



ANNUAL REPORT  
2020/21



**CONTACT US**

**Address:** 126 Church St, Parramatta  
PO Box 32, Parramatta NSW 2124

**Phone:** 1300 617 058 | **Facsimile:** 9806 5917

**Email:** [council@cityofparramatta.nsw.gov.au](mailto:council@cityofparramatta.nsw.gov.au)

**Web:** [cityofparramatta.nsw.gov.au](http://cityofparramatta.nsw.gov.au)

To contact the Lord Mayor follow the link at  
[cityofparramatta.nsw.gov.au](http://cityofparramatta.nsw.gov.au)

**Resilience through community**



## TRANSLATIONS AND ACCESSIBILITY

## ARABIC

إذا كنت بحاجة للمساعدة في ترجمة هذه النشرة، اتصل بـ TIS على الرقم 131 450 واطلب منهم الاتصال نيابة عنك بخدمة زبائن باراماتا على الرقم 9806 5050 من الإثنين إلى الجمعة بين الساعة 8:30 صباحاً و 5:00 مساءً.

## HINDI

यदि आपको यह सूचना-पत्र समझने में सहायता चाहिए तो कृपया TIS को 131 450 पर फ़ोन करें और उनसे कहें कि आपकी तरफ़ से पैरामाटा कस्टमर सर्विस को 9806 5050 पर फ़ोन करें। यह सेवा सोमवार से शुक्रवार, सुबह 8.30 बजे से शाम 5.00 तक उपलब्ध है।

## CHINESE

如果你需要翻译协助阅读这份新闻简报，请联系 TIS，电话 131 450，要求他们代表你接通巴拉玛打市议会顾客服务处，电话 9806 5050。顾客服务处的工作时间是每星期一至星期五，上午8:30至下午5:00。

## KOREAN

본 소식지와 관련해 통역 지원이 필요하신 경우, TIS (131 450)에 전화하여 Parramatta Customer Service (9806 5050)를 연결해 달라고 요청하시면 됩니다. 업무시간은 월요일에서 금요일, 오전 8시 30분부터 오후 5시까지입니다.



For non-English speakers, phone interpretation services are available by TIS National on 131 450

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## RECOGNITION OF THE DHARUG PEOPLES

We respectfully acknowledge the Traditional Owners and custodians of the land and waters of Parramatta, the Dharug peoples.



## Recognition of the

# Dharug peoples

We respectfully acknowledge the Traditional Owners and custodians of the land and waters of Parramatta, the Dharug peoples.

Nunanglanungdyu baramada gulbanga mawa naa Baramadagal dharug ngurrawa badura baramada dharug yura

City of Parramatta recognises the Dharug peoples as traditional owners, peoples of the oldest continuous living culture in the world.

For more than 60,000 years, Parramatta has been home to the Dharug peoples, the traditional custodians of the land we call the City of Parramatta today. The Dharug peoples have cared for and nurtured the habitat, land, and waters for thousands of generations, and maintain an ongoing connection to Parramatta and its surrounding areas. A modern society and global city can learn from the resilience and community spirit of First Nations to ensure a sustainable City for all.

Parramatta has always been an important meeting place for First Nations, particularly the Parramatta River, which has provided life and vitality since the beginning of time (The Dreaming). The name Parramatta is a derivation of the word Burramatta or "place where the eels lie down" (breeding location for eels within the Parramatta River).

Parramatta Square has also always been a meeting place for Dharug clans, for other First Nations peoples and for the waves of migrants who have come to call Parramatta home.

City of Parramatta recognises the significance of this area for all First Nations peoples as a site of early contact between Indigenous Australians and European Colonists, and Parramatta remains an important meeting place for Indigenous Australians.

First Nations peoples continue to play a vital role in the ecological, economic, and social and cultural life of Parramatta, while maintaining a distinct culture built on the principles of Caring for Country, the primacy of family, and the dignity and governance of Elders.

At City of Parramatta, we imagine a future where the cultures, histories and rights of all First Nations are understood, recognised, and respected by all Australians. The City of Parramatta is committed to playing an active role in making this future a reality.

Since the implementation of Council's Stretch Reconciliation Action Plan (RAP) we have continued our support of the Dharug and broader First Nations community. Over 2020/21 Council has continued its development and progression of major outcomes from the RAP including cultural infrastructure, public art, and interpretation in Parramatta Square and in the public domain throughout the LGA. This has also included usage of Dharug language with permission and protocol, in a major signage project that incorporates Dharug and First Nations perspectives in sustainable place-making.

Council also provided vital support to First Nations community during the global pandemic which enabled the continuation of important language programs and had important social connection outcomes.

We have also established a partnership with the Western Sydney Wanderers Football Club Foundation to increase First Nations children and young people's participation in sport and commenced meaningful dialogue with our First Nations community on the direction of Council including in short-term and long-term processes outlined in the Community Strategic Plan.

Parramatta is proud to acknowledge the ongoing stewardship of Country by First Nations and is committed to the healing and reconciliation and to ensuring Parramatta remains a place of choice to work and play for First Nation peoples.

[cityofparramatta.nsw.gov.au](http://cityofparramatta.nsw.gov.au)



Purpose of the

# Annual Report

The City of Parramatta is proud to present our Annual Report for the financial year to 30 June 2021.

This report outlines the City of Parramatta's financial and operational performance for the year against the key strategic priorities of our Community Strategic Plan 2018-2038, our Delivery Program 2018-2021, and our Operational Plan & Budget 2020-2021.

City of Parramatta Council goes beyond its statutory requirements to produce a report that is comprehensive and engaging, encompassing a wide range of activities undertaken and services delivered to the community. This report details the challenges faced and achievements made over the past year – providing an open and honest account of our performance and financial position to our stakeholders.

This information is for City of Parramatta residents and ratepayers, local business owners, potential investors, community groups, government agencies and funding bodies, as well as current and potential staff.

This report also informs and engages our staff with information on how we have performed throughout the year and how their efforts have contributed to achieving our vision.

## The objectives of the Annual Report are to:

- Communicate our vision and commitments to the community
- Report on our performance in delivering the key strategic priorities and other key achievements
- Demonstrate our ability to lead with confidence and deliver on our promises
- Promote the City of Parramatta and the City of Parramatta Council to potential investors to encourage economic development
- Build confidence and satisfaction in the partnerships that are being created with community groups, local authorities, and industry leaders through key projects
- Recognise the significant achievements of our staff
- Promote our Council as an employer of choice to job candidates.



## How to read the Annual Report

This report has three main sections, supported by two appendices.



# 1

### About City of Parramatta

Key facts about our city



# 2

### Community Report Card

What we have done this year



# 3

### Statutory Reporting

Statutory requirements in accordance with the Local Government Act 1993 and Local Government Regulation (2005)



# 4

### Appendices

**Appendix 1:** General Purpose Financial Statements 2020/21

**Appendix 2:** Community Strategic Plan End of Term Report 2018-21

**Key terms and acronyms** are explained as they are introduced. Tables throughout the report use notations as follows:

<b>\$m</b>	million dollars	<b>IP&amp;R</b>	Integrated Planning and Reporting
<b>\$b</b>	billion (thousand million) dollars	<b>IPWEA</b>	Institute of Public Works Engineering Australasia NSW & ACT
<b>5/7PS</b>	5 & 7 Parramatta Square	<b>km</b>	kilometre
<b>ADF</b>	Australian Defense Force	<b>km/h</b>	kilometre per hour
<b>AICD</b>	Australian Institute of Company Directors	<b>LGA</b>	Local Government Area
<b>ANZAC</b>	Australia and New Zealand Army Corps	<b>LPP</b>	Local Planning Panel
<b>ATSI</b>	Aboriginal and Torres Strait Islander	<b>MPAC</b>	Major Projects Advisory Committee
<b>ARIC</b>	Audit, Risk, and Improvement Committee	<b>MOU</b>	Memorandum of Understanding
<b>BCP</b>	Business Continuity Plan	<b>MOW</b>	Meals on Wheels
<b>BNP</b>	Better Neighbourhoods Program	<b>n/a</b>	not applicable
<b>CALD</b>	Culturally and linguistically diverse	<b>NDIS</b>	National Disability Insurance Scheme
<b>CBD</b>	Central Business District	<b>NOgIN</b>	Neuro Oncology Information Network
<b>CEDA</b>	Committee for Economic Development Australia	<b>PAS</b>	Parramatta Artist Studios
<b>CEO</b>	Chief Executive Officer	<b>PID</b>	Public Interest Disclosure
<b>CoP</b>	City of Parramatta Council	<b>PLPP</b>	Parramatta Local Planning Panel
<b>DA</b>	Development Application	<b>PLR</b>	Parramatta Light Rail
<b>DIAP</b>	Disability Inclusion Action Plan	<b>PPA</b>	Power Purchasing Agreement
<b>DPIE</b>	Department of Planning, Industry and Environment	<b>PS</b>	Parramatta Square
<b>EEO</b>	Equal Employment Opportunities	<b>Q&amp;A</b>	Questions and answers
<b>ERM</b>	Enterprise Risk Management	<b>RAP</b>	Reconciliation Action Plan
<b>ET</b>	Executive Team	<b>RMS</b>	Roads & Maritime Services
<b>GIPA</b>	Government Information Public Access	<b>RSL</b>	Returned Services League
<b>GPOP</b>	Greater Parramatta to the Olympic Peninsula	<b>RTAB</b>	Riverside Theatres Advisory Board
<b>HSC</b>	Higher School Certificate	<b>SSPF</b>	Socially Sustainable Parramatta Framework
<b>ICT</b>	Information Communication and Technology	<b>TEAG</b>	Traffic Engineering Advisory Group
<b>IHAP</b>	Independent Hearing and Assessment Panel	<b>UK</b>	United Kingdom
<b>IOSS</b>	Internal Ombudsman Shared Service	<b>WHS</b>	Work Health and Safety

Message from the

# Lord Mayor

As at 30 June 2021

On behalf of the Councillors and staff, I am pleased to present the City of Parramatta Council's Annual Report 2020-2021.



The achievements contained within this report are the result of the efforts of Councillors and staff in partnership with other levels of government, local service providers, businesses, and the community.

This has been a very difficult time for the Parramatta community as we felt the impacts of the COVID-19 pandemic. As the pandemic evolved, so too did Council's response with the continued rollout of our \$3 million COVID-19 Relief and Recovery Package providing immediate financial relief as well as long-term benefits to thousands of people.

Initiatives included parking concessions, rates and rent relief, outdoor dining fee waivers and opening Council facilities to community organisations that provided essential services, as well as offering services, programs, and resources online. This support has helped keep people in jobs, businesses operating, our City clean, our cultural life thriving and some of our most vulnerable safe.



## \$3 million

COVID-19 Relief and Recovery Package



## \$88.6 million

aquatic and leisure centre in progress

Council's long-term vision for a flagship community, cultural and civic building is coming to life as construction of 5 Parramatta Square commenced. Parramatta Square will also be home to two new public artworks that tell the story of Parramatta, from our Indigenous foundations to our sporting culture, and will become iconic landmarks of this great City.

Construction of Parramatta's new \$88.6 million aquatic and leisure centre is also underway, and once completed it will be a place our community can enjoy for years to come, from training, competition or fun with friends and family.

City of Parramatta's bold vision to grow the shape and size of its CBD is closer to becoming a reality after Council endorsed an ambitious plan to revitalise the Central River City. First proposed in 2013, the Parramatta CBD Planning Proposal will see the boundaries of the Parramatta CBD expanded and the heights of buildings soar to cater for the estimated 46,000 new jobs and 14,000 new dwellings over the next 40 years.

Council has taken the next step towards becoming a thriving 24-hour destination with the launch of our Night-time Economy Activation Grants and our live music trial to revolutionise Parramatta's outdoor dining scene. We also welcomed the announcement of the NSW Government's 24-hour Economy Commissioner, and the benefits this will bring for our own night-time offerings.

Planning for Alfred Street Bridge, Australia's first true diagonal arch bridge, is progressing with Council securing funding from the NSW Government to construct the new pedestrian and cyclist connection. Once built it will provide a safe, convenient, and scenic walking and cycling link across the Parramatta River.



## 46,000

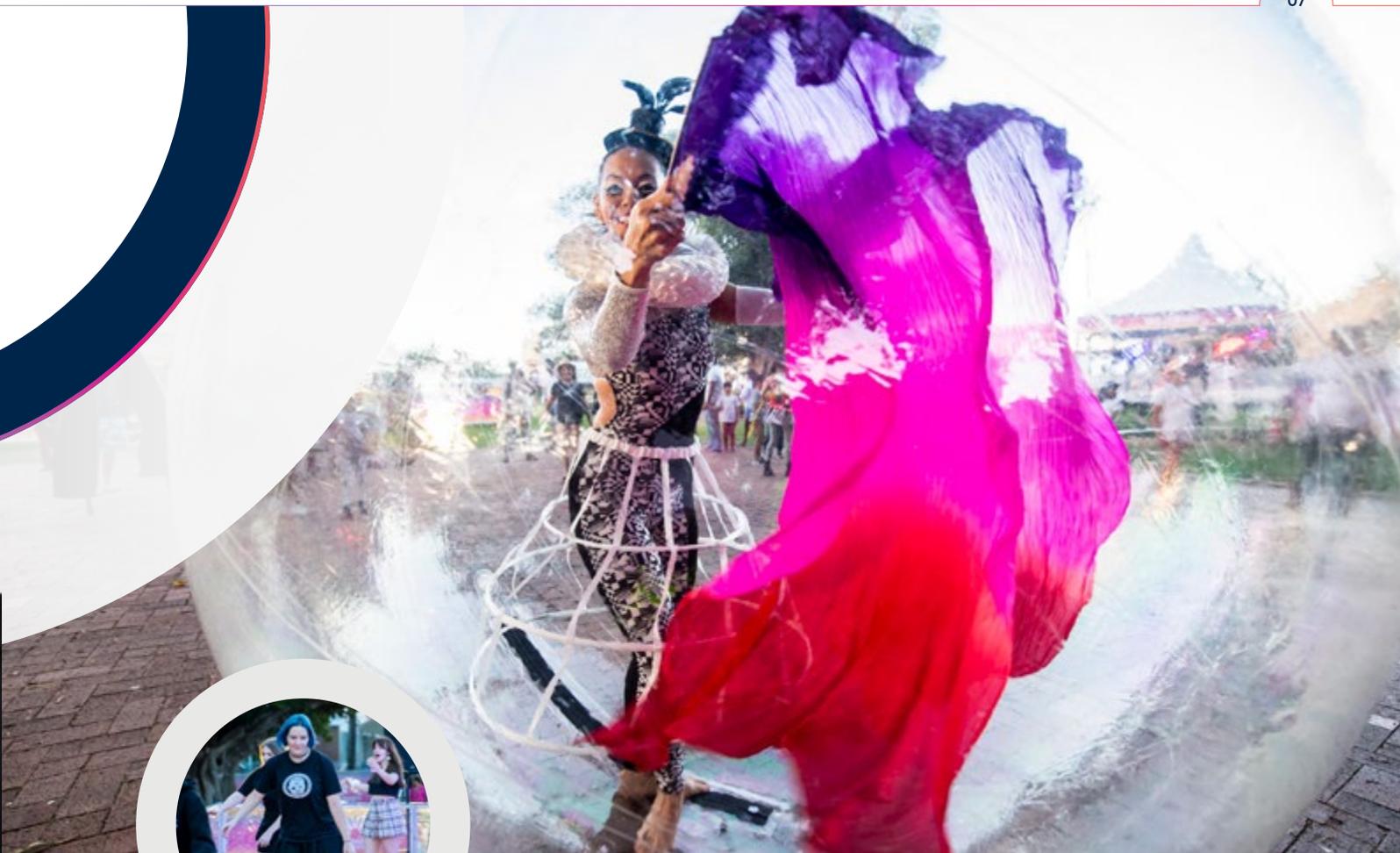
new jobs



## 14,000

new dwellings

OVER THE NEXT 40 YEARS



Council continued to deliver world-class events, online and in person in line with public health advice, including transforming outdoor spaces for Parramatta Nights, which featured live music acts, an open-air cinema, and outdoor roller-skating rink. Our annual Warami Festival celebrated the City's rich First Nations histories and culture with music, dance, talks and tours.

Families have new spaces to enjoy the outdoors with playground and park upgrades delivered across the City including at Goodin Road, Winston Hills; Gallery Gardens, Old Toongabbie; and the new safari-themed playground and park upgrades at John Wearn Reserve, Carlingford. Council celebrated a number of these upgrades with our community through a series of popular outdoor cinema nights.

Planning for Council's Heart of Play masterplan is progressing, with the community providing comment on this exciting proposal to connect seven parks and reserves via pedestrian and cycleway links to create a 30-hectare outdoor sporting and recreation network in North Parramatta to serve as the local community's 'shared backyard'.

The Escarpment Boardwalk, the final link in the popular Parramatta Valley Cycleway, is now open to the public connecting Parramatta Park to Melrose Park and Sydney Olympic Park via a completely off-road walking and cycling path along the Parramatta River.

Boronia Grove Community Centre is open in the heart of Epping, made possible with the help of the NSW Government. It includes meeting rooms for the community to hire, adding to the vibrancy of Epping and will soon include a new café.

With Light Rail construction underway in our City, Council has been liaising with Transport for NSW to minimise the impacts of its construction and advocating for support for local businesses. Council also continues to advocate for improved infrastructure and transport services across the City, including Sydney Metro West, and it welcomes the NSW Government's commitment to Parramatta Light Rail Stage 2.

Council continues to advocate for the renewal of key precincts, including Camellia as a key job, housing, and transport hub to support the rapid growth of the region. Westmead continues to transform, and Council has called on the NSW Government for a 'Precinct Deal' to ensure it reaches its full potential as a world-leading innovation, health, and education centre.

Council thanks the NSW Government for its ongoing commitment to delivering the Powerhouse Parramatta, a once-in-a-lifetime project that will shine a spotlight on our City and educate and inspire for generations to come.

City of Parramatta is championing an innovative proposal to expand the Parramatta Justice Precinct, bringing more than 2,200 legal jobs to the City, and boosting the local economy by \$350 million a year. Under the proposal the expanded precinct would include a permanent Supreme Court circuit, a new law school, and a legal start-up hub.

On behalf of the Councillors and staff of the City of Parramatta, I wish to thank all those who have contributed to our achievements and for their ongoing commitment to the City of Parramatta.

**Clr Bob**  
Lord Mayor



## Message from the CEO

We've worked hard this past year to build on our solid foundations and cement Parramatta as the dynamic River City and economic powerhouse at the centre of global Sydney.



This Annual Report 2020/21 highlights our key achievements over the past 12 months. Our Operational Plan and Budget 2020/21 has put us in a strong position to further capitalise on our City's transformation.

Undoubtedly, this year has presented significant challenges for all of us – not just in the City of Parramatta, but across the world. I'm proud to say that we've done our best to navigate the most complex of circumstances to deliver for our community. The City of Parramatta has continued to provide our residents and businesses with quality services and support while pushing ahead with key infrastructure projects.

We implemented our \$3 million COVID-19 Relief and Recovery Package, with a suite of measures including rates and rent relief, parking concessions, licence and fee waivers. We kept our parks open and lights on to help our people during stay-at-home orders.

Council was quick to adapt to changing circumstances, moving many of our services online including Riverside Theatre productions, Active Parramatta classes and our library offerings such as Story Time and English classes.

We further cemented Parramatta as Sydney's Central River City by forming two new strategic alliances. These alliances bring some of our most influential stakeholders together to collaborate and deliver unique opportunities for our City.



Our City boasts an education sector that is already worth

**\$1.6 billion**

Council's ground-breaking EducateAT Parramatta Alliance unites Western Sydney University, University of Sydney, UNSW Sydney, University of New England, Swinburne University of Technology, and the Western Sydney Local Health District with the goal of positioning Parramatta as the best city in Australia for study and research.

Our City boasts an education sector that is already worth \$1.6 billion, but through this partnership program we hope to transform Parramatta into a globally recognised hub that provides academic and career opportunities for the people of Western Sydney.

Moreover, the Parramatta Square Precinct Alliance brings together the precinct's landowners and occupants to ensure the \$2.7 billion world-class commercial and recreational domain is a welcoming, safe, and seamless space.



**\$2.7 billion**

world-class commercial and recreational centre in the heart of the Parramatta CBD, is currently taking shape

Despite this financial year being one of the most challenging for Council, it was a year full of milestones. Construction began on two City-changing projects – our new aquatic and leisure centre and 5 Parramatta Square, our new civic, cultural and community hub – as the ribbon was cut on key infrastructure, including the Escarpment Boardwalk and several new parks, playgrounds and neighbourhood projects.

I'm proud of the progress we've made – especially with the additional pressures of COVID-19. Together with many partners, we've been able to achieve great outcomes for our City. I would like to sincerely thank the Lord Mayor, Councillors, Executive Team and our partners for their tireless dedication and commitment to our community. Also, I would like to thank our incredibly passionate and enthusiastic staff for all they do.

To our community, your resilience through this unprecedented time has been second to none. Thank you for your continuing support.

**Brett Newman**  
Chief Executive Officer

City of Parramatta's response to

# COVID-19

We have heard the term 'unprecedented' a great deal and not without reason. The pandemic has continued testing us in many ways. Council remains focused on supporting our communities in safe and effective ways, developing innovating responses to the restrictions and everchanging circumstances.

Since March 2020, Australia has risen to the challenges presented by the one in a hundred-year pandemic, COVID-19. Council was quick to respond to the impacts felt by our community and businesses and remained committed to supporting our residents, students, visitors, and workers as the pandemic evolved.

Throughout COVID-19, Council continues to play a role through delivery of initiatives to bolster the resilience of our community and local economy.

Council implemented its \$3million COVID-19 Relief Package with 40 initiatives focused on financial relief, jobs and investment, health and wellbeing, support for vulnerable people and rapid community and economy recovery. These initiatives included:

- Three grant programs, with a total value over \$680,000 supported applicants adversely impacted by COVID-19, including:
  - Small Business Grants funding 83 local businesses with a total program value of \$150,000.
  - Community Resilience Grants funding 36 not for profits and social enterprises with a program value of \$381,000.
  - Creative Economy Grants funding 12 local cultural and creative organisations with a program value of \$150,000.
- Surveys conducted between August and December 2020 to understand how the pandemic is impacting our residents, and use this information to ensure that Council's services, programs, and policies continue to meet the needs of the community.
- Waivers on late rate payments, rents, license and hire fees of Council properties
- Increase in cleaning and disinfecting services of busy public spaces and facilities
- Parking strategies to support takeaway services, and provide grace periods and cautions
- Pivoting popular events program online such as Parramatta Lanes
- Live music programs to support the delivery of the City's summer season of events

Council continues to proactively monitor the impact of COVID-19 for our City and will respond with new initiatives or modify current programs and services as needed. We are committed to working in partnership to build back better, learning from the innovations and significant improvements made in this time, as well as taking steps to build a more resilient City of Parramatta for people and business.

Actions and progress on Council's COVID-19 Relief Package are detailed on the following pages.



● Completed ● Progressing – On Track

ACTION	DESCRIPTION	STATUS
Rates Hardship Policy – Interest Waiver	The Council will waive interest on late payments for Council Rates, where ratepayers satisfy the hardship criteria (as set out in the Rates Hardship Policy).	●
Rates Hardship Policy – Payment Plans for financial difficulties	The Council will put in place payment plans for late payments for Council Rates, where ratepayers are suffering financial hardship and satisfy the hardship criteria (as set out in the Rates Hardship Policy).	●
7 Day Payment of Goods	The Council will seek to pay all local small and medium suppliers of goods within 7 days.	●
Support restaurants/ takeaway businesses	Non-enforcement of takeaway conditions to allow restaurants to undertake a takeaway service.	●
Waiver of License and Hire Fees	The Council will waive pre-paid and ongoing licence fees and hire fees. Council will temporarily remove the prohibition of live music ("loudspeaker equipment") from the Outdoor Dining Policy between 1 November 2020 and 31 March 2021. Council will pilot a live music program to be undertaken within outdoor dining areas, under a set criterion (regarding music styles, hours of operation).	●
On Street Parking	The Council will put in place a range of measures to provide grace periods and cautions for time-limited on street parking spaces; however, Council will continue to enforce illegal parking to ensure public safety and turnover for short stay parking to support local businesses. Council will also reduce and change time limits in a number of local on street parking locations to facilitate takeaway services and support local business.	●
Waiver of rents	Council will waive all rents for Council owned assets which are occupied by community groups, essential services, and not-for-profit organisations	●
Community Grants	The Council will suspend the annual round of the Community Grants program and redirect all unallocated funds to support local services and community groups impacted by COVID-19.	●
Community Grants	Establish a category of funding, enabling grants of up to \$50,000 to be made to standard eligible organisations for the purpose of addressing digital inclusion, social inclusion, cultural production, and service accessibility in the light of COVID-19.	●
Council staff	Council will continue to pay casual staff for up to 4 weeks after the relevant services or facilities have been shut down. Seek to reallocate casual staff to other services to continue to provide employment and put in place systems and procedures to allow remote working capability.	●
e-Planning acceleration	The Council will accelerate transition to e-planning (the online system for electronic lodgement and assessment of planning applications).	●
Promote local businesses	The Council will use its existing websites and its new Parramatta Brand to support measures for local businesses including promotion opportunities.	●
Buy Local	The Council will amend its tender policy to support the purchase of local goods and services, where possible.	●
Cleaning	The Council will increase its cleaning services in high traffic public spaces including more regular cleaning and disinfectant of public water stations, bins, and amenities.	●
Business Grants	The Council will provide grants of up to \$2,000, with a total value of up to \$10,000, to support local businesses who have been adversely impacted by COVID-19 (using existing Economic Development Special Rate).	●
Online Services	Accelerate the Council transition to online services to improve remote community access.	●
Investment in Technology	Council will invest in hardware, software, and audio-visual technology to enable remote Council Meetings, remote Councillor, staff and stakeholder meetings and remote working capability.	●
Planning Approvals Acceleration	Council will identify and prioritise Development Applications and Planning Proposals to support employment, investment, and recovery.	●

## City of Parramatta's response to COVID-19 continued

● Completed ● Progressing – On Track

ACTION	DESCRIPTION	STATUS
Local Business Finder: Promote 15-minute parking	Promote 15-minute parking and localised information on critical services (e.g., Chemists).	●
Financial Fitness Campaign Social Media	Social media campaign to connect residents to a self-assessment tool on financial stress.	●
Digital Storybox	Council will accelerate the launch of its digital storytelling public art project designed for the Parramatta Square public domain through a digital platform sharing the rich stories of Parramatta past and present.	●
Community Services	Council will continue to adjust its services to maintain support to the most vulnerable in our community and connect residents with the social and financial services.	●
Creative Economy Relief Program	Deliver a Creative Economy Relief Program, which is a compilation of five actions that all have a focus on creative economy business adaption and sustainability: a) Creative Economy Resilience Grants b) HOME AT Parramatta – Online Platform c) HOME AT Parramatta – Digital Content – Culture d) Riverside Theatres Digital – Studio Riverside and Your Riverside Online e) Sound West Conference and Festival	●
Shovel Ready and Acceleration Projects	Identified, accelerated projects to support jobs and investment in our City with a proactive approach to advocacy and funding opportunities. Projects identified include: <ul style="list-style-type: none"> <li>• City-shaping projects</li> <li>• Civic and cultural projects</li> <li>• Local infrastructure projects</li> <li>• Non-activated development applications in the CBD</li> </ul> <p>These shovel-ready projects will generate 21,400 short-term jobs, 5,970 long-term jobs and &gt;\$24.64b economic value.</p>	●
Supporting Development	a) Review DAs and Planning Proposals being assessed by Council to prioritise economic stimulus opportunities and make submissions to DPIE on State lead acceleration. b) Department of Planning, Industry and Environment Council Accelerated Assessment Program – Council has accepted an invitation to join this program that gives access to resources, guidance and support for accelerated assessment processes including a One Stop Shop service for State Government referrals and concurrences. c) Council is now accepting electronic lodgement of all development applications via NSW Planning Portal.	●
Ensure transport and parking options to support people's return to the CBD	Develop strategies to manage the movement of people in, out and around the Parramatta CBD (for both public and private transport modes) as the City and its workplaces. This will include: <ul style="list-style-type: none"> <li>• approaches to managing peak hour movements,</li> <li>• developing and managing temporary and longer-term road and car park facilities use,</li> <li>• working with stakeholders to encourage flexible working and cycling and walking infrastructure.</li> </ul>	●
International Education	The Vice Chancellor of Western Sydney University has written to the CEO highlighting the contribution of international students to Parramatta's economy (over \$100m per annum). The University requested the City publicly support international education – in partnership with the University – to cement Parramatta as one of NSW's strongest international education destinations.	●
Waiver of License and Hire Fees – Outdoor dining, food stalls, temporary premises, and non-commercial advertising	Council will provide a staged reintroduction of license fees relating to food stalls, temporary premises, and non-commercial advertising. The waiver of license fees will apply as follows: <ul style="list-style-type: none"> <li>• between 13 October 2020 to 31 December 2020: 50% reduction</li> <li>• between 1 January 2021 to 31 March 2021: 25% reduction</li> <li>• between 1 April 2021 to 30 June 2021: 0% reduction, return to normal.</li> </ul> <p>A review of further need will occur at the end of this period, or if COVID-19 related circumstances significantly change.</p>	●

## City of Parramatta's response to COVID-19 continued

● Completed ● Progressing – On Track

ACTION	DESCRIPTION	STATUS
Waiver of License and Hire Fees – Community halls, parks, and community venues	<p>Council will provide a staged reintroduction of license and hire fees for Community halls, parks, and community venues. The waiver of fees will apply as follows:</p> <ul style="list-style-type: none"> <li>• A 50% waiver for summer seasonal hire for the full summer season</li> <li>• A 50% waiver for annual hirers for a further 3 months.</li> </ul> <p>The continuation of standard fees and charges and available subsidies for all casual hire of community facilities, parks, and sportsgrounds.</p> <p>A review of further need will occur at the end of this period, or if COVID-19 related circumstances significantly change.</p>	●
Waiver of Outdoor Dining Fees – License and Approvals (Outside Parramatta Light Rail (PLR) Corridor)	<p>Council will provide a staged reintroduction of License and Approval fees for outdoor dining licenses outside the PLR Corridor. The waiver of fees will apply as follows:</p> <ul style="list-style-type: none"> <li>• between 13 October 2020 to 31 December 2020: 50% reduction</li> <li>• between 1 January 2021 to 31 March 2021: 25% reduction</li> <li>• between 1 April 2021 to 30 June 2021: 0% reduction, return to normal.</li> </ul> <p>A review of further need will occur at the end of this period, or if COVID-19 related circumstances significantly change.</p>	●
Waiver of Outdoor Dining Fees – License and Approvals (Inside of Parramatta Light Rail (PLR) Corridor)	<p>Waiver of Outdoor Dining Fees inside the PLR Corridor will continue until 31 January 2021 and in accordance with Council Resolution of 28 October 2019.</p>	●
Waiver of Rents – Rent relief to all valid community groups, essential services and not for profit organisations	<p>a) Council will extend the rent waiver currently in place for Council owned assets which are occupied by community groups, essential services and not for profit organisations. The rent waiver will apply:</p> <ul style="list-style-type: none"> <li>– between 13 October 2020 to 31 December 2020: 50% reduction</li> <li>– between 1 January 2021 to 31 March 2021: 25% reduction</li> <li>– between 1 April 2021 to 30 June 2021: 0% reduction, return to normal.</li> </ul> <p>A review of further need will occur at the end of this period, or if COVID-19 related circumstances (including legislation) significantly change.</p> <p>b) In addition, Council will provide rent relief for tenants of City of Parramatta Council's Affordable Housing Dwellings, if tenants qualify for financial hardship and a request is made for rent reduction, on the following basis:</p> <ul style="list-style-type: none"> <li>– between 13 October 2020 to 31 December 2020: 50% reduction</li> <li>– between 1 January 2021 to 31 March 2021: 25% reduction</li> <li>– between 1 April 2021 to 30 June 2021: 0% reduction, return to normal.</li> </ul>	●
Pilot Live Music Program in Local Businesses a) Temporary changes to Outdoor Dining Policy to support a five-month live music pilot program from Nov 20-Mar 21	<p>Council will temporarily remove the prohibition of live music ("loudspeaker equipment") from the Outdoor Dining Policy between 1 November 2020 and 31 March 2021. Council will pilot a live music program to be undertaken within outdoor dining areas, under a set criterion (regarding music styles, hours of operation).</p> <p>A review of the effectiveness of the pilot program will be undertaken at the end of the trial period and results reported to Council.</p>	●
Utilisation of Council assets to support local emergency responses and essential service delivery	<p>Provide Council assets for use, free of charge, for local emergency or essential services. This may include providing support for increased COVID-19 testing locations in key locations throughout the LGA, or alternative allied-health service delivery locations. This may also include the provision of special clinics established to enable suspected or confirmed cases to be directed away from Emergency Departments to reduce possible exposure to virus.</p>	●

Council recognises its ability to respond to the impacts of COVID-19 has been made possible through the dedication, flexibility and quick response of Council Staff and leaders.

2020/21

# Financial Summary

for all of Council

**\$346.5m**

Budgeted Income

**\$342.3m**

Actual Income

**\$227.0m**

Budgeted Capital Expenses

**\$131.5m**

Actual Capital Expenses

**\$264.0m**

Budgeted Operating Expenses

**\$272.9m**

Actual Operating Expenses

For every \$100, where is the money spent?

\$

**\$21**Major Works  
& Construction**\$16**Parks, Recreation  
& Culture**\$12**Corporate  
Management**\$11**Maintaining Roads,  
Footpaths & Drains**\$10**Waste  
Management**\$8**Planning &  
Development**\$8**Engineering  
& Traffic**\$7**Libraries and  
Community Services**\$4**Environmental  
Sustainability**\$3**Trades & Fleet  
Management



Our  
**Vision**



## Sydney's central city: sustainable, liveable, and productive – inspired by our communities.

Following the formation of the City of Parramatta in 2016, extensive community consultation was carried out to develop this community vision.

The vision underpins the City of Parramatta's Community Strategic Plan 2018-2038 – Butbutt yura barra ngurra – and all planning that Council undertakes for the community.



### LIVEABLE

*Supporting all our community to succeed and live well. Champions of our community and culture.*

Liveability is about creating a great City for our community to live in and supporting all our Community to succeed and live well. We need to create a more affordable urban lifestyle with the prospect of rapid jobs growth close to quality housing. We must provide adequate social infrastructure for our diverse and growing community by addressing health inequity, accessibility, inclusivity, and homelessness. We must also ensure our City is safe for all. In creating a liveable City of Parramatta, we offer access to the right support when needed, and promote arts and culture celebrations and destinations.



