



CITY OF PARRAMATTA COUNCIL

# Quarterly Progress Report

Quarter Four 2020/21

# Contents

All Council Summary	Page 2
About this Progress Report	Page 3
How to read this report	Page 4
Exceptions Report	Page 5

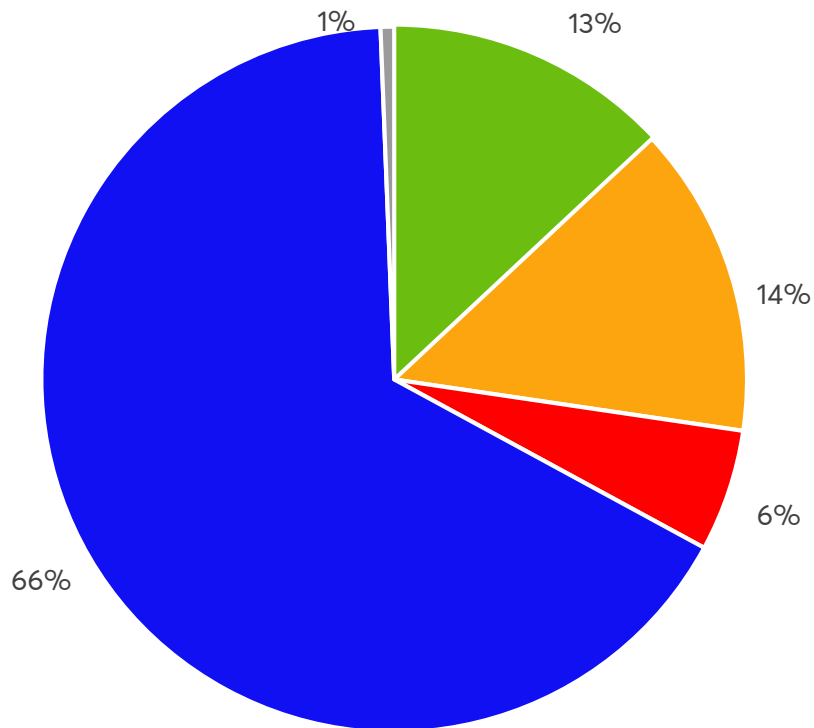
## Service Measures & Focus Areas by Goal

FAIR	Page 21
ACCESSIBLE	Page 35
GREEN	Page 45
WELCOMING	Page 56
THRIVING	Page 62
INNOVATIVE	Page 71

# All of Council Summary – Focus Areas & Service Measures

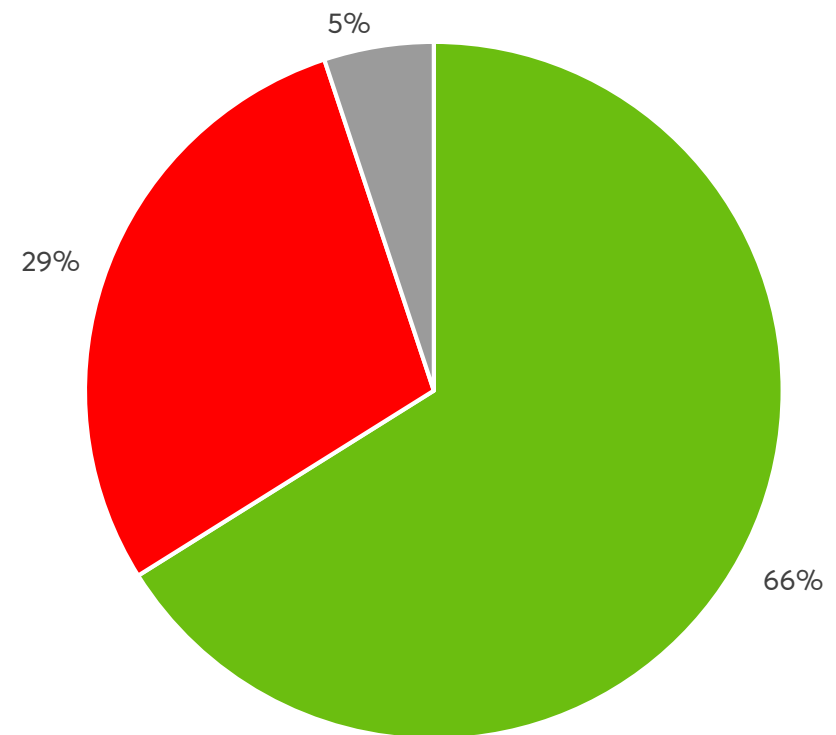
## 161 - Focus Areas

- 21 Progressing – on track
- 23 Progressing – off track
- 1 Not due to start
- 107 Completed
- 9 On hold /stopped



## 118 - Service Measures

- 78 Achieved – on track
- 34 Not achieved
- 6 Data not available / not due



# About this Progress Report

The Quarterly Progress Report is structured to reflect the six goals of the Community Strategic Plan.




Each strategic goal is reported against using **two sets** of measures:

1. Service Measures – these measures consider the core business functions of our business units
2. Focus Areas – these measures track progress against specific operational plan activities

# How to read this report

Council's Service Measures and Focus Areas are presented in tables like the examples below.

## Service Measures

Outcome	Service	Measure & Target	Business Unit	Target	Q1 Actual	Comment	Status
T01.1	Residents, businesses, workers, students and visitors benefit from sustained strong economic performance across the City of Parramatta LGA. Partnerships support the delivery of our vision and priorities.	Work collaboratively to support sustainable economic growth by supporting small business, attracting investment, and leveraging strategic partnerships with key stakeholders	City Strategy		1,014.00		

Reference Only	The desired Community Outcome for Core Services delivered by Council	A description of the Service provided by Council to achieve the Strategic Objective	The Measure allows us to monitor & the target allows us to assess our delivery progress or performance	Accountable Service Area	Target Full Year	Actual result for the quarter commentary, clearly & concisely identifying actual performance, goals & variances	Quarterly tracking indicator
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## Focus Areas

### 1.2: Advocate for affordable and diverse housing

Community Strategic Plan Strategy

1.2.1: Work in partnership (Government, Agencies, and Alliances) to develop approaches to increase the supply of more affordable housing for the City

Delivery Program Principle



Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
1.2.1.1	Implement the Affordable Rental Housing Policy (P)	30/06/2021		City Strategy	25%	

















Reference Only	Describes the specific action that will be undertaken to support the principle activity. Council's roles: (D) Deliver a range of programs & services, (P) To build & facilitate strategic partnerships (A) Advocate the needs & aspirations of the community	Date for completion	Provide an overall unbiased, complete & balanced commentary, clearly & concisely identifying actual performance, gaps & variances	Council team responsible for delivering this Focus Area	What has been achieved this quarter?	Quarterly tracking indicator
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# Exceptions Report - Focus Areas













This exceptions report lists only Focus Areas reported as "Progressing off track" and "On hold / stopped" this quarter.

<b>KEY</b>	<b>Progressing – on track</b>	<b>Progressing – off track</b>	<b>Not Due to Start</b>	<b>On Hold / Stopped</b>	<b>Completed</b>	<b>D - Deliver P - Partner A - Advocate</b>
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Code	Focus Area	Due Date	Quarterly Comment	Business Unit	Progress	Q3 Status	Q4 Status
<b>New to exceptions this quarter</b>							
1.1.4.2	* Complete development of the online booking tool for community facilities, sports fields, parks and program ticketing (D)	30/06/2021	Council is on track toward a hard launch in October 2021. Key deliverables have been completed, including, familiarisation sessions, venue build, business rule integration & User Acceptance Testing ongoing. A Project Steering Group was established to oversee the overall delivery of the project and to manage any risks & issues beyond the capability of the project team.	Social & Community Services	90%		
1.3.1.1	* Develop and implement Council's Open Space & Recreation Plan (D)	30/06/2021	This action is dependent on the progress of the Sportsground Strategy. (April 2021 it was presented to City Assets & Environment then to ET; 3 May & 5 July 2021- Councillor Workshops; 26 July 2021- Council Meeting; and Public Exhibition to follow, pending Council approval).	Social & Community Services	80%		
2.3.1.3	Increase pedestrian activity by 5% per quarter by implementing the priority actions from Council's CBD Pedestrian Strategy to provide safe, accessible, and simple CBD pedestrian journeys (D)	30/06/2021	Despite delays to some projects, some significant elements of improved pedestrian connections have been completed in this financial year. Pedestrian and Cycle activity has increased partially due to COVID-19 restrictions.	City Strategy	70%		
3.2.2.1	Continue to monitor water quality at Lake Parramatta swimming site (twice yearly, Summer and Winter) to inform the development and implementation of an Integrated Water Plan for the City of Parramatta (D)	30/06/2021	The Summer water quality monitoring was completed to support swimming at Lake Parramatta. The Water Plan completion was delayed due to complexities with options modelled. Plan expected to be completed in 2021/22.	City Strategy	70%		















Code	Focus Area	Due Date	Quarterly Comment	Business Unit	Progress	Q3 Status	Q4 Status
3.4.2.2	* Develop a Tree Canopy Plan, incorporating protection of trees, increased tree diversity and a program of works for priority tree planting locations (D)	31/12/2020	Collecting reliable LGA wide data on existing canopy and tree removal has been more complex than anticipated.	City Strategy	75%		
3.5.3.1	Develop Urban Heat Reduction Strategy to cool the city and protect the community from heat waves and trial 2 urban cooling projects per year (D)	30/06/2021	The Urban Heat Plan has been on hold while the trial partnership projects progressed to completion. To be finalised as part of the City Resilience Planning.	City Strategy	75%		
3.6.6.1	Develop and deliver a Community Energy Plan which incorporates the consideration of energy saving initiatives such as solar in the City's upcoming major projects (D)	30/06/2021	The finalisation of the Energy Plan has been delayed while we refine and revise measures and targets as part of the review of the Environmental Sustainability Strategy. These changes have provided a solid basis for finalising the Community Energy Plan in the next quarter Q1 2021/22.	City Strategy	70%		
5.2.6.1	Riverside Lennox Bridge: Manage and administer a project development agreement for the external delivery of a premium grade mixed use 41 storey and 413 residential apartments tower at 12 Phillip Street, Parramatta (D)	31/05/2021	The development is due for completion in Q3 2021 due to delays with PLR works and COVID-19 shutdowns.	Property Development	90%		
5.4.1.2	Prepare and adopt a Late-Night Trading Development Control Plan to encourage and plan for a safe and vibrant night life (D)	30/06/2021	Due to resourcing constraints, this project is behind schedule.	City Strategy	85%		
6.1.1.4	* Review developer contributions, processes and financial planning (D)	30/06/2021	Progression has been limited due to resourcing issues and State Government announcements of a review of the Contributions Planning Framework. Aspects of this work have been put on hold pending the State Government review of the framework.	City Planning	35%		
6.2.2.1	Develop and implement Council's Domestic and Family Violence Action Plan (D)	30/06/2021	Draft Plan to be presented to Executive Team, prior to Councillor engagement via a Councillor Workshop and Council consideration of Action Plan.	Social & Community Services	95%		
6.3.1.1	Improve the capability of the Customer Service Request system and Council's customer service processes (D)	30/06/2021	Delay in launching UX enhanced and new services online due to the need to reprioritise work given available resources.	City Strategy	80%		



