



**CITY OF
PARRAMATTA**

Operational Plan 2017/18

Progress Report and Quarterly Budget Review

Quarter 4 - April to June 2018

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Part B – Quarterly Budget Review Statement

CEO's Message

Welcome to City of Parramatta's June 2018 progress report and quarterly budget review. This is the first progress report that I have presented in my capacity as the new CEO. I am privileged to be stepping forward into this position at a time of significant opportunity, change and growth within the City.

I wish to take this opportunity to acknowledge the excellent work Sue Coleman has executed in her role as Acting CEO since December last year. As a Council in transition, we could have hoped for no steadier stewardship.

This progress report summarises Council's achievements against the current Operational Plan and our financial position as at the end of Quarter 4 (April – June 2018).

The Operational Plan describes the services, activities and expenditure committed for 2017/18. It identifies the major activities Council will undertake during the financial year in order to achieve the aspirations of the community and make the City of Parramatta a great place to be.

Regular progress reports are an important part of Council's commitment to be open, transparent and accountable. Within the next few months an annual report will be released summarising the full year's accomplishments.

We achieved some significant milestones during the last quarter, many of which are detailed in this report.

Planning for our future

I am pleased to advise that on 25 June 2018 your Council endorsed the Community Strategic Plan 2038. The Plan is an overarching document which outlines the community's key priorities and aspirations over the next 20 years. Co-titled '*Butbutt Yura Barra Ngurra*', which means 'the heart of the people of eel country' in the Darug language, this title acknowledges Parramatta's ongoing connection to the Traditional Owners and Custodians of the land and waters of Parramatta, and recognises that our entire community is the living, beating heart of the City of Parramatta.

Council also adopted its three-year Delivery Program, inclusive of Council's annual Operational Plan and Budget. The Delivery Program is Council's main business plan and ensures Council's services and resources are well aligned to community expectations.

The Delivery Program 2018-2021 outlines major projects including;

- the new Aquatic Centre in Parramatta
- Parramatta Square
- the Museum of Applied Arts and Sciences
- the Escarpment Boardwalk

Over 15,000 people participated in the development of these plans which are now available on our website.

Achieving Service Excellence

The *Building Service Excellence for our Customers* pilot project, which concluded in November 2017, provided the organisation with a blueprint for reviewing and improving our services. We are maintaining this momentum with the *Service Excellence Program*, which places the customer at the centre of everything we do. The Service Excellence Program continues, with outcomes from service reviews being delivered this quarter. The program also includes capturing improvement ideas from across the organisation, through *Innovation Central*. A number of innovations have been assessed, with many of them approved for implementation.

The Greater Sydney Commission Awards

City of Parramatta was awarded the Development Supported by Infrastructure award for the CBD Infrastructure Funding Strategy, "an ambitious project that acknowledges the challenges of transforming Parramatta into a global city". The panel commended Council for "embracing this challenge and demonstrating the important role councils play in shaping Greater Sydney's three cities."

Council also received a commendation for Parramatta Ways in the 'Great Place to Live' category.

Community Grants

City of Parramatta awarded nearly \$400,000 in Community Grants in June 2018. In total, 43 grant applications were successful. These initiatives will help to build community capacity, support local creative arts, grow social enterprise, and encourage better understanding of the City's heritage over the next 12 months.

Sustainability Awards

City of Parramatta presented the first Sustainability Awards in June. These awards recognised inspirational community members making a positive impact on the local environment.

Parramatta Square

It is exciting to see the progress on Parramatta Square (PS). Each building serves a unique purpose in our Central city. The new building next to Western Sydney University, 3 PS, has completed ground work, and the first slabs have been poured. The new building next to Sydney Water, 4 PS, has continued to progress with much of the basement completed and structural supports for level 1 are in place. You can see it as you walk towards the Parramatta train station on the Darcy St side. 6&8 PS, a commercial tower located between Town Hall and the train station, is currently being excavated. The public domain known as Centenary Square and all the walking area between the new buildings, is also progressing, with trees ordered and paving options being considered. I want to thank staff, crews, and contractors for their hard work and dedication and their emphasis on safety throughout the construction of these important and forward looking buildings.

Community Infrastructure

Work continues in building the social infrastructure to serve the needs of our growing community. The Wentworth Point Community Centre Library will be open to the public towards the end of 2018. Looking ahead, the new Parramatta Aquatic Centre is starting to take shape. Work has commenced with ground breaking and archaeological survey on the site. Next steps will include deciding on a world class design.

Thank you for taking the time to read this report. I look forward to sharing further updates with you in the near future. If you wish to learn more about any of the activities discussed within this report please feel free to contact us. You can email council@cityofparramatta.nsw.gov.au or call 8906 5050 for more information.



Mark Stapleton
CEO, City of Parramatta



Executive Summary

Integrated Planning and Reporting

Council endorsed a Community Strategic Plan (CSP) and Resourcing Strategy and adopted the Delivery Program 2018-2021 and Operational Plan 2018/19.

Buttutt Yura Barra Ngurra (CSP) identifies the main priorities and aspirations of the City's community and sets out strategies to address these over the next 20 years

The Resourcing Strategy – comprises the following

- Asset Management Strategy which includes Council's Asset Management Policy and plans. It sets out the broad framework for undertaking structured and coordinated asset management over the next ten years, outlines why and how asset management will be undertaken, and provides key principles that underpin our approach to asset management.
- Long Term Financial Plan - a decision-making and problem solving tool that tests long-term community aspirations against financial realities
- Workforce Strategy - a long term view of Council's workforce. It aims to ensure our workforce is well resourced and structured, with the capacity to respond to and deliver against commitments

The Delivery Program 2018-2021 sets out the principal activities that Council will undertake in this three-year period to meet the community aspirations detailed in the Community Strategic Plan.

The Operational Plan 2018/19 incorporates the many actions Council will undertake in the financial year, includes an overview of the responsible Council business unit, and details how the delivery of these actions will be measured.

Stronger Communities

Council continues to progress the planning and delivery of the Major Projects component of the Stronger Communities Fund and has made some substantial progress in the 2017/2018 financial year. All projects are currently on track for completion by the end of 2019.

- Newington Dog Park - completed and currently in use.
- The Active Parramatta Van has been launched and is currently operating with strong community support for group exercise classes.
- Parramatta Play Program – currently all 19 playgrounds have completed community consultation. Irving Street Reserve was the first playground to be completed, and opened in May 2018.
- The Parramatta Artist Studio – Satellite Studio has set up at a location in Rydalmere. The internal design is in progress with fit out scheduled for August 2018. Applications for artists opened in June 2018.
- Terrys Creek Rehabilitation, Epping – weed removal has commenced, new recycled stairs have been installed at the Upper end of Terrys Creek, and bush regeneration is underway.
- Sommerville Park Upgrade, Eastwood - community consultation occurred in early 2018, with landscape design complete. Currently designing the amenities building.
- Eastern River Foreshore Transformation involves separating the walking and cycling paths along part of the Rydalmere wharf area and constructing a toilet block. Community consultation has taken place and detailed design is complete. Construction is due for late 2018.
- The North Rocks Park Master Plan has completed stage 1 community consultation as well as a detailed analysis of demographic and social infrastructure data. The Draft Master Plan will be on public exhibition from the end of July 2018 for approximately 6 weeks.

Parramatta Square

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

3 Parramatta Square

Located next to the WSU building along Macquarie Street, the site's detailed excavation and in-ground work continues and is expected to complete at the end of July. The first tower crane was erected Saturday 30 June.

4 Parramatta Square

Located next to Sydney Water along Darcy Street. The basement is mostly completed, and the first levels are starting to take shape, with concrete and metal structures easily seen from Centennial square and from the train station.

6&8 Parramatta Square

Located where the old Civic Plaza used to be, these two commercial towers will be next to 4 PS along Darcy St and between Town Hall and the train line. Excavation continued this quarter. The Development Application is currently under assessment.

Public Domain

The Public Domain, the walking area around Parramatta Square is also an important aspect of the combined construction projects. Using the current approved layout, planning for trees, pavers, landscaping, technology, and other important considerations are moving forward.

Other major projects

Wentworth Point Community Centre

Work continues in building the social infrastructure to serve the needs of our growing community. The Wentworth Point Community Centre Library has experienced some delays this year, but 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.

Aquatic Centre

Looking ahead, the new Parramatta Aquatic Centre is starting to take shape. Work has commenced with ground breaking and an archaeological survey on the site. A design competition that meets design excellence is currently underway. In the meantime, we have confirmed interim swimming options for the summer, including Epping Pool, Lake Parramatta, space for learn-to-swing programs at Macarthur Girls' High, and readily available information about nearby swimming facilities across the region.

Parramatta Light rail

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

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

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

Cultural Infrastructure

An important milestone was reached with the announcement of the joint venture between State Government and Council to deliver a new arts and cultural infrastructure next to the Parramatta River. This will include a new flagship Museum of Applied Arts and Sciences (MAAS), and an enlarged and enhanced Riverside Theatres. The new cultural assets, underpinned by \$40 million to deliver Council's Cultural Plan, will be a destination for locals, visitors and tourists and provide a renewed focus on arts and culture for greater Western Sydney.

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:



QUARTER 4

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:

\$73,654,000

Original Operating Budget:

\$76,181,000

Revised Capital Expenditure:

\$10,955,000

Original Capital Budget:

\$25,662,000



Measuring Our Success

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

Regulatory Enforcement



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

11%



TARGET MET:
Yes

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

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

Regulatory Enforcement



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

21.5%



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

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

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

Regulatory Enforcement



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

12.4%



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

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

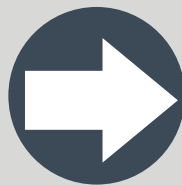
If we can reduce the unlawful activity, it stands to reason that fewer fines are issued, and less officer time is wasted chasing illegal activity.

Community activities



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

Results not available



TARGET MET:
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

+20% visits
+4% loans



TARGET MET:
Yes for visits
Nearly for loans

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

Child Care



Utilisation of council child care centres at 93% or above

96%



TARGET MET:
Yes

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

Services

Services Delivered	Community Outcome	Comment	Business Unit
Funding and support for community projects and social enterprises	<i>Greater community capabilities to improve well-being and enhance services to meet the community's needs</i>	<p>Four events were held for National Youth Week that had been produced by young people through a co-design process over the last few months. The excellent events included a Comedy Night at Riverside (following stand-up workshops), a careers expo in Epping, and a Youth Homelessness Matters event at High Street Youth Health. The library also hosted its own Youth Week events.</p> <p>Council hosted a training session for community workers supporting survivors of childhood sexual abuse, presented by Survivors and Mates Support Network. 22 community workers attended. 90% felt more informed about the issue as a result and 100% felt more confident to support their clients.</p> <p>Other capacity building activities during this quarter included: an information session for local residents on Welcoming City strategies, and a workshop for successful recipients in the annual Community Grants program on how to manage a grant.</p> <p>42 grants were awarded by Council in the annual Community Grants round. A Presentation Ceremony was held on 27 June 2018.</p>	Social & Community Services
Library services	<i>Enhanced lifelong learning and access to library collections and events to increase technological literacy, physical and mental health and social integration.</i>	<p>Studiosity is at 116% online usage from primary to university students. This exceeded the target by 16% from 100% in 2017/18. In 2017/18 we introduced the "Happy or Not " online customer system at Parramatta resulting in over 90% satisfaction rate recorded weekly. New Law Week talk at Epping Library was held on 'Personal Guarantees and Loans' and 'Employment workshop for over 50s' held at Parramatta were introduced to the community.</p>	Social & Community Services
Children & Family services	<i>Access to high quality childcare and family support.</i>	<p>Enhancements have been made to the childcare management system used by the services in preparation for the new Federal Government Childcare Subsidy.</p>	Social & Community Services
Community care services	<i>Enhanced ability of older people and those with disabilities to live well and more independently.</i>	<p>The review of the Over 55s Leisure and Learning service is almost complete with extensive work done on a new operating model for delivery across Community Care, Libraries and Recreation services. Working on a strategic direction for Community Care in light of the extensive changes in the aged care and disability services industries. Targets of the number of people with National Disability Insurance Scheme funding coming to our service have been exceeded. The joint Libraries and Community Care Digital Inclusion Outreach pilot was successful with four people learning digital skills in their home. The project targets people who have difficulty attending classes and will now be evaluated for continuation.</p>	Social & Community Services

Services Delivered	Community Outcome	Comment	Business Unit
Recreation facilities & programs	<i>Improved lifestyle opportunities and physical and mental health.</i>	<p>We partnered with Sport NSW to deliver the Activate Inclusion Sports Day at Sydney Olympic Park. 80 young people with a disability were in attendance.</p> <p>Waiting lists to School Holiday Programs have been reduced to an average of 225 and by offering 2000 places for the Winter Program (average of 1000 usually available), we are hoping to reduce this figure further.</p> <p>The Epping Aquatic Centre was opened on Monday, 16 April 2018 for a trial of reduced hours during the Winter season. As at 30 June there have been 3,916 attendances recorded. The Summer hours of operation will recommence in October 2018.</p> <p>Discussions have been held with Playgroup NSW to expand their service into Council's Community Facilities and Parks and Reserves.</p>	Social & Community Services
Parks, open space and public tree maintenance	<i>Well maintained and safe parks, sports fields, playgrounds, streetscapes and other community spaces. Well-maintained public trees providing green, safe and pleasant spaces</i>	The community outcome of well-maintained and safe parks, sportsfields, playgrounds, streetscapes and other community space was achieved as evidenced by a community satisfaction rating of 8.3 / 10 in the 2018 Integrated Open Space Services satisfaction survey.	City Operations
Civil Maintenance and Minor Construction Programs (roads, footpaths & drainage)	<i>Well maintained and safe local roads and effective public stormwater drainage</i>	The minor contracts program covering footpath construction and replacement, drainage construction and upgrades and kerb and gutter was achieved and due to efficiencies in time and cost additional projects were brought forward and added to the program.	City Operations
Emergency Planning, with State agencies	<i>Emergencies (fire, flood, storms and other natural disasters) are managed for quick recovery and to minimise impact on the local community</i>	The new DISPLAN for the City of Parramatta and has been submitted to the State Government for endorsement.	City Operations
Fleet services	<i>Council's fleet is maintained to support the delivery of high quality services and sustainable operations</i>	<p>The vehicle and plant replacement program was completed and met the financial targets for 2017/18.</p> <p>Work is continuing on the development of an automated and mobile solution to vehicle management and is due to be implemented within the first half of the 2018/19 year.</p>	City Operations
Trades services	<i>Safe, pleasant and functioning public spaces by removing graffiti, providing wayfinding and regulatory signage</i>	Trades services continue to remove graffiti and maintain public space assets such as street furniture and signage so as to ensure safe and functioning public spaces.	City Operations

Services Delivered	Community Outcome	Comment	Business Unit
Building & Facilities Maintenance (for amenity buildings, community centres, street furniture)	<i>Clean, safe, functional community buildings and other Council facilities</i>	Buildings and Facilities undertook a review of their service and processes with an implementation plan now being developed and the changes rolled out over the next 12 months. The purpose of the review was to determine how we could manage our buildings more efficiently and effectively so as to meet our customers' requirements.	City Operations
Cleansing services in public areas including litter bins and street sweeping	<i>Clean and usable public spaces, business /local centres and local amenities.</i>	The review of the public waste disposal has been implemented, thereby increasing service levels to areas that were previously outsourced in a Hornsby City Council contract that remained from prior to the boundary changes.	City Operations
Environmental & Public Health Protection & Compliance	<i>Safer food outlets and protection of the natural environment from all forms of pollution</i>	All scheduled inspections as proposed in the 2017/18 Operational Plan were completed, these included the 100% inspection of all High, Medium and Low Risk Food outlets, with High and Medium all inspected twice. All Cooling Tower serviced buildings and Publicly used Swimming Pools, Skin Penetration Premises were also inspected in the year.	Regulatory Services
Ranger Services	<i>Improved quality of life by managing the impact of building activities, illegal dumping, unlawful use of open spaces and responsible companion animal ownership within local communities</i>	Ranger Services continued to systematically patrol all Major Development Site areas with specific focus on the various Epping and Carlingford Development areas. Council did with increased patrol and monitoring see a decline in the number of non-compliance breaches in the Q3 & Q4 periods. In relation to Companion Animals Council was able maintain its ability to achieve its target in returning Companion Animals to either their owners or re-homed with new owners, Council achieved a 71% rehoming rate, 5% over the start of year target of 66%.	Regulatory Services
Parking Services	<i>Improved quality of life by managing the impact of unlawful parking. Improved safety and parking compliance in and around schools. Ensuring City and local commercial centres are patrolled resulting in the turnover of associated parking to support economic activity</i>	The Q3 & Q4 periods saw a significant increase in parking patrols of the main Parramatta and Suburban CBD areas of the LGA (LGA) along with community reported complaint locations. This patrols contributed to significant improvements of turnover in timed parking areas, allowing a greater number of customers to attend nearby commercial and retail outlets throughout the LGA. For the first time Council recorded the number of vehicles monitored in Timed Parking areas and can report that the greater percentage of drivers were observed complying with parking signposted times 80.2% were compliant out of 101,000 vehicles monitored. Council did see an increase in Penalty Infringement Notices (PINS) issued overall, however the greatest increase was for other non-time related parking offences, for example parking in No Parking and No Stopping areas.	Regulatory Services

Services Delivered	Community Outcome	Comment	Business Unit
Building Regulation, Certification & Compliance	<i>Quality and safety of the built environment, in accordance with legislation and standards (Building Code of Australia).</i>	<p>Councils continues to receive a reasonably large number of reports of unlawful or suspected unlawful building activity, the greater majority in the residential sector, however the number of Building Certificate Applications has actually decreased this year down some 25% on last year's figures 153 down to 116.</p> <p>Council continues to work with the community and the Private Certifiers to ensure an improvement in non-compliant buildings in the LGA. Council officers are working with the Councillors to identify strategies moving forward to help reduce the number of unlawful buildings in the LGA.</p>	Regulatory Services
Place management in neighbourhoods & CBD	<i>Communities are at the heart of creating public spaces in Parramatta's CBD and local neighbourhoods – spaces that are welcoming, safe, accessible and support high- quality urban design.</i>	The Place Services team lead and coordinated place-based, cross-functional projects and initiatives that enhanced and enriched community experiences, sense of belonging, and engagement with places. Achievements include the installation of bespoke 'Lonely Light' interactive artwork at Erby Place, Parramatta, the upgrade of Carlingford North Shops with an innovative paving treatment which enables future remedial works without causing cracks or damage, a Family Open Day at West Epping Park attended by over 1,200 community members, fulfilment of the Sue Savage Park masterplan at Toongabbie, and upgrading the existing off-leash dog park in Newington.	Place Services
Riverside Theatres Programming & Hires	<i>Year-round program of performing arts activities and events and access to facilities for community cultural presentations</i>	<p>April in the larger Riverside Theatre included "Georges Marvellous Medicine" (Shake & Stir), a number of Indian concerts and "Prada's Priscilla's".</p> <p>May and June were also busy with highlights including but not limited to "The Tempest," "A Midsummer Night's Dream" and "Macbeth" (Sport for Jove), Sharp Short Theatre Play Competition (Riverside Education), "Josephine Wants to Dance" (Monkey Baa Theatre), "Stolen" (National Theatre of Parramatta), Sydney Writers Festival, Sydney Music Festival, "Bosom Buddies" (Christine Dunstan Productions), "Lola Montez" (Diadem Productions), ABC's "James Valentine Live on Stage", "Rainbow Vomit" (Dance North), the Brett Walker SC Whitlam Oration and a three day Latin Dance Festival . The Lennox remained very active throughout April, May and June with highlights including "Obscene Madam D" (Kantanka), "Quiet Faith" (Alternate Facts), "Ruby's Wish" (Makebelieve Prod and Cubby House Co)</p>	Riverside Theatres
National Theatre of Parramatta	<i>Locally developed performing arts content</i>	NToFP presented the world premiere production of "The Girl /The Woman" by Aanisa Vylet . It undertook its first regional NSW tour with Vicki Van Hout's production of "Stolen" by Jane Harrison and introduced a new activity stream "Creative Conversations when a panel of artists talk about their work with an audience.	Riverside Theatres

Services Delivered	Community Outcome	Comment	Business Unit
Studio 404 (performing arts production & rehearsal facilities)	<i>Increased opportunity for professional and community participation in performing arts</i>	Rehearsals by professional groups for "Quiet Faith", Ruby's Wish "Stolen" and "The Girl/The Woman" were conducted at Studio 404 for eventual performance at Riverside. NTof P, FORM Dance, Flamenco Dance Groups, Western Sydney Youth Orchestra, NIDA and Upstage used the Studio for classes, workshops and talks.	Riverside Theatres
Education and training in performing arts & culture	<i>Increased capacity and appreciation of performing arts and culture.</i>	Primary Education Program included "Roald Dahl's Georges Marvellous Medicine" (Shake and Stir), "Patrice Albina's Chance Encounter with the End of the World" (Australian Theatre for Young People), "Josephine Wants to Dance" (Monkey Baa Theatre), "Creature: An Adaptation of Dot and the Kangaroo" (Stalker Theatre), "Ruby's Wish" (Makebelieve Prod and Cubby House Co), "Sharp Short Theatre" (Riverside Education), "Rainbow Vomit" (Dancenorth). Secondary Education Program included "Fearless" (Milkcrate Theatre), "The Tempest", "A Midsummer Night's Dream" and "Macbeth" (Sport for Jove), "Sharp Short Theatre" Play Competition (Riverside Education), "Patrice Balbina's Chance Encounter with the End of the World" (Australian Theatre for Young People), "Personal" (Jodee Munday), "A Town Named Warboy" (Australian Theatre for Young People and Performing Lines), "Ruby's Wish" (Makebelieve Prod and Cubby House Co), "Stolen" (National Theatre of Parramatta), "Rainbow Vomit" (Dancenorth) and Sydney Writers Festival. Workshops associated with education performances at Riverside were also offered to explore themes and styles of performance.	Riverside Theatres

Actions

Action	Community Outcome	Comment	Business Unit
Deliver the Healthy and Active Communities Program to encourage a healthier lifestyle	<i>Opportunities and access to quality recreation programs and facilities. Reduction in obesity and improved general health and wellbeing</i>	<p>The Active Parramatta Van delivered 52 hrs of programming to 1922 participants for the period 1/4/2018 to 30/6/2018. The program to date has delivered health and recreation activities to early years, primary school and high school aged children and over 55's. The program aims to educate and effect lifestyle changes in participants by encouraging participation in healthy and active lifestyles.</p> <p>The Autumn School Holidays Program delivered 18 activities to 996 participants. The program aims to encourage participation in healthy and active lifestyles and provide a genuine pathway into local sports clubs and other recreation pursuits.</p> <p>The Active Parramatta health and well-being programs were delivered to 238 participants across 15 activities. These programs aim to provide affordable access to, and encourage participation in, healthy and active lifestyles.</p> <p>We partnered with Sport NSW to deliver the Activate Inclusion Sports Day at Sydney Olympic Park, that saw 80 young people with a disability in attendance.</p>	Social & Community Services
Deliver interim swimming facilities including an alternate Learn to Swim centre in Parramatta	<i>Continued Learn to Swim opportunities while new Aquatic Centre is built in Parramatta</i>	Macarthur Girls High School pool upgrade is nearing practical completion, with an official opening to be held on Friday, 3 August 2018. Following the official opening, the pool will be open for lap swimming, with Swim School expected to commence in September 2018. Total project cost \$1.5 million.	Social & Community Services
Feasibility and concept design to be completed for a new aquatic leisure centre in Parramatta. Works in 2017/18 include aquatics planning, development approval preparation, heritage & archaeological investigation, geotechnical & structural engineering and architectural	<i>Community input is reflected in the plans for a new Aquatic Centre</i>	On 12 February 2018, Council resolved to endorse an option 2A of a business case for the delivery of a new modern aquatic leisure centre in Parramatta. Infrastructure NSW now assessing the business case prior to approval of NSW Treasury funding of \$30m. A design competition that meets design excellence is currently underway.	Property Development (Formerly under Social & Community Services)
Complete design and fit-out of Wentworth Point community centre and library	<i>Wentworth Point residents' will have improved access to community, library and learning facilities</i>	Fit out contractor appointed in May 2018, with the site handed over to contractor in July 2018 to commence fit-out. Fit-out project will take approximately 36-38 weeks, with completion of the project and opening of the facility anticipated by mid-2019.	Social & Community Services

Action	Community Outcome	Comment	Business Unit
Introduce new community-based programs across the expanded library network	<i>Expanded opportunities for lifelong learning and social connection</i>	An innovative new program entitled " Smart Home Devices Class" was trialled at Parramatta for expansion to other sites in the network. A successful new event at Ermington Community Hall was held with 68 participants- "Love Between the Pages - Author Talk & HighTea. A new library program to promote reading titles via social media on You Tube. This program attracted lots of regular followers in the community and achieved a City of Parramatta Council Values Champion Award for Innovation and Teamwork.	Social & Community Services
Deliver stage one of the street signage program (New Council Implementation Fund)	<i>Effective and accurate wayfinding information signage</i>	The targets for the street sign replacement project were achieved with the southern suburbs, CBD, Epping, Westmead, Silverwater, Newington and are now focused on Carlingford and the northern suburbs.	City Operations
Revise the City of Parramatta DISPLAN seeking endorsement by the NSW State Government	<i>The impacts of incidents and local emergencies are managed and impacts on the community are minimised</i>	The new DISPLAN for the City of Parramatta and has been submitted to the State Government for endorsement.	City Operations
Establish an alternate Emergency Management Centre to the existing facility located at the Rydalmere Operations Centre	<i>The impacts of incidents and local emergencies are managed and impacts on the community are minimised</i>	A new site, being the Roselea Community Centre, has been selected and if approved by the endorsement of the DISPLAN will be fitted with the infrastructure required to operate an Emergency Management Centre.	City Operations
Address the impacts of the Ombudsman 2017 report on asbestos as they relate to our City	<i>Effective management of identified asbestos matter to minimise community risks</i>	<p>Council continues to work closely with the Heads of Asbestos Authority (HACA) Working Committee and EPA to investigate, test, review and manage asbestos contamination issues on both Private and Public lands.</p> <p>Testing programs funded by the State Government have continue across Q3 & Q4 to determine the extent and type of contamination and subsequent implementation of remediation and containment strategies to remove contamination pathways that may affect occupants.</p> <p>Council will continue to work with the EPA and HACA in the new financial year to help resolve Asbestos Related Contamination issues with the assistance of the State Government.</p>	Regulatory Services

Action	Community Outcome	Comment	Business Unit
Analyse and address the resourcing needs to respond to community concerns about development and construction compliance issues	<i>Improved response times and administrative capacity for 'in the field' officers to efficiently respond to complaints and service requests, resulting in improved quality of life for the community</i>	<p>The investment and creation of a significant number of additional positions with the various teams of Regulatory Services has allowed an increased the capability of the teams to respond to community reported matters as well as inspection capability under various legislative requirements.</p> <p>Council has commenced further investigation in to strategies to further improved serviceability and capacity to respond with the development and introduction of a number of Technology Improvements, these have included the introduction of digitised inspection capability allowing officers more time in the field to work with owners in improve their performance and standards, which then increase the level of service to the community at large. Further technology improvements we see significant time savings for officers increasing community serviceability.</p>	Regulatory Services
Review and improve the Regulatory Services Customer Request Management (CRM) System and associated systems	<i>Increased proactive patrols and educational programs to improve compliance and reduce unlawful activity impacting on quality of life</i>	Work is continuing between council's ICT and Regulatory Services teams to implement a range of technology improvements. As indicated the Food inspection program is now complete allowing greater officer/operator face to face time to educate and improve standards and serviceability. Council has a number of further improvements to be implemented in the next twelve months which will add to councils increased capacity to service various areas of the business sector and residential customers, providing education and improvements of service delivery to the community at large.	Regulatory Services
Work Closer with Sydney Olympic Park Authority (SOPA) to minimise the impact on the adjacent communities relevant to unlawful activities	<i>Continued monitoring of hot spots for parking issues at Sydney Olympic Park, Wentworth Point, Town Centres and CBD's; Improved building compliance in Epping.</i>	<p>Council continues to work closely with the Sydney Olympic Park Authority (SOPA) in managing the Special Event impacts and the day to day liveability both within and the surrounding suburbs of Newington and Wentworth Point.</p> <p>Council officers will become more pro-active in assisting SOPA with the monitoring of Development Sites within the Sydney Olympic Park area ensuring compliance relevant to consent work and pollution control in this environmentally sensitive area.</p>	Regulatory Services
Manage the delivery of NSW State Government 'Stronger Communities - Major Projects' fund.	<i>Enhanced neighbourhood precincts that are well-designed, attractive, distinctive and viable places.</i>	Council continues to progress the planning and delivery of the Major Projects component of the Stronger Communities Fund and has made some substantial progress in the 2017/2018 financial year. All projects are currently on track for completion by the end of 2019. See page 3 of this report for details.	Place Services