### PRODUCTIVE

*Drivers of the economy. Growing local jobs by positioning Parramatta as a global centre for businesses and investment.*

Productivity is about prosperity, efficiency, and harnessing opportunities to create a stronger Parramatta where everyone in our community achieves their full potential. Pivotal to this is attracting investment so that there are more quality jobs closer to home for Parramatta residents.

We must also match population growth with infrastructure development and ensure that areas with less growth also receive improvement and renewal of infrastructure. In creating a productive City of Parramatta, we help individuals and families to improve their circumstances, and businesses to prosper.



### SUSTAINABLE

*Stewards of our built and natural environment. Fostering vibrant neighbourhoods, places and development that is well-balanced, connected, and sustainable.*

Sustainability is about managing the relationship between growth and liveability, as well as creating the right balance between the urban and the natural environment. A sustainable city is efficient and self-sufficient, where resources are locally sourced when possible, and responsible consumer choices and product use are encouraged to reduce waste.

It is also a city where the health of our unique natural ecosystem of plants and animals is protected and enhanced. In becoming a sustainable City of Parramatta, we foster a healthy and thriving community and environment that is more resilient in times of stress.



### LEADING

*Accountable to our communities. An agile, listening, and transparent Council working in partnership and providing great services now and into the future.*

Leading is about listening to our community to improve our decision-making, and driving ethical, sustainable, and innovative approaches to the development of a distinctive world-class city.

We need to engage and communicate with our community about their needs, as well as provide equal access to information. We also need to manage and improve community assets and infrastructure for the future. In creating a leading City of Parramatta, we focus on continual improvement in service delivery and efficiency, and aim to excel in good governance, providing the best possible support for our community so that all can thrive.

City of

# Parramatta

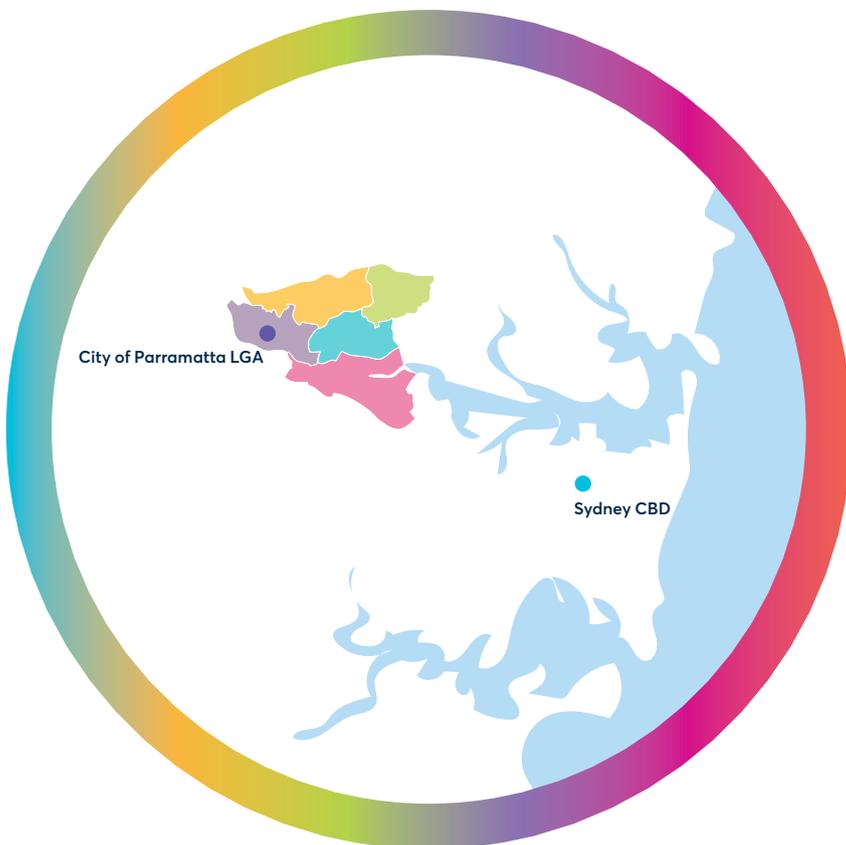
Located in the heart of Sydney, Parramatta offers a rich mix of dining, cultural, entertainment, retail, and leisure experiences. From its excellent cafes and restaurants to its vibrant nightlife of theatres, cinemas and clubs, Parramatta has something on offer for everyone.

As the geographical, commercial, and cultural capital of Western Sydney, Parramatta is the second largest CBD in Sydney and the sixth largest in the country. With a \$29 billion dollar economy, Parramatta is a major provider of business and government services.

With an evolving transport infrastructure system, Parramatta plays a key regional role transporting millions of people every day through its integrated network of rail, road, bus, and ferry services. Its central location means that Parramatta is an important hub for medical, legal, financial, educational, and professional services.

City of Parramatta is transforming. Population growth, new housing, jobs, and infrastructure are changing the area from a suburban centre into Sydney's Central River City: the centre of services, infrastructure, and employment for Western Sydney.

City of Parramatta is home to many unique neighbourhoods, which have their own distinct demographic qualities, from Winston Hills to Westmead to Wentworth Point.



## \$29 billion

economy, Parramatta is a major provider of business and government services

# Our City in Numbers

## Our Place

### Location

The City of Parramatta covers

**84km<sup>2</sup>**

at the centre of metropolitan Sydney

**24km**

west of the Sydney CBD

### Climate

More than 16 days per year over

**35°C**

### Connection

Home to the Dharug peoples for more than

**60,000 years**

Australia's oldest inland European settlement

### Heritage

Parramatta Park is a World Heritage Listed site

More than  
**750**

significant archaeological sites

More than  
**50**

State significant heritage sites

### Environment

**88km**

of natural waterways

**863ha**

of parks, reserves and sportsgrounds

**389ha**

of bushland

**22%**

tree canopy cover

**600**

unique species of flora

**230**

unique species of fauna

### Economy

**2.3m**

people live within a 45-minute commute to the Parramatta CBD

Gross Regional product =

**\$29.98b** in 2019

**196,000**

people work in the City of Parramatta

**31,600**

jobs created in the last 5 years (to June 2021)

More than

**33,000**

businesses call Parramatta home as at June 2021

More than

**11.4%**

vacancy rate in Parramatta's A-grade premium commercial office buildings as of June 2021

## Our People

### Population

**260,296**

estimated in 2020 (3,108 people per km<sup>2</sup>)

**487,731**

forecast for 2041 (5,806 people per km<sup>2</sup>)

### Dwellings

**85,631**

dwellings in 2016

**193,962**

dwellings forecast for 2041

**55%**

of residents live in medium to high density dwellings

### Diversity

**50%**

of residents were born overseas

**52%**

speak a language other than English at home

**0.7%**

of residents identify as Aboriginal or Torres Strait Islander

**11%**

Mandarin

**7%**

Cantonese

**5%**

Korean

### Education & Employment

**37%**

of residents hold a bachelor's degree or higher

**94%**

employment rate at June 2021

**27%**

of residents also work within the LGA

Median household income =

**\$1,755 per week**

(NSW = \$1,481) in 2016

### Vulnerable Communities

**19%**

of households are 'low income', earning less than \$750 per week

**13%**

of households are in housing stress

**4%**

of people require assistance with daily living activities

**10%**

of residents do not speak English well or at all



# Events Timeline



	Events & Festivals	Civic Events	Civic Events - Online	Partnership Events & Festivals	Events & Festivals - Online	Events & Festivals - Online & in Person
JUL			Citizenship Ceremony		Warami	
AUG		5 Parramatta Square Sod Turn & Plaque Unveiling	75th Anniversary of Victory in the Pacific Day Commemoration Citizenship Ceremony			
SEP			Citizenship Ceremony			
OCT		Official Launch of Melrose Park: Smart Planning for Climate Responsive Neighbourhoods				
NOV		Remembrance Day HMAS Parramatta II Memorial Service	200th Anniversary of the Lancer Barracks Commemoration		Foundation Day	Parramatta Lanes
DEC		Lord Mayor's Christmas Party			Carols with Guy Sebastian	
JAN	Australia Day Awards Ceremony		Citizenship Ceremony	Sydney Festival		
FEB		Long Hai Day Memorial Service				
MAR	Parramatta Nights	Citizenship Ceremony Parramatta Aquatic & Leisure Centre Official Sod Turning Ceremony				
APR	Parramatta Nights (cont.)	Opening of the Parramatta River Escarpment Boardwalk Seniors Festival Concert Gallery Gardens Movie Night Dundas Park Movie Night John Wearn Reserve Movie Night ANZAC Day Services				
MAY	Warami - Sorry Day	Citizenship Ceremony National Volunteer Week Celebration				
JUNE	Make Music Day	Citizenship Ceremony				Warami - Yin Byalla, Reconciliation Week

# Governance

Government in Australia is comprised of three tiers: federal, state, and local. The City of Parramatta is one of 128 local governments in New South Wales operating in accordance with the Local Government Act 1993 (the Act). The Act sets out a system for elected members to form a Council, describing the functions of local governments, providing for the conduct of elections and polls, and providing a framework for the administration and financial management of local government, including accountability and transparency.

## Governance of the Council

The City of Parramatta is a dynamic organisation providing many different services to residents of the Parramatta Local Government Area. Council has adopted a Governance Framework, to ensure our compliance with all relevant legislation including the Act and the pursuit of best practice as a democratic local government. The Governance Framework seeks to provide guidance and support to Councillors, staff, and our community in understanding governance and demonstrating how all people associated with our Council can participate.

The City of Parramatta plays a major role in revitalising the local government area, providing more than 40 services to improve the quality of life for its residents and to make Parramatta a great place to live, work, play and invest including:

- Artist studios
- Childcare centres
- Corporate and Councillor services
- Community and family services
- Community development
- Community engagement
- Development services
- Finance
- Information systems
- Libraries
- Parks and recreation
- Property assets
- Regulatory services
- Road, footpaths, drainage work and maintenance
- Social services such as Meals on Wheels and Neighbourhood Aid
- Strategic and corporate planning
- Tourism and events
- Town planning and urban design
- Trades and fleet
- Transport planning, parking, and traffic facilities
- Waste contracts

Council has also formed strategic partnerships with State and Federal Government agencies to shape the Parramatta of the future.

## 40+ services

to improve the quality of life for its residents and to make Parramatta a great place to live, work, play



## Advisory Committees

Council has a range of Advisory Committees to inform it on the views, needs and interests of communities in the Parramatta Local Government Area.

Advisory Committee	Membership (Councillors)	Purpose
<b>Aboriginal and Torres Strait Islander (ATSI) Advisory Committee</b>	<b>All Councillors are ex-officio members</b>	The ATSI Advisory Committee was established in 1995 and advises Council on the issues, needs and priorities of Aboriginal and Torres Strait Islander people. The Committee collaborates with Council staff to develop strategies and actions to address these needs, issues, and priorities.
<b>Access Advisory Committee</b>	<b>All Councillors are ex-officio members</b>	The Access Advisory Committee's purpose is to advise City of Parramatta on the access needs of people with physical disabilities and access issues associated with intellectual, sensory, aural, visual, and psychological challenges in relation to Council policies, programs, and services.
<b>Cycleways Advisory Committee</b>	<b>All Councillors are ex-officio members</b>	The Cycleways Advisory Committee provides advice on strategic matters relating to cycling, as well as providing a forum for the community to give feedback or raise issues on cycling matters. This includes best practice cycleway planning and design, as well as education and behaviour change strategies. The Committee meets bi-monthly.
<b>Heritage Advisory Committee</b>	<b>All Councillors are ex-officio members</b>	The Heritage Advisory Committee provides advice on various heritage matters of interest to the community, assists Council in the development of policies and strategies for the management of Parramatta's heritage and assists Council in the allocation of grants under the Local Heritage Fund. Meetings of the Committee are held every two months.
<b>Major Projects Advisory Committee</b>		The Major Projects Advisory Committee (MPAC) assists with risk management and decision-making in connection with Council's significant property development activities involving Council owned or controlled land. MPAC is an independent Advisory Committee that operates under its own designated Charter. The current three members of the Committee come from diverse backgrounds and skills, and over 80 years of collective expertise in property development, quantity surveying and legal services related to significant property developments.
<b>Parramatta Floodplain Risk Management Committee</b>	<b>Clr Phil Bradley – Chair Clr Dr Patricia Procvic</b>	The Floodplain Risk Management Committee provides advice on strategic matters relating to flooding anywhere in the Parramatta Local Government Area. It is a key part of the State Government's process to manage risks of flooding. The Committee meetings are held several times a year. The term of the Committee aligns with that of the elected Councillors of the Council, and the Committee is dissolved at the end of a Council term, and reformed once the Councillors are elected.
<b>Parramatta Traffic Committee</b>	<b>Clr Bill Tyrrell – Chair</b>	The Roads and Maritime Services (RMS) has delegated certain aspects of the control of traffic on the State's classified road network and the control of traffic signals on all roads to councils. The delegation limits the types of prescribed traffic control devices and traffic control facilities that councils can authorise and imposes conditions on councils. One condition requires councils to obtain the advice of the RMS and the Police prior to proceeding with any proposal. This is achieved by councils establishing a Local Traffic Committee. The Committee is composed of four formal members each with one vote and consist of a representative from Council, the Police, and Roads and Maritime Services and the Local State Member of Parliament or their nominee. The Parramatta Traffic Committee is an advisory body only, having no decision-making powers. It is primarily a technical review committee that is required to advise the Council on traffic related matters referred to it by Council. In general, Council makes the decision, however, the Police and RMS can appeal Council's decision to the Regional Traffic Committee.
<b>Parramatta Traffic Engineering Advisory Group</b>	<b>Clr Bill Tyrrell – Chair</b>	The Traffic Engineering Advisory Group (TEAG) is like the Parramatta Traffic Committee, except that it only involves matters that do not invoke the RMS delegation to councils. The TEAG is primarily a technical review committee that advises Council on traffic related matters. TEAG also considers items where RMS maintains its control, such as speed limits, clearways and traffic signals or items for which RMS does not have control such as planning of future projects.
<b>Riverside Theatre Advisory Board</b>	<b>Lord Mayor Bob Dwyer Clr Andrew Jefferies Clr Donna Davis</b>	The Riverside Theatres Advisory Board (RTAB) is a voluntary Committee of interested community members, Council Staff and Councillors. RTAB advocates for Riverside and its critical role as a major arts and culture attraction for Sydney's Central City. The primary purpose of RTAB is to advise Council on the strategic direction of the Riverside Theatres' performance program and venues with reference to Councils cultural plans and other relevant plans. The RTAB also advises on Riverside Theatres' strategic role in delivering Council's vision for Parramatta as Sydney's Central City, a culturally rich, successful, and prosperous destination. RTAB advocates for Riverside Theatres as western Sydney's premier performing arts centre. The Committee meets every two months with a minimum of six meetings each year. The term of the Committee aligns with the term of Council.
<b>Smart City Advisory Committee</b>	<b>Clr Sameer Pandey Clr Steven Issa</b>	The Smart City Advisory Committee is a voluntary Committee that provides a sounding board and independent advice to Council on the functional principles and guiding frameworks to ensure the long-term development of Parramatta as a Smart City. The term of the Committee aligns with the term of Council.

## Governance continued

### Council Meetings

Council Meetings are typically held on the second and fourth Monday of each month at the Cloister Function Rooms, St Patrick's Cathedral, 1 Marist Place, Parramatta commencing at 6:30pm.

The Chief Executive Officer and members of the Executive Management Team attend the meetings to provide information or advice when called upon by the Councillors.

The Code of Meeting Practice (Code) governs the way in which Council meetings are conducted. The Code applies to all meetings of Council and Committees of which all members are Councillors. The Code provides for public participation at Council Meetings.

Members of the public may make an application to address Council at a Council Meeting, on items that are listed for consideration at that meeting.

Council allows a maximum of three Public Forums at each Council Meeting. Public Forums are to be addressed to the Lord Mayor, relate to matters listed on the current Council business paper, and must not refer to or target political parties or individuals.

Changes to the Public Health Order as of 12 February 2021 now allow public attendance at Council Meetings. However, numbers are currently restricted to a maximum of 19 people to meet the one person per two square meters. Once this capacity is reached, no additional members of the public will be admitted.

Those unable to attend in person will be able to watch the Council Meetings live as well as view past meetings via the Council Meeting livestream and webcasting page.



Confidential items raised at meetings



Public Forums conducted



Reports considered



Motions passed



### Corporate Registers

Corporate Registers are maintained to provide line of sight over Council's decision-making.

#### Register of Voting on Planning Decisions

The Local Government Act 1993 requires Councils to maintain a register that records which Councillors vote for and vote against each planning decision of the Council.

#### Register of Declarations of Interests at Council Meetings

Councillors are required to declare and manage any conflicts of interest that may arise in matters being considered at meetings of the Council and committees of the Council in accordance with Council's Code of Conduct. All declarations of interest raised at Council Meetings and how the conflict of interest was managed is recorded in the minutes of the Council meeting at which the conflict was raised.

#### Register of Council Decisions

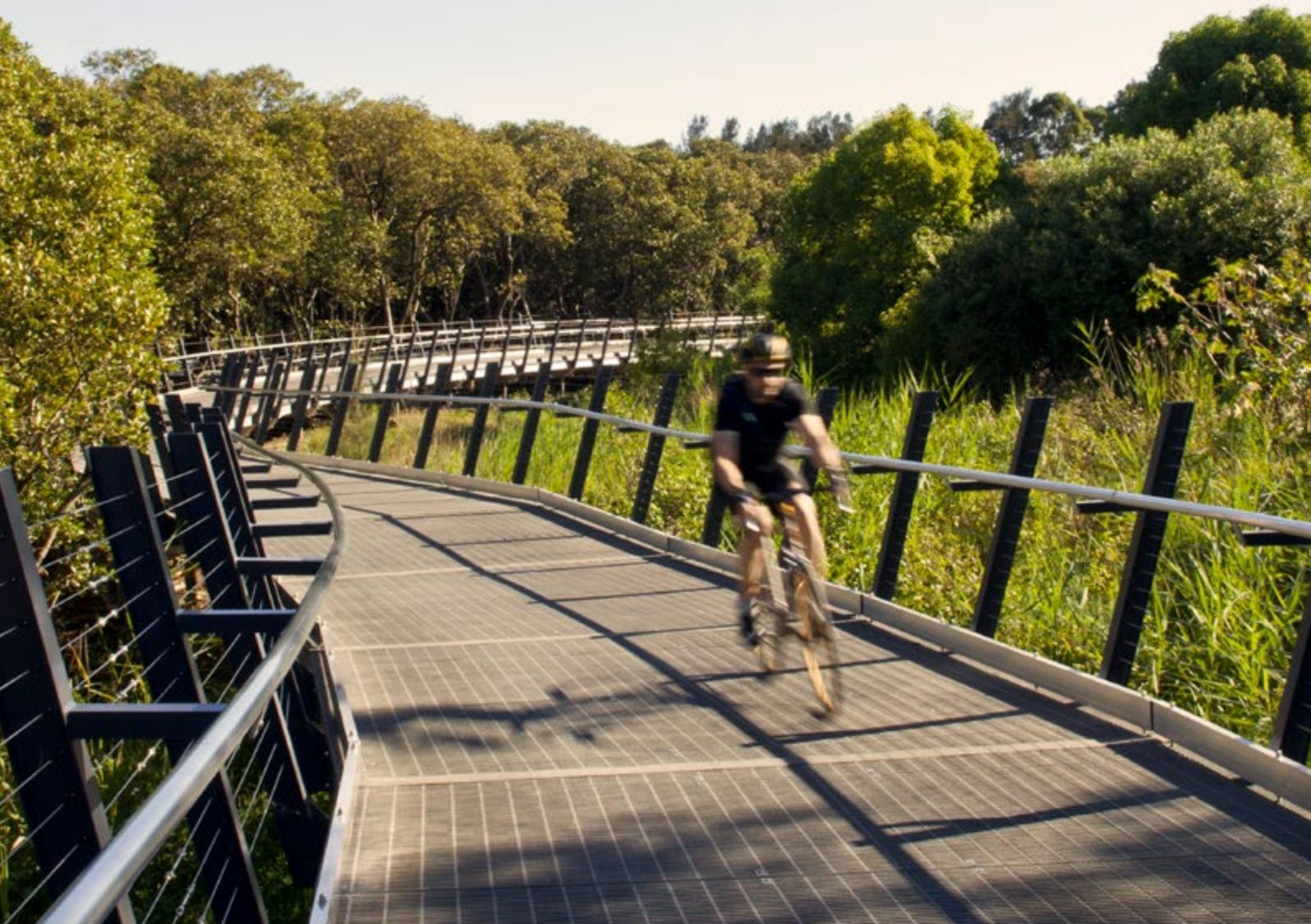
Council, as the governing body, is the decision-making authority on matters of legislative, strategic, policy and community importance. Decisions of the governing body are made at Council Meetings, and the decisions are recorded in the minutes of the Council Meetings.





# Audit and Risk

City of Parramatta Council established the Audit Risk and Improvement Committee (ARIC) in accordance with the requirements under Section 428A of the Local Government Amendment (Governance and Planning) Act 2016.



ARIC is an independent advisory committee that operates under its own designated Charter. The primary objective of the Committee is to promote good corporate governance by providing independent objective assurance and assistance to the Council on:

- Compliance
- Risk management
- Fraud control
- Financial management
- Governance
- Implementation of the strategic plan, delivery program and strategies
- Service reviews
- Collection of performance measurement data by the council
- Any other matters prescribed by regulations

The current Committee consists of two Councillors and three independent external members, and the Chairperson is an independent external member. The Committee meets five times a year with four ordinary meetings and one special meeting to consider Council's Annual Financial Statements.

As of 30 June 2021, members of the Committee include:

1. Deputy Lord Mayor Councillor Michelle Garrard
2. Councillor Sameer Pandey
3. Independent Member and Chair Dr Col Gellatly AO
4. Independent Member Donna Rygate
5. Independent Member Mark McCoy

As per best practice, the CEO is invited to all Committee meetings. Senior Managers attend ARIC meetings as appropriate to advise on matters on the agenda within their area of responsibility, as well as representatives from both our internal audit team and internal audit service providers and the Audit Office of NSW as external auditors.

## Internal Audits

Audits provide independent, objective assurance designed to add value and improve Council's operations. It allows us to accomplish objectives by bringing a systemic, disciplined approach to evaluate and improve the effectiveness of business risk management, controls, and governance processes. The utilisation of an internal audit contractor ensures a high level of independence and autonomy from City of Parramatta's management and enables specialised knowledge and skills to be procured to conduct audits. These activities are guided by an Internal Audit Charter and overseen by ARIC.

During 2020/21 City of Parramatta conducted nine internal audits – six undertaken by internal audit contractors and three undertaken by Council staff – and recommended control and efficiency improvements across the following diverse operations:

Audit	Completed by
Complaints Management	Contractor
Voluntary planning Agreements	Contractor
Procurement and Contract Management (Trades and Facilities, Cleansing & Civil Works)	Contractor
Key Financial System Controls	Contractor
Waste Collection	Contractor
Project Management – Capital Projects	Contractor
Access to RMS DRIVES system	Council staff
Councillors Facilities and Expenses	Council staff
COVID Safety and insurance compliance by community sports	Council staff

The reviews assess the effectiveness of policies, guidelines, and controls. Action items arising from audits allow us to develop and improve associated governance, risk management and control processes are established and agreed. The implementation of these agreed audit actions are monitored by Council's Internal Audit Coordinator and regularly reported to ARIC and Council's Executive Team.

## Audit and Risk continued

### Risk Management

Council recognises that risk management is an integral part of any organisation. City of Parramatta is committed to good corporate governance including creating a position culture that promotes risk management at all levels of the organisation.

Council operates in a demanding natural social and business environment with a diverse and complex array of potential risks. The improvement of our risk management capability is an organisation-wide objective.

Risk management is not risk avoidance. Risk management is informed risk-taking. A systematic risk management approach supports creativity and innovation, it maximises gains and minimises or avoids loss by systematic and considered decision-making. It encourages careful consideration of the full range of options when a decision is made.

Council has developed an Enterprise Risk Management Policy and a Risk Management Strategy to assist staff in undertaking risk management. A Strategic Risk Register, which documents Council's key risks and controls is maintained. It is periodically reviewed to ensure that new and emerging risks are considered and is essential to our risk management strategies remaining relevant and robust.

Similarly, operational risk registers have been developed at the business unit level and are regularly reviewed and updated.

### Insurance

Council's insurance program includes gathering essential underwriting information, management of insurance claims (excluding worker compensation and motor vehicle) and the provision of certificates of currency for contracts and leases. This key element of Council's risk management strategy sees the maintenance of insurance to protect Council financially.

Since 2003, Council has arranged its non-workers compensation insurances through CivicRisk Mutual, which is effectively a group purchasing arrangement between City of Parramatta and 23 other Councils.

The principal policies that Council has in place include:

- Public Liability and Professional Indemnity
- Property
- Motor Vehicle
- Councillors, Directors and Officers and Statutory Liability

### Business Continuity Planning

Having a documented Business Continuity Plan (BCP) is best practice for organisations to plan for major disruption events and ensures that they recover as quickly, effectively and cost efficiently as possible. Council is no different to both the public and private sector organisations in its desire to maintain its services to customers with as little apparent disruption as possible.

The principles of the Business Continuity Plan are:

- Prevention – Minimise the likelihood of disaster
- Preparation – Preparing and testing a business continuity plan before an event occurs
- Response – Managing the disaster and recovery

Our Crisis Management Team forms part of Council's BCP, where selected staff have been nominated roles and responsibilities. Key roles include:

- Crisis Manager – Provides leadership and oversees all BCP activities during the emergency response, business recovery and business resumption phases
- Emergency Response Coordinator – Coordinates the immediate response to an emergency
- Communication Coordinator – Manages all communications during a crisis
- Business Recovery Coordinator – Coordinates the recovery of critical business functions
- IT Disaster Recovery Manager – Manage the recovery and reinstatement of all IT and communications systems
- Business Resumption Coordinator – Coordinate's resumption of normal activities – return to business as usual







# Our Councillors

as at 30 June 2021

In September 2017, fifteen Councillors were elected for a three-year term to the City of Parramatta Council, with three Councillors representing each of the five wards that comprise the City of Parramatta Local Government Area.

On 30 April 2020, former North Rocks Ward Councillor Paul Han resigned from Council due to ill health and sadly passed away in May 2020. On 9 June 2020 Council resolved to make application to the Minister for Local Government to dispense with a by-election to fill the casual vacancy in the civic office for the North Rocks Ward.

The current Lord Mayor, Councillor Bob Dwyer, elected for a one-year term to the Office of Lord Mayor on 23 September 2019 will continue to hold office until September 2021 as a result of the Ministerial order to postpone the September 2020 Local Government Elections.

The current Deputy Lord Mayor, Councillor Michelle Garrard, re-elected to the office of Deputy Lord Mayor for a one-year term on 28 September 2020, will also continue to hold office until September 2021.

The Local Government Election, scheduled to take place on 12 September 2020, was postponed to 4 September 2021 and then postponed again to 4 December 2021, due to concerns relating to the COVID-19 pandemic.

The postponement of the Local Government Elections to 4 December 2021 will not alter the scheduling of future Local Government Elections. The next Local Government Election to take place, after the election scheduled for 4 December 2021, is scheduled to be held in September 2024.



## North Rocks Ward



LORD MAYOR

### Bob Dwyer

#### Committees

- Australia Day Awards Judging Panel
- CEO Performance Review Committee

#### Terms as Councillor

- September 1995–September 1999
- September 2012–May 2016
- (Amalgamation Proclamation)  
Re-elected
- September 2017–Present

#### Terms as Lord Mayor

- September 2019–Present

#### Terms as Deputy Lord Mayor

- September 1998–September 1999



COUNCILLOR

### Andrew Jefferies

#### Committees

- Riverside Theatres Advisory Board

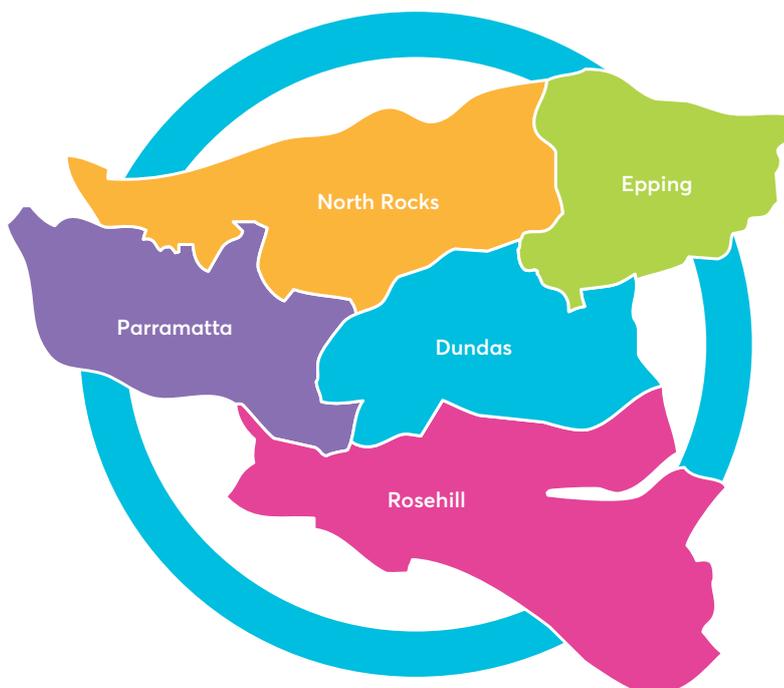
#### Terms as Councillor

- September 2017–Present

COUNCILLOR

### Position Vacant

Position vacated by former Councillor Paul Han will be filled following the December 2021 election.



The City of Parramatta Council is divided into five wards, being:

#### Dundas Ward

Comprising whole and parts of the suburbs of Dundas, Ermington, Oatlands and Telopea.

#### Epping Ward

Comprising whole and parts of the suburbs of Beecroft, Eastwood, Epping, and Dundas Valley.

#### North Rocks Ward

Comprising whole and parts of the suburbs of Carlingford, North Parramatta, North Rocks and Winston Hills.

#### Parramatta Ward

Comprising whole and parts of the suburbs of Constitution Hill, Old Toongabbie, Parramatta, Pendle Hill, Seven Hills, Toongabbie, Northmead, Wentworthville and Westmead.

#### Rosehill Ward

Comprising whole and parts of the suburbs of Camellia, Clyde, Harris Park, Granville, Lidcombe, Mays Hill, Melrose Park, Merrylands, Newington, Rosehill, Rydalmere, Silverwater, Sydney Olympic Park and Wentworth Point.