Code	Focus Area	Due Date	Quarterly Comment	Business Unit	Progress	Q3 Status	Q4 Status
6.3.8.1	Continue to implement the priority actions from Council's Cyber Security Strategy to minimise risk of data loss and external threats to systems and digital assets (D)	30/06/2021	Adjustments to the CyberSecurity program during the period resulted in the implementation of a Security Incident and Event Management system being delayed. Resource diverted to enabling secure mobility access and performance to assist working from home.	Information Technology	95%		
6.5.3.2	Review and maintain the Parramatta River Flood Study (D)	30/06/2021	Work is now progressing in line with a revised timeframe to support a change of scope to the project with the inclusion of Climate Change impacts and the implementation of the Parramatta Light Rail project. The Final Draft Flood Study report and flood mapping results is anticipated to be completed around mid-2022 and adoption by Council anticipated around October 2022.	City Assets & Environment	90%		
Still an exception this quarter							
1.1.1.1	Advance feasibility study completed, and recommendations considered by Council (D)	30/06/2021	No further progress achieved in Q4 on this focus area. However, progress is expected to be made in Q1 of 2021/22.	Social & Community Services	45%		
1.2.1.1	* Implement the Affordable Rental Housing Policy (P)	30/06/2021	Project paused. Progress depends on finalisation of the draft Development Contributions Plan (outside CBD) so that all development costs can be factored into feasibility. This draft Plan is yet to be endorsed by Council.	Social & Community Services	50%		
1.6.3.1	Develop and deliver an internal communications strategy that support Council programs and services (D)	30/06/2021	This project was not completed within the quarter due to other priority projects. The strategy is currently still in development; however, it is expected to be completed by the end of Q1 2021/22.	City Engagement	95%		
2.1.3.1	Implement maintenance projects on Council owned websites and digital platforms to ensure legal compliance with Web Content Accessibility Guidelines (WCAG) (D)	30/06/2021	Vision Australia WCAG 2.1 Audit was completed. It identified Council's website is compliant with 20 of the 50 Web Content Accessibility Guidelines 2.1 success criteria, demonstrating compliance gaps. The Audit will be reviewed in Q3/Q4 2021/22 to assess action required to improve compliance.	City Engagement & Experience	15%		



Code	Focus Area	Due Date	Quarterly Comment	Business Unit	Progress	Q3 Status	Q4 Status
3.1.1.4	* Develop Green Infrastructure Strategy to protect and increase our green infrastructure (trees, green grid, biodiversity & bushland) (D)	30/06/2021	The Green Infrastructure Plan is on hold. Prioritised development of the Central City Parkway Project and the Parramatta River Spatial Framework.	City Strategy	60%		
3.6.1.1	Conduct an independent review of Council practices to ensure that all aspects of Council's fleet management (Plant and vehicles): procurement, disposal, repair, emissions and maintenance systems are considered best practice (D)	30/06/2021	The reviewed policies are to be presented to the Consultative Committee in August and then wider consultation will take place. Finalisation is due by the end of the 2nd quarter of the next review period. Council has received the external review of City Operations fleet and a number of recommendations are to be actioned in 2021/22.	City Assets & Operations	90%		
3.6.4.1	Reduce Council energy emissions by delivering energy efficiency upgrades and implement renewable energy opportunities in Council buildings and facilities (D)	30/06/2021	Budgets supporting energy efficiency upgrades and solar renewable opportunities were reduced this year as part of the COVID-19 organisational savings. All minor energy upgrades have now been completed, with major works to be undertaken in 2021/22.	City Assets & Operations	75%		
4.4.1.1	Appoint an Indigenous Cultural Officer and develop new Aboriginal and Torres Strait Islander cultural programs and projects (D)	31/02/2021	Developing Aboriginal identified positions and resourcing will be a focus in the development of the successor to the Reconciliation Action plan.	City Culture	15%		
5.1.1.4	Host a bi-annual Investment attraction event to support inbound investment and industry development (D)	30/06/2021	This event was postponed due to COVID-19 ahead of its scheduled March 2020 date. This continues to be the case given the limitations of international visitation.	City Strategy	25%		
5.2.1.1	Implement and monitor the priority actions identified in the Cultural Plan and prepare annual implementation plans (D)	31/12/2021	Cultural Plan implementation is ongoing but slowed by impacts of COVID-19. Cultural Fund implementation process and governance is to be reviewed in 2021/22. Preparation is underway for successive Cultural Plan development in alignment with broader Community Strategic Plan development.	Community Services	30%		
5.2.1.2	Finalise and implement the Cultural Plan Implementation Framework and Fund (D)	30/06/2021	Cultural Plan implementation ongoing, Cultural Fund implementation process and governance to be reviewed in 2021/22 as part of new model of Cultural Strategy and Cultural Service delivery coordination.	City Culture	25%		

Code	Focus Area	Due Date	Quarterly Comment	Business Unit	Progress	Q3 Status	Q4 Status
5.2.3.1	Re-develop Riverside Theatres in partnership with NSW Government (P)	30/06/21	The joint venture arrangements with the NSW Government have been concluded, and City of Parramatta endorsed a strategy for the Riverside Theatre redevelopment proposal on 26 July 2021.	Property Development Group	50%		
5.2.8.1	Execute of the whole of property asset strategy (D)	31/12/2023	A new General Manager of Property Security, Assets and Services has been recruited, the whole of property asset strategy is a deliverable of the new GM.	Property, Security, Assets & Services	10%		
5.3.5.2	Set design and program priorities for the implementation of the Civic Link Framework Plan (connecting Parramatta Square to the Parramatta River City foreshore) (D)	30/06/2021	Draft DCP for Blocks 2, 3, 4 delayed due to Metro coordination and alignment with CBD DCP timeframes. Business case for public domain delivery has been approved and delivery planning commenced.	City Design	65%		
6.3.1.2	Implement outcomes of service excellence review to improve customer service processes and further enhancing the positive customer experience of council (D)	30/06/2021	Resources have been realigned to prioritise Digital Transformation work.	City Strategy	25%		
6.4.2.1	Agree a new governance structure for Westmead Alliance (P, A)	30/06/2021	The NSW Government is reviewing the submissions made to the draft Westmead Place Strategy, including that submitted by Council.	City Strategy	25%		
6.5.2.1	Complete review of the delivery of infrastructure by third party VPA, PDA etc. (asset need, value for money, quality assurance and handover) (D)	30/06/2021	Work on improving the VPA and the like, process is still being undertaken across several Directorates primarily led by PDG, with an approved new framework being developed. Associated work is also being undertaken as part of the CA&O's general review including the review of the Capital Project delivery process. Work will continue throughout this financial year.	City Assets & Environment	75%		
6.5.5.1	Implement ATSI Employment Strategy and Disability Inclusion Action Plan to ensure a diverse workforce for Council (D)	30/06/2021	DIAP is still under review & we have been playing an active role in contributing & influencing. ATSI Employment Strategy is currently under review & establishment as part of the broader D&I strategy, team capacity in the past 12 months has impacted on this result.	People & Culture	30%		

# Exceptions Report – Service Measures

This exceptions report lists only Service Measures reported as “Not achieved” this quarter / year.



Achieved

















Not Achieved

















Data Not Available/Not Due

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Comment	Q3 Status	Q4 Status
New to exceptions this quarter												
F01.2	Enhanced lifelong learning and access to library collections and events to increase digital literacy, physical and mental health and social integration	The provision of library services	<b>Utilisation of library services (number of loans)</b> Maintain on previous year (within 2% variation)	Social & Community Services	2019/20 Q1 311,899 Q2 264,870 Q3 292,603 Q4 113,379	219,595	288,314	344,713	234,969	Q4 result reflects that customers were increasingly confident of safely returning to the library. In April, books were no longer automatically renewed, which had occurred throughout the period of COVID-19 closures and staged reopening. 234,969 loans is a significant increase in the number of loans in Q4 2019/20, which was a quarter heavily impacted by COVID-19 closures.		
F02.5	Greater community capabilities to improve well-being and enhance services to meet the community's needs	Provision and facilitation of Affordable Housing in the LGA	<b>Cumulative total number in the LGA (totalling Council ARH properties, CHP AH properties and RFB dwellings delivered through AHSEPP 2009) - Annual Q4</b> Increase 10% annually	City Strategy	> 10% Annual	Not Due	Not Due	Not Due	362	This will be measured again in Q2 2021/22. The previous reported measure of 440 was incorrect data. Negotiations are underway to resource more affordable housing properties via Voluntary Planning Agreements.		







Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Comment	Q3 Status	Q4 Status
A05.1	Civil Infrastructure assets meet community expectations and legislative requirements	Civil infrastructure asset and catchment management (inspection, street lighting, restoration and approval of public works for roads, cycling and footpaths, drainage, bridges, dams, special assets)	<b>Community satisfaction with the condition of local roads - annual reported in Q2</b> Increase compared to previous year	City Assets & Environment	> 3.64	Not Due	3.57	Not Due	Not Due	Very close to meeting target and an improvement on previous year result.		
A05.2	Civil Infrastructure assets meet community expectations and legislative requirements	Civil infrastructure asset and catchment management (inspection, street lighting, restoration and approval of public works for roads, cycling and footpaths, drainage, bridges, dams, special assets)	<b>Community satisfaction with provision and maintenance of footpaths and cycleways - annual reported in Q2</b> Increase compared to previous year	City Assets & Environment	> 3.64	Not Due	3.61	Not Due	Not Due	Very close to meeting target and an improvement on previous year result.		
G02.2	Environmental sustainability initiatives delivered in accordance with community priorities and expectations	Environmental and sustainability programs and educational activities	<b>Tonnes of carbon emissions generated by Council operations</b> Decreasing trend on previous year with carbon neutrality by 2022	City Assets & Environment	≥ 5% Annual	0%	0%	0%	0%	Since 2014/15 baseline emissions have increased by approximately 20% to 2019/20 despite consumption decreasing. This relates to the cessation of 100% Greenpower purchase in 2017/18 (for all assets except street lighting) in lieu of Power Purchase Agreement (PPA) sourcing 25% renewable energy for only large Council sites.		







Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Comment	Q3 Status	Q4 Status
G05.1.1	Fire safety, swimming pool safety, building compliance, health safety, food outlets safety and protection of the natural environment from all forms of pollution	Environmental & Public Health Protection & Compliance	<b>Percentage complete of registered/known food outlets inspection program</b> Number % of total	Regulatory Services	25%	26%	27%	24%	20%	Following the combination of reduced resources and COVID-19 impacts, 3% of food premises were not inspected.		
G05.2.1	Fire safety, swimming pool safety, building compliance, health safety, food outlets safety and protection of the natural environment from all forms of pollution	Environmental & Public Health Protection & Compliance	<b>Percentage complete of registered cooling towers inspection program</b> Maintain	Regulatory Services	25%	2%	7%	19%	62%	Due to COVID-19 impacts which resulted in reduced resources, 10% of the number of cooling towers were not inspected		
G05.3.1	Fire safety, swimming pool safety, building compliance, health safety, food outlets safety and protection of the natural environment from all forms of pollution	Environmental & Public Health Protection & Compliance	<b>Percentage complete of registered public swimming pool inspection program</b> Percentage	Regulatory Services	25%	0%	7%	43%	11%	As a result of COVID-19 and reduced resources, this quarter's target was not able to be achieved.		
G06.1	Provide effective parking management and regulatory functions, focusing on CBD, local centres, entertainment and education hubs and residential hotspots	Ranger Services	<b>Percentage of parking non-compliance detected (timed parking offences)</b> Decrease against previous year	Regulatory Services	≥ 10% Decrease	3%	3%	9%	14.5%	The number of timed parking offences relevant to the number of vehicles marked (in timed areas) rose in Q3 resulting in lower turnover rates. Council continues to monitor all times areas in order to increase turnover which is crucial to businesses in the CBD and suburban hubs.		









Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Comment	Q3 Status	Q4 Status
G07.1.1	Improved quality of life by managing the impact of building activities, illegal dumping, unlawful use of public spaces and responsible companion animal ownership within local communities	Ranger Services	Number of total animals De-Sexed - Annual, reported in Q4 > 70 Annual	Regulatory Services	≥ 70 Annual	Not Due	Not Due	Not Due	25	Due to restrictions caused by COVID-19, Council ran a smaller desexing campaign resulting in 25 animals in total being desexed.		
W01.3	Access to professionally serviced venues for performance presentations and for business and community events	Riverside Theatres Venues	<b>Percentage of Riverside's available seating capacity utilised annually</b> Maintain or increase above target	Riverside Theatres	≥ 60% Annual	63%	88%	63%	46%	Riverside Theatres closure due to COVID-19 restrictions, affected capacity.		
W05.1	Community is proud of the opportunities to experience arts and culture	Arts & Culture program development and delivery	<b>Number of art and cultural programs developed and delivered - Annual Q4</b> Maintain on previous year	Cultural Strategy	≥ 3,851 Annual	Not Due	Not Due	Not Due	2,354	COVID-19 impact has resulted in many programs and events being cancelled, some of which were able to be pivoted to digital delivery. This impact also resulted in the opportunity to develop additional digital programming not previously prioritized.		
I08.2	The City is better positioned to meet the challenges of the future and better able to leverage the opportunities of data, information and technology	The delivery of programs and projects to make Parramatta a 'Smart City' and develop and implement new solutions to address the challenges of growth of the City	<b>Number of Smart City initiatives launched annually - reported in Q4</b> Increase from previous year	City Strategy	> 4	Not Due	Not Due	Not Due	0	The Smart Places Acceleration Program was announced in December 2020 which allows the State Government to partner with Council's and place-owners to accelerate the development of Smart Places. Two EOIs have been submitted to the Program with a third submitted listing Council as a partner.		







Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Comment	Q3 Status	Q4 Status
Still an exception this quarter												
F03.1	Access to high quality childcare and family support	The provision of Children & Family services	<b>Annual average percentage utilisation of childcare and family support services</b> Maintain or increase above target	Social & Community Services	≥93% 2019/20 Q1 99% Q2 98% Q3 91% Q4 91%	93%	95%	85%	90%	There has been a gradual increase in the utilisation during Q4. The NSW Government COVID-19 Free Preschool Funding program has had an impact on enrolments across all Early Learning Centres.		
F04.2	Enhanced ability of older people and those with disabilities to live well and more independently	The provision of Community Care services	<b>Overall number of participants of Seniors and Disability programs</b> Maintain on same quarter previous year (within 2% variation)	Social & Community Services	2019/20 Q1 0 Q2 0 Q3 -7 Q4 1	9	2.1	-30	-32.3	The number of active participants (626 persons) increased from Q3 (583), due to reintroduction of face-to-face programming. However, it is a 32.3% decrease compared to the same quarter of 2019/20 due to new criteria for an 'active participant' being applied from the previous year.		
F05.2	Improved lifestyle opportunities and physical and mental health	The provision of recreation facilities & programs	<b>Number of participants in Councils' Recreation programs</b> Maintain on same quarter previous year (within 2% variation)  Maintain on same quarter previous year (within 2% variation)	Social & Community Services	2019/20 Q1 13,884 Q2 27,227 Q3 26,939 Q4 2,965	12,041	10,878	10,747	11,039	While program hours have been increasing, COVID-19 rules continue to limit participation numbers in each program.		















Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Comment	Q3 Status	Q4 Status
F08.2	Deliver high quality services and outcomes to the Lord Mayor, Councillors and Chief Executive Officer in a timely manner	The provision of advice, administrative support, induction and continuous improvement to the Lord Mayor, Councillors and Chief Executive Officer	<b>Percentage of Service Requests (LM and Councillors) actioned within 48 hours</b> Maintain	Executive Support	100%	100%	95%	95%	95%	Excluding those impacted by system errors, all other Service Requests were actioned within the 48-hour period.		
F08.3	Deliver high quality services and outcomes to the Lord Mayor, Councillors and Chief Executive Officer in a timely manner	The provision of advice, administrative support, induction and continuous improvement to the Lord Mayor, Councillors and Chief Executive Officer	<b>Percentage of Councillor Requests for information and advice is actioned within 48 hours</b> Maintain	Executive Support	100%	100%	95%	95%	95%	Excluding those impacted by system errors, all other Information Requests were actioned within the 48-hour period.		
F09.3	An open, transparent and responsive Council that meets the needs of the community	Corporate-wide administrative Governance functions including Council meetings and other committee meetings, publishing of business papers, policies, delegations, maintaining registers and determining 'Access to Information' (GIPA) requests	<b>Percentage of Information Access requests (GIPA formal) completed within statutory timeframe</b> Maintain	Information Technology	100%	100%	100%	48%	96.8%	30 of 31 formal GIPA requests completed within SLA (20 days). One processed within 23 days.		

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Comment	Q3 Status	Q4 Status
A04.3	Appropriate management of new development to create good environmental outcomes and minimise adverse impact on our communities, and ensure a safe and efficient local road network	Oversight of local traffic management and the assessment and determination of Development Applications (DAs) including private tree management within a transparent, legally framework and aligned with established industry best practice	<b>Percentage of tree permits determined within 21 days</b> Maintain or increase	Development & Traffic Services	≥ 80%	72%	80.49%	68.69%	46.73%	Team capacity in Q4 has impacted the targeted requirements to achieve the Open Space Legacy Program and DA acceleration.		
A04.4	Appropriate management of new development to create good environmental outcomes and minimise adverse impact on our communities, and ensure a safe and efficient local road network	Oversight of local traffic management and the assessment and determination of Development Applications including private tree management within a transparent, legally framework and aligned with established industry best practice	<b>Percentage of Temporary Road Occupancy permit applications completed within 2 working days</b> Maintain or increase	Development & Traffic Services	≥ 90%	85%	87%	89%	79%	There has been an increase in applicants making applications well before the work is to be done and also changing the proposed dates. This results in additional processing and increase time frames by Council.		
A04.6	Appropriate management of new development to create good environmental outcomes and minimise adverse impact on our communities, and ensure a safe and efficient local road network	Oversight of local traffic management and the assessment and determination of Development Applications including private tree management within a transparent, legally framework and aligned with established industry best practice	<b>Percentage of Traffic related service requests completed within the specified service standard</b> Maintain	Development & Traffic Services	≥ 80%	70%	83%	63%	66%	In Q4 there was an improvement in the time frame for the completion of Service Requests and an increase in the number of Service Requests completed compared to Q3.		

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Comment	Q3 Status	Q4 Status
G03.3	Clean and usable public spaces, community facilities, business /local centres and local amenities	Cleansing services in the public domain	<b>Satisfaction with maintenance of sporting fields (Annual Survey)</b>  Sustain based on previous year	City Operations	≥ 80% Annual	Not Due	Not Due	79%	Not Due	There has been a slight improvement from previous survey 2019, from 3.88/5 to 3.95/5 and the trend is upwards. Result is based on 2020 survey.		
G04.1	High quality, efficient and reliable domestic and commercial waste services managed in a sustainable way	Management of domestic and commercial waste services	<b>Community satisfaction with domestic waste collection services – reported in Q2</b> Maintain on previous year	City Assets & Environment	≥ 3.97	Not Due	3.92	Not Due	Not Due	Very close to meeting target and an improvement on previous year result.		
W01.1	Access to professionally serviced venues for performance presentations and for business and community events	Riverside Theatres Venues	<b>Percentage of days Riverside venues are utilised for performances and events annually</b>  Maintain or increase above target	Riverside Theatre	≥ 75% Annual	3%	11%	26%	43%	Q4 saw an increase in Riverside venue utilisation, but performance remains below target		
W02.1	A year-round stage and screen presentation program for the general public, schools and special interest groups	Riverside Presentations	<b>Annual attendance at "Riverside Presentations" Program of performances and events held at Riverside and elsewhere</b>  Maintain or increase on previous year	Riverside Theatre	≥ 35,000 Annual	7,040	11,188	11,721	18,954	YTD attendance: 18,954 at 174 events. This equates to 54.2% of Annual Target (35,000). Riverside Theatres closure due to COVID-19 restrictions affected live performances with some digital performances possible.		










Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Comment	Q3 Status	Q4 Status
W02.2	A year-round stage and screen presentation program for the general public, schools and special interest groups	Total Riverside Program	<b>Attendances at Total Riverside Program of performances (events held at Riverside and elsewhere)</b> Maintain or increase on previous year	Riverside Theatres	≥ 144,000 Annual	7,352	12,328	32,615	54,810	YTD attendance: 54,810 at 1,070 events. This equates to 38% of Annual Target (144,000). Riverside Theatres closure due to COVID-19 restrictions, affected live performances with some digital performances possible.		
W03.1	Local production of performances and increased opportunity for local artists	National Theatre of Parramatta	<b>Attendance at National Theatre of Parramatta program of performances (events held at Riverside and elsewhere)</b> Maintain or increase on previous year	Riverside Theatres	≥ 21,000 Annual	53	594	1,765	2,771	Q4 saw an increase in attendance to 2,771 customers at 129 National Theatre of Parramatta events. This equates to 13% of Annual Target (21,000). Riverside Theatres closure due to COVID-19 restrictions, affected live performances.		
W04.1	Provision of a year-round program of workshops and performance with - and for - people with disability	Performance and Disability Program (Beyond the Square)	<b>Attendance at Access performance and Workshop program (performances and workshops held at Riverside and elsewhere)</b> Maintain based on previous year, measured in percentage of attendees over previous year	Riverside Theatre	2,500 Annual	20	117	203	434	YTD attendance: 434 at 58 events. This equates to 17% of annual attendance target (2,500). Riverside Theatres closure due to COVID-19 restrictions, affected activities.		

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Comment	Q3 Status	Q4 Status
W06.1	Opportunities for the community to participate, celebrate and commemorate in the civic, heritage and cultural life of the City	Events & Festivals	<b>Combined attendance at events and festivals</b> Increase 2% over previous years	City Experience	> 292,026 Annual	Not Due	147,000	2,400	7,356	Target not achieved due to COVID-19.		
W09.1	Position the City of Parramatta as a destination of choice to live, work, study and play, resulting in improved perceptions, community pride, increased visitation, economic prosperity and sustainability.	Market the City of Parramatta via digital and traditional platforms	<b>Number of day visitors to the City of Parramatta</b> Increase on 5% on previous year	City Identity	> 5% Annual	Not Due	Not Due	91,255	163,588	Target not achieved due to COVID-19 and disruptions from Light Rail construction works.		
W09.2	Position the City of Parramatta as a destination of choice to live, work, study and play, resulting in improved perceptions, community pride, increased visitation, economic prosperity and sustainability.	Market the City of Parramatta via digital and traditional platforms	<b>Revenue expenditure from day visitors to the City of Parramatta</b> Increase 5% on previous year	City Identity	> 5% Annual	Not Due	Not Due	\$7,282,149	\$13,054,340	Target not achieved due to COVID-19 and disruption from Light Rail construction works.		
W09.3	Position the City of Parramatta as a destination of choice to live, work, study and play, resulting in improved perceptions, community pride, increased visitation, economic prosperity and sustainability.	Market the City of Parramatta via digital and traditional platforms	<b>Increase in Gross Regional Product</b> Increase on 5% previous year	City Identity	> 5% Annual	Not Due	Not Due	\$7,473	\$7,672	Target not achieved due to COVID-19.		










Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Comment	Q3 Status	Q4 Status
T03.1	Increase investment in the City of Parramatta to provide the Community with the desired jobs, education and health facilities	Actively market Parramatta as Sydney's Central City	<b>Net job growth within the City of Parramatta</b> Increase number on previous year	City Identity	≥ 6%	0	195,025	185,273	187,604	Target not achieved due to COVID-19.		
T04.1	Drive visitation to the City of Parramatta resulting in strong economic performance	Actively market Parramatta as Sydney's Central City	<b>Visitation numbers within the City of Parramatta</b> Increase 3% on previous year	City Identity	≥ 3%	0	231,995	120,351	197,062	Target not achieved due to COVID-19 and disruptions from Light Rail construction works.		










Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Comments	Status
 Achieved/on track  Not Achieved  Data Not Available/Not Due											






## FAIR - Service Measures

F011	Enhanced lifelong learning and access to library collections and events to increase digital literacy, physical and mental health and social integration	The provision of library services	<b>Utilisation of library services (number of visits)</b> Maintain on previous year (within 2% variation)	Social & Community Services	2019/20 Q1 257,219 Q2 225,050 Q3 231,455 Q4 9,524	47,253	74,295	112,187	142,025		
F012	Enhanced lifelong learning and access to library collections and events to increase digital literacy, physical and mental health and social integration	The provision of library services	<b>Utilisation of library services (number of loans)</b> Maintain on previous year (within 2% variation)	Social & Community Services	2019/20 Q1 311,899 Q2 264,870 Q3 292,603 Q4 113,379	219,595	288,314	344,713	234,969	Q4 result reflects that customers were increasingly confident of safely returning to the library. In April, books were no longer automatically renewed, which had occurred throughout the period of COVID-19 closures and staged reopening. 234,969 loans is a significant increase in the number of loans in Q4 2019/20, which was a quarter heavily impacted by COVID-19 closures.	
F013	Enhanced lifelong learning and access to library collections and events to increase digital literacy, physical and mental health and social integration	The provision of library services	<b>Community satisfaction with library services</b> Maintain on previous year (within 2% variation)	Social & Community Services		Not Due	92	Not Due	Not Due		
F014	Enhanced lifelong learning and access to library collections and events to increase digital literacy, physical and mental health and social integration	The provision of library services	<b>Utilisation of library services (number of new members)</b> Increase on same quarter as previous year	Social & Community Services	≥ 3,600 Annual	1,906	815	3,292	3,673		
F021	Greater community capabilities to improve well-being and enhance services to meet the community's needs	Funding and support for community projects and social enterprises	<b>Percentage of open Community Grants that are on track with reporting</b> Maintain or increase above target	Social & Community Services	> 70%	98%	71%	83%	82.8%		
F022	Greater community capabilities to improve well-being and enhance services to meet the community's needs	Funding and support for community projects and social enterprises	<b>Skills and confidence levels of participants in community capacity building programs</b> Maintain or increase above target	Social & Community Services	> 80%	87%	93%	85%	100%		
F023	Greater community capabilities to improve well-being and enhance services to meet the community's needs	Funding and support for community projects and social enterprises	<b>Annual satisfaction levels for participants in Social enterprises that are assisted by Council's program - reported in Q4</b> Maintain or increase on previous year	Social & Community Services	≥ 86% Annual	Data Not Available	Data Not Available	Data Not Available	Data Not Available		
F024	Greater community capabilities to improve well-being and enhance services to meet the community's needs	Funding and support for community projects and social enterprises	<b>Annual satisfaction levels for participants in community capacity building services (support provided to networks, individual organisations, CCB delivered projects)</b> Maintain or increase above target	Social & Community Services	≥ 80% Annual	Not Due	Not Due	Not Due	83%		
F025	Greater community capabilities to improve well-being and enhance services to meet the community's needs	Provision and facilitation of Affordable Housing in the LGA	<b>Cumulative total number in the LGA (totalling Council ARH properties, CHP AH properties and RFB dwellings delivered through AHSEPP 2009) - Annual Q4</b> Increase 10% annually	City Strategy	> 10% Annual	Not Due	Not Due	Not Due	362	This will be measured again in Q2 2021/22. The previous reported measure of 440 was incorrect data. Negotiations are underway to resource more affordable housing properties via Voluntary Planning Agreements.	



Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Comments	Status
F03.1	Access to high quality childcare and family support	The provision of Children & Family services	<b>Annual average percentage utilisation of childcare and family support services</b> Maintain or increase above target	Social & Community Services	≥ 90% Annual	93%	95%	85%	90%	There has been a gradual increase in the utilisation during Q4. The NSW Government COVID-19 Free Preschool Funding program has had an impact on enrolments across all Early Learning Centres.	
F03.2	Access to high quality childcare and family support	The provision of Children & Family services	<b>Level of quality ratings as determined by independent accreditation body</b> Achieve highest rating	Social & Community Services		5	5	5	5		
F04.1	Enhanced ability of older people and those with disabilities to live well and more independently	The provision of Community Care services	<b>Overall number of Seniors and Disability program hours</b> Maintain on same quarter previous year (within 2% variation)	Social & Community Services	2019/20 Q1 5,015 Q2 8,504 Q3 6,183 Q4 3,773	3,228	3,223	3,603	4,528		
F04.2	Enhanced ability of older people and those with disabilities to live well and more independently	The provision of Community Care services	<b>Overall number of participants of Seniors and Disability programs</b> Maintain on same quarter previous year (within 2% variation)	Social & Community Services		9	2.1	-30	-32.3	The number of active participants (626 persons) increased from Q3 (583), due to reintroduction of face-to-face programming. However, it is a 32.3% decrease compared to the same quarter of 2019/20 due to new criteria for an 'active participant' being applied from the previous year.	
F04.3	Enhanced ability of older people and those with disabilities to live well and more independently	The provision of Community Care services	<b>Annual satisfaction levels with community &amp; social services (social inclusion, meal options, practical support, leisure and learning services for people over 55, and people with a disability)</b> Maintain or increase above target	Social & Community Services	≥ 90% Annual	Not Due	93%	Not Due	Not Due		
F05.1	Improved lifestyle opportunities and physical and mental health	The provision of recreation facilities & programs	<b>Number of program hours of Council's Recreation Programs</b> Maintain on same quarter previous year (within 2% variation)	Social & Community Services	2019/20 Q1 1,017 Q2 1,301 Q3 1,018 Q4 206	290.37	859.8	1,142	1,182		
F05.2	Improved lifestyle opportunities and physical and mental health	The provision of recreation facilities & programs	<b>Number of participants in Council's Recreation programs</b> Maintain on same quarter previous year (within 2% variation)	Social & Community Services	2019/20 Q1 13,884 Q2 27,227 Q3 26,939 Q4 2,965	12,041	10,878	10,747	11,039		
F05.3	Improved lifestyle opportunities and physical and mental health	The provision of recreation facilities & programs	<b>Annual satisfaction of users of School Holiday and Active Parramatta programs</b> Maintain or increase above 90%	Social & Community Services	≥ 90% Annual	95%	96%	92%	97%		
F06.1	A well informed community, who have been provided with clear and accurate information about Council programs and services as well as opportunities to engage with civic decision making. Enhanced public perceptions of the Parramatta LGA and Council. Informed and highly engaged organisation and staff, with improved capability to deliver services to the local community	The provision of whole of organisation Engagement, Communications planning and delivery (including design & print), Media and Public Relations, Internal Communications services	<b>Satisfaction of information provision &amp; communications - annual reported in Q2</b> Sustain on previous year	City Engagement	≥ 3.47	Not Due	3.47	Not Due	Not Due		