Action	Community Outcome	Comment	Business Unit
<p>Complete the preparation of masterplans for:</p> <ul style="list-style-type: none"> • Carlingford, incorporating light rail proposals in consultation with local affected communities • Rydalmere Park • North Rocks Park (SCF) • Hill Road Precinct, Wentworth Point. 	<p><i>Enhanced neighbourhood precincts that are well-designed, attractive, distinctive and viable places</i></p>	<p>Masterplans are currently underway for Rydalmere Park and the North Rocks Park precinct. Detailed analysis of demographic and social infrastructure data has been completed to determine future community needs for the sites. Stage one community engagement has been completed for both parks which is to inform the development of the draft masterplans. The North Rocks Park precinct masterplan will be on public exhibition from the end of July 2018, and the Rydalmere Park masterplan from September 2018.</p> <p>Development of a master plan for Carlingford was amended during the year due to ambiguity around final light rail design and existing planning proposals in the precinct which reduces the ability to influence the public domain. This project will now focus on connectivity and amenity improvements in the public domain along the Pennant Hills Road corridor between Carlingford and North Rocks Road. Community consultation for the Hill Road Masterplan was finalised late 2017. Council has engaged technical experts and produce a draft Masterplan in 2018.</p>	Place Services
<p>Manage the delivery of Capital Works Programs, including:</p> <ul style="list-style-type: none"> • Better Neighbourhoods Program • CBD special infrastructure rate program • Design Parramatta • City Centre Lanes Strategy • CBD Retail Frontage Improvement Program. 	<p><i>Enhanced neighbourhood precincts that are well-designed, attractive, distinctive and viable places.</i></p>	<p>The CBD special infrastructure rate program funded replacing bud lights in the Erby Place, Parramatta pocket park, and the installation of sound and vibrational reactive lights under the Darcy Street rail bridge. and installation of 'Lonely Light' interactive artwork at the Eat Street Car Park, a 'Design Parramatta' project. The CBD/Church Street Retail Frontage Improvement Program financially incentivises building improvements for Church Street property owners. Two of three resolved funding applications progressed to signing of funding agreements between Council and property owners. The Better Neighbourhood Program spans 2017/18 and 2018/29 and is on track with neighbourhood improvement projects designed and constructed in 2018.</p>	Place Services
<p>Complete an Outdoor Dining Trial in Harris Park with the Office of the Small Business Commissioner to encourage businesses to provide outdoor dining by removing barriers to entry.</p>	<p><i>Increase city vibrancy and support local economic activity.</i></p>	<p>The Office of the NSW Small Business Commissioner (OSBC) has led the development of a state-wide outdoor dining policy in partnership with councils across NSW. The state-wide outdoor dining policy trial is to make it easier for businesses and consequently increase city vibrancy and economic growth. The pilot commenced in September 2017 at various locations. In the City of Parramatta LGA the trial location is Harris Park.</p> <p>Currently there are 4 businesses participating in the trial in Harris Park. In June 2018, Council resolved to extend the Trial until the end of 2019 and expand the trial area to all neighbourhoods outside of the Parramatta CBD.</p>	Place Services

Action	Community Outcome	Comment	Business Unit
Prepare Strategic Plan and Business Case for redevelopment of Riverside Theatres.	<i>Performing Arts facilities that benefit Sydney's Central City.</i>	<p>The NSW Govt Cultural Infrastructure Project Management Office (CIPMO) with the overview of a joint NSW Govt/Council appointed steering committee delivered the first stage Riverside Redevelopment Preliminary Business Case for gateway review by Infrastructure NSW.</p> <p>The Riverside Director and Director City Identity Experience and Engagement (CIEE) participated in various CIPMO and Council working groups, Councillor workshops round the Museum of Applied Arts and Sciences (MAAS) and Riverside and a Council Riverside/MAAS Project Control Group to co-ordinate the Council's input into the project.</p> <p>Towards the end of the quarter a permanent Project Manager Cultural Infrastructure Manager was appointed to CIEE and an Interim Project Director to the project itself.</p>	Riverside Theatres

Measures and Indicators

Measure	Target	Q4	Comment	Business Unit
Participation in Council's seniors, health and sporting promotion activities	<i>Increase in overall program hours and levels of participation, based on 2016/17 benchmark</i>	2016/17 used as a benchmark	<p>Increase unknown.</p> <p>Library update: Health talks in other languages such as "Common fractures" and "Pancreatic Cancer and Diagnosis Age" in Hindi and "Healthy Brain Ageing For Seniors" in English were representative of a variety of programs that were very well received by the community.</p> <p>Community Capacity Building update: ran programs as part of Council's health promotion activities, covering topics like the primary prevention of domestic violence, supporting survivors of childhood sexual assault, and youth empowerment. A total of 1391 hours of participation were provided to a total of 135 participants (43 hours of programming). Of the community capacity building activities run during this quarter, 89.2% of participants reported positive change are the skills and confidence associated with building strong communities</p> <p>Recreation update: delivered 230 hours of programming attended by 3155 participants (data from Active Parramatta, Active Parramatta Van and School Holiday Programs). In addition, a total of 4609 bookings were held in CoP's Community Facilities (data includes Community Bus bookings).</p> <p>Children and Families update: implemented 44 hours of fundamental movement skill programs for 224 children. They also ran a two-hour Touch Football session as well as two hours of drum and dance sessions for 28 children. 78 children were involved in 20 minutes of daily Meditation and Yoga and 15 minutes of Tai Chi twice per week. 42 children participated in a healthy eating program that included taste testing and food preparation. 50 children and their families also participated in a screen free challenge for seven days.</p> <p>Community Care update: had 4893 hours of participation and 535 participants. There has been increasing demand in the National Disability Insurance Scheme services and with the pilot Digital Inclusion Outreach.</p>	Social & Community Services

Measure	Target	Q4	Comment	Business Unit
Effectiveness of Council's Community Grants program	<i>Increase in projects (%) successfully implemented and delivering outcomes based on benchmark from projects acquitted from 2016/17</i>	2016/17 used as a benchmark	Increase unknown. Of the 23 Acquittal Reports completed in the last quarter (Q4), 80% were deemed to have strongly achieved their planned outcomes, with the remaining 20% 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.	Social & Community Services
Utilisation of library services	<i>Increase visits by 10% and increase loans by 5% on previous year at central/ branch libraries and library website</i>	+20% visits +4% loans	Target met. Library website visits in 2017/18 totalled 3,226,063 as compared with the FY 2016/17 which was 2,581,903 online visits an impressive 20% increase. During 2017/18 there were 2,433 programs with 58,187 participants which is an increase of 12% increase in programs and 15% increase of participants as compared to 2016/17 which recorded 49,591 attendees. Loans in 2017/18 totalled 1,144,690 which represented a 4% increase as compared with 2016/17 1,097,526. Library visitors for 2017/18 totalled 983,612 which were slightly down on 2016/17 figures of 1,038,879 which is decrease of 5%. However online visitations have increased 20%.	Social & Community Services
Utilisation of early years' centres	<i>Sustain at 93% utilisation across all 5 early years' centre</i>	96%	Target met. The Early Learning Centres regained consistency with enrolments and averaged 96% utilisation for Q4.	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	<i>Sustain 90% satisfaction rate with surveyed service users</i>	Not available	The survey will not be completed in Q4 due to unexpected delays with other critical projects.	Social & Community Services
Utilisation of Epping Aquatic Centre	<i>10% increase on number of visits based on 2016 /17 benchmark</i>	Not available	Increase unknown. Total visitation to the Epping Aquatic Centre for the period 1/4/2018 to 30/6/2018 was 6,691 and includes Swim School, School Visits, Entry and Bookings (Swimming Clubs). Swim School enrolments at the Epping Aquatic Centre for the period 1/4/2018 to 30/6/2018 were 128. There is no comparison data from 2017, as the pool	Social & Community Services

Measure	Target	Q4	Comment	Business Unit
			was closed for Winter during the same period last year.	
Satisfaction and effectiveness with Council's social enterprise programs and sustainability	<i>Sustain satisfaction with Council's social enterprise and capacity building programs and improved sustainability</i>	83% satisfaction with CCB support 88% satisfaction with grant support	Change unknown Of the community capacity building activities run during this quarter, 89.2% of participants reported positive change in the skills and confidence associated with building strong communities. In the annual Community Capacity Building Customer Satisfaction Survey (respondents = 87), 58.62% were very satisfied with the support received from the CCB team, with another 24.14% being satisfied. Of those respondents, those that had received a grant from Council were more likely to be satisfied with the support received, with 72% being very satisfied and 16% being satisfied.	Social & Community Services
Sustainability of social enterprises that are assisted by Council's program	<i>50% or greater of supported enterprises are sustainable</i>	100%	Target met. At the end of Q4 the sustainability of the 24 social enterprises based in Parramatta LGA has remained stable. During Q4 the annual Social Enterprise Landscape Survey was conducted, which tracks awareness of and attitudes towards social enterprises in Parramatta. There were 652 respondents. Reported awareness of the term 'Social Enterprise' has increased from 38% last year to 52% this year. Only one in three can name a company (33% compared to 37% last year). Levels of prompted awareness for Darcy Street Project (20% compared to 19% last year) and The Bower Reuse and Repair Centre (23% compared to 18% last year) have increased, they were again the two best known social enterprises.	Social & Community Services
Satisfaction with cleanliness of streets & parks resulting from Council's cleansing services	<i>Sustain 80% satisfaction with cleanliness of streets and parks (Annual Survey)</i>	Not available	Results from Councils Customer Satisfaction survey have not been released.	City Operations
Delivery of Council's Footpath, Kerb & Gutter Construction and Replacement Programs	<i>Implement 100% of the annual Footpath, Kerb & Gutter Construction and Replacement programs</i>	100%	Target met. The annual Footpath, Kerb & Gutter Construction programs were completed and due to efficiency gains additional project were brought forward and completed.	City Operations

Measure	Target	Q4	Comment	Business Unit
Survey satisfaction with Open Spaces	<i>Sustain 80% satisfaction in the Integrated Open Space Services (IOSS) Benchmarking Survey</i>	83%	Target met. The annual Implementation Open Space Survey Customer Satisfaction Survey for open space undertaken in February and March 2018 rated customer satisfaction with open space at 8.3 / 10.	City Operations
Responsiveness of Council's Public Tree Maintenance Program	<i>Implement 85% of the annual Public Tree Proactive Maintenance Program</i>	85%	Target met. The proactive Tree maintenance program achieved 85% of the street tree crown raising and pruning and 90% of the removal of dead wood.	City Operations
Food outlets health and safety inspection program	<i>Sustain 100% of high and medium risk food related outlets inspected twice annually and 100% of low risk food related outlets inspected annually.</i>	100%	Target met. 433, 79, 12 & 3 inspections this quarter. Food premises are divided into two categories, high and low risk. The first entry (433) is the number of high risk premises that have been inspected and then the number that needed to be reinspected (79). The second figure is the number of low risk premises inspected (12) and then reinspected (93).	Regulatory services
Cooling tower inspection program	<i>Sustain 100% of cooling towers inspected annually</i>	100%	Target met. 54 inspections this quarter. One case of Legionella detected during the year occurring in the LGA, with improvement notices issued prior to the detection.	Regulatory services
Public swimming pool inspection program	<i>Sustain 100% of public swimming pools inspected annually</i>	100%	Target met. 2 inspections this quarter. Nil major issues requiring formal enforcement action beyond the level of improvement notice for the year	Regulatory services
Skin penetration premises health and safety inspection program	<i>Sustain 100% of skin penetration premises inspected annually and 100% of hairdressers and low risk beauty premises inspected biennially</i>	100%	Target met. 40 inspections this quarter. Nil major issues requiring formal enforcement action beyond the level of improvement notice for the year	Regulatory services
Management of companion animals by use of de-sexing, animal tags, micro chipping and registration	<i>66% of seized companion animals returned to owners</i>	54%	Target nearly met. 35 dogs captured with 19 re-homed this quarter.	Regulatory services

Measure	Target	Q4	Comment	Business Unit
To reduce the unlawful activity related to building compliance, food health safety and parking	<i>Percentage of fines and warnings issued versus the number of hours officers spend on compliance enforcement</i>	11%	Target met. 15,868 PINS issued, 3,014 for timed parking offences with 26,670 vehicles marked during the quarter equalling 11% non-compliance rate.	Regulatory services
Riverside Theatres program of performances and events	<i>Sustain or increase number and type of professional and community performances and events based on 2016/17 benchmark</i>	103 & 429	New measure. 2017/18 to be used as the starting benchmark. Community 103 Professional 429	Riverside theatres
Attendance and satisfaction levels at Riverside Theatres	<i>Sustain or increase attendance and annual satisfaction levels are based on 2016/17 benchmark</i>	+39%	Target met. The Riverside Theatres attendance April to June 2018 compared to final quarter 2017-18 increased by 39% from the previous year. Key impacts were a Latin Dance three day festival and the final month of Behind the Lines - the annual Political Cartoon exhibition from the Museum of Australian Democracy- Canberra. A customer satisfaction survey was not undertaken during this period.	Riverside theatres

Capital Projects

Project	Original budget	Current budget	Variance	Comment	Business Unit
CAP N'Hood Improvement Program	1,460,055	-	(1,460,055)	This is a holding project for multiple Better Neighbourhood projects. Budget Split in December Quarterly Review.	Place
Riverside Theatres Plant, Equipment & Refurbishment	150,000	150,000	0	The Riverside Plant & Equipment was completed on time and within budget. The annual replacement and upgrade of equipment program included Safety test & tag, Transmitters for the Hearing impaired, Foyer screens and media solutions, Stage curtains and lanterns.	Riverside Theatres
Library Capital Resources	820,000	860,000	40,000	Library book purchases are on target so far this Financial Year.	Social and Community Services
Council Plant, Fleet & Other Equipment Replacement Program	4,000,000	4,305,000	305,000	Project tracks City of Parramatta replacement of Fleet Vehicles and Other Equipment and Plant. On target for full spend this Financial Year.	City Operations
Lonely Lane Artwork	80,523	158,671	78,148	The aim of this project is to install sculptural objects within the disused lanes that change in response to human interaction. Two light sculptures have been installed on Eat Street Carpark, Parramatta. The project is due for completion by July 2018.	Place
Boronia Park Master Plan Implementation	668,522	-	(668,522)	The design of the amenities building for Boronia Park in accordance with the master plan is in progress.	Place

Project	Original budget	Current budget	Variance	Comment	Business Unit
Westmead- Strategic Planning & Public Domain Works	-	177,653	177,653	This project was completed in July 2018 and is now operational.	Place
Riverside Refurbishment and Upgrades	300,000	300,000	-	The lighting upgrade work for Riverside Theatre and the Courtyard has been completed at end of June 2018 and was within the allocated budget.	Riverside Theatres
Updating of Existing Park Signs	132,485	-	(132,485)	Updating of existing signs to continue in 2018/19.	City Operations
Enhancing Church Street Vibrancy	450,000	-	(450,000)	The Enhancing Church Street Vibrancy Program funds projects that improves Church St or areas nearby. Recent projects have included replacing bud lights in the Erby Place pocket park, sound and vibrational reactive lights were installed under the Darcy Street rail bridge and design work has commenced to provide vehicle control measures for Centenary Square.	Place
Foreshore Stairs	141,124	141,124	0	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 necessary approvals have been obtained. The project the will commence on July and will be completed by late September 2018.	Place

Project	Original budget	Current budget	Variance	Comment	Business Unit
St Johns Cathedral Feature Lighting Treatment	300,000	210,000	(90,000)	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 detail design has been completed with the staged installation planned over the 18/19 and 19/20. The first stage to be delivered will be the Cathedral lighting with the second stage delivering the lighting upgrade of the cathedral grounds.	Place
"Imagine" Program Connectivity and Access Improvements	255,000	263,211	8,211	This project was established to fund the delivery of Imagine Ermington projects within the Ermington community. The first project delivered was the 'winning' community garden in Bruce Miller Reserve. The remaining funding helped deliver a multi-purpose and tennis court in George Kendall Riverside Park. The status of these projects are listed separately.	Place
Dundas Station Centre Upgrade	102,000	102,000	-	An upgrade to has been undertaken at Winjoy Reserve, adjacent to Dundas Station, including improved connectivity and a playground upgrade. Construction of the footpath, playground and landscaping is close to completion, with works expected to be finalised in July 2018.	Place
Harris Park - Station Street East Upgrade	170,000	445,000	275,000	The Streetscape improvements at Station Street East will complete the scheduled streetscape improvements for the Harris Park Town Centre. The Streetscape improvement will address and improve pedestrian safety as well as refreshing the area with new footpaths and street furniture. The project was completed in mid July 2018.	Place

Project	Original budget	Current budget	Variance	Comment	Business Unit
Toongabbie Street Upgrade Wentworth Avenue	355,000	420,000	65,000	A project to improve pedestrian access from the commuter car park located in Ancona Avenue to Toongabbie Train Station. Works include a new pedestrian crossing of Wentworth Ave. The project is close to completion with works expected to be finalised in July 2018.	Place
Connecting Centres Lake North Parramatta	170,000	176,930	6,930	A project to improve pedestrian connectivity from Belmore Park to Lake Parramatta Reserve. The works included new street trees to provide future shade, kerb ramps, new pathways and resting points. All works are complete.	Place
Prince Alfred Square Power Upgrade	200,000	442,047	242,047	This project is to mitigate the use of generators during major events in Prince Alfred square reducing fuel consumption of by up to 50,000 litres. To achieve this 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 completed in August 2018.	Place
Wentworth Point Library and Community Centre	9,000,000	250,000	(8,750,000)	Moved to 2018/19. Council contract awarded to RORK Projects PTY LTD as per Council resolution on 28 May 2018.	Social and Community Services
Upgrade to Lawndale Shops, North Rocks	260,000	310,000	50,000	This project involves the design and construct of an upgraded local streetscape including landscaping, paving improvements, new signage and additional trees. The construction works were undertaken in May 2018, and is now complete.	Place

Project	Original budget	Current budget	Variance	Comment	Business Unit
Upgrade to Carlingford North Shops	260,000	630,000	370,000	This project will see major improvements to the streetscape and parking at Carlingford North Shops, located off Plympton Road in Carlingford. Works will include; new street trees, a new car park entry, improvements to the car park layout, new granite paving, street trees and street furniture. The construction works were undertaken in May to June 2018, and is now complete.	Place
Carlingford Masterplan	150,000	80,000	(70,000)	Due to the ambiguity around the design of the light rail design and outcomes of planning proposals in the precinct, the funding for this project has been re-prioritised to focus on improvement works along Pennant Hills Road, Carlingford.	Place
Bennelong Parkway Pedestrian Refuge	-	48,164	48,164	This project was completed in July 2018 and is now operational.	Place
Southern Precinct Renewal Project	850,000	950,000	100,000	Pedestrian numbers have increased in the Parramatta Carpark lane network within the Southern precinct. This is in part due to the Design Collage, Councils library and Council Customer Service Centre moving into the precinct. This project is to facilitate the precinct planning and the designs and delivery of a Shared Zone and streetscape improvement works in Fire Horse lane. The aim of the upgrade is to improve pedestrian safety and connectivity in the Fire Horse lane and the surrounding lane network. Construction to commence mid August 2018 and will take in the order of 2 & 1/2 months to complete.	Place

Project	Original budget	Current budget	Variance	Comment	Business Unit
Phillip Street Smart Street Design	250,000	150,000	(100,000)	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 design project has been completed and the project has entered the detail design and construction phase of the first stage to be delivered in the 18/19 Financial year.	Place
Implement Sue Savage Park Masterplan	280,000	280,000	-	Construction complete, including basketball court and other improvements.	Place
Newington Street Tree Strategy	-	-	-	A Street Tree Masterplan for Newington was endorsed in July 2017 and was informed by community consultation. The priority tree planting identified in the Masterplan is now complete.	Place
NCIF - External Signage City Operations	-	395,000	395,000	The manufacture and installation of City of Parramatta street signage has commenced across the CBD, and installation will continue into Harris Park, Granville, Rosehill and Mays Hill surrounding areas. During the second quarter the focus will be on the suburb of Epping.	City Operations

Project	Original budget	Current budget	Variance	Comment	Business Unit
SCF North Rocks Park Master Plan - Capital	-	234,300	234,300	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. Stage one community consultation has been completed as well as detailed analysis of demographic and social infrastructure data. The Draft Master Plan will go on exhibition in From late July 2018.	Place
SCF Newington Dog Park	-	500,000	500,000	This project has been allocated funding under the Major Projects component of the NSW Government's Stronger Communities Fund. Fencing, concrete works, plumbing and landscaping works are complete and the dog park is now open and operational.	Place
Centenary Square Review	-	147,538	147,538	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. The design has been completed with the installation of vehicle mitigation to be completed by late 2018.	Place
SCF Eastern River Foreshore Transformation	-	96,303	96,303	This project has been allocated funding under the Major Projects component of the NSW Government's Stronger Communities Fund. The concept, consultation and detailed design are complete. Physical works are scheduled for an 18/19 delivery.	Place

Project	Original budget	Current budget	Variance	Comment	Business Unit
SCF All Access Toilet at Ollie Webb Reserve, Parramatta	-	-	-	The all access toilet project has been allocated funding under the Major Projects component of the NSW Government's Stronger Communities Fund. This funding will deliver an all access toilet to support the delivery of an all abilities playground at Ollie Webb Reserve, Parramatta. The toilet is currently in design and is on track to be delivered with the playground in December 2018.	Place
SCF Wallawa Reserve Upgrade, Meehan Street, Granville	-	18,750	18,750	This project has been allocated funding under the Major Projects component of the NSW Government's Stronger Communities Fund. The project will upgrade the pocket park at Wallawa Reserve in Granville. Community consultation was undertaken and the concept design has been completed. Additional funds are being sought to provide playground, landscaping and walking paths. The project is currently on track to be delivered by Summer of 2018.	Place
SCF Sommerville Park Upgrade, Eastwood	-	105,000	105,000	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 landscape concept design has been completed, and an external architect is currently being engaged to draft a design for the amenities building upgrade.	Place
Community Garden at Bruce Miller Reserve	-	67,609	67,609	The delivery of a community garden at Bruce Miller was completed in December 2017. An official opening was held in January 2018 and the garden is now operational and accessible to the community group.	Place

Project	Original budget	Current budget	Variance	Comment	Business Unit
George Kendall Reserve Park Upgrade	-	384,000	384,000	The delivery of a tennis court and multi-purpose court at George Kendall Riverside Park is close to completion. Both courts have been constructed and the final works (painting of the court surfaces) will be undertaken in July 2018.	Place
Erby Place Pocket Park Lighting Upgrade	-	27,233	27,233	This project has been undertaken as part of the 'Enhancing Church Street Vibrancy' program. The bud lights in this pocket park have been replaced with new lights that are fully weatherproof and adjustable to allow for the Jacaranda's growth. This project is now complete and provides the park with a lighting effect that provides an ambient and an inviting effect.	Place
Lighting Under the Bridge	-	132,000	132,000	The interactive underpass lighting treatment was completed in and operational in October. It has been noted that that community has responded positively to the new lighting evidenced by photos posted on twitter, Instagram and Facebook. The lighting has been temporarily uninstalled due to maintenance to the bridge. It will be reinstalled in August 2018.	Place
Hospital Farm Reserve Public Easement	-	35,000	35,000	All works have been completed at Hospital Farm Reserve.	Place
Victoria and Park Road Shops Minor Upgrade	-	150,000	150,000	Project complete and delivered landscaping tidy up, street trees, park bench and table, bubbler and new concrete path.	Place
Oatlands Connecting Centres	-	27,393	27,393	The project is in the design phase, with construction expected to commence in 2018/19.	Place

Project	Original budget	Current budget	Variance	Comment	Business Unit
Tintern Avenue Shops Upgrade	-	22,500	22,500	Consultation with local businesses has been undertaken. The project is now in the design phase, with construction expected to commence in 2018/19.	Place
Yates Avenue Shops Precinct upgrade	-	30,000	30,000	The project is in the design phase, with construction expected to commence in 2018/19.	Place
Epping Town Centre Improvement	-	30,000	30,000	The project is in the design phase, with construction expected to commence in 2018/19.	Place
Carmen Drive Shops Minor Upgrade	-	14,000	14,000	The project is in the design phase, with construction expected to commence in 2018/19.	Place
Picasso Shops Minor Upgrade	-	40,000	40,000	Project complete and delivered landscaping tidy up, street trees, park bench, and pavement upgrade.	Place
Station Road Shops Upgrade	-	22,500	22,500	Design has been completed, construction expected to commence 2018/19.	Place
Windsor Road Shops Minor Upgrade	-	60,000	60,000	Project complete and delivered landscaping tidy up, street trees, park bench, and pavement upgrade.	Place
Constitution Hills Shops Upgrade	-	15,000	15,000	The project is in the design phase, with construction expected to commence in 2018/19.	Place
Newington Central Precinct Upgrade	-	109,324	109,324	Streetscape improvements in front of Newington Public School are complete. This project will continue in 2018/19 with works expected to include a playground upgrade at Pierre De Coubertin Park.	Place

Project	Original budget	Current budget	Variance	Comment	Business Unit
Rebecca Parade Shops Minor Upgrade	-	7,500	7,500	The project is in the design phase, with construction expected to commence in 2018/19.	Place

Operating Projects

Project	Original budget	Current budget	Variance	Comment	Business Unit
Healthy and Active Communities Program	50,000	50,000	-	Equipment, first aid, furniture for programs and community centres purchased as part of Healthy Active Program.	Social and Community Services
Aquatic Playground Maintenance	200,000	160,000	(40,000)	Monthly Maintenance to the Aquatic Playgrounds have been occurring and no new developments.	City Operations
Catchment Management Program of Environmental Audit and Buildings	100,000	50,000	(50,000)	The Catchment Management Project was successfully completed with 86 sites inspected, 52% compliance recorded and \$31,000 issued in fines.	Regulatory Services Unit
Scores on Doors Program	25,000	-	(25,000)	Projected completed in its normal business as usual format.	Regulatory Services Unit
Mum and Dad development Education Program	7,300	7,300	-	The Mum and Dad's Education Program continued as planned however, due to a reduced number of development applications received vs planned, Council was able to use existing materials thus there was no need to use the money budgeted. The project will continue in the new financial year.	Regulatory Services Unit
ParraPets Matter	27,272	27,272	-	Annual Subsidised Desexing Programme was completed in June/July with over 60 animals desexed and/or identified. Merchandise & equipment purchased for upcoming Animal Management Education Programme.	Regulatory Services Unit

Project	Original budget	Current budget	Variance	Comment	Business Unit
Church Street Frontage Improvement Program	200,000	60,000	(140,000)	Two of three resolved funding applications have now progressed to signing of funding agreements. This means that works have now commenced on two Church Street properties.	Place
Temporary Relocation of Parramatta Pools	700,000	1,500,000	800,000	Works completed at Macarthur Girls High School with testing of heating commencing in July 2018. Handover expected in August 2018.	Social and Community Services
NCIF - External Signage City Operations	1,040,000	-	(1,040,000)	The manufacture and installation of City of Parramatta street signage is on track.	City Operations
NCIF - Place	76,000	76,000	-	This funding provides resources to the management of the Major Projects component of the Stronger Communities Fund. Delivery of this program of works is progressing and is on track for delivery by the end of 2019.	Place
Hill Road Masterplan	250,000	100,000	(150,000)	A Master Plan for Hill Road is currently being developed for the area between Holker Street and the Sydney Olympic Park Ferry Wharf at Wentworth Point. Community consultation including surveys and focus groups occurred in late November 2017. A traffic consultant has been engaged to undertake a technical assessment and the Master Plan is currently being drafted.	Place
Newington Street Tree Strategy	75,000	75,000	-	Project reclassified as capital, update is provided in the capital projects section.	Place
Place/ Neighbourhood Plan	125,000	-	(125,000)	Project postponed until 2018/19 financial year to ensure resource alignment to other priority projects.	Place

Project	Original budget	Current budget	Variance	Comment	Business Unit
Rydalmere Park Masterplan	200,000	200,000	-	To meet current and future social infrastructure needs of our community, Council is embarking on developing a Masterplan for Rydalmere Park. Following detailed desktop analysis and community consultation, a preferred master plan option is currently being refined and be ready for public exhibition in late 2018.	Place
SCF Mobile Active Health	-	147,048	147,048	The Active Parramatta Van is now operational and running regular healthy lifestyle classes in various parks. The van is funded through the Major Projects component of the NSW Government's Stronger Communities Fund and as such will operate with this funding until 2019.	Social and Community Services
SCF Wentworthville Early Childhood Development Initiative	-	36,660	36,660	This project is funded through the Major Projects component of the NSW Government's Stronger Communities Fund. A Collective Impact consultant has been engaged to help define the scope of the initiatives to be delivered. The Stakeholder Engagement Plan for the project is currently being drafted.	Social and Community Services
Dence Park Master Plan	-	150,000	150,000	Given the significance of this project, extra time was spent to ensure the scope of the works met the community's requirements; and that the consultant provided quality and value for money in their proposal to undertaken the master planning work.	Place

QUARTER 4 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:

\$59,430,000

Original Operating Budget:

\$59,258,000

Revised Capital Expenditure:

\$37,609,000

Original Capital Budget:

\$40,397,000



Measuring Our Success

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

Development Applications



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

Results not available



TARGET MET:
Unknown

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

If we can reduce the time for approval, we will be more in compliance with state legislation, not to mention our community will benefit from reduced wait times.

