed and preliminary structural works to anticipated begin..	Property Development Group
Riverbank Development	737,111	288,087	60.9%	Project Spend Rephased 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
189 Macquarie Street, Parramatta	371,132	477,759	(28.7%)	Project Spend Rephased The development has been paused due to the recent Land and Environment Court Judgement to uphold the stop work order on the project. This matter is currently subject to further discussion between Council and the Developer.	Property Development Group
Church Street Office Fit out (60 desks)		548,182	0.0%	New Fitout to accommodate additional Administration Staff throughout Council at 126 Church Street, Parramatta. Project finalised in January 2018.	Property Development Group
8 Parramatta Square Development	682,459	1,183,475	(73.4%)	Project Spend Rephased The Developer has lodged a development application for a commercial development on the combined 6 & 8 Parramatta Square sites.	Property Development Group
Parramatta Square Public Domain Development	11,011,360	1,030,437	90.6%	Project Spend Rephased Council resolved landowner's consent to the Developer to lodge a DA for the Public Domain for 3, 4 and 6 Parramatta Square. DA for public domain to be lodged by Developer.	Property Development Group
Community Buildings Capital Improvement	255,000	382,090	(49.8%)	Request for more funds Epping Creative Centre: Installation of new Awning - Lodgement of Development Application (DA) programmed for April 2018 while its construction is set next year under a new project.	Property Development Group

Project	Original budget	Current budget	Variance	Comment	Business Unit
Libraries Capital Renewal		102,302	0.0%	New Renewal of Carpet at Epping Library scheduled for completion in February 2018. Project budget reduced transferred to Community buildings Security Upgrade Projects.	Property Development Group
Child Care Centres Capital Renewal	390,000	312,549	19.9%	Project Spend Rephased Toongabbie Bay Health Centre: Internal & External Refurbishments completed in October 2017. Redbank Early Learning Centre: Renewal of Bathrooms completed in January 2018. North Rocks Child Care Centre: Renewal of Playground Development Application lodged in March 2018.	Property Development Group
3 Parramatta Square Development	663,815	1,209,188	(82.2%)	Project Spend Rephased Early works have commenced. Construction of 3 Parramatta Square to commence June 2018.	Property Development Group
4 & 6 Parramatta Square Development	836,260	1,405,538	(68.1%)	Project Spend Rephased 4 Parramatta Square - Basement works for 4 Parramatta Square commenced in mid December 2017. 6 Parramatta Square - DA lodged for a combined 6 & 8 Parramatta Square commercial scheme.	Property Development Group
Multi level Car Parks Capital Renewal Program	640,000	531,285	17.0%	Reduced 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 scheduled for completion in March 2018.	Property Development Group
5 Parramatta Square Development - New Council Facilities	17,805,798	8,940,736	49.8%	Project Spend Rephased During this quarter Council has progressed design work. Early Contractor Involvement (ECI) has been appointed. The objective of the ECI process is to arrive at the final guaranteed price for the construction of the new civic and community building.	Property Development Group
Riverside Theatres Building Renewal Program	400,000	265,189	33.7%	Project Spend Rephased Upgrade of the Smoke Control system scheduled for design in June 2018 with installation in October 2018.	Property Development Group
1 Parramatta Square (Retail 6)		1,612,030	0.0%	Request for more funds Project now complete.	Property Development Group
Finalise Construction of new Pre-school in North Rocks Park,	200,000	1,581,492	(690.7%)	Project Spend Rephased Preschool relocated from North Rocks Shopping Centre to the newly constructed building at North Rocks Park in December 2017.	Property Development Group

Project	Original budget	Current budget	Variance	Comment	Business Unit
New Aquatics & Leisure Facility	800,000	920,000	-15.0%	Request for more funds Business case for a new aquatic leisure centre has been submitted to the State Government, Infrastructure NSW and the Office of Local Government.	Property Development Group
Pitt Row Headmaster's Cottage	200,000	200,000	0.0%	No Change Project on-hold pending consultation with user groups and Aboriginal Land Council Assessment.	Property Development Group
Riverside, Events & City Activation Storage Facility	300,000	300,000	0.0%	No Change Council Creative Arts storage requirements to be collected and procured in June 2018.	Property Development Group
Digital Activation (LED) of Parramatta Square Hoardings	200,000	200,000	0.0%	No Change Council is in discussion with the developer regarding digital hoarding for the Parramatta Square site.	Property Development Group
126 Church Street Level 3 Fit Out		580,000	0.0%	New Fitout of new floor at 126 Church Street, Parramatta to accommodate administration staff growth.	Property Development Group
Aquatic Leisure Centre Parramatta		736,000		New Council endorsed Option 2A and a \$75M budget for a new aquatic leisure centre in Parramatta. Design Excellence process underway.	Property Development Group

OPERATING PROJECTS

Parramasala- PCC funding	200,000	200,000	0.00%	<p>No Change</p> <p>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. Parramasala 2018 was successfully delivered in March 2018 attracting an estimated audience of 30,000 over the three-day festival.</p>	City Identity, Experience and Engagement
NCIF - External Signage City Visual Identity	300,000	70,000	76.7%	<p>Moved to 18/19</p> <p>The second stage (implementation) of the project is under way. Implementation is expected to complete by December 2018.</p>	City Identity, Experience and Engagement
Brand		103,319	0.00%	<p>Reallocation</p> <p>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.</p>	City Identity, Experience and Engagement
ED - Branding and Communications		659,285	0.00%	<p>Reallocation</p> <p>The Economic Development Plan guides Council's strategy in sustaining and growing a strong economy for the City of Parramatta, with a focus on jobs growth. Council supported the Parramatta Chamber of Commerce 'State of the City, event and continued to support small business development through our short courses. Key activities also included 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.</p>	City Identity, Experience and Engagement
Fair Value Assets and Condition Assessments	120,000	131,339	(9.45%)	<p>Request for more funds</p> <p>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.</p>	Property Development Group

LEADING

Accountable to our communities.

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





QUARTER 3

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
- Customer Contact Centre
- Governance & Risk
- Finance Services
- Project Management Office
- Information Technology (IT)
- Human Resources
- Legal Services
- City Engagement







LEADING SPEND

ACTUAL OPERATING EXPENDITURE: \$54,705,000
Original Budget: \$47,373,000

ACTUAL CAPITAL EXPENDITURE: \$9,459,000
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.

<p>Financial</p>  <p>1% greater than the UBSA Bank Bill Index</p>	<p>Financial</p>  <p>100% compliance with statutory and council requirements of the management of financial investments</p>	<p>Financial</p>  <p>All performance indicators above industry standards</p>
<p>3.05%</p>	<p>100%</p>	<p>6 of 6</p>
 <p>TARGET MET: Yes</p>	 <p>TARGET MET: Yes</p>	 <p>TARGET MET: 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
3% below budget
Capital expenditure
39% 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%

33 of 172



TARGET MET:
NO
however trend is increasing to the target

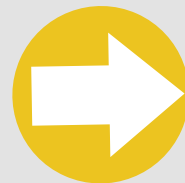
The goal is to measure spend in dollars, providing an explicit figure and a strong message of fiscal responsibility pertaining to capital projects

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

Implementation of Integrated Planning and Reporting Framework	IPR implemented in compliance with legislation (Community Strategic Plan, Resourcing Strategy, Delivery Program and Operational Plan)	Ongoing	Preparation of Council's Integrated Planning & Reporting suite of documents is on track. A draft Community Strategic Plan is on exhibition, work has continued on the preparation of a Resourcing Strategy, Delivery Program and Operational Plan and Budget.	Chief Executive's Office
Implementation of Operational Plan 2017/18	Achieving the service, actions and projects deliverables set out in the Plan	Ongoing	Quarter 2 Progress Report was placed before Council at the meeting 26 February. These reports include updates on the service, actions and project deliverables set out in the Operational Plan.	Chief Executive's Office
Lodgement of CEO Service Requests	Sustain 85% of Service Requests completed within agreed service standards	80%	Target nearly met Additional effort required to meet the target.	Chief Executive's Office
Effectiveness of CEO correspondence management	100% of all correspondence is acknowledged within 7 business days	100%	Target met	Chief Executive's Office
Effectiveness of complaints management	100% of complaints investigated. Complex complaints resolved within 21 days	69%	Target not met. New complaints process required in order to investigate and resolve complaints in a timely manner.	Chief Executive's Office
Effectiveness of Executive Support Correspondence Management	100% of all correspondence is acknowledged within 7 days	100%	Target met. A review of the Executive Support Correspondence process, for Lord Mayor and Councillor correspondence, was undertaken in October 2017 which has impacted this measure. A new process for the actioning and tracking of correspondence is being refined and implemented.	Chief of Staff
Lodgement of Executive Support Service Requests	Sustain 85% of Service Requests completed within required timeframes.	88%	Target met	Chief of Staff