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Comments	Status
F06.2	A well informed community, who have been provided with clear and accurate information about Council programs and services as well as opportunities to engage with civic decision making. Enhanced public perceptions of the Parramatta LGA and Council. Informed and highly engaged organisation and staff, with improved capability to deliver services to the local community	The provision of whole of organisation Engagement, Communications planning and delivery (including design & print), Media and Public Relations, Internal Communications services	<b>Satisfaction with the opportunity to have Your Say - annual reported in Q2</b> Sustain on previous year	City Engagement	≥ 3.41	Not Due	3.5	Not Due	Not Due		
F06.3	A well informed community, who have been provided with clear and accurate information about Council programs and services as well as opportunities to engage with civic decision making. Enhanced public perceptions of the Parramatta LGA and Council. Informed and highly engaged organisation and staff, with improved capability to deliver services to the local community	The provision of whole of organisation Engagement, Communications planning and delivery (including design & print), Media and Public Relations, Internal Communications services	<b>Overall satisfaction with Council - Annual Q2</b> Sustain on previous year	City Engagement	≥ 3.76	Not Due	3.74	Not Due	Not Due		
F07.1	Ensure the community's interests and values are heard by facilitating opportunities for the community to participate in Council's decision making, policy and programs through quantitative and qualitative research	Engage and consult the community in decision making	<b>Size of Our City Your Say membership as a percentage of the population of the LGA</b> Sustain on previous year	City Engagement	≥ 3%	4.4%	3.66%	3.6%	3.6%		
F07.2	Ensure the community's interests and values are heard by facilitating opportunities for the community to participate in Council's decision making, policy and programs through quantitative and qualitative research	Engage and consult the community in decision making	<b>Number and type of people who were reached via engagement and consultation with City projects</b> Sustain on previous year	City Engagement	2,205,278	12,420,210	32,623,020	926,458	2,582,807		
F08.1	Deliver high quality services and outcomes to the Lord Mayor, Councillors and Chief Executive Officer in a timely manner	The provision of advice, administrative support, induction and continuous improvement to the Lord Mayor, Councillors and Chief Executive Officer	<b>Percentage of LM Correspondence actioned within 7 days</b> Maintain	Executive Support	100%	100%	100%	100%	100%		
F08.2	Deliver high quality services and outcomes to the Lord Mayor, Councillors and Chief Executive Officer in a timely manner	The provision of advice, administrative support, induction and continuous improvement to the Lord Mayor, Councillors and Chief Executive Officer	<b>Percentage of Service Requests (LM and Councillors) actioned within 48 hours</b> Maintain	Executive Support	100%	100%	95%	95%	95%	Excluding those impacted by system errors, all other Service Requests were actioned within the 48-hour period.	
F08.3	Deliver high quality services and outcomes to the Lord Mayor, Councillors and Chief Executive Officer in a timely manner	The provision of advice, administrative support, induction and continuous improvement to the Lord Mayor, Councillors and Chief Executive Officer	<b>Percentage of Councillor Requests for information and advice is actioned within 48 hours</b> Maintain	Executive Support	100%	100%	95%	95%	95%	Excluding those impacted by system errors, all other Information Requests were actioned within the 48-hour period.	
F08.4	Deliver high quality services and outcomes to the Lord Mayor, Councillors and Chief Executive Officer in a timely manner	The provision of advice, administrative support, induction and continuous improvement to the Lord Mayor, Councillors and Chief Executive Officer	<b>Percentage of key information provided to Councillors in a weekly newsletter</b> Maintain	Executive Support	100%	100%	100%	100%	100%		
F09.1	An open, transparent and responsive Council that meets the needs of the community	Corporate-wide administrative Governance functions including Council meetings and other committee meetings, publishing of business papers, policies, delegations, maintaining registers and determining 'Access to Information' (GIPA) requests	<b>Percentage of Council business papers online at least 3 business days before Council meeting and minutes online within 5 business days following Council meeting</b> Maintain	Governance	100%	100%	100%	100%	100%		

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Comments	Status
F09.2	An open, transparent and responsive Council that meets the needs of the community	Corporate-wide administrative Governance functions including Council meetings and other committee meetings, publishing of business papers, policies, delegations, maintaining registers and determining 'Access to Information' (GIPA) requests	<b>Percentage of actions arising from Council meetings that are completed by their due date</b> Maintain	Governance	≥ 85%	83.5%	92%	99%	96%		
F09.3	An open, transparent and responsive Council that meets the needs of the community	Corporate-wide administrative Governance functions including Council meetings and other committee meetings, publishing of business papers, policies, delegations, maintaining registers and determining 'Access to Information' (GIPA) requests	<b>Percentage of Information Access requests (GIPA formal) completed within statutory timeframe</b> Maintain	Information Technology	100%	100%	100%	48%	96.8%	30 of 31 formal GIPA requests completed within SLA (20 days). One processed within 23 days.	
F10.1	Robust business processes and procedures that support high quality services	Management of Internal Audit Program	<b>Number of Internal audits completed per year</b> Maintain	Audit & Risk	6 Annual	2	2	4	8		
F10.2	Robust business processes and procedures that support high quality services	Management of Internal Audit Program	<b>Percentage of Internal Audit actions completed by their due date</b> Maintain	Audit & Risk	≥ 95%	94.27%	94.85%	95.6%	98.5%		
F11.1	Confidence in Council in conducting its business with the a strong level of probity and governance	Internal Investigations and liaising with Internal Ombudsman where necessary	<b>Percentage of investigations and complaints (either sent to Internal Ombudsman Shared Service or managed internally) resolved within 6 weeks</b> Maintain	Customer Contact Centre	> 90%	95%	78%	0%	0%		



KEY	Progressing – on track	Progressing – off track	Not Due to Start	On Hold/ Stopped	Completed	D - Deliver P - Partner A - Advocate
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## 1.1: Invest in services and facilities for our growing community


### 1.1.1: Tackle inequality by investing in cultural infrastructure that empowers our Aboriginal and Torres Strait Islander (ATSI) community

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
1.1.1.1	Advance feasibility study completed and recommendations considered by Council (D)	No further progress achieved in Q4 on this focus area. However, progress is expected to be made in Q1 of 2021/22.	No further progress achieved in Q4 on this focus area. However, progress is expected to be made in Q1 of 2021/22. Engagement with Councillors, Executive Team and Aboriginal and Torres Strait Islander Advisory Committee throughout the year have provided updates on what had been investigated so far.	30/06/2021	Social & Community Services	45%	



### 1.1.2: Improve early years development through collaborations with partner organisations






Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
1.1.2.1	Implement Wentworthville Early Childhood Development Initiative by supporting local partner organisations to complete their deliverables on time (P)		Initiative was completed. A review was conducted of the model and new approach and focus of activities planned for 2021/22 including further developing the collaboration framework in partnership with Collaboration for Impact that will result in greater focus on action and collaboration and measuring impact.	30/06/2021	Social & Community Services	100%	

### 1.1.3: Implement Council's responsibilities under the Targeted Earlier Intervention Program of the NSW Government

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
1.1.3.1	Support the local reform process for the Targeted Earlier Intervention Program of the NSW Government by undertaking community engagement activities, sector planning and sector coordination as per service agreements agreed to with Department of Communities and Justice (D)		This is a 3 year funding contract with DCJ from 2020 - 2023. Year 1 implemented successfully meeting all DCJ requirements. Community Engagement - 8 activities; Community Sector Coordination - 30 occasions; Community Sector Planning - 41 occasions; Education and Skills Training - 7 activities; Information/Advice/Referral - 57 occasions; Social Participation - 23 occasions.	30/06/2021	Social & Community Services	100%	


### 1.1.4: Foster active and healthy communities by managing and upgrading recreation, community, and aquatic facilities to increase community access

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
1.1.4.1	* Provide interim swimming facilities at Macarthur Girls High School and deliver Learn to Swim programs in Parramatta CBD (D)		COVID-19 restrictions negatively impacted Lap swimming and Learn to Swim (LTS) at MGHS Pool during Q1 of 2020. Visitation steadily increased throughout the year: Q1 (1,670), Q2 (3,139), Q3 (3,099) & Q4 (4,913). LTS delivered 2,264 classes to 8,375 participants across Q 2, 3 & 4 with an average occupancy of 95.13%.	30/06/2023	Social & Community Services	100%	
1.1.4.2	* Complete development of the online booking tool for community facilities, sports fields, parks and program ticketing (D)	Council is on track toward a hard launch in October 2021. Key deliverables have been completed, including, familiarisation sessions, venue build, business rule integration & User Acceptance Testing ongoing. A Project Steering Group was established to oversee the overall delivery of the project and to manage any risks & issues beyond the capability of the project team.	Council is on track toward a hard launch in October 2021. Key deliverables have been completed, including, familiarisation sessions, venue build, business rule integration & User Acceptance Testing ongoing. A Project Steering Group was established to oversee the overall delivery of the project and to manage any risks & issues beyond the capability of the project team.	30/06/2021	Social & Community Services	90%	


Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
1.1.4.3	* Open and operate Wentworth Point Library & Community Centre (D)		Wentworth Point Community Centre and Library celebrated its one-year anniversary of opening on 15 December 2020. While the first full year of operations have been interrupted by COVID-19, the facility is experiencing strong utilisation and customer satisfaction.	30/06/2021	Social & Community Services	100%	
1.1.4.4	* Deliver 5 Parramatta Square on time & on budget (D)		Project tracking target program. Challenges include meeting the technological aspirations requirements of an evolving organisation within budgetary constraints.	30/04/2022	Project Delivery	60%	
1.1.4.5	Deliver Aquatic and Leisure Centre on time and on budget (D, P)		We have achieved all our statutory approvals and works have commenced on site in line with our program.	30/09/2023	Property Development	30%	
1.1.4.6	Launch a community services performance reporting and impact assessment framework (D)		Service Dashboards on Council's website tracks the utilisation, volume and satisfaction of Council's Community Services.	31/12/2020	Social & Community Services	100%	
1.1.4.7	Complete review of Community Services offering including point of difference and breadth vs depth of service (D)	Focus Area to be incorporated and actioned as part of the CSP Service Review process.	New endorsed DPOP confirms this is an action not due to start yet.	30/06/2021	Social & Community Services	0%	

## 1.2: Advocate for affordable and diverse housing choices

### 1.2.1: Work in partnership (Government, Agencies and Alliances) to develop approaches to increase the supply of more affordable housing for the City

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
1.2.1.1	* Implement the Affordable Rental Housing Policy (P)	Project paused. Progress depends on finalisation of the draft Development Contributions Plan (outside CBD) so that all development costs can be factored into feasibility. This draft Plan is yet to be endorsed by Council.	Project paused. Progress depends on finalisation of the draft Development Contributions Plan (outside CBD) so that all development costs can be factored into feasibility. This draft Plan is scheduled to be endorsed by Council in Q1 of 2021/22, at which time the project will recommence.	30/06/2021	City Strategy	50%	

### 1.2.3: Build the capability of Council and local services to reduce the incidence and impact of homelessness


Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
1.2.3.1	Implement the Homelessness Policy and Action Plan (D)		Status of actions (total 59): 8 complete; 33 on schedule; 11 not started; 2 behind schedule; 5 on hold; 0 unknown.	30/06/2021	Social & Community Services	100%	

### 1.3: Support people to live active and healthy lives

#### 1.3.1: Foster active and healthy communities through recreation planning to meet the growing needs of our community


Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
1.3.1.1	* Develop and implement Council's Open Space & Recreation Plan (D)	This action is dependent on the progress of the Sportsground Strategy. (April 2021 it was presented to City Assets & Environment then to ET; 3 May & 5 July 2021- Councillor Workshops; 26 July 2021- Council Meeting; and, Public Exhibition to follow, pending Council approval).	This action is related to, and dependent on, the progress of the Sportsground Strategy. In 2021/22 this action flows onto a range of actions and planning that flow from the Sportsground Strategy.	30/06/2021	Social & Community Services	80%	
1.3.1.2	* Increase participation in Healthy and Active Communities Program, which encompasses Active Parramatta and School Holiday programs and Active Parramatta Van (D)		COVID-19 heavily impacted face-to-face programming in Q1 & 2 of 2020/21. The Active Parramatta team excelled at developing and delivering a suite of online programs during Q1 & 2 which were warmly received by the community. Q3 & 4 of 2020/21 saw a return to face-to-face programming and the team were able to deliver a combination of face-to-face & online programs to great effect.	30/06/2021	Social & Community Services	100%	

#### 1.3.2: Improve health outcomes in the community related to mental health, wellbeing, and individual resilience

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
1.3.2.1	Increase participation in programs by partnering with external services and organisations seeking to improve mental health outcomes for the community (P)		Two key initiatives delivered in 2020/21: an awareness campaign during Mental Health Month in October and new Council webpage with information to assist local LGBTQI+ communities. Planning for activities in 2021/22 has commenced including delivery of training for workers on working with male child sexual assault survivors.	30/06/2021	Social & Community Services	100%	




### 1.3.3: Foster active and healthy communities, by facilitating social connections which are socially and culturally diverse, inclusive, and empowering communities

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
1.3.3.1	Complete strategy for renewal key City of Parramatta assets including Carlingford Bowling Club and Epping Town Centre community services (D)		Work is progressing on the Epping Masonic Centre and Library, design works are ongoing for the Epping Pool. The Carlingford Bowling Club expression of interest is in the market and (subject to COVID-19 restrictions on inspections) is due to close in mid to late August.	31/12/2021	Property Development	30%	


### 1.4: Ensure everyone has access to education and learning opportunities

#### 1.4.1: Continue to improve and expand the City of Parramatta network of libraries


Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
1.4.1.1	* Design and deliver end to end review of City of Parramatta Library operating model (D)		Consultants report completed and findings shared with staff. Implementation plan was completed and distributed to staff 6 June 2021. Implementation Plan will continue to be actioned in 2021/22.	31/12/2020	Social & Community Services	100%	

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


#### 1.5.1: Build the capacity of young people through the implementation of youth focused engagement and programming

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
1.5.1.1	* Deliver programs and activities that engage with and/or build the capacity of young people and youth services (annual City of Parramatta Youth Forum, Youth Issues Forum, Youth Week and other youth focused programs) (D)		Youth Week - 14 activities - 308 participants; Youth Forum - 1 activity - 40 participants; Emerging Civic Leaders Project - 7 workshops; Parramatta Westfield Youth Drop In - 20 activities; capacity building activities with young people - 15 activities.	30/06/2021	Social & Community Services	100%	

### 1.5.2: Build the capacity of the community to support each other and be welcoming, skilled, trusting, and respectful of differences


Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
1.5.2.1	* Deliver community capacity building training to community sector in response to needs, including on mental health, social cohesion and inclusion, empowerment and skills development that seek to increase participants' sense of connection, confidence, skill and trust (D)		7 activities held over 2020/21 with over 130 participants. Majority of participants reported having increased their knowledge and confidence as a result of their participation	30/06/2021	Social & Community Services	100%	

### 1.5.4: Tackling inequality by ensuring our community has a voice and empowered to access services administered by National Disability Insurance Agency (NDIA).



Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
1.5.4.1	Provide education and advice about National Disability Insurance Scheme (NDIS) and advocate to NDIA to secure appropriate NDIS package funding and monitor the number of people with NDIS packages using Council Services (D, A)		Over the past 12 months there has been a slight increase in people requiring meal services through National Disability Insurance Scheme. The Support Coordination service had a fluid number of active participants due to the nature of the service type. The Support Coordination service has received recognition for the conscientious work they do.	30/06/2021	Social & Community Services	100%	

### 1.6: Engage and consult the community in decision-making


#### 1.6.1: Provide increased opportunities for community participation in decision making

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
1.6.1.1	Implement Council's Community Engagement Strategy (D)		The Community Engagement team engaged on 71 projects in 2020/21 Despite the challenges of COVID-19 this figure more than doubled in comparison to the previous year. A variety of methods were used, including new ones such as online channels to overcome restrictions. The opportunity to have a say on projects had a combined total reach of 48,552,495.	30/06/2021	City Engagement	100%	

#### 1.6.2: Enhance public access to information and promote Council programs and initiatives to ensure our community is well informed

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
1.6.2.1	Complete and implement Communications Plan (D)		Communications and engagement plans have been developed and executed for a wide range of projects. The community is now well practiced in providing feedback via Council's online engagement portal Participate Parramatta and increasingly expresses their views on projects through social media channels.	30/06/2021	City Engagement	100%	
1.6.2.2	Develop and implement media and communications campaigns and initiatives about Council's programs, services, major events/cultural/heritage attractions and City-significant projects (D)		The Media and Communications Team have kept the community informed of Council programs, services, events and major City-changing projects. Examples include, but not limited to: COVID-19 impact on services/events; Aquatic Centre sod turn; 5 Parramatta Square public art; CBD PP; grants; PLR business support and advocacy; Melrose Park Smart City launch; Camellia; and Escarpment Boardwalk opening.	30/06/2021	City Engagement	100%	



#### 1.6.3: Deliver high quality internal communications that improves staff engagement with the organisation and its functions in order to improve capability to deliver local services

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
1.6.3.1	Develop and deliver an internal communications strategy that support Council programs and services (D)	This project was not completed within the quarter due to other priority projects. The strategy is currently still in development; however, it is expected to be completed by the end of Q1 2021/22.	A first draft of the strategy has been developed and work is progressing on editing this draft. Work is expected to be finalised by the end of the next quarter.	30/06/2021	City Engagement	95%	

#### 1.6.4: Implement the Parramatta Square Community Development Plan



Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
1.6.4.1	* Complete community and consumer participation in the design of 5 PS (civic and community building) and the public domain in Parramatta Square (D)		Design Finalisation is an iterative process that is ongoing right up until project completion - Our Internal stakeholders and relevant external stakeholders e.g. with Heritage interpretation and Public Art, continue to be consulted via the design management process.	30/06/2021	Project Delivery	95%	

1.6.5: Provide the community with the opportunity to participate in Council's decision making and influence the outcomes that will shape their local community



Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
1.6.5.1	Interpret qualitative and quantitative survey and consultation data to provide business insights (D)		The research and insights team has interpreted and disseminated many research projects in 2020/21. Key research projects included Community Satisfaction, Library Satisfaction and "AT Parramatta" Brand tracking surveying more than 10,000 LGA residents this year. The Research HUB was also launched as the new internal communication tool for disseminating insights across Council.	30/06/2021	City Engagement	100%	
1.6.5.2	Grow the size and quality of the 'Our City, Your Say' panel so it represents the diversity of the Community (D)		The Participate Parramatta continues to grow and thrive in 2020/21 with a net increase of 321 members to now be 9865 members or 0.35% of the LGA. The panel has 43% speaking a LOTE at home, 0.9% ATSI and 4.5% indicating they have a disability. All measures are reflective of the LGA based on the 2016 census and demonstrate the diversity of the panel.	30/06/2021	City Engagement	100%	