Waste Services



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

85%



TARGET MET:
NO, resources are required to make progress

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

Timely response results in higher customer satisfaction with the service.

Waste Services



More than 70% of waste is diverted from landfill

72.0%



TARGET MET:
Yes

The goal is to reduce waste to landfill.

If waste is successfully diverted to more useful purposes such as recycling or composting, then Council saves money on landfill costs, plus the waste becomes a resource and an environmental benefit

Services

Services Delivered	Community Outcome	Comment	Business Unit
Natural area management (bushland, waterways, open spaces)	Assets and facilities meet community expectations; the community has access to leisure and recreation opportunities and our City's biodiversity is protected	<p>Council manages over 460ha of natural areas. The 2017/18 year saw the establishment and implementation of a new bushland regeneration tender and 15 contract areas throughout the reserve system. These contracts lead to reduced weed densities and improvements in wildlife habitat, in total 40,650 contract hours were spent undertaking improvement works.</p> <p>A total of 107,000 local native trees, shrubs and grasses were planted within the reserve system over the year by Contractors and Volunteers. A total of 19,390kg of litter and silt were removed from our creeks and waterways through cleaning of our sediment basins, litter booms and manual litter removal.</p>	City Assets & Environment
Environmental and sustainability programs and educational activities	High quality, efficient and reliable domestic and commercial waste services managed in a sustainable way	Over the course of 2017/18, Council has coordinated the delivery of several environmental sustainability and education programs including Get Into Nature (walks and talks), Growing Your Own Food (GOOF), Sustainable Living workshops, support for local community gardens and libraries, school education incursions on waste and recycling; and facilitated the environmental grants program for schools and the inaugural Community Environmental Awards ceremony.	City Assets & Environment
Domestic and commercial waste management services		<p>Domestic and commercial services continued until early November 2017 at which time a new waste collection contractor was appointed to cover the entire City of Parramatta area.</p> <p>Specialised services for household asbestos and problem waste (paint, oils, batteries) collection have continued to be well utilised by residents.</p> <p>Council also completed the Garage Sale Trail weekend and National Recycling Week in October, hosted two e-waste drop-off days and a chemical clean-out day and continued to provide residents programs such as Fridge Buyback, Compost Revolution and a free collection and rehoming service for kerbside clean-up material.</p> <p>As a result, Council has managed to divert around 72% of residential waste from landfill during the current financial year.</p>	City Assets & Environment

Services Delivered	Community Outcome	Comment	Business Unit
Civil Engineering, Surveying, Landscape Architecture and Project Management services	High standard of design and delivery of community assets to create vibrant and attractive places to work, shop and interact	In the order of \$48M worth of capital works were delivered through the City Assets and Environment Unit across a wide range of community assets and facilities including: building and lift upgrades, local and regional playground and park upgrades, stormwater drainage, traffic control signals, kerb and gutter and road resurfacing, neighbourhood centres and traffic facilities. 16 significant tenders were awarded this financial year.	City Assets & Environment
Paid parking, including street and multilevel car parks in Parramatta CBD	Well managed, clean, convenient and affordable parking options that support the city centre.	Lift upgrades have been now finalised for two multilevel car parks, City Centre car park is next to be completed. Council adopted a new Paid Parking contract for management of the multilevel car parks and paid street parking. All the car park offices have been refurbished to a suitable standard.	City Assets & Environment
Civil infrastructure management (roads, footpaths, drainage, stormwater, dams)	Assets meet community expectations	GIS mapping of stormwater assets for new areas since Council mergers progressing well. Improvement on data accuracy of asset registers progressing well with plans to move to mobility platform for the next financial year.	City Assets & Environment
Oversight of local traffic management and the assessment and determination of development applications including tree management within a transparent, legally robust and aligned with established industry best practice	Appropriate management of new development to create good environmental outcomes and minimise adverse impact on our communities, and a safe and efficient local road network	Council has ensured that all changes to the Environmental Planning and Assessment Act 1979 made in March 2018 were implemented. Council continues to work with its previous processes, policies and business rules; which are closely aligned with the Department of Planning's Development Assessment Best Practice Guideline	Development & Traffic Services

Actions

Action	Community Outcome	Comment	Business Unit
Complete transition of all domestic and commercial waste collection and resource recovery services from amaLGA mating councils and to new contractors, supported by effective communication	Seamless transition to improved and more sustainable waste management services at a reduced cost to households and businesses	Transition of domestic and commercial waste services was completed on 6 November 2017 with the commencement of Council's new waste collection contractor SUEZ. Regular communications both pre and post contract changeover ensured that residents were effectively informed of changes to bin days and services. By end June 2018, waste and recycling services have returned to a satisfactory level following the disruption and change resulting from Council mergers and boundary adjustments.	City Assets & Environment
Manage the delivery of Capital Works Programs, including: <ul style="list-style-type: none"> • Pedestrian Access and Mobility Plan (PAMP) Program – new footpaths • Roads Repair and Rehabilitation Program • Stormwater Drainage Construction Program • Parks Improvement Program • Bushland and Natural Waterways Program. 	Existing community assets are managed in order to maintain satisfactory condition, including the renewal of existing assets or the delivery of new assets to ensure safety, reliability and environmental sustainability.	Completed a total of approx. 11km of new footpaths and replaced a total of approx. 16km of dilapidated footpaths across the LGA. Reconstruction of major flood levee at Peter Parade, Toongabbie is progressing well with scheduled completion in September 2018. The year saw the successful delivery of Council's bushland, natural waterways and parks programs. The extensive programs were fully expended with the following results; <ul style="list-style-type: none"> - Bushland Program – 99% of works completed on-time and to budget. - Waterways Program- 99% of works completed on-time and to budget. - Parks Program – 96% of works completed on-time and to budget. 	City Assets & Environment
Implement improvements to the development assessment process to positively respond the state government priority for 90% of houses approvals (DAs, Complying Development Certificates) to be undertaken in less than 40 days	Efficient, complete and transparent process for the lodgement and determination of small-scale development applications	Council's new lodgement system has been in place since October 2017. And as a result, Council has reduced the average days taken to determine a DA from 80 days to 66 days in this financial year.	Development & Traffic Services

Action	Community Outcome	Comment	Business Unit
Monitor, review and improve development assessment processes, including participation in NSW Government pilots, such as electronic lodgement of DAs	Efficient, complete and transparent process for the lodgement, assessment and determination of development applications	<p>At present, there is no word on the electronic lodgement of DAs from the Department of Planning and Environment (DPE); however Council is more than happy to participate with any future trial or process if requested by the DPE.</p> <p>Throughout this financial year, Development and Traffic Services Unit (DTSU) has participated in the Service Excellence Review process to come up with tools to help us improve our overall management of the DA process.</p>	Development & Traffic Services
Monitor the effectiveness and efficiency of the Local Planning Panel (LPP) (formerly Independent Hearing and Assessment Panel (IHAP))	A more robust, efficient and independent assessment process that allows all persons with an interest in a development application to have confidence in the process and the outcome	<p>The Parramatta Local Planning Panel (PLPP) commenced on the 1 March 2018; meaning that an independent planning panel it is no longer a voluntary for the City of Parramatta.</p> <p>The delegations or triggers for the PLPP differ slightly from the PIHAP; meaning that more DAs are currently required to be referred to the PLPP - extending some timeframes. DTSU is currently awaiting a Council decision on delegation for some modification applications to assist with the determination timeframes for minor applications.</p>	Development & Traffic Services
Improve overall quality of design of all new development in the City	Well-designed (attractive, functional and appropriate) buildings and public spaces	DTSU continues to collaborate with other departments to ensure design quality is a major consideration within the pre-lodgement and DA process; through workshopping new controls for the new Local Environment Plans (LEPs) and Development Control Plans (DCPs); through Design Excellence Advisory Panel (DEAP) meetings and discussions with both Urban Design and the City Architects office.	Development & Traffic Services
Continue to manage local traffic to ensure safety and network efficiency.	A safe and efficient local road system for all road users.	<p>Council administers the Parramatta Traffic Committee which meets 6 times each year and considers other items via monthly correspondence. Proposed activities and occupancy of the road and footpath are assessed. Advice is given on Planning Proposals, Development Applications and major infrastructure.</p> <p>Various traffic facilities are under design and construction, or are in planning, or being considered for future funding.</p>	Development & Traffic Services

Measures and Indicators

Measure	Target	Q4	Comment	Business Unit
Reduce the amount of waste sent to landfill	Sustain 70% of waste diverted from landfill	72%	Target 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.	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	n/a	Target met. Contract in place.	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	95%	Target met. % completion for civil assets works programs as follows: Roads 100%, Footpaths 100%, Drainage 95%, Bridges 95% Bushland program, 99% Waterways program, 99% Parks improvement program, 96%	City Assets and Environment Unit
Maintain Council's asset infrastructure at 'satisfactory' condition	Council assets maintained at 'satisfactory' condition assessment	All assets are condition 3 'Average' or better	Target not met. Council's civil infrastructure assets are monitored on a regular basis and maintained and/or upgraded as per the Asset Management Plan.	City Assets and Environment Unit
Satisfaction with bushland, parks, natural resources resulting from Council's management services	Sustain community satisfaction (Annual survey)	78% average satisfaction	Target met. Annual survey for Actual Satisfaction results; Waterways - 73%, playgrounds 83%, tree planting 77%	City Assets and Environment Unit
Satisfaction in the Integrated Open Space Services (IOSS) Benchmarking Survey	Sustain 80% satisfaction Integrated Open Space Services (IOSS) Benchmarking Survey)	Not available	Awaiting the 2018 survey results.	City Assets and Environment Unit

Measure	Target	Q4	Comment	Business Unit
Volunteers supporting environmental programs	Sustain number of volunteers on based on 2016 /17 benchmark	250	Target met. 250 regular community volunteers participate in the Bushcare Program. 1053 community volunteers participated in a Bushcare one-off event.	City Assets and Environment Unit
Number of street trees planted	Sustain number of trees planted based on 2016 /17 benchmark	400	Target met. Number of street trees planted was sustained compared to last year.	City Assets and Environment Unit
Determination of Complying Development Certificates for house approvals within timeframe	100% completed within 40 days	100%	Target met. All CDCs determined during this quarter were determined within the statutory 40 days	Development & Traffic Services
House Development Applications approvals within timeframe	50% completed within 40 days	44%	Target nearly met. There were 176 house development applications, with 78 being determined within 40 days. this is the best result of the year and comes after the introduction of the Development Lodgement and Lodgement Advisory Meeting process.	Development & Traffic Services
Mean and median assessment times for Development Applications	20% or better improvement on assessment time	Average 60 days, 37.5 days mean	Target met. Whilst there was a slight increase in the number of days to determine an application in the Q4; the overall yearly results saw a 14 day decrease in the average from 80 (previous financial year) to 66 and a 23 day decrease in the mean from 66 to 43. This was after the implementation of the Development Lodgement and Lodgement Advisory Meeting process.	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	No additional update	Development & Traffic Services
Process improvements and planning control	Process improvements and changes to development controls	Ongoing	DTSU have commenced a Service Excellence Review and are participating in the review	Development & Traffic Services

Measure	Target	Q4	Comment	Business Unit
changes identified (to improve the quality of design of future developments)	identified by March 2018		of development controls under the Harmonisation Project	
Effectiveness of Design Excellence Advisory Panel (DEAP) Review prior to lodgement of the Development Application	50% of proposals reviewed prior to lodgement of DA	20%	Target not met. 10 applications were lodged for RFB in Q4, of which 2 had previously been to DEAP for comments/ design guidance. There were 4 new pre-lodgement DEAP meetings in Q4.	Development & Traffic Services
Effectiveness of Local Planning Panel (LPP)	Sustain 70% satisfaction with the completeness, transparency and independence of LPP	Not available	Satisfaction survey is discontinued.	Development & Traffic Services
Reduce Land and Environment Court (LEC) appeals	10% reduction of appeals based on 2016/17 benchmark	5 appeals	Reduction unknown.	Development & Traffic Services
Tree permits determined within 21 days	Sustain 80% permits determined within timeframe	81%	Target met. Q4 saw a full time staff member seconded to the ROC; and replacement could only be found for a portion of the time; at a part time basis. This would explain the reduction in the number of TA determined within 21 days. However, despite this; the KPI was still achieved. there was an overall reduction in the average number of days taken to determine a TA; from 19 days to 15 days this financial year	Development & Traffic Services
Temporary Road Occupancy permit applications completed within timeframe	90% completed within two working days	93%	Target met.	Development & Traffic Services
Service Request completed within the specified service standard	90% finalised within service standard	71%	Target not met. Council focuses on safety related matters and treats these as a priority.	Development & Traffic Services

Capital Projects

Project	Original Budget	Current budget	Variance	Comment	Business Unit
Cemeteries and Memorials Program	92,000	44,000	(48,000)	Works completed include minor upgrade to HMAS Parramatta Rock & Anchor memorial in Queens Wharf Reserve and two park bench seats at the Memorial Reserve Carlingford.	City Assets & Environment
Pavilion Program	150,000	150,000	-	The pavilion program commenced architectural designs for new amenities buildings at West Epping Park, Epping and Dundas Park, Dundas. West Epping Park is well advanced with 50% completion of construction certificate. Dundas Park concept will be presented to user groups in the first quarter of the new financial year.	City Assets & Environment
Sportsground Program	510,000	510,000	-	An independent audit of lighting levels of all sporting fields was completed. Following this audit significant work was undertaken on the worst performing fields bringing 12 sites from non-compliance into compliance. This includes the commencement of a major floodlighting upgrade at Barton Park, North Parramatta.	City Assets & Environment
Playground Replacement Program	520,000	520,000	(0)	Project involved the construction of 4 new playgrounds opened for community use at Hillcrest Ave Winston Hills; Silverwater Park Silverwater; Cumberland Park Newington; and Winjoy Park Dundas.	City Assets & Environment
Parks Program	410,000	416,500	6,500	This Project involves a range of general improvements to parks and reserves such as pathways, seats, litter bins, fencing, signs and landscaping. This year there was a focus on delivering new drinking fountains at various parks, new outdoor fitness equipment at Hunts Creek Reserve and aged friendly seating and pathway upgrades at Ray Park, Carlingford.	City Assets & Environment
Public Trees Program	380,000	380,000	-	25 local playgrounds have benefited from more shade as part of Councils Public Tree Planting Program. 250 street trees were planted during the period.	City Assets & Environment

Project	Original Budget	Current budget	Variance	Comment	Business Unit
Walking Track Construction	130,000	170,000	40,000	Bushland walking track Interpretive signage installed within Hunts Creek Reserve. Walking track upgrade works undertaken along Toongabbie Creek, Darling Mills Creek and along the Ponds Walk.	City Assets & Environment
Restoration of Natural Areas	720,000	720,000	-	Contractors undertook bush regeneration (weed removal and native planting) in Toongabbie, Quarry Branch and Ponds Creek Catchments	City Assets & Environment
Drainage Improvements in Growth Areas S94A Program	150,000	50,000	(100,000)	Design in progress for Section 94 funded projects for implementation in 2018-19 FY.	City Assets & Environment
Waterways Restoration	560,000	560,000	0	Contractors undertook bush regeneration in Toongabbie, Quarry Branch and Ponds Creek Catchments. Rock armouring completed to prevent erosion and to protect property boundaries along the creek through Cowells Lane Reserve, Ermington.	City Assets & Environment
Flood Mitigation Program	350,000	350,000	-	Completed local flooding improvement works at 6 Bennetts Rd West, Dundas, 59 Bogalara Rd, Toongabbie and stormwater connection to Sydney Water channel at Alfred St, Parramatta.	City Assets & Environment
Kerb & Gutter Renewal Program	1,330,000	1,330,000	(0)	Completed projects include Coffey St, Ermington (from Spurway St to Lambert Ave), Flinders St, Ermington (from Mitchel St to house no.8) and Hemsworth Ave, Northmead (from Rawton Ave to Hammers Rd) .	City Assets & Environment
Drainage Construction Program	600,000	600,000	0	Completed drainage upgrade at 58 Lower Mount Street, Wentworthville, Cowells Lane basin repairs, drainage improvement works at eastern end of Grand Avenue, Camellia.	City Assets & Environment
Footpaths Construction Program	1,700,000	1,765,000	65,000	Program essentially completed, examples include Sandringham Dr, Carlingford, Becky Ave, North Rocks (from McDonald St to Burradoo Close), Downing St, Epping (from Dengate St to Ray Rd), Karrill Ave, Beecroft (from Orchard Rd to end).	City Assets & Environment

Project	Original Budget	Current budget	Variance	Comment	Business Unit
Roads Renewal Program	6,175,000	6,175,000	0	Program essentially completed, examples include Hill Rd, Rosehill (from Pondage Link to bridge), Lanhams Rd, Winston Hills (from Oakes Rd to Valentine Close) and Terry Road, Eastwood (from Marsden Rd to Epping Ave).	City Assets & Environment
Master Plan Implementation for George Kendall Riverside Park	100,000	-	(100,000)	Consultants being engaged to complete outstanding detailed design for new wetland & additional playing fields by June 2018.	City Assets & Environment
Sustainable Water Program	80,000	80,000	(0)	Completion of water efficiency works at Council's aquatic centre and several parks including new rainwater tanks, irrigation controllers and water meters.	City Assets & Environment
Improving Water Quality in Parramatta Waterways	400,000	400,000	-	Completed major water quality improvement project at West Epping Park.	City Assets & Environment
Public Domain Lighting	100,000	100,000	-	Minor public lighting works completed in 2017/18. Deferred Centenary Square lighting replacement due to Parramatta Square redevelopment.	City Assets & Environment
Bridge assets - safety upgrades	150,000	150,000	(0)	Minor urgent repairs undertaken at Moxhams Rd bridge. Completed handrail repair at Oakes Rd bridge, Old Toongabbie.	City Assets & Environment
Bridge Upgrades & Renewal Program	250,000	250,000	-	Completed bridge replacement projects at Ponds Creek Reserve and Upjohn Park. Completed bridge decking replacement at Hunts Creek bridge and handrails at Oakes Rd bridge.	City Assets & Environment
Additional Roads, Kerb & Gutter	3,800,000	3,800,000	0	Program essentially completed, examples include Rosehill St (from Denison St to Alma St), Melton St North, Silverwater (from Deakin St to Carnarvon St) and Gibbon St, Oatlands (from Felton St to cul-de-sac).	City Assets & Environment

Project	Original Budget	Current budget	Variance	Comment	Business Unit
Maintenance					
Nursery Management for Bushland Plants & Landscaping Works	130,000	170,000	40,000	Project involves provision of native plants from council's plant nursery for use within various annual bushland reserves by contractors and volunteers.	City Assets & Environment
Protecting Dams Capital Works Program	270,000	270,000	0	Completed Dam Safety Emergency Plans (DSEP's) for Lake Parramatta Reserve Dam and McCoy Park Detention Basin. Awarded work for repair of minor leak at Lake Parramatta Reserve Dam. Works in progress for integration of new dams (Northmead Reserve Detention Basin, West Epping Park Detention Basin and Muirfield Golf Course Basin) into Council's telemetry system.	City Assets & Environment
Barrack Lane, Parramatta	150,000	150,000	-	A design has been undertaken. Council is currently undertaking an Aboriginal Heritage Study. Council is also working with Parramatta Light Rail and the Department of Education to coordinate construction and design matters.	Development & Traffic Services
Barrack Lane Shared Zone Design	-	17,028	17,028	A design was undertaken. Council undertook an Aboriginal Heritage Study. Council is also working with Parramatta Light Rail and the Department of Education to coordinate construction and design matters.	Development & Traffic Services
Parks Stormwater Reuse Program	360,000	75,000	(285,000)	Consultant engaged to undertake an investigation into stormwater harvesting options for Ollie Webb Reserve and Jones Park Parramatta.	City Assets & Environment
Lake Parramatta Improvement	-	190,095	190,095	Project completed. Work included additional picnic shelters, BBQ's, timber viewing deck, improved path and stairway access to swimming area and additional lawn area within former parking area.	City Assets & Environment

Project	Original Budget	Current budget	Variance	Comment	Business Unit
Works					
Supply and Installation of Street Furnit	150,000	110,000	(40,000)	Installed seats and bins at various locations.	City Assets & Environment
Civil Construction Program	400,000	550,000	150,000	Program essentially completed, examples include retaining wall at the rear of 12 Ferndale Close, Carlingford, driveway access and parking at Macarthur Girls High School at Stewart St, Parramatta and traffic calming works at Rydalmere Operations Centre.	City Assets & Environment
Roads to Recovery Program	1,441,608	1,441,608	0	Completed all projects scheduled for construction, examples include Felton Rd, Carlingford (from Arcadian Circuit to end), Spurway St, Dundas (from Kissing Point Rd to Dorahy St) and Caroline Chisholm Drive, Winston Hills (from Omar PI to Bronte PI).	City Assets & Environment
Robin Thomas Reserve Masterplan Works	-	7,500	7,500	Initial investigation work associated with revised masterplan due to new Light Rail, project completed.	City Assets & Environment
Mobile Garbage Bin Roll Program	250,000	250,129	129	Phased roll out of over 6,000 new bins has been completed.	City Assets & Environment
Installation of Rooftop Solar Panels on City Assets Program	100,000	100,000	0	Installation of roof top solar panels at four council facilities including Constitution Hill and Dundas Libraries; and Newington and Roselea Community Centres.	City Assets & Environment
Robotic Equipment to Assist with	32,817	32,817	-	Survey equipment hire for fixed term.	City Assets & Environment

Project	Original Budget	Current budget	Variance	Comment	Business Unit
Surveying					
Footpath Renewal Program	1,600,000	1,600,000	0	Program essentially completed, examples include Good St, Granville, Asquits St, Silverwater, Wyralla Ave, Epping and various footpath sections along Victoria Rd.	City Assets & Environment
Stormwater Drainage Renewal Program	4,400,000	4,400,000	0	Peter Parade Levee reconstruction approximately 65% complete. Completion anticipated in September 2018. Completed major stormwater culvert repair at Calder Rd, Rydalmere.	City Assets & Environment
Active Transport Program	300,000	2,310,185	2,010,185	In 2017/18, Council received 100% funding from RMS to reconstruct 3 traffic signals so that they meet current pedestrian access requirements including provision of a missing pedestrian phase at the intersection of Great Western Highway and Church Street. Of these 3 projects, one is completed and the remaining two are to be completed by September 2018. Council has also designed 3 more traffic signal upgrades in 2017/18 under RMS funding to address pedestrian issues. Council has also implemented pedestrian safety enhancements and traffic calming on 4 local roads (Alfred Street, Harris Park; Coffey Street, Ermington; Keeler Street, Carlingford; and Sutherland Road, North Parramatta).	Development & Traffic Services
Cowper Street at Parkes St (formerly Aus Black Spot Program)	1,500,000	102,806	(1,397,194)	Community Consultation was undertaken in the first quarter of 2018. Structural design of the culvert under Cowper Street and the Parkes Street footpath is currently being undertaken.	City Strategy
Major Drainage Construction at Lyndelle Place, Carlingford	700,000	102,378	(597,622)	Completed geotechnical and structural engineering investigations. Engineering options to be developed to address encroachment of proposed retaining structure into private property. Construction of Stage 1 works is anticipated in second quarter of 2018-19 FY.	City Assets & Environment

Project	Original Budget	Current budget	Variance	Comment	Business Unit
West Epping Park - Major Redevelopment	5,900,000	6,682,781	782,781	Completion of the major upgrade of the sporting and recreation facilities at West Epping Park. The facility consists of new synthetic playing fields, basketball courts, children's playground, stormwater infrastructure, wetland, BBQ and picnic areas . The facility opened for public use on the 24 March 2018.	City Assets & Environment
Peggy Womersley Reserve - to Pavilion Upgrade	250,000	20,460	(229,540)	A Quantity Surveyor cost estimate was obtained for this project with costs estimate coming in well over budget. Given the condition and age of the existing facility this project was placed on hold and changed from a building upgrade to a building replacement project. The design for the new amenities building to be delivered in the 2018/19 financial year.	City Assets & Environment
Ollie Webb Reserve Water Playground	300,000	-	(300,000)	Design completed for a new water playground at Ollie Webb Reserve.	City Assets & Environment
Former Hills Area Traffic Improvements	1,252,189	80,000	(1,172,189)	There are inadequate funds to undertake 6 projects transferred by The Hills Shire Council. Council approved the use of part of the transferred fund to undertake the detail designs and cost estimate of the proposed road safety works in North Rocks Road near Alkira Road, Carlingford. The allocation of funding for other projects are deferred until the cost estimate is available for North Rocks Rd / Alkira Rd project.	Development & Traffic Services
Hills Area Road Renewal Works	1,290,000	690,000	(600,000)	Completed roadworks at Baker St, Carlingford (from Felton Rd to Jenkins Rd) and Timbertop Avenue, Carlingford (from Coral Tree Drive to Murray Farm Rd). Works on Oakes Rd, Carlingford (from Murray Farm Rd to North Rocks Rd) is deferred pending completion of major electrical cabling works by Endeavour Energy.	City Assets & Environment
Hills Area Drainage Renewal Works	963,092	-	(963,092)	These are large trunk drainage projects requiring more detailed investigation and design to recommend the most appropriate solution. Investigation and design work to continue in 2018/19FY with a series of staged construction (over several years) to commence in Q4 of 2018-19	City Assets & Environment

Project	Original Budget	Current budget	Variance	Comment	Business Unit
				FY.	
SCF Playground Upgrade- Lynbrae Ave Park	-	120,000	120,000	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. Construction commenced playground to be completed by the end of July 2018.	City Assets & Environment
SCF Playground Upgrades - Pembroke St Reserve	-	20,000	20,000	This project has been allocated funding under the Major Projects component of the NSW Government's Stronger Communities Fund. The project will upgrade the playground at Pembroke St Reserve, Epping. Community consultation has been completed and drafting of the design completed. Construction to commence at the start of the 2018/19 Financial Year.	City Assets & Environment
SCF Playground Upgrades - Irving St Reserve	-	120,000	120,000	This project has been allocated funding under the Major Projects component of the NSW Government's Stronger Communities Fund. The project delivered a new playground at Irving St Reserve, Parramatta that was opened in May 2018.	City Assets & Environment
SCF Playground Upgrades - GKR District Playground	-	22,500	22,500	This project has been allocated funding under the Major Projects component of the NSW Government's Stronger Communities Fund. The project will upgrade the playground at George Kendall Riverside Park, Ermington. Community consultation has been completed and a design finalised . Construction is scheduled for October 2018.	City Assets & Environment
SCF Playground Upgrades - Pinetree Dr Reserve	-	120,000	120,000	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 were completed. Construction is in progress to be completed in August 2018.	City Assets & Environment