Measure	Target	Q3	Comment	Business Unit
Implementation of strategic plans	Actions meet targets and objectives set in strategic plans and by individual projects	Not available	Data to be reported annually in June.	City Strategy
Quality and best practice in planning and design	Demonstrated high quality planning and design	Not available	Data to be reported annually in June.	City Strategy
Community and industry satisfaction with Council's strategic planning	Positive consultation and feedback	Not available	Data to be reported annually in June.	City Strategy
Provision of open data	Provided on Council' website by June 2018	Not available	Data to be reported annually in June.	City Strategy
Answering customer telephone calls - percentage of calls answered within 20 seconds (80% in 20 seconds)	Sustain 80% > of calls answered within 20 seconds	82%	Target met 82% of our call volumes this quarter were answered within 20 seconds. We answered approximately 37,000 calls.	Customer Contact Centre
Resolving customer queries	Sustain 85% or better of queries resolved at first point of contact	Not available	There is a new methodology that is currently being implemented, for measuring resolutions of queries. Data under this new methodology will be reported in Q4.	Customer Contact Centre
Lodgement of Service Requests	Sustain 85% or better of Service Requests completed within agreed service standards	86%	Target met.	Customer Contact Centre
Effectiveness of Customer Contact Centre (counter management) - Level of formal complaints	Less than 0.25% of all customer contacts result in complaints	0%	Target met No complaints received.	Customer Contact Centre
Effectiveness of Web Chat service	92% of web chats addressed in real time.	94%	Target met	Customer Contact Centre

Measure	Target	Q3	Comment	Business Unit
Efficiency of Customer Contact Centre counters	Sustain 80% of average customer wait time is less than 5 minutes	79%	Target nearly met	Customer Contact Centre
Management of critical projects through Project Management Office	Total number of critical projects at end of period	29	Council is managing 29 'Critical Projects', as at the end of Q3.	Project Management Office
Implementing continuous improvement	Number of Innovation Central improvements and number of endorsed projects	120 staff 10 Innovation Central Improvement Ideas Captured	The Service Excellence Program launched this quarter. 120 staff & 10 Innovation Central Improvement ideas captured. Note: Innovation Central was formerly referred to as 'quick win.'	Project Management Office
Compliance with Integrated Planning & Reporting legislation	100% compliance with legislation	75% This quarter	On track to achieve target. The Community Strategic Plan is ready for public exhibition. The Resourcing Strategy and Delivery Program (inclusive of the Operational Plan and Budget) are in draft. All plans remain on track for either endorsement or adoption by 30 June 2018.	Governance & Risk
Management of Council's Internal Audit program	100% of Internal Audit program achieved	75% This quarter	On track to achieve target. Council's Audit program is on track. The only audit not undertaken as scheduled was the audit into procurement, which was deferred as this area was subject of a significant review in 2017 at the direction of the Administrator, and the Unit is still implementing the recommendations from this review. The Audit will be undertaken when implementation is complete.	Governance & Risk
Effectiveness of Internal Audit program	95% of Internal Audit actions are implemented by due date	85%	Target nearly met. Audit recommendations continue to be tracked and liaison with business units remains active to achieve implementation of recommendations.	Governance & Risk

Measure	Target	Q3	Comment	Business Unit
Management of Information Access requests (GIPA formal)	100% completed within statutory timeframe	90%	Target nearly met. 90% of formal applications made under GIPA were addressed within the statutory timeframes. 10% of formal applications received required an extension of time to allow for an adequate search for information requested. The extensions of time were granted after consulting with the applicants.	Governance & Risk
Access to Council business papers	100% of Council business papers available within 3 business days, before Council meeting	100%	Target met. 100% of Business papers were delivered within the timeframe of 1 week prior to the Council Meetings of February and March, including both ordinary and extraordinary meetings.	Governance & Risk
Council's achievement of containing operating expenditure within operating revenue - Operating surplus ratio	Council revenue is greater than expenditure	No	Target nearly met. Revenue was \$245.7m which was below expenditure of \$251.4m	Finance
The availability of operating cash to service debt including interest, principal and lease payments -Debt servicing costs (as a percentage of total revenue)	Debt servicing cover ratio is more than 2%	2.58%	Target met.	Finance
Adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council - Unrestricted current ratio	Better than minimum of 1.5%	2.2%	Target met.	Finance
Collection of rates in accordance with Debt Recovery Policy	Less than 5% outstanding at year end	3.62%	Target met. Data reported annually, this result is for year ending June 2017.	Finance

Measure	Target	Q3	Comment	Business Unit
Return on investments	Outperforms the Ausbond bank bill index by 10%	77%	<p>Target met.</p> <p>Councils investment return for the period was 3.05%. The result achieved is consistent with council's strong investment performance despite difficult market conditions. Council continues to outperform the Ausbond index which was 1.72% for the period.</p> <p>Council has consistently outperformed the Ausbond index by over 30% over the past 4 years</p>	Finance
Legal service and support to management and business units	Number of active legal matters at month's end	Ongoing	<p>Total matters for months end: 160.</p> <p>Total matters active 51.</p> <p>Total matters completed 109. of the 109 - 75 are mini matters which do not require a file to be opened but are handled within hours or on the day.</p>	Legal Services
Improving workforce health, safety and wellbeing	Reduction in percentage of workforce incurring lost time workers' compensation claims	-42%	Target met.	Human Resources
Effectiveness of media and communications activities	20 % improved audience reach as measured by half-yearly media monitor reports	Not available	<p>Reported half yearly.</p> <p>Media coverage achieved from July - September reached a total audience 117,045,101 with an advertising value of \$29,592,815</p> <p>Media coverage achieved from October - December reached a total audience of 77,911,535 with an Advertising value of \$20,429,271 ASR at \$50m was twice the ASR recorded in the six months to June 30; volume was 5 times greater and circulation of 195 million compared to 140 million in the first half of 2017</p>	City Engagement
Engagement through Social Media	20% increased engagement on social media platforms annually	7.9% This quarter	<p>On track to reach annual target</p> <p>Engagement this quarter was similar to last quarter, relative to the number of people that were reached through social media.</p>	City Engagement

Measure	Target	Q3	Comment	Business Unit
Process all incoming correspondence for Council	100% within 48 hours and respond within ten business days	99.7%	Target nearly met.	Information Technology
Compliance with the State Records Act 1998	100% compliance	100%	Target met.	Information Technology
IT systems availability	99% up time	99.9%	Target met	Information Technology
Website and external facing technology availability	100% up time	100%	Target met	Information Technology

CAPITAL PROJECTS

IT Works Upgrade Program	980,000	305,000	68.9%	<p>Reallocation</p> <p>Councils IT program is on track with costs being allocated to specific projects from this program of works to ensure delivery of critical technology across the council</p>	Finance
Office IT Assets & Equipment	1,280,000	267,248	79.1%	<p>Reduced</p> <p>Council has chosen to move from a lease model to a purchase model with regards to IT equipment. The change in the budget is a reflection of the timing of purchasing the assets</p>	Finance
TM1 Financial and Reporting System	150,000	150,000	0.0%	<p>No Change</p> <p>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.</p>	Finance
Enhancing Security to Protect Privacy and Tackle Cyber Crime	850,000	486,327	42.8%	<p>Moved to 18/19</p> <p>Cyber security along with disaster recovery is being address across the IT network to ensure security and safety of council information</p>	Finance
Outdoor Staff Mobile Technology	535,000	253,247	52.7%	<p>Project Spend Rephased</p> <p>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</p>	Finance
Bear Card Solution		161,890	0.0%	<p>Reallocation</p> <p>The implementation of a new card system for the libraries to improve the user experience for patrons at our libraries</p>	Finance
ICT Network Upgrade		250,000	0.0%	<p>Reallocation</p> <p>A hardware review was undertake to ensure that council had the right IT infrastructure to cope with the expanded CoP Council</p>	Finance
RTA River Cities PVC Stg 22		129,218	0.0%	<p>Reallocation</p> <p>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.</p>	Outcomes & Development Services

Project	Original budget	Current budget	Variance	Comment	Business Unit
Cycle Route Maintenance to Encouraging Cycling	125,000	125,000	0.0%	No Change This project is for the maintenance of various cycle paths around the City of Parramatta. Officers have prepared a program for the delivery of maintenance works at Rydalmere and PVC and periodic maintenance and vegetation clearing across the LGA to deliver through to June 2018.	Outcomes & Development Services
Rapid Deployment CCTV Cameras	100,000	100,000	0.0%	No Change New model cameras and configuration currently being trialled by vendor. Awaiting results prior to confirming orders	Outcomes & Development Services
Parramatta Light Rail Scheme	400,000	1,851,543	(362.9%)	Request for more funds In the March quarter, Transport for NSW lodged a submissions report with the NSW Department of Planning and Environment that responds to all issues raised in submissions (including Council's submission) on the Stage 1 Parramatta Light Rail Environmental Impact Statement. In March, Council entered into a development agreement with Transport for NSW. This agreement sets out both parties rights and responsibilities for the carrying out of the Parramatta Light Rail project. Council staff continue to work with Transport for NSW on both Stages 1 and 2 of the Parramatta Light Rail.	Outcomes & Development Services
River Cities Renewal Project		534,471	0.0%	New The Lennox Bridge Interpretation was installed this quarter and opened in April 2018. Actual spend also includes Escarpment Boardwalk redesign. The Escarpment Boardwalk is a river level shared path on the northern side of the river. It will connect the existing path in Rangihou Reserve, under Gasworks Bridge to the Charles Street Weir and CBD foreshore. It will also provide pedestrian links to Stewart Street, Queens Avenue, and Macarthur Street. Council has secured funding and environmental approvals for this project, and it is currently out to tender. Construction is scheduled in 2019.	Outcomes & Development Services
Public Safety CCTV Network	500,000	450,607	9.9%	Request for more funds Council is proceeding with the Eatsafe lighting and CCTV upgrade in Church Street which will be delivered by 30 June 2018. Planning for other CCTV projects was undertaken in conjunction with other major projects such as Parramatta Light Rail during the quarter.	Outcomes & Development Services