## Our Councillors continued

### Dundas Ward



DEPUTY LORD MAYOR

**Michelle Garrard**

#### Committees

- Audit, Risk, and Improvement Committee
- Councillors Grants Committee
- Finance Committee
- Western Sydney Academy of Sport
- Western Sydney Regional Organisation of Councils Board of Directors (to Feb 2021)

#### Terms as Councillor

- September 2017–Present

#### Terms as Deputy Lord Mayor

- September 2017–Present (Elected Deputy Lord Mayor four consecutive years in September 2017, 2018, 2019, 2020)



COUNCILLOR

**Pierre Esber**

#### Committees

- Finance Committee
- Western Sydney Academy of Sport (alternate)

#### Terms as Councillor

- September 1999–May 2016
- (Amalgamation Proclamation) Re-elected
- September 2017–Present

#### Terms as Deputy Lord Mayor

- September 2001–September 2002
- Service Milestone
- 20 Years of service as a Councillor – January 2021



COUNCILLOR

**Benjamin Barrak**

#### Committees

NIL

#### Terms as Councillor

- September 2017–Present



COUNCILLOR

**Donna Davis**

#### Committees

- CEO Performance Review Committee
- Parramatta Community Fund Raising Committee, Sydney Community Foundation
- Riverside Theatres Advisory Board
- Metropolitan Public Libraries Association Ltd (appointed Sep 2020)

#### Terms as Councillor

- September 2017–Present



COUNCILLOR

**Bill Tyrrell**

#### Committees

- CEO Performance Review Committee
- Councillors Grants Committee
- Finance Committee
- Parramatta Traffic Committee (Chair)
- Parramatta Traffic Engineering Advisory Group (Chair)

#### Terms as Councillor

- September 2017–Present



COUNCILLOR

**Lorraine Wearne**

#### Committees

- Councillors Grants Committee
- Finance Committee
- Western Sydney Regional Organisation of Councils Board of Directors (Alternate) (to Feb 2021)

#### Terms as Councillor

- September 1995–May 2016
- (Amalgamation Proclamation) Re-elected
- September 2017–Present

#### Terms as Lord Mayor

- September 2000–September 2001
- September 2011–September 2012

### Epping Ward

## Our Councillors continued



COUNCILLOR

### Phil Bradley

#### Committees

- Councillors Grants Committee
- Parramatta River Catchment Group
- Parramatta Floodplain Risk Management Committee (Chair)

#### Terms as Councillor

- September 2017–Present



COUNCILLOR

### Sameer Pandey

#### Committees

- Audit, Risk, and Improvement Committee
- Board of Parramasala Ltd
- CEO Performance Review Committee
- Finance Committee
- Smart City Advisory Committee
- Sydney Central City Planning Panel
- Councillors Grants Committee

#### Terms as Councillor

- September 2017–Present



COUNCILLOR

### Martin Zaiter

#### Committees

- Board of Parramasala Ltd.
- CEO Performance Review Committee
- Councillors Grants Committee
- Sydney Central City Planning Panel (Alternate)

#### Terms as Councillor

- September 2017–Present

## Parramatta Ward



COUNCILLOR

### Andrew Wilson

#### Committees

- CEO Performance Review Committee
- Western Sydney Regional Organisation of Councils Board of Directors (up to Feb 2021)

#### Terms as Councillor

- September 1999–May 2016
- (Amalgamation Proclamation) Re-elected
- September 2017–Present

#### Terms as Lord Mayor

- September 2017–September 2019

#### Terms as Deputy Lord Mayor

- September 2011–September 2012

#### Service Milestone

- 20 Years of service as a Councillor in January 2021



COUNCILLOR

### Steven Issa

#### Committees

- Smart City Advisory Committee (Chair)
- Parramatta Wentworth Point Working Group
- Sydney Central City Planning Panel

#### Terms as Councillor

- September 2012–May 2016
- (Amalgamation Proclamation) Re-elected
- September 2017–Present

#### Terms as Deputy Lord Mayor

- September 2012–September 2013
- September 2014–September 2015



COUNCILLOR

### Dr Patricia Prociv

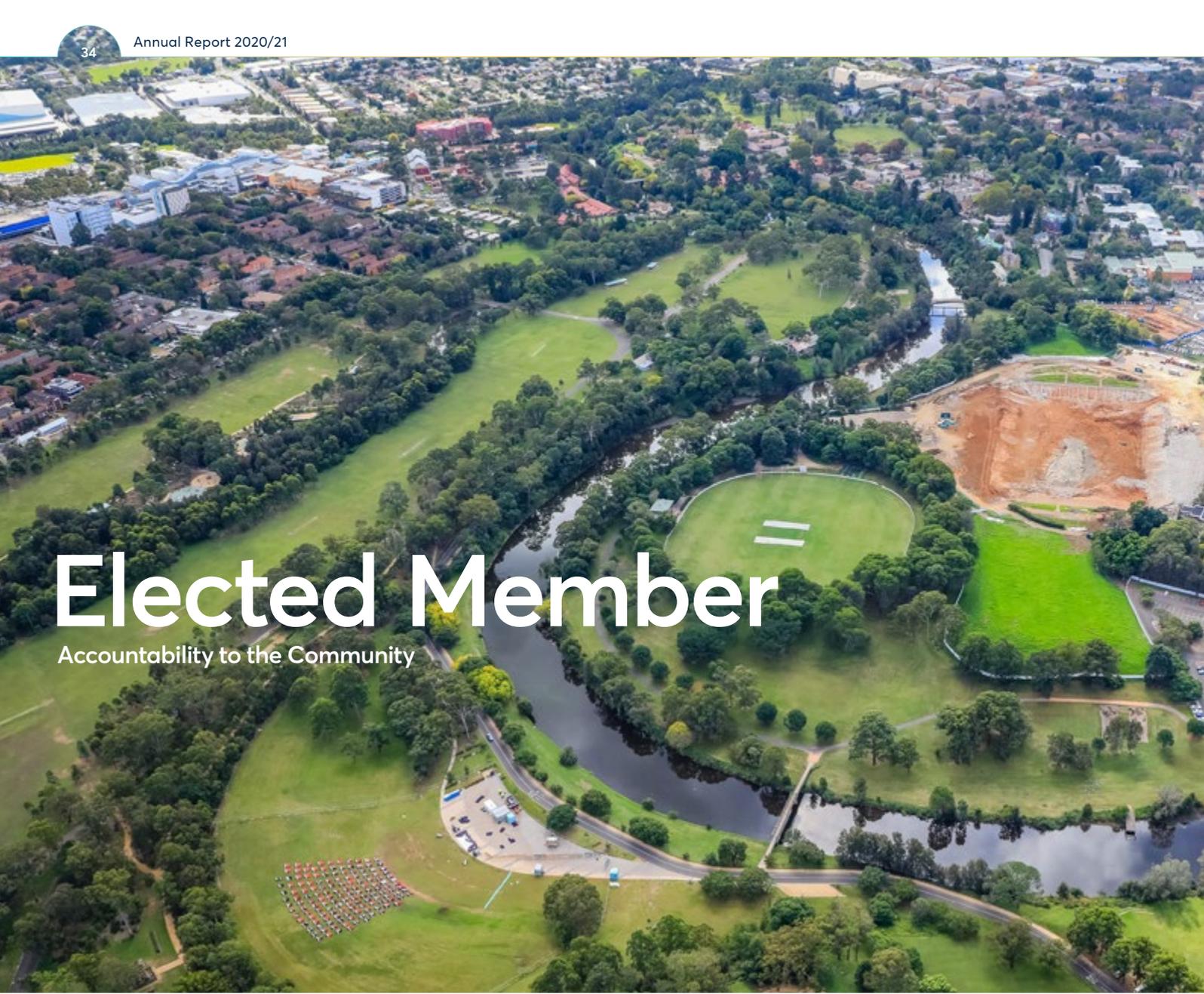
#### Committees

- Civic Risk West and CivicRisk Mutual
- Councillors Grants Committee
- Parramatta Floodplain Risk Management Committee
- Parramatta River Catchment Group

#### Terms as Councillor

- September 2017–Present

## Rosehill Ward



# Elected Member

Accountability to the Community

	Aboriginal & Torres Strait Island Advisory Committee (10)	Access Advisory Committee (5)	Audit Risk & Improvement Committee (6)	Community Grants Committee (4)	Finance Committee (8)
Lord Mayor Dwyer					
Deputy Lord Mayor Garrard			5	2	5
Clr Barrak					
Clr Bradley	8	4		4	
Clr Davis					
Clr Esber					2
Clr Issa					
Clr Jefferies					
Clr Pandey			4	4	8
Clr Prociv				3	
Clr Tyrrell				4	6
Clr Wearne				3	7
Clr Wilson					
Clr Zaiter				2	

	<b>Council Meetings Attended</b>		<b>Extraordinary Council Meetings</b>		<b>Councillor Workshops</b>		<b>Councillor Briefing Session</b>	
	21 Council Meetings held in 2020/21		2 Extraordinary Council Meetings held in 2020/21		13 Councillor Workshops held in 2020/21		88 Councillor Briefing Sessions held in 2020/21	
	Number	%	Number	%	Number	%	Number	%
Lord Mayor Dwyer	21	100	2	100	5	38	57	65
Deputy Lord Mayor Garrard	21	100	2	100	6	46	42	48
Clr Barrak	21	100	2	100	5	38	29	33
Clr Bradley	21	100	2	100	11	85	67	76
Clr Davis	21	100	2	100	12	92	72	82
Clr Esber	21	100	2	100	7	54	31	35
Clr Issa	20	95	2	100	5	38	42	48
Clr Jefferies	21	100	2	100	5	38	12	14
Clr Pandey	21	100	2	100	9	69	49	56
Clr Procriv	21	100	2	100	12	92	65	74
Clr Tyrrell	21	100	2	100	11	85	48	55
Clr Wearne	20	95	2	100	8	62	63	72
Clr Wilson	20	95	2	100	9	69	37	42
Clr Zaiter	21	100	2	100	5	38	27	31

	<b>Floodplain Risk Management Committee (2)</b>	<b>Heritage Advisory Committee (7)</b>	<b>Parramatta Cycleways Advisory Committee (5)</b>	<b>Parramatta Light Rail &amp; Business Advisory Committee (0)</b>	<b>Smart City Advisory Committee (4)</b>
<b>Lord Mayor Dwyer</b>					
<b>Deputy Lord Mayor Garrard</b>					
<b>Clr Barrak</b>					
<b>Clr Bradley</b>	2	6	1		
<b>Clr Davis</b>		6			
<b>Clr Esber</b>					
<b>Clr Issa</b>					2
<b>Clr Jefferies</b>					
<b>Clr Pandey</b>					3
<b>Clr Procriv</b>	2	1			
<b>Clr Tyrrell</b>					
<b>Clr Wearne</b>					
<b>Clr Wilson</b>					
<b>Clr Zaiter</b>					

# Awards

In 2020/21 City of Parramatta was privileged to receive the following



Award Received	Summary of award	Name of body making the award
<b>Leadership City Award</b>	In December 2020, the City of Parramatta was awarded the Leadership City Award, which recognises local governments that achieve world- class <b>liveability, workability, and sustainability</b> outcomes through investment in technology and data solutions. Parramatta won for a suite of smart cities projects.	Smart Cities Council of Australia & New Zealand
<b>LG NSW Planning Award</b>	In August 2020, the City of Parramatta was awarded the LGNSW Planning Award for 'Planning a 24-hour city: Parramatta Night City Framework 2020-2024' for culture change, innovation, and excellence.	LG NSW Planning
<b>Commendation Parramatta Night City Framework</b>	Planning for jobs and skills	Greater Sydney Commission
<b>Winner</b>	Carmen Drive North Rocks Neighbourhood Centre and Reserve Upgrade in the Category of Community Precinct Award	Institute of Public Works Engineering Australasia (IPWEA) NSW & ACT
<b>Highly Commended</b>	West Epping Park Amenities Building in the Category of Projects greater than \$500,000 and less than \$5m	Institute of Public Works Engineering Australasia (IPWEA) NSW & ACT
<b>Winner</b>	Max Ruddock Playground in the Small Spaces Category	NSW Australian Institute of Landscape Architecture
<b>Winner</b>	Parramatta Escarpment Boardwalk - Community Facility of the Year	Parks and Leisure Australia NSW
<b>Winner – Community Precinct Award</b>	Carmen Drive Neighbourhood Centre and Reserve Upgrade	Institute Public Works Engineering Australasia NSW & ACT
<b>Winner – Great Community Collaboration</b>	Carmen Drive Neighbourhood Centre and Reserve Upgrade	Greater Sydney Commission
<b>Winner – Landscape Architecture Award for Small Projects</b>	Max Ruddock Reserve Playground	The Australian Institute of Landscape Architects
<b>Highly Commended Projects greater than \$500,000 and less than \$5m</b>	West Epping Park Amenities Building	Institute Public Works Engineering Australasia NSW & ACT
<b>Multicultural Excellence Award</b>	Awarded for a case study of City of Parramatta Library's COVID-19 digital engagement with our community, particularly our CALD community. In considering CoP demographics, from early stage of lockdown we planned digital engagement and worked an inclusive strategic plan. From lockdown to staged re opening of the library, we used various digital platforms (library website, council Home at Parramatta, YouTube, Facebook, Podcast, zoom live streaming) in engaging with communities, presenting diverse digital programs in four different languages	NSW Public Library Association
<b>Shortlisted finalist (Commended) – Australian Library Design Awards – Wentworth Point Community Centre and Library</b>	The Chairperson of the judging panel said of this year's finalists: The award submissions showed an impressive array of innovative, creative, and forward-thinking designs of new and refurbished libraries. Each of the winning, and commended, libraries represent some of the best architectural design in Australia. Each library prioritised user needs established through consultation, and created spaces which are inspiring, beautiful, fit for purpose and loved by their communities	Australian Library and Information Association
<b>NSW Adult Volunteer of the Year Award (Central Sydney Regional) – Helen Macias (Community Care Volunteer)</b>	Helen has volunteered for more than a decade as a driver for the Parramatta Meals on Wheels service. The former flight attendant and mother of two continued to volunteer during COVID-19 restrictions, as demand for nourishing and healthy meals for people in need increased. She not only delivers meals but sits, chats, and shares her time with the MOW clients.	The Centre for Volunteering
<b>NSW/ACT 2021 Community Facility Award of Excellence for The Escarpment Boardwalk</b>  Awarded to City of Parramatta Council.	The Award of Excellence recognises and showcases outstanding initiatives which promote and enhance leisure time and delivery social, environmental, and economic benefits to the community.	Parks and Leisure Australia

## Awards continued



# Parramatta's Unsung Heroes Honoured at Australia Day Local Awards

## 2021 Australia Day Local Award winners

### Junior Citizen of the Year – Antonio Rajaratnam

In 2020, Antonio was an HSC student at Redeemer Baptist School. While studying, he participated in several of his school's Drama Club productions, helped build a community shelter for local Aboriginal families and young people in Kempsey, and continued to serve his local parish. Antonio was awarded the 2020 Young Scientist of the Year Award by the Science Teachers Association of NSW, recognising his research into the Sand Fairy cicada. Antonio rediscovered this rare, threatened species in Sydney for the first time in 100 years and became the first person to document a few of its behaviours.

### Young Adult Citizen of the Year – Elise Kellett

Elise makes a valuable contribution to our local community through volunteer roles with Meals on Wheels and the Starlight Foundation, as well as through her work as a youth outreach and inclusion coordinator at the Y NSW. Elise leads local youth programs, including outreach for young people dealing with homelessness, mental health issues or those who have come to the attention of the police. Elise's passion for and involvement in a variety of programs enables her to empower, inspire and support young people, contributing to a safe and inclusive environment regardless of sexuality, gender, and expression. This leads to skill development, leadership and active participation in our community and brings long-term benefits to the individuals involved and our community.

### Adult Citizen of the Year – Ian Carter

Major Carter is a passionate advocate for suicide prevention and mental health support for our local community. In addition to several other activities, Ian shares his experiences and actively contributes to the development of initiatives that aim to reduce the stigma around mental health and improve treatment and awareness. Ian, a Major in the Australian Army, has been awarded the Commendation for Brave Conduct and has presented the ADF Long Tan Youth and Leadership Award at more than 30 local schools. Following the COVID-19 restrictions, Ian adapted and overcame to deliver four back-to-back presentations for ADF Officer Cadets, demonstrating resilience and tenacity to the future leaders and defenders of our nation.

### Senior Citizen of the Year – Heather Gillam

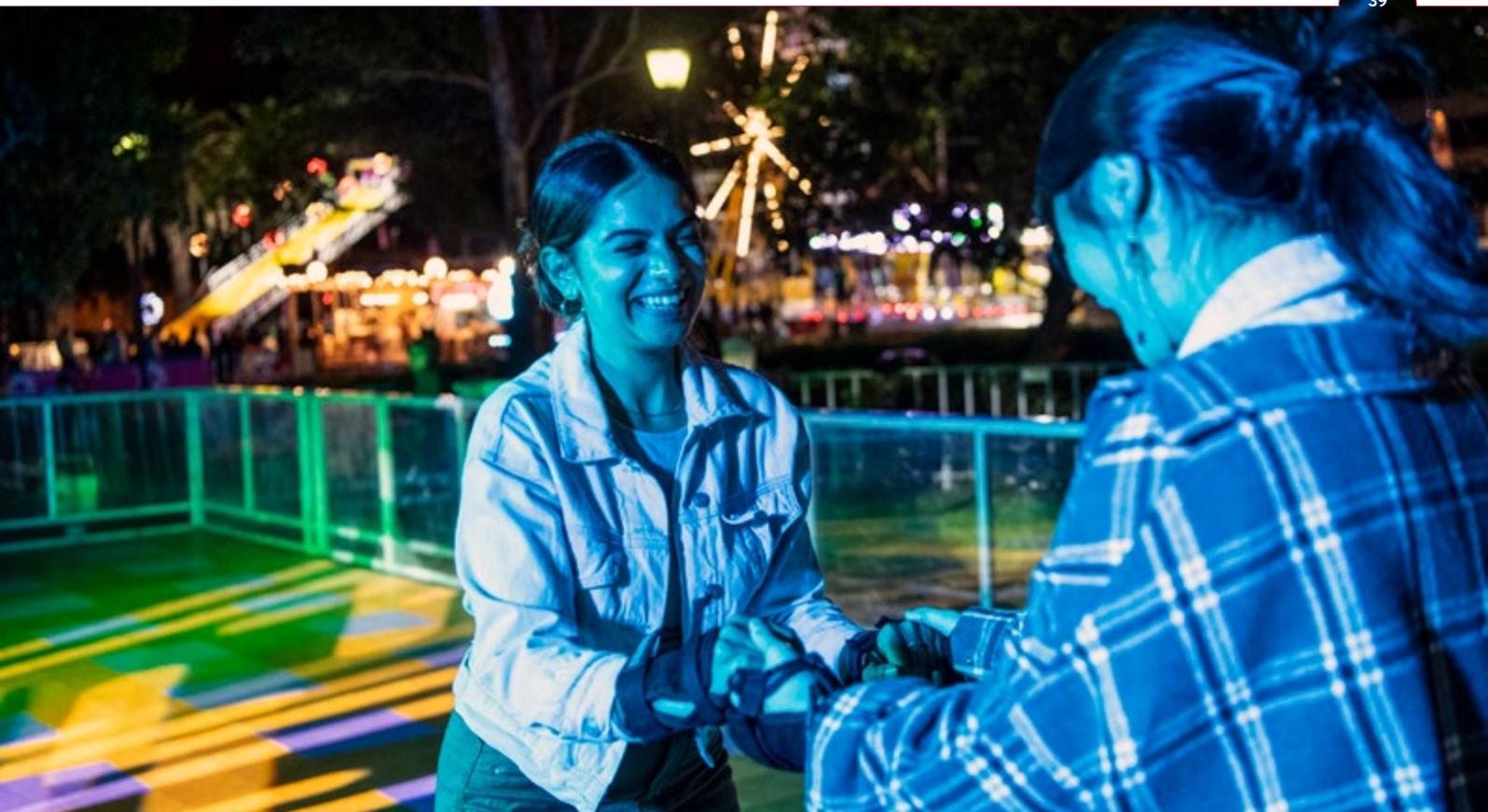
Heather is the coordinator of the Epping Branch of the War Widows Guild of Australia and has been an affiliate member of Epping RSL sub-branch for several years. At age 93, Heather makes weekly visits to members of the veteran community in Epping and beyond, often by public transport, to check on their wellbeing. Heather is also active in the welfare programs of the sub-Branch, and enthusiastically participates in Commemorative Services throughout the year and is said to truly epitomise the ideals comprised in the spirit of ANZAC – service before self.

### Community Group Award – Meals Plus

For more than 45 years, Meals Plus has been a valuable and inclusive service for those in Parramatta who are vulnerable or disadvantaged. Operating with three full-time staff and a group of volunteers, Meals Plus provides services, including more than 46,000 meals last financial year, as well as essential items, welfare service referrals, and laundry and shower facilities. During the pandemic, Meals Plus adapted with takeaway and delivered meals, along with a telephone welfare service.

### Humanity Award – Diane Lear

Diane has been a registered nurse for more than 40 years. In addition to her position as clinical nurse consultant neurosciences at Westmead Hospital and numerous representative roles, Diane has voluntarily dedicated her spare time to assisting patients with counselling and welfare services. Diane is the co-founder and facilitator of the Neuro Oncology Information Network (NOGIN), which provides education and support for patients and their families to help reduce the physical and emotional impact associated with the diagnosis of brain cancer and improve quality of life. Diane's dedication to this important initiative demonstrates her passion for caring for others in the community.



### Community Service Award – Paul Moussa

Paul is the coordinator of Parramatta Mission's Meals Plus program and regularly goes above and beyond to ensure everyone in the community is cared for with dignity and respect. Among other supporting activities, Paul connects our local community to services, meals, and facilities at all hours of the day and night. At the beginning of the pandemic, Paul worked quickly to ensure necessary procedures were in place, converting sit-down meals to takeaway, and ensuring that more than 150 people each day continued to access what they required. Paul also provides great support and leadership to the program's volunteers, encouraging them in their service.

### Leadership Award – Westmead Hospital COVID-19 Clinic Team

Since January 2020, the Westmead Hospital Clinic Team's commitment to our community has meant that hundreds of thousands of patients have been, and continue to be, tested, and assessed quickly and safely during the global pandemic. Westmead Hospital has been at the forefront of screening patients and, although presented with a new disease, the staff at Westmead demonstrated vision and leadership to quickly create a new service to manage COVID-19 using well-exercised principals of infection control and prevention. The team has gone out of their way to ensure all visitors are treated with care and dignity with minimum distress and discomfort.

### Citizenship Ceremonies:



# 181

new citizens welcomed  
at online ceremonies



# 2,003

new citizens welcomed at  
face-to-face ceremonies



# Our Executive Management Team

as at 30 June 2021

City of Parramatta Council is managed by a highly experienced Executive Management Team (ET), led by the Chief Executive Officer.



CHIEF EXECUTIVE OFFICER

**Brett Newman**

**Qualifications:**

- MBA (Distinction) – London Business School
- LLB, LLM, BEc – University of Sydney
- 2017 – Recipient Australian Public Service Medal

Brett is an experienced executive and former board member of the Property Council of Australia and a Trustee of Committee for Economic Development Australia (CEDA), with extensive experience in government, real estate, and financial services.

With more than 30 years of experience in developing and delivering strategic outcomes for a variety of businesses and government organisations, acting as a change agent, and driving greater performance, Brett has led and executed transactions in the United Kingdom, Singapore, Hong Kong, and Australia.

The Chief Executive Office team includes the following business units: Executive Support, City Strategy and the Internal Ombudsman.



ACTING EXECUTIVE DIRECTOR –  
CITY ASSETS & OPERATIONS

**John Warburton**

**Qualifications:**

- BA (Hons) Political Science, Psychology - Macquarie University
- PhD, Public sector corruption – University of Sydney
- MBA – Southern Cross University,
- Graduate of Australian Institute of Company Directors (AICD) Directors course

John has worked in local government in executive roles for the past 14 years across a range of portfolios including City Assets, Community Services, Corporate Services and Strategic and Land Use Planning. He has a passion for the use of creativity in the design of all public assets. His vision is that every single Council asset in the public domain is a perfect fusion of artistic beauty and engineering technical specification.

The City Assets & Operations Directorate team includes the following business units: City Operations, City Assets & Environment, and Regulatory Services.

**The Executive team:**

- Set the strategic and corporate priorities for the organisation
- Provide high level leadership and decision-making on significant corporate-wide topics
- Provide Strategic Vision and Thought Leadership on the future of our City and Organisation
- Live the Organisation Values – set the tone.

The Executive Team is focused on inspiring and empowering staff to work together to improve business and deliver outstanding services to our community.



**EXECUTIVE DIRECTOR –  
CORPORATE SERVICES**

## Michael Tzimoulas

Michael has extensive experience in financial and risk management in the private and NSW Local Government sectors. In his most recent role as Chief Financial and Administration Officer at Inner West Council, Michael developed a high performing team to rebuild Council's ICT infrastructure and implement new planning and financial systems.

Previously, Michael spent 13 years at American Express where he was the Chief Financial Officer for Global Business Travel across Asia-Pacific.

Michael was born in Parramatta and has been a lifelong Eels supporter.

The Corporate Services Directorate team includes the following business units: Legal Services, Governance, Risk & Audit, Finance, Information Technology and People & Culture.



**ACTING EXECUTIVE DIRECTOR –  
CITY PLANNING & DESIGN**

## David Birds

### Qualifications:

- *BSc City & Regional Planning & Diploma in Town Planning – University of NSW*
- *Member of Planning Institute Australia*

David is a town planner and valuer with extensive experience in senior positions in council, government and consultancy positions in Australia and the UK. David joined City of Parramatta in 2020 from Inner West Council where he had led the development of a suite of new planning controls for the newly merged council. He previously worked in NSW State Government in a variety of planning, policy, and development roles. David is excited to be involved in establishing a new planning framework that is shaping the growth of the City and is keen to continue to help deliver new places in which our growing community can live, work and play.

The City Planning & Design Directorate team includes the following business units: City Design, City Planning, and Development & Traffic Services.



**EXECUTIVE DIRECTOR –  
CITY PLANNING & DESIGN**

## Jennifer Concato

### Qualifications:

- *B Plan (Hons Class 1) – University of New South Wales*

Jennifer joined Parramatta City Council in 2008 as a Land Use Planner, progressed to the role of Manager City Strategy in 2014, and was appointed in 2019 as Council's Executive Director of City Planning & Design.

The City Planning & Design Directorate team includes the following business units: City Design, City Planning, and Development & Traffic Services.



**ACTING EXECUTIVE DIRECTOR –  
CITY ENGAGEMENT & EXPERIENCE**

## Tamara Hitchcock

### Qualifications:

- *BBus (Hons) Marketing – University of Technology Sydney*
- *GradCert Bus Leadership – Charles Sturt University*

Tamara has more than 20 years senior leadership experience across marketing, economic development, reputation management, communications, brand strategy and customer experience optimisation. This experience cuts across several service-based industries in both the public and private sectors, including energy, property, financial services, employee assistance, retail and residential aged care and community care.

Tamara is passionate about the delivery of exceptional experiences through the directorates Events & Festivals Strategy, City Brand & Marketing Strategy and Customer Service Centre, as well as the continued transformation of the Councils communication channels as the communities needs and expectations change.

The City Engagement & Experience Directorate team includes in the following business units: City Identity, City Engagement, City Experience and Customer Contact Centre.



**EXECUTIVE DIRECTOR –  
COMMUNITY SERVICES**

## Jon Greig

### Qualifications:

- *BA (Hons) Economics and History of Ideas – University of Cardiff, MPhil – University of Cardiff*

Jon has extensive experience leading service delivery and organisational transformation across the public and not-for-profit sectors both in Australia and the United Kingdom. He has delivered city-shaping change through executive roles in local, city and state government. Jon is passionate about delivering high quality, innovative community services, which support all of our communities to contribute to, and benefit from, the City of Parramatta's exciting future.

The Community Services Directorate team includes the following business units: Riverside Theatres, Social & Community Services and City Culture.



**DIRECTOR –  
PROPERTY & PLACE**

## Bryan Hynes

### Qualifications:

- *Diploma of Property Services – Agency Management, Diploma in Shopping Centre Management, Advanced Certificate in Property Agency, Licensed Real Estate Certificate*

Bryan has 29 years' experience in property development, asset management, infrastructure and executive leadership, managing iconic real estate and infrastructure projects in Australia and New Zealand.

Bryan worked at AMP Capital Property for 18 years including 9 years as the Managing Director of the global investment company's Shopping Centre business, driving growth, sourcing new funding and leading transformational projects.

Bryan has also been a Non-Executive Director for the Shopping Centre Council and Melbourne & Launceston Airports.

Bryan Hynes joined City of Parramatta as Director of Property Development in June 2019, in June 2020 Bryan was made responsible for the Property and Place business across City of Parramatta.

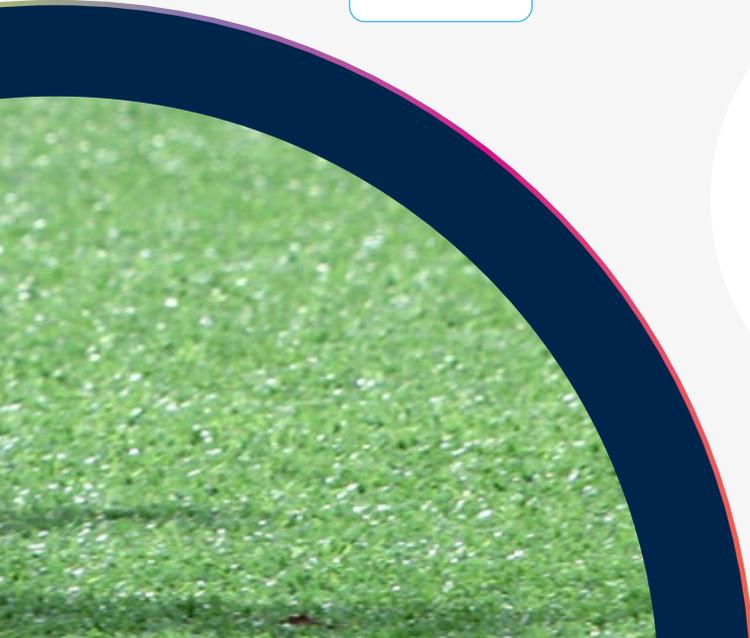
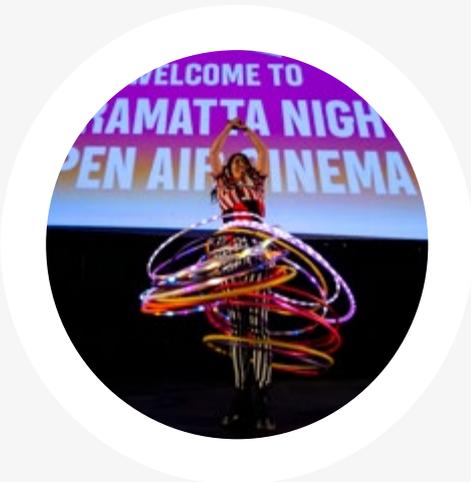
The Property and Place Directorate team includes the following business units: Property Development, Property Security Assets and Services, Place Services and Property Delivery.

Our

# Organisation Structure

as at 30 June 2021

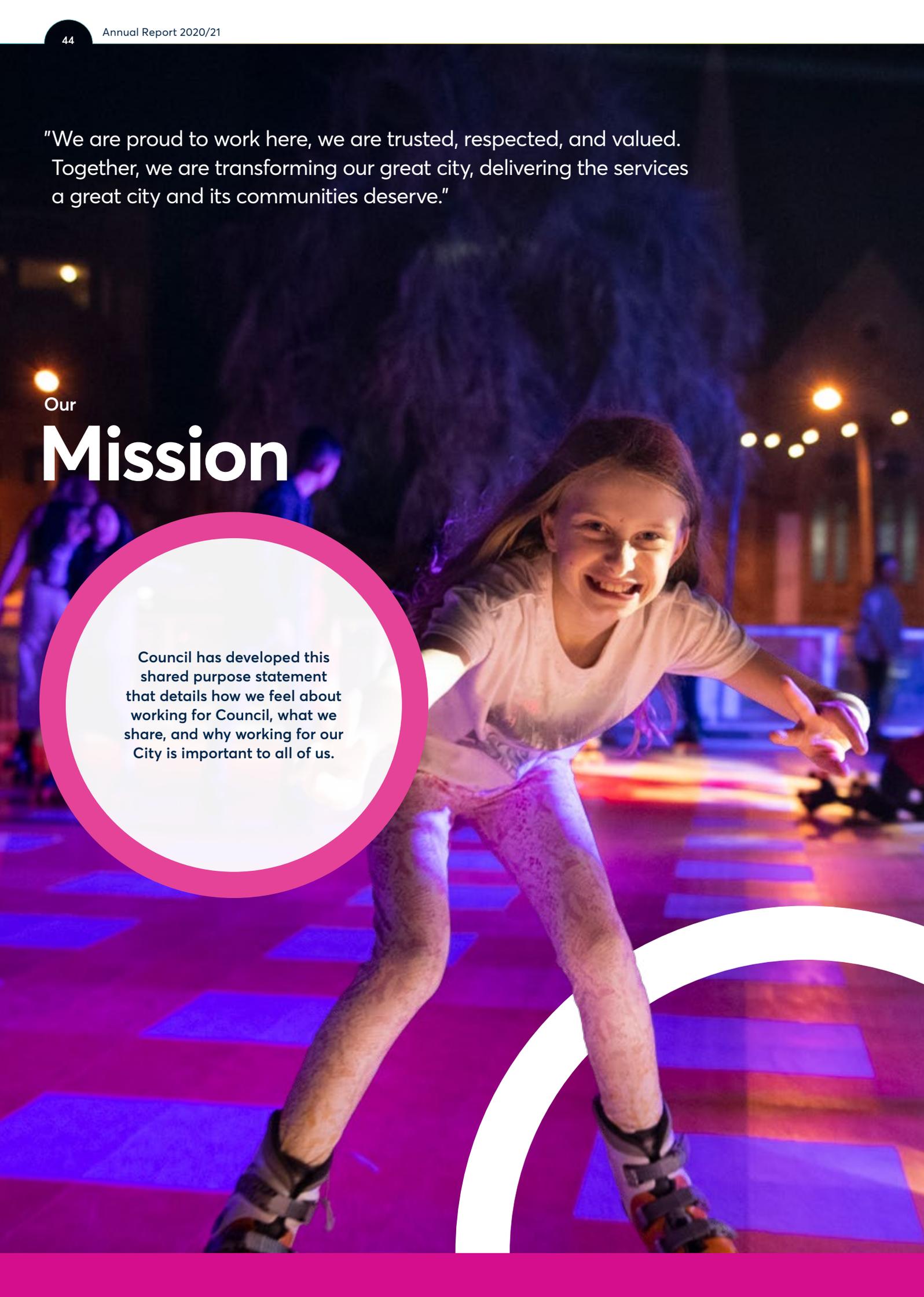




"We are proud to work here, we are trusted, respected, and valued. Together, we are transforming our great city, delivering the services a great city and its communities deserve."

Our  
**Mission**

Council has developed this shared purpose statement that details how we feel about working for Council, what we share, and why working for our City is important to all of us.



## Our Values

Our values guide our behaviours and public service. All staff are encouraged to keep these values front of mind in all dealings with customers, partners, and fellow workers.

### Living our values

Our 'Values Champion Program' provides opportunities to recognise staff through their contributions, achievements, and commitment.

During career development all staff must review how well they have demonstrated the values in their approach to work and whether they meet a 'role model' standard.

Our shared values help shape 'How we do things' – our decisions, actions, and behaviours' towards achieving the city's vision and priorities.

### INTEGRITY

We deliver on promises, act ethically, take responsibility for our actions and speak up respectfully. Integrity is the foundation on which everything is based.

### TEAMWORK

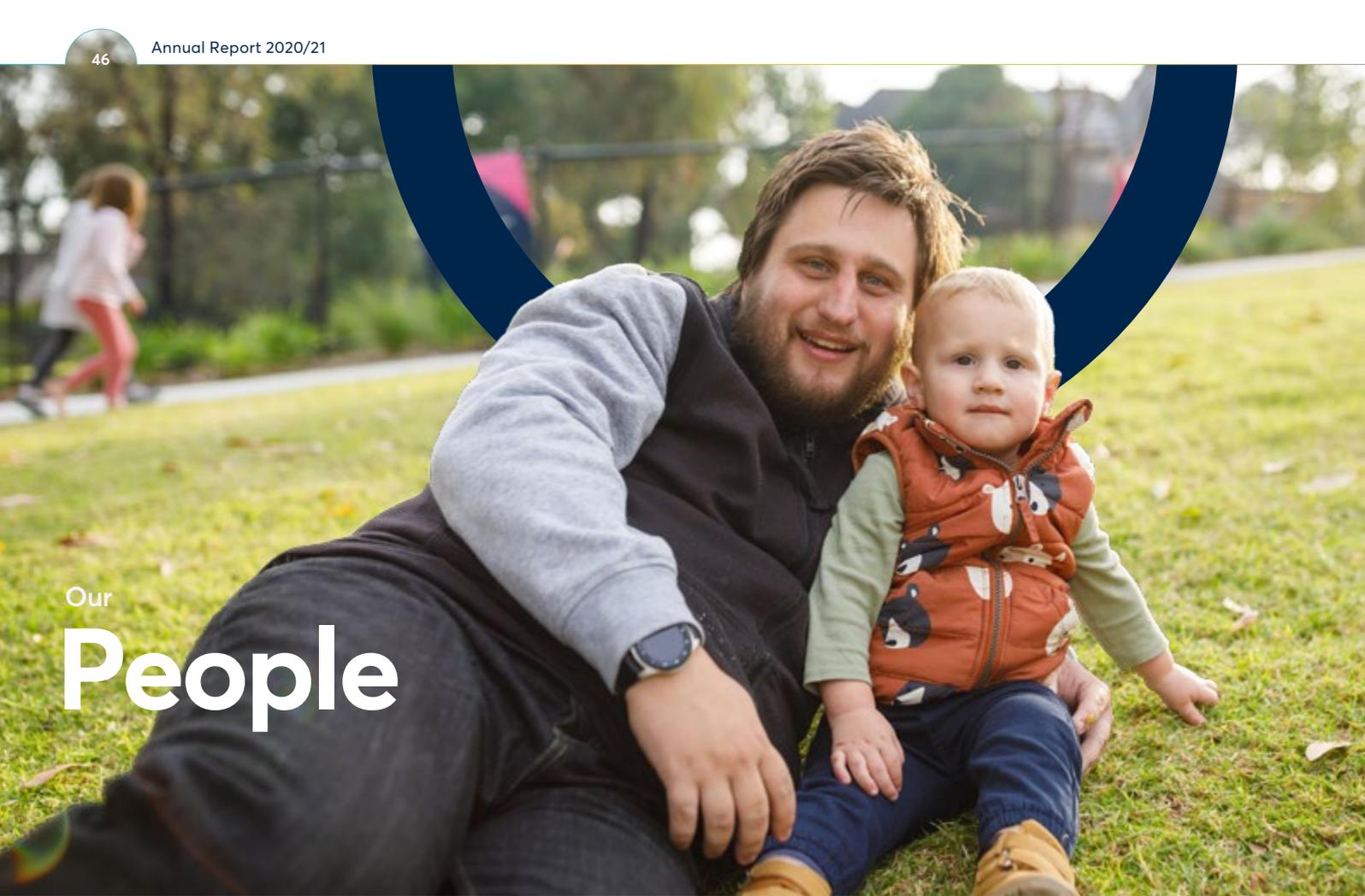
We support the role of leadership, collaborate within and across teams, and build effective partnerships with colleagues and our community to achieve our goals.