Project	Original Budget	Current budget	Variance	Comment	Business Unit
SCF Playground Upgrades - Blankers Koen Park	-	20,000	20,000	This project has been allocated funding under the Major Projects component of the NSW Government's Stronger Communities Fund. The project will install a new playground at Blankers-Koen Park, Newington. Community consultation was completed that included an online community survey. The design was completed for construction to commence in August 2018.	City Assets & Environment
SCF Playground Upgrades - Forest Park	-	60,000	60,000	This project has been allocated funding under the Major Projects component of the NSW Government's Stronger Communities Fund. The project will upgrade the playground at Forest Park, Epping. Community consultation and the design has been completed. Construction to commence in August 2018.	City Assets & Environment
SCF Playground Upgrades - Rainbow Farm Reserve	-	60,000	60,000	This project has been allocated funding under the Major Projects component of the NSW Government's Stronger Communities Fund. The project will upgrade the playground at Rainbow Farm Reserve, Carlingford. Community consultation and the design of the playground were completed. Construction to commence in July 2018.	City Assets & Environment
SCF Playground Upgrades - Hunts Creek Reserve	-	60,000	60,000	This project has been allocated funding under the Major Projects component of the NSW Government's Stronger Communities Fund. The project will upgrade the playground at Hunts Creek Reserve, Carlingford. Community consultation and playground design was completed. Construction to commence in July 2018.	City Assets & Environment
SCF Walking Track to Hunts Creek Waterfall, Carlingford	-	75,000	75,000	This project has been allocated funding under the Major Projects component of the NSW Government's Stronger Communities Fund. The project will provide a walking track and improved recreation access within Hunts Creek Reserve, Carlingford. The walking track works have commenced and will be completed in September 2018.	City Assets & Environment
SCF Sporting Amenity Building at West	-	11,548	11,548	This project has been allocated funding under the Major Projects component of the NSW Government's Stronger Communities Fund. The project includes the provision of an amenities building at West Epping	City Assets & Environment

Project	Original Budget	Current budget	Variance	Comment	Business Unit
Epping Park				Park, which will include change room storage and kiosk facilities. An architect has been engaged to undertake the design of the building. Construction works are scheduled for the 2018/19 Financial Year.	
Asbestos Remediation Works Program	-	2,000,000	2,000,000	Construction works commenced on a major asbestos remediation project at PH Jeffery Reserve, North Parramatta. Capping works commenced to remediate Ruse Street Reserve, Rosehill and footpath widening was completed at Arthur Street Footpath in Granville.	City Assets & Environment
Murray Farm Reserve Park Improvements	-	120,509	120,509	Works commenced to construct a new car park and improvements to the baseball field at Murray Farm Reserve. Works anticipated to be completed by August 2018.	City Assets & Environment
Metro Greenspace Sue Savage (Toongabbie Crossing)	-	20,000	20,000	A Metropolitan Greenspace Grant received from the NSW Government to construct new walking tracks and revegetation works within Reynolds Park Toongabbie. Works commenced and will continue throughout the 2018/19 Financial Year.	City Assets & Environment
Ventura Fire Trail Upgrade	-	-	-	A grant received from the NSW Rural Fire Service to undertake improvements to the Ventura Fire Trail located in Excelsior Reserve Northmead. Works completed.	City Assets & Environment

Operating Projects

Project	Original Budget	Current budget	Variance	Comment	Business Unit
Bushland Resources Management	650,000	700,000	50,000	Contractors undertook bushland regeneration (weed removal and planting) at Lake Parramatta Reserve, Darling Mills Creek and maintained Asset Protection Zone areas adjoining private properties in consultation with Rural Fire Services.	City Assets & Environment
Parramatta River Flood Study	509,330	700,000	190,670	Project progressing well with significant additional survey work added to the scope. Project scheduled for completion in Dec 2019. Community engagement survey to gather information on past flooding events is being planned for early part of 2018/19 FY.	City Assets & Environment
Protection of Aboriginal Heritage & Cultural Sites	30,000	30,000	-	An upgrade was completed to the walking track access to the Arrunga Bardo Aboriginal Bush Tucker Garden at Lake Parramatta Reserve.	City Assets & Environment
Waterways Litter Removal	85,000	85,000	-	Council contractors removed 19,390kg of litter and silt from sediment basins, litter booms as well as undertaking manual waterways litter removal along creek banks.	City Assets & Environment
Environmental Education Program to Encourage Sustainability	60,000	61,500	1,500	Completion of Sustainable Living workshops for residents including home vegetable gardens and green cleaning, support of the Get Into Nature program on natural area walks and talks, the issue of five school environmental grants and the hosting of the inaugural Environmental Citizen Awards.	City Assets & Environment
Waterways and Bushland Rehabilitation Fauna Study	75,000	75,000	-	Project Completed. An ecological consultants undertook and comprehensive wildlife (fauna) survey for all bushland reserves throughout the LGA.	City Assets & Environment

Project	Original Budget	Current budget	Variance	Comment	Business Unit
Threatened Species Management	50,000	50,000	-	Wildlife nest boxes installed within bushland reserves, two programs of feral animal control undertaken and planting undertaken for wildlife habitat.	City Assets & Environment
Contaminated Land Management in Public Parks and Land	500,000	550,000	50,000	Asbestos remediation works completed at Hassell Street Parramatta, Lake Parramatta Reserve North Parramatta and investigation reports completed for a number of other sites.	City Assets & Environment
Lake Parramatta Dam	-	77,024	77,024	Completed vegetation removal and survey monitoring work at Lake Parramatta.	City Assets & Environment
Better Waste and Recycling Program	450,000	450,000	-	This grant funded program supported the Problem Waste mobile collection service, the annual E waste drop off event, a public place bin assessment across Council's newly acquired areas, the purchase of 6 new solar compacting public garbage bins, the provision of Waste to Art displays at the Parramatta Lanes Festival, the annual membership of Compost Revolution and Garage Sale Trail, and the Responsible Cafe's trial with coffee cups.	City Assets & Environment
Parra River Catchment Group Management	171,482	305,168	133,686	Council is currently a member and host organisation for the Parramatta River Catchment Group (PRCG) which comprises other local councils and NSW Government departments and agencies with a common interest in managing the river. Project is fully funded by the PRCG pool of funds for the administration and two part time staff.	City Assets & Environment
PRCG Landcare Coordinator Grant	48,373	52,413	4,040	Project is fully funded by a Landcare Grant awarded to the Parramatta River Catchment Group which is hosted by Council. Project employs one part time project officer. Project is generally on schedule.	City Assets & Environment

Project	Original Budget	Current budget	Variance	Comment	Business Unit
River Aware Program	-	8,920	8,920	An Environmental Education Grant to the Parramatta River Catchment Group to undertake a pilot scheme to scientifically test if actions by members of the community can impact the health of the river.	City Assets & Environment
NCIF - Domestic Waste	89,000	89,000	-	Renewal of over 2,500 bins to coincide with the commencement of the new domestic waste collection contract.	City Assets & Environment
SCF Terrys Creek Rehabilitation - Maintenance	-	60,000	60,000	This project is funded through the Major Projects component of the NSW Government's Stronger Communities Fund. Specialist contractors undertook bushland regeneration works including removal of environmental weeds such as bamboo.	City Assets & Environment
Local Land Service Loyalty Road Dam	-	50,016	50,016	A NSW Government Grant from Local Land Services saw weed removal works undertaken below the Loyalty Road Dam in Excelsior Reserve, Northmead.	City Assets & Environment

QUARTER 4 Productive Summary



COMMUNITY PRIORITIES

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

COMMUNITY OUTCOME

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

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

BUSINESS UNITS

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

PRODUCTIVE SPEND

Revised Operating Expenditure:

\$24,468,000

Original Operating Budget:
\$23,195,000

Revised Capital Expenditure:

\$14,101,000

Original Capital Budget:
\$36,091,000



Measuring Our Success

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

Engagement	Engagement	Cultural Events
 <p data-bbox="108 943 520 1039">Increasing trend in community engagement through Our City Your Say membership</p>	 <p data-bbox="587 943 999 1039">Increasing trend in community engagement through additional survey items</p>	 <p data-bbox="1066 943 1445 1070">Increased attendance, increased satisfaction with Riverside Theatre programs and shows</p>
<p data-bbox="118 1413 355 1451">+26 Members</p>	<p data-bbox="592 1413 978 1451">Results not available</p>	<p data-bbox="1070 1413 1185 1451">+51%</p>
 <p data-bbox="308 1487 499 1552">TARGET MET: Yes</p>	 <p data-bbox="783 1487 978 1621">TARGET MET: 2017/18 is being used as a baseline</p>	 <p data-bbox="1262 1487 1457 1552">TARGET MET: Yes</p>
<p data-bbox="118 1704 504 1839">The goal is to increase community engagement in Council's decision making process</p> <p data-bbox="118 1861 512 2092">If we can get more engagement, we as a Council are better equipped to serve the community by delivering services and infrastructure that the community actually wants.</p>	<p data-bbox="596 1704 967 1839">The goal is to increase community engagement in Council's decision making process</p> <p data-bbox="596 1861 991 2092">If we can get more engagement, we as a Council are better equipped to serve the community by delivering services and infrastructure that the community actually wants.</p>	<p data-bbox="1075 1704 1414 1839">The goal is to increase participation in Council's cultural events, festivals, and activities</p> <p data-bbox="1075 1877 1469 2047">If we can increase the participation, we generate more community and social benefit, and grow the economy.</p>

Cultural Events



Increased attendance,
increased satisfaction with
Council's major events

+8%



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

Services

Services Delivered	Community Outcome	Comment	Business Unit
Economic Development	<i>Jobs growth and inward investment</i>	<p>Parramatta's economy is strong in all areas. The December 2017 report shows 3% GRP increase from the same period last year, 4.7% growth in local jobs (well above the five-year average of 2.1%) and 169% growth in investment pipeline.</p> <p>The Economic Development Team continues to deliver actions from the Economic Development Plan, including the development of a Night Time Economy Strategy and fostering key partnerships. In 17/18 over 2000 people participated in small business support and upskill courses coordinated by Council with over 95% satisfaction rate.</p>	City Economy
Strategic Partnerships	<i>Partnerships that support the delivery of our vision and priorities</i>	<p>In Q4 Council has continued to work with partners across priority precincts including Parramatta CBD, Sydney Olympic Park and Westmead. Council continues discussions with national sporting partners Western Sydney Wanderers and Parramatta Eels to ensure a smooth transition to the Western Sydney Stadium in 2019.</p> <p>Work continued in partnership with Western Sydney University and University of New England to retain skills through integrated work related opportunities, and knowledge exchange and discussions are in progress with Macquarie University's Graduate School of Management.</p> <p>During the course of the year, progress was made with Council and SOPA working together to progress actions to facilitate improved outcomes for the community.</p> <p>Throughout the course of the year partnerships were formalised with Sydney Olympic Park Authority, Western Sydney University, Western Sydney Local Area Health and NAB.</p> <p>Continued maintenance of partnerships with key national sports and tourism organisations including the Greater Western Sydney Giants, Western Sydney Wanderers and Parramatta Park Trust aim to encourage visitation to Parramatta during the delivery of significant infrastructure projects.</p>	City Economy

Services Delivered	Community Outcome	Comment	Business Unit
Marketing the City	<i>Improved perceptions, investment and increased visits and tourism</i>	<p>Several initiatives were released in quarter four to improve perceptions, investment and increase visitation to the City.</p> <p>Discover Parramatta, Councils City marketing platform was launched. This website utilises a content marketing strategy to stimulate awareness of activities to see and do, eat and drink, events to participate in as well as the arts, culture and heritage experiences to be found within Parramatta. To extend the reach of the content, promotion through digital channels has been implemented.</p> <p>To <i>drive visitation to and increase awareness</i> of the events, offers and activities held in Parramatta during winter, resulting in economic benefits for the community, a digital led campaign was launched in quarter four. The local business community was invited to participate providing them with an opportunity to promote special offers and experiences.</p> <p>The process to develop a <i>3-year marketing strategy</i> commenced in quarter four.</p>	City Identity
Digital Communications	<i>Effective communication methods and technology to share information and provide services and convenient ways to connect with Council</i>	<p>The focus of Q4 was to improve the ability to share information about what activities there are to see and do, where to eat and drink, and what events there are to participate in such as the arts, culture and heritage experiences to be found within Parramatta.</p> <p>As a result, Council reviewed and improved the City marketing platform Discover Parramatta, yielding improved communications.</p>	City Identity
Provides Research, Consultation & Engagement	<i>Provides an opportunity for the community to participate in Council's decision-making process and for Council to obtain accurate information and community insights – which in turn improve the design of Council's policies and programs.</i>	<p>Council continued its dedication to ongoing community engagement in Q4 with 13 research projects delivered over the three-month period.</p> <p>Some of the key research projects included the Library satisfaction survey and the eat street satisfaction and planning project.</p>	City Identity

Services Delivered	Community Outcome	Comment	Business Unit
Arts & Culture program development and delivery	<i>Community is proud of opportunities to experience arts and culture</i>	<p>During the year access to arts and cultural experiences were increased through a range of program and projects.</p> <p>The Parramatta Artists' Studios delivered a wide range of programs throughout the year including</p> <ul style="list-style-type: none"> - the Future Artists Club family program each school holidays; - the annual Movers and Makers open day event for local artists and the arts industry sector; - the annual studio artists in residence program; - public programs in conjunction with the 2017 Parramatta Lanes Festival and 2018 Sydney Writers Festival; - the Mosaic exhibition featuring Western Sydney artists as part of the 2018 Sydney Gay and Lesbian Mardi Gras Festival. <p>Public art projects during the year included five site specific art installations as part of the 2017 Parramatta Lanes Festival and the installation of the Lonely Light public artwork at the EAT Street carpark.</p> <p>2017/18 saw further growth of the live music offering in venues, restaurants and cafes in the Parramatta CBD and the City Animation team continued to deliver a weekday live music program in Centenary Square.</p> <p>In late 2017 Western Sydney literary organisation Westwords established a permanent home in North Parramatta providing professional development and residency programs for Western Sydney authors, as well as public programs and community events.</p> <p>In March 2018 the North Parramatta Collaborative Working Group was established to explore future opportunities for cultural and creative industries uses of heritage assets and site activation programs within the North Parramatta precinct.</p> <p>During the year the planning for the Parramatta Satellite Artists Studio in Rydalmere was further progressed with an anticipated opening in late 2018.</p>	City Experience

Services Delivered	Community Outcome	Comment	Business Unit
Events & Festivals	<i>Opportunity for the community to participate, celebrate and commemorate heritage and culture</i>	<p>During 2017/18 Council directly delivered nine events and festival to an audience of 382,000 as well as three significant partnership festivals</p> <ul style="list-style-type: none"> - (2018 Sydney Festival Parramatta program, - the 27thTropfest film festival - and the 2018 Parramasala Festival) <p>to an additional audience of 89,000.</p> <p>The annual audience across all 12 events and festivals totalled 471,000 representing an annual increase in audience numbers of 8% over 2016/17.</p> <p>Customer satisfaction for the annual program was 8 out of 10, and the 'likelihood to recommend City of Parramatta events and festivals' 8.1 out of 10, both above the 7.5 out of 10 baseline annual measurement.</p> <p>Cultural diversity and inclusion is celebrated and showcased through the annual events and festivals programming.</p> <p>The total publicity value is estimated at \$20-\$23million and an audience reach of 22 to 26 million across all media channels.</p> <p>The total economic impact from the annual events and festivals program is estimated at \$18.84million.</p>	City Experience

Services Delivered	Community Outcome	Comment	Business Unit
Visitor Services and Tourism Development	<i>Tourism contributes to the local economy and perception is of Parramatta being a place where people want to visit</i>	<p>Visitor Services has continued the success of delivering and promoting monthly tours in the Parramatta Park Old Dairy Cottage precinct.</p> <p>The pilot commenced in July 2017 for six months and due to it's success, was extended indefinitely with six monthly reviews, under an MOU between Parramatta Park Trust and Council.</p> <p>Following the successful pilot for the Spring/Summer 2016/17 season the small watercraft hire operator at Lake Parramatta was extended for the 2017/18 Spring/Summer season with an annual review planned for September 2018.</p> <p>Council has worked with Taste Food Tours to develop a new tour in Parramatta which was launched in early 2018.</p> <p>The Visitor Services team worked closely with the City Identity team successful launch of the new discoverparramatta website, and are piloting new city welcome service points including the Parramatta train station concourse, the Justice Precinct in the Parramatta CBD, Lake Parramatta, Epping and Wentworth Point.</p> <p>Host & Guides have also provided new city worker hospitality desks for both private and public sector organisations as they relocate to Parramatta e.g. Department of Education.</p> <p>Opportunities to promote Parramatta as a destination of choice continues through the development of the City of Parramatta Destination Management Plan and partnerships with local accommodation providers, attractions and local businesses catering to the visitor audience.</p>	City Experience

Services Delivered	Community Outcome	Comment	Business Unit
Cultural Heritage	<i>Share and celebrate our Cultural and Heritage stories.</i>	<p>Interpretation panels showcasing the heritage story of the Lennox Bridge and celebrating the archaeology discovered during the contemporary bridge portals construction were installed in the Lennox Bridge portals and officially launched and opened to the public in April 2018.</p> <p>The interpretation in the bridge portals is designed to encourage locals and visitors to learn more about the City's history and embrace the contemporary and historical stories of the site and the bridge's construction over time.</p> <p>The Cultural Heritage & Tourism team commissioned Western Sydney University to research and deliver a report on the Waves of People, exploring the movement and patterns of migration that have shaped Parramatta through time.</p> <p>This publication launched in Q4 and copies distributed throughout the City of Parramatta, as well as local historical societies, and special interest groups. It can be purchased at the Parramatta Heritage & Visitor Information Centre and is available on the Archives, Research, and Collection Services (ARCS) website to download free of charge, here: http://arc.parracity.nsw.gov.au/waves-of-people/.</p>	City Experience
Management of Property Development portfolio	<i>Maximise financial returns on Council's development assets to reinvest in community services and facilities</i>	The Property Development Group continues to look at the needs of the community to maximise the benefits of our development and investment opportunities. A Business Case has been prepared providing options for an aquatic leisure centre, and Council has completed its preferred design for the Public Domain which is now being integrated within the Parramatta Square development.	Property Development
Management and delivery of the Parramatta Square development	<i>New civic buildings, community facilities and public domain to create a civic centre for the City</i>	<p>3 Parramatta Square: Sale complete. Basement excavation works completed.</p> <p>5 Parramatta Square: Design progressing.</p> <p>4 Parramatta Square: Sale complete. Basement construction works are completed and the core building works has begun.</p> <p>6&8 Parramatta Square: Walker lodged DA for the combined commercial 6 & 8 Parramatta Square scheme.</p>	Property Development
Development of asset strategy and policy for the long-term management of community assets	<i>Sustainably managed transport (roads, bridges, pathways), drainage, open space and building assets to meet community needs</i>	Asset Management Strategy was endorsed by Council 25 June 2018 as a component of the Resourcing Strategy.	Asset Strategy & Property Management

Services Delivered	Community Outcome	Comment	Business Unit
Develop building asset plan and program of works	<i>Fit for purpose buildings in a location and condition to meet community needs</i>	A class specific Building Asset Management Plan is continuing to be developed. 90% of 2017/18 projects were completed on time and within budget. A revised 5 year Buildings Capital Renewal Program has been developed with projects to commence on 1 July 2018.	Asset Strategy & Property Management
Space and tenant management of Council land & building	<i>Council building and space available for use by the community is properly managed.</i>	Tennis Courts review underway. Baby Health Care sites also being reviewed. Council's Property Portfolio is continuing to be assessed as required under the Property Lease and Licence Policy. A new Tenant Management System is also currently under development with ICT. Council's Property Portfolio is continuing to be assessed under the Property Lease and Licence Policy. A new Tenant Management System is also being developed in conjunction with ICT.	Asset Strategy & Property Management
Assessment of proposals to use Council land for Outdoor Dining	<i>High quality design and appropriate allocation, creating attractive, safe and vibrant public spaces to support urban life and local economic activity</i>	Council's Outdoor Dining (ODD) Policy was amended by the Councillors in April 2018. The ODD trial being carried out by the State Government in Harris Park has also been extended until December 2018.	Asset Strategy & Property Management
Provision of statutory property service such as land acquisition, classification & easements on Council land	<i>Efficient use of Council land to facilitate the sustainable growth of the City.</i>	Advice to internal and external clients being provided as required. There has been a noticeable 30% increase in the volume of work being generated through the amalgamation and increased development applications/approvals and planning proposals.	Asset Strategy & Property Management

Actions

Action	Community Outcome	Comment	Business Unit
Undertake comprehensive Community Engagement to support the preparation of a new Community Strategic Plan	<i>Ensure that the community are aware of and have the opportunity to participate and contribute to the development of Council's long-term strategic plan</i>	Community Engagement activities included promotion of the public exhibition period across a range of channels including print, digital, translated materials and materials being available through Council's libraries.	City Engagement
Implement a Community Engagement Strategy	<i>Provides the community with a clear understanding of how Council will engage and involve them in the decision-making process and set a high standard of practice for staff to ensure good engagement is undertaken.</i>	<p>Key engagement projects have included 2 community workshops regarding the heritage interpretation of 5PS and the public domain as part of the Parramatta Square project.</p> <p>Updates on the planning approval relating to the Parramatta Light Rail project have been provided to Council's Light Rail Community and Business Advisory Committee and an EOI for additional Church St businesses to join the Committee has been issued.</p> <p>Engagement strategy actions completed include the development of 8 engagement case studies to showcase engagement best practice and guide staff in engagement activities as well as progressing work on establishing a WeChat channel for Council.</p>	City Engagement
Implement priority actions of the Economic Development Plan	<i>Facilitate more jobs in the LGA for Parramatta residents and attract investment</i>	<p>In 2017-18 Council supported local business in a number of ways:</p> <ul style="list-style-type: none"> - delivering the Small Business Program - 108 workshops with over 2000 registrations, with a satisfaction rate of over 95% from participants, - sponsoring the Parramatta Chamber of Commerce to deliver the 2017 Western Sydney Awards for Business Excellence - hosting the 2018 State of the City event. <p>Council continued its support of TafeNSW to manage the successful Parramatta Skills Exchange, creating unique on-site learning hubs in Parramatta, providing workers with language, literacy, trade and certification skills.</p> <p>Building on extensive research and consultation, the Night Time Economy (NTE) Discussion Paper delivered in July 2017 outlines a program to grow the city's economy at night.</p>	City Economy

Action	Community Outcome	Comment	Business Unit
Work with the NSW Government and stakeholders to establish a new world-class Museum in Parramatta.	<i>A world-class museum in Parramatta.</i>	<p>The NSW Government confirmed its commitment to the new Museum of Applied Arts and Sciences (MAAS) Parramatta and the redevelopment of Riverside Theatres.</p> <p>The project steering group to inform the development of the business case for the redevelopment of Riverside Theatres has been established, with representatives from City of Parramatta Council and the NSW Government.</p>	City Experience
Implement priority actions from Cultural Plan	<i>Increased access to Arts & Cultural opportunities and realisation of the positive social and economic contribution of Arts and Culture</i>	<p>During 2017/18 a wide range of projects and programs have been delivered that are strategically aligned with the goals and actions outlined in the Culture and Our City (Cultural Plan).</p> <p>Projects of note include</p> <ul style="list-style-type: none"> - the commitment to expand the Parramatta Artists Studios to include a satellite studio facility in Rydalmere outside the Parramatta CBD; - the delivery of a vibrant and diverse annual events and festivals program celebrating and showcasing the cultural diversity of the City of Parramatta community to an audience of 471,000; - growth of the live music offering in venues, restaurants and cafes in the Parramatta CBD; - celebrating the local authentic and diverse food offering of the city through the Parramatta Lanes festival, - the weekly Parramatta Farmers Market in Centenary Square, and new retail food business location in Parramatta. <p>Cultural infrastructure was also enhanced during the year with the establishment of a permanent home in North Parramatta for Western Sydney literary organisation WestWords and a satellite facility for the Sydney Story Factory in the Parramatta CBD. NSW confirmed their commitment to new cultural infrastructure and enhanced cultural precinct for the City through the new Museum of Applied Arts and Science (MAAS) Parramatta, a redeveloped Riverside Theatres complex both due to open in 2023.</p>	City Experience
Establish a Satellite Artist Studio (Stronger Communities Fund) by investigating accessible locations and leasing options	<i>Enhanced opportunities to access studio space. Increased opportunities for local artists to develop and network</i>	<p>Planning for the Parramatta Satellite Artists Studios at Rydalmere was further progressed during the year with an anticipated opening in late 2018.</p>	City Experience

Action	Community Outcome	Comment	Business Unit
Strategic planning for Cultural and Facilities and experiences in 5 Parramatta Square.	<i>5 Parramatta Square reflects the community aspirations.</i>	Options for an integrated user focused operating model for the Public Domain and 5 Parramatta Square (5PS) have been developed for further internal consultation. Consideration of the user experience continues to inform the progress of design development for the physical asset of 5PS.	City Experience
Implement the recommendations from Property internal audit.	<i>Improved community confidence in the transparency and accountability of Council's property development activities.</i>	Key outcomes for Q4 include: <ul style="list-style-type: none"> • PDG Team continue to expand to meet the needs of each project and roles and responsibilities clearly defined. • Legal budgets for various projects have been confirmed. • Implemented a training schedule for staff to improve skillset and ensure adherence to probity, governance, procurement and processes. 	Property Development
Undertaking analysis and modelling to support the preparation of a new asset management policy, strategy and plan, including asset evaluation, condition assessment and five-year capital renewal program.	<i>Community assets are well managed and maintained to meet the community's expectations and to support Council's operations and local services.</i>	Scenario modelling and lifecycle expenditure modelling was conducted in the development of the Asset Management Strategy. Community consultation findings were incorporated to inform Council's approach to achieving the commitments outlined in the Community Strategic Plan and managing the existing asset portfolio.	Asset Strategy & Property Management

Measures and Indicators

Measure	Target	Q4	Comment	Business Unit
Satisfaction with Council's community engagement activities	<i>Improved satisfaction on previous survey results</i>	Not available	Annual report is not available until next quarter.	City Engagement
Participation levels in community engagement activities	<i>Increase 'Your City Our Say' (OCYS) participation to 3% of total LGA population</i>	+26	<p>Target met.</p> <p>Membership of the panel remained steady with 8,864 currently subscribed members. This was following a database cleansing program to improve the quality of information contained within the panel database. 26 new members registered in April / May / June.</p> <p>Key activities within the quarter included two workshops regarding Heritage Interpretation at Parramatta Square and within 5PS, engagement with school aged young people during Youth Week on what Parramatta means to them and consultation and public exhibition regarding Council's Integrated Planning and Reporting Documents.</p> <p>Development of a mapping tool that can be used for online engagement was also secured during this quarter.</p>	City Engagement
Perceptions on City of Parramatta LGA	<i>Improved perceptions against previous survey results</i>	Not available	The annual survey results are not reported in this quarter.	City Engagement
Net job growth in City of Parramatta LGA	<i>Job growth based on previous available data</i>	+4.7%	<p>Target met.</p> <p>Favourable jobs growth in the December quarter at +4.7% indicates that the Parramatta economy is performing strongly. Local jobs increased substantially in the December Quarter 2017/18, rising by approximately 2,200. Over the past year, local jobs grew by 4.7%, well above the five-year average of 2.1%.</p>	City Economy