Project	Original budget	Current budget	Variance	Comment	Business Unit
Pedestrian Bridge Works - Morton/Alfred	600,000	506,345	15.6%	Project Spend Rephased he detail design of the bridge has been completed. Council is currently actively pursuing opportunities for matched construction funding.	Outcomes & Development Services
City River Program of Works	450,000	231,268	48.6%	Project Spend Rephased The City River 5-year program of works formulated for funding consideration and business case development. Draft findings of the Charles Street Square Economic Feasibility Study on track for circulation to stakeholders next month. Liaison with RMS regarding Ferry Terminal upgrade ongoing. Liaison with TfNSW regarding works near Gasworks Bridge ongoing. 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.	Outcomes & Development Services
Flood Information System for Parramatta River	50,000	238,520	(377.0%)	Request for more funds FISH - Flood modelling technical work continues to near completion, with trigger levels to be set in the next stage. Communication materials drafted for review by key stakeholders. Expected launch timeframes are June/July 2018.	Outcomes & Development Services
LED Street Lighting Upgrade - Phase 2	750,000	1,650,000	(120.0%)	Project Spend Rephased Phase 2 LED street lighting replacement program is 38% complete with over 2,200 inefficient street lights replaced with efficiency LED street lights.	Outcomes & Development Services
WSU Link		100,000	0.0%	New 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.	Outcomes & Development Services

Project	Original budget	Current budget	Variance	Comment	Business Unit
Escarpment Boardwalk		150,000	0.0%	<p>New</p> <p>The Escarpment Boardwalk is a river level shared path on the northern side of the river. It will connect the existing path in Rangihou Reserve, under Gasworks Bridge to the Charles Street Weir and CBD foreshore. It will also provide pedestrian links to Stewart Street, Queens Avenue, and Macarthur Street. Council has secured funding and environmental approvals for this project, and it is currently out to tender.</p>	Outcomes & Development Services

OPERATING PROJECTS

NCIF - HR Transition	199,473	151,893	23.85%	Reduced This project is completed	Corporate Services
NCIF -	1,000,000	959,344	4.07%	Reduced 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
NCIF - IT Data Migration Project	500,000	273,403	45.32%	Reduced 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.	Finance
3D Model Coordination	150,000	170,131	(13.42%)	Request for more funds 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.	Outcomes & Development Services
Beat the Heat	120,000	147,050	(22.54%)	Request for more funds 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.	Outcomes & Development Services

Project	Original budget	Current budget	Variance	Comment	Business Unit
Citysafe VSS (Video Surveillance System) Operational Budget	190,000	461,117	(142.69%)	Reallocation 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.	Outcomes & Development Services
High Visibility Community Policing	150,000	149,470	0.35%	No Change 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 2018.	Outcomes & Development Services
CBD Planning Framework Studies	350,000	275,000	21.43%	Project Spend Rephased 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.	Outcomes & Development Services
Parramatta Ways	475,000	413,849	12.87%	Project Spend Rephased Toongabbie Creek Crossing construction project continues to be implemented. Westmead foreshore stakeholder discussions ongoing and stage 1 contamination assessment underway. Parramatta Light Rail Tree Offset Guide moving into more detailed development.	Outcomes & Development Services
Planning Framework Harmonization	476,347	437,183	8.22%	Project Spend Rephased The project team has completed an initial review of the suite of planning controls which currently apply to the different areas of the LGA following the proclamation process. This work has identified key policy issues and inconsistencies which will need to be addressed through the Harmonisation process. Work has commenced on preparing options and proposals for consolidating controls in response to these issues.	Outcomes & Development Services
GIS Visual Data and Dashboard	250,000	125,000	50.00%	Reduced Work continues to develop a prototype City Dashboard to provide easy to access City data as well as mapping information. A new Corporate Dashboard is also under development.	Outcomes & Development Services
Greening the CBD		150,000	0.00%	Reallocation 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.	Outcomes & Development Services



**CITY OF
PARRAMATTA**

FINANCIAL REPORT

Quarterly Review – March 2018



Contents

Financial Overview	Page 3
Financial Position and Full Year Outlook	Page 4
Current Revenue Position and Outlook	Page 5
Current Expenses Position and Outlook	Page 7
Current Capital Position and Outlook	Page 10
Capital Projects Movement	Page 11
Operating Projects Movement	Page 13
Strategic Objective Financial Summary	Page 14
Projects by Strategic Objective	Page 15
Responsible Accounting Officers Report	Page 26

FINANCIAL OVERVIEW

QUARTERLY REVIEW HEADLINES

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

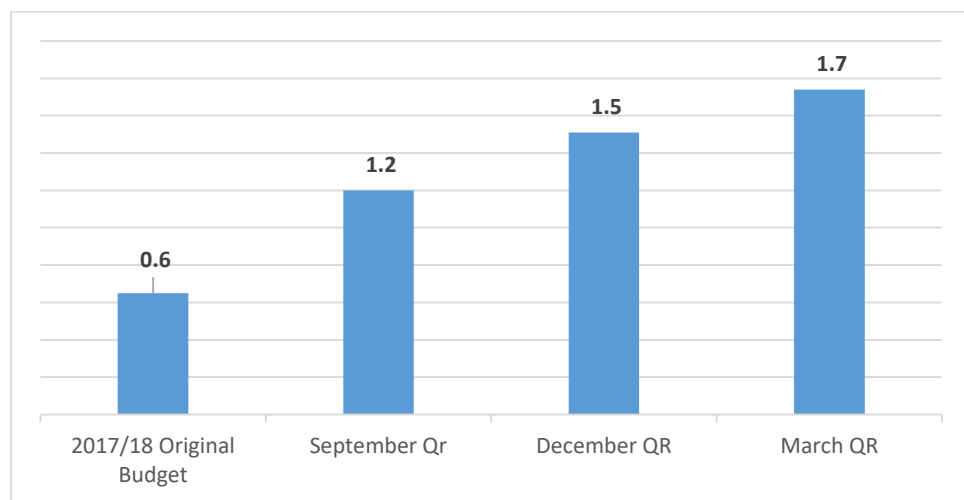
Council is forecasting a surplus of \$1.7m, an improvement of \$0.2m on the December Forecast.

Operating Revenues have been decreased by \$1.8m; Operating Expenses have been decreased by \$2.0m.

Capital Revenues have been reduced by \$4.9m; Capital Expenditures have been reduced by \$18.4m.

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 December Forecast Capital Works Program full year forecast was \$105.6m. A review of all projects during the March 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 \$87.2m, a decrease of \$18.4m.

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 March Quarterly Review.

	March YTD Actual	March YTD Forecast	YTD Variance	2017/18 Original Budget	December QR	March QR	Full Year Variance
Rates & Annual Charges	168.5	165.8	2.7	165.0	168.0	171.9	3.9
User Charges & Fees	26.6	28.2	-1.6	38.4	38.1	35.9	-2.2
Other Revenue	9.1	10.6	-1.5	16.1	15.8	13.9	-1.9
Interest	6.4	6.8	-0.4	6.7	9.6	8.7	-0.9
Operating Grants	7.8	8.0	-0.2	12.2	12.9	12.3	-0.6
Operating Contributions & Donations	2.2	2.2	0.0	2.9	3.1	3.0	-0.1
Total Operating Revenue	220.6	221.6	-1.0	241.3	247.5	245.7	-1.8
Employee Costs	77.1	79.7	2.6	107.4	108.3	105.7	2.6
Borrowing Costs	2.1	2.1	0.0	2.9	2.9	2.9	0.0
Materials & Contracts	39.0	41.6	2.6	54.7	57.9	60.1	-2.2
Depreciation & Amortisation	30.7	29.9	-0.8	39.4	39.4	40.1	-0.7
Other Operating Expenses	31.4	31.7	0.3	45.3	44.9	42.6	2.3
Total Operating Expenses	180.3	185.0	4.7	249.7	253.4	251.4	2.0
Operating Surplus/Deficit	40.3	36.6	3.7	-8.4	-5.9	-5.7	0.2
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
Net Operating Result	40.3	36.6	3.7	0.6	1.5	1.7	0.2

THIRD QUARTER YEAR TO DATE RESULT

The net operating result before capital revenue is \$3.7m higher than forecast of \$36.6m at the half year. This is principally due to vacant positions not being filled as previously forecasted and higher than expected rates from domestic waste as a result of new developments.