### CUSTOMER FOCUS

We communicate openly with our customers, are responsive to their needs and create new relationships as our City grows.

### INNOVATION

We build on our strengths, champion creative solutions, and seek new and sustainable ways to deliver superior outcomes.



# Our People

During 2020/21 our people have been committed to supporting the community through the COVID-19 pandemic. We have maintained our workforce and continue to support them through the extensive changes resulting from the public health orders.

Our organisation has been undergoing a review of our structures to ensure our resources are well aligned and coordinated to deliver our services, strategic priorities, and projects. The aim is to support the achievement of the City of Parramatta's plans through building teams and functions with similar skills and capabilities. We are focused on growing and embedding our leadership capability and developing our talent within refreshed teams to achieve organisational wide alignment and innovation.

### Our Workforce Profile

The City of Parramatta is one of the fastest growing local government areas in New South Wales, and this growth is expected to continue over the next decade.

To meet our challenges and capitalise on opportunities, we must have the right workforce in place with the required skills and capabilities. We have a focus on recruiting the best talent and investing in the ongoing development of our staff. Our workforce is diverse, and we are committed to the inclusion of all groups.

### Workforce Planning

Through proactive workforce planning, the City of Parramatta will have the right people, at the right time, with the right skills and experience, to deliver on our strategic and operations objectives. Benefits of this planning will include:

- Recruiting, developing, and deploying a diverse workforce with the required skill sets to meet future workforce needs
- Positioning the City of Parramatta as innovative, creative and outcomes-focused
- Improving productivity through better job design and resourcing decisions
- Reducing staff turnover and retaining top talent
- Ensuring corporate knowledge is built, retained and accessible
- Building workforce capacity and capability
- Ensuring the City of Parramatta is responsive to changing business requirements, challenges, and possibilities
- Linking individual performance directly to delivery of the Community Strategic Plan through the Delivery Program 2018-2021.



### Our current workforce

As at 30 June 2021, the City of Parramatta has 1,327 actively working employees, 810 of which are permanent full-time employees, 80 permanent part-time employees and 173 casuals. Temporary appointments have increased by 63 to 170 in Full Year 2020/21 as the City of Parramatta continues the recalibration of our resources that are better aligned to deliver our services, strategic priorities, and projects.

#### Percentage Living in LGA (Approx)

	Jun 20	Jun 21
In LGA	27%	30%
Outside LGA	73%	70%



Employment Status  
Number of Staff Jun 2020



- Casual Employee 185
- Permanent Full Time 806
- Permanent Part Time 126
- Temporary Appointment 63
- Term Contract 96

Employment Status  
Number of Staff Jun 2021



- Casual Employee 173
- Permanent Full Time 810
- Permanent Part Time 80
- Temporary Appointment 170
- Term Contract 94



## Our people continued



### Length of service

The average employee tenure is nine years. 52% have been employed by the City of Parramatta for less than five years. 9% of staff have been employed by the City of Parramatta for more than 20 years.



9% of staff have been employed by the City of Parramatta for more than

# 20 years

### Employee Turnover

On an annual basis, the City of Parramatta sees a turnover rate of approximately 16%. This is above the 8% average figure for Local Government Organisations, as quoted by the Australian Local Government Association (ALGA). The City of Parramatta can attribute the increase in turnover to the current reorganisation work undertaken to ensure our workforce is better aligned to deliver our services, strategic priorities, and projects.

There have been improvements in new employee turnover rates with a decrease within the first 12 months of 34.4% since Full Year 2020.

#### Headcount by Tenure

Tenure	Jun 20		Jun 21	
	Percentage	# employees	Percentage	# employees
<1 year	13%	141	9%	118
1-4 years	41%	544	42%	539
5-9 years	20%	258	21%	265
10-14 years	11%	139	11%	142
15-19 years	7%	87	7%	90
>20 years	8%	107	9%	116

## Our people continued

### Recruitment

During the 2020/21 Financial year 5,305 applicants applied for 206 campaigns by City of Parramatta, averaging 26 applicants per role.

The City of Parramatta continues to prove itself as one of the fastest growing Council's in NSW with 48% of employees with 1-4 years tenure, 12% have been at the organisation for 10-14 years and 9% have been with the City of Parramatta for over 20 years.

Recruitment is predominately supported through an in-house team for our permanent workforce, and we partner with Comensura to manage our contingent workforce.

### Age and Gender Profile

Historically, the age profile of our workforce has remained relatively steady, consistent with other sectors and the general population. Our average employee age is 44 years, with our greatest number of employees aged between 40 and 50 years.

Our workforce is made up of 52% females and 48% males. The City of Parramatta has maintained this gender balance since last financial year. There has however been a positive change in gender diversity within our leadership teams with a 5% increase in female representation in leadership roles. Women now represent 45% of our leadership group.

### Headcount by Gender

	Jun 20	Jun 21
<b>Gender Distribution</b>		
Male	48%	48%
Female	52%	53%
<b>Gender Diversity within Leadership</b>		
Male	60%	55%
Female	40%	45%
<b>Diversity</b>		
ATSI	17	16
Disability	5	6

### Headcount by Age & Gender

Age Group	Jun 2020		Jun 2021	
	Total Headcount	Gender	Total Headcount	Gender
10-20	3	Female	1	Female
10-20	4	Male	3	Male
20-30	122	Female	117	Female
20-30	91	Male	70	Male
30-40	158	Female	158	Female
30-40	142	Male	134	Male
30-40			2	Non-Specific
40-50	172	Female	165	Female
40-50	154	Male	147	Male
50-60	129	Female	134	Female
50-60	152	Male	170	Male
60+	83	Female	83	Female
60+	77	Male	80	Male



## Our people continued

### Diversity

The City of Parramatta is committed to supporting a diverse workforce. As of 30 June 2021, we had 16 employees who identified as being of Aboriginal or Torres Strait Islander background and six employees who have disclosed a disability/need for a workplace adjustment.

The City of Parramatta continues to focus on Diversity and Inclusion with a new strategy being proposed in FY2022. This will continue our focus on a framework supporting the organisation is best able to attract, recruit, support and develop employees in four key areas: Aboriginal or Torres Strait Islander People, Disability, Gender and Youth.



### We are nearing our 100th Student Project Officer placement

At the City of Parramatta, we are committed to creating a diverse and inclusive environment. One of our key focus areas in our Diversity and Inclusion Strategy is to attract, develop and retain early career talent. Supporting youth kick start their careers in local government.

Our successful Student Project Officer Program began in 2012 with close to 30% of students still employed with us today, having progressed onto full-time roles.

We are excited to announce shortly that we will onboard our 100th student.

The Student Project Officer is a part time role aimed at University, TAFE (or equivalent) students who are nearing their final year/s of study and are enrolled in a relevant full or part-time course such as town planning, urban design, social outcomes, economic development, transport planning, environmental outcomes or strategic planning and policy development.

We are excited to continue to invest in our Student Project Officer Program by introducing a structured company-wide program to equip, educate and create greater exposure for our students to connect and collaborate with key influencers across our diverse organisation to kick-start their careers.

Not only are we investing in our next generation of employees to work here with us at the City of Parramatta we are promoting the City of Parramatta local government area as a global destination for educational excellence thanks to a new Australian-first alliance of government and top universities. In April this year the City of Parramatta launched the ground-breaking EducateAT Parramatta Alliance, uniting universities which have a presence in Parramatta to advocate for, and attract talent to, the centre of global Sydney.

*"This powerful alliance has one key goal: to help Parramatta become the best city in Australia for students to study and succeed,"*

City of Parramatta Lord Mayor Cr Bob Dwyer

At a historic ceremony at Western Sydney University's Parramatta City campus, Cr Dwyer signed the EducateAT Parramatta Charter along with Western Sydney University, University of Sydney, UNSW Sydney, University of New England, Swinburne University of Technology, and the Western Sydney Local Health District.

*"EducateAT Parramatta is our shared vision for Sydney's Central River City – a thriving hub of academic excellence, jobs growth and opportunity for the people of Western Sydney and the world,"* Cr Dwyer said.

*"Parramatta is known for its world-class universities and the respected Westmead Health Precinct, with an education sector worth \$1.6 billion. We're taking this to the next level by creating an environment that invites and cultivates talent and world-leading research in the centre of global Sydney."*

The City of Parramatta CEO Brett Newman said: "We've created a powerful partnership program to transform Parramatta into a globally recognised hub for education and training, where students can build careers for life. We look forward to working with alliance partners to make our vision a reality."



## 16 employees

who identified as being of Aboriginal or Torres Strait Islander background



## 6 employees

who have disclosed a disability/need for a workplace adjustment

## Supporting our people through COVID-19

In response to the COVID-19 global pandemic the City of Parramatta was faced with navigating through new challenges to manage through unprecedented uncertainty and disruption by providing continued support to leaders, employees, and their families. The three key areas of focus were to keep our people safe, promote working flexibly, and ensure our organisation remained connected.

Throughout FY2020/21 the City of Parramatta continued to build on these focus areas of support for our people and developed a strategy which became our "Be Safe, Be Flexible and Be Connected" campaign. This campaign featured physical and psychological safety wellbeing strategies which continued to support our people to feel a sense of belonging, purpose, and ability to adjust to new ways of working.

Our program included toolkits, meditation classes, live fitness sessions, a COVID-19 hotline, COVID-19 information portal and resources for parents on home schooling and mental/physical wellbeing for kids. Over 200 people participated in online support programs during FY2020/21.

## Employee Engagement

The City of Parramatta facilitates an Annual Engagement Survey and smaller Pulse surveys, encouraging all employees to have their say on what is working well and areas for improvement. The results of these surveys are used to shape the actions required at a team and organisational level to improve the experience for our employees. Actions are monitored and measured on a quarterly basis to ensure we are delivering on commitments made to our employees.

City of Parramatta conducted two COVID-19 pulse surveys and a general engagement survey in FY2020/21.

Through our surveys our people have told us they are passionate about wanting to do the best for the City of Parramatta and that we have incredible, diverse talent who love supporting the community including our Dharug custodians. They have also shared feedback on how we can make our workplace better by harnessing our skills and talents to work more collaboratively across our different functional areas; the need for a stronger internal vision for all of us to sign up to; and clearer and more consistent internal communications.

We are committed to responding to this feedback and have put in place action planning models and working groups to address opportunities and concerns.



# 55%

of our people have positive things to say about working at the City of Parramatta



## Raising our employee's voice through our CEO Listening Tour

At the City of Parramatta, the pandemic has taught us that listening to our people to understand their needs and concerns is critical to maintain their health, safety, and positive experiences at work to deliver to our community. Like our community members we too have had to adapt and pivot to the changing environment whilst focusing on our community to keep them safe whilst accessing the services they need.

Critical to building effective employee relationships is fostering a feedback culture, one that enables our people to share their experiences in different ways.

One way we enable open and honest feedback is through engagement surveys such as our Annual Employee Engagement survey and smaller Pulse surveys. These surveys provide us with rich data about the experiences our people are having in the workplace, what is working well and what areas can be improved. This feedback enables us to act on what is important.

This year as a next step to rolling out the Annual Employee Engagement survey our CEO, Brett Newman facilitated employee group listening sessions to learn more on what our people are experiencing.

The aim of these listening sessions was to understand what is working well and some of the challenges our people are facing in the organisation as they deliver to our community.

These sessions play an important role in our People and Culture Strategy to address issues that are at the heart of improving our employee experience, leading to better community experiences.

We are committed to continuing these conversations on a regular basis and creating a great place to work.



## Our people continued

### Learning and Development

The City of Parramatta supports the ongoing development of its workforce through the facilitation of a development planning process that encourages employees to undertake learning for both current and future career goals. Learning during FY2020/21 was made available to employees through a range of platforms including face-to-face, virtual, self-paced online learning and formal education.

Eligible employees have access to the City of Parramatta's Study assistance program. This program assists employees to develop skills relevant to their current and future roles and provides support to employees by providing financial reimbursement and leave associated with their study.

### Leadership Development

Our leaders have significant responsibility in leading our complex workforce, who are serving one of the most rapidly growing and evolving cities in the country. During FY2020/21 the City of Parramatta made a significant investment in building our leadership capabilities. The long-term goal is to develop effective and capable leaders at all levels and to have internal talent identified for progression. To enable this strategy, our Evolve programs have been designed and are in progress of being implemented across all leadership and management levels at the City of Parramatta.



### Lifting Performance

To continue to deliver to the evolving needs of the city, Leaders are responsible for setting clear performance expectations with their team and have ongoing feedback and performance conversations. The Performance Evolution Program has been a key leadership program developed and rolled out across all leadership levels during FY2020/21 at the City of Parramatta. The program aims to provide leaders with the capability to focus on quality performance conversations that are future-focused and ensuring our leaders and people are aware of the responsibility they hold as well as the required skills and behaviours to successfully perform.

During FY2020/21, 247 executive, group, service, and frontline leaders completed the program. The outcomes of the investment in this program have been featured in our 2021 Annual Engagement Survey with 63% of our people saying the person they report to rewards their performance by recognising their efforts and results. This is an increase of three percentage points. Positive improvements were also reflected in how performance is managed by line managers including our line managers providing valuable feedback throughout the year to improve performance as well as line managers holding people accountable for performance.

### Evolving our Leaders

The EVOLVE Leadership Development Program is a custom designed three-month program where leaders undertake face to face sessions, feedback assessments and coaching designed to enhance leadership capabilities and skills required to deliver our strategy.

The program is customised to each level of leadership strengthen leader's understanding of how to align their people across Vision and Strategy, Capability, and Culture.

The EVOLVE program commenced roll-out with the Executive Team and Group Managers. A total of 37 executives and senior leaders have completed the program during FY2020/21. The EVOLVE program will continue to roll-out with over 240 Service Managers and Frontline Leaders scheduled to participate during FY2022.

**240** 

Service Managers and Frontline Leaders scheduled to participate during FY2022





## Our Work Health & Safety

The City of Parramatta Council remains committed to ensure that all our employees, contractors and volunteers can return to their home safely each day. The Council aspires to realising a workplace that is free from incidents and we continue to focus on improving in our practices in supporting workers to "Be Safe" each day, for every task.

In 2020/21, we increased our focus on Health and Wellbeing. We also continued with the refresh of the Safety Management System to provide a contemporary framework that supports us to proactively manage safety in our workplaces. Part of the refresh has included the transition to a new IT system (Vault) to support the collection and sharing of WHS information across Council and support monitoring of WHS performance.

Engagement and consultation with our workers are facilitated through our three Work Health and Safety Committees. Executive stewardship and strategic guidance are provided through our "Peak Safety Committee".

During the 2020/21 year the rolling Lost Time Injury rate closed at 6.5, slightly higher than 2019/20 at 6.4. There were 46 Treated injuries (Lost time + Medical treatment injuries) sustained by our workers. This equates to a Treated Injury Frequency rate of 24.1 per million person-hours, being an increase from 2019/20 of 22.7. 46 was up from 39 treated injuries the prior year. 61 Claims for workers compensation were made during this period.

Council is committed to continue to implement changes which reduce these figures through investigation of root cause and implementation of work health and safety improvement plans. During 2020/21 there were 218 corrective actions raised and closed out from a combined total of 495 reported near miss events, hazards and incidents.

From 1 July 2020, Council changed insurers and engaged StateCover who specialise in delivery of workers compensation and WHS services to NSW Councils, and have experience management of claims arising from the various services and facilities Council offers. StateCover have partnered with Council to deliver improved return to work support aiming to reduce premiums and in supporting Council to deliver best practice wellbeing initiatives.

Our Health and Wellbeing Strategy supports initiatives including the ongoing provision of Flu Vaccines, Skin Checks, Hearing checks for noise-impacted workers and a range of activities promoting Physical and Mental Health. In support of maintaining our safe workplace culture, random drug and alcohol testing was recommenced in early 2021 after a COVID-19 pause in 2020. Additionally, Council commenced a 'Working with Respect' program designed to support our workers in the management of appropriate and safe working relationships with others in the workplace.

This year Council continued with the challenges of managing through the COVID-19 pandemic. Our people met the challenge of gradually returning to the workplace at the end of 2020 and then pivoting back to remote working at the end of June 2021, whilst at the same time ensuring Council services were assessed and adjusted to be conducted safely. Significant risk assessments and activity planning continue to be managed under the stewardship of the Crisis Management Team.

Part 2

# Community Report Card





# Integrated Planning and Reporting

The Annual Report is part of an integrated and reporting framework that allows Council to respond to challenges and opportunities in a coordinated and strategic manner.

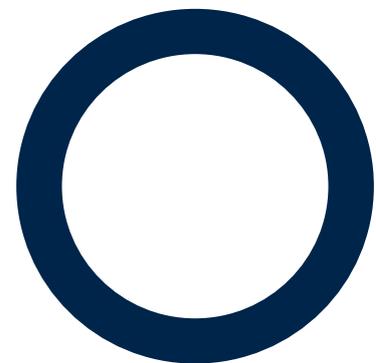
Council plays a critical role in the planning of local services. By working with our partners, and demonstrating strong civic leadership, we best position ourselves to manage inevitable change.

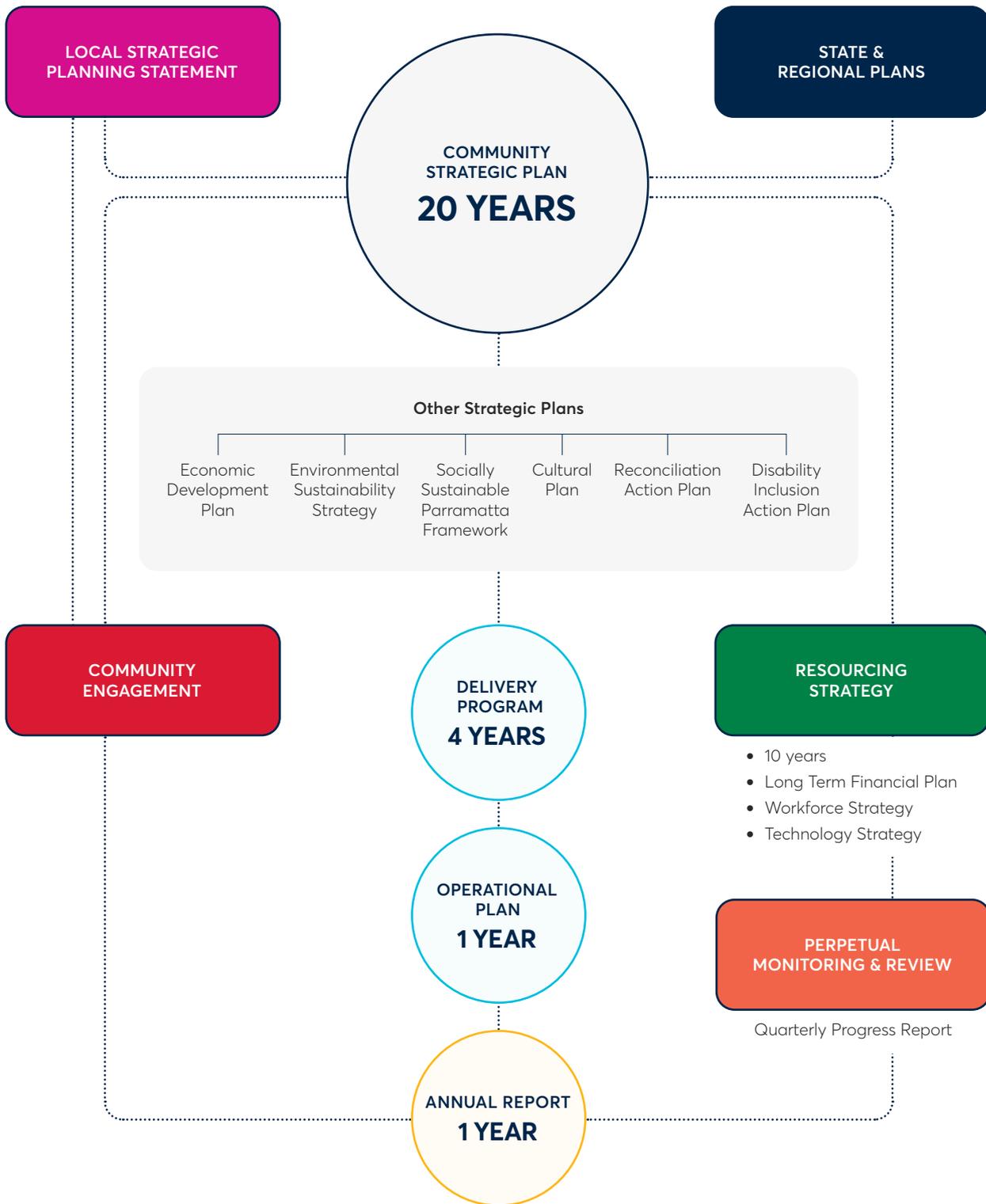
Careful forward planning means ratepayers can enjoy best possible value through the provision of efficient services, facilities and adequate infrastructure that meets current and future needs.

The Local Government Act (Planning & Reporting) 2009 (NSW), established an Integrated Planning and Reporting (IP&R) Framework designed to improve long-term financial sustainability, asset management, community engagement and organisational planning in local government.

The legislation requires all councils to take a rigorous approach to strategic planning and financial management.

Using the IP&R framework, Council connects its various strategic plans. Drawing these plans and resources together supports closer collaboration between Council, the community, and our partners, to achieve a shared vision and committed action.





Our Six

# Strategic Goals


**FAIR**

**WE CAN ALL BENEFIT FROM THE OPPORTUNITIES OUR CITY OFFERS**

### Focus areas

- Progressing on track 5
- Progressing off track 6
- Not due to start 1
- Completed 24
- On Hold/Stopped 2

**Total: 35**

### Service measures

- Achieved 23
- Not achieved 7
- Data Not Available/ Not Due to Start 2

**Total: 32**


**ACCESSIBLE**

**WE CAN ALL GET TO WHERE WE WANT TO GO**

### Focus areas

- Progressing on track 2
- Progressing off track 1
- Not due to start –
- Completed 17
- On Hold/Stopped 1

**Total: 21**

### Service measures

- Achieved 14
- Not achieved 5
- Data Not Available/ Not Due to Start 1

**Total: 20**


**GREEN**

**WE CARE FOR AND ENJOY OUR ENVIRONMENT**

### Focus areas

- Progressing on track 1
- Progressing off track 6
- Not due to start –
- Completed 16
- On Hold/Stopped 1

**Total: 24**

### Service measures

- Achieved 17
- Not achieved 8
- Data Not Available/ Not Due to Start –

**Total: 25**

### Supporting strategies

1. Invest in services and facilities for our growing community
2. Advocate for affordable and diverse housing choices
3. Support people to live active and healthy lives
4. Ensure everyone has access to education and learning opportunities
5. Empower communities to be strong and resilient by building individual and community capability
6. Engage and consult the community in decision-making
7. Deliver effective, responsible, ethical leadership and decision-making, reflective of community needs and aspirations

### Supporting strategies

1. Design our City so that it is usable by people of all ages and abilities
2. Improve public transport to and from Parramatta CBD, our local centres, neighbourhoods and the greater Sydney Region
3. Make our City more enjoyable and safe for walking and cycling
4. Provide and upgrade roads and improve safety for all users
5. Manage traffic congestion and access to parking

### Supporting strategies

1. Protect and enhance our natural environment
2. Improve our River and waterways
3. Keep our City clean
4. Provide green spaces for recreation, relaxation and enjoyment
5. Prepare for and lessen the impacts of extreme weather conditions
6. Promote energy and water efficiency, renewable energy sources, and reduce emissions and waste

## Our Vision

# 2021

In order to achieve our vision, the City of Parramatta's Community Strategic Plan 2018-2038 sets our six long-term goals that reflect the community's aspirations for the City of Parramatta.

The structure of this report card reflects these goals, outlining Council's progress and key achievements against each goal for the 2020/21 Financial Year.

### WELCOMING

### THRIVING

### INNOVATIVE

#### WE CELEBRATE CULTURE AND DIVERSITY – PAST, PRESENT AND FUTURE

#### WE BENEFIT FROM HAVING A THRIVING CBD AND LOCAL CENTRES

#### WE COLLABORATE AND CHAMPION NEW IDEAS TO CREATE A BETTER FUTURE

##### Focus areas



- Progressing on track **2**
- Progressing off track –
- Not due to start –
- Completed **8**
- On Hold/Stopped **1**

**Total: 11**

##### Service measures



- Achieved **5**
- Not achieved **11**
- Data Not Available/ Not Due to Start –

**Total: 16**

##### Supporting strategies

1. Acknowledge the Dharug peoples as the traditional custodians of this land and make Parramatta a leading City of Reconciliation
2. Promote the growth of arts and culture and champion the role that culture plays in city-building
3. Respect, protect and celebrate our shared living histories of Parramatta and embrace our heritage
4. Recognise that Parramatta has always been a gathering place and our diversity is our strength

##### Focus areas



- Progressing on track **8**
- Progressing off track **6**
- Not due to start –
- Completed **15**
- On Hold/Stopped **2**

**Total: 31**

##### Service measures



- Achieved **6**
- Not achieved **2**
- Data Not Available/ Not Due to Start **1**

**Total: 9**

##### Supporting strategies

1. Accelerate local jobs growth and support people in finding employment
2. Attract public and private investment to our City and support the growth and prosperity of local business
3. Plan and deliver a vibrant, attractive and safe CBD and local centres
4. Ensure Parramatta has a thriving day and night time economy

##### Focus areas



- Progressing on track **3**
- Progressing off track **7**
- Not due to start –
- Completed **27**
- On Hold/Stopped **2**

**Total: 39**

##### Service measures



- Achieved **13**
- Not achieved **1**
- Data Not Available/ Not Due to Start **2**

**Total: 16**

##### Supporting strategies

1. Engage in strategic planning and implant innovative solutions to manage the growth of our City
2. Support collaboration and partnerships to deliver key outcomes for our City
3. Embrace technology, creativity and innovation to solve complex problems and improve our City
4. Attract leading research, education and training facilities to Parramatta
5. Manage the City's assets and financial resources in a responsible manner to provide the best possible services for the community



# FAIR



We can all benefit from the opportunities our city offers



### Focus areas

- Progressing on track 5
- Progressing off track 6
- Not due to start 1
- Completed 24
- On Hold/Stopped 2

**Total: 35**



### Service measures

- Achieved 23
- Not achieved 7
- Data Not Available/ Not Due to Start 2

**Total: 32**



### Supporting Strategies

1.

Invest in services and facilities for our growing community

2.

Advocate for affordable and diverse housing choices

3.

Support people to live active and healthy lives

4.

Ensure everyone has access to education and learning opportunities

5.

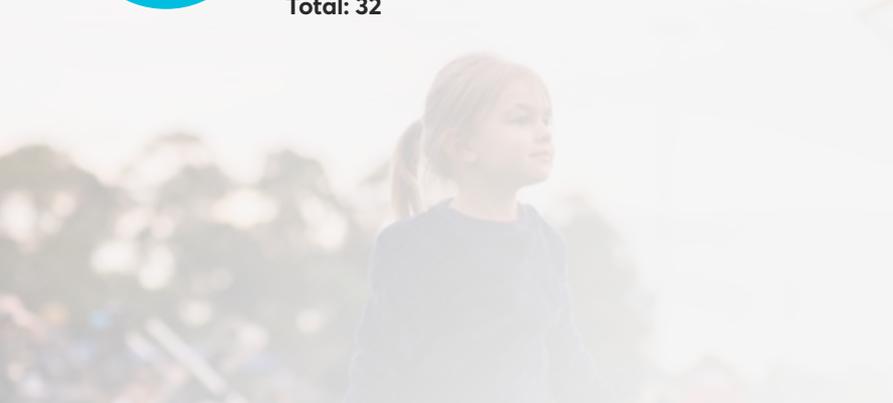
Empower communities to be strong and resilient by building individual and community capability

6.

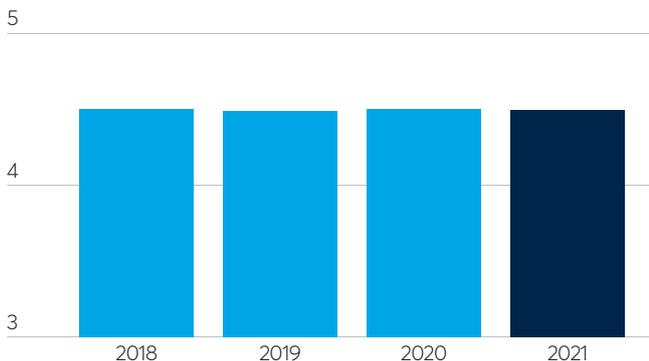
Engage and consult the community in decision-making

7.

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



**Overall community satisfaction with Council**  
Score (out of 5)



**Target: Increase score form previous year**

**The Internal Ombudsman Shared Service**

The Internal Ombudsman Shared Service (IOSS), shared between City of Parramatta, Cumberland City and Inner West Councils, is an 'independent ear' for the community, Councillors, Council staff and Council stakeholders, and we undertake the investigation of complaints and assist Councils with prevention and education activities.

The IOSS's role is to assist the member Councils to promote a high standard of ethical conduct and decision making, improve administrative conduct and procedures, identify areas for improvement in the delivery of services to their communities, ensure they are acting fairly, with integrity and in their communities' best interest, deal effectively with complaints, work to improve their complaint handling systems, and to strive for a corruption-free organisation. All operations are underpinned by the principles of procedural fairness, accountability and transparency.

Over the last 12 months, the volume of activity for the IOSS has improved with a 30% increase in activity across member councils, and a 35% increase in complaints from City of Parramatta Council, arising from a higher utilisation of the service by Council and the community.

The IOSS has also focused on the delivery of Public Interest Disclosures training to relevant staff and provided significant input into the review of Council policies.

**Community Engagement**

In 2020/21 Council engaged with the community on more than 70 projects; double the number from previous years. The community provided feedback on a range of topics and issues such as local park upgrades, master plans, planning matters, transport and significant infrastructure projects, many of which will result in new and improved amenities for the community.

The opportunity to provide feedback was presented more than 40,000,000 times using a wide variety of channels and methods. Some of the projects we engaged on included:

- Rates Harmonisation
- Parramatta CBD Planning Proposal
- Epping Pool
- Granville Town Square Master Pan
- Draft City of Parramatta (Outside CBD) Development Contributions Plan
- Parramatta CBD Integrated Transport Plan
- Hill Road Master Plan
- Draft Local Environmental Plan.

The community also had an opportunity to provide input on transformative civic projects such as the new Parramatta Aquatic and Leisure Centre, Charles Street Square and 5PS, which have the potential to become celebrated landmarks.

We supported Transport for NSW with the delivery of the Parramatta Light Rail and Metro West, both of which will improve connections and change the way people move around the city.



Council engagement with community on

**70+**  
projects



## Fair continued



### Connecting with our community

As the impacts and restrictions associated with COVID-19 continued, we explored and adopted innovative ways to connect with our community. Our new online engagement platform Participate Parramatta – launched in June 2020 – made it easier for people to view projects and provide feedback using a range of fun and interactive tools such as maps, post-it notes and polls. We also introduced an accessibility widget on the platform, making it easier for people with vision impairment to navigate and contribute.

The platform proved popular with almost 200,000 views of the site by 100,615 visitors in a 12-month period.

The online community panel continued to grow, with more than 10,000 subscribers receiving regular updates.



Platform proved popular with almost

# 200,000

views of the site

### A new Community and Stakeholder Engagement Framework

To further improve our approach to engagement, we developed a Community and Stakeholder Engagement Framework. The aim of the framework is to create a consistent approach to engagement across all Council departments to ensure transparency.

#### Next steps

In 2021/22 the Community and Stakeholder Engagement Framework will be rolled-out across all departments, ensuring more opportunities for the community to have their say on plans and projects that have the potential to shape our neighbourhoods and our City. Work will soon begin consultation to update Council's Community Strategic Plan 2038 and the new Delivery Program and Operational Plan. Community feedback on these plans will help guide Council's priorities over the next few years and influence how our City grows and the community we create.

### Socially Sustainable Parramatta

**We want everyone in our community to benefit from our City's growth and prosperity**

Being motivated by leading best practice and inspired by our community, City of Parramatta has developed the Sharing the Opportunities of Growth for All – Socially Sustainable Parramatta Framework (SSPF), which was adopted in July 2017. This Framework seeks to improve the wellbeing of the City of Parramatta's individuals and communities and embed the aims of social sustainability in all areas of Council's decision-making.

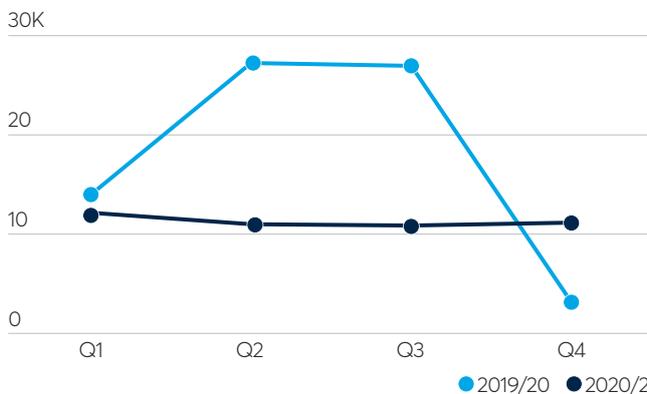
#### Development of the Year 3-5 Action Plan

Following the completion of the first two-year action plan to implement the SSPF, Council staff have worked to prepare a new action plan that will align with Council Delivery program and Operational Plan (DPOP) timeframes. Community and stakeholder consultation was conducted during first and second quarter 2020-21. Following this, the timeline for the commencement of the new action plan was postponed ensuring the actions proposed were deliverable, and to align the timeframe with Council's DPOP.