Measure	Target	Q4	Comment	Business Unit
Investment in the City	<i>Investment growth on previous available data</i>	+169%	<p>Target met.</p> <p>During the December quarter the value of building approvals in the Local Government Area was \$761 million - \$630 million higher than at same time in the 2016/17 Financial Year. This represents an increase of 169%.</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.</p> <p>This has occurred with multiple office and high profile retail businesses this financial quarter.</p>	City Economy
Benefits of Council Events & Festivals program	<i>Improved benefits by measuring audience growth, diversity, satisfaction, economic benefit and media impact</i>	n/a	<p>During Q4 2017/18 Council's Major Events and Civic Events teams delivered a number of events and programs to engage with the City of Parramatta community.</p> <ul style="list-style-type: none"> - International Students Welcome event, attended by 90 international students, representing more than 33 nationalities and 21 tertiary education providers, with presentations and representation from NSW government, City of Parramatta, Western Sydney University, StudyNSW and NSW Police. - Centenary of ANZAC program, including the lead up to the 2018 ANZAC Dawn Services - City of Parramatta RSL Clubs with the delivery of the 2018 ANZAC Dawn Services at both Parramatta (Prince Alfred Square) and Epping. - The second Live and Local Parramatta live music event with more than 70 Western Sydney musicians performing in 14 venues was attended by 2,500. Audiences liked the opportunity to support local talent; the quality of performances; and the opportunity to support events in Parramatta. The event received an 8 out of 10 satisfaction rating above the baseline 7.5 out of 10. 77% of those surveyed agreed that their 'creativity was stimulated' as a result of attending Live and Local 2018. 	City Experience

Measure	Target	Q4	Comment	Business Unit
Cultural & Heritage services and experience programs	<i>Increase program attendance and satisfaction based on 2016/17 benchmark</i>	n/a	<p>During Q4, Council's Cultural Heritage & Tourism team continued to deliver the wide suite of cultural programs, tours and activities, in particular increasing the frequency of programs during the school holiday periods.</p> <p>Over 30 regular tours are on offer each month with over 100 cultural programs, tours and activities delivered in Q4.</p> <p>The City of Parramatta Hosts & Guides provided community consultation services for the following projects:</p> <ul style="list-style-type: none"> - Parramatta Square Darcy St closure, - City of Parramatta Library and branch library surveys, and - 2018 Sorry Day commemorative event on 26 May 2018. <p>The City of Parramatta Destination Ambassador volunteers have supported events including the launch for the 2018 Australian Heritage Festival (April) and 2018 Volunteer Week (May).</p> <p>Cultural heritage programs were delivered for the 2018 Australian Heritage Festival (April) and the 2018 Centenary of ANZAC program (April).</p> <p>Over 1500 "Welcome to Our City" information packs were distributed to new residents and workers.</p> <p>The development of the draft City of Parramatta Destination Management Plan and Parramatta Square public domain heritage interpretation strategy were further progressed during Q4.</p> <p>Phase one of the significance and cataloguing review of Council's archaeology collection and the creation of a new archaeology management framework were completed to enable increased public access to Council's collections. Council's Archives, Research and Collections team initiated the Parra Digivols crowdsourcing project to engage volunteers online to assist Council with the transcription of handwritten archival Council documents dating from 1862 to 1945, the first local government authority in the world to undertake such an</p>	City Experience

Measure	Target	Q4	Comment	Business Unit
			initiative. To date more than 3,000 pages have been transcribed by up to 90 volunteers. This initiative will assist in making Council's archives searchable and accessible online for staff, historians and researchers.	
Visits at key destinations and tourist attractions and increased economic benefit	<i>Increase in visits based on 2016/17 benchmark</i>	n/a	<p>As at the end of December 2017, the total number of visitors to the Parramatta LGA has increased by 17.6% to 587,000 with visitor overnight stays increased by 6.4% to 4.82million, and a visitor spend increase of 13.2% to \$745 million.</p> <p>The City of Parramatta LGA has experienced strong growth in 2017 in overnight stays from interstate visitors (up 21.3%).</p>	City Experience
Access to arts and cultural spaces and experiences	<i>Increase in number and range of arts and cultural space and experiences</i>	n/a	<p>During Q4 2017/18 the Sydney Writers Festival Parramatta program was delivered at a number of venues in the Parramatta CBD including Riverside Theatres and the Parramatta Artists Studios. Highlights of the 2018 program included the young adult fiction "All Day YA" program exclusive to Riverside Theatres and an event at the Parramatta Artists Studios (Talking Bodies) featuring original work by Western Sydney authors with 52 people in attendance.</p> <p>The City Animation team continues to deliver a weekly program in Centenary Square including a lunchtime music program featuring culturally diverse musicians, and the Friday Farmers Market featuring fresh, local produce, and a culturally diverse lunchtime food offering.</p> <p>The Parramatta Artist Studios public program during Q4 included the annual Movers and Makers event (an open day for artists and the arts industry sector) attracting a highly-engaged audience of 320 people and the fully-subscribed Future Artists Club program for families during the April 2018 school holidays.</p> <p>During the period the Artist Studios also delivered a number of professional development opportunities for resident artists.</p>	City Experience

Measure	Target	Q4	Comment	Business Unit
Risk Management of Property development portfolio	<i>Risks are reviewed and a risk register updated monthly</i>	3/3	Target met. Project risk review meetings are scheduled with Project Managers. Risks are identified, reviewed and mitigated to manage Council's project exposure.	Property Development Group
Governance on property development activities	<i>Monthly reports to Council</i>	3/3	Target met. Monthly project reporting continues to the various audiences of Council, Committee and Executive Levels. Project governance is under review to ensure timely and effective decision making on key milestones within projects.	Property Development Group
Effectiveness of Asset Management	<i>Council asset infrastructure are maintained in 'satisfactory' condition</i>	Yes	Target met. The average condition index for all asset classes based on 2018/19 budget is predicted to remain at or above 'Satisfactory' condition. Data collection and condition assessment for parks and open space assets, and pathway assets verify that the current condition of these assets is equal to or better than 'satisfactory'.	Asset Strategy & Property Management
Preparation of Asset Management Strategy, Policy, Plans	<i>Adopted by Council in June 2018</i>	Yes	Target met. Asset Management Strategy was endorsed by Council 25 June 2018 as a component of the Resourcing Strategy. Class specific Asset Management Plans are continuing to be developed.	Asset Strategy & Property Management

Capital Projects

Project	Original Budget	Current budget	Variance	Comment	Business Unit
Heritage Centre Building Renewal Works	48,800	-	(48,800)	Building renewal work is no longer required	City Experience
Heritage Centre Core Exhibition Renovations	39,000	12,000	(27,000)	Initial design commenced, renovation work is no longer required.	City Experience
Lennox Bridge Carpark Development	237,932	230,028	(7,904)	Project reclassified as operating, details below.	Property Development Group Projects
Riverbank Development	737,111	288,087	(449,024)	Project reclassified as operating, details below.	Property Development Group Projects
40-48 Cowper Street, Granville	10,000	-	(10,000)	Project reclassified as operating, details below.	Property Development Group Projects
189 Macquarie Street, Parramatta	371,132	477,759	106,627	Project reclassified as operating, details below.	Property Development Group Projects
Church Street Office Fit out (60 desks)	-	548,182	548,182	Installation of additional desks completed in July 2017 to accommodate the increase in administration staff.	Asset Strategy & Property Management

Project	Original Budget	Current budget	Variance	Comment	Business Unit
8 Parramatta Square Development	682,459	1,183,475	501,016	Project reclassified as operating, details below.	Property Development Group Projects
Parramatta Square Public Domain Development	11,011,360	1,030,437	(9,980,923)	Project spend re-phased. The developer is finalising the design to lodge a Public Domain Development Application in July 2018.	Property Development Group Projects
Demolition Works in Parramatta & Telopea	150,000	72,497	(77,504)	Demolition of Smith House 70 Macquarie Street, Parramatta: Demolition of Building programmed in August 2018. Ponds Creek Reserve North Hall and Toilet Buildings: Demolition of Buildings programmed in April 2019.	Asset Strategy & Property Management

Project	Original Budget	Current budget	Variance	Comment	Business Unit
Community Buildings Capital Improvement	255,000	382,090	127,090	<p>Council completed upgrades and improvements to various Community Facilities throughout the LGA including:</p> <ol style="list-style-type: none"> 1. Burnside Gardens Community Centre: Internal Painting and Acoustic Treatment completed in June 2018. 2. Dundas Community & Neighbourhood Centre: Kitchen refurbishment completed in March 2018. 3. Ermington Community Centre: Installation of Side Gates completed in March 2018. 4. Arthur Phillip Park Amenities Building: Installation of Keyless Entry and CCTV Cameras completed in October 2017. 5. Belmore Park Pavilion: Installation of Keyless Entry and CCTV Cameras completed in October 2017. 6. Binalong Park Pavilion: Installation of Keyless Entry and CCTV Cameras completed in February 2018. 7. Boronia Park Toilet Block #2: Installation of Keyless Entry and CCTV Cameras completed in February 2018. 8. Caber Park Kiosk: Installation of Keyless Entry and CCTV Cameras completed in February 2018. 9. Dence Park Aquatic & Leisure Centre: Upgrade to the Kitchen and Plant Room completed in April 2018. 10. Haines Avenue Reserve 1st Murray Scout Hall: Internal refurbishment works completed in March 2018. 11. Harold West Reserve Pavilion: Internal works completed in November 2017. 12. Newington Community Centre: Exterior painting completed in February 2018. 13. 1st Winston Hills Scout Hall: Contaminated material removed and internal refurbishment completed in April 2018. 	Asset Strategy & Property Management
Libraries Capital Renewal	-	102,302	102,302	<p>Renewal works completed at the following Libraries:</p> <ul style="list-style-type: none"> Dundas - internal refurbishment, Ermington - installation of side security gates, Epping - replacement of carpet. 	Asset Strategy & Property Management

Project	Original Budget	Current budget	Variance	Comment	Business Unit
Child Care Centres Capital Renewal	390,000	312,549	(77,451)	Toongabbie Bbay Health Centre: Internal & External Refurbishments completed in October 2017. Redbank Early Learning Centre: Renewal of Bathrooms scheduled for completion in January 2018. North Rocks Child Care Centre: Design and approval for the playground renewal completed in June 2018. Procurement of contractor to commence in July 2017 with site works commencement scheduled for October 2018.	Asset Strategy & Property Management
Early Childhood Centres Capital Renewal	125,000	-	(125,000)	Budget transferred to Child Care Centres Capital Renewal Project.	Asset Strategy & Property Management
3 Parramatta Square Development	663,815	1,209,188	545,373	Project reclassified as operating, details below.	Property Development Group Projects
4 & 6 Parramatta Square Development	836,260	1,405,538	569,278	Basement/podium carpark structure Basement Levels 1, 2 and 3, stripping formwork is nearing completion. High level services installation/painting has commenced within all stripped areas.	Property Development Group Projects
38 - 40 Marion Street Parramatta Development	120,000	33,284	(86,716)	A Site Specific Development Control Plan (DCP) has been completed and this DCP specifies the various uses that a developer should comply with as well as setbacks to Marion Street and the Western Railway corridor to comply with the requirements of Sydney Trains and TfNSW. The project will be presented to the Council Significant Property Projects Committee in July 2018.	Property Development Group Projects
Parramatta Town Hall Capital Renewal Program	-	15,245	15,245	Funds for un-programmed security upgrades to the Town Hall.	Asset Strategy & Property Management

Project	Original Budget	Current budget	Variance	Comment	Business Unit
Multi level Car Parks Capital Renewal Program	640,000	531,285	(108,715)	Eat Street Car Park: Safety upgrades completed in November 2017. Justice Precinct Car Park: Lift number 1 and 2 renewed in November 2017 and March 2018. City Centre Car Park: Renewal of Lift programmed for completion in February 2019. Eat Street Car Park: Renewal of Lift programmed for completion in June 2019.	Asset Strategy & Property Management
400A Victoria Road, Rydalmere	5,000	-	(5,000)	Minor capital works or asset purchase.	Property Development Group Projects
Hambledon Cottage Renewal Program	20,000	35,000	15,000	Completed Heritage building services, arborist services and signage to the site	Asset Strategy & Property Management
5 Parramatta Square Development - New Council Facilities	17,805,798	8,940,736	(8,865,062)	5 Parramatta Square undergoing design alteration to meet a target budget as previously endorsed by Council in July 2017	Property Development Group Projects
Riverside Theatres Building Renewal Program	400,000	265,189	(134,811)	Property Development Group are developing and implementing a program of upgrade works to wet and dry fire services within the building.	Asset Strategy & Property Management
Governor Phillip Commemorative Public Art Project	150,000	50,000	(100,000)	The design of Governor Phillip Commemorative public artwork, proposed to be located within the Charles Street Square precinct has been delayed, pending confirmation of the timeline for the upgrade of the Charles Street Square precinct, Parramatta Quay ferry wharf, and the Escarpment Boardwalk on the northern river foreshore.	City Experience

Project	Original Budget	Current budget	Variance	Comment	Business Unit
Public Art Project	-	12,001	12,001	In March 2018 Parramatta, through the Parramatta Artists Studios, was selected as one of 12 Sydney locations to present a series of temporary public artworks in association with the 2018 Biennale of Sydney. Titled A Good Neighbour: The International Billboard Project by international artists Elmgreen and Dragset, the Parramatta component of the international project included a selection of large scale billboard artworks erected on the facade of Parramatta CBD carparks posing the question of what it means to be a good neighbour.	City Experience
Horwood Place Redevelopment	233,852	28,867	(204,986)	This project is on hold pending the adoption of the Car Parking Strategy by Council.	Property Development Group Projects
1 Paramatta Square (Retail 6)	-	1,612,030	1,612,030	This project is completed.	Property Development Group Projects
Eat Street Carpark Development	39,426	14,522	(24,904)	This project is on hold pending the adoption of the Car Parking Strategy by Council.	Property Development Group Projects
Willow Grove Building Works	20,000	-	(20,000)	Project cancelled pending outcome of NSW Government purchase of the site for the Museum relocation.	Asset Strategy & Property Management
Fennell Street Car Park Development	39,426	25,951	(13,475)	This project is on hold pending the adoption of the Car Parking Strategy by Council.	Property Development Group Projects
Finalise Construction of new PreSchool in North Rocks Park,	200,000	1,581,492	1,381,492	North Rocks Preschool relocated from North Rocks Shopping Centre to the newly constructed building at North Rocks Park in January 2018.	Asset Strategy & Property Management

Project	Original Budget	Current budget	Variance	Comment	Business Unit
Aquatics & Leisure Facility Business Case	800,000	920,000	120,000	Business Case almost completed to submit to State Government for State Government Funding considerations.	Property Development Group Projects
Pitt Row Headmaster's Cottage	200,000	200,000	-	A Conservation Management Plan (CMP) was completed for Pitt Row Headmaster's Cottage in August 2017. The CMP did not recommend an extension to the building due to Heritage significance.	Asset Strategy & Property Management
Riverside, Events & City Activation Storage Facility	300,000	300,000	-	Council completed the process of identifying the storage requirements of items used in various events and exhibitions throughout the LGA (LGA). Commencing in July 2018, Council will begin the process of identifying and securing a suitable space within the LGA by no later than June 2019.	Asset Strategy & Property Management
Digital Activation (LED) of Parramatta Square Hoardings	200,000	200,000	-	Investigations are underway for hoarding strategies for the Parramatta Square precinct.	Property Development Group Projects
Hills Area Building Improvements & Upgrades	159,100	-	(159,100)	Works programed in normal works, hence budget removed.	Asset Strategy & Property Management
SCF Parramatta Artist Studio – Satellite Studios Fit Out	-	10,000	10,000	This project funded by Stronger Community seeds the establishment of 12 x new artist studios within Parramatta LGA, to be in operation. Lease contract for the first 6 studios has now been finalised, studio design is completed, venue selection for the next 6 studios is underway.	City Experience
126 Church Street Level 3 Fit Out	-	580,000	580,000	Level 3 fit out is for office expansion of Council administration. The fit out commenced in 2017 and due for completion in September 2018.	Asset Strategy & Property Management

Project	Original Budget	Current budget	Variance	Comment	Business Unit
Aquatic Leisure Centre Parramatta	-	736,000	736,000	Council will continue with archaeology and geotechnical site investigative works. Temporary fencing will remain on site to secure the work zone. Council are considering submissions from the Design Competition scheme and an announcement will take place in due course.	Property Development Group Projects
126 Church Street Level 12 Fit Out	-	-	-	Concept design to reconfigure the customer service front counter to enhance the security measures completed in May 2018. Installation of the recommended enhancements due to be completed in October 2018.	Asset Strategy & Property Management

Operating Projects

Project	Original Budget	Current budget	Variance	Comment	Business Unit
Fair Value Assets and Condition Assessments	120,000	131,339	11,339	Open space assets and pathways were revalued in 2017/18.	Asset Strategy & Property Management
Parramasala- PCC funding	200,000	200,000	-	The 2018 Parramasala Festival, a signature event within the NSW Multicultural March program, was delivered in Prince Alfred Square and Riverside Theatres (Friday 9 to Sunday 11 March 2018) to an audience of 30,000. The 2018 Parramasala Festival opening night included the delivery of the inaugural City of Parramatta Multicultural Community Leaders Reception attended by 180 guests.	City Experience
Cultural Heritage Collection Conservation and Asset Management	10,000	-	(10,000)	Project delay due to staff vacancy. Assessment of the cultural heritage collection is scheduled to complete by June 2019.	City Experience
Lennox Bridge Carpark Development	-	-	-	Excavation and shoring works have been completed. Developer entering Stage 2 of construction that will see the basement works to be completed up to podium level in the coming months.	Property Development Group Projects
Riverbank Development	-	-	-	Project on hold . Awaiting State government decision on Museum of Applied Arts and Sciences (MAAS).	Property Development Group Projects
40-48 Cowper Street, Granville	-	-	-	The Cowper Street car park site has been identified as a public plaza in Parramatta Road Urban Activation Infrastructure Plan. In the foreseeable future the site will remain as a car park until future funding sources can be determined to realise the objectives of the Masterplan.	Property Development Group Projects

Project	Original Budget	Current budget	Variance	Comment	Business Unit
189 Macquarie Street, Parramatta	-	-	-	The development is delayed and was the subject of a recent Land & Environment Court judgement. The outcome is currently subject to further discussion between Council and the Developer.	Property Development Group Projects
8 Parramatta Square Development	-	-	-	Walker are continuing to complete excavation and shoring works to the 6 & 8 Parramatta Square basement. Currently on program for completion in 2023.	Property Development Group Projects
Foundation Day & Parramatta Open (Celebrating Heritage)	13,000	-	(13,000)	Budget moved from projects to operational budget.	City Experience
3 Parramatta Square Development	-	-	-	Walker have engaged Built Corp as principal contractor on the 3 Parramatta Square asset. Construction commenced June 2018.	Property Development Group Projects
4 & 6 Parramatta Square Development	-	-	-	Basement/podium carpark structure Basement Levels 1, 2 and 3, stripping formwork is nearing completion. High level services installation/painting has commenced within all stripped areas.	Property Development Group Projects
38 - 40 Marion Street Parramatta Development	-	-	-	A Site Specific Development Control Plan (DCP) has been completed and this DCP specifies the various uses that a developer should comply with as well as setbacks to Marion Street and the Western Railway corridor to comply with the requirements of Sydney Trains and Transport for NSW. The project will be presented to the Council Significant Property Projects Committee in July 2018.	Property Development Group Projects

Project	Original Budget	Current budget	Variance	Comment	Business Unit
Sydney Writers Festival	-	-	-	The Sydney Writers Festival Parramatta program was delivered in May 2018 and included a number of programs at both the Riverside Theatres and Parramatta Artist Studios. Highlights of the 2018 program included authors in conversation, Peter Greste and Jacqui Lambie, at Riverside Theatres and the Talking Bodies Western Sydney writers event at Parramatta Artists Studios. Exclusive to the Parramatta program within the 2018 Festival, the All Day YA (Young Adult Fiction) event staged at Riverside Theatres, was well attended attracting over 1,000 young people for the full day program.	City Experience
Removal and Storage of Tom Thompson Public Mural	45,840	23,660	(22,180)	Ongoing storage for mural until PS development buildings are completed	Property Development Group Projects
NCIF - External Signage City Visual Identity	300,000	70,000	(230,000)	Development of revised visual identity has been completed and application has now commenced. Scoping for the rollout of the visual identity to external Council owned assets (signage) is 95% completed. Planning for community consultation and testing of the proposed systems are in progress.	City Identity
NCIF - Asset Audit & Data Transition	68,321	84,279	15,958	Project completed	Asset Strategy & Property Management
Brand	-	103,319	103,319	Development of revised visual identity has been completed and application has now commenced.	City Identity
Buildings Hazardous Materials Management	250,000	40,000	(210,000)	Inspection of Council buildings for Hazardous material commenced on 27 December 2017. Buildings in Catchment 1 & 2 completed in March 2018. Buildings in Catchment 3 & 4 scheduled for completion by December 2018.	Asset Strategy & Property Management

Project	Original Budget	Current budget	Variance	Comment	Business Unit
ED - Branding and Communications	-	140,384	140,384	The launch of the Invest Parramatta website provides the business and investment community with a one-stop portal for key economic data.	City Economy
ED - Business Attraction and Industry Development	-	131,967	131,967	The number of local businesses continue to grow in Parramatta, increasing by 891 Goods and Service Tax (GST) registrations in the March Quarter 2017/18. The 4 quarter average to March 2018 was 19.4% larger than the average to March 2017.	City Economy
ED - City Culture and Liveability	-	113,724	113,724	The development of a Night Time Economy discussion paper identified opportunities to grow Parramatta's economy through encouraging more diverse night time activities including small bars and live music, enabled by better regulation, and improved safety and transport options.	City Economy
ED - Infrastructure	-	42,537	42,537	Strategy for business activation during construction of Parramatta Light rail completed, used as basis for negotiation of business support component of development agreement between City of Parramatta and Transport for NSW	City Economy
ED - Regional Leadership, Advocacy & Governance	-	70,650	70,650	Through business events and advocacy, Council partnered with the Parramatta Chamber of Commerce, Sydney Business Chamber, Western Sydney Leadership Dialogue, the Western Sydney Business Connection, Western Sydney University and Western Sydney Local Health District to change perceptions and drive both public and private investment into the City of Parramatta.	City Economy
ED - Research	-	65,500	65,500	The results of an Innovation Hub Feasibility study indicated strong interest and demand for co-working space, and a need to nurture the start-up ecosystem in Parramatta. Acknowledging the important role local centres play in providing jobs across the Parramatta LGA, Council commissioned an economic analysis to determine current economic performance and ways that Council can support growth in these centres.	City Economy

Project	Original Budget	Current budget	Variance	Comment	Business Unit
ED - Workforce and Skills	-	94,524	94,524	Favourable jobs growth in the December quarter at +4.7% indicates that the Parramatta economy is performing strongly. Local jobs increased substantially in the December Quarter 2017/18, rising by approximately 2,200. Over the past year, local jobs grew by 4.7%, well above the five-year average of 2.1%. Council partnered with local training organisations to deliver 60 courses with over 2,000 participants, with a satisfaction rating above 90%	City Economy
SCF Parramatta Artist Studio – Satellite Studios	-	80,000	80,000	This project funded by Stronger Community seeds the establishment of 12 x new artist studios within Parramatta LGA, to be in operation. Lease contract for the first 6 studios has now been finalised, studio design is completed, venue selection for the next 6 studios is underway.	City Experience

QUARTER 4 Leading Summary



COMMUNITY PRIORITIES

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

COMMUNITY OUTCOME

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

BUSINESS UNITS

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

LEADING SPEND

Revised Operating Expenditure:

\$54,377,000

Original Operating Budget:

\$47,373,000

Revised Capital Expenditure:

\$4,417,000

Original Capital Budget:

\$7,525,000



Measuring Our Success

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

Financial	Financial	Financial
 <p>1% greater than the UBSA Bank Bill Index</p>	 <p>100% compliance with statutory and council requirements of the management of financial investments</p>	 <p>All performance indicators above industry standards</p>
<p>3.14%</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
0.1% below budget
Capital expenditure
23.1% 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%

67 of 174



TARGET MET:
No, however trend is increasing to the target

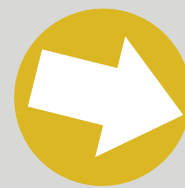
The goal is to measure spend in dollars, providing an explicit figure and a strong message of fiscal responsibility pertaining to capital projects

Customer Service



- 80% of calls answered within 20 seconds
- 85% of queries resolved at first point of contact
- 92% of web chats addressed in real time
- 0.25% of customers making formal complaints about face to face services
- 80% of face to face customers served within 5 minutes

4 of 5



TARGET MET:
No, however trend is increasing to the target

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

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

Services

Services Delivered	Community Outcome	Comment	Business Unit
Provide overall strategic direction for the operation of all Council's activities	<i>Achievement of the community's Vision and Priorities</i>	Ongoing strategic direction and key priorities were provided by the Lord Mayor and Councillors through a series of ongoing Councillor workshops and through resolutions of the Council. This included Council endorsing the Community Strategic Plan 2018-2038, the three-year Delivery Program (2018-2021) and one-year Operational Plan (2018/19) at the Council meeting of 25 June 2018, in accordance with legislative requirements.	Chief Executive's Office
Provide administrative support to the Lord Mayor, Councillors and Chief Executive Officer	<i>Deliver high quality services and outcomes to the Lord Mayor, Councillors and Chief Executive Officer in a timely manner</i>	Administrative support is provided in an ongoing capacity to the Lord Mayor and Councillors through the Executive Support Unit. Ongoing administrative support is provided to the CEO through the Business Support Manager and Business Support Officer in the Office of the CEO.	Chief Executive's Office
The preparation, development and maintenance of strategies and plans to manage the growth of the City.	<i>A well-considered strategic planning framework that manages growth and facilitates the delivery of a liveable, sustainable and productive City for our communities</i>	<p>During the 2017/18 reporting period a total of 19 planning proposals were lodged with Council and 14 planning proposals were submitted to the Department of Planning and Environment (DPE) for Gateway determination.</p> <p>The planning proposals relate to a range of matters but are principally seeking to deliver more housing and employment to the City of Parramatta LGA. A number of these planning proposals include properties within the Parramatta CBD, however planning proposals within areas outside of the CBD including Granville, Carlingford, Rydalmere and Melrose Park have also been considered.</p> <p>During this period a further 13 planning proposals received a Gateway determination from the DPE and 6 planning proposals were finalised (gazetted).</p>	City Strategy Unit & Future City

Services Delivered	Community Outcome	Comment	Business Unit
<p>The delivery of programs and projects to make Parramatta a 'Smart City' and develop and implement new solutions to the challenges of growth of the City</p>	<p><i>The City is better positioned to meet the challenges of the future and better able to leverage the opportunities of data, information and technology.</i></p>	<p>A range of projects were presented to the Smart City Advisory Committee on the 5th June 2018, set out as an interim roadmap. These included:</p> <ul style="list-style-type: none"> - GIS mapping of temperature throughout the LGA to investigate urban heat effects. - GIS depersonalised property data, historical aerial photographs, illegal waste dumping "heat maps", searchable parks asset information, - 3D city modelling and mapping capital works projects. <p>A draft Data Sharing Policy has been developed to provide a framework and guidelines for sharing of Council data.</p> <p>A Video Analytics trial is taking place by various software providers on our existing CCTV infrastructure to provide anonymous people counting and understanding how citizens move through our city.</p> <p>The Flood Smart project was presented - which provides an opt in flood warning service and includes a VR community engagement tool.</p> <p>In collaboration with SPOT Parking a website has also been developed to provide safe parking options within school zones, while capturing Council's signage in a database.</p>	<p>City Strategy Unit & Future City</p>
<p>Provide information and services to customers via four channels – Telephone, Face-to-Face, Corporate Reception and Digital Streams (Web Chat, Social Media and Emails)</p>	<p><i>Customer satisfaction with Council's internal and external customer services.</i></p>	<p>The Customer Contact Centre has been participating in a Service Review (as part of the Service Excellence Program) from February 2018 and is now complete. The findings, outcomes and improvement ideas will be presented to the Executive Team before the end of August 2018.</p> <p>With respect to resolving customer queries, the benchmark was not achieved this period. The Customer Contact Centre was impacted by three major changes which affected this result. The changes were a new methodology in how calls are assessed by our mystery shopper (CSBA), a change of process at the front counter for development lodgements and the impact of the change in waste contract.</p>	<p>Customer Contact Centre</p>
<p>Provide project portfolio management and governance</p>	<p><i>Projects well managed and delivered on time</i></p>	<p>Council's full portfolio of projects continues to go through an embedded and streamlined governance structure. This enables transparency and timely decision making to ensure projects are on track and delivered as per customer's expectations.</p>	<p>Project Management Office</p>