FULL YEAR OUTLOOK

The net surplus is forecast to increase by \$1.1m on the December forecast. Revenue is forecasted to decrease by \$1.8m, predominately due to development applications slowing down resulting in a reduction in fees and lower utilisations of car parks. The expense forecast decrease of \$2.0m from the December forecast is mainly due to savings from vacancy positions not being filled.

Current Revenue Position and Outlook

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

	March YTD Actual	March YTD Forecast	YTD Variance	2017/18 Original Budget	December QR	March QR	Full Year Variance
Rates & Annual Charges	168.5	165.8	2.7	165.0	168.0	171.9	3.9
User Charges & Fees	26.6	28.2	-1.6	38.4	38.1	35.9	-2.2
Other Revenue	9.1	10.6	-1.5	16.1	15.8	13.9	-1.9
Interest	6.4	6.8	-0.4	6.7	9.6	8.7	-0.9
Operating Grants	7.8	8.0	-0.2	12.2	12.9	12.3	-0.6
Operating Contributions & Donations	2.2	2.2	0.0	2.9	3.1	3.0	-0.1
Total Operating Revenue	220.6	221.6	-1.0	241.3	247.5	245.7	-1.8

THIRD QUARTER YEAR TO DATE RESULT

The year to date total revenue is \$1.0m lower than the forecast of \$221.6m. Rates and annual charges were higher than forecast by \$2.7m due to an increase of developments being completed resulting in additional residential and domestic waste rates above what was forecasted. Other Revenue is \$1.5m lower than forecast due to reduced parking fines, lease rentals of community properties and tower crane applications. Grants are \$0.2m lower than forecast due to timing of receiving the financial assistance grant. User charges and fees were \$1.6m lower than forecast with due to lower utilisation of parking stations, timing of revenue from riverside theatres and reduced requests of development applications. Interest Income is \$0.4m lower than forecast due to lower yields from low interest rates during the period.

FULL YEAR OUTLOOK

The full-year revenue forecast has been decreased by \$1.8m to a full year forecast of \$245.7m. Rates and annual charges has increased by \$3.9m to reflect the year to date results. Interest income has been decreased by \$0.9m to reflect lower yields on investment balances. User charges and fees has decreased by \$2.2m mainly due to lower utilisation of the multi-level parking stations and parking meters and a reduction in forecasted development application fees due to softening residential market. Other Revenues have reduced by \$1.9m due to over-estimated lease rentals on community properties, lower commissions & rebates and tower crane applications. Operating grants is \$0.6m lower than Dec forecast due to reduced amounts be received from RMS and financial assistance grant in 2017/18.

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

	March YTD Actual	March YTD Forecast	YTD Variance	2017/18 Original Budget	December QR	March QR	Full Year Variance
Aquatic Centres	0.3	0.3	0.0	0.2	0.2	0.3	0.1
Community Facilities	1.0	0.9	0.1	1.0	1.0	1.1	0.1
Childcare	2.0	2.1	-0.1	3.3	3.0	2.9	-0.1
Parking	12.9	13.3	-0.4	18.4	17.9	17.2	-0.7
Other User Charges	0.1	0.2	-0.1	0.7	0.4	0.1	-0.3
Riverside Theatres	2.0	2.3	-0.3	3.1	3.2	3.1	-0.1
Regulatory/Statutory Fees	3.2	3.9	-0.7	5.5	5.6	4.5	-1.1
Discretionary Fees	5.1	5.2	-0.1	6.2	6.8	6.7	-0.1
Total User Charges & Fees	26.6	28.2	-1.6	38.4	38.1	35.9	-2.2

THIRD QUARTER YEAR TO DATE RESULT

The year to date user charges and fees revenue is \$1.6m lower than the forecast of \$28.2m. Parking is lower than forecast by \$0.4m due to lower utilisation of multi-level car parks, in particular the City Centre, Eat Street and Parramatta Station. Riverside Theatres is \$0.3m lower than forecast mainly due to timing of revenue from riverside theatres. Regulatory and statutory fees are lower than forecast by \$0.7m driven by reduced requests of development applications

FULL YEAR OUTLOOK

The full-year forecast for user charges and fees revenue is a \$2.2m reduction on the December forecast of \$35.9m. Parking Fees reduced by \$0.7m from the December forecast due to lower utilisation of multi-level car parks and parking meters, in particular the City Centre, Eat Street and Parramatta Station. Other user charges are lower than December forecast of \$0.3m due to a request for extended hours of application of development sites that was not offered due to resourcing, with this service anticipated to start in July 2018. Regulatory/Statutory fees are lower by \$1.1m than December forecast due to a reduction of development application fees as a result of the softening residential market.

Current Expenses Position and Outlook

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

	March YTD Actual	March YTD Forecast	YTD Variance	2017/18 Original Budget	December QR	March QR	Full Year Variance
Employee Costs	77.1	79.7	2.6	107.4	108.3	105.7	2.6
Borrowing Costs	2.1	2.1	0.0	2.9	2.9	2.9	0.0
Materials & Contracts	39.0	41.6	2.6	54.7	57.9	60.1	-2.2
Depreciation & Amortisation	30.7	29.9	-0.8	39.4	39.4	40.1	-0.7
Other Operating Expenses	31.4	31.7	0.3	45.3	44.9	42.6	2.3
Total Operating Expenses	180.3	185.0	4.7	249.7	253.4	251.4	2.0

THIRD QUARTER YEAR TO DATE RESULT

The year to date operating expense is \$4.7m lower than forecast of \$185.0m. Employee costs is \$2.6m lower than forecast of \$79.7m attributed to the timing of filling vacant positions. Materials & Contracts is lower than forecast by \$2.6m driven by the timing of expenses for operating and service projects. It is expected that these expenses will continue to be spent in the last quarter of the financial year. Other Operating Expenses are lower than forecast by \$0.3m mainly due to the phasing of costs for ICT purchases which have been delayed to the 2018/19 financial year. 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 \$2.0m lower than the December forecast of \$253.4m. Employee costs decrease of \$2.6m is a result of vacant positions that will not be filled in the 2017/18 financial year. Materials and contracts increase of \$2.2m is mainly due to allocation of budget from tipping expense in domestic waste to cover the higher than expected costs for garbage costs for domestic waste. Other expenses decrease of \$2.3m is due to the reallocation of tipping costs from domestic waste management to materials and contracts. Depreciation increase of \$0.7m to cover for the continual reassessment of our assets and the new assets inherited from the outer councils that has occurred year to date.

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

	March YTD Actual	March YTD Forecast	YTD Variance	2017/18 Original Budget	December QR	March QR	Full Year Variance
Materials	4.4	4.9	0.5	6.4	6.9	7.0	-0.1
Contracts	28.0	31.0	3.0	42.0	43.8	44.8	-1.0
Audit Fees	0.3	0.3	0.0	0.4	0.4	0.5	-0.1
Legal Expenses	1.8	1.3	-0.5	0.8	1.5	2.4	-0.9
Operating Lease Rentals	4.5	4.1	-0.4	5.1	5.3	5.4	-0.1
Total Materials & Contracts	39.0	41.6	2.6	54.7	57.9	60.1	-2.2

THIRD QUARTER YEAR TO DATE RESULT

The year to date material and contracts expense is \$2.6m below forecast of \$41.6m. Materials is \$0.5 lower than forecast due to a delay in spending for various service projects. Contracts is \$3.0m lower than forecast due to phasing of operating projects and delay of projects expenditure. Legal expenses were \$0.5m higher than forecast mainly due an influx of legal matters regarding development assessments. Operating lease rentals are \$0.4m 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 \$2.2m higher than the December forecast of \$60.1m. Contracts increase of \$1.0m is due to allocation of budget from tipping costs from domestic waste management. Legal Expenses increase of \$0.9m is mainly in relation to the increased litigation costs for a number of matters being contested particularly in Development Assessments and Regulatory Business Units.