#### Implementation of the next action plan

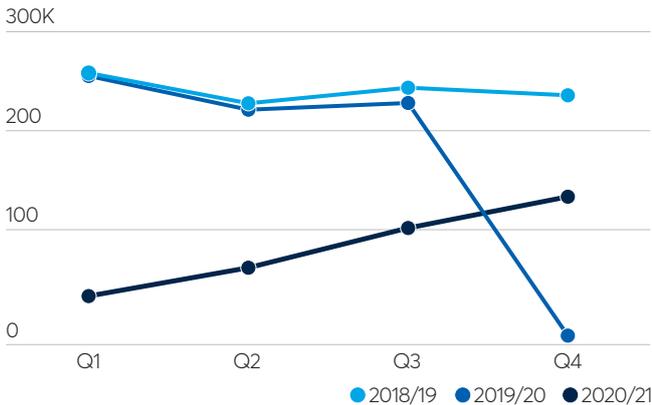
The new SSPF action plan will commence when the new DPOP is implemented, from 1 July 2022.

#### Increase utilisation of Council's Recreation programs



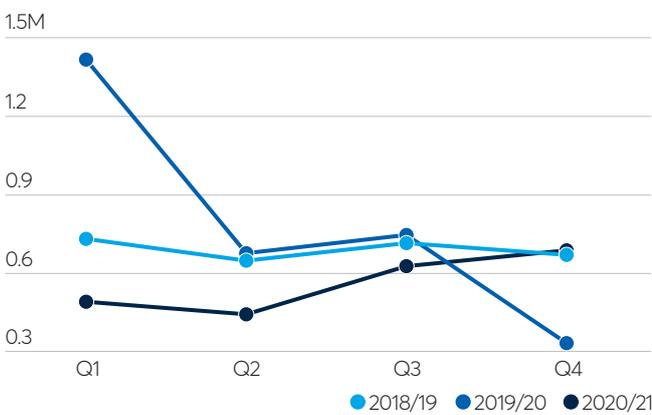
**Target: Increase in overall program participants based on same quarter, previous year**

**Increase Library Services utilisation - Visits (Physical)**



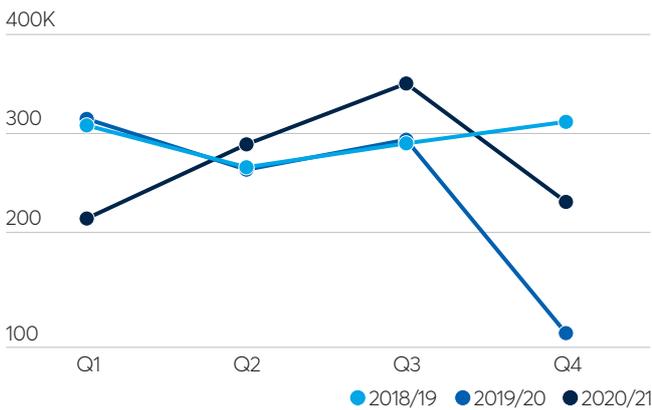
**Target: Increase visits by 5% from same quarter previous year**

**Increase Library Services utilisation - Visits (Website)**



**Target: Maintain visits on previous year (within 2% variation)**

**Increase Library Services utilisation - Loans**



**Target: Maintain loans on previous year (within 2% variation)**

**Affordable housing**

The Affordable Rental Housing Policy 2019 came into effect in February 2019 with the primary purpose to reduce the level of housing stress experienced across the City of Parramatta by increasing the supply of affordable rental housing.

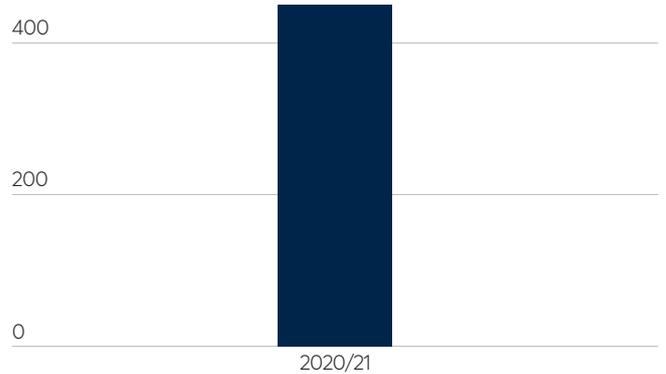
The two key actions identified in the Policy are:

- In the short term, continue to negotiate for affordable housing to be dedicated to Council through voluntary planning agreements; and
- To institute an affordable housing contributions scheme in appropriate locations across City of Parramatta

Council's work on an affordable housing contributions scheme was postponed while Council prepared new development contributions plans for inside and outside the Parramatta CBD. As the outside CBD plan has been adopted by Council, and the CBD plan is currently being exhibited, economic modelling work can then be completed.

What's Next: Finalise economic modelling work to inform a draft affordable housing contribution scheme in appropriate locations across City of Parramatta.

**Cumulative total affordable housing dwellings available in the LGA**



**Target: 9,500 dwellings by 2036**

**Aquatic & Leisure Centre**

At a ceremony on 30 March 2021, officiated by the Lord Mayor joined by Dr Geoff Lee, Member for Parramatta, and representatives from construction firm Lipman, a sod turn marked the official commencement of construction of the Aquatic and Leisure Centre for Parramatta, a key milestone in the reporting period. Piling, bulk earthworks, rock anchoring, drainage works and tanks installation have progressed and, despite a period of shut down and restrictions for COVID, the shape of the facility is starting to appear.

Council, on top of its initial commitment of \$38.5 million matched by the NSW Government, is investing an additional \$11.6 million to increase the facility's capacity and future-proof it to accommodate Parramatta's rapid growth.

The facility will be a welcoming and social space for the whole community – a place to gather with family and friends, swim and play, and enhance the community's health and wellbeing. Throughout 2020/21 designs were refined in response to feedback from the Access Advisory Committee and the accessibility outcomes are improved as a result.

Having confirmed that the operations of the centre will be delivered by Council, actions are underway for ensuring business readiness upon the facility's opening.



## ACCESSIBLE



We can all get to where we want to go



### Focus areas

- Progressing on track 2
- Progressing off track 1
- Not due to start –
- Completed 17
- On Hold/Stopped 1

**Total: 21**



### Service measures

- Achieved 14
- Not achieved 5
- Data Not Available/  
Not Due to Start 1

**Total: 20**



Supporting Strategies

1.

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

2.

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

3.

Make our City more enjoyable and safe for walking and cycling

4.

Provide and upgrade roads and improve safety for all users

5.

Manage traffic congestion and access to parking



### City River Program

The City River Program brings to life Council’s vision for the Parramatta River. Over the past six years, teams have developed strategy, planning controls and commenced a program of works to transform the 1.5km stretch of foreshore at the heart of our City.

Through a number of landmark projects, Parramatta Quay and the surrounding river precinct is being re-imagined as a vibrant, green and welcoming public place which celebrates the river, provides our community with greater access to the foreshore, and connects our City with the landscape so intrinsically tied to Parramatta’s origin, name and identity.



### The Escarpment Boardwalk

The Escarpment Boardwalk, opposite the Parramatta Ferry Wharf, was officially opened on 1 April 2021. This \$18million complex infrastructure project connects Parramatta Park to Melrose Park and Sydney Olympic Park and allows pedestrians and cyclists to experience more than 20km of scenic paths on both sides of the Parramatta River.

Co-funded by City of Parramatta and the NSW Government, the impressive river-level Escarpment Boardwalk is 3m wide and 500m long. Its pre-cast concrete panels ensure it will withstand extreme situations, including ferry collision and high-velocity floodwaters. Two flights of stairs provide direct access from the Escarpment Boardwalk to Stewart Street and Macarthur Street, and offer safer access for everyone including students at Macarthur Girls High School.

### Street Square

Charles Street Square, adjacent to the Ferry Wharf at Parramatta Quay, is planned to begin construction in late 2021. Guided by two rounds of community engagement, the flood-resistant and sustainable design draws inspiration from the Parramatta River and the site’s unique history.

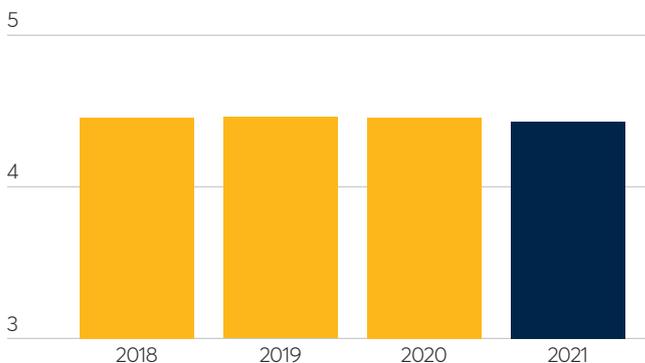
Charles Street Square is set to offer a beautiful arrival experience for rivercat journeys to Parramatta, and a place to spend time while enjoying the riverside setting and public celebrations.

The \$10+ million upgrade, planned to open in late 2022, features a new pavilion, a wide riverfront walk, and three attractive terraces connected by stairs and a series of gently graded ramps.

Council has dedicated significant funding to this critical project and has sought additional support from the NSW Government in order to deliver a high-quality, resilient public domain for all to enjoy.

#### Community satisfaction with the condition of local roads

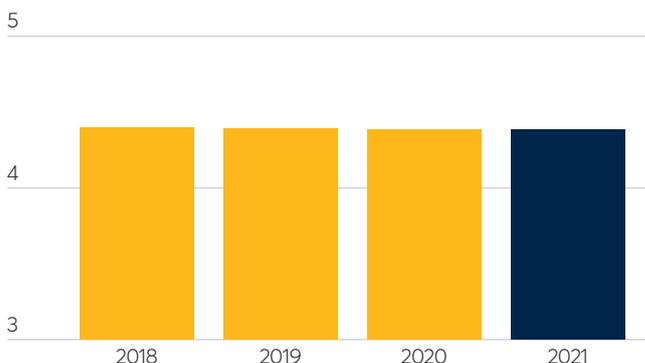
Score (out of 5)



Target: Maintain community satisfaction score from previous year

#### Community satisfaction with local traffic management

Score (out of 5)



Target: Maintain community satisfaction score from previous year



Officially opened

**\$18m**

complex infrastructure connecting Parramatta Park to Melrose Park and Sydney Olympic Park

## Accessible continued

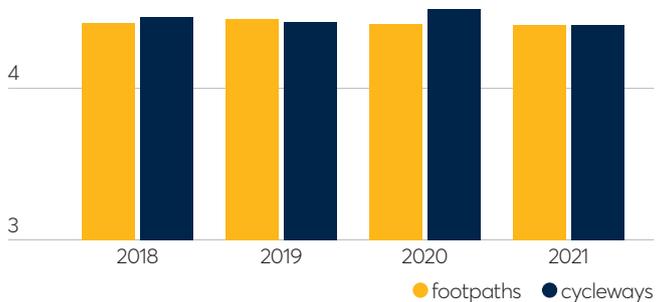
### Walking & Cycling Connectivity

	Cyclist	Pedestrians	Total
2016	156,749	176,904	333,653
2017	199,473	181,795	381,268
2018	233,569	202,867	436,436
2019	235,217	221,741	456,958
2020	301,208	244,256	545,464
2021	305,307	256,073	561,380

The multimillion-dollar investment in infrastructure has continued, significantly improving walking and cycling connectivity throughout the local government area, delivering on key actions from the Parramatta Ways Walking Strategy, the Parramatta Bike Plan and the CBD Pedestrian Strategy. Investment can be seen in key projects in delivery such as the recently completed Escarpment Boardwalk and Ermington Foreshore Transformation along the Parramatta River. Work is continuing on the Epping to Carlingford Cycleway, Alfred Street Cycleway, Alfred Street Pedestrian and Cyclist Bridge as well as Milson Park path. Further planning is underway to continue investing in walking and cycling infrastructure in the next few years.

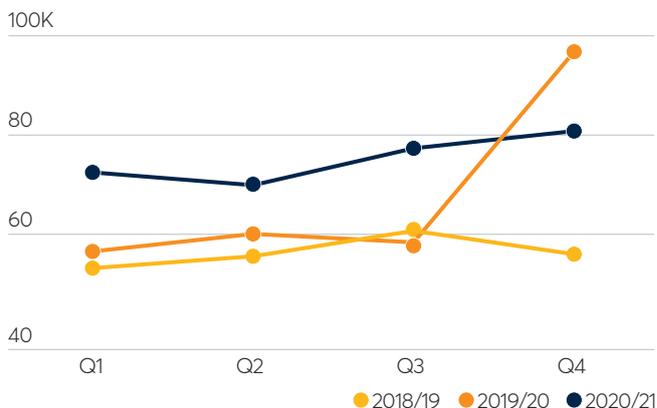
#### Community satisfaction with provision and maintenance of footpaths and cycleways

5 Score (out of 5)



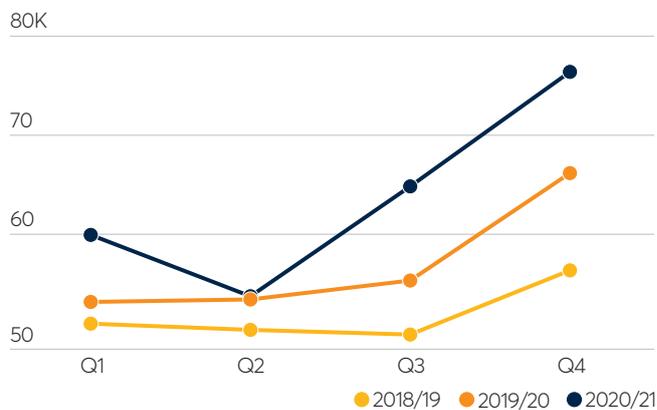
Target: Maintain community satisfaction score from previous year

#### Utilisation of Parramatta Valley Cycleway by Cyclists



Target: Increase from same quarter previous year

#### Utilisation of Parramatta Valley Cycleway by Pedestrians



Target: Increase from same quarter previous year





### 5/7 Parramatta Square

The 5/7 Parramatta Square (5/7PS) client team within Council was established in July 2020 to lead the business readiness planning for the future opening of 5/7PS – Council's new flagship community, cultural and civic facility due to open in mid-2022. A key focus for the team has been the refinement of the detailed building design in line with the Council's endorsed functional brief to ensure that the facility is flexible and can adapt to the changing needs and expectations of our community now and into the future. Work is also well advanced on the design of the future operating structure, best practice customer service delivery model, and an integrated facility-wide programming strategy.

5/7PS will be an inclusive community facility with a particular focus on universal access design. As Council's first truly smart community facility, smart tech capabilities and enhancements will be included throughout the facility. The integrated community offering delivered through 5/7PS will see a diverse range of community facilities including a new city branch state-of-the-art library, community meeting rooms and event and exhibition spaces, a café, and a beautifully appointed Council Chambers overlooking Parramatta Square.

### Parramatta Light Rail

The Parramatta Light Rail (PLR) progressed from the design and documentation phase to full construction across all areas of the corridor. Construction along the former Carlingford Line corridor proceeded rapidly, with major infrastructure work substantially complete by June 2021. In Westmead and the Parramatta CBD, much of the work centred on road and footpath excavation, relocation of existing utilities and installation of light rail utilities.

Construction in Eat Street (Church Street) in the Parramatta CBD was bought forward with the deferral of the November 2020 to January 2021 summer activation period. This allowed additional works to be completed in that time. By June 2021 much of Eat Street between Lennox Bridge and George Street was complete, with utilities, flush pavement and track work in place. The ongoing pandemic conditions also enabled the Contractor to complete additional utility and construction works, due to lower pedestrian and traffic numbers. In the 2021/22 year the main infrastructure works will be complete, with the focus turning to the fit-out of light rail Stops and overhead wires for tram operation.



# GREEN



We care for and enjoy our environment



### Focus areas

- Progressing on track **1**
- Progressing off track **6**
- Not due to start –
- Completed **16**
- On Hold/Stopped **1**

**Total: 24**



### Service measures

- Achieved **17**
- Not achieved **8**
- Data Not Available/  
Not Due to Start –

**Total: 25**



Supporting Strategies

**1.**

Protect and enhance our natural environment

**2.**

Improve our River and waterways

**3.**

Keep our City clean

**4.**

Provide green spaces for recreation, relaxation and enjoyment

**5.**

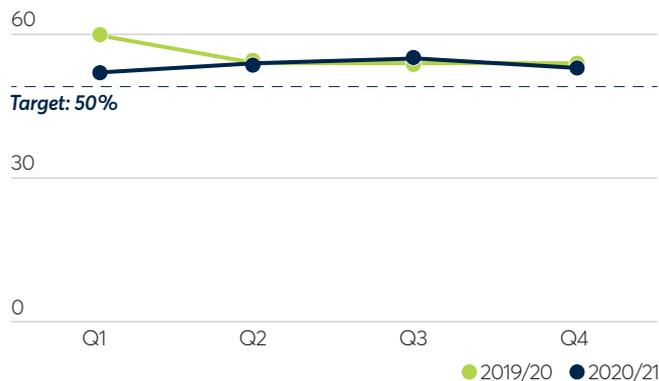
Prepare for and lessen the impacts of extreme weather conditions

**6.**

Promote energy and water efficiency, renewable energy sources, and reduce emissions and waste



**Increase waste diverted from landfill**



**Target: At least 50% of waste diverted from landfill by 2022 (increasing to 85% by 2038)**

**Environmental Sustainability**

**Environmental Sustainability Strategy 2017**

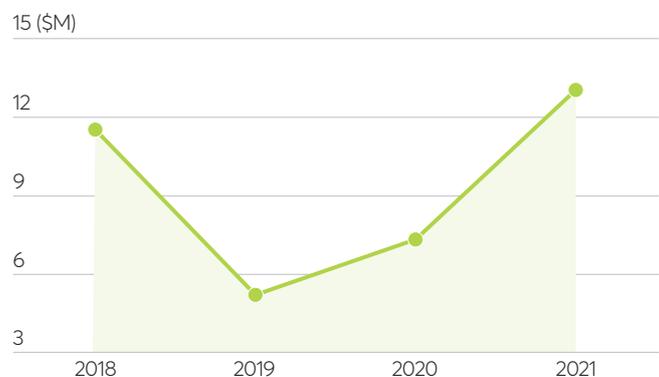
Motivated by leading best practice and inspired by our community, the City of Parramatta adopted its Environmental Sustainability Strategy in 2017. The Strategy sets the strategic environmental direction for Sydney's Central River City and included a four-year action plan identifying a range of council and community projects, programs, and policies to create a nature inspired, efficient and resilient City. A review of this action plan has been completed and overall, Council has made good progress with 60% of the long-term goals and 94% of the actions on-track.

Status	No. of goals	Percentage	No. of actions	Percentage
<b>On-track</b>	12	60%	92	93.9%
<b>Not yet determined</b>	5	25%		
<b>Not-on-track</b>	3	15%	6	6.1%

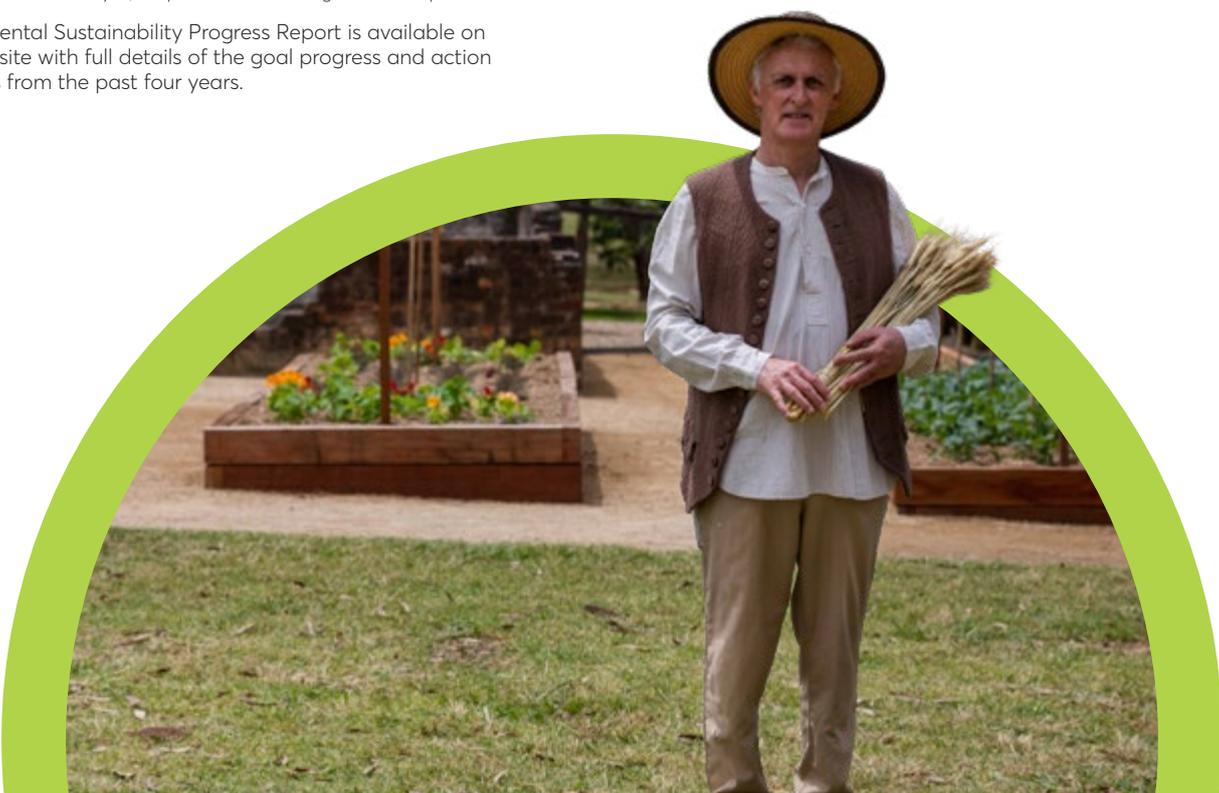
Less than four years of data does not provide meaningful results for tracking progress towards the 2038 or 2050 long term goals. The next progress report, with up to eight years of data analysis, will provide data for all goals to be reported on.

The Environmental Sustainability Progress Report is available on Council's website with full details of the goal progress and action achievements from the past four years.

**The value invested on parks, playgrounds and open space upgrades**



**Target: Maintain or increase on previous year (\$m)**



## Green continued

### Creating a nature inspired, efficient and resilient City

In 2020/21, Council achieved the following outcomes:

- LED streetlighting upgrades** – Council has continued to progressively upgrade streetlights to energy efficient LEDs to reduce financial expenditure and corporate emissions. 53% or 8,122 streetlights are now energy efficient, saving Council \$7.1million and 41,259 TC02-e emissions over the 20-year life of the lights. Council has secured federal funding to undertake further LED and smarts major road street lighting upgrades within the Endeavour Energy network area, increasing energy efficient streetlighting to 75% by the end of 2021/22.

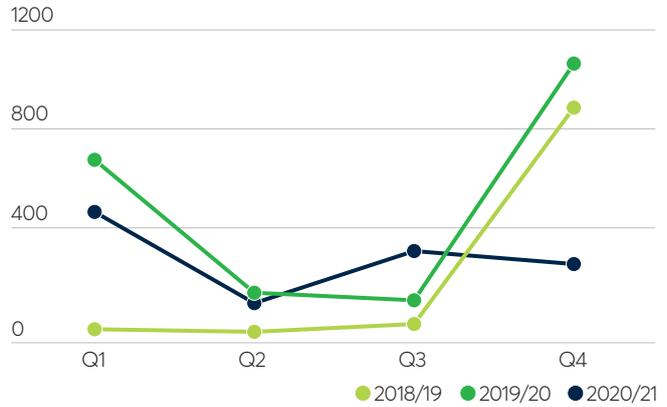


# 8,122

streetlights are now energy efficient



### Trees planted



**Target: Increase on same quarter previous year**

- Record planting program** – Council continues to grow its shade and tree canopy with the planting of another 110,000 plants, matching the planting efforts of 2019/20. These include 2,000 street trees, 8,000 shade trees in parks and playgrounds and 100,000 within bushland areas. Council has secured three different state funded grants to expand the tree planting program including 2,600 (Greening Parramatta), 7,600 (Greening Great West Walk) and 20 (Parramatta CBD) trees to be planted in 2021/22.

planting

# 5000+

new trees in streets, parks, bushland and along our waterways





- **Lake Parramatta facelift and making a splash** – the installation of new wayfinding signage and track upgrades increased accessibility around Lake Parramatta, especially during COVID-19 lockdown restrictions. Lake Parramatta continues to be one of the top three things to do in Parramatta (source: Trip Advisor) attracting over 33,000 swimmers over the 2020/21 summer.
- **Better buildings for the future** – reviewing and improving our planning and development requirements in the areas of energy efficiency, dual piping for future recycled water, water efficiency, renewable energy, electric vehicles, bird friendly design and urban cooling are some of the areas that we have been working hard to ensure our buildings are fit for the future. Council is progressing these sustainability requirements through often complex planning process to amend and update Local Environmental Plans (LEPs) and Development Controls Plans (DCPs). The City of Parramatta is a leading council in the development of sustainability planning controls and is collaborating with other Sydney councils and the NSW Government on their broader application.
- **Preparing for an electric vehicle transition** – in addition to the electric vehicle (EV) planning controls mentioned above, Council has drafted EV infrastructure guidelines to support the installation of EV chargers on public land. A Western Sydney EV Roadmap has been developed through the Western Sydney Energy Program (WSEP) and federal funding has already been secured for the installation of two EV fast chargers within the local government area. Council has committed to purchasing and trialling an EV passenger car and EV charger for its fleet during 2021/22.
- **Towards Carbon neutrality** – Council is on track to achieving its Carbon Neutral by 2022 goal through the establishment of an emissions baseline, and now progressing through the Carbon Active certification process. Council has commenced the process to transition our renewable electricity power purchasing agreement (PPA) from 25% (started 1 July 2019) up to 100% renewable PPA to commence 1 July 2022. The purchasing of renewable electricity for our major, minor and streetlighting assets will further reduce our organisational emissions and carbon offset requirements.
- **Loving our living Parramatta River** – development of the Parramatta River Plan has continued and when completed, will provide the strategic vision and direction for additional and upgraded green space, and improved coordination with all the key landowners along the River and key government, business, and community stakeholders.
- **Walking and Cycling connectivity** – multimillion dollar infrastructure investment continues to improve walking and cycling activity throughout the municipality, delivering on key actions from the Parramatta Ways Walking Strategy, the Parramatta Bike Plan and the CBD Pedestrian Strategy. Investment can be seen in key projects in delivery such as Parramatta Light Rail walking and cycling connections and the Parramatta River escarpment boardwalk. Further planning is underway for more investment in coming years. This work will also assist in contributing to regional initiatives the City of Parramatta is supporting such as the Great West Walk and the Sydney Green Grid.
- **FloodSmart for all** – The award winning FloodSmart warning service program continues to be one of the most visited sections of Council's website providing residents with crucial weather and flood alert information. Council continues to expand the warning service and progress several key flood studies, models, and policies to improve community flood resilience.
- **Turning Down the Heat** – worked in partnership and collaboration with our neighbouring Councils to:
  - Design and plan to cool the built environment through the development of the award-winning Urban Heat Planning Toolkit (Greater Sydney Commission Sustainability Award 2021), and the Cool Suburbs design support tool
  - Build a community that is healthy and prepared for heat through the development of the Heat Smart for Vulnerable Communities framework and supporting toolkits, factsheets, and workshops for community organisations and our most vulnerable residents
  - Lead the Western Sydney Cool Roads Project, trialling a new cool surface treatment for local roads to reduce surface and air temperatures.
- **WARR on Waste** – Our community has successfully reduced resource consumption by 14% per person per week from 8.1kg in 2017 to 7kg in 2021. There has also been an 8% improvement in waste diverted from landfill up to 53% in June 2021.
- **Our Community getting active** – even during COVID-19 restrictions our community has shown interest in environmental sustainability through participating in:
  - Liveable Parramatta social media and newsletter communications
  - Bushcare online events, trainings, and newsletter communications
  - Get into Nature online sustainable living workshops, free energy audits and independent solar advice
  - Compost Revolution compost and worm farm support; and
  - Bin Trim Business waste and water efficiency programs.



## WELCOMING



We celebrate culture and diversity – past, present and future



### Focus areas

- Progressing on track **2**
- Progressing off track –
- Not due to start –
- Completed **8**
- On Hold/Stopped **1**

**Total: 11**



### Service measures

- Achieved **5**
- Not achieved **11**
- Data Not Available/  
Not Due to Start –

**Total: 16**



Supporting Strategies

1.

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

2.

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

3.

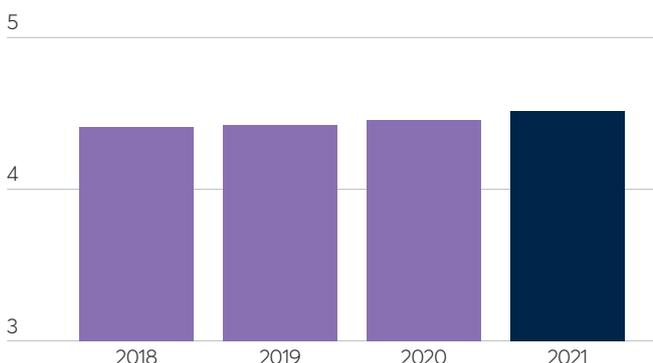
Respect, protect and celebrate our shared living histories of Parramatta and embrace our heritage

4.

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



**Community satisfaction with Parramatta as a place to live**  
Score (out of 5)



**Target: Increase Community satisfaction score from previous year**

In 2020/21 Parramatta Artists' Studios (PAS) undertook significant consultation work in the development of their First Nations Engagement Strategy and Implementation Plan. Following the Cultural Conversations Event and Workshops held on 24/25 January 2020 in conjunction with Riverside Theatres, PAS continued to work with Ngurra Advisory to conduct a Cultural Conversations survey with a focus on First Nations artists from Western Sydney. The aim of this survey was to provide a series of recommendations that directly influence and improve future programming, processes and engagement with First Nations Artists' and the broader community within the Greater Sydney area and beyond. Ngurra Advisory in collaboration with PAS created an extensive survey which focused on four keys areas of awareness, services, process, and engagement. The survey was conducted with 30 First Nations artists, online and over the phone, due to COVID-19 restrictions. A substantial report was produced by Ngurra Advisory which outlines and reflects the results of this survey and provides further contextual research. This report provides a series of recommendations which have informed the final stage of developing the Strategy and Implementation Plan.

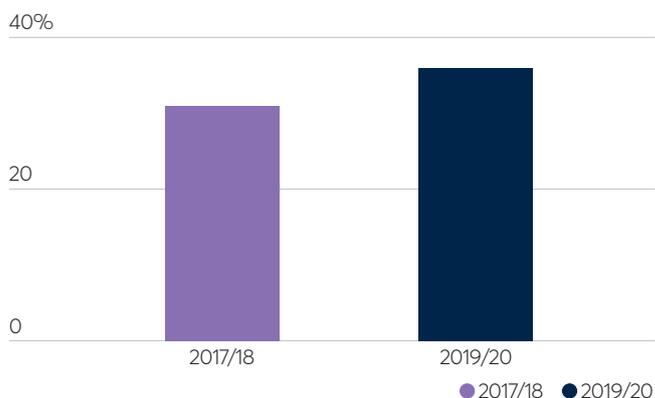
**Better Neighbourhood Program**

The Better Neighbourhood Program (BNP) is a long running and successful Council program focusing on the capital upgrades of neighbourhood centres outside of the Parramatta CBD. The program delivers improvements to centres with the goal of enhancing safety, vitality, and economic prosperity.

A total of \$3.2m was allocated under the Program with \$800,000 in 2019/20 and \$2.4m in 2020/21. The funding allocation is larger in the second year to allow for consultation and design.

Areas are prioritised for upgrades based on a number of factors including the condition of the centre, its vibrancy, and connectivity. The community also plays an important role and nearly 400 local residents provided feedback on priorities.