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


1.7.1: Support Councillors in their role of effectively representing the community

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
1.7.1.1	Monitor the Councillor Expenses and Facilities Policy to ensure zero breaches (D)		Payment of expenses and provision of facilities to Councillors effectively monitored throughout the 2020/21 year to ensure zero breaches of the policy, and provide accountability and transparency in line with Council and community expectations.	30/06/2021	Executive Support	100%	
1.7.1.2	Support effective decision making by developing and facilitating the ongoing delivery of a Professional Development Program for Councillors in line with statutory requirements (D)		Ongoing advice and support provided throughout 2020/21 to facilitate professional development, including notice of upcoming opportunities and the delivery of a strategy sessions in August 2020 focused on enhancing Councillor Support and alignment. All Councillors offered the opportunity to complete the AICD Company Director's Course, with six Councillors participating in February 2021.	30/06/2021	Executive Support	100%	


1.7.2: Guide the preparation and implementation of the Community Strategic Plan and Councils response to it via implementation and reporting of the Delivery Program

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
1.7.2.1	Prepare Integrated Planning and Reporting (IPR) documents for community engagement and Council adoption (D)		All Integrated Planning and Reporting documents have been completed on time and in line with legislated requirements this year. This includes the Q2 Report, Q4 Report, Annual Report, and update of the Delivery Program, Operational Plan and Budget 2021/22.	30/06/2021	City Strategy	100%	
1.7.2.2	Prepare and review the Community Strategic Plan (D)		The City of Parramatta's Community Strategic Plan 2018-2038 Butbutt yura barra ngurra was endorsed on 25 June 2018. A report on the implementation of the Community Strategic Plan must be presented at the final meeting of an outgoing Council (NSW IP&R). The Community Strategic Plan End of Term report is being prepared for the Council meeting on 23 August 2021.	30/06/2022	City Strategy	20%	


1.7.4: Strengthening of Council's governance framework to ensure the high levels of decision making, integrity and accountability

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
1.7.4.1	Deliver model code of conduct training across the organisation with greater than 90% of staff attending (D)		Training completed.	30/06/2021	Corporate Services	100%	


1.7.7: Plan to minimise disruption to local services to the community in the event of an emergency

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
1.7.7.1	Annually review and maintain Council's Business Continuity Plan (BCP) (D)		Plan is continually updated as required.	30/06/2021	Corporate Services	100%	

1.7.9: Independent, transparent and accountable determination of sensitive development applications and planning proposals

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
1.7.9.1	Operate the Local Planning Panel (LPP) to assess new development and ensure legislative compliance and report to Department of Planning & Environment (D)		LPP operated throughout the year in accordance with the Section 9.1 direction from the Minister.	30/06/2021	Development & Traffic Services	100%	

1.7.10: Advocate for lands affected by James Hardie Legacy Asbestos contamination






Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
1.7.10.1	Participation in Heads of Asbestos Coordination Authorities (HACA) activities on this issue, and through representations to the State Government (A)		Council has continued to engage with the NSW Asbestos Coordination Committee and its representatives as needed.	30/06/2021	City Assets & Environment	100%	




Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Comments	Status
<span style="color: green;">●</span> Achieved/on track <span style="color: red;">●</span> Not Achieved <span style="color: grey;">●</span> Data Not Available/Not Due											

## ACCESSIBLE - Service Measures

A01.1	A well-considered strategic planning framework that manages growth and facilitates the delivery of a liveable, sustainable and productive City for our communities	The preparation, development and maintenance of strategies and plans to manage the growth of the City	<b>The annual number of active architectural design competitions</b> Maintain	City Design	8 Annual	1	3	4	7		<span style="color: green;">●</span>
A02.1.1	Improved quality of life by managing the impact of unlawful parking. Improved safety and parking compliance in and around schools. Ensuring City and local commercial centres are patrolled resulting in the turnover of associated parking to support businesses	Parking Services	<b>Response to unlawful parking - Total Parking PINs</b> Report on totals	Regulatory Services		8,623	7,942	10,297	12,254		<span style="color: green;">●</span>
A02.1.2	Improved quality of life by managing the impact of unlawful parking. Improved safety and parking compliance in and around schools. Ensuring City and local commercial centres are patrolled resulting in the turnover of associated parking to support businesses	Parking Services	<b>Response to unlawful parking - Timed Parking PIN's</b> Report on totals	Regulatory Services		921	863	2,868	3,899		<span style="color: green;">●</span>
A02.1.3	Improved quality of life by managing the impact of unlawful parking. Improved safety and parking compliance in and around schools. Ensuring City and local commercial centres are patrolled resulting in the turnover of associated parking to support businesses	Parking Services	<b>Response to unlawful parking - Number vehicles Marked</b> Report on totals	Regulatory Services		27,979	25,788	30,476	26,851		<span style="color: green;">●</span>
A03.1	Well managed, clean, convenient and affordable parking options that support the city centre	Provision of adequate paid parking, including street and multilevel car parks in Parramatta CBD	<b>Overall community satisfaction with Council's on-street and multi-level car parking facilities and services</b> Sustain compared to same time previous year	Property, Security, Assets & Services		22%	55%	20%	24%		<span style="color: green;">●</span>
A03.2	Well managed, clean, convenient and affordable parking options that support the city centre	Provision of adequate paid parking, including street and multilevel car parks in Parramatta CBD	<b>Utilisation of paid parking services.</b> Sustain compared to last year	Property, Security, Assets & Services		50.57%	33%	31%	55%		<span style="color: green;">●</span>
A04.1	Appropriate management of new development to create good environmental outcomes and minimise adverse impact on our communities, and ensure a safe and efficient local road network	Oversight of local traffic management and the assessment and determination of Development Applications including private tree management within a transparent, legally framework and aligned with established industry best practice	<b>Net time in days taken for Residential Development Applications to be completed</b> Maintain	Development & Traffic Services	< 40.00	Data Not Available	Data Not Available	Data Not Available	Data Not Available		<span style="color: grey;">●</span>
A04.2	Appropriate management of new development to create good environmental outcomes and minimise adverse impact on our communities, and ensure a safe and efficient local road network	Oversight of local traffic management and the assessment and determination of Development Applications including private tree management within a transparent, legally framework and aligned with established industry best practice	<b>Number of Land and Environmental Court appeals that achieve amendment to a proposal or dismissal of the appeal</b> Maintain or increase	Development & Traffic Services	> 90%	9.00	2.00	4.00	27.00		<span style="color: green;">●</span>



Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Comments	Status
A04.3	Appropriate management of new development to create good environmental outcomes and minimise adverse impact on our communities, and ensure a safe and efficient local road network	Oversight of local traffic management and the assessment and determination of Development Applications including private tree management within a transparent, legally framework and aligned with established industry best practice	<b>Percentage of tree permits determined within 21 days</b> Maintain or increase	Development & Traffic Services	≥ 80.00%	72.00%	80.49%	68.69%	46.73%	Team capacity in Q4 has impacted the targeted requirements to achieve the Open Space Legacy Program and DA acceleration.	
A04.4	Appropriate management of new development to create good environmental outcomes and minimise adverse impact on our communities, and ensure a safe and efficient local road network	Oversight of local traffic management and the assessment and determination of Development Applications including private tree management within a transparent, legally framework and aligned with established industry best practice	<b>Percentage of Temporary Road Occupancy permit applications completed within 2 working days</b> Maintain or increase	Development & Traffic Services	≥ 90%	85%	87%	89%	79%	There has been an increase in applicants making applications well before the work is to be done and also changing the proposed dates. This results in additional processing and increase time frames by Council.	
A04.5	Appropriate management of new development to create good environmental outcomes and minimise adverse impact on our communities, and ensure a safe and efficient local road network	Oversight of local traffic management and the assessment and determination of Development Applications including private tree management within a transparent, legally framework and aligned with established industry best practice	<b>Percentage of actions from Council resolutions from PTC and TEAG that are to commence within 1 month of the resolution</b> Maintain	Development & Traffic Services	100%	100%	100%	100%	100%		
A04.6	Appropriate management of new development to create good environmental outcomes and minimise adverse impact on our communities, and ensure a safe and efficient local road network	Oversight of local traffic management and the assessment and determination of Development Applications including private tree management within a transparent, legally framework and aligned with established industry best practice	<b>Percentage of Traffic related service requests completed within the specified service standard</b> Maintain	Development & Traffic Services	≥ 80%	70%	83%	63%	66%	In Q4 there was an improvement in the time frame for the completion of Service Requests and an increase in the number of Service Requests completed compared to Q3.	
A05.1	Civil Infrastructure assets meet community expectations and legislative requirements	Civil infrastructure asset and catchment management (inspection, street lighting, restoration and approval of public works for roads, cycling and footpaths, drainage, bridges, dams, special assets)	<b>Community satisfaction with the condition of local roads - annual reported in Q2</b> Increase compared to previous year	City Assets & Environment	> 3.64	Not Due	3.57	Not Due	Not Due	Very close to meeting target and an improvement on previous year result.	
A05.2	Civil Infrastructure assets meet community expectations and legislative requirements	Civil infrastructure asset and catchment management (inspection, street lighting, restoration and approval of public works for roads, cycling and footpaths, drainage, bridges, dams, special assets)	<b>Community satisfaction with provision and maintenance of footpaths and cycleways - annual reported in Q2</b> Increase compared to previous year	City Assets & Environment	> 3.64	Not Due	3.61	Not Due	Not Due	Very close to meeting target and an improvement on previous year result.	
A05.3	Civil Infrastructure assets meet community expectations and legislative requirements	Civil infrastructure asset and catchment management (inspection, street lighting, restoration and approval of public works for roads, cycling and footpaths, drainage, bridges, dams, special assets)	<b>Community satisfaction with provision and maintenance of drainage, bridge and other special assets - annual reported in Q2</b> Sustain compared to previous year	City Assets & Environment	> 3.77	Not Due	3.80	Not Due	Not Due		
A05.4	Civil Infrastructure assets meet community expectations and legislative requirements	Civil infrastructure asset and catchment management (inspection, street lighting, restoration and approval of public works for roads, cycling and footpaths, drainage, bridges, dams, special assets)	<b>Community satisfaction with provision of lighting in the public domain - annual reported in Q2</b> Sustain compared to previous year	City Assets & Environment	> 3.64	Not Due	3.75	Not Due	Not Due		
A05.5	Civil Infrastructure assets meet community expectations and legislative requirements	Civil infrastructure asset and catchment management (inspection, street lighting, restoration and approval of public works for roads, cycling and footpaths, drainage, bridges, dams, special assets)	<b>Community satisfaction with local traffic management - annual reported in Q2</b> Increase from previous year	Development & Traffic Services	> 3.46	Not Due	3.47	Not Due	Not Due		