Services Delivered	Community Outcome	Comment	Business Unit
Provide quality assurance capabilities	<i>Projects well managed and delivered on time</i>	A dedicated resource has been assigned to establish and embed quality assurance on projects within Council. This ensures the new Project Management Methodology adopted by Council last year is followed and projects are delivered as per customer's expectations	Project Management Office
Provide continuous business improvement capability	<i>Innovation and best practice introduced to enhance quality of services.</i>	A dedicated team has been assigned to establish and implement Service Excellence and Innovation across whole of Council to ensure enhanced and innovative quality of services delivered to customers.	Project Management Office
Coordination and reporting on (Integrated Planning & Reporting) corporate plans – includes Delivery Program, Operational Plan, Resourcing Strategy	<i>Community has the opportunity for input into Council's planning and resource allocation to influence the services, programs and facilities Council provides to meet their needs</i>	On 25 June 2018, Council endorsed its Community Strategic Plan 2038, and a supporting Resourcing Strategy. The Delivery Program 2018-2021 and Operational Plan 2018/19, inclusive of the annual budget was adopted at the same meeting.	Governance & Risk
Highly ethical and robust corporate risk management systems and culture	<i>Confidence in Council meeting our legislative requirements and decisions that are ethical</i>	The Strategic Risk Register review was completed. The updated Charter for the Audit Risk and Improvement Committee was approved by Council at its meeting of the 25 June 2018.	Governance & Risk
Corporate-wide administrative functions Include administration and making accessible to the community Council meetings (including live-streaming of meetings), publishing of business papers, policies, delegations, maintaining registers and determining 'Access to Information' (GIPA) requests	<i>An open, transparent and responsive Council that meets the needs of the community</i>	Preparation has been completed to support a review of the administrative functions relating to the development and delivery of the business paper which will commence in the new financial year. This will include the upgrade of Infocouncil, review of templates used in Infocouncil and review of the physical structure of the business paper. Delegations are being reviewed in line with the legislative requirement which requires are review within 12 months of the new council. Governance registers are updated on an on-going basis and most formal GIPA requests have been managed within the stipulated statutory timeframes. Extensions have been obtained in consultation with the applicant where there has been a need. Council currently has 1 outstanding GIPA request that is being dealt with under internal review.	Governance & Risk

Services Delivered	Community Outcome	Comment	Business Unit
Manage Internal Audit Program	<i>Robust business processes and procedures that support high quality services.</i>	Annual internal audit program on target. Overall 15 Audits were conducted over the 2017/18 financial year. Recommendations being implemented within KPIs. BDO East Coast Partnership have been engaged as Councils Internal Audit provider for the next three years and will commence in the 2018/19 financial year.	Governance & Risk
Financial Reporting and Control	<i>Financially sustainable Council, debt free, with local services and community adequately resourced</i>	Councils Financial Statements, for the year ended 30 June 2017 were approved by Council at its meeting on 11 December 2017. This was the first year Council was audited by the Auditor General, who issued an unqualified opinion on Council Financial Statements	Finance Services
Business Planning and Analysis Rates Management	<i>Fair, equitable and efficient rating system</i>	Council's rates outstanding at 4.51% was below the industry benchmark of 5.0%.	Finance Services
Business Planning and Analysis Procurement	<i>Value for money and ethical purchasing</i>	Projects implemented during the year include: the introduction of category management for legal, advertising and IT; an examination of and improvement in purchasing system security; and the introduction of additional safeguards and checks for our payables system.	Finance Services
Business Planning and Analysis - Insurance Management	<i>Well managed risk and protection of community assets.</i>	Councils annual Insurance Premium review was completed by 31 October 2017. Council is a participant with 17 other Councils in the Civic Risk Mutual partnership who negotiate premiums on behalf of the Councils.	Finance Services
Internal and external legal services	<i>Council's interests are protected and decisions and operations are legally robust.</i>	Total matters for months end: 90 Total matters active:70 Total matters completed: 20	Legal Services
Payroll Services	<i>Not Applicable</i>	Biometric scanning project is complete with all employees accessing clocks for reporting of time and attendance. The system is working well in conjunction with Chris21, our payroll system. Project delivered within budget as well.	Human Resources

Services Delivered	Community Outcome	Comment	Business Unit
Employee Relations	<i>Not Applicable</i>	<p>The new Constitution for the Consultative Committee has been operating successfully now for the first half of the year. Meetings are more constructive and timely. All stakeholders are pleased with the refreshed approach.</p> <p>MOU has been finalised by Council and is awaiting USU confirmation, which they have advised for some months now, will come back in its final form to us.</p> <p>Due to the ongoing Policies revisions required, a sub committee was formed to assist processing of new policies. This is working excellently and continues to assist this ongoing process</p>	Human Resources
Recruitment & Business Partnering	<i>Skilled workforce to provide high quality services</i>	The final work for the Service Excellence Review on recruitment has been completed and will be shared with the Executive Team. The output of this 6 month project has delivered robust recommendations which, when actioned, will deliver a significant improvement with the timeliness of our recruitment across Council	Human Resources
Learning & Development of staff		A new curriculum is in place for staff which includes a blended model of internally delivered courses for staff learning, as well as external facilitators delivering targeted programs for specific business needs.	Human Resources
Workplace Health & Safety	<i>Savings from reduction of lost time injuries.</i>	The reporting for June 30 was favourable to target, seeing our LTI's reduced to 2.95, from a target of 5. This is due to the ongoing efforts of the Return to Work Co-ordinators who continue to deliver outstanding results for our impacted employees.	Human Resources
Communications planning & delivery	<i>A well informed community. Enhanced perception of the Parramatta LGA</i>	<p>Three monthly editions (April, May, June 2018) of City of Parramatta e-newsletter were delivered to an average of 60,000 subscribers.</p> <p>Developed and implemented a community-focused communications plan for Anzac Day activities and event.</p> <p>Communication activities were completed for the IP&R documents and Community Strategic Plan.</p> <p>Two editions of Council's community newsletter, Parramatta Pulse, were distributed and distribution numbers were increased to 97,000 households from 83,000.</p>	City Engagement
Media Relations	<i>A well informed community. Enhanced perception of the Parramatta LGA</i>	Continued strong media focus on the changing face of Parramatta with the announcement of projects such as MAAS and Parramatta Light Rail. Community informed on key council initiatives including our vision for the future with the Community Strategic Plan and Delivery Plan	City Engagement

Services Delivered	Community Outcome	Comment	Business Unit
		as well as initiatives such as the Escarpment Boardwalk and Council events such as Winterlight.	
Public Relations	<i>Communications that influence positive outcomes for the community</i>	19 media releases promoting Council events and initiatives. Key initiatives included the announcement of MAAS, DPOP and CSP confirmation, Sir James Martin statue, Invictus Games partnership, Digivol and Escarpment Boardwalk project and Winterlight.	City Engagement
Internal Communications	<i>A well informed organisation with improved capability to deliver local services.</i>	<p>Developed internal communications campaigns for Health and Wellbeing Program, MyCareer (Personal Development Plan) for 2018/19, and the Delivery Program and Operational Plan (DPOP). Delivered communications support for Community Strategic Plan and DPOP, Health Checks program and blood donations, end-of-year MyCareer reporting for 2017/18, Disability Inclusion Action Plan, Visual Identity update, CIEE Directorate restructure, Church Street building renovation works.</p> <p>Developed and implemented internal communications survey to inform internal communications strategy. Delivered April Staff Forums (three sessions across CBD and Rydalmere Operations Centre sites.)</p> <p>Produced five editions of staff e-newsletter, The Scoop. Redesigned The Scoop in line with new visual identity.</p> <p>Continued to advance the business case for the Intranet Redevelopment project. Support for procurement of new Reward and Recognition platform.</p>	City Engagement
Technical solutions - provide technology (hardware/ software) to support Council's operations and service delivery	<i>Reliable and high quality service delivery, business systems, online systems, and GIS mapping, good administration and governance processes to support the Council and organisation.</i>	Initial Service Management reporting now in place.	Information Technology
Service Delivery – delivery of IT support services to resolve incidents		Service Level Reporting initiated measuring response time (97.42%) and resolution time (75.14%) for quarter.	Information Technology
Business Engagement and Improvement Services – provide business improvements through technology		ICT is now aligned to the Project Management Office	Information Technology

Services Delivered	Community Outcome	Comment	Business Unit
Business Information Services – information and records management	<i>Reliable and high quality service delivery, business systems, online systems, and GIS mapping, good administration and governance processes to support the Council and organisation.</i>	Information Awareness Month of May was celebrated across the City of Parramatta with the distribution of a new Records Management Guide and site visits to support staff in the management of Corporate Records.	Information Technology

Actions

Action	Community Outcome	Comment	Business Unit
Act as the spokesperson for the Council in promoting the Integrated Planning and Reporting Framework, ensuring it is developed in accordance with the legislation and guidelines.	<i>Achievement of the community's Vision and Priorities</i>	The Lord Mayor acts as the spokesperson for Council in promoting Council's activities, including the Integrated Planning and Reporting (IP&R) Framework, through media and local engagements. This included the Lord Mayor, and Councillors, endorsing the Community Strategic Plan 2018-2038, the three-year Delivery Program (2018-2021) and one-year Operational Plan (2018/19) at the Council meeting of 25 June 2018, in accordance with legislative requirements. Councillors also identified a set of 12 Priorities that will guide resource allocation over the next 12 months.	Chief Executive's Office
Complete Phase 1 of Council's Business Services Excellence Program	<i>Delivery of services, facilities and projects in the most efficient and effective manner possible</i>	This item completed in November, with a final report provided by KPMG. This action has transitioned to an ongoing program, the Service Excellence Program, run by the Program Management Office.	Chief Executive's Office
Induct and support newly elected Councillors following September 2017 Council elections.	<i>Councillors are sufficiently supported and inducted following elections in order for them to fulfil their role.</i>	A Councillor on-boarding pack was created and a series of Councillor Induction workshops were run following the election as a joint project with Governance and Risk and Chief of Staff. Purpose of these were to transition newly elected Councillors into the role. Support is provided in an ongoing capacity through the Executive Support Unit, and ongoing Workshop and Briefing Sessions are run for Councillors that focus on Council activities, plans and strategies.	Chief Executive's Office
Finalise the Community Strategic Plan to incorporate the aspirations of our community.	<i>A plan that sets the vision and strategic objectives to guide the future decision-making and functions of the Council so that these align with the aspirations and needs of the community.</i>	<p>The Community Strategic Plan: <i>Butbutt Yura Barra Ngurra</i> was endorsed by Council on 25 June 2018. The Community Strategic Plan outlines our community's shared vision and aspirations for the future, and sets out strategies to achieve this vision.</p> <p>The co-title in the Darug language: <i>Butbutt Yura Barra Ngurra</i>, translates to 'The heart of the people of eel country'. It acknowledges Parramatta's ongoing connection to the Traditional Owners and Custodians of the land and waters of Parramatta, and also recognises that our entire community is the living, beating heart of the City of Parramatta.</p> <p>The plan, which covers the period 2018 to 2038, was developed following 2 years of extensive consultation and engagement with community and stakeholders. To help deliver the plan, Council has planned actions over the next three years which outlined the Delivery Program 2018-2021 and Operational Plan 2018/19, also adopted on 25 June 2018.</p>	City Strategy Unit & Future City

Action	Community Outcome	Comment	Business Unit
Continue to work with stakeholders on key precincts planning including: Epping, Camellia, Westmead, Carter Street, Wentworth Point, Carlingford, Rosehill, Sydney Olympic Park, Parramatta Road and Telopea.	<i>Precinct and place-specific solutions developed which manage local growth issues.</i>	During the course of the year significant progress was made in relation to the preparation of a traffic study for the Epping Town Centre, exhibition in conjunction with the Department of Planning and Environment of masterplans for Camellia and Telopea. Progress has been made on masterplans for Westmead and Carter Street with masterplans expected to be placed on exhibition in the next financial year. Traffic studies are being pursued for Melrose Park and the Parramatta Road Corridor.	City Strategy Unit & Future City
Finalise and implement the Parramatta CBD Planning Proposal, Development Control Plan, Infrastructure Strategy and Integrated Transport Plan	<i>A CBD that meets its enhanced role as Sydney's Central City</i>	Council has worked proactively with the Department of Planning and Environment to facilitate a Gateway Determination to enable the public exhibition of the Parramatta CBD Planning Proposal. This has included work in relation to progressing matters relating to heritage transition, infrastructure funding, flood risk management and transport planning.	City Strategy Unit & Future City
Implement the priority actions within the Socially Sustainable Parramatta Framework and Affordable Housing Policy	<i>A clear set of long-term goals and short term actions that put people first in Council decision-making</i>	<p>A draft Affordable Housing Policy was developed and endorsed for public exhibition in July 2017. The draft strategy has been refined following community and stakeholder feedback and will be presented to Council for consideration in July 2018.</p> <p>A Socially Sustainable Parramatta Framework Implementation Plan was developed. Key actions completed include research into the health impacts of high density living on residents including 0 - 5 year olds, input into review of CBD planning controls to support diverse housing choices, advocating successfully for increased assertive outreach to homeless rough sleepers in CBD, developed formal partnership with NSW Department of Education to expand access to facilities for residents, expanding concession pricing policy for Council fees and charges for disadvantaged groups.</p> <p>Key actions progressing include</p> <ul style="list-style-type: none"> - the Wentworthville Early Childhood Development Initiative, - support for Parramatta Skills Exchange, - Social Return on Investment Analysis of sports fields, parks, digital literacy programs and places for vulnerable children in our ECEC centres, - review of Parramatta Safety Plan, - finalising a Social Infrastructure Strategy and - developing measures and targets to evaluate the impact of Socially Sustainable Parramatta Framework. 	City Strategy Unit & Future City

Action	Community Outcome	Comment	Business Unit
Implement the priority actions within the Environmental Sustainability Strategy and prepare the Parramatta Ways (walkability) Delivery Framework	<i>A clear set of standards for the environmental future and an increase in people walking throughout the City</i>	Priority actions from the Environmental Sustainability Strategy and the Parramatta Ways Walking Strategy are underway and are being aligned with State infrastructure plans such as Parramatta Light Rail and other key precinct developments. Parramatta Ways has received a Commendation Award from the Greater Sydney Commission Planning Awards.	City Strategy Unit & Future City
Prepare designs for Charles Street Square as identified in the Parramatta City River Strategy	<i>A revitalised, highly accessible and active public space</i>	The City River 5-year program of works business case has been endorsed and is reflected in the 3 year Delivery Program. The Charles Street Square Economic Feasibility Study has been completed and will be reported to Council next month. Liaison with RMS regarding Ferry Terminal upgrade is ongoing. Liaison with TfNSW regarding works near Gasworks Bridge is ongoing. Project planning for Charles Street Square has commenced.	City Strategy Unit & Future City
Continue to work with the Parramatta River Catchment Group to bring back swimming to the Parramatta River by improving water quality and further investigating swimming sites	<i>Improved water quality in Parramatta River</i>	Council is currently working with the Parramatta River Catchment Group to finalise the Parramatta River Masterplan. This Plan has identified 10 priority actions for key stakeholders and the community to implement to make the Parramatta River swimmable again. The Plan will be launched at the International River Symposium to be held in Sydney in October 2018.	City Strategy Unit & Future City
Continue to maintain and build upon the CCTV network	<i>Contribution to community safety through the implementation of the CCTV network</i>	Eatsafe CCTV and Lighting Project in Church Street is due for completion in July 2018. This project replaces 225 lights around the Eat Street Precinct (Church Street) with LED lighting and adds 49 CCTV cameras into the network.	City Strategy Unit & Future City

Action	Community Outcome	Comment	Business Unit
Consolidate the Local Environmental Plans, Development Control Plans and Development Contribution Plans that apply across the City	<i>A simplified and consistent statutory land use framework across the City</i>	<p>Council established a dedicated team to deliver a consolidated land use planning framework for the new City of Parramatta LGA.</p> <p>This team has completed a review of the suite of land use plans applying in the LGA to identify issues and inconsistencies needing to be addressed. Work has progressed on identifying recommended responses to these issues, to form the basis of the new plans. Initial consultation on draft proposals is anticipated within the next 12 months.</p> <p>Other outcomes achieved during the past year include:</p> <ul style="list-style-type: none"> • Amendments to the tree protection controls within the Hornsby Development Control Plan (DCP) to align them with the level of protection in the Parramatta DCP were adopted by Council in February 2018. • New development contributions plans covering Epping town centre and land formerly in the Hornsby LGA were adopted by Council in November 2017. 	City Strategy Unit & Future City
Implement Council's Heritage Program including heritage grants, provision of heritage advice and advocacy on heritage matters.	<i>Appropriate management of items and places of heritage significance and improved community engagement.</i>	<p>Council's Aboriginal Heritage Management Policy is still being reviewed as a result of public exhibition. New controls for the South Parramatta Heritage Conservation Area were adopted by Council on 28 May 2018. The Heritage Committee met bi-monthly to consider and make recommendations to Council on various heritage matters. Throughout the financial year Council allocated heritage grants to the value of \$37,120.50 to 16 applicants.</p>	City Strategy Unit & Future City
Plan and design the Parramatta Light Rail with Transport for NSW to secure the best outcomes for our community	<i>A well designed and connected transport system.</i>	<p>In May 2018 Stage 1 of Parramatta Light Rail received planning approval from the Minister for Planning. Council welcomes the approval and is pleased to see that the conditions of consent address some of the issues raised in Council's submission on the Environmental Impact Statement.</p> <p>Council continues to work with Transport for NSW on Stage 1 of the project and early planning for Stage 2.</p>	City Strategy Unit & Future City

Action	Community Outcome	Comment	Business Unit
Implement Smart City projects in partnership with Federal Government and other partners	<i>Improved community access to services and information about the City, driven by well organised data produced by smart investments in technology.</i>	5 Smart City projects nearing finalisation were presented to the Smart City Advisory committee on the 6th June. A number of other projects are also nearing completion. Four Federal grant applications have been submitted - two (unsuccessful) submissions in 2017, and two pending submissions (lodged July 2nd 2018). The majority of these projects will go live within the 2018 calendar year. Current projects include partnerships with WSU, UNSW, UTS, USyd, SOPA, other Councils, INSW, Committee for Sydney, PAYCE Developments and various start-ups.	City Strategy Unit & Future City
Conduct Customer Focus Training across Council	<i>Delivery of high quality services and effective and efficient response to service requests by well trained staff supported by best practice processes and systems.</i>	During this reporting period 8 teams across Council (comprising 82 staff) attended this Customer Focus Training.	Customer Contact Centre
Review audit recommendations to improve the capability of the Customer Service Request system and Council's customer service processes	<i>Delivery of high quality services and effective and efficient response to service requests by well trained staff supported by best practice processes and systems.</i>	This is a work in progress that was placed on hold for a period of time due to staff shortages in the ICT Unit. This is now back on track but will need to be carried over to the 2018/19 year for completion.	Customer Contact Centre
Establish and embed a Performance and Quality Assurance Framework	<i>Enhanced service delivery and capability of Council to improve the customer's experience and to ensure value for money.</i>	A new Performance and Quality Assurance framework has been established and endorsed in November 2017. This framework continues to be implemented to ensure Council projects follow the streamlined project management methodology and processes to ensure delivery success and minimise risk.	Project Management Office
Continue to implement the Building Services Excellence program to identify service or organisational improvements and other efficiency benefits.	<i>Delivery of high quality services and effective and efficient response to service requests, by well trained staff, supported by best practice processes and systems</i>	The Service Excellence program was successfully launched within Council in February 2018. Services are and will continue to be assessed and reviewed periodically to ensure we are at the forefront of efficient and effective service delivery to our customers and community.	Project Management Office
Appoint an independent Internal Ombudsman to support ethical conduct	<i>Delivery of high quality services and effective and efficient response to service requests, by well trained staff, supported by best practice processes and systems</i>	Program of monthly meetings with the Internal Ombudsman shared service has been set up to improve liaison and utilisation of service.	Governance & Risk
Review of Enterprise Risk Management and Business Continuity Plans	<i>Ensuring strategic and operational risks are managed to provide a continuity of high level services</i>	Strategic Risk Register updated. Business Continuity Plan Project continues to progress, it is anticipated that the project will be complete by December 2018.	Governance & Risk

Action	Community Outcome	Comment	Business Unit
Improve Council's Integrated Planning and Reporting (IP&R) Framework to establish an integrated software solution.	<i>Improved quality of strategic corporate plans to enhance service delivery.</i>	The Business Case is near completion and officers have been testing online products to help inform our business requirements. A project plan is in draft.	Governance & Risk
Prepare a new Long Term Financial Plan	<i>Council is financially sustainable, with resources planned and used efficiently to respond to community priorities, underpinned by an equitable rating system and effective financial operations and systems.</i>	Councils Long Term Financial Plan (LTFP) has been updated to reflect Councils 2018/20 Delivery Program. The LTFP was adopted by Council in June 2018.	Finance Services
Plan for harmonisation of rates across the LGA		Council is still awaiting direction from NSW State Government in order to commence this task.	Finance Services
Improve Council's budgeting and reporting system by implementing a new financial system.		Phase 1 of Councils new reporting system went live on 1 July 2017. Four modules have been successfully introduced with Monthly reporting now available	Finance Services
Prepare a workforce plan and implement priority Actions to address workforce challenges	<i>Strong, effective Council, delivering high quality services</i>	The Workforce Plan was delivered on time for consultation. This document has now been approved as part of the suite of Integrated Planning and Reporting documents on display and will deliver strong guidelines for the next 3 years on our people strategy.	Human Resources
Develop and implement a Career Management Framework	<i>Highly engaged staff, meeting specified career goals and delivering high quality services and activities</i>	The first review cycle for MyCareer has now been completed with outstanding results on participation across Council. With 95% of staff holding a Career plan, and 75% completing this process, our previous participation rate of 30% has been eclipsed.	Human Resources
Develop and implement ATSI employment strategy, as identified in the Reconciliation Action Plan (RAP), to reflect community representation and diversity across Council.	<i>A diverse and representative workforce.</i>	The recruitment of a dedicated Diversity Employment role is currently underway. For a 2 year term, this resource will assist the achievement within our RAP.	Human Resources
Provide forward media plan to Lord Mayor and Councillors (monthly)	<i>A well informed community and elected representatives.</i>	Forward calendar listing upcoming Council-sponsored events and initiatives updated and presented at weekly meetings with Lord Mayor.	City Engagement
Implement the priority Actions of Council's Cyber Security Strategy	<i>Enhanced protection of personal information stored by Council</i>	Execution of Cyber Security plan continues. Policies drafted for review.	Information Technology

Action	Community Outcome	Comment	Business Unit
Implement expansion of CCTV network and crime prevention safety plan / programs	<i>Improved CCTV capability to support public safety and effective partnerships to prevent crime and improve perceptions of safety</i>	<p>CCTV added into selected carparks</p> <ul style="list-style-type: none"> • Arthur Phillip Park Amenities Building: Installation of Keyless Entry and CCTV Cameras completed in October 2017. • Belmore Park Pavilion: Installation of Keyless Entry and CCTV Cameras completed in October 2017. • Binalong Park Pavilion: Installation of Keyless Entry and CCTV Cameras completed in February 2018. • Boronia Park Toilet Block #2: Installation of Keyless Entry and CCTV Cameras completed in February 2018. • Caber Park Kiosk: Installation of Keyless Entry and CCTV Cameras completed in February 2018. <p>Eatsafe CCTV and Lighting Project in Church Street is due for completion in July 2018. This project replaces 225 lights around the Eat Street Precinct (Church Street) with LED lighting and adds 49 CCTV cameras into the network.</p>	Information Technology
Develop and implement 'mobility solutions' to support customer services	<i>Efficient services, improved customer response and better access and management of information</i>	Additional mobility projects to improve field service in progress. Food and Tree inspections.	Information Technology
Integrate Council Business Classification Scheme (BCS) with SharePoint	<i>A more efficient and effective user experience for records and information management.</i>	Project and resources plan has been completed and progress in the delivery of improving efficiencies in information management continues with software evaluation for improving information governance.	Information Technology

Measures and Indicators

Measure	Target	Q4	Comment	Business Unit
Implementation of Integrated Planning and Reporting Framework	<i>IPR implemented in compliance with legislation (Community Strategic Plan, Resourcing Strategy, Delivery Program and Operational Plan)</i>	Completed	Target met.	Chief Executive's Office
Implementation of Operational Plan 2017/18	<i>Achieving the service, actions and projects deliverables set out in the Plan</i>	Ongoing	Target met. The Annual Report for 2017/18 will provide details on the success of implementing the Plan.	Chief Executive's Office
Lodgement of Service Requests (for Lord Mayor and Councillors)	<i>Sustain 85% of Service Requests completed within agreed service standards</i>	85%	Target met. 85% of Service Requests completed within required timeframes for April – June 2018 period.	Chief Executive's Office
Lodgement of Service Requests (for Office of the Chief Executive)		89%	Target met. 89% of Service Requests completed within required timeframes for April – June 2018 period.	
Effectiveness of correspondence management (for Lord Mayor and Councillors)	<i>100% of all correspondence is acknowledged within 7 business days</i>	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. 100% of correspondence for the April – June 2018 period was acknowledged or actioned within the 7 day timeframe.	Chief Executive's Office
Effectiveness of correspondence management (for Office of the Chief Executive)		97%	Target nearly met.	
Effectiveness of complaints management for Office of the Chief Executive	<i>100% of complaints investigated. Complex complaints resolved within 21 days</i>	81%	Target not met.	Chief Executive's Office

Measure	Target	Q4	Comment	Business Unit
Implementation of strategic plans	<i>Actions meet targets and objectives set in strategic plans and by individual projects</i>	Completed	<p>Target met.</p> <p>The majority of actions in City Strategy's business plan have completed, with four still in progress. Actions completed included the preparation and endorsement of the Community Strategic Plan:</p>	City Strategy unit & Future City
Quality and best practice in planning and design	<i>Demonstrated high quality planning and design</i>	Completed	<p>Target met</p> <p>Throughout 2017/18, seven design competitions were completed, exercising best practice in design for new projects in the City of Parramatta. Best practice in planning continues to be implemented through rigorous review of the community impacts of planning and development proposals.</p>	City Strategy unit & Future City
Community and industry satisfaction with Council's strategic planning	<i>Positive consultation and feedback</i>	Completed.	<p>Target met.</p> <p>In 2017/18, City Strategy submitted 96 reports to Council on various strategic planning matters to manage the growth of our City.</p> <p>Council's strategic planning continues to be recognised, with City of Parramatta winning the Greater Sydney Planning Award for Council's work on value sharing for the CBD and the Parramatta Ways Walking Strategy in 2018.</p>	City Strategy unit & Future City
Provision of open data	<i>Provided on Council' website by June 2018</i>	Not available	<p>The critical element of open data sharing is a policy framework that provides guidance to staff and manages risk.</p> <p>The Data Sharing policy was reported to the Smart City Advisory Committee on the 6th of June.</p> <p>Some amendments have been requested and this policy is anticipated to be recommended for adoption in August 2018. Publishing of (non-personal) data sets such as temperature will follow the policy adoption.</p>	City Strategy unit & Future City