**Percentage of people likely to recommend Parramatta to your family and friends as a place to visit**



**Target: Maintain or increase from previous year**

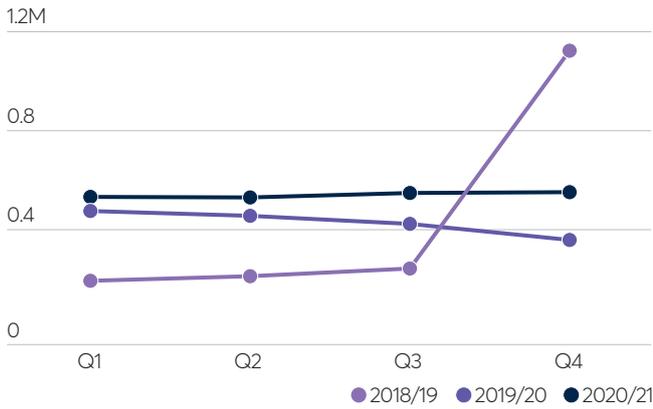


**\$3.2m**  
allocated for BNP

Welcoming continued

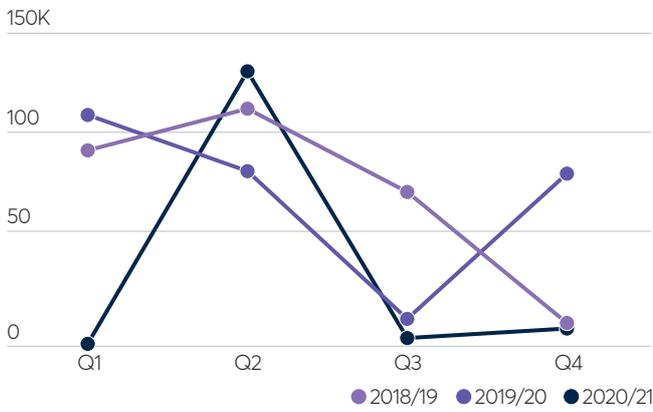


Visits at key destinations & tourist attractions



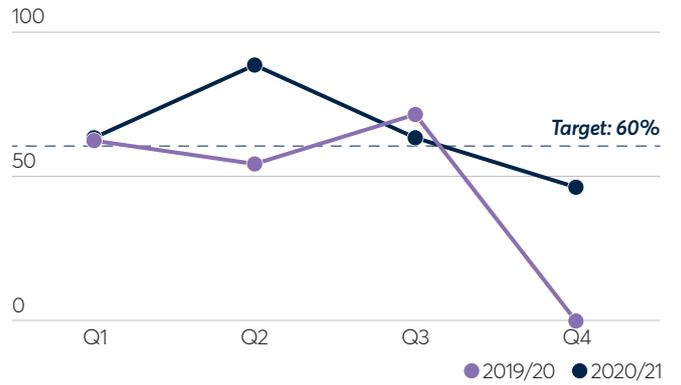
Target: Increase from previous year

Total attendance at events and festivals



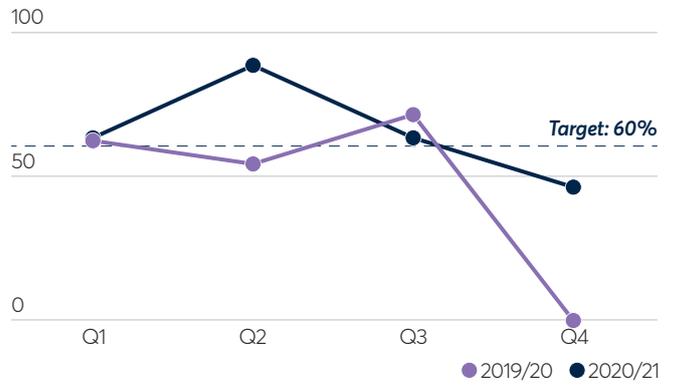
Target: Increase from previous year

Percentage of Riverside's available seating capacity utilised annually



Target: Maintain or increase on 60%

Percentage of Riverside's available seating capacity utilised annually



Target: Maintain or increase on 60%





# THRIVING



We benefit from having a thriving CBD and local centres



### Focus areas

- Progressing on track **8**
- Progressing off track **6**
- Not due to start –
- Completed **15**
- On Hold/Stopped **2**

**Total: 31**



### Service measures

- Achieved **6**
- Not achieved **2**
- Data Not Available/ Not Due to Start **1**

**Total: 9**



Supporting Strategies

## 1.

Accelerate local jobs growth and support people in finding employment

## 2.

Attract public and private investment to our City and support the growth and prosperity of local business

## 3.

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

## 4.

Ensure Parramatta has a thriving day and night time economy



### Master Plans & Heart of Play

Council continued working on the development and implementation of key masterplans including:

#### Parramatta 'Heart of Play' Masterplan

A comprehensive masterplan to enhance and connect seven existing open spaces just east of Parramatta CBD was adopted by Council on 12 July 2021. The masterplan was informed by two community engagement periods, as well as the Community Infrastructure Sportsground and Open Space strategic imperatives for City of Parramatta's growing population. The masterplan will now guide the upgrades and renewals of this open space network in North Parramatta over the next 20 years.

#### North Rocks Masterplan

The upgrade to John Wearn Reserve in Carlingford was made possible through joint funding through NSW Government's Stronger Communities Fund and City of Parramatta. The 2.4-hectare park was opened on 4 December 2020, the upgrade included a safari themed playground, dog park, carpark, amenities block, skate park, fitness station, barbecue facilities, multi-use sport court, picnic shelters, and a new stage with Amphitheatre seating.

#### Dence Park Masterplan

In November 2020, Council sought feedback on the detailed concept plan. Using this, Council is continuing to refine the concept so that the design can be ready for DA lodgment.

#### Rydalmere Park Masterplan

The Rydalmere Park Masterplan works are anticipated to commence in November 2021. These works include upgrading of the two southern turf fields and cricket pitch, installing new lighting, a stormwater re-use tank, three lane cricket practice nets, seating, fencing, providing new drainage and irrigation, and upgrading the southern and northern car parks.

#### North Granville Community Facilities Masterplan

Stage 1 of the Masterplan was adopted in 2019 and includes improvements to F.S. Garside Park and Alfred Street Cycleway. These improvements are being funded under the NSW Government's Parramatta Road Urban Amenity Improvement Program (PRUAIP). Construction on the Alfred Street cycleway has commenced and is estimated to complete early 2022. Construction to upgrade F.S. Garside Park is anticipated to commence late 2022 following final community consultation, detailed design documentation and acquisition of relevant environmental approvals.

#### Milson Park Masterplan

Adopted by Council in August 2018, the improvements will provide 6.9 hectares of passive recreation space based on nature-based experiences and improve waterway health. Key components of the Masterplan include:

1. Construction of an artificial wetland and installation of water sensitive urban design infrastructure to improve waterway health
2. Wetland boardwalk, seating, open lawn and nature-based play spaces and,
3. improved pedestrian and cycling connections provided by a shared pathway and pedestrian bridge across Milson Park. Council is working in partnership with Sydney Water to deliver and implement the master plan. Construction estimated to complete May 2022.

#### Sue Savage Masterplan

Adopted in 2017, the key features of the Masterplan include new basketball court, carpark, public amenities building, skate/BMX park, new pathways and upgraded bushwalking track. Consultation and design of the skate park is now complete. This project is funded by the 2017 City of Parramatta Council Section 94A Development Contributions Plan (Amendment No. 5). Council has paused this project until adequate funding is secured.

#### Arthur Phillip Park Masterplan

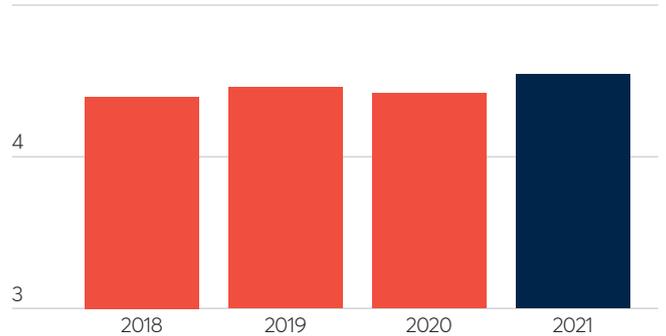
Adopted by Council 26 July 2021. The Masterplan provides a long-term future vision and statutory requirement to fund new district level recreational facilities and amenities. Council has received funding from the NSW Public Spaces Legacy Program to commence planning and design of Stage 1 of the masterplan which includes a district playground, fitness stations, park lighting and improved social spaces. Stage 1 construction is estimated to commence mid 2022 following final round of community consultation and detailed design documentation.

#### Binalong Park Masterplan

Adopted on 26 of July 2021. The Masterplan was developed across three phases of community consultation to ensure that it meets the social and recreational requirements of residents, park visitors and sporting groups. The Master Plan sets a holistic vision for the park, aligns with Council's adopted Community Infrastructure Strategy, and assists to plan embellishment of the park over a 20-year period.

### Mean rating from businesses owners of likelihood to recommend Parramatta as a city to work in

5 Score (out of 5)



Target: Maintain community satisfaction score from previous year



## Thriving continued

### Economic Development

#### Supporting Small Business

Council delivered 41 workshops for small businesses throughout the year on disciplines ranging from business fundamentals to specialised marketing programs.

Business e-newsletters were distributed each month with content relevant to local businesses, COVID-19 initiatives and support, and engagement opportunities.

Parramatta Localised which was launched in 2020 delivered five online networking events for Parramatta businesses with over 400 registered participants across all events.

#### Parramatta at Night – Night Time Economy

Actions from the Parramatta Night City Framework commenced in 2020/2021. These included the Night Time Economy Retail Diversification Grants with applications having closed in February 2021. Council administered eight grants to local businesses across the LGA. Events tied to these grants will be underway in late 2021.

Consultation on the Draft Parramatta Late Night Trading DCP commenced with stakeholders including the Parramatta Liquor Accords and Parramatta Police Local Area Command. Work on the Late-Night Trading DCP continues into late 2021.

#### Parramatta Legal and Justice Coalition

The Parramatta Legal and Justice Coalition was established in June 2021 following an open EOI process for membership. Thirteen members were nominated for membership from industry, expert, and government. The primary purpose of the Parramatta Legal and Justice Expansion Coalition is to undertake activities to advocate and promote for an expanded legal and justice precinct in Parramatta. It is to be the centralised point of advocating for the expansion and a permanent presence of the Supreme Court of NSW in Parramatta.

#### Innovate Parramatta

Council delivered the Innovate Parramatta Startup Forum in June in collaboration with Parramatta startup and innovation sector stakeholders across business and Government. The Forum promoted Parramatta's startup ecosystem and positioned Parramatta as a leading destination for investment by innovation and technology businesses. Attendees represented the business, government, and education sectors.



#### Business Sentiment

Business confidence was high or very high with 50% of all businesses surveyed indicating they were confident or very confident in their business prospects over the next 12 months.

74% of businesses surveyed have no intention of leaving or relocating outside of Parramatta in the next two years, with 58% indicating plans for expansion within the City, suggesting strong confidence in Parramatta as a business prospect.

There was an increase in awareness of Council's small business programs and events from 41% to 46% and 42% of businesses thought local regulations provided a business-friendly environment.

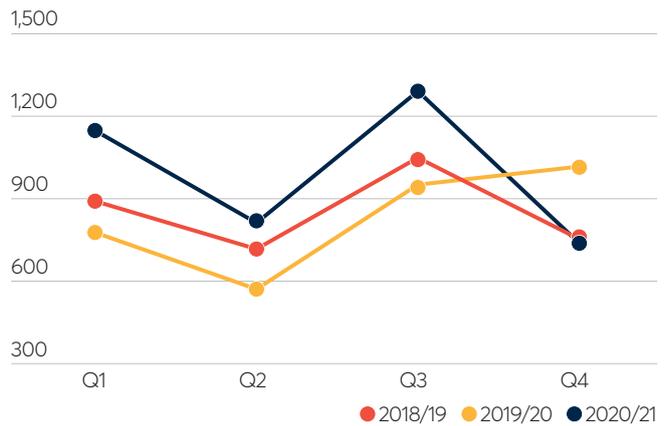
Covid had an impact on how businesses trade. 1 in 4 businesses introduced one new offering due to COVID, 4 in 10 (39%) of businesses adapted to COVID using technology, 1 in 3 (35%) reduced staff or staff hours.

#### Parramatta Office Market

The total size of the Parramatta office market as of January 2021 was 809,526sqm, of which approximately 45% is considered Prime or A Grade.

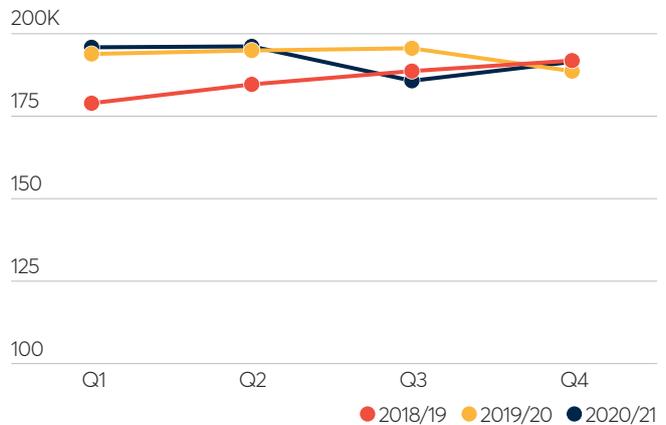
Parramatta's office vacancy rate stands at 10.2% as of July 2021 with A Grade vacancy at 11.4% owing to an increase in supply over the previous six months as new office accommodation is completed, with B Grade vacancy decreasing to 5.7%.

#### Increase new businesses created



Target: Increase number of new businesses

#### Increase Net jobs in the Parramatta LGA



Target: Increase number of new businesses



### Parramatta Square

Parramatta Square is the largest commercial urban renewal site in Australia. Located across a prime three-hectare CBD block, it will comprise six new buildings and a refurbished Town Hall, linked by a 6,000sqm central public domain which will serve as an important place to meet, trade, shop, dine, learn, celebrate, and connect.

The first stage of the public domain was completed in November 2019 creating a new access to Parramatta Station via an underground retail link and reopening of Darcy Street to pedestrians and vehicles. The final stage is expected to be completed in 2022.

#### 3 - Parramatta Square

Construction on 3 Parramatta Square was completed in May 2020. It is currently occupied by the tenant National Australia Bank.

#### 4 - Parramatta Square

Completed at the end of November 2019, 4 Parramatta Square provides A-Grade accommodation to multiple NSW Government tenants.

#### 5 & 7 - Parramatta Square

A new civic, community and cultural space, 5 Parramatta Square will be a sustainable, multipurpose building with a cutting-edge façade. With a builder appointed in February 2020, construction works are at an advanced stage targeting a mid-2022 completion. The 7 Parramatta Square project is the adaptive re-use of the Parramatta Town Hall, and is currently in the Development Approval phase with a targeted completion in late 2022.

#### 6 & 8 - Parramatta Square

The final commercial tower, offering an additional 125,000sqm at Parramatta Square commenced in May 2019. Property NSW, Westpac and Link Market Services will be major tenants in 6 & 8 Parramatta Square upon completion.

## Culture and Our City

A Cultural Plan for Parramatta's CBD 2017-2022 has the aspiration: "Driven by culture, Parramatta will be a world-class city known for its diversity and energy, with people, ideas and creativity at its core".

This year, Parramatta's cultural and creative sector continued to meet the challenges of COVID-19 and associated restrictions through the development and delivery of innovative recovery responses, including adaptive programming and digital cultural events and content.

**Goal 1:** Always was, always will be, a gathering place

**Goal 2:** Diversity is our strength and everyone is welcome

With COVID restrictions limiting the ability for visitors to engage with the region's heritage in person, Council developed a virtual tour of heritage assets available online. Additionally Council launched a new Parramatta's history and heritage website, providing access to collections and in depth research

Council continued to progress development of 5 Parramatta Square, the City's new cultural and community facility in Parramatta Square. The venue will deliver an innovative program of activities and events that show case the region's cultural identity and best practice library service in a world class facility.

**Goal 3:** Ideas and imagination are the heartbeat of our City

**Goal 4:** By design, our City incubates creativity, industry and new knowledge

Council continued its commitment to the redevelopment of Riverside Theatres, progressing further concept development to realise the aspiration of a world class Arts Centre as part of Parramatta's cultural precinct

Key cultural delivery teams Riverside Theatres, Parramatta Artist Studios and Cultural Heritage and Visitor Services built on their digital cultural events with the delivery of an innovative program of online and virtual activities and events. In addition, reimagining of key events and programs delivered in new modes across the city strengthened Parramatta's creative and cultural sector recovery

Some key events and activities delivered in 2020/21 included: Parramatta Nights which saw multiple activities held across the CBD spaces including Jazz in the Square, Rooftop Hangout Concerts, Open Air Cinema and roller-skating rink

Parramatta Artist studios encouraged people to get back out into the city with the introduction of its Parramatta by Foot program, which explored four unique installations by Western Sydney-based artists in the City.

This year also saw the creation of digital engagement and content with nearly 100 shows presented digitally at Riverside Theatres, WEAVE online, and the Future Artists Club at Home program as well as Virtual class room and Virtual Dharug Language and Culture course run by the Cultural Heritage and Visitor Services team.

**Supporting the creative and cultural sector**

This year, the City's Community Recovery Grants Program saw \$150,000 of investment by Council into new projects by creative sector organisations. Projects were funded across diverse cultural and creative sectors including performing and visual arts, literature and writing, film, dance, electronic and live music and cultural expression capacity building. Two organisations were supported to produce and deliver shows impacted by the first lockdown in both live and digital streaming formats, providing greater accessibility to audiences around the country.



# INNOVATIVE



We collaborate and champion new ideas to create a better future



### Focus areas

- Progressing on track 3
- Progressing off track 7
- Not due to start –
- Completed 27
- On Hold/Stopped 2

**Total: 39**



### Service measures

- Achieved 13
- Not achieved 1
- Data Not Available/ Not Due to Start 2

**Total: 16**



Supporting Strategies

## 1.

Engage in strategic planning and implant innovative solutions to manage the growth of our City

## 2.

Support collaboration and partnerships to deliver key outcomes for our City

## 3.

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

## 4.

Attract leading research, education and training facilities to Parramatta

## 5.

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

### Civic Link

The Civic Link will be a new green, pedestrianised public space and cultural spine that connects public life from the heart of Parramatta CBD at Parramatta Square to the River. The Civic Link Framework Plan (Framework Plan) outlines Council's long-term vision and was endorsed in 2017. The Civic Link responds to the scale and pace of change in the CBD by providing more pedestrian space to cater for increased commercial and residential development, as well as State Government investment including new public transport infrastructure and a new museum.

### Preparation of Planning Controls

The process of developing the Framework Plan into more detailed planning controls has commenced. Council endorsed a Special Area Development Control Plan (DCP) for the Civic Link in late 2019 which included overall objectives for the corridor as well as detailed controls for Block 1 at Parramatta Square. Further DCP amendments will be reflected in the upcoming Parramatta City Centre DCP.

### State Government Coordination

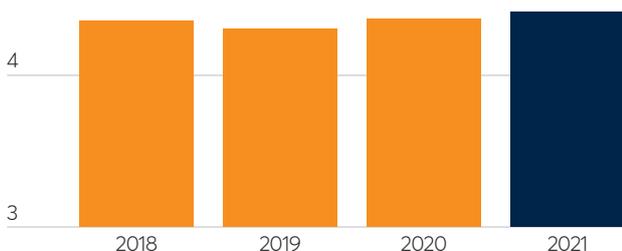
Civic Link is co-located with a number of important State Government Projects. Council is engaging with the State and advocating for integrated design and delivery of the Civic Link on the Parramatta Powerhouse Museum site, at the interface with Parramatta Light Rail on Macquarie Street and at the Parramatta Station for Metro West at Horwood Place.

### Public Space Development

A business case has been prepared to set priorities and guide the design and delivery of the Civic Link public domain. The implementation of this business case – including public space design work, will commence in 2021/2022.

### Increase community satisfaction with value for money in return for rates provided

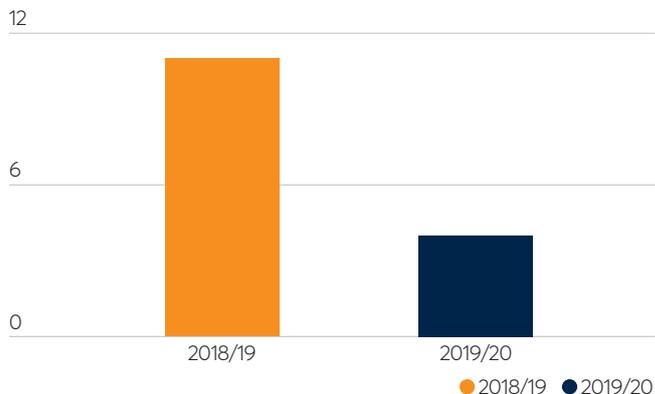
5 Score (out of 5)



Target: Increase Community satisfaction score from previous year

### Smart City initiatives launched

Number of initiatives



Target: Increase from previous year

### Phillip Street Smart Street

The aim of this project is to deliver Parramatta's first smart street in Phillip Street within the CBD. The project will deliver infrastructure needed to support technologies for a smart street and streetscape improvements that will help to form the wider Phillip Street vision of being the promenade that will link Parramatta Wharf and Charles Street Square to the new stadium. Construction for Stage one of Phillip Street Smart Street was completed end of 2020. The design works for stage two are under way and the construction works are anticipated to commence mid-2022.



## Innovative continued

### Strategic Partnerships

A new partnership Alliance model was introduced aimed at establishing Council in a leading role in advocacy, marketing and strategic project delivery for the Central City. The Alliance brings together leaders from across business, education, and government to facilitate the coordination and delivery of shared projects across a number of precincts and sectors.

Priority areas include:

**EducateAT Alliance** – focusses on positioning Parramatta as a destination of excellence in Education. The projects include gaining insights into what makes Parramatta a great place for students, strengthening connections between Industry and employment, advocating for better connectivity and a citywide orientation program. The partners include: Western Sydney University, University of Sydney, University of New England, University of New South Wales, and Swinburne University.

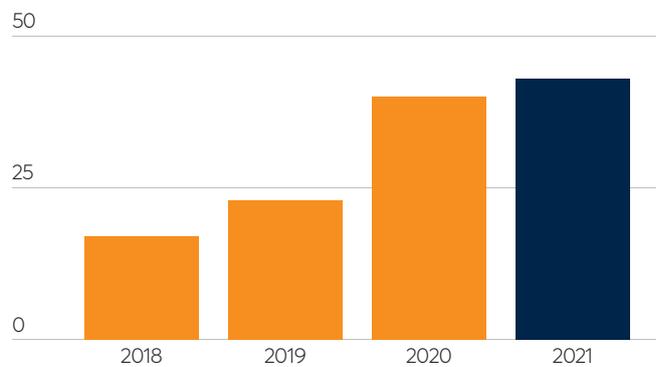
**Parramatta Square Precinct Alliance** – brings together landowners and tenants to deliver a world class commercial and cultural precinct in Parramatta. The projects include ensuring a seamless digital experience for customers, leading sustainability goals and achieving an activated and lively precinct of events and activations through shared programming and promotions. Partners include: Walker Corporation, National Australia Bank, Western Sydney University, NSW department of Planning, Industry & Environment, NSW Dept of Customer Service, Sydney Water, Powerhouse Parramatta, and Charter Hall.

The Alliance first 12 months:

- Engagement and consultation through roundtables and discussions with stakeholders across the precincts and programs.
- Signing of two Alliance Charters – EducateAT and Parramatta Square Alliance
- Ideas and innovation generated through the initiation of working groups on connectivity, sustainability, marketing and promotions and advocacy.
- Delivery and implementation of a number of shared programs and initiatives.



**Increase number of Social Enterprises operating in Parramatta LGA**  
Number of enterprises



**Target: Increase total number**





### Leading Smart City

Council was awarded the 'Leadership City' award at the 2020 Smart Cities Awards, presented by the Smart Cities Council Australia New Zealand. It recognised Parramatta as Australia's leading Smart City for 2020 following the rollout of a host innovative projects.

The award stemmed from four initiatives delivered by Council:

- Smart Planning for Climate Responsive Neighbourhoods at Melrose Park. This project received grant funding under the Smart Cities and Suburbs Program and was delivered in partnership with PAYCE and the University of Technology Sydney. The initiative saw the installation of a network of environmental sensors to help improve the area's liveability in the long term and inform future planning.
- Parramatta CBD Parking Finder, developed with Sydney start-up Spot Parking, a new Local Business Finder was added with real-time updates on business operating hours, services, and special offers during COVID-19.
- Australia's first automated real-time flash flood warning system, FloodSmart.
- Australia's first interactive digital storytelling platform, Storybox, in Parramatta Square. Led by ESEM Projects, Council is a key partner in the initiative in collaboration with ABC Content Ideas Lab, Western Sydney University and Story Factory.

### Delivering a Smart City

Council's Future City Program works on a range of Smart City and Future City initiatives outlined in the Smart City Masterplan (2015), designed to leverage the opportunities of data, information, and technology to improve planning, decision-making, and the lived experience of the City.

Council's Smart City Advisory Committee provides independent advice on the long-term development of Parramatta as a Smart City. The Committee includes two Councillors (Chair of the Committee, Cr Issa and Cr Pandey) and representatives from industry.



Part 3

# Statutory Reporting





# Statutory Reporting



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## PARTICULARS OF ANY ENVIRONMENTAL UPGRADE AGREEMENTS ENTERED INTO BY COUNCIL

The City of Parramatta Council did not enter into any Environmental Upgrade Agreements during the 2020/21 reporting period.

This type of private finance is tailored to suit common building upgrades to existing non-residential, non-strata buildings that result in an environmental improvement. Upgrades involving solar, air conditioning systems, building management systems, hot water boilers, refrigeration units, lifts, lighting, bathroom renovations, and façade are eligible for building upgrade finance.

Enabling Building Upgrade Finance is the Environmental Upgrade Agreement (EUA) contract between the building owner, finance provider and council, where the:

- Finance provider provides the finance to the building owner
- Building owner agrees to complete the upgrade works
- Council secures the finance to the land and facilitates repayment to the finance provider through the rates collection processes.

Council has one current EUA, signed in 2014, still under repayment, this is referenced in Council's financial statements on page 32.

## SUMMARY OF ACTIVITIES FUNDED VIA A SPECIAL RATE VARIATION OF GENERAL INCOME

In accordance with the Local Government Amendment (Stormwater) Act 2005, the former Councils (excluding Hornsby Shire Council) introduced a Stormwater Management Charge. The Stormwater Management Charge is levied on all parcels of rateable urban land within the City of Parramatta (excluding the former Hornsby area) categorised for rating purposes as Residential or Business (including all subcategories), not being vacant land or land owned by the Crown, or land held under lease for private purposes under the Housing Act 2001 or the Aboriginal Housing Act 1998. Former Hornsby Council ratepayers pay a Catchment Remediation Levy detailed in the special rates section of this document.

Council administers a comprehensive waterways management program. As the principal authority responsible for the management of Stormwater, Council:

- Maintains over 622km of Stormwater pipes, 26,000 stormwater structures (pits) and 74 gross pollutant traps.
- Implements essential flood mitigation measures to protect life, property, and infrastructure.
- Conserves the natural waterways of the City.
- Protects bushland and other natural assets from the impacts of urban run-off by implementing purpose-built pollution control traps and water retention systems.

## Statutory Reporting continued

Project	Actual
Open Space Special Rates	\$2,116,700
Cemeteries and Memorials Program	85,599
Public Trees Program	497,881
Walking Track Construction	128,689
Bushland Resources Management	189,773
Bushland Tree Management	85,107
Bushfire Management	203,492
Western Bushland Reserve Management	484,419
Eastern Bushland Reserve Management	324,980
Threatened Species Management	46,797
Park Signage Replacement Program	69,962
Economic Development Special Rates	\$985,758
Economic Development - Branding and Communications	33,326
Economic Development - Business Attraction and Industry Development	66,793
Economic Development - City Culture and Liveability	130,626
Economic Development - Infrastructure	22,984
Economic Development - Regional Leadership, Advocacy & Governance	102,133
Economic Development - Research	29,900
Economic Development - Workforce and Skills	181,200
Phillip Lane Activation	18,797
City of Parramatta Branding	400,000
Suburban and CBD Infrastructure Special Rates	\$1,601,341
Waterways Restoration	64,345
Parramatta Ways	372,591
Protecting Dams Capital Works Program	1,892
Beat the Heat	142,111
Telemetry Network Capital Works	37,502
Waterways Litter Removal	30,000
Sustainable Water Program	84,872
Environmental Education Program to Encourage Sustainability	68,622
Civil Construction Program	202,750
Waterway Monitoring	50,000
Waterways Restoration	64,345
Major Drainage Construction at Lyndelle Place, Carlingford	30,000
Special Drainage Maintenance	100,000
Parramatta River Flood Study	27,997
Natural & Cultural Areas Planning & Management	134,518
Western Bushland Reserve Management	169,796
Floodplain Risk Management	20,000
<b>Grand Total</b>	<b>\$7,290,898</b>

The Local Government Act 1993 provides that a council may set a special rate for or towards meeting the cost of any works, services, facilities, or activities provided or undertaken, or proposed to be provided or undertaken, by the Council within the whole or any part of the Council's area.

Special rates levied for infrastructure include maintenance and/or the operational phases of approved special rate projects, not just the upfront capital expenditure. This ensures a prudent lifecycle approach to asset management is undertaken by Council.

**AMOUNT OF RATES AND CHARGES WRITTEN OFF DURING THE YEAR 2020/21**

	Type	Amount
Written-off under s575 LGA 1993	Mandatory Pensioner Rebate	1,898,250
Written-off under s582 LGA 1993	Voluntary Pensioner Rebate	639,687
Written-off under s595 LGA 1993	Postponed Rates Write-off	344,229
Written-off under s607 LGA 1993	Small Balances	708
<b>Total</b>		<b>\$2,882,874</b>

**DETAILS OF OVERSEAS VISITS BY COUNCILLORS, COUNCIL STAFF OR OTHER PERSONS REPRESENTING COUNCIL (INCLUDING VISITS SPONSORED BY OTHER ORGANISATIONS)**

	Expenditure	Total
No overseas visits were undertaken by Councillors or the Administrator while representing Council.	Nil	\$0
Zero overseas visits were undertaken by Staff or the CEO while representing Council	Nil	\$0
<b>Total Overseas Visits</b>	<b>NIL</b>	<b>\$0</b>

**TOTAL COSTS INCURRED DURING THE YEAR OF THE PAYMENT OF EXPENSES OF, AND THE PROVISION OF FACILITIES TO, COUNCILLORS IN RELATION TO THEIR CIVIC FUNCTIONS**

Accounts	20/21 Spend
Lord Mayor Allowance	110,310
Councillor Fees	477,960
Councillor Sitting Fees	14,182
Councillors Other Expenses	1,195
Councillors Overseas Travel	0
Councillors Intrastate and Interstate Travel	0
Councillors Expenses – Conferences & Seminars	4,869
Councillors Travel – General	5,975
Councillors Training and Professional Development	129,584
Councillors IT Expenses	12,368
Councillors Home Office Expense	977
Councillors Travel – Accommodation	596
Councillors Meals	222
<b>Total</b>	<b>\$758,238</b>

## Statutory Reporting continued

### MAYORAL & COUNCILLORS PARTICIPATION IN ONGOING PROFESSIONAL DEVELOPMENT

	<b>Conferences Attended including LGNSW Annual Conference</b>	<b>External Training including LGNSW Training</b>	<b>Internal Training including Strategic Weekend Workshops</b>
Lord Mayor	23 Nov 2020 - LGNSW Annual Conference, Online 9 Dec 2020 - Boomtown Property & Infrastructure Summit, Online 31 Mar 2021 - Westmead Health and Innovation Precinct Conference, Parramatta NSW 26-28 May 2021 - Destination and Visitor Economy Conference, Port Macquarie NSW	4 Aug 2020 - LGNSW Chairing and Effective Meeting Procedures 24 Nov 2020 - Media Training	22 Jul 2020 - Roles and Responsibilities Refresher 29 Aug 2020 - Councillor Corporate Strategy Workshop
Clr Dwyer	23 Nov 2020 - LGNSW Annual Conference, Online	nil	22 Jul 2020 - Roles and Responsibilities Refresher 29 Aug 2020 - Councillor Corporate Strategy Workshop
Deputy Lord Mayor Clr Garrard	23 Nov 2020 - LGNSW Annual Conference, Online	18-19 Sep & 30-31 Oct 2020 - LGNSW Executive Certificate for Elected Members, Online 3-9 Feb 2021 - AICD Company Director's course, Online	22 Jul 2020 - Roles and Responsibilities Refresher
Clr Barrak	23 Nov 2020 - LGNSW Annual Conference, Online	18-19 Sep & 30-31 Oct 2020 - LGNSW Executive Certificate for Elected Members, Online 3-9 Feb 2021 - AICD Company Director's course, Online	22 Jul 2020 - Roles and Responsibilities Refresher
Clr Bradley	16 Jul 2020 - LGNSW Water Forum, Online 5 Aug 2020 - Flick the Switch Conference, Online 5-6 Aug 2020 - Developing Greater Sydney Summit, Parramatta NSW 23 Nov 2020 - LGNSW Annual Conference, Online	15 Dec 2020 - LGNSW Speed Reading Course, Online 29 Aug 2020 - Councillor Corporate Strategy Workshop	22 Jul 2020 - Roles and Responsibilities Refresher
Clr Davis	23 Nov 2020 - LGNSW Annual Conference, Online 9 Dec 2020 - Boomtown Property & Infrastructure Summit, Sydney NSW 31 Mar 2021 - Westmead Health and Innovation Precinct Conference	18-19 Sep & 30-31 Oct 2020 - LGNSW Executive Certificate for Elected Members, Online 3-9 Feb 2021 - AICD Company Director's course, Online	22 Jul 2020 - Roles and Responsibilities Refresher 29 Aug 2020 - Councillor Corporate Strategy Workshop
Clr Esber	nil	nil	22 Jul 2020 - Roles and Responsibilities Refresher 29 Aug 2020 - Councillor Corporate Strategy Workshop

	<b>Conferences Attended including LGNSW Annual Conference</b>	<b>External Training including LGNSW Training</b>	<b>Internal Training including Strategic Weekend Workshops</b>
Clr Issa	nil	nil	22 Jul 2020 – Roles and Responsibilities Refresher
Clr Jefferies	nil	nil	22 Jul 2020 – Roles and Responsibilities Refresher 29 Aug 2020 – Councillor Corporate Strategy Workshop
Clr Pandey	23 Nov 2020 – LGNSW Annual Conference, Online	3–9 Feb 2021 – AICD Company Director's course, Online	22 Jul 2020 – Roles and Responsibilities Refresher 29 Aug 2020 – Councillor Corporate Strategy Workshop
Clr Procriv	5 Aug 2020 – Flick the Switch Conference, Online 23 Nov 2020 – LGNSW Annual Conference, Online 9 Dec 2020 – Boomtown Property & Infrastructure Summit, Sydney NSW 18–21 Mar 2021 – ALGWA Conference 2021, Shellharbour NSW 31 Mar 2021 – Westmead Health and Innovation Precinct Conference, Parramatta NSW	30 Jun 2021 – LGNSW Effectively Communicating Council Information Training, Online	22 Jul 2020 – Roles and Responsibilities Refresher 29 Aug 2020 – Councillor Corporate Strategy Workshop
Clr Tyrrell	5–6 Aug 2020 – Developing Greater Sydney Summit, Parramatta NSW 23 Nov 2020 – LGNSW Annual Conference, Online	3–9 Feb 2021 – AICD Company Director's course, delivered online	22 Jul 2020 – Roles and Responsibilities Refresher 29 Aug 2020 – Councillor Corporate Strategy Workshop
Clr Wearne	nil	nil	22 Jul 2020 – Roles and Responsibilities Refresher 29 Aug 2020 – Councillor Corporate Strategy Workshop
Clr Wilson	23 Nov 2020 – LGNSW Annual Conference, Online	3–9 Feb 2021 – AICD Company Director's course, Online	22 Jul 2020 – Roles and Responsibilities Refresher 29 Aug 2020 – Councillor Corporate Strategy Workshop
Clr Zaiter	23 Nov 2020 – LGNSW Annual Conference, Online	3–9 Feb 2021 – AICD Company Director's course, Online	22 Jul 2020 – Roles and Responsibilities Refresher
Professional Development Registration Costs:	\$6,213	\$69,810	\$8,020
<b>TOTAL</b>	<b>\$84,043</b>		