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

	March YTD Actual	March YTD Forecast	YTD Variance	2017/18 Original Budget	December QR	March QR	Full Year Variance
Tipping Fees	11.8	11.5	-0.3	18.2	16.9	15.4	1.5
Computer Expenses	2.1	2.9	0.8	4.1	4.4	3.6	0.8
Advertising & Promotions	2.2	2.3	0.1	3.3	3.0	2.9	0.1
Street Lighting	2.4	2.3	-0.1	3.0	3.0	3.1	-0.1
Insurance	1.8	2.0	0.2	2.3	2.4	2.3	0.1
Light Power & Heating	0.9	0.9	0.0	2.0	2.0	1.0	1.0
Telephone & Communications	0.5	0.6	0.1	0.7	0.9	0.8	0.1
Parking Space Levy	1.3	1.4	0.1	2.0	1.9	1.9	0.0
Other Operating Expenses	8.4	7.8	-0.6	9.7	10.4	11.6	-1.2
Total Other Operating Expenses	31.4	31.7	0.3	45.3	44.9	42.6	2.3

THIRD QUARTER YEAR TO DATE RESULT

The year to date other operating expenses is \$0.3m below forecast of \$31.7m. Tipping Fees is \$0.3m above forecast due to payments for domestic waste being higher than expected in the third quarter as back payments from previous months was made in the third quarter. Computer Expenses is \$0.8m below forecast due to timing of licenses expenditure being delayed. Insurance is \$0.2m below forecast due to the timing of insurance of fleet vehicles. Other Operating Expenses is \$0.6m above forecast mainly due for the Board of Fire Commissioners being above originally what was forecasted.

FULL YEAR OUTLOOK

The full year forecast for other operating expense is \$2.3m lower than the December forecast of \$44.9m. Tipping fees decrease of \$1.5m is a result of transferring the estimated savings in domestic waste tipping to cover the over expenditure of contracts relating to domestic waste. Computer expenses increase of \$0.8m due to timing of licenses expenditure being pushed for purchase in 2018/19. Light Power and Heating decrease of \$1.0m due to reallocation and timing of expenses to be pushed in 2018/19. Other Operating Expenses increase of \$1.2m is mainly due reallocation of corporate costs from other accounts 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).

	March YTD Actual	March YTD Forecast	YTD Variance	2017/18 Original Budget	December QR	March QR	Full Year Variance
State Capital Grants	0.0	1.2	-1.2	0.0	2.4	2.4	0.0
Federal Capital Grants	0.8	1.0	-0.2	2.9	1.3	1.3	0.0
Section 94	21.0	26.6	-5.6	32.0	34.2	28.6	-5.6
Other	3.4	2.8	0.6	0.0	2.8	3.5	0.7
Total Capital Revenue	25.2	31.6	-6.4	34.9	40.7	35.8	-4.9
Liveable	5.4	7.2	1.8	20.8	23.8	13.6	10.2
Productive	13.8	17.8	4.0	36.9	27.1	23.4	3.7
Leading	5.5	7.4	1.9	11.4	11.0	9.5	1.5
Sustainable	23.5	28.2	4.7	40.4	43.7	40.7	3.0
Total Capital Expenditure	48.2	60.6	12.4	109.5	105.6	87.2	18.4

THIRD QUARTER YEAR TO DATE RESULT

The year to date capital revenue is \$6.4m lower than forecast of \$31.6m. State Capital Grants were lower than forecast by \$1.2m mainly due to delay in receiving the active transport grant from RMS, which is expected in the last quarter. Section 94 Developer contributions are \$5.6m lower than forecast mainly due to an overstatement of funds relating to Parramatta Square Public Domain this financial year. Other Grants are higher than forecast by \$0.6m due to funding being received for voluntary planning agreements. The year to date capital expenditure is \$12.4m lower than forecast of \$60.6m. A full review of capital projects has been undertaken during the March quarter with major variances as result of phasing of budget being moved to the last quarter and projects work being moved to the next financial year.

FULL YEAR OUTLOOK

The full year forecast for capital revenue is \$4.9m lower than the December forecast of \$40.7m. Section 94 Developer contributions are \$5.6m lower than forecast mainly due to an overstatement of funds relating to Parramatta Square Public Domain this financial year. Other grants increase of \$0.7m is due to the funding received for voluntary planning agreements as noted above. The full year capital expenditure forecast has been reduced by \$18.4m to a full year spend of \$87.2m. The decrease is a result of reducing the scope of works for projects to be completed in the next financial year which includes the Wentworth Point Library and Community Centre, Public Safety CCTV Network and 5 Parramatta Square Development (New Council Facilities).

Capital Project Movements

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

Project Description	2017/18 Original Budget	December QR	March QR	Full Year Variance	Comments
Drainage Improvements in Growth Areas S94A Program	150.0	150.0	50.0	100.0	Reduced
Kerb & Gutter Renewal Program	1,330.0	1,224.5	1,330.0	-105.5	Correction to Budget
Master Plan Implementation for George Kendall Riverside Park	100.0	100.0	0.0	100.0	Revote 2018/19
Riverbank Development	737.1	701.6	288.1	413.5	Project Spend Re-phased
189 Macquarie Street, Parramatta	371.1	581.9	477.8	104.2	Project Spend Re-phased
Parramatta Square Public Domain Development	11,011.4	1,224.9	1,030.4	194.5	Project Spend Re-phased
River Cities Renewal Project	0.0	148.7	534.5	-385.7	New
IT Works Upgrade Program	980.0	610.0	305.0	305.0	Reallocation
Public Safety CCTV Network	500.0	1,094.2	450.6	643.6	Reduced
4 & 6 Parramatta Square Development	836.3	1,658.1	1,405.5	252.5	Project Spend Re-phased
Multi-level Car Parks Capital Renewal Program	640.0	641.0	531.3	109.7	Reduced
5 Parramatta Square Development - New Council Facilities	17,805.8	11,513.7	8,940.7	2,573.0	Project Spend Re-phased
Updating of Existing Park Signs	132.5	132.5	0.0	132.5	Reduced
City River Program of Works	450.0	450.0	231.3	218.7	Project Spend Re-phased
Horwood Place Redevelopment	233.9	212.4	28.9	183.6	Project Spend Re-phased
Civil Construction Program	400.0	400.0	550.0	-150.0	Request for more funds
Enhancing Church Street Vibrancy	450.0	274.0	0.0	274.0	Reallocation
St John's Cathedral Feature Lighting Treatment	300.0	360.0	210.0	150.0	Revote 2018/19
Australian Government Black Spot Program	1,500.0	1,000.0	102.8	897.2	Revote 2018/19
Wentworth Point Library and Community Centre	9,000.0	9,000.0	250.0	8,750.0	Revote 2018/19
Flood Information System for Parramatta River	50.0	67.6	238.5	-170.9	Request for more funds

Capital Project Movements (Continued)

Project Description	2017/18 Original Budget	December QR	March QR	Full Year Variance	Comments
Major Drainage Construction at Lyndelle Place, Carlingford	700.0	250.0	102.4	147.6	Revote 2018/19
West Epping Park - Major Redevelopment	5,900.0	6,421.5	6,682.8	-261.3	Request for more funds
Peggy Womersley Reserve - to Pavilion Upgrade	250.0	250.0	20.5	229.5	Revote 2018/19
Ollie Webb Reserve Water Playground	300.0	300.0	0.0	300.0	Revote 2018/19
Southern Precinct Renewal Project	850.0	850.0	950.0	-100.0	Request for more funds
Phillip Street Smart Street Design	250.0	250.0	150.0	100.0	Reduced
Enhancing Security to Protect Privacy and Tackle Cyber Crime	850.0	850.1	486.3	363.8	Moved to 18/19
Cycleway - Oakes Rd to Lake Parramatta	500.0	500.0	37.5	462.5	Moved to 18/19
Hills Area Road Renewal Works	1,290.0	1,290.0	690.0	600.0	Moved to 18/19
Hills Area Drainage Renewal Works	963.1	150.0	0.0	150.0	Moved to 18/19
NCIF - External Signage City Operations	0.0	1,040.0	395.0	645.0	Moved to 18/19
SCF North Rocks Park Master Plan - Capital	0.0	350.0	234.3	115.7	Reallocation
SCF Playground Upgrades - Pembroke St Reserve	0.0	120.0	20.0	100.0	Reallocation
Centenary Square Review	0.0	27.5	147.5	-120.0	Reallocation
SCF Cycleway infrastructure linking Epping with Carlingford	0.0	225.0	52.5	172.5	Reallocation
SCF Parramatta Artist Studio – Satellite Studios Fit Out	0.0	114.0	10.0	104.0	Reallocation
SCF Eastern River Foreshore Transformation	0.0	510.0	96.3	413.7	Reallocation
George Kendall Reserve Park Upgrade	0.0	200.0	384.0	-184.0	Request for more funds
Boronia Park Building Amenities Upgrade	0.0	668.5	0.0	668.5	Moved to 18/19
Aquatic Leisure Centre Parramatta	0.0	0.0	736.0	-736.0	New
Escarpment Boardwalk Construction	0.0	0.0	150.0	-150.0	New

Operating Project Movements

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

Project Description	2017/18 Original Budget	December QR	March QR	Full Year Variance	Comments
Parramatta River Flood Study	509.3	529.5	700.0	-170.5	Request for more funds
Temporary Relocation of Parramatta Pools	700.0	1,000.0	1,500.0	-500.0	Request for more funds
NCIF - IT Data Migration Project	500.0	500.0	273.4	226.6	Reduced
NCIF - External Signage City Visual Identity	300.0	300.0	70.0	230.0	Reduced
Hill Road Masterplan	250.0	250.0	100.0	150.0	Reduced
Place/ Neighbourhood Plan	125.0	125.0	0.0	125.0	Revote 2018/19
GIS Visual Data and Dashboard	250.0	250.0	125.0	125.0	Reduced
SCF Parramatta Artist Studio – Satellite Studios	0.0	262.9	80.0	182.9	Reduced
Dence Park Master Plan	0.0	0.0	150.0	-150.0	New