Measure	Target	Q4	Comment	Business Unit
Answering customer telephone calls - percentage of calls answered within 20 seconds (80% in 20 seconds)	<i>Sustain 80% > of calls answered within 20 seconds</i>	80%	Target met.	Customer Contact Centre
Resolving customer queries	<i>Sustain 85% or better of queries resolved at first point of contact</i>	76%	Target nearly met. The changes were a new methodology in how calls are assessed by our mystery shopper (CSBA), change of process at the front counter for development lodgements and the impact of the change in waste contract.	Customer Contact Centre
Lodgement of Service Requests	<i>Sustain 85% or better of Service Requests completed within agreed service standards</i>	88%	Target met.	Customer Contact Centre
Effectiveness of Customer Contact Centre (counter management) - Level of formal complaints	<i>Less than 0.25% of all customer contacts result in complaints</i>	0%	Target met.	Customer Contact Centre
Effectiveness of Web Chat service	<i>92% of web chats addressed in real time.</i>	97%	Target met	Customer Contact Centre
Efficiency of Customer Contact Centre counters	<i>Sustain 80% of average customer wait time is less than 5 minutes</i>	76%	Target nearly met.	Customer Contact Centre
Management of critical projects through Project Management Office	<i>Total number of critical projects at end of period</i>	26	There are 26 Critical Projects as at the end of the quarter	Project Management Office
Implementing continuous improvement	<i>Number of quick win improvements and number of endorsed projects</i>	120 staff and 25 Innovation Central improvement ideas captured	The Service Excellence Program launched in February 2018, with the 1st wave of Service Reviews completing in June 2018	Project Management Office

Measure	Target	Q4	Comment	Business Unit
Compliance with Integrated Planning & Reporting legislation	100% compliance with legislation	100%	Target met. All Integrated Planning and Reporting (IP&R) requirements were fulfilled, with the suite of IP&R documents endorsed and/or adopted by Council on 25 June 2018. This included a Community Strategic Plan 2038, Resourcing Strategy and a combined Delivery Program (2018-2021) and annual Operational Plan.	Governance & Risk
Management of Council's Internal Audit program	100% of Internal Audit program achieved	100%	Target met. Audits planned for Q4 have been conducted. All Audits scheduled for 2017/2018 have been completed.	Governance & Risk
Effectiveness of Internal Audit program	95% of Internal Audit actions are implemented by due date	87%	Target nearly met. Tracking of recommendations continues. There is no significant delay in implementation of recommendations, except where the application of a technology solution is required, a longer lead time is required due to the development phase for the solution.	Governance & Risk
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 the formal requests received resulted in a request for external review by the Information and Privacy Commissioner (IPC). Council is currently finalising a new decision under internal review in line with the IPC's recommendation. The statutory timeframe has been exceeded in this instance due to competing staff priorities.	Governance & Risk
Access to Council business papers	100% of Council business papers available within 3 business days, before Council meeting	100%	Target met. During this quarter, 100% of Business Papers were delivered within the timeframe of 10 days prior to the Council Meetings for Councillors and within 1 week	Governance & Risk

Measure	Target	Q4	Comment	Business Unit
			prior to the Council Meeting for the public.	
Council's achievement of containing operating expenditure within operating revenue - Operating surplus ratio	<i>Council revenue is greater than expenditure</i>	-1.69%	Target not met. The operating surplus ratio is -1.69%, unfavourably below the benchmark of 0%. Caused by timing of receipts and the accounting treatment of expenditure on Parramatta Square assets.	Finance Team
The availability of operating cash to service debt including interest, principal and lease payments -Debt servicing costs (as a percentage of total revenue)	<i>Debt servicing cover ratio is more than 2%</i>	3.06	Target met. The debt service cover ratio is 3.06:1, favourably above the benchmark of 2:1.	Finance Team
Adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council - Unrestricted current ratio	<i>Better than minimum of 1.5%</i>	4.14:1	Target met. The unrestricted current ratio is 4.14:1, favourably above the benchmark of 1.5:1.	Finance Team
Collection of rates in accordance with Debt Recovery Policy	<i>Less than 5% outstanding at year end</i>	4.51%	Target met. Councils outstanding rates as at June 2018 was 4.51%. This is below the industry benchmark of 5%	Finance Team
Return on investments	<i>Outperforms the Ausbond bank bill index by 10%</i>	3.14%	Target met. Councils investment return for the period was 3.14%. The result achieved is consistent with strong investment performance despite difficult market conditions. Council continues to outperform the Ausbond index which was 1.78% for the period. Council has consistently outperformed the Ausbond index by over 30% over the past 4 years.	Finance Team
Legal service and support to management and business units	<i>Number of active legal matters at month's end</i>	Ongoing	Total matters for months end: 90 Total matters active:70 Total matters completed: 20	Legal Services

Measure	Target	Q4	Comment	Business Unit
Improving workforce health, safety and wellbeing	<i>Reduction in percentage of workforce incurring lost time workers' compensation claims</i>	-2.95%	Target met. Final figures for lost time injuries fell to 2.95% which is favourable to our target of 5% for the end of June.	Human Resources
Effectiveness of media and communications activities	<i>20 % improved audience reach as measured by half-yearly media monitor reports</i>	Not available	Q4 data is yet to be provided by iSentia	Media & Communications
Engagement through Social Media	<i>20% increased engagement on social media platforms</i>	2.8%	Target not met. Facebook followers increased by 2.8% this quarter. Engagement decreased by 16% from Q3, owing to the change in Facebook algorithms which have dropped Facebook engagement across the board by 50%. However, engagement rate (reach relative to engagement) is still consistent with the previous quarter at 7.8%, and almost double the industry average. Average response rate: 100% response rate, 1 hour response time	Media & Communications
Process all incoming correspondence for Council	<i>100% within 48 hours and respond within ten business days</i>	99.81%	Target nearly met. Service levels have been maintained for the fourth quarter.	Information Technology
Compliance with the State Records Act 1998	<i>100% compliance</i>	100%	Target met. In the fourth quarter a Records Management Guide as an addendum to the policy was developed and socialised across Council.	Information Technology
IT systems availability	<i>99% up time</i>	99.98%	Target met.	Information Technology
Website and external facing technology availability	<i>100% up time</i>	99.99%	Target nearly met One brief outage recorded on 14 June 2018	Information Technology

Capital Projects

Project	Original Budget	Current budget	Variance	Comment	Business Unit
Local Bike Facilities Encouraging Cycling	50,000	25,000	(25,000)	High level concept for Marsden St Cycleway is under development.	City Strategy
RTA River Cities PVC stage 22	-	129,218	129,218	This project is complete and opened to the community July 2017.	City Strategy
Cycle Route Maintenance to Encouraging Cycling	125,000	125,000	(0)	This project is for the maintenance of various cycle paths around the City of Parramatta. Over the course of FY17-18 scheduled maintenance of paths has continued, along with a rollout of blue shared path marking.	City Strategy
Rapid Deployment CCTV Cameras	100,000	100,000	-	New model cameras and configuration successfully trialled by vendor. Order confirmed.	City Strategy
Greening the CBD	150,000	-	(150,000)	Project and Budget moved to operating project called Greening the CBD.	City Strategy
Parramatta Light Rail Scheme	400,000	1,851,543	1,451,543	Project reclassified as operating, details below.	City Strategy
River Cities Renewal Project	-	534,471	534,471	Lennox Portals interpretation panels have been installed and officially opened.	City Strategy
IT Works Upgrade Program	980,000	305,000	(675,000)	The IT Works Upgrade Program funds small IT projects, 'just do it' activities and maintenance and upgrade tasks to ensure IT can continue to support Council to achieve it's strategic and operational objectives.	Information Communication & Technology

Project	Original Budget	Current budget	Variance	Comment	Business Unit
Public Safety CCTV Network	500,000	450,607	(49,393)	Eatsafe construction commenced in June 2018, and is planned for completion in July 2018.	City Strategy
Pedestrian Bridge Works - Morton/Alfred	600,000	506,345	(93,655)	The Alfred Street bridge design has been completed and environmental approvals are being finalised. Council is actively pursuing construction funding partners.	City Strategy
City River Program of Works	450,000	231,268	(218,732)	The City River 5-year program of works business case has been endorsed and is reflected in the 3-year Delivery Program. The Charles Street Square Economic Feasibility Study has been completed and will be reported to Council next month. Liaison with Roads and Maritime Services regarding Ferry Terminal upgrade is ongoing. Liaison with Transport for NSW regarding works near Gasworks Bridge is ongoing. Project planning for Charles Street Square has commenced.	City Strategy
People Counters Projects	55,000	55,000	-	In order to ensure value for money and accurate data, it's important that Council trial a number of software options prior to spending this budget. The trial is still underway and so the project has been delayed by 6 months.	Future City Unit
Office IT Assets & Equipment	1,280,000	267,248	(1,012,752)	The City of Parramatta continues to drive innovation forward and the IT Work Program is in place to ensure that with the ever changing technology space there is the available funding to ensure we can pursue and achieve the necessary outcomes for the City of Parramatta and its residents, businesses and visitors.	Information Communication & Technology
Stronger Communities Fund - Capital Works	3,425,800	-	(3,425,800)	Stronger Community Fund are now allocated to specific project items, marked SCF.	Finance
Flood Information System for Parramatta River	50,000	238,520	188,520	The Flood Smart warning system will be completed and launched in early August 2018. A community and key stakeholder engagement plan will be initiated to help promote the new flood warning service and flood awareness information for the community.	City Strategy

Project	Original Budget	Current budget	Variance	Comment	Business Unit
Stronger Communities Fund - Non Capital	432,000	-	(432,000)	Stronger Community Fund are now allocated to specific project items, marked SCF.	Finance
TM1 Financial and Reporting System	150,000	150,000	-	Council has embarked on a reporting platform upgrade to assist with internal and external reporting. This will allow greater transparency and reporting to both the community and to allow management to make informed and timely decisions.	Finance
Enhancing Security to Protect Privacy and Tackle Cyber Crime	850,000	486,327	(363,673)	Council's Cyber Security Program continues to improve the information security posture for the City of Parramatta with investment in people, process and technology to underpin secure operations.	Information Communication & Technology
Outdoor Staff Mobile Technology	535,000	253,248	(281,752)	The Outdoor Staff Mobile Technology Project delivered the Worx.Online product for use by Council's field staff. This new mobile technology improved work order management and reporting resulting in better information on work completed as well as increased productivity through the reduction of unnecessary paperwork and automation of processes.	Information Communication & Technology
LED Street Lighting Upgrade - Phase 2	750,000	1,650,000	900,000	Project reclassified as operating, details below.	City Strategy
Cycleway - Oakes Rd to Lake Parramatta	500,000	37,500	(462,500)	Council is progressing a concept design for the first stage of the cycleway from Oakes Road to Lake Parramatta and will soon consult with stakeholders and the community.	City Strategy
SCF Cycleway infrastructure linking Epping with Carlingford	-	52,500	52,500	Cycleway concept is currently being prepared for consultation with the community.	City Strategy

Project	Original Budget	Current budget	Variance	Comment	Business Unit
Bear Card Solution	-	161,890	161,890	The Bear Card Solutions project delivers printing and booking capability to users of Council's libraries and public facilities. This project is nearing completion and will reach the closure phase by the end of July 2018.	Information Communication & Technology
Community Care Online	-	62,860	62,860	Internal testing yielded positive results for menu and inventory functions. End-user acceptance testing now underway. Project to be closed by end of August 2018.	Information Communication & Technology
Councillor Portal	-	20,480	20,480	Post implementation review (PIR) completed. 100% uptake on expenses submissions. Additional software identified for deployment to Councillor devices to leverage full benefits of the platform. This is to be completed in BAU. Project now complete.	Information Communication & Technology
ICT Network Upgrade	-	250,000	250,000	This project refreshed Council's local area networking equipment to provide a fast and reliable networking service supporting computer and telephony services. This project is now in its final stages of deployment.	Information Communication & Technology
Kronos Clock Installation	-	69,785	69,785	The rollout of biometric time clocks to all current Council facilities has been completed.	Information Communication & Technology
Kofax Digital Scanning	-	84,400	84,400	The upgrade of the Kofax software was completed in June 2018 and is now operational in the Accounts Payable area.	Information Communication & Technology
Drupal Enhancement of CoP Website	-	92,950	92,950	This project has restarted and City of Parramatta is undertaking a Digital Readiness Assessment to ensure council is ready to improve customer outcomes through digital transformation. The Roadmap produced as part of the Digital Readiness Assessment will guide council on the people, processes and technology required to underpin successful digital transformation. The roadmap will also inform the work required to refresh the public website.	Information Communication & Technology

Project	Original Budget	Current budget	Variance	Comment	Business Unit
Parramatta Square Business Planning for 5PS & Public Domain	-	882,114	882,114	The Project Team is continuing to develop a business case and operating model to deliver the desired user experience(s) and community aspirations for 5/7 Parramatta Square.	Property & Assets
Customer Contact Centre Security Upgrade	-	15,750	15,750	Design works completed, works to security upgrade to commence in 2018/19 financial year.	Customer Contact Centre
Western Sydney University Link	-	100,000	100,000	Construction will commence August 2018 and be complete within weeks.	City Strategy
Marsden Street Cycleway	-	95,000	95,000	High level concept is currently being developed.	City Strategy
Escarpment Boardwalk	-	150,000	150,000	Council has secured approval and funding to construct the Escarpment Boardwalk and it has been let to Tender. Once Council appoints the successful contractor, construction will commence in FY18-19.	City Strategy

Operating Projects

Project	Original Budget	Current budget	Variance	Comment	Business Unit
Floodplain Risk Management Roads	55,000	74,200	19,200	Local area flood tour held for Flood Committee on 12 May. Draft report received for Parramatta CBD flood reduction options study.	City Strategy

Project	Original Budget	Current budget	Variance	Comment	Business Unit
Parramatta Light Rail Scheme	-	-	-	In the June quarter, Stage 1 of the Parramatta Light Rail project received planning approval from the Minister for Planning. Council welcomes the approval of the project and continues to work on both Stages 1 and 2 of the project with Transport for NSW.	City Strategy
3D Model Coordination	150,000	170,131	20,131	The Council is continuing to receive virtual 3D models from proponents. DTSU / Major development too have been sourcing models from proponents/ applicants. The Physical model in customer service area is being updated quarterly with buildings being added & repainted to another colour as it moves to a different stage. The 3D virtual model has been helping Urban Design with built form, solar access and view testing. We are incrementally expanding the area covered by virtual 3D models in the LGA with the intention of having the entire LGA covered by 2020.	City Strategy
Beat the Heat	120,000	147,050	27,050	Urban heat baseline study 75% complete. 20 temperature sensor boxes installed across the LGA.	City Strategy
Citysafe VSS (Video Surveillance System) Operational Budget	190,000	461,117	271,117	Council continues to focus on the use of CCTV as a public safety tool. Different analytic packages are being trialled and evaluated.	City Strategy
High Visibility Community Policing	150,000	149,470	(530)	Council funded high visibility policing patrols of the CBD between October and June. Police reported significant results that contributed to improved public safety.	City Strategy
CBD Planning Framework Studies	350,000	275,000	(75,000)	Council is working proactively with the Department of Planning and Environment to issue a Gateway Determination to enable the CBD planning proposal to be placed on public exhibition.	City Strategy

Project	Original Budget	Current budget	Variance	Comment	Business Unit
Parramatta Safety Plan - Implementation	-	23,610	23,610	In July 2017, Council engaged Micromex Research to undertake a Community Safety Survey of over 500 LGA residents. The results of the survey offered insight into perceptions of safety across the City of Parramatta, and were finalised in October 2017.	City Strategy
Parramatta Ways	475,000	413,849	(61,151)	A walking network audit has been initiated to assess local accessibility for the streets connecting to the proposed Parramatta Light Rail corridor. For the 17/18 year the City of Parramatta has been working with key state government agencies such as Transport for NSW, Health and the Department of Planning and Environment to prioritise the delivery of Parramatta Ways projects alongside regional planning and major infrastructure delivery.	City Strategy
Integrated Transport Plan	150,000	75,000	(75,000)	In FY17-18 a consultant team was engaged to prepare the Parramatta CBD Integrated Transport Plan. Council will be working with Transport for NSW and Roads and Maritime Services to complete the Plan in FY 18-19. Preliminary stakeholder consultation and modelling will commence in conjunction with further work on the draft CBD Public Car Parking Strategy.	City Strategy
Stronger Communities Fund - Operating	-	109,487	109,487	Grants paid to organisations in the 2017-18 financial year.	Finance
Windows 10 and Office 365	-	25,000	25,000	The Office 365 implementation project will be relaunched using the Project Management Office (PMO) P3M framework and re-scoped. Existing approvals will be brought across in order to expedite the process.	Information Communication & Technology
NCIF - Transformation Project	1,000,000	959,344	(40,656)	Continuous review and improvements are being identified post amaLGAation, 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 amaLGAation initiatives.	Finance

Project	Original Budget	Current budget	Variance	Comment	Business Unit
NCIF - IT Data Migration Project	500,000	273,403	(226,598)	Pathway Operational data and Electronic records migration from Cumberland and Hills Councils have been completed. City of Parramatta business units are now able to process transactions for properties within the new LGA.	Information Communication & Technology
Planning Framework Harmonization	476,347	437,183	(39,164)	Work has progressed on preparing options and proposals for resolving differences in land use policies across the LGA. This work will form the basis of a formal report to Council on proposals to consolidate land use plans.	City Strategy
NCIF - HR Transition	199,473	151,893	(47,581)	This project is completed.	Human Resources
GIS Visual Data and Dashboard	250,000	125,000	(125,000)	GIS Visualisation - Proof of Concept successfully completed. Business case now under preparation for implementation. Dashboard - Proof of Concept at 75%. Awaiting some corporate data sets to complete. Expected completion in first quarter of 18/19	Future City Unit
LED Street Lighting Upgrade - Phase 2	-	-	-	602 Street lights were replaced during the quarter with energy efficiency LED lights. Phase 2 of the LED Street Lighting replacement program is now 62% complete with 3,718 out of the planned 5,970 lights replaced in 2017/18.	City Strategy
Light Rail Feasibility Study	214,000	38,850	(175,150)	Council continues to work with the State Government to review the design for the Parramatta Light Rail.	City Strategy
Greening the CBD	-	150,000	150,000	Environmental sustainability advice has been provided for 34 Development Applications, 10 Design Excellence Competitions, 3 State Government submissions, 2 planning review processes and further development of urban heat development controls.	City Strategy
River Cities Renewal Project	-	4,680	4,680	Lennox Portals interpretation panels have been installed and officially opened.	City Strategy

Project	Original Budget	Current budget	Variance	Comment	Business Unit
Info hub Phase 3	-	11,543	11,543	The InfoHub Phase 3 upgrade will improve Council's ability to service customer requests in a timely manner.	Information Communication & Technology

FINANCIAL REPORT

Quarterly Review – June 2018



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FINANCIAL OVERVIEW

QUARTERLY REVIEW HEADLINES

Financial Year 2017/18 marks the second complete year of operation of the new City of Parramatta (CoP) after amalgamation with four Councils on 12 May 2016.

A review of Council's full year financial position for 2017/18 has been undertaken during the June quarter. The results in this report are preliminary as of 10 August 2018 and subject to final audit.

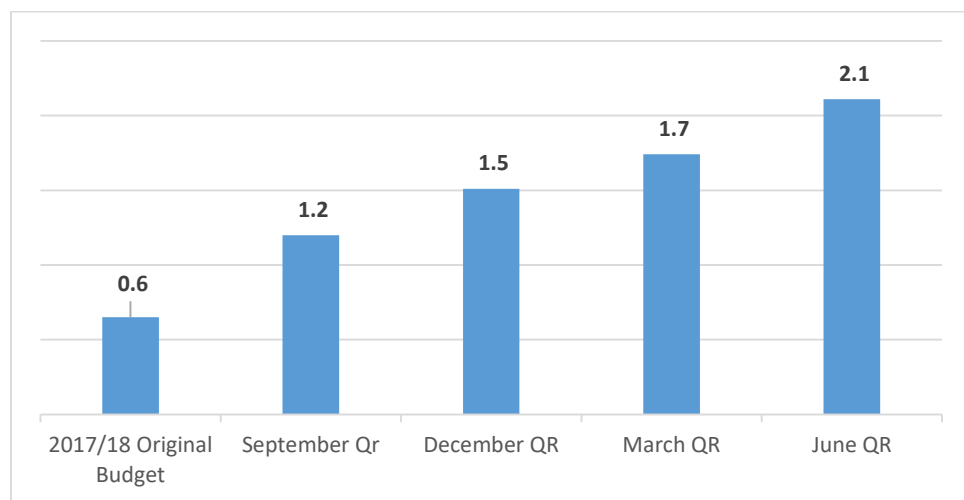
Council ended the financial year with a surplus of \$2.1m, an improvement of \$0.4m on the March Forecast.

Operating Revenues were favourable by \$2.6m; Operating Expenses were favourable by \$0.2m.

Capital Revenues were favourable by \$16.6m; Capital Expenditures were favourable by \$20.1m.

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

A full year review of all projects focusing on time and availability resources, has resulted in a reduction of spend for the balance of the year. The Capital works full year spend is \$67.1m, lower by \$20.1m from the March Quarter capital works forecast of \$87.2m.

A summary of the major variances to the 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 June Quarterly Review.

	June YTD Actual	June YTD Forecast	YTD Variance
Rates & Annual Charges	171.1	171.9	-0.8
User Charges & Fees	35.4	35.9	-0.5
Other Revenue	13.1	13.9	-0.8
Interest	8.6	8.7	-0.1
Operating Grants	16.4	12.3	4.1
Operating Contributions & Donations	3.7	3.0	0.7
Total Operating Revenue	248.3	245.7	2.6
Employee Costs	104.3	105.7	1.4
Borrowing Costs	2.8	2.9	0.1
Materials & Contracts	60.7	60.1	-0.6
Depreciation & Amortisation	39.3	40.1	0.8
Other Operating Expenses	44.1	42.6	-1.5
Total Operating Expenses	251.2	251.4	0.2
Operating Surplus/Deficit	-2.9	-5.7	2.8
Add: One Off FAG Grant 2017/18	4.8	3.7	1.1
Less: One Off FAG Grant 2018/19	-4.8	0.0	-4.8
Add: One Off NCIF	1.3	3.7	-2.4
Add: One Off SCF	0.3	0.0	0.3
Add: One Off Assets Write-Off	3.4	0.0	3.4
Net Adjusted Operating Result	2.1	1.7	0.4

FOURTH QUARTER YEAR TO DATE RESULT

The net operating result before capital revenue is \$0.4m higher than forecast of \$1.7m at the end of March forecast review. This is primarily due to the early payment of the 2018/19 financial assistance grant, vacant positions not being filled as previously forecasted and lower than forecasted depreciation expenses due to the continual reassessment of our assets and the new assets inherited from the other councils.

Current Revenue Position and Outlook

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

	June YTD Actual	June YTD Forecast	YTD Variance
Rates & Annual Charges	171.1	171.9	-0.8
User Charges & Fees	35.4	35.9	-0.5
Other Revenue	13.1	13.9	-0.8
Interest	8.6	8.7	-0.1
Operating Grants	16.4	12.3	4.1
Operating Contributions & Donations	3.7	3.0	0.7
Total Operating Revenue	248.3	245.7	2.6

FOURTH QUARTER YEAR TO DATE RESULT

The year to date total revenue is \$2.6m higher than the forecast of \$245.7m. Rates and annual charges are lower than forecast by \$0.8m due to a shortfall in residential and business rates from what was forecasted in March. Other Revenue is \$0.8m lower than forecast mainly due lower than expected revenue from parking fines in the last quarter. Operating grants are \$4.1m higher than forecast due to the early payment of the 2018/19 financial assistance grant. User charges and fees are \$0.5m lower than forecast due to lower utilisation of parking stations and reduced activity at the riverside theatres. Operating contributions is \$0.7m higher than forecast mainly due to a contribution to council to repair roads and footpaths from the WestConnex works.

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

	June YTD Actual	June YTD Forecast	YTD Variance
Aquatic Centres	0.4	0.4	0.0
Community Facilities	1.1	1.1	0.0
Childcare	2.8	2.9	-0.1
Parking	17.0	17.2	-0.2
Other User Charges	0.1	0.1	0.0
Riverside Theatres	2.9	3.1	-0.2
Regulatory/Statutory Fees	4.3	4.5	-0.2
Discretionary Fees	6.8	6.6	0.2
Total User Charges & Fees	35.4	35.9	-0.5

FOURTH QUARTER YEAR TO DATE RESULT

The year to date user charges and fees revenue is \$0.5m lower than the forecast of \$35.9m. Parking is lower than forecast by \$0.2m due to lower utilisation of multi-level car parks, in particular the City Centre and Eat Street. Riverside theatres are \$0.2m lower than forecast mainly due reduced activity at the riverside theatres. Regulatory and statutory fees are lower than forecast by \$0.2m due to shortfall in development application fees resulting from 20% lower lodged development applications compared with last financial year. Discretionary fees are higher than forecast by \$0.2m as a result of higher rezoning fees received in the last quarter.

Current Expenses Position and Outlook

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

	June YTD Actual	June YTD Forecast	YTD Variance
Employee Costs	104.3	105.7	1.4
Borrowing Costs	2.8	2.9	0.1
Materials & Contracts	60.7	60.1	-0.6
Depreciation & Amortisation	39.3	40.1	0.8
Other Operating Expenses	44.1	42.6	-1.5
Total Operating Expenses	251.2	251.4	0.2

FOURTH QUARTER YEAR TO DATE RESULT

The year to date operating expense is \$0.2m lower than forecast of \$251.4m. Employee costs are \$1.4m lower than forecast due to vacant positions not being filled as previously forecasted. Materials & contracts are higher than forecast by \$0.6m due to capital projects being reclassified as operating costs as deemed by the Audit Office of NSW. Projects where costs were reclassified as operating costs include 3 Parramatta Square, 8 Parramatta Square, Parramatta Light Rail Scheme and LED Street Lighting Upgrade. Depreciation is lower than forecast by \$0.8m due to the continual reassessment of our assets and the new assets inherited from the other councils. Other operating expenses are higher than forecast by \$1.5m mainly due to capital projects being reclassified as operating costs as deemed by the Audit Office of NSW. The main project affecting other operating expenses is the LED Street Lighting Upgrade.

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

	June YTD Actual	June YTD Forecast	YTD Variance
Materials	6.2	7.0	0.8
Contracts	44.1	44.8	0.7
Audit Fees	0.5	0.5	0.0
Legal Expenses	4.2	2.4	-1.8
Operating Lease Rentals	5.7	5.4	-0.3
Total Materials & Contracts	60.7	60.1	-0.6

FOURTH QUARTER YEAR TO DATE RESULT

The year to date material & contracts expense is \$0.6m higher than forecast of \$60.1m. Materials is \$0.8m lower than forecast due to lower spending relating to the pollutant trap cleaning, works relating to the RMS traffic facilities, footpath and local parks maintenance. Contracts is \$0.7m lower than forecast due to lower spending in special drainage maintenance and Lennox Bridge carpark and riverbank development costs, and the Parramatta light rail scheme works. Legal expense is \$1.8m higher than forecast mainly due to capital projects being reclassified as operating costs as deemed by state auditors. Projects where costs were reclassified as operating costs include 3 Parramatta Square, 8 Parramatta Square and Parramatta Light Rail Scheme. Operating lease rentals are \$0.3m higher than forecast due to costs relating to Parramatta Square.

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

	June YTD Actual	June YTD Forecast	YTD Variance
Tipping Fees	15.3	15.4	0.1
Computer Expenses	2.9	3.6	0.7
Advertising & Promotions	2.9	2.9	0.0
Street Lighting	4.1	3.1	-1.0
Insurance	1.9	2.2	0.3
Light Power & Heating	1.4	1.3	-0.1
Telephone & Communications	0.7	0.8	0.1
Parking Space Levy	1.8	1.9	0.1
Other Operating Expenses	13.1	11.4	-1.7
Total Other Operating Expenses	44.1	42.6	-1.5

FOURTH QUARTER YEAR TO DATE RESULT

The year to date other operating expenses is \$1.5m higher forecast of \$42.6m. Computer expenses are \$0.7m below forecast due to timing of incurring licenses expenditure being delayed to the 2018/19 financial year. Street lighting is \$1.0m above forecast due to capital project LED Street Lighting Upgrade being reclassified as operating costs as deemed by the Audit Office of NSW. Insurance is \$0.3m below forecast mainly from lower public liability and CTP insurance. Other operating expenses is \$1.7m above forecast mainly due expenses exceeding forecast relating to artist in the mall, subscriptions, valuation fees and water & sewerage expenses.