## Statutory Reporting continued

### DETAILS OF CONTRACTS AWARDED FOR AMOUNTS GREATER THAN \$150,000

Contractor	Description	Actual
Lipman Pty Ltd	Design & Construction of the Aquatic & Leisure Centre Parramatta	\$70,569,703
Restart NSW Fund & INSW	Deed – Funding for Alfred Street Parramatta Pedestrian Bridge (A381998) RNSW2350-2	\$7,367,063
Owners Corporation (The Owners -Strata Plan No 20716)	Voluntary Planning Agreement – Increase in Maximum Height of 2 O'Connell Street Parramatta	\$6,549,585
Landmark East Pty Ltd	Planning Agreement – 142-154 Macquarie Street Parramatta	\$4,743,371
CAI Pty Ltd	Traffic Signal Installation and Associated Works – North Rocks Road at Alkira Road, Carlingford	\$3,087,599
Parra Rise Pty Ltd	Planning Agreement – 12 Hassall Street Parramatta	\$2,928,375
JKN Para Pty Ltd & Toplace Pty Ltd	Voluntary Planning Agreement – 189 Macquarie Street PARRAMATTA	\$2,424,603
Matrix Group Co Pty Ltd	Construction of a New Sports Pavilion – Boronia Park Epping	\$1,698,327
Parkes 88 Pty Ltd	Voluntary Planning Agreement – provide for a monetary contribution in accordance with a formula in agreement	\$1,697,820
Bingo Waste Services Pty Ltd	Receipt and Processing of Clean-up material	\$1,500,000
CN Marion Pty Ltd, Laura Petroleum Pty Ltd, Vivian Groutsis and George Lantouris	Planning Agreement – 33-43 Marion Street Parramatta – CN Marion Pty Ltd, Laura Petroleum Pty Ltd, Vivian Groutsis, George Lantouris and City of Parramatta - \$1,420,500.00	\$1,420,500
Infor Global Solutions Pty Ltd	Executed Software & IT Contracts – Master Services Agreement	\$1,300,000
The Commonwealth of Australia represented by the Department of Infrastructure, Transport, Regional Development and Communications	Local Roads and Community Infrastructure Program 2020/21	\$1,282,352
The Commonwealth of Australia represented by the Department of Infrastructure, Transport, Regional Development and Communications	Voluntary Planning Agreement – Development of the Land 20 Macquarie Street Parramatta	\$1,107,000
Aquamonix Pty Ltd	To Manage Council Telemetry Sites Relating to Flood Risk	\$1,000,000
Landscape Solutions Australia Pty Ltd	Acacia Park Civil and Landscape Upgrade	\$975,433
Stantec	Multi-discipline Services Consultant - Aquatic Leisure Centre Parramatta – City of Parramatta and Stantec – \$922,200.00	\$922,200
Maximus International Pty Ltd	Leadership Development Program	\$765,740
Padanat Pty Ltd	Purchase of 110F Model Farms Road Northmead	\$763,563
The Trustees of the Roman Catholic Church for the Diocese of Parramatta	Voluntary Planning Agreement – 470 Church Street Parramatta	\$733,050
Devcon Civil Pty Ltd	Rydalmere Eastern River Foreshore Transformation Stage 2 Eric Primrose Reserve Rydalmere	\$585,539

<b>Contractor</b>	<b>Description</b>	<b>Actual</b>
AMCKL Pty Ltd & TJENM Pty Ltd T/As Attekus	Implementation of a Unified Booking & Ticketing Solution	\$517,300
Department of Planning Industry and Environment (DPIE)	Greening Parramatta Cooler Suburbs	\$500,000
Planet Civil Pty Ltd	Sturt Street at Evans Road Telopea – Construction of Roundabout & Pedestrian Refuge Island	\$475,000
Planet Civil Pty Ltd	Macarthur Street at Grose & Mason Streets North Parramatta – Construction of Roundabout & Associated Works	\$404,000
Batt Industries Pty Ltd T/As MBE Parramatta	Print Services	\$375,000
Planet Civil Pty Ltd	Alfred Street off Prospect Street, Rosehill – Construction of Two Pedestrian Refuge Islands and Associated Works	\$301,750
Ally Property Services Pty Ltd	Roundabout Construction & Associated Works – Bettington Road at York Street Oatlands	\$288,046
Clean Vibes Pty Ltd	Waste Management Services for Major Events	\$285,075
Northrop Consulting Engineers Pty Ltd	Upgrade of Rydalmere Field 1 & 2 – Design & Documentation	\$265,970
Sound West Limited	Agreement – One (1) year to sponsor Live Music Festival and Conference	\$250,000
32 Hundred Lighting Pty Ltd	CBD Lighting Project	\$210,000
Sydney Metro	Agreement – Letter – Sydney Metro West Funding for Council's Infrastructure Officer Resource	\$200,000
SMADA Electrical Services Pty Ltd	Supply and Installation of LED Sports Lighting at Carlingford High School Oval Roselea Carlingford	\$196,445
Dr Suzanne (Sue) Craig T/As Transformance Group	To Act as Group Manager for City Strategy	\$192,173
Australian Concert & Entertainment Security Pty Ltd	Security Management Services for Major Events	\$191,400
55Aird Pty Ltd	Planning Agreement – Voluntary Planning Agreement – 55 Aird Street Parramatta	\$177,600
Department of Planning Industry and Environment	Planting of trees along Greening the Great West Walk	\$177,200
The Sebastian Foundation	Variation Letter – Collaboration Agreement – Christmas Carols Concert 2018, 2019 and 2020	\$167,762
Who Dares Pty Ltd	Provision of Services for Traffic Management at Events	\$165,000
Complete Urban	The Delivery of the City Assets & Operations Review	\$159,930
Fuji Xerox Pty Ltd	Rental Agreement – Fuji Xerox Australia Preferred Customer Rental Agreement	\$156,216
<b>Grand Total</b>		<b>\$119,077,689</b>

## Statutory Reporting continued

### SUMMARY OF THE AMOUNTS INCURRED BY THE COUNCIL IN RELATION TO LEGAL PROCEEDINGS

	Actual
Legal Fees	560,689
Legal Expenses – Other including Court Expert Costs	335,726
Work in Progress – Legal Costs	316,000
Legal Cost Revenue – Rates	170
Legal Costs Recovered – Other	58,543
<b>Grand Total</b>	<b>\$1,212,585</b>

The table below summarises Land and Environment Court legal proceedings to which City of Parramatta Council has been a party during the period beginning on 1 July 2020 and ending on 30 June 2021.

Legal proceedings under insurance arrangements and legal proceedings related to worker's compensation and industrial relations matters are not captured in the following table.

Nature of legal proceedings	Description	Status of progress of proceedings (and if finalised) the result
Land and Environment Court – Class 1 Appeal – 83 Gladstone St North Parramatta	Refusal of development application for the demolition of existing structures and construction of a two-storey 45 place childcare centre	Appeal dismissed
Land and Environment Court – Class 1 Appeal – 13 Phillip St Oatlands	Refusal of a Section 4.55 (2) modification to The Hills Shire Council approved DA/55/2015/LD for the demolition of the existing dwelling and construction of a three-storey dwelling with rooftop terrace, inground swimming pool and retaining walls. The modifications include retrospective approval to internal works, external works, including the rooftop terrace and lift overrun.	Appeal upheld – s34 agreement
Land and Environment Court – Class 1 Appeal – 13 Phillip St Oatlands	Appeal to set aside a Development Control Order issued by Council made under Section 9.35(b) of the Environment Planning and Assessment Act for the demolition of works carried out contrary to the development consent.	Appeal upheld – Order amended
Land and Environment Court – Class 1 Appeal – 13 Phillip St Oatlands	Appeal against refusal of Building Certificate application (BC/161/2018) for unauthorised building works.	Appeal upheld – s34 agreement
Land and Environment Court – Class 1 Appeal – 2B Hill Rd Lidcombe	Deemed Refusal of development application for the demolition and construction of three (3) residential flat buildings with five (5) levels of basement. The application is Integrated Development under the Water Management Act 2000. The determining authority will be the Sydney Central City Planning Panel.	Appeal upheld
Land and Environment Court – Class 1 Appeal – 12 Shirley St Carlingford	Appeal against the Parramatta Local Planning Panel's approval of a development application for the demolition, tree removal and construction of an 11 storey Residential Flat Building comprising 78 units over 3 levels of basement parking. The development is Integrated Development under the provisions of the Water Management Act 2000.	Appeal discontinued
Land and Environment Court – Class 1 Appeal – 32 Mary St Northmead	Refusal of DA/876/2018 for demolition existing structures, tree removal and construction of a two storey 100 place childcare centre over a basement carpark for 26 car spaces.	Appeal upheld
Land and Environment Court – Class 1 Appeal – 128A Alfred St & 40-46 Alice St Harris Park	Section 4.56 Modification to the Land and Environment Court seeking modification to the approved Land and Environmental Court of NSW DA/925/2016 consent for the demolition of the existing building and the construction of a three and four storey aged care centre. Comprising 90 residential care places and basement parking for 39 vehicles with associated facilities. The proposed modification includes the addition of a fourth and fifth storey, changes to the care places to contain 90 single bedrooms, changes to the communal rooftop terrace.	Appeal upheld – s34 agreement
Land and Environment Court – Class 1 Appeal – 125-129 Arthur St Parramatta	Refusal of DA/870/2018 for Alterations and additions to an approved 7 storey Residential Flat Building. The alterations include an additional 2 storeys containing a further 10 units for a total of 74 dwellings and the provision of a rooftop common open space.	Appeal discontinued
Land and Environment Court – Class 1 Appeal – Opposite 20-22 Station St Dundas	Refusal of DA/27/2019 for use of a digital display screen affixed to a Telstra payphone for third-party advertising	Appeal discontinued

Nature of legal proceedings	Description	Status of progress of proceedings (and if finalised) the result
Land and Environment Court – Class 1 Appeal – Opposite 12 Good St Granville	Refusal of DA/30/2019 for use of a digital display screen affixed to a Telstra payphone for third-party advertising	Appeal discontinued
Land and Environment Court – Class 1 Appeal – Opposite 8 Oxford St Epping	Refusal of DA/29/2019 for use of a digital display screen affixed to a Telstra payphone for third-party advertising	Appeal discontinued
Land and Environment Court – Class 1 Appeal – Opposite 16 Kliens Rd Northmead	Refusal of DA/28/2019 for use of a digital display screen affixed to a Telstra payphone for third-party advertising	Appeal discontinued
Land and Environment Court – Class 1 Appeal – Opposite 1A Bethel St Toongabbie	Refusal of DA/35/2019 for use of a digital display screen affixed to a Telstra payphone for third-party advertising	Appeal discontinued
Land and Environment Court – Class 1 Appeal – opposite 465-481 Wentworth Ave Toongabbie	Refusal of DA/36/2019 for use of a digital display screen affixed to a Telstra payphone for third-party advertising	Appeal discontinued
Land and Environment Court – Class 1 Appeal – Opposite 166-174 Hawkesbury Rd Westmead	Refusal of DA/31/2019 for use of a digital display screen affixed to a Telstra payphone for third-party advertising	Appeal discontinued
Land and Environment Court – Class 1 Appeal – Opposite 7-16 Benaud Pl Telopea	Refusal of DA/43/2019 for use of a digital display screen affixed to a Telstra payphone for third-party advertising	Appeal discontinued
Land and Environment Court – Class 1 Appeal – Opposite 223 Wentworth Ave Pendle Hill	Refusal of DA/44/2019 for use of a digital display screen affixed to a Telstra payphone for third-party advertising	Appeal discontinued
Land and Environment Court – Class 1 Appeal – Opposite 135 George St Parramatta	Refusal of DA/39/2019 for use of a digital display screen affixed to a Telstra payphone for third-party advertising	Appeal discontinued
Land and Environment Court – Class 1 Appeal – Opposite 1 Evans Rd Telopea	Refusal of DA/42/2019 for use of a digital display screen affixed to a Telstra payphone for third-party advertising	Appeal discontinued
Land and Environment Court – Class 1 Appeal – Opposite 6 Ferndale Cl Constitution Hill	Refusal of DA/40/2019 for use of a digital display screen affixed to a Telstra payphone for third-party advertising	Appeal discontinued
Land and Environment Court – Class 1 Appeal – Opposite 126 Church St Parramatta	Refusal of DA/33/2019 for use of a digital display screen affixed to a Telstra payphone for third-party advertising	Appeal discontinued
Land and Environment Court – Class 1 Appeal – Opposite 126 Church St Parramatta	Refusal of DA/41/2019 for use of a digital display screen affixed to a Telstra payphone for third-party advertising	Appeal discontinued
Land and Environment Court – Class 1 Appeal – Opposite 24 Langston Pl Epping	Refusal of DA/45/2019 for use of a digital display screen affixed to a Telstra payphone for third-party advertising	Appeal discontinued
Land and Environment Court – Class 1 Appeal – Opposite 116 Oakes Rd Old Toongabbie	Refusal of DA/38/2019 for use of a digital display screen affixed to a Telstra payphone for third-party advertising	Appeal discontinued
Land and Environment Court – Class 1 Appeal – Opposite 151 Hawkesbury Rd Westmead	Refusal of DA/51/2019 for use of a digital display screen affixed to a Telstra payphone for third-party advertising	Appeal discontinued
Land and Environment Court – Class 1 Appeal – Opposite 198 Church St Parramatta	Refusal of DA/32/2019 for use of a digital display screen affixed to a Telstra payphone for third-party advertising	Appeal discontinued

## Statutory Reporting continued

Nature of legal proceedings	Description	Status of progress of proceedings (and if finalised) the result
Land and Environment Court – Class 1 Appeal – Opposite 15B Albert St North Parramatta	Refusal of DA/34/2019 for use of a digital display screen affixed to a Telstra payphone for third-party advertising	Appeal discontinued
Land and Environment Court – Class 1 Appeal – 59-59A Belmore St Oatlands	Refusal of DA/18/2019 for tree removal, construction of a 24-hour (7 days a week) gymnasium (Snap Fitness) and a two-storey childcare centre to accommodate 112 children (32 x 0–2-year old's, 30 x 2–3-year old's & 50 x 3–5-year old's) with basement car parking for 47 vehicles and associated fit out for each use, earthworks, landscaping, and signage	Appeal discontinued
Land and Environment Court – Class 1 Appeal – 32 Lakeside Rd Eastwood	Refusal of DA/142/2019 for alterations and extensions to an existing dwelling including the constructions of a first-floor addition and a detached garage and workshop	Appeal upheld – s34 agreement
Land and Environment Court – Class 1 Appeal – 25 Lanhams Rd Winston Hills	Refusal of DA/716/2019 for Demolition of existing structures and construction of a childcare centre to accommodate 80 children	Ongoing
Land and Environment Court – Class 1 Appeal – 61 Fennell St North Parramatta	Refusal of DA/1/2019 for Demolition of existing structures, tree removal and construction of a three-storey boarding house comprising 19 rooms and two levels basement car parking	Ongoing
Land and Environment Court – Class 1 Appeal – 147ABC Ray Rd Epping	Refusal of DA/16/2020 seeking approval of the Construction of: <ul style="list-style-type: none"> <li>• Lot 1 – a two storey dwelling &amp; single storey secondary dwelling</li> <li>• Lot 2 – a two storey dwelling</li> <li>• Lot 3 – a two storey dwelling</li> </ul>	Appeal upheld – s34 agreement
Land and Environment Court – Class 1 Appeal – 43-47 Murray Farm Rd Epping	Refusal of DA/85/2019 seeking approval for the demolition of existing structures, tree removal and constructions of a part three (3) and part four (4) storey residential care facility with basement parking.	Appeal dismissed
Land and Environment Court – Class 1 Appeal – 58 O'Connell St Parramatta	Refusal of DA/578/2019 seeking approval for the enclosure of six (6) balconies on the first and second floor of a residential flat building and use for residential purposes.	Appeal upheld
Land and Environment Court – Class 1 Appeal – 58 O'Connell St Parramatta	Refusal of BC/105/2020 for unauthorised enclosure of six (6) balconies on the first and second floor of a residential flat building and use for residential purposes.	Appeal upheld
Land and Environment Court – Class 1 Appeal – 2-6 Brickfield St North Parramatta	Refusal of DA/92/2020 seeking approval for the demolition and constructions of a childcare centre	Appeal upheld – s34 agreement
Land and Environment Court – Class 1 Appeal – 4 Farnell Ave Carlingford	Refusal of DA/203/2019/A seeking approval of a s4.55(1A) modification of DA/203/2019 for demolition, tree removal and subdivision of 2 lots into four lots. Modifications include amending Conditions q6 and 30 relating to tree removal and retention and Condition 37 relating to the provision of OSD within Lot 1.	Appeal upheld – s4 agreement
Land and Environment Court – Class 1 Appeal – 13 Collette Parade Parramatta	Deemed refusal of DA/220/2020 for Demolition of existing structures and construction of a four (4) storey boarding house development containing 17 boarding rooms and basement car parking pursuant to SEPP (Affordable Rental Housing) 2009. The application is Integrated development under the Water Management Act 2000.	Ongoing
Land and Environment Court – Class 1 Appeal – 189 Macquarie Street Parramatta	Refusal of DA/283/2019 for Construction of a ground water re-use system that will reuse groundwater for irrigation and toilet flushing. The proposal is classified as Nominated Integrated Development, in accordance with the Water Management Act 2000.	Ongoing
Land and Environment Court – Class 1 Appeal – 189 Macquarie Street Parramatta	The respondent's conditions of consent to modification of application number DA/852/2013/B terms of approval.	Appeal upheld – s34 agreement
Land and Environment Court – Class 1 Appeal – 2-16 Epping Road and 204 Forest Grove Epping	Demolition of all structures, site preparation works, excavation and tree removal; construction of 5 x 5-8 storey residential flat buildings comprising 321 apartments; construction of 2 x 2-3 level basement car parks comprising 266 car parking spaces, storage, and plant rooms; construction of an internal road; a public pedestrian through site link; associated landscaping works; and delivery/augmentation of services.	Ongoing

Nature of legal proceedings	Description	Status of progress of proceedings (and if finalised) the result
Land and Environment Court – Class 1 Appeal – 379 Kissing Point Road Ermington	DA/399/2020 for Demolition, tree removal and construction of a two storey 84 place childcare centre with basement parking.	Appeal upheld – s34 agreement
Land and Environment Court – Class 1 Appeal – 65 Bettington Road Oatlands	DA/560/2020 seeking approval for demolition of existing structures and erection of a two-storey dwelling	Appeal upheld – s34 agreement
Land and Environment Court – Class 1 Appeal – 88 Grose Street North Parramatta	DA/236/2020 for demolition of existing structures, tree removal and construction of a two-storey dual occupancy development with Torren's title subdivision	Appeal upheld
Land and Environment Court – Class 1 Appeal – 147 ABC Ray Road Epping	Modification application DA/362/2016/B seeking modification of DA/362/2016 for the Torrens title subdivision into three lots. The modification includes the regularisation of unauthorised earthworks.	Appeal upheld – s34 agreement
Land and Environment Court – Class 1 Appeal – 147C Ray Road Epping	BC/150/2020 for unauthorised retaining wall	Appeal upheld – s34 agreement
200A Ray Road Epping	DA/5/2020 for the construction of a detached brick double garage	Ongoing
Land and Environment Court – Class 1 Appeal – 5/5 Clyde Street Rydalmere	Appeal against a Brothel Closure Order	Appeal discontinued
Land and Environment Court – Class 1 Appeal – 427 Wentworth Avenue, Toongabbie	DA/648/2019 for the demolition of existing structures, removal of thirteen (13) trees, constructions of five (5) attached multi-dwelling housing units with at grade car parking & associated landscaping and strata subdivision into 5 lots	Appeal ongoing
Land and Environment Court – Class 1 Appeal – 73 Kent Street Epping	DA/180/2021 for the demolition of all structures and construction of a two-storey boarding house containing 12 rooms with ground floor parking, landscaping, and common areas	Appeal ongoing
Land and Environment Court – Class 1 Appeal – 115 Bungaree Road Pendle Hill	Appeal against Direction to Take Preventative Action issued by Council	Appeal ongoing
Land and Environment Court – Class 1 Appeal – 33 Thomas Street Parramatta	DA/549/2018 for the demolition of existing structures and construction of a two-storey childcare facility accommodating 56 children	Appeal ongoing
Land and Environment Court – Class 1 Appeal – 32 Honiton Avenue Carlingford	DA/63/202021 for the demolition, tree removal and construction of a centre-based childcare facility to accommodate 93 children with ground and basement level parking for 25 cars.	Appeal ongoing
Land and Environment Court – Class 2 Appeal – 12 Finlay Ave Beecroft	Appeal to set aside an Order issued by Council made under Section 124 of the Local Government Act requiring approval be sought for a temporary permit to use Council land.	Appeal upheld – s34 agreement
Land and Environment Court – Class 2 Appeal – 53 Trumble Avenue Ermington	Appeal to set aside Order 18 issued under s124 of the Local Government Act 1993 requiring the reduction of bird (including aviaries), rabbits, guinea pigs, dogs and cats kept on the premises	Appeal upheld – s34 agreement
Land and Environment Court – Class 2 Appeal – Mary Street Rydalmere	Local Government Order requiring the removal of vehicles from Mary Street, Rydalmere	Appeal ongoing
Land and Environment Court – Class 3 Appeal – 83 Evans Road Telopea	Appeal seeking removal of four (4) trees	Appeal dismissed
Land and Environment Court – Class 4 Appeal – 27 Crowgey Street and 255 Victoria Road Rydalmere	Section 56A Appeal against Commissioner Gray's decision upholding Local Government Order requiring the removal of vehicles from Unnamed Lane, Rydalmere	Appeal dismissed
Land and Environment Court – Class 4 Appeal –	Section 56A Appeal against Commissioner Gray's decision upholding Local Government Order requiring the removal of vehicles from Unnamed Lane, Rydalmere	Appeal ongoing

## Statutory Reporting continued

### SUMMARY OF RESOLUTIONS MADE UNDER SECTION 67 CONCERNING WORK CARRIED OUT ON PRIVATE LAND

No works have been carried out on private land by the Council during the year under the provisions of section 67 of the Local Government Act.

Works were undertaken by Council on private land at 39 Bartlett Street, Ermington NSW 2115 (Lot 10 DP 31845). Council's 2018/19 Centres Review prioritised a public domain upgrade as part of the Better Neighbourhood Program (BNP), and hardscaping works to match those being delivered on Council owned land were completed as part of the Centre upgrade to ensure a consistency of pavement treatment, as well as improved safety for visitors traversing the Centre. The cost of the works was approximately \$31,350 (fully subsidised by Council) for 165m<sup>2</sup> of pavement excavation and replacement and represent 8% of the total cost of works completed as part of the BNP upgrade.

As part of the Better Neighbourhood Program streetscape upgrade for Brodie Street, works were undertaken by Council on private land 11 Brodie street, Rydalmere NSW 2116. These works consisted of producing and delivering a Mural Artwork on a private shopfront (Lot 172 DP654268, 73 DP128903, 174 DP654266, 74 DP128903 and 176 DP654405). The cost of works was approximately \$50,000.

### APPLICATION FOR FUNDING/DONATIONS UNDER SECTION 356 OF THE LOCAL GOVERNMENT ACT 1993

Under section 356 of the Local Government Act, Council may, in accordance with a resolution of the Council, contribute money or otherwise grant financial assistance to persons for the purpose of exercising its functions. A proposed recipient who acts for private gain is not ineligible to be granted financial assistance.

Organisation	Amount	Organisation	Amount
<b>Christmas</b>		Ecole Music Sydney	1,818
Sebastian Foundation Ltd	139,667	Fonda Mulia	1,818
<b>Sydney Festival</b>		HW Catering Pty Ltd	1,818
The Sydney Festival 2021	500,000	Dynasty Dumplings Pty Ltd	909
<b>The Live Music Program</b>		Golden Gate Company Pty Ltd	1,636
One Music Australia	16,860	Oldtimer Centre Pty Ltd	1,818
<b>Economic Development – City Culture and Liveability: Night-time Economy</b>		Growing Minds After School Pty Ltd	1,818
Butter	8,500	TAJ Café Pty Ltd	909
VibeLab Asia Pacific Pty Ltd	9,091	Smartguru Education Pty Ltd	1,818
5PM Wake Up Call	7,508	DSQ18 Pty Ltd	1,818
Parramatta Leagues Club Limited	9,091	Arte Eats Group Pty Ltd	1,818
Nick & Nora's Pty Ltd	9,091	Bangkok Snap Pty Ltd	1,818
Annalouise Paul	7,755	Speld NSW Inc	562
<b>Economic Development – Workforce and Skills</b>		GM Parramatta	1,818
Pongthai Thamsanongkhun	923	Crest Management Pty Ltd	1,818
Butter Parramatta	909	JSN Retail Service Pty Ltd	1,818
Ginza Parramatta	1,818	D.R. Meli	1,759
Yichen Consulting and Service Pty Ltd	1,818	samyagyoga	1,000
Masterminds Holding Pty Ltd	1,818	Touch Printing Pty Ltd	909
Signum Business Advisers	1,818	Banker & Kothari Pty Ltd	1,818
The Trustee for Aysha Family Trust	1,818	Collect Laundry (Aust) Pty Ltd	1,818
Jeff S Lee Pty Ltd	1,818	Fighting Chance Australia Ltd	1,818
Glimlife Australia Pty Ltd	909	Ajit Lamba	1,818
Abattoir Blues	1,818	Laviol Skincare Solution	909
TAAM Trading	1,818	Online Consultancy & Investments Pty Ltd	660
Dolce School of Music	909	Lynda Taylor Beading Pty Ltd	1,818
EnglishWise	1,818	Najeeb Zabaneh	1,818
Maple Bay Pty Ltd	1,818	Cail A Hourd	2,000
Colourful Artists Pty Ltd	1,818	Feng Zhu	1,818
		AZ Family Dental Practise Pty Ltd	1,818

Organisation	Amount	Organisation	Amount
LEXARK Pty Ltd	1,818	PARI Incorporated	5,000
Ramencorp Pty Ltd	1,818	Electronic Music Conference Pty Ltd	9,091
Systems Wisdom Pty Ltd	1,818	Blush Opera Ltd	8,000
H G Qureshi	1,818	Bodega Collective Pty Ltd	10,000
The Parramatta College Incorporated	1,818	Form Dance Projects	1,727
Norwest Conveyancing	1,818	Information and Cultural Exchange Inc	1,727
Climeg Pty Ltd	909	WestWords	1,727
Digi Consultant Pty Ltd	909	Friends of Startts Inc	1,598
R M Wilson Wholesale Pty Ltd	907	Electronic Music Conference Pty Ltd	909
Shaoying Liang	1,818		
w4u Personnel	1,818	<b>Community Grants</b>	
OZ Star Driving School Pty Ltd	1,818	SYDNEY BMX club	2,000
JAC Parramatta Pty Ltd	909	Nautanki Theatre Incorporated	2,000
<b>Council Support</b>		Sunnyfield	1,000
Childrens Medical Research Institute – 2020 Jeans for Genes Day	1,864	Murray Farm Public School P&C and Subsidiary	2,000
Australian Red Cross - Beirut Appeal	5,000	Renee Yuen	78
Steps of Hope Limited - Beirut Appeal	5,000	SEWA Australia	1,902
Wendy Parris	500	Karabi Community Development Service	1,998
SoldierOn	1,818	St. Merkorious Charity Association Inc	1,999
Children's Medical Research Institute – 2021 Jeanes for Genes Day	10,000	Buddha's Light International Association	2,000
<b>Sport Australia</b>		Hope Connect Inc	906
Eleanor Spence	479	Roselea Football Club	2,000
Nada Gerges	800	Rydalmere Public School Parents Association	1,655
Eleanor Grant	800	St Francis Social Services	10,000
Hassan Qureshi	350	Cancer Patients Foundation 2	10,000
Michael Zajc	450	Dundas Area Neighbourhood Centre	9,968
Reza Sayyari Amini	450	Hope and Wish Foundation Pty Ltd	5,000
Sarah Sheehan	660	WestWords Ltd	10,000
Katrina Blundell	690	Kua Coffee Limited	12,000
<b>Sound West Music Conference and Festival</b>		Cumberland Women's Health Centre Inc	11,110
Sound West Limited	200,000	Fighting Chance	10,000
<b>Creative Economy Grants</b>		Parramatta Women's Shelter Inc	10,000
Information and Cultural Exchange Inc	17,273	OzHarvest	10,000
New Writers Group Inc	2,755	Christian Community Aid Services	10,000
Form Dance Projects	17,273	The Social Outfit Incorporated	25,000
WestWords	17,273	Future Anything	17,400
Friends of Startts Inc	15,982	Parramatta Computer Pals for Seniors Inc	5,300
River City Voices Ltd	15,000	Hope Connect Inc	4,269
Dance Makers Collective	19,000	Boronia Multicultural Services Inc	20,000
The Finishing School Collective Inc	5,000	The Bower Reuse & Repair Centre	10,000
		TAD Technical Aid to the Disabled	10,000

## Statutory Reporting continued

Organisation	Amount
The Finishing School Collective	6,840
AIESEC Australia Ltd	5,317
The Northcott Society	10,000
Children's Medical Research Institute	10,000
Parramatta Holroyd Family Support Inc	19,384
Fighting Chance	17,200
Lachlan Pereira	500
<b>Facilities Bookings</b>	
Academy membership	19,308
Open Space Management	
James Hoskin Reserve Committee	800
Boronia Park Committee	800
Duncan Park Committee	400
Ambrose Hallen Park Committee	800
Noller Park Committee	400
Loftus Square Park Committee	800
<b>Natural Resources</b>	
Parramatta & District Historical Society	500
City Strategy	
Abattoir Blues	8,025
Falecki Projects	4,545
<b>Economic Development</b>	
Courtney's Catering	1,818
Ywax Pty Ltd	1,818
Shinhye Choi	2,000
Eienno Pty Ltd	1,818
Wesell Estates Pty Ltd	1,818
Anita Wong	2,000
Nuvo Health Services Pty Ltd	1,818
Toongabbie Sports and Bowling Club Ltd	909

Organisation	Amount
Epicure Avenue Pty Ltd	1,818
M&M De Luca PTY LTD	909
Midson Road Child Care Centre Pty Ltd	1,818
Grounded Space	1,818
The Koru Trust	1,818
Gracie Parramatta	1,699
Holly Usher	2,000
ET Retail Enterprises PTY LTD	909
Westpac Business One	1,818
Elegre Pty Ltd	909
Capax CrossFit	1,818
Evergo Pty Ltd	1,818
Vin4dax Playland Pty Ltd	1,818
YASHPAL ERDA	1,818
19SeventySeven	1,818
Max Trading Company Pty Ltd	1,818
Pongthai Thamsanongkhun	1,077
Surplus City 223 Church Street Small Business COVID-19 Grant	599
<b>Land Use Admin</b>	
N Forsythe	841
P & S Doueihy	3,300
D Hudson	3,300
N Forsythe	1,403
Ian Tapuska	3,300
Ryan Xia	1,843
Elizabeth Rose	625
S Charters	2,675
Manuel Mihis	3,300
<b>Total</b>	<b>\$1,564,917</b>

## STATEMENT OF ALL EXTERNAL BODIES THAT EXERCISED FUNCTIONS DELEGATED BY COUNCIL

The Independent Hearing and Assessment Panel (IHAP) was established by Council in August 2016. It was replaced on the 1 March 2018 by the Parramatta Local Planning Panel (PLPP); after the Minister for Planning mandated Local Planning Panels for the Greater Sydney Region and Wollongong. The creation of the PLPP is in accordance with section 2.17(2) of Environmental Planning and Assessment Act 1979.

The PLPP is made up of the following 4 members:

- an approved independent person appointed as the chairperson of the panel with relevant expertise, and
- 2 other approved independent persons with relevant expertise, and
- a representative of the local community who is not a Councillor or mayor.

Relevant expertise refers to expertise in at least one area of planning, architecture, heritage, the environment, urban design, economics, traffic and transport, law, engineering, tourism or government and public administration.

The processing and assessment of these applications is undertaken by the staff of the City of Parramatta Council. The PLPP assumes the functions of Council as a consent authority under Part 4 of the Environmental Planning and Assessment Act 1979. As per the Ministerial Direction issued under section 9.1 of the Environmental Planning and Assessment Act 1979, the PLPP determines the following applications:

1. Conflict of interest – development for which the applicant or landowner is:
  - a. the Council
  - b. a Councillor
  - c. a member of staff who is principally involved in the exercise of council's functions under the Environmental Planning and Assessment Act 1979
  - d. a member of parliament (either the parliament of NSW or Parliament of the Commonwealth), or
  - e. a relative (within the meaning of the Local Government Act 1993) of a person referred to in (b) to (d)

but not development for the following purposes which requires:

- a. internal alterations and additions to any building that is not a heritage item
  - b. advertising signage
  - c. maintenance and restoration of a heritage item, or
  - d. minor building structures projecting from a building façade over public land (such as awnings, verandas, bay windows, flagpoles, pipes and services, and sun shading devices)
2. Contentious Development – development that:
    - a. in the case of a Council having an approved submissions policy – is the subject of the number of submissions set by that policy, or
    - b. in any other case – is the subject of 10 or more unique submissions by way of objection.
  3. Departure from development standards – development that contravenes a development standard imposed by an environmental planning instrument by more than 10% or non-numerical development standards.

4. Sensitive Development
  - a. designated development
  - b. development to which State Environmental Planning Policy No. 65 – Design Quality of Residential Flat Apartment Development applies and is 4 or more stories in height
  - c. development involving the demolition of a heritage item
  - d. development for the purposes of a new licensed premises, that will require one of the following liquor licenses:
    - i. a club license under the Registered Clubs Act 1976, or
    - ii. a hotel (general bar) license under the Liquor Act 2007, or
    - iii. an on-license premises license for public entertainment venues under the Liquor Act 2007
  - e. development for the purposes of a sex services premises and restricted premises development applications for which the developer has offered to enter into a planning agreement

Panels only deal with s. 4.55(2) modifications that meet the current LPP criteria for conflicts of interest, contentious development, or departure from development standards.

## STATEMENT OF ALL CORPORATIONS, PARTNERSHIPS, TRUSTS, JOINT VENTURES, SYNDICATES OR OTHER BODIES IN WHICH COUNCIL HELD A CONTROLLING INTEREST

Council is a co-owner of Parramasala, a company limited by guarantee with the NSW State Government.

## STATEMENT OF ALL CORPORATIONS, PARTNERSHIPS, TRUSTS, JOINT VENTURES, SYNDICATES OR OTHER BODIES IN WHICH THE COUNCIL PARTICIPATED

- Civic West and Civic Risk Mutual joint ventures - management of public liability and property insurance.