Strategic Objective Total Expenditure by Services \$'000

Annual Forecast (2017/18)

Liveable		Leading	
City Operations	38,625	City Strategy & Future City	19,209
Regulatory Unit	10,176	Governance & Risk	2,635
Social & Community Services	22,997	Legal	876
Place	9,741	Councillor Support & CEO Office	3,961
Riverside Theatres	7,442	Project Management Office	641
Total Liveable	88,981	Human Resources	4,588
		Financial Services	16,149
Productive		Information Technology	10,913
Property Development Group	20,646	Customer Contact Centre	2,450
Asset Strategy & Property Management	8,991	City Engagement	2,739
City Economy	1,454	Total Leading	64,161
City Experience	9,692		
City Identity, Experience & Engagement	1,183	Sustainable	
City Identity	2,581	Development & Traffic	13,378
Total Productive	44,547	City Assets & Environment	87,109
		Total Sustainable	100,487
Total			298,176
Depreciation			40,146
Grand Total			338,322

Projects by Strategic Objective

	March YTD Actual	March YTD Forecast	YTD Variance	2017/18 Original Budget	December QR	March QR	Full Year Variance
LEADING PROJECT PROGRESS							
Capital Projects							
Customer Contact Centre Security Upgrade	-	-	-	-	-	16	(16)
IP & R Framework and Systems Development	-	1	1	-	2	-	2
Windows 10/O365	25	20	(5)	-	20	25	(5)
ICT Network Upgrade	15	133	117	-	250	250	(0)
Kronos Clock Installation	70	70	-	-	70	70	-
Kofax Digital Scanning	60	74	14	-	98	84	14
Drupal Enhancement of CoP Website	93	50	(43)	-	50	93	(43)
Bear Card Solution	162	203	41	-	203	162	41
Community Care Online	63	120	58	-	120	63	58
Councillor Portal	20	53	32	-	53	20	32
Office IT Assets & Equipment	267	180	(88)	1,280	180	267	(88)
IT Works Upgrade Program	-	305	305	980	610	305	305
Enhancing Security to Protect Privacy and Tackle Cyber Crime	123	486	364	850	850	486	364
Outdoor Staff Mobile Technology	106	253	147	535	253	253	(0)
TM1 Financial and Reporting System	70	103	33	150	150	150	-
Stronger Communities Fund - Non Capital	-	-	-	432	-	-	-
Stronger Communities Fund - Capital Works	-	-	-	3,426	-	-	-
Public Safety CCTV Network	114	595	482	500	1,094	451	644
Rapid Deployment CCTV Cameras	1	50	50	100	100	100	-
Cycleway - Oakes Rd to Lake Parramatta	25	250	225	500	500	38	463
SCF Cycleway infrastructure linking Epping with Carlingford	40	54	14	-	225	53	173
WSU Link	10	50	40	-	100	100	-
Marsden Street Cycleway	-	-	-	-	-	95	(95)
River Cities Renewal Project	237	193	(44)	-	149	534	(386)
Cycle Route Maintenance to Encouraging Cycling	66	94	28	125	136	125	11
Local Bike Facilities Encouraging Cycling	-	25	25	50	50	25	25
RTA River Cities PVC Stg 22	80	128	48	-	177	129	48
Pedestrian Bridge Works - Morton/Alfred	406	502	96	600	600	506	94
Greening the CBD	-	-	-	150	-	-	-
LED Street Lighting Upgrade - Phase 2	1,650	1,200	(450)	750	1,650	1,650	-
Flood Information System for Parramatta River	83	43	(40)	50	68	239	(171)
Parramatta City River Strategy Development	8	8	-	-	8	-	8
City River Program of Works	65	225	160	450	450	231	219

Projects by Strategic Objective

	March YTD Actual	March YTD Forecast	YTD Variance	2017/18 Original Budget	December QR	March QR	Full Year Variance
Parramatta Square (Study & Design Public Domain)	1	(0)	(1)	-	(0)	-	(0)
Parramatta Light Rail Scheme	1,189	1,299	110	400	1,852	1,852	0
Escarpment Boardwalk Construction	-	-	-	-	-	150	(150)
People Counters Projects	-	28	28	55	55	55	-
Parramatta Square Business Planning for SPS & Public Domain	403	582	179	-	880	882	(2)
Total Capital Projects	5,453	7,377	1,924	11,383	11,003	9,459	1,544

LEADING PROJECT PROGRESS

Operating Projects

NCIF - HR Transition	152	74	(78)	199	74	152	(78)
NCIF - IT Data Migration Project	36	263	227	500	500	273	227
Info hub Phase 3	12	-	(12)	-	-	12	(12)
NCIF - Transformation Project	659	701	41	1,000	1,000	959	41
Accounts Payable	9	43	34	-	43	(0)	43
Stronger Communities Fund - Operating	109	21	(88)	-	21	109	(88)
Citysafe VSS (Video Surveillance System) Operational Budget	272	309	38	190	499	461	38
High Visibility Community Policing	99	100	1	150	150	149	1
Parramatta Safety Plan - Implementation	24	21	(3)	-	18	24	(6)
Light Rail Feasibility Study	39	1	(38)	214	1	39	(38)
RIVER CITIES RENEWAL PROJECT - OP	5	-	(5)	-	-	5	(5)
Walking Access Study	1	1	-	-	1	1	-
Integrated Transport Plan	-	75	75	150	150	75	75
Beat the Heat	86	69	(17)	120	130	147	(17)
Improving Water Quality in Parramatta River	(0)	(0)	-	-	(0)	0	(0)
Parramatta Ways	81	188	108	475	377	414	(37)
Floodplain Risk Mgt Rds	2	27	26	55	55	74	(19)
Greening the CBD	89	102	12	-	150	150	-
Planning Framework Harmonization	298	291	(7)	476	391	437	(47)
CBD Planning Framework Studies	201	279	78	350	358	275	83
3D Model Coordination	74	108	33	150	169	170	(1)
GIS Visual Data and Dashboard	-	125	125	250	250	125	125
Total Operating Projects	2,247	2,797	551	4,280	4,336	4,051	284
TOTAL LEADING PROJECTS	7,700	10,174	2,474	15,663	15,339	13,510	1,828

Projects by Strategic Objective

	March YTD Actual	March YTD Forecast	YTD Variance	2017/18 Original Budget	December QR	March QR	Full Year Variance
LIVEABLE PROJECT PROGRESS							
Capital Projects							
Riverside Refurbishment and Upgrades	141	150	9	300	335	300	35
Riverside Theatres Plant, Equipment & Refurbishment	122	126	5	150	150	150	0
Wentworth Point Library and Community Centre	149	61	(88)	9,000	9,000	250	8,750
Library Capital Resources	547	607	60	820	860	860	-
NCIF - External Signage City Operations	236	471	234	-	1,040	395	645
Updating of Existing Park Signs	-	-	-	132	132	-	132
Council Plant, Fleet & Other Equipment Replacement Program	2,082	2,831	750	4,000	4,305	4,305	(0)
CAP N'Hood Imp Program	-	-	-	1,460	-	-	-
Lonely Lane Artwork	107	114	7	81	159	159	-
Westmead- Strategic Planning & Public Domain Works	178	178	-	-	178	178	-
Boronia Park Master Plan Implementation	-	-	-	669	-	-	-
Dundas Station Centre Upgrade	-	22	22	102	102	102	-
Ermington Centre upgrade	0	0	-	-	0	0	-
Harris Park - Station Street East Upgrade	18	60	42	170	445	445	-
Toongabbie Street Upgrade Wentworth Avenue	5	90	85	355	455	420	35
Connecting Centres Lake North Parramatta	177	188	12	170	200	177	23
"Imagine" Program Connectivity and Access Improvements	(1)	44	45	255	263	263	-
Enhancing Church Street Vibrancy	-	-	-	450	274	-	274
Foreshore Stairs	1	30	29	141	141	141	(0)
St Johns Cathedral Feature Lighting Treatment	20	43	23	300	360	210	150
Victoria and Park Road Shops Minor Upgrade	10	30	20	-	100	150	(50)
Oatlands Connecting Centres	25	12	(13)	-	24	27	(3)
Tintern Avenue Shops Upgrade	15	11	(4)	-	23	23	-
Dan Mahoney Reserve Service Provision	-	19	19	-	39	-	39
Yates Avenue Shops Precinct upgrade	20	15	(5)	-	30	30	-
Epping Town Centre Improvement	21	15	(6)	-	30	30	-
Carmen Drive Shops Minor Upgrade	9	7	(2)	-	14	14	-
Picasso Shops Minor Upgrade	5	25	20	-	50	40	10
Station Road Shops Upgrade	15	11	(4)	-	23	23	-
Windsor Road Shops Minor Upgrade	5	25	20	-	50	60	(10)
Constitution Hills Shops Upgrade	10	8	(2)	-	15	15	-
Rebecca Parade Shops Minor Upgrade	5	4	(1)	-	8	8	-
Newington Central Precinct Upgrade	59	50	(9)	-	100	109	(9)