Current Capital Position and Outlook

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

	June YTD Actual	June YTD Forecast	YTD Variance
State Capital Grants	10.6	2.4	8.2
Federal Capital Grants	2.8	1.3	1.5
Section 94	29.7	28.6	1.1
Other	9.3	3.5	5.8
Total Capital Revenue	52.4	35.8	16.6
Liveable	11.0	13.6	2.6
Productive	14.1	23.4	9.3
Leading	4.4	9.5	5.1
Sustainable	37.6	40.7	3.1
Total Capital Expenditure	67.1	87.2	20.1

FOURTH QUARTER YEAR TO DATE RESULT

The year to date capital revenue is \$16.6m higher than forecast of \$35.8m. State capital grants are higher than forecast by \$8.2m mainly due to receiving grants from the NSW Department of Planning and Infrastructure for Carter Street regional cycle ways and receiving grants from Greenspace Department of Planning for Telopea open space upgrades. Federal capital grants are \$1.5m higher than forecast due to receiving grants in advance for the road safety blackspot program. Section 94 Developer contributions are \$1.1m higher than forecast mainly due to additional contributions received for open space and traffic. Other grants and contributions are higher than forecast by \$5.8m due to final reimbursement of expenses relating to the construction of West Epping Park and interest earned on balance of unspent Stronger Communities Funds.

The year to date capital expenditure is \$20.1m lower than forecast of \$87.2m. The under spend is in relation to capital projects being reclassified as operating costs as deemed by the Audit Office of NSW. Such projects are 3 Parramatta Square, 8 Parramatta Square, Parramatta Light Rail Scheme and LED Street Lighting Upgrade. Other notable project underspends include 5 Parramatta Square Development (New Council Facilities), Stormwater Drainage Renewal Program, Southern Precinct Renewal Project and 126 Church Street Level 3 Fit Out.

Capital Project Movements

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

Project Description	June YTD Actual	June YTD Forecast	YTD Variance
Sportsground Program	377.8	510.0	132.2
Footpaths Construction Program	1,300.7	1,765.0	464.3
Roads Renewal Program	6,368.2	6,175.0	-193.2
Lennox Bridge Carpark Development	0.0	230.0	230.0
Riverbank Development	0.0	288.1	288.1
189 Macquarie Street, Parramatta	0.0	477.8	477.8
Parramatta Light Rail Scheme	0.0	1,851.5	1,851.5
Bridge assets - safety upgrades	42.3	150.0	107.7
8 Parramatta Square Development	0.0	1,183.5	1,183.5
Parramatta Square Public Domain Development	731.2	1,030.4	299.2
River Cities Renewal Project	387.9	534.5	146.6
Community Buildings Capital Improvement	720.6	382.1	-338.5
IT Works Upgrade Program	0.0	305.0	305.0
Council Plant, Fleet & Other Equipment Replacement Program	4,034.6	4,305.0	270.4
Public Safety CCTV Network	267.1	450.6	183.5
Protecting Dams Capital Works Program	102.0	270.0	168.0
3 Parramatta Square Development	0.0	1,209.2	1,209.2
4 & 6 Parramatta Square Development	0.0	1,405.5	1,405.5
5 Parramatta Square Development - New Council Facilities	6,169.4	8,940.7	2,771.3
Foreshore Stairs	1.5	141.1	139.6
St John's Cathedral Feature Lighting Treatment	39.0	210.0	171.0
"Imagine" Program Connectivity and Access Improvements	-1.5	263.2	264.7
Toongabbie Street Upgrade Wentworth Avenue	277.5	420.0	142.5
Prince Alfred Square Power Upgrade	187.1	442.0	254.9
Stormwater Drainage Renewal Program	3,933.6	4,400.0	466.4
Active Transport Program	1,992.1	2,310.2	318.1
Aquatics & Leisure Facility Business Case	785.6	920.0	134.4
Upgrade to Lawndale Shops, North Rocks	163.6	310.0	146.4
Pitt Row Headmaster's Cottage	0.0	200.0	200.0
Riverside, Events & City Activation Storage Facility	0.0	300.0	300.0

Capital Project Movements (Continued)

Project Description	June YTD Actual	June YTD Forecast	YTD Variance
Digital Activation (LED) of Parramatta Square Hoardings	0.8	200.0	199.2
Southern Precinct Renewal Project	150.3	950.0	799.7
Enhancing Security to Protect Privacy and Tackle Cyber Crime	164.5	486.3	321.8
Outdoor Staff Mobile Technology	112.8	253.2	140.4
LED Street Lighting Upgrade - Phase 2	0.0	1,650.0	1,650.0
George Kendall Reserve Park Upgrade	504.9	384.0	-120.9
Parramatta Square Business Planning for 5PS & Public Domain	767.2	882.1	114.9
Asbestos Remediation Works Program	959.0	2,000.0	1,041.0
126 Church Street Level 3 Fit Out	30.6	580.0	549.4
Aquatic Leisure Centre Parramatta	366.9	736.0	369.1

Operating Project Movements

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

Project Description	June YTD Actual	June YTD Forecast	YTD Variance
Parramatta River Flood Study	921.4	700.0	-221.4
Lennox Bridge Carpark Development	144.4	0.0	-144.4
Riverbank Development	113.1	0.0	-113.1
189 Macquarie Street, Parramatta	460.1	0.0	-460.1
Parramatta Light Rail Scheme	1,459.9	1,851.5	391.6
8 Parramatta Square Development	1,050.8	0.0	-1,050.8
3 Parramatta Square Development	1,104.7	0.0	-1,104.7
4 & 6 Parramatta Square Development	480.7	0.0	-480.7
Better Waste and Recycling Program	229.0	450.0	221.0
Parramatta Ways	280.2	413.8	133.6
NCIF - Transformation Project	577.1	959.3	382.2
ED - Regional Leadership, Advocacy & Governance	211.8	70.6	-141.2
Dence Park Master Plan	0.0	150.0	150.0

Strategic Objective Total Expenditure by Services \$'000

Actuals (2017/18)

Liveable		Leading	
City Operations	37,731	City Strategy & Future City	17,589
Regulatory Unit	9,949	Governance & Risk	2,364
Social & Community Services	22,887	Legal	853
Place	6,902	Councillor Support & CEO Office	4,072
Riverside Theatres	7,140	Project Management Office	724
Total Liveable	84,609	Human Resources	4,315
		Financial Services	14,183
Productive		Information Technology	9,603
Property Development Group	15,658	Customer Contact Centre	2,360
Asset Strategy & Property Management	8,402	City Engagement	2,731
City Economy	1,543	Total Leading	58,794
City Experience	9,375		
City Identity, Experience & Engagement	1,103	Sustainable	
City Identity	2,488	Development & Traffic	12,993
Total Productive	38,569	City Assets & Environment	84,046
		Total Sustainable	97,039
Total			279,011
Depreciation			39,263
Grand Total			318,274

Projects by Strategic Objective

Project Description	June YTD Actual	June YTD Forecast	YTD Variance
LEADING PROJECT PROGRESS			
Capital Projects			
Local Bike Facilities Encouraging Cycling	0.0	25.0	25.0
RTA River Cities PVC Stg 22	171.4	129.2	-42.2
Cycle Route Maintenance to Encouraging Cycling	128.4	125.0	-3.4
Rapid Deployment CCTV Cameras	89.8	100.0	10.2
Parramatta Light Rail Scheme	0.0	1,851.5	1,851.5
River Cities Renewal Project	387.9	534.5	146.6
IT Works Upgrade Program	0.0	305.0	305.0
Public Safety CCTV Network	267.1	450.6	183.5
Pedestrian Bridge Works - Morton/Alfred	431.1	506.3	75.2
City River Program of Works	148.5	231.3	82.8
People Counters Projects	0.0	55.0	55.0
Office IT Assets & Equipment	267.2	267.2	0.0
Flood Information System for Parramatta River	280.2	238.5	-41.7
TM1 Financial and Reporting System	70.2	150.0	79.8
Enhancing Security to Protect Privacy and Tackle Cyber Crime	164.5	486.3	321.8
Outdoor Staff Mobile Technology	112.8	253.2	140.4
LED Street Lighting Upgrade - Phase 2	0.0	1,650.0	1,650.0
Cycleway - Oakes Rd to Lake Parramatta	37.5	37.5	0.0
SCF Cycleway Infrastructure linking Epping with Carlingford	44.9	52.5	7.6
Bear Card Solution	161.9	161.9	0.0
Community Care Online	94.2	62.9	-31.3
Councillor Portal	68.0	20.5	-47.5
ICT Network Upgrade	181.7	250.0	68.3
Kronos Clock Installation	69.8	69.8	0.0
Kofax Digital Scanning	60.0	84.4	24.4
Drupal Enhancement of City of Parramatta Website	99.0	93.0	-6.0
Parramatta Square Business Planning for 5PS & Public Domain	767.2	882.1	114.9
Customer Contact Centre Security Upgrade	6.3	15.8	9.5
WSU Link	15.4	100.0	84.6
Marsden Street Cycleway	48.1	95.0	46.9

Projects by Strategic Objective

Project Description	June YTD Actual	June YTD Forecast	YTD Variance
LEADING PROJECT PROGRESS			
Capital Projects (Continued)			
Escarpment Boardwalk	242.7	150.0	-92.7
Total Capital Projects	4,417.2	9,434.0	5,016.8
Operating Projects			
Floodplain Risk Management Roads	77.0	74.2	-2.8
Accounts Payable	0.0	0.0	0.0
Parramatta Light Rail Scheme	1,459.9	1,851.5	391.6
Improving Water Quality in Parramatta River	0.0	0.0	0.0
3D Model Coordination	176.1	170.1	-6.0
Beat the Heat	117.6	147.0	29.4
City Safe VSS (Video Surveillance System) Operational Budget	486.7	461.1	-25.6
High Visibility Community Policing	135.7	149.5	13.8
CBD Planning Framework Studies	201.1	275.0	73.9
Parramatta Safety Plan - Implementation	23.6	23.6	0.0
Parramatta Ways	280.2	413.8	133.6
Walking Access Study	0.5	0.5	0.0
Integrated Transport Plan	68.9	75.0	6.1
Stronger Communities Fund - Operating	109.5	109.5	0.0
Windows 10/O365	35.5	25.0	-10.5
NCIF - Transformation Project	577.1	959.3	382.2
NCIF - IT Data Migration Project	257.2	273.4	16.2
Planning Framework Harmonization	435.6	437.2	1.6
NCIF - HR Transition	151.9	151.9	0.0
GIS Visual Data and Dashboard	127.3	125.0	-2.3
LED Street Lighting Upgrade - Phase 2	1,650.0	1,650.0	0.0
Light Rail Feasibility Study	1.1	38.9	37.8
Greening the CBD	153.8	150.0	-3.8
Information Hub Phase 3	34.6	11.5	-23.1
Total Operating Projects	6,565.6	7,577.7	1,012.1
TOTAL FOR LEADING	10,982.8	17,011.7	6,028.9

Projects by Strategic Objective

Project Description	June YTD Actual	June YTD Forecast	YTD Variance
LIVEABLE PROJECT PROGRESS			
Capital Projects			
Riverside Theatres Plant, Equipment & Refurbishment	149.7	150.0	0.3
Library Capital Resources	864.8	860.0	-4.8
Council Plant, Fleet & Other Equipment Replacement Program	4,034.6	4,305.0	270.4
Lonely Lane Artwork	118.6	158.7	40.1
Westmead- Strategic Planning & Public Domain Works	177.7	177.7	0.0
Riverside Refurbishment and Upgrades	333.1	300.0	-33.1
Foreshore Stairs	1.5	141.1	139.6
St John's Cathedral Feature Lighting Treatment	39.0	210.0	171.0
"Imagine" Program Connectivity and Access Improvements	-1.5	263.2	264.7
Dundas Station Centre Upgrade	102.6	102.0	-0.6
Harris Park - Station Street East Upgrade	386.6	445.0	58.4
Toongabbie Street Upgrade Wentworth Avenue	277.5	420.0	142.5
Connecting Centres Lake North Parramatta	176.9	176.9	0.0
Prince Alfred Square Power Upgrade	187.1	442.0	254.9
Wentworth Point Library and Community Centre	212.4	250.0	37.6
Upgrade to Lawndale Shops, North Rocks	163.6	310.0	146.4
Upgrade to Carlingford North Shops	582.1	630.0	47.9
Carlingford Masterplan	0.0	80.0	80.0
Bennelong Parkway Pedestrian Refuge	48.2	48.2	0.0
Southern Precinct Renewal Project	150.3	950.0	799.7
Phillip Street Smart Street Design	58.0	150.0	92.0
Implement Sue Savage Park Masterplan	215.7	280.0	64.3
Newington Street Tree Strategy	50.7	75.0	24.3
NCIF - External Signage City Operations	385.5	395.0	9.5
SCF North Rocks Park Master Plan - Capital	224.8	234.3	9.5
SCF Newington Dog Park	473.2	500.0	26.8
Centenary Square Review	54.0	147.5	93.5
SCF Eastern River Foreshore Transformation	136.5	96.3	-40.2
SCF All Access Toilet at Ollie Webb Reserve, Parramatta	15.0	0.0	-15.0
SCF Wallawa Reserve Upgrade, Meehan Street, Granville	18.7	18.8	0.1

Projects by Strategic Objective

Project Description	June YTD Actual	June YTD Forecast	YTD Variance
LIVEABLE PROJECT PROGRESS			
Capital Projects (Continued)			
SCF Sommerville Park Upgrade, Eastwood	102.5	105.0	2.5
Community Garden at Bruce Miller Reserve	70.1	67.6	-2.5
George Kendall Reserve Park Upgrade	504.9	384.0	-120.9
Erby Place Pocket Park Lighting Upgrade	27.2	27.2	0.0
Lighting Under the Bridge	128.2	132.0	3.8
Hospital Farm Reserve Public Easement	28.1	35.0	6.9
Victoria and Park Road Shops Minor Upgrade	69.5	150.0	80.5
Oatlands Connecting Centres	32.7	27.4	-5.3
Tintern Avenue Shops Upgrade	22.5	22.5	0.0
Yates Avenue Shops Precinct upgrade	30.0	30.0	0.0
Epping Town Centre Improvement	31.2	30.0	-1.2
Carmen Drive Shops Minor Upgrade	13.1	14.0	0.9
Picasso Shops Minor Upgrade	36.5	40.0	3.5
Station Road Shops Upgrade	22.5	22.5	0.0
Windsor Road Shops Minor Upgrade	45.9	60.0	14.1
Constitution Hills Shops Upgrade	15.0	15.0	0.0
Newington Central Precinct Upgrade	126.1	109.3	-16.8
Rebecca Parade Shops Minor Upgrade	7.5	7.5	0.0
Total Capital Projects	10,955.1	13,595.7	2,640.6

Projects by Strategic Objective

Project Description	June YTD Actual	June YTD Forecast	YTD Variance
LIVEABLE PROJECT PROGRESS			
Operating Projects			
Healthy and Active Communities Program	12.8	50.0	37.2
Aquatic Playground Maintenance	139.1	160.0	20.9
Catchment Management Program of Environmental Audit & Building	26.7	50.0	23.3
ParraPets Matter	0.0	27.3	27.3
Church Street Frontage Improvement Program	0.0	60.0	60.0
Temporary Relocation of Parramatta Pools	1,483.0	1,500.0	17.0
NCIF - Place	75.5	76.0	0.5
Hill Road Masterplan	5.8	100.0	94.2
Rydalmere Park Masterplan	140.3	200.0	59.7
SCF Mobile Active Health	140.4	147.0	6.6
SCF Wentworthville Early Childhood Development Initiative	30.9	36.7	5.8
Dence Park Master Plan	0.0	150.0	150.0
Total Operating Projects	2,054.5	2,564.3	509.8
TOTAL FOR LIVEABLE	13,009.6	16,160.0	3,150.4

Projects by Strategic Objective

Project Description	June YTD Actual	June YTD Forecast	YTD Variance
PRODUCTIVE PROJECT PROGRESS			
Capital Projects			
Heritage Centre Core Exhibition Renovations	6.8	12.0	5.2
Lennox Bridge Carpark Development	0.0	230.0	230.0
Riverbank Development	0.0	288.1	288.1
189 Macquarie Street, Parramatta	0.0	477.8	477.8
Church Street Office Fit out (60 desks)	549.6	548.2	-1.4
8 Parramatta Square Development	0.0	1,183.5	1,183.5
Parramatta Square Public Domain Development	731.2	1,030.4	299.2
Demolition Works in Parramatta & Telopea	25.1	72.5	47.4
Community Buildings Capital Improvement	720.6	382.1	-338.5
Libraries Capital Renewal	105.0	102.3	-2.7
Child Care Centres Capital Renewal	354.9	312.5	-42.4
3 Parramatta Square Development	0.0	1,209.2	1,209.2
4 & 6 Parramatta Square Development	0.0	1,405.5	1,405.5
38 - 40 Marion Street Parramatta Development	0.0	33.3	33.3
Parramatta Town Hall Capital Renewal Program	0.0	15.2	15.2
Multi-level Car Parks Capital Renewal Program	626.4	531.3	-95.1
Hambledon Cottage Renewal Program	37.9	35.0	-2.9
5 Parramatta Square Development - New Council Facilities	6,169.4	8,940.7	2,771.3
Riverside Theatres Building Renewal Program	292.5	265.2	-27.3
Governor Phillip Commemorative Public Art Project	0.5	50.0	49.5

Projects by Strategic Objective

Project Description	June YTD Actual	June YTD Forecast	YTD Variance
PRODUCTIVE PROJECT PROGRESS			
Capital Projects (Continued)			
Public Art Project	9.6	12.0	2.4
Horwood Place Redevelopment	0.2	28.9	28.7
1 Parramatta Square (Retail 6)	1,587.0	1,612.0	25.0
Eat Street Carpark Development	0.2	14.5	14.3
Fennell Street Car Park Development	15.2	26.0	10.8
Finalise Construction of new Preschool in North Rocks Park,	1,591.0	1,581.5	-9.5
Removal and Storage of Tom Thompson Public Mural	0.0	23.7	23.7
Aquatics & Leisure Facility Business Case	785.6	920.0	134.4
Pitt Row Headmaster's Cottage	0.0	200.0	200.0
Riverside, Events & City Activation Storage Facility	0.0	300.0	300.0
Digital Activation (LED) of Parramatta Square Hoardings	0.8	200.0	199.2
SCF Parramatta Artist Studio – Satellite Studios Fit Out	0.3	10.0	9.7
126 Church Street Level 3 Fit Out	30.6	580.0	549.4
Aquatic Leisure Centre Parramatta	366.9	736.0	369.1
126 Church Street Level 12 Fit Out	86.5	0.0	-86.5
Total Capital Projects	14,100.7	23,377.9	9,277.2

Projects by Strategic Objective

Project Description	June YTD Actual	June YTD Forecast	YTD Variance
PRODUCTIVE PROJECT PROGRESS			
Operating Projects			
Fair Value Assets and Condition Assessments	39.0	131.3	92.3
Parramasala- PCC funding	200.0	200.0	0.0
Lennox Bridge Carpark Development	144.4	0.0	-144.4
Riverbank Development	113.1	0.0	-113.1
40-48 Cowper Street, Granville	10.2	0.0	-10.2
189 Macquarie Street, Parramatta	460.1	0.0	-460.1
8 Parramatta Square Development	1,050.8	0.0	-1,050.8
3 Parramatta Square Development	1,104.7	0.0	-1,104.7
4 & 6 Parramatta Square Development	480.7	0.0	-480.7
38 - 40 Marion Street Parramatta Development	24.8	0.0	-24.8
Sydney Writers Festival	30.0	0.0	-30.0
Removal and Storage of Tom Thompson Public Mural	20.0	0.0	-20.0
NCIF - External Signage City Visual Identity	19.8	70.0	50.2
NCIF - Asset Audit & Data Transition	84.2	84.3	0.1
Brand	117.4	103.3	-14.1
Buildings Hazardous Materials Management	75.7	40.0	-35.7
ED - Branding and Communications	109.3	140.4	31.1
ED - Business Attraction and Industry Development	84.7	132.0	47.3
ED - City Culture and Liveability	76.6	113.7	37.1
ED - Infrastructure	35.1	42.5	7.4
ED - Regional Leadership, Advocacy & Governance	211.8	70.6	-141.2
ED - Research	83.5	65.5	-18.0
ED - Workforce and Skills	111.4	94.5	-16.9
SCF Parramatta Artist Studio – Satellite Studios	73.0	80.0	7.0
Total Operating Projects	4,761.9	1,368.1	-3,393.8
TOTAL FOR PRODUCTIVE	18,862.6	24,746.0	5,883.4

Projects by Strategic Objective

Project Description	June YTD Actual	June YTD Forecast	YTD Variance
SUSTAINABLE PROJECT PROGRESS			
Capital Projects			
Cemeteries and Memorials Program	43.9	44.0	0.1
Pavilion Program	123.1	150.0	26.9
Sportsground Program	377.8	510.0	132.2
Playground Replacement Program	516.7	520.0	3.3
Parks Program	399.1	416.5	17.4
Public Trees Program	384.6	380.0	-4.6
Walking Track Construction	146.1	170.0	23.9
Restoration of Natural Areas	719.5	720.0	0.5
Drainage Improvements in Growth Areas S94A Program	37.1	50.0	12.9
Waterways Restoration	560.1	560.0	-0.1
Flood Mitigation Program	349.3	350.0	0.7
Kerb & Gutter Renewal Program	1,329.9	1,330.0	0.1
Drainage Construction Program	598.2	600.0	1.8
Footpaths Construction Program	1,300.7	1,765.0	464.3
Roads Renewal Program	6,368.2	6,175.0	-193.2
Sustainable Water Program	71.2	80.0	8.8
Improving Water Quality in Parramatta Waterways	400.0	400.0	0.0
Public Domain Lighting	9.6	100.0	90.4
Bridge assets - safety upgrades	42.3	150.0	107.7
Bridge Upgrades & Renewal Program	174.3	250.0	75.7
Additional Roads, Kerb & Gutter Maintenance	3,816.6	3,800.0	-16.6
Nursery Management for Bushland Plants & Landscaping Works	148.6	170.0	21.4
Protecting Dams Capital Works Program	102.0	270.0	168.0
Barrack Lane, Parramatta	75.0	150.0	75.0
Barrack Lane Shared Zone Design	17.0	17.0	0.0
Parks Stormwater Reuse Program	40.2	75.0	34.8
Lake Parramatta Improvement Works	190.1	190.1	0.0
Supply and Installation of Street Furniture	75.7	110.0	34.3
Civil Construction Program	630.6	550.0	-80.6
Roads to Recovery Program	1,454.5	1,441.6	-12.9

Projects by Strategic Objective

Project Description	June YTD Actual	June YTD Forecast	YTD Variance
SUSTAINABLE PROJECT PROGRESS			
Capital Projects (Continued)			
Robin Thomas Reserve Masterplan Works	7.5	7.5	0.0
Mobile Garbage Bin Roll Program	259.5	250.1	-9.4
Installation of Rooftop Solar Panels on City Assets Program	94.7	100.0	5.3
Robotic Equipment to Assist with Surveying	32.8	32.8	0.0
Footpath Renewal Program	1,654.2	1,600.0	-54.2
Stormwater Drainage Renewal Program	3,933.6	4,400.0	466.4
Active Transport Program	1,992.1	2,310.2	318.1
Cowper & Parkes St Intersection (ex Black Spot)	71.0	102.8	31.8
Major Drainage Construction at Lyndelle Place, Carlingford	102.4	102.4	0.0
West Epping Park - Major Redevelopment	6,642.4	6,682.8	40.4
Peggy Womersley Reserve - to Pavilion Upgrade	20.5	20.5	0.0
Former Hills Area Traffic Improvements	52.5	80.0	27.5
Hills Area Road Renewal Works	703.9	690.0	-13.9
SCF Playground Upgrade- Lynbrae Ave Park	77.7	120.0	42.3
SCF Playground Upgrades - Pembroke St Reserve	18.0	20.0	2.0
SCF Playground Upgrades - Irving St Reserve	126.4	120.0	-6.4
SCF Playground Upgrades - GKR District Playground	22.5	22.5	0.0
SCF Playground Upgrades - Pinetree Dr Reserve	91.8	120.0	28.2
SCF Playground Upgrades - Blankers Koen Park	9.1	20.0	10.9
SCF Playground Upgrades - Forest Park	18.0	60.0	42.0
SCF Playground Upgrades - Rainbow Farm Reserve	18.0	60.0	42.0
SCF Playground Upgrades - Hunts Creek Reserve	18.0	60.0	42.0
SCF Walking Track to Hunts Creek Waterfall, Carlingford	47.6	75.0	27.4
SCF Sporting Amenity Building at West Epping Park	11.5	11.5	0.0
Murray Farm Reserve Park Improvements	76.4	120.5	44.1
Metro Greenspace Sue Savage (Toongabbie Crossing)	19.9	20.0	0.1
Ventura Fire Trail Upgrade	25.9	0.0	-25.9
Asbestos Remediation Works Program	959.0	2,000.0	1,041.0
Total Capital Projects	37,608.9	40,702.8	3,093.9

Projects by Strategic Objective

Project Description	June YTD Actual	June YTD Forecast	YTD Variance
SUSTAINABLE PROJECT PROGRESS			
Operating Projects			
Bushland Resources Management	695.4	700.0	4.6
Parramatta River Flood Study	921.4	700.0	-221.4
Protection of Aboriginal Heritage & Cultural Sites	30.0	30.0	0.0
Waterways Litter Removal	84.6	85.0	0.4
Environmental Education Program to Encourage Sustainability	58.0	61.5	3.5
Waterways and Bushland Rehabilitation Fauna Study	74.9	75.0	0.1
Threatened Species Management	50.1	50.0	-0.1
Contaminated Land Management in Public Parks and Land	535.4	550.0	14.6
Lake Parramatta Dam	14.2	77.0	62.8
Better Waste and Recycling Program	229.0	450.0	221.0
Parra River Catchment Group Management	257.3	305.2	47.9
PRCG Landcare Coordinator Grant	55.8	52.4	-3.4
River Aware Program	4.2	8.9	4.7
NCIF - Domestic Waste	89.2	89.0	-0.2
SCF Terrys Creek Rehabilitation - Maintenance	60.0	60.0	0.0
LLS Loyalty Road Dam	50.0	50.0	0.0
Total Operating Projects	3,209.5	3,344.0	134.5
TOTAL FOR SUSTAINABLE			
	40,818.4	44,046.8	3,228.4

Reserve Balance Summary

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

Description	Opening Balance 1/07/2017	Transfers to	Transfers from	Closing Balance 30/06/2018
External Restrictions - Included in Liabilities				
Specific Purpose Unexpended Loans-General	0	-	-	0
External Restrictions - Included in Liabilities	0	-	-	0
External Restrictions - Other				
Developer Contributions - General	88,647	34,424	(4,789)	118,283
Specific Purpose Unexpended Grants	23,223	22,571	(17,324)	28,470
Domestic Waste Management	16,910	6,148	(3,074)	19,985
Open Space Special Rate	1,372	2,276	(3,075)	572
Stormwater Levy	1,544	1,682	(1,450)	1,777
Economic Development Special Rate	777	933	(712)	998
Suburban Infrastructure Special Rate	124	1,461	(1,557)	28
CBD Infrastructure Special Rate	4,463	2,187	(564)	6,086
Infrastructure Special Rate - Former Holroyd	64	69	-	132
Catchment Remediation Special Rate	506	520	-	1,026
Harris Park Special Rate	302	115	-	416
External Restrictions - Other	137,932	72,387	(32,546)	177,773
Total External Restrictions	137,932	72,387	(32,546)	177,773
Internal Restrictions				
Employees Leave Entitlement	5,499	-	-	5,499
Council Election	800	200	(800)	200
Parking Meters	1,357	3,804	(4,139)	1,022
Special Ward Works Reserves	3,291	-	(253)	3,039
Asset Renewal Reserve	7,221	3,000	(9,524)	696
Property & Significant Asset Reserves #	36,204	85,497	(21,964)	99,737
Total Internal Restrictions	54,372	92,501	(36,680)	110,193
# Includes Bartlett Park Reserves				

RESPONSIBLE ACCOUNTING OFFICERS REPORT

Responsible Accounting Officer's Statement Quarterly Budget Review

For the period 1 April 2018 to 30 June 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 30/06/2018 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

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