## TOTAL REMUNERATION OF THE CEO AND SENIOR MANAGEMENT

Legislation requires that the total remuneration costs reported include the value of the salary component of the package, the amount of any bonus payments, performance payments or other payments made that do not form part of the salary component, the amount payable by the Council by way of the employer's contribution or salary sacrifice to any superannuation scheme, the value of any non-cash benefits under the package and the amount payable by the Council by way of fringe benefits tax for any such non-cash benefits.

	CEO	Senior Executive Staff
Salary	455,046	2,279,972
Termination Payments		
Superannuation	43,229	216,597
Other	618	2,109
<b>Total</b>	<b>\$498,894</b>	<b>\$2,498,679</b>

## Statutory Reporting continued

### STATEMENT DETAILING THE STORMWATER MANAGEMENT SERVICES PROVIDED

Council's drainage assets are valued at \$653m and include:

- 544 km of stormwater pipes
- 23,300 stormwater structures (pits); and
- 101 other type stormwater assets including gross pollutant traps.

Project	Description	Original Budget	Actual	Comment
Parramatta River Flood Study	Revision of the Parramatta River catchment mainstream Flood Study and Local overland Study	500,000	192,282	Contribution towards a new flood model in terms of hydrologic and hydraulic conditions within the mainstream river and local catchment area.
Riparian Maintenance	Protection of the City's natural waterways from the impacts of urban runoff.	846,000	804,758	Maintenance of priority waterways in terms of gross pollutant removal, channel stabilisation and vegetation enhancement
Stormwater Drainage Assets Maintenance	Upgrading the existing stormwater systems to maximise efficient conveyance of runoff for the protection of life and property.	0	0	Completed inspection and repair of various stormwater drainage assets across the LGA to ensure the efficient operation of Council's drainage network.
Maintenance of Water Quality Improvements Assets	The maintenance of gross pollutant traps such as trash racks, floating booms, and pit litter baskets to improve the water quality of Council's waterways	150,000	0	Cleaned and maintained Council's water quality improvement devices at various catchments in accordance with Council's frequency requirements and as required after major storms events.
Waterway Monitoring	Monitoring of waterways to determine the effectiveness of implemented improvement measures.	150,000	79,340	Routine water quality monitoring of the Parramatta River and Lake Parramatta to ensure the quality of water is suitable for swimming and recreation.
Parks Stormwater Reuse Program	Provision of Stormwater harvesting and reuse facilities in Council's parks, reserves, and community facilities.	360,000	27,000	Design of Stormwater harvesting and storage system for Rydalmere Park Stage 2
Stormwater Treatment and Reuse Assets	Proactive inspection and maintenance of stormwater harvesting and reuse tanks	60,000	36,362	Specialised contractor engaged to inspect, test, and ensure each asset is functioning properly to save town water across parks and reserves.
Lake Parramatta Dam	Ongoing management of dam to meet Dams Safety NSW requirements	0	0	Dam safety monitoring and safety report.
Stormwater Drainage Renewal Program	Proactive program of renewing stormwater pipes and pits	500,000	164,158	Stormwater pipe relining and replacement of damaged/dilapidated pits at various locations.
Protecting Dams Capital Works Program	Works undertaken to ensure dams operate safely and efficiently	320,000	18,174	Identified capital and maintenance works required for all the dams
Waterways Restoration	Capital works to improve and protect local creeks and waterways	250,000	160,862	A new wetland established at McCoy Park Toongabbie and creek bank stabilisation works at various locations.
Special Drainage Maintenance	Ongoing maintenance of stormwater drainage assets	647,957	615,777	Stormwater pipes and pits and associated assets repaired as required
CCTV Investigation for Stormwater Pipes	Proactive program of inspection stormwater pipes for works planning	200,000	102,759	Completed CCTV investigation of pipes within the Pendle Hill Creek catchment
Waterways Litter Removal	The ongoing removal of litter from local creeks.	85,000	85,000	The removal of 12036km of litter and debris from local creeks collected from booms and sediment basins .
<b>Totals</b>		<b>4,068,957</b>	<b>2,286,42</b>	<b>Underspend to be returned to the Stormwater Levy Reserve</b>

Council's Stormwater Assets Long Term Capital Works Program requires significant investment to address various flood mitigation and drainage improvement works in identified areas.

The initial acquisition and construction costs of any asset represent only a portion of the costs over its lifecycle. New assets require ongoing funding to operate, maintain, renew, and dispose of in the future.

The total amount of funding received during 2020/21 from the Stormwater Levy was \$5,753,280. The balance of under spent funds are returned to the externally restricted reserve.

## DETAILED STATEMENT, PREPARED IN ACCORDANCE WITH GUIDELINES ISSUED BY THE DIRECTOR-GENERAL, OF THE COUNCIL'S ACTIVITIES DURING THE YEAR IN RELATION TO THE COMPANION ANIMALS ACT 1988 (CA ACT) AND THE COMPANION ANIMAL REGULATION 2008

### Information on Companion Animals Management

Councils are required to include in their annual reports a detailed statement of their activities during the year relating to the management and enforcement of the Companion Animal Act (CAA), ensuring compliance with the CAA for both dogs and cats.

### Educational Programs

Council's annual subsidised de-sexing program in conjunction with local participating vets was heavily impacted by the Social Distancing and lock down restrictions implemented by NSW Health in response to latest outbreak of COVID-19 (Delta strain). We were forced to postpone our desexing program from the preferred June/July period as planned for 2020/2021. Works are underway to try and issue some vouchers for desexing later in the year however details are yet to be finalised.

Due to these limitations, we were also forced to postpone our Vaccination and Microchipping Day which is held in conjunction with the RSPCA. This is rescheduled for late November 2021, pending an easing of restrictions.

Council continues to provide free pet tags and microchipping to all its residents' pets to prevent them entering the animal holding facility. Microchipping has been temporarily placed on hold due to the current restrictions and the inability to be within a person's home and maintain social distancing requirements.

### Companion Animal Statistics

Category	Number
Reportable dog attacks*	47
Number of animals de-sexed	0

\*these reports are lodged through the Companion Animals Register as per legislative requirements

### Animal Management Expenditure

Animal Management Activities	Cost
Pound Costs	\$101,606.00
Officers' salary costs (5 officers – 4 x AMO's and 1 x AEO)	\$387,648.00
Ancillary costs – 5 Vehicles Annualised Costs	\$70,504.17
Education Expenses – desexing program 2021, purpose-built trailer, various equipment for officers and temporary holding facility etc.	\$31,000.00
<b>Total Expenditure</b>	<b>\$590,758.17</b>

Council staff attended community events for various charity/rescue groups to provide education regarding the CAA and free microchipping services. In addition, Council is continuing with free engraving of name/contact tags.

### Animal Holding Procedures

Council currently uses Blacktown City Council's Animal Holding Facility (BCCAHF), which holds, releases, sells, rehomes or euthanises companion animals from Parramatta LGA including animals that come from both residents and Council staff. BCCAHF has two strategies relevant to the rehoming of unclaimed animals through advertising and the sale of unclaimed animals to new owners and rehoming through a number of reputable rescue groups, which significantly reduces the number of animal's euthanised.

The euthanasia rate for re-homable dogs for the last financial year was 0%, with a total of 8 dogs euthanised which were either unsuitable for rehoming or a declared 'dangerous or menacing' dog.

The euthanasia rate for re-homable cats was 0% a significant improvement from last year's result of 7%. The euthanasia rate for feral/undomesticated cats was 64% of all cats entering the facility.

Council also uses its own temporary holding facility where applicable/possible for reuniting pets with their owner, therefore avoiding animals entering BCCAHF where fees apply and, due to financial hardship, may not be claimed. Council returned 119 dogs to owners in lieu of transportation to BCCAHF. Council has also formed working relationships with a number of reputable rescue groups for assistance in taking on kittens and other animals at high risk of not being claimed or rehomed. (i.e., dumped/timid/old animals). This further helps reduce the requirement of seizure and possible euthanasia.

Animal Holding Facility Categories	Total Number	Total %
Total number of Dogs coming into CoP	144	
Total number of Dogs taken to BCCAHF	25	17%
Euthanasia rate for re-homable dogs	0	0%
Euthanasia rate for dangerous or not suitable dogs*	8	6%
Dogs returned to owners from CoP temporary holding facility	119	79%
Total number of Cats coming into CoP and taken to BCCAHF	125	
Cats released through sale or to rescue organisations for rehoming	45	36%
Euthanasia rate for re-homable cats	0	0%
Euthanasia rate for cats assessed as feral or unsuitable to be rehomed	80	64%

### Council owned off leash parks

Council has the following off leash parks.

- Cowell's Lane Reserve, Ermington
- McCoy Park, Toongabbie
- Barnett Park, Winston Hills
- Burlington Memorial Park, Northmead
- Dan Mahoney Reserve, North Parramatta
- George Kendal Riverside Park, Ermington
- Deakin Park, Silverwater
- Don Moore Reserve, North Rocks
- Pierre De Coubertin Park, Newington

## Statutory Reporting continued

### REPORT ON CERTAIN CAPITAL WORKS PROJECTS WHERE A CAPITAL EXPENDITURE REVIEW HAS BEEN SUBMITTED

Project Description	Actual FY 2021	Budget FY 2021	Status as of June 30 2021
Parramatta Square Public Domain Development	\$928,044	\$2,850,000	The Public Domain Stage One in front of 4 Parramatta Square is now open including the breakthrough from Parramatta Station. Stage Two is 80% complete with Leigh Place to be delivered in line with 5 Parramatta Square opening April 2022.
5 Parramatta Square Development – New Council Facilities	\$47,022,738	\$59,895,800	The Development Application has been approved and building works commenced in June 2020.
Aquatic Leisure Centre Parramatta	\$5,8547,682	\$10,708,520	The Development Application has been approved and building works commenced in June 2020.

### REPORT ON COMPLIANCE WITH THE CARERS RECOGNITION ACT 2010 (CR ACT)

As of 1 June 2020, the Community Care team of City of Parramatta Council no longer provides The Carers Support Information and Advocacy Service due to the transition of these service types to the Carers Gateway. This means that Community Care no longer provides funded formal support to Carers through either the Carer Counselling, Support, Information or Advocacy Service.

Similarly, Community Care transitioned the funding contract for the Flexible Respite Service to another non-government provider. This service supported carers by providing respite to the carer so they could have a break.

Outside of these formal funded programs, over the past 12 months Council has provided both formal and informal support to 13 carers within Community Care Services.

#### Type of support provided:

- Informal counselling and emotional support
- Referring carers to the Carer Gateway for specific information, education, and training
- Provision of meals through Meals on Wheels
- Social support and connection for carers with other people through volunteer visiting or social inclusion group activities. Face to face support for people has been significantly limited over the past 12 months. This has led to some digitally innovative ways of reaching out to people that are further isolated.
- Interpretation and translation provided to carers from a culturally and linguistically diverse background who speak little or no English
- Assistance or advocacy in situations where carers may be experiencing difficulties with housing, telecommunication companies, NDIS or My Aged Care
- In the event of major incidents, for example extreme heat and flooding, Council maintains contact with a person's carer or emergency contact to keep them informed of latest warnings and ensure they are safe

### Staff who are carers

Council provides a range of flexible work arrangements to enable staff with carer's responsibilities to better manage work and carers responsibilities, including full-time, part-time, and casual work; flexible working hours; and rostered day off systems. Our new flexible working policy supports all employees to balance work and caring responsibilities.

Council also considers requests for flexibility to substantive working arrangements for carer's responsibilities on an individual basis taking into account operations requirements.

### PARTICULARS OF COMPLIANCE WITH AND EFFECT OF PLANNING AGREEMENTS IN FORCE DURING THE YEAR

A voluntary planning agreement (VPA) is an agreement entered into by a planning authority (such as the City of Parramatta) and a developer. They typically accompany a development application or a planning proposal. Under a VPA a developer agrees to provide or fund:

- public amenities,
- affordable housing,
- open space, public domain embellishments or other infrastructure, or
- some other benefit.

Contributions can be made through:

- the dedication of land,
- monetary contributions,
- construction of infrastructure, and/or
- provision of materials for public benefit and/or use.

A VPA cannot be entered into unless it has been publicly exhibited along with an explanatory note for at least 28 days.

The following planning agreements were in force in the year 2020/21:

Associated Application	Address	Description of Benefits	Status (as of 30 June 2021)
F2005/01017 & RZ/28/2009	2 Morton Street, Parramatta	Involves land dedication, works in kind and a monetary contribution of \$1,750,000.	The VPA has been executed, contribution paid in full and works completed. A majority of the land has been dedicated, with the remaining portion in the process of finalisation and the subsequent return of security bonds to follow.
DA/497/2017 & F2016/02306	1-7A Thallon Street Carlingford	Involves the dedication of open space and a monetary contribution based on the number of apartments approved.	The VPA has been executed. Council is progressing delivery of assets.
F2016/02304	2-14 Thallon Street & 7-13 Jenkins Road Carlingford	Involves the dedication of open space and a monetary contribution of \$2,203,023.	The VPA has been executed. Land has been received. Defect rectification works are being undertaken to enable the dedication of the open space
F2016/02305 & DA/80/2019	2-12 James Street Carlingford	Involves a monetary contribution of \$964,132 (additional based on dwelling numbers).	The VPA has been executed. A development application has been approved; construction certificate issued.
F2016/02308	14-30 Shirley Street, 2-10 Janell Crescent and 247-251 255-261 & 277-281 Pennant Hills Road Carlingford	Involves a monetary contribution of \$742,108 towards a roundabout at the intersection of Young and Post Office Street, open space embellishment works and a cycleway	The VPA has been executed. A development application has been approved by The Hills, notwithstanding no construction certificate issued.
RZ/6/2010	10-12 River Road West Parramatta	Involves land dedication, works in kind and a monetary contribution of \$525,000.	The VPA has been executed. A development applicant has not been lodged for site.
RZ/9/2011 DA/558/2016	57,63 & 83 Church Street and 44 Early Street Parramatta  New - 83 Church Street, Parramatta	Involves dedication of a commercial suite, works in kind and a monetary contribution of \$7,308,331.	The VPA has been executed. A development application has been approved, notwithstanding a construction certificate is yet to be issued.
DA/87/2013	21 Hassall Street Parramatta	Involves works in kind for the delivery of Wigram Street footpath.	The VPA has been executed. Works-in-kind completed July 2020 and bonds released.
DA/848/2008/A	9 Hassall Street Parramatta	Involves the dedication of a 1-bedroom apartment and parking space for affordable housing.	The VPA has been executed. A development application approved, and construction certified issued. Works are in progress.
RZ/4/2013	12-14 Phillip Street and 331A-339 Church Street Parramatta	Involves the embellishment of the public domain including Phillip Lane and the river foreshore and a monetary contribution of \$1,000,000.	The VPA has been executed paid in part. Works in kind for public domain and river foreshore are in progress and nearing completion.
RZ/2/2012 & DA/381/2018	24-26 Railway Parade Westmead	Involves works in kind, comprising of increased setbacks to Railway Parade & Ashley Lane, creation of a public plaza and public domain embellishments.	The VPA has been executed. A development application has been approved with an operative consent. No construction certificate issued.
RZ/2/2014 & DA/730/2016	5-7 Parkes Street Parramatta	Involves the dedication of 124sqm open space, a 64sqm road widening and a 2-bedroom apartment for affordable housing.	The VPA has been executed. A development application has been approved and construction certificate issued. Planning Agreement deliverables being reviewed while works are in progress.
DA/805/2013	2 Macquarie Street Parramatta	Involves a monetary contribution of \$1,500,000.	The VPA has been executed. A development application approved, and construction certificate issued for Stage 1. Stage 2 works have still not commenced so payment triggered for VPA. Bank Guarantees received for part of the contribution in October 2020.
RZ/19/2015 & DA/340/2019	11-13 Aird Street Parramatta	Involves a monetary contribution of \$709,050.	The VPA has been executed. A development application has been approved, notwithstanding a construction certificate is yet to be issued.

## Statutory Reporting continued

Associated Application	Address	Description of Benefits	Status (as of 30 June 2021)
F2018/00350 & RZ/27/2014	26 Good Street Granville	Involves the dedication of land and its embellishment and dedication of three 2-bedroom apartments and a monetary contribution of \$400,000 with an additional \$5,000 per apartment in excess of 350.	The VPA has been executed. A development application has been approved, notwithstanding a construction certificate is yet to be issued.
RZ/13/2014 & DA/1066/2016	2-10 Phillip Street Parramatta	Involves a laneway dedication and monetary contribution of \$1,384,200.	The VPA has been executed. A development application has been approved, and a construction certificate issued. Notwithstanding, Council permitted to defer contribution payment to the occupation certificate stage if the construction certificate is issued within the COVID-19 period (prior to 25 September 2020).
RZ/24/2015 & F2015/00940	180 George Street Parramatta	Involves works in kind comprising the provision of a through site link and a monetary contribution of \$7,179,300 prior to the issue of an occupation certificate.	The VPA has been executed. A development application has been approved, with a construction certificate issued. A DA modification is currently under assessment and works are in progress.
RZ/7/2014 & F2018/00336	184 George Street Parramatta	Involves works in kind comprising the provision of a through site link and a monetary contribution of \$1,000,000.	The VPA has been executed. A development application has not yet been lodged for the site.
RZ/10/2015 & F2018/01103	220-230 Church and 48 Macquarie Streets Parramatta	Involves a \$1,813,650 monetary contribution only if a residential development is approved on the site.	The VPA has been executed. A development application has been approved, notwithstanding a construction certificate is yet to be issued.
RZ/22/2014 & DA/1263/2016	12A Parkes Street (122 Wigram) Parramatta	Involves a monetary contribution of \$266,580.	The VPA has been executed. A development application has been approved.
RZ/2/2015 & DA/242/2020	264-268 Pennant Hills Road Carlingford	Involves works-in-kind and monetary contribution of \$5,017,972.	The VPA has been executed. A development application has been approved for part of the site, construction certificate issued and works in progress. Council has received Bank Guarantees for works.
RZ/21/2014	87 Church Street & 6 Great Western Highway, Parramatta	Involves a monetary contribution of \$3,223,350 and a public access easement to facilitate a future bridge landing.	The VPA has been executed. A DA has not yet been lodged for the site.
F2018/01102 (related to RZ/22/2015) & DA/493/2020	189 Macquarie Street Parramatta	Involves a monetary contribution \$2,424,603.00 and plan of management for a publicly accessible carpark.	The VPA has been executed.
RZ/9/2015 & DA/179/2020	14-20 Parkes Street Parramatta	Involves a monetary contribution based upon a rate of \$150 per square metre of residential GFA approved at the DA Stage.	The VPA has been executed. A development application has been approved; construction certificate is yet to be issued.
RZ/1/2017	258-262 Pennant Hills Road and 17 and 20 Azile Court Carlingford	Involves a monetary contribution of \$350,000 and land dedication.	The VPA has been executed. A development application has not yet been lodged for the site.
RZ/18/2015	55 Aird Street, Parramatta	Involves a monetary contribution of \$177,600.	The VPA has been executed. A development application has not yet been lodged for the site.
RZ/4/2015	197 & 201 Church and 89 Marsden Street, Parramatta	Involves easement for a setback area to Marsden Street and monetary contribution of \$2,860,035 if developed for residential purposes.	The VPA has been executed. A development application has not yet been lodged for the site.
F2018/03065 & RZ/21/2015	20 Macquarie Street, Parramatta	Involves a monetary contribution of \$1,107,000 if developed for residential purposes.	The VPA has been executed. A development application has not yet been lodged for the site.
F2018/01379	2 O'Connell Street, Parramatta	Involves a monetary contribution of \$6,549,585.	The VPA has been executed. A development application has not yet been lodged for the site.
RZ/13/2016	470 Church Street Parramatta	Involves a monetary contribution of \$733,050 towards upgrades and delivery of new public domain and open space.	The VPA has been executed. A development application has not yet been lodged for the site.

## DETAILS OF INSPECTIONS OF PRIVATE SWIMMING POOLS

A total of 89 applications were received for Council to inspect private swimming pools in 2020/2021. As a result of these inspections, 46% were issued with a Swimming Pool Compliance Certificate and 12% were issued with a Swimming Pool Non-Compliance Certificate, the remainder are still under review.

Council also receives requests to inspect multi-dwelling pools open to and used by the public, these include Hotels, Strata Buildings etc., a total of 28 pools were inspected.

### Inspections of private swimming pools

Inspections of tourist and visitor accommodation	1
Inspections of premises with more than 2 dwellings	10
Inspections that resulted in the issuance of a certificate of compliance under section 22D of the Act	41
Inspections that resulted in the issuance of a certificate of non-compliance under clause 18BA of the Regulation	11
Applications Cancelled/Withdrawn/Duplicate	18

## INFORMATION INCLUDED ON GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT (GIPA) ACTIVITY

The Government Information (Public Access) Act 2009 (GIPA Act) gives the right to access government information unless there is an overriding public interest against release. Government information is any record held by an agency, a private sector entity or the State Records Authority to which the agency has an immediate right of access, or a record that is in the possession or under the control of a person in his or her capacity as an officer of the agency. A record means any document or other source of information compiled, recorded, or stored in written form or by electronic process, or in any other manner by or by any other means.

**Clause 7A:** Details of the review carried out by the agency under section 7 (3) of the Act during the reporting year and the details of any information made public available by the agency as a result of the review

Reviews carried out by the agency	Yes
Information made publicly available by the agency	Yes

**Clause 7B:** The total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications)

<b>Total number of applications received</b>	<b>80</b>
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**Clause 7C:** The total number of access applications received by the agency during the reporting year that the agency refused either to wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 of the Act (information for which there is a conclusive presumption of overriding public interest against disclosure)

Number of Applications Refused	Wholly	Partly	Total
	6	0	6
<b>% of Total</b>	<b>100%</b>	<b>0%</b>	<b>100</b>

## Statutory Reporting continued

**Table A: Number of applications by type of applicant and outcome\***

\* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

	Media	Members of Parliament	Private sector business	Not for profit organisations or community groups	Members of the public (by legal representative)	Members of the public (other)	Total	% of Total
Access Granted in Full	0	0	5	0	2	9	16	20
Access Granted in Part	0	0	11	0	17	10	38	48
Access Refused in Full	0	0	1	0	3	2	6	7
Information not Held	0	0	2	0	3	12	17	21
Information Already Available	0	0	0	0	0	0	0	0
Refuse to Deal with Application	0	0	0	0	0	0	0	0
Refuse to Confirm / Deny whether information is held	0	0	0	0	0	0	0	0
Application withdrawn	0	0	0	0	1	2	3	4
<b>Total</b>	<b>0</b>	<b>0</b>	<b>19</b>	<b>0</b>	<b>26</b>	<b>35</b>	<b>80*</b>	
<b>% of Total</b>	<b>0</b>	<b>0</b>	<b>24%</b>	<b>0</b>	<b>32%</b>	<b>44%</b>		<b>100</b>

**Table B: Number of applications by type of applicant and outcome\***

	Personal information applications*	Access applications (other than personal information applications)	Access applications that are partly personal information applications and partly other	Total	% of Total
Access Granted in Full	6	10	0	16	20
Access Granted in Part	6	32	0	38	48
Access Refused in Full	0	6	0	6	7
Information not Held	3	14	0	17	21
Information Already Available	0	0	0	0	0
Refuse to Deal with Application	0	0	0	0	0
Refuse to Confirm / Deny whether information is held	0	0	0	0	0
Application withdrawn	0	3	0	3	4
<b>Total</b>	<b>15</b>	<b>65</b>	<b>0</b>	<b>80</b>	
<b>% of Total</b>	<b>19</b>	<b>81</b>	<b>0</b>	<b>100</b>	<b>100</b>

\* A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

**Table C: Invalid Applications**

Reason for Invalidity	Number of Applications	% of Total
Application does not comply with formal requirements (section 41 of the Act)	9	100%
Application is for excluded information of the agency (section 43 of the Act)	0	0%
Application contravenes restraint order (section 110 of the Act)	0	0%
Total number of invalid applications received	9	100%
Invalid applications that subsequently become valid applications	0	0%

**Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of Act**

Number of times consideration used*		% of Total
Overriding secrecy laws	0	0%
Cabinet Information	0	0%
Executive Council Information	0	0%
Contempt	0	0%
Legal professional privilege	3	4%
Excluded information	0	0%
Documents affecting law enforcement and public safety	0	0%
Transport Safety	0	0%
Adoption	0	0%
Care and protection of children	0	0%
Ministerial code of conduct	0	0%
Aboriginal and environmental heritage	0	0%
<b>Total</b>	<b>3</b>	<b>4%</b>

\*More than one public interest consideration may apply in relation to a particular access application and if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E

**Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of Act**

Number of times consideration used*		% of Total
Responsible and effective government	4	11%
Law enforcement and security	0	0%
Individual rights, judicial processes, and natural justice	34	89%
Business Interests of agencies and other persons	0	0%
Environment, culture, economy, and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
<b>Total</b>	<b>38</b>	<b>100</b>

## Statutory Reporting continued

**Table F: Timelines**

Number of applications*	% of Total	
Decided within the statutory timeframe (20 days plus any extensions)	42	51%
Decided after 35 days (by agreement with applicant)	38	49%
Not decided within timeframe (deemed refusal)	0	0%
<b>Total</b>	<b>80</b>	<b>100%</b>

**Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)**

	Decision Varied	Decision upheld	Total	% of Total
Internal review	0	0	0	0%
Review by Information Commissioner*	0	0	0	0%
Internal review following recommendation under section 93 of Act	0	0	0	0%
Review by NSW Civil and Administrative Tribunal (NCAT)	2	0	2	3%
<b>Total</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>100%</b>
<b>% of Total</b>	<b>100%</b>	<b>0%</b>	<b>100%</b>	<b>100%</b>

\*The Information Commissioner does not have the authority to vary decisions but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

**Table H: Applications by review under Part 5 of the Act (by type of applicant)**

Number of applications for review	% of Total	
Applications by access applicants	2	3%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0%
<b>Total</b>	<b>2</b>	<b>100%</b>

**Table I: Applications transferred to other agencies**

Number of applications transferred	% of Total	
Agency - Initiated Transfers	0	0%
Application - Initiated Transfers	0	0%
<b>Total</b>	<b>0</b>	<b>100%</b>

## STATISTICAL INFORMATION ON PUBLIC INTEREST DISCLOSURES (PIDS)

Section 31 of the Public Interest Disclosures Act requires an authority prepare an annual report on the public authority's obligations under this Act for submission to the Minister responsible for the public authority within 4 months after the end of each reporting year. The following information constitutes the report of Parramatta City Council for the 2019-2020 financial year.

### Summary – All PIDs received

July 2020 – June 2021

	Made by public officials performing their day-to-day functions	Under a statutory or other legal obligation	All other PIDs
Number of public officials who made PIDs	5	0	0
Number of PIDs received by your public authority	5	0	0
<b>Of PIDs received, how many were primarily about:</b>			
Corrupt conduct	1	0	0
Maladministration	3	0	0
Serious and substantial waste	0	0	0
Government Information contravention	0	0	0
Local government pecuniary interest contravention	1	0	0
Number of PIDs finalised	5	0	0
Have you established an internal reporting policy?			Yes
Has the head of your public authority met their staff awareness obligations?			Yes

## Statutory Reporting continued

### COUNCIL'S DISABILITY INCLUSION ACTION PLAN REPORT

Throughout the year, the City of Parramatta Council has maintained its commitment to the Disability Inclusion Action Plan (DIAP). Effort has been made to ensure a proactive approach to consulting and engaging with the community to deliver positive outcomes whilst continuing to address disability access and inclusion across the LGA. The DIAP's initial 4-year term concluded on 30 June 2021 with 92% of actions either being completed or in progress. The renewal process has commenced with a new DIAP expected to be submitted to the NSW Government by 30 June 2022.

The following provides an overview of the achievement during 2020-2021.

#### *Developing positive attitudes and behaviour*

- The Access Advisory Committee is represented at Council's stakeholder workshops and community meetings and provides regular and up to date information to improve access to and inclusion in services and facilities; and

#### *Creating Liveable Communities*

- Increasing the number of Auslan Interpreted audio described live shows and open captions at Riverside Theatre and libraries to better enable people with a vision impairment to participate in programs.
- Activities offered in the City of Parramatta's School Holiday Program are increasingly being delivered by facilitators who are trained to deliver activities that respond to children with a range of needs. As a result, participation by children with disability is rising and children with a range of abilities are sharing experiences and fun; and
- Council's Universal Design & Access Project Officer is included in the process to review and inform accessibility requirements for projects from inception.
- Presentations on projects have been made to the Access Advisory Committee to seek their input to ensure new and upgraded public buildings, facilities and open spaces meet Disability Discrimination Act (DDA) requirements. Their active engagement in the Aquatic and Leisure Centre for Parramatta project has led to an increase in the number of ramp points from boardwalk to concourse.

#### *Supporting Access to Meaningful Employment*

- Educated managers and employees about the support available to make reasonable adjustments resulting in employees with disability getting additional support.

#### *Improving access to services through improved systems and processes*

- Conducting an audit of accessibility and improvements to the Council website, print material and live webcasting of Council meetings.
- Webcasting Council meetings and holding them in accessible venues with hearing loops available as mandated by internal policies.
- Library initiatives to enable everyone to experience the joy of books and storytelling with a special font on Borrow Box for all devices, making text more readable for people with dyslexia.
- Hosting of an accessible and inclusive workshop for recreation providers, sporting, and community groups in partnership with Sport NSW to enable participating organisations to deliver programs for all the community, empowering people of all abilities to take part in sport or active recreation.

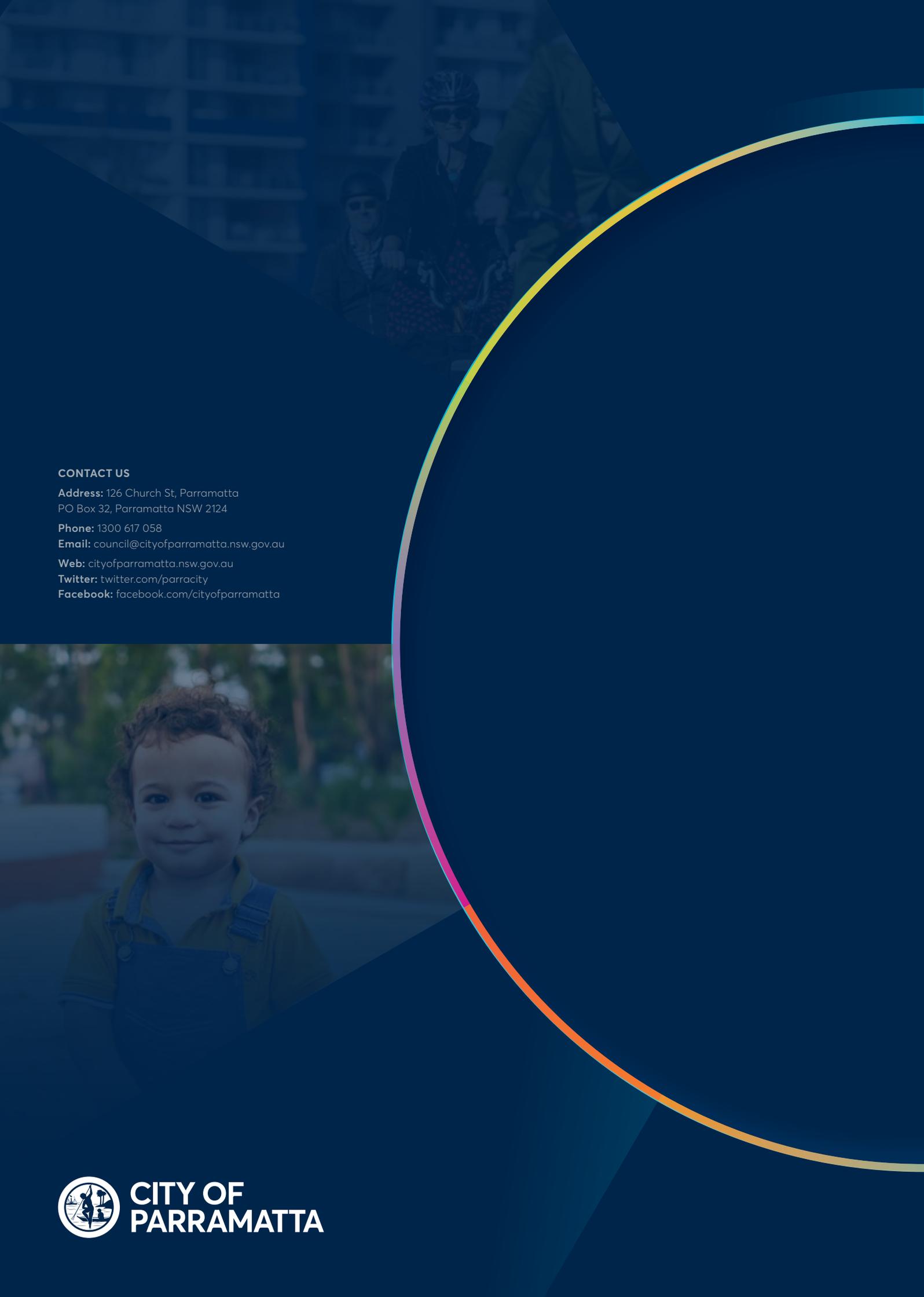
Many of the DIAP actions relate to activities that Council is obliged to deliver over the long term. Actions delivered under the DIAP, which can now be described as business as usual, will form the basis of an interim Disability Inclusion Action Plan until the new plan is developed and considered for endorsement.

A DIAP End of Term report has been prepared and includes all the achievements, lessons learnt and business as usual activities to both close of the current Plan and help inform the development of the new DIAP.

### STATEMENT OF ACTIVITIES TO IMPLEMENT EQUAL EMPLOYMENT OPPORTUNITIES (EEO) MANAGEMENT PLAN

Council is committed to delivering successful Equal Employment Opportunities (EEO), with a particular focus on supporting underrepresented demographics such as people with disability and Aboriginal or Torres Strait Islander people. Council has implemented specific employment strategies for these groups. Also delivering targeted development programs for these groups has led to retention of staff. Council also maintains and supports a workforce with gender and cultural diversity, reiterating a broader business commitment to diversity. Council has engaged specialist third parties, to ensure that we have resources to continue to support all employees, while also expanding on our EEO commitment.





#### CONTACT US

**Address:** 126 Church St, Parramatta  
PO Box 32, Parramatta NSW 2124

**Phone:** 1300 617 058

**Email:** [council@cityofparramatta.nsw.gov.au](mailto:council@cityofparramatta.nsw.gov.au)

**Web:** [cityofparramatta.nsw.gov.au](http://cityofparramatta.nsw.gov.au)

**Twitter:** [twitter.com/parracity](https://twitter.com/parracity)

**Facebook:** [facebook.com/cityofparramatta](https://facebook.com/cityofparramatta)