Projects by Strategic Objective

	March YTD Actual	March YTD Forecast	YTD Variance	2017/18 Original Budget	December QR	March QR	Full Year Variance
Hospital Farm Reserve Public Easement	28	32	3	-	35	35	-
Erby Place Pocket Park Lighting Upgrade	27	39	11	-	50	27	23
Lighting Under the Bridge	126	126	0	-	126	132	(6)
Community Garden at Bruce Miller Reserve	68	61	(7)	-	61	68	(7)
George Kendall Reserve Park Upgrade	37	80	43	-	200	384	(184)
Centenary Square Review	43	28	(16)	-	28	148	(120)
SCF All Access Toilet at Ollie Webb Reserve, Parramatta	-	-	-	-	-	-	-
SCF Barnett Park Dog Park Upgrade	-	5	5	-	20	-	20
SCF Wallawa Reserve Upgrade, Meehan Street, Granville	12	20	7	-	39	19	20
SCF Sommerville Park Upgrade, Eastwood	69	51	(18)	-	105	105	-
SCF Newington Dog Park	363	327	(35)	-	500	500	-
SCF North Rocks Park Master Plan - Capital	179	195	16	-	350	234	116
SCF Eastern River Foreshore Transformation	65	10	(55)	-	510	96	414
Upgrade to Lawndale Shops, North Rocks	4	60	56	260	310	310	-
Upgrade to Carlingford North Shops	23	80	57	260	630	630	-
Carlingford Masterplan	-	-	-	150	80	80	-
Southern Precinct Renewal Project	112	175	62	850	850	950	(100)
Phillip Street Smart Street Design	40	113	72	250	250	150	100
Implement Sue Savage Park Masterplan	3	93	90	280	280	280	-
Newington Street Tree Strategy	22	-	(22)	-	-	75	(75)
Bennelong Parkway Pedestrian Refuge	48	48	-	-	48	48	-
Prince Alfred Square Power Upgrade	132	442	311	200	442	442	0
Total Capital Projects	5,380	7,230	1,850	20,805	23,816	13,596	10,220

Projects by Strategic Objective

	March YTD Actual	March YTD Forecast	YTD Variance	2017/18 Original Budget	December QR	March QR	Full Year Variance
LIVEABLE PROJECT PROGRESS							
Operating Projects							
Catchment Management Program of Environmental Audit & Buildi	-	25	25	100	50	50	(0)
Scores on Doors Program	-	-	-	25	-	-	-
Mum & Dad' development Education Program	-	4	4	7	7	7	-
ParraPets Matter	-	14	14	27	27	27	-
SCF Wentworthville Early Childhood Development Initiative	23	56	32	-	122	37	85
SCF Mobile Active Health	80	110	30	-	176	147	29
Temporary Relocation of Parramatta Pools	1,291	1,000	(291)	700	1,000	1,500	(500)
Healthy and Active Communities Program	3	21	18	50	50	50	-
Aquatic Playground Maintenance	117	138	21	200	200	160	40
NCIF - External Signage City Operations	-	-	-	1,040	-	-	-
Dence Park Master Plan	-	-	-	-	-	150	(150)
Church Street Frontage Improvement Program	-	25	25	200	100	60	40
Hill Road Masterplan	6	116	110	250	250	100	150
Newington Street Tree Strategy	-	44	44	75	75	-	75
Place/ Neighbourhood Plan	-	15	15	125	125	-	125
Rydalemere Park Masterplan	133	170	37	200	200	200	-
NCIF - Place	31	46	15	76	76	76	-
Total Operating Projects	1,685	1,784	99	3,076	2,458	2,564	(106)
TOTAL LIVEABLE PROJECTS	7,064	9,014	1,949	23,880	26,274	16,160	10,114

Projects by Strategic Objective

	March YTD Actual	March YTD Forecast	YTD Variance	2017/18 Original Budget	December QR	March QR	Full Year Variance
PRODUCTIVE PROJECT PROGRESS							
Capital Projects							
SCF Parramatta Artist Studio – Satellite Studios Fit Out	0	57	57	-	114	10	104
Governor Phillip Commemorative Public Art Project	0	75	75	150	149	50	99
Public Art Project	2	41	38	-	41	12	29
Heritage Centre Core Exhibition Renovations	-	5	5	39	10	12	(2)
Heritage Centre Building Renewal Works	-	50	50	49	50	-	50
Lennox Bridge Carpark Development	67	138	71	238	256	230	26
Riverbank Development	110	314	204	737	702	288	414
40-48 Cowper Street, Granville	-	10	10	10	10	-	10
189 Macquarie Street, Parramatta	351	455	104	371	582	478	104
Hunter Street Carpark	1	-	(1)	-	-	1	(1)
8 Parramatta Square Development	841	1,039	198	682	1,197	1,183	13
Parramatta Square Public Domain Development	399	799	400	11,011	1,225	1,030	194
PDG Project Management	6	(0)	(6)	-	(0)	6	(6)
Parramatta Square Site Wide	66	(0)	(66)	-	(0)	-	(0)
5 Parramatta Square Development - New Council Facilities	4,203	5,888	1,684	17,806	11,514	8,941	2,573
Eat Street Carpark Development	0	14	14	39	29	15	14
Horwood Place Redevelopment	0	29	29	234	212	29	184
1 Parramatta Square (Retail 6)	1,587	1,587	-	-	1,587	1,612	(25)
Fennell Street Car Park Development	15	27	12	39	39	26	13
4 & 6 Parramatta Square Development	980	1,157	177	836	1,658	1,406	253
3 Parramatta Square Development	986	1,048	62	664	1,271	1,209	62
400A Victoria Road, Rydalmere	-	-	-	5	5	-	5
38 - 40 Marion Street Parramatta Development	6	6	-	120	71	33	38
Aquatic Leisure Centre Parramatta	-	-	-	-	-	736	(736)
Digital Activation (LED) of Parramatta Square Hoardings	1	100	100	200	200	200	0
10 Hillside Crescent Epping (Capital)	2	-	(2)	-	-	2	(2)
New Aquatics & Leisure Facility	535	862	327	800	862	920	(58)
126 Church Street Level 3 Fit Out	104	289	185	-	580	580	-
Riverside Theatres Building Renewal Program	235	294	59	400	324	265	59
Parramatta Town Hall Capital Renewal Program	15	9	(6)	-	9	15	(6)
Hambledon Cottage Renewal Program	-	-	-	20	35	35	-
Willow Grove Building Works	-	-	-	20	-	-	-
Multi level Car Parks Capital Renewal Program	429	538	110	640	641	531	110

Projects by Strategic Objective

	March YTD Actual	March YTD Forecast	YTD Variance	2017/18 Original Budget	December QR	March QR	Full Year Variance
Early Childhood Centres Capital Renewal	-	-	-	125	-	-	-
Child Care Centres Capital Renewal	211	214	2	390	315	313	2
Finalise Construction of new PreSchool in North Rocks Park,	1,581	1,546	(36)	200	1,546	1,581	(36)
Pitt Row Headmaster's Cottage	-	-	-	200	200	200	-
Riverside, Events & City Activation Storage Facility	-	-	-	300	300	300	-
Hills Area Building Improvements & Upgrades	-	-	-	159	-	-	-
Community Buildings Capital Improvement	382	370	(12)	255	370	382	(12)
Libraries Capital Renewal	95	193	98	-	200	102	98
Demolition Works in Parramatta & Telopea	17	94	78	150	150	72	78
Church Street Office Fit out (60 desks)	550	598	49	-	597	548	49
Total Capital Projects	13,778	17,847	4,069	36,890	27,051	23,354	3,696

Projects by Strategic Objective

	March YTD Actual	March YTD Forecast	YTD Variance	2017/18 Original Budget	December QR	March QR	Full Year Variance
PRODUCTIVE PROJECT PROGRESS							
Operating Projects							
ED - Branding and Communications	96	76	(20)	-	120	140	(20)
ED - Business Attraction and Industry Development	66	119	53	-	185	132	53
ED - City Culture and Liveability	77	113	36	-	150	114	36
ED - Infrastructure	35	43	7	-	50	43	7
ED - Regional Leadership, Advocacy & Governance	57	59	3	-	73	71	3
ED - Research	21	66	45	-	110	66	45
ED - Workforce and Skills	37	93	55	-	150	95	55
SCF Parramatta Artist Studio – Satellite Studios	-	88	88	-	263	80	183
Parramasala- PCC funding	200	200	-	200	200	200	-
Major Events Show Reel	-	8	8	15	15	-	15
World War One (WW1) Centenary	-	-	-	45	45	-	45
Christmas Lights Competition	2	2	-	-	2	2	-
Sydney Writers Festival	-	-	-	-	-	-	-
Foundation Day & Parramatta Open (Celebrating Heritage)	-	-	-	13	-	-	-
Cultural Heritage Collection Conservation and Asset Mgt	-	5	5	10	10	-	10
NCIF - External Signage City Visual Identity	19	51	32	300	300	70	230
Brand	103	107	4	-	144	103	41
Removal and Storage of Tom Thompson Public Mural	13	17	5	46	24	24	-
NCIF - Asset Audit & Data Transition	84	84	(0)	68	84	84	(0)
Fair Value Assets and Condition Assessments	20	19	(1)	120	130	131	(1)
Buildings Asbestos Management	-	60	60	250	100	40	60
Total Operating Projects	830	1,208	378	1,067	2,154	1,393	761
TOTAL PRODUCTIVE PROJECTS	14,608	19,055	4,447	37,958	29,205	24,748	4,457

Projects by Strategic Objective

	March YTD Actual	March YTD Forecast	YTD Variance	2017/18 Original Budget	December QR	March QR	Full Year Variance
SUSTAINABLE PROJECT PROGRESS							
Capital Projects							
Mobile Garbage Bin Roll Program	82	202	120	250	250	250	(0)
Boronia Park Building Amenities Upgrade	-	-	-	-	669	-	669
Murray Farm Reserve Park Improvements	-	121	121	-	121	121	-
Tree Offset Program	-	10	10	-	20	-	20
Asbestos Remediation Works Program	68	1,000	932	-	2,000	2,000	-
SCF Walking Track to Hunts Creek Waterfall, Carlingford	-	25	25	-	75	75	-
SCF Sporting Amenity Building at West Epping Park	12	-	(12)	-	-	12	(12)
SCF Playground Upgrades - Rainbow Farm Reserve	12	10	(2)	-	60	60	-
SCF Playground Upgrades - Hunts Creek Reserve	12	10	(2)	-	60	60	-
SCF Playground Upgrade- Lynbrae Ave Park	12	20	8	-	120	120	-
SCF Playground Upgrades - Pembroke St Reserve	12	20	8	-	120	20	100
SCF Playground Upgrades - Irving St Reserve	117	120	3	-	120	120	-
SCF Playground Upgrades - GKR District Playground	15	25	10	-	50	23	28
SCF Playground Upgrades - Pinetree Dr Reserve	12	10	(2)	-	60	120	(60)
SCF Playground Upgrades - Blankers Koen Park	6	10	4	-	60	20	40
SCF Playground Upgrades - Forest Park	12	20	8	-	120	60	60
West Epping Park - Major Redevelopment	6,299	6,421	123	5,900	6,421	6,683	(261)
Peggy Womersley Reserve - to Pavilion Upgrade	20	20	-	250	250	20	230
Ollie Webb Reserve Water Playground	-	-	-	300	300	-	300
Master Plan Implementation for George Kendall Riverside Park	-	-	-	100	100	-	100
Sportsground Program	111	261	150	510	510	510	-
Cemeteries and Memorials Program	40	46	6	92	92	44	48
Pavilion Program	-	45	45	150	150	150	-
Playground Replacement Program	279	292	13	520	520	520	0
Parks Program	237	250	13	410	417	417	-
Public Trees Program	296	284	(12)	380	380	380	-
Robin Thomas Reserve Masterplan Works	8	8	-	-	8	8	-
Parks Stormwater Reuse Program	6	-	(6)	360	75	75	-
Lake Parramatta Improvement Works	186	190	4	-	190	190	-
Waterways Restoration	356	318	(38)	560	560	560	(0)
Walking Track Construction	60	94	34	130	170	170	-
Restoration of Natural Areas	514	509	(5)	720	720	720	-
Nursery Management for Bushland Plants & Landscaping Works	24	71	46	130	170	170	-

Projects by Strategic Objective

	March YTD Actual	March YTD Forecast	YTD Variance	2017/18 Original Budget	December QR	March QR	Full Year Variance
Metro Greenspace Sue Savage (Toongabbie Crossing)	-	-	-	-	-	20	(20)
Sustainable Water Program	30	55	25	80	80	80	0
Installation of Rooftop Solar Panels on City Assets Program	23	17	(5)	100	100	100	(0)
Hills Area Road Renewal Works	656	846	189	1,290	1,290	690	600
Footpath Renewal Program	1,446	1,382	(64)	1,600	1,600	1,600	(0)
Stormwater Drainage Renewal Program	2,737	2,965	229	4,400	4,400	4,400	(0)
Supply and Installation of Street Furnit	64	104	40	150	150	110	40
Civil Construction Program	287	271	(16)	400	400	550	(150)
Roads to Recovery Program	509	626	117	1,442	1,442	1,442	(0)
Robotic Equipment to Assist with Surveying	25	25	-	33	33	33	-
Kerb & Gutter Renewal Program	363	569	206	1,330	1,224	1,330	(106)
Footpaths Construction Program	1,044	1,187	143	1,700	1,765	1,765	0
Roads Renewal Program	4,375	4,576	202	6,175	6,175	6,175	(0)
Bridge assets - safety upgrades	27	82	55	150	150	150	0
Bridge Upgrades & Renewal Program	141	94	(48)	250	250	250	-
Additional Roads, Kerb & Gutter Maintenance	2,072	2,172	100	3,800	3,800	3,800	(0)
Additional Stormwater Drainage Upgrade Works	122	0	(122)	-	0	-	0
Public Domain Lighting	5	60	55	100	100	100	-
Major Drainage Construction at Lyndelle Place, Carlingford	44	99	55	700	250	102	148
Hills Area Drainage Renewal Works	-	-	-	963	150	-	150
Protecting Dams Capital Works Program	100	129	30	270	270	270	(0)
Improving Water Quality in Parramatta Waterways	-	-	-	400	400	400	-
Drainage Construction Program	134	332	198	600	600	600	(0)
Flood Mitigation Program	125	203	78	350	350	350	-
Drainage Improvements in Growth Areas S94A Program	37	94	56	150	150	50	100
Australian Government Black Spot Program	-	500	500	1,500	1,000	103	897
Active Transport Program	269	1,212	942	300	2,310	2,310	(0)
Barrack Lane Shared Zone Construction	50	87	38	150	150	150	-
Barrack Lane Shared Zone Design	-	-	-	-	-	17	(17)
Design Parkes -Valentine Traffic Upgrade	41	-	(41)	-	-	-	-
Former Hills Area Traffic Improvements	-	62	62	1,252	125	80	45
Total Capital Projects	23,532	28,162	4,630	40,397	43,651	40,703	2,948

Projects by Strategic Objective

	March YTD Actual	March YTD Forecast	YTD Variance	2017/18 Original Budget	December QR	March QR	Full Year Variance
SUSTAINABLE PROJECT PROGRESS							
Operating Projects							
NCIF - Domestic Waste	-	89	89	89	89	89	-
SCF Terrys Creek Rehabilitation - Maintenance	14	54	40	-	100	60	40
Contaminated Land Management in Public Parks and Land	415	446	30	500	554	550	4
Threatened Species Management	12	29	17	50	50	50	-
Bushland Resources Management	401	454	53	650	700	700	-
Protection of Aboriginal Heritage & Cultural Sites	2	2	-	30	30	30	-
Waterways and Bushland Rehabilitation Fauna Study	27	41	14	75	75	75	-
Waterways Litter Removal	51	54	3	85	85	85	-
Parra River Catchment Group Management	176	217	41	171	347	305	42
PRCG Landcare Coordinator Grant	37	39	1	48	54	52	1
River Aware Program	4	-	(4)	-	-	9	(9)
LLS Loyalty Road Dam	50	50	(0)	-	50	50	(0)
Environmental Education Program to Encourage Sustainability	15	31	16	60	62	62	-
Better Waste and Recycling Program	7	226	219	450	450	450	-
Lake Parramatta Dam	-	-	-	-	-	77	(77)
Parramatta River Flood Study	638	383	(256)	509	530	700	(170)
Total Operating Projects	1,851	2,115	264	2,718	3,175	3,344	(169)
TOTAL SUSTAINABLE PROJECTS	25,383	30,277	4,894	43,115	46,825	44,047	2,778

RESPONSIBLE ACCOUNTING OFFICERS REPORT

Responsible Accounting Officer's Statement

Quarterly Budget Review

For the period 1 July 2017 to 31 March 2018

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 31/03/2018 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.

Alistair Cochrane

Responsible Accounting Officer

FOR FURTHER INFORMATION

CUSTOMER CONTACT CENTRE

126 Church Street, Parramatta NSW 2150

PO BOX 32, Parramatta NSW 2124

Telephone: (02) 9806 5050

Fax: (02) 9806 5917

Email: council@cityofparramatta.nsw.gov.au

Website: www.cityofparramatta.nsw.gov.au