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Comments	Status
A05.6	Civil Infrastructure assets meet community expectations and legislative requirements	Civil infrastructure asset and catchment management (inspection, street lighting, restoration and approval of public works for roads, cycling and footpaths, drainage, bridges, dams, special assets)	<b>Investment in local infrastructure (combined new &amp; renew) delivered to support growing communities - annual reported in Q2</b> Increase from previous year (\$m)	City Assets & Environment	> \$35.5m Annual	\$4.5m	\$6.8m	\$12.65m	\$12.86m		
A05.7.1	Civil Infrastructure assets meet community expectations and legislative requirements	Civil infrastructure asset and catchment management (inspection, street lighting, restoration and approval of public works for roads, cycling and footpaths, drainage, bridges, dams, special assets)	<b>Utilisation of Parramatta Valley Cycleway by Cyclists</b> Increase from previous year	City Strategy		73,815.00	71,374.00	78,409.00	81,709.00		
A05.7.2	Civil Infrastructure assets meet community expectations and legislative requirements	Civil infrastructure asset and catchment management (inspection, street lighting, restoration and approval of public works for roads, cycling and footpaths, drainage, bridges, dams, special assets)	<b>Utilisation of Parramatta Valley Cycleway by Pedestrians</b> Increase usage from previous year	City Strategy		60,523	54,821	65,030	75,699		



KEY	Progressing – on track	Progressing – off track	Not Due to Start	On Hold/ Stopped	Completed	D - Deliver P - Partner A - Advocate
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## 2.1: Design our City so that it is usable by people of all ages and abilities

### 2.1.1: Provision of advice to deliver design led outcomes throughout the City


Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
2.1.1.1	* Urban Design advice incorporated into major planning and development proposals to facilitate improved urban outcomes in line with best practice city making, Parramatta Public Domain Guidelines and the Disability Discrimination Act (DDA) (D)		Successfully provided Urban Design advice into major planning and development proposals to facilitate improved urban outcomes in line with best practice city making, Parramatta Public Domain Guidelines and the Disability Discrimination Act (DDA), including increasing numbers of Accessibility and public domain referrals.	30/06/2021	City Design	100%	

### 2.1.2: Tackle inequalities for residents, visitors, employees, workers across four key focus areas of Disability Inclusion Action Program (DIAP)

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
2.1.2.1	Implement the actions outlined in the Disability Inclusion Action Plan (DIAP) (D)		92% of actions either complete or in progress and on schedule. End of Term report to be finalised and shared with Executive Team and other internal and external stakeholders. DIAP renewal process commenced with stakeholder engagement commencing late July/early August	30/06/2021	Social & Community Services	100%	


Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
2.1.2.2	Develop capital renewal plans that ensure new and upgraded public buildings, facilities and open spaces consider Disability Discrimination Act (DDA) (D)		Access provisions have been considered and included where practical to the Buildings Capital New and Renewal Projects. Standout projects include the upgrade to the Justice Precinct Car Park Public Amenities that are now compliant with the DDA Standards.	30/06/2021	Property, Security, Assets & Services	100%	
2.1.2.3	Support all capital works programs to comply with the Disability Discrimination Act (D)		Completed. All civil and landscape designs consider DDA requirements. Examples of completed works are John Wearn Reserve Major Upgrade, Chisolm Centre Upgrade, Boronia Grove Community Centre Upgrade.	30/06/2021	City Assets & Environment	100%	

### 2.1.3: Provide innovative and accessible digital tools for a diverse community


Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
2.1.3.1	Implement maintenance projects on Council owned websites and digital platforms to ensure legal compliance with Web Content Accessibility Guidelines (WCAG) (D)	Vision Australia WCAG 2.1 Audit was completed. It identified Council's website is compliant with 20 of the 50 Web Content Accessibility Guidelines 2.1 success criteria, demonstrating compliance gaps. The Audit will be reviewed in Q3/Q4 2021/22 to assess action required to improve compliance.	Digital accessibility was given priority during the update and launch of the new Council website in Q2 2020/21; however, resources were not available to make all the required, and in some instances significant, changes to achieve full compliance. This will be reviewed again in the 2021/22 period.	30/06/2021	City Identity	15%	

## 2.2: Improve public transport to and from Parramatta CBD, our local centres, neighbourhoods and the greater Sydney region

### 2.2.1: Ensure the delivery of Stage 1 of Parramatta Light Rail meets the needs of the City of Parramatta


Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
2.2.1.1	* Support successful delivery of Parramatta Light Rail Stage 1 (D)		The first two quarters of the year focused heavily on design package review and then a transition to construction inspections for the remaining period. An additional resource was brought on board, funded by PLR, to work in Civil Infrastructure. This position is now established and productive. The design evaluation team has achieved significant performance in evaluating scores of design packages.	30/06/2021	City Design	100%	



## 2.2.2: Work in partnership with the State Government to plan for the delivery of Stage 2 of Parramatta Light Rail

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
2.2.2.1	* Provide strategic advice to Transport for NSW to inform the planning and delivery of Stage 2 Parramatta Light Rail (P)		In late June 2021 the NSW Government announced that \$50M had been allocated to TfNSW to commence and complete the EIS for Stage 2 of the PLR. TfNSW are currently putting together their project team. Council has made it clear we wish to be engaged early in the process, and we have reached out to the local team.	30/06/2021	City Design	5%	

## 2.3: Make our City more enjoyable and safe for walking and cycling



### 2.3.1: Improve walking and cycling connections between the Parramatta CBD, the Greater Parramatta precincts, Sydney Olympic Park, Parramatta River and the surrounding area CP4

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
2.3.1.1	Implement Council's Parramatta Ways Walking Strategy to improve walkability across Parramatta through a network of green streets, parks and open space and connections to local centres (D)		Parramatta Ways Walking Strategy progressed this year via the development of the Central City Parkway project, and the Parramatta River Spatial Framework. Three State Govt grants secured (\$1.15million) for tree planting along key walking corridors - Greening the Great West Walk, and two Greening our City Grants targeting low canopy locations across the LGA, and the Parramatta CBD.	30/06/2021	City Strategy	100%	
2.3.1.2	Investigate and prioritise the delivery of integrated walkability outcomes around the Parramatta Light Rail (D)		PLR Tree Offset program negotiated but pending TfNSW executive signoff. Key walking routes to Parramatta Light Rail with missing footpaths have been identified and \$520,000 funding secured through Federal Local Roads and Community Infrastructure program. Delivery to be completed by Dec 2021.	30/06/2021	City Strategy	100%	

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
2.3.1.3	Increase pedestrian activity by 5% per quarter by implementing the priority actions from Council's CBD Pedestrian Strategy to provide safe, accessible and simple CBD pedestrian journeys (D)	Despite delays to some projects, some significant elements of improved pedestrian connections have been completed in this financial year. Pedestrian and Cycle activity has increased partially due to COVID-19 restrictions.	This item has been delayed due to construction disruptions and finalisation of the ITP. Completed actions include the Lord Mayoral Minute regarding Pedestrian Safety in the CBD. The program will be revised following a CBD Pedestrian Audit and strategic prioritisation of a City Access Strategy (to be completed by the end of 2021).	30/06/2021	City Strategy	70%	
2.3.1.4	Increase cycling numbers by 5% per quarter by implementing the priorities of Council's Bike Plan (D)		There has been an above 5% increase seen in cycling numbers (over and above the target) correlating to both increased outdoor activities relating to COVID-19 and the opening of the Escarpment boardwalk component of the Parramatta Valley Cycleway.	30/06/2021	City Strategy	100%	


## 2.4: Provide and upgrade roads and improve safety for all road users

### 2.4.1: Improve transport infrastructure and implement the priority schemes from the City's Integrated Transport Plan and Capital Works Program


Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
2.4.1.1	* Work with State Government Agencies on traffic related projects such as a Parramatta Light Rail to manage local traffic and ensure network efficiency and safety by providing transport advice and completing traffic schemes (P)		Traffic and Transport has continued to work with various teams on projects such as Parramatta Light Rail, West Metro, Melrose Park urban development and traffic management related to Parramatta Stadium. Traffic and Transport is also a client for traffic projects including road widening and traffic signals at the intersection of Alkira Road and North Rocks Road.	30/06/2021	Development & Traffic Services	100%	
2.4.1.2	* Build capacity to improve road safety and strengthen relationships with the Police and community to promote, educate and address local road safety by delivering RMS funded road safety projects (P)		Traffic and Transport has worked with Schools and the Department of Education on pedestrian infrastructure and behavioural issues in relation to increased pick up/set down activity and development proposals at schools. Council has also worked on Food Delivery Rider issues with Police and Delivery Platforms.	30/06/2021	Development & Traffic Services	100%	

## 2.5: Manage traffic congestion and access to parking


### 2.5.1: Provision of strategic transport planning and management

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
2.5.1.1	Develop and implement an Integrated Transport Plan for the Parramatta CBD endorsed by Council (D)		A draft Integrated Transport Plan for the Parramatta CBD was exhibited by Council in June 2021, while delayed, the Integrated Transport Plan has been adopted by Council 26/7/21, completing this task.	31/12/2020	City Strategy	100%	





### 2.5.2: Provision of strategic parking management

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
2.5.2.1	Finalise and implement priority actions from the Parramatta CBD Public Car Parking Strategy (D)		The Draft CBD Public Car Parking strategy has been endorsed by Council and is due to go on Public Exhibition (for 28 days) in late July. On receipt of public comment a further report will be taken to Council.	30/06/2021	Property Development	90%	


### 2.5.3: Provide effective parking management and regulatory functions, focusing on CBD, local centres, entertainment and education hubs and residential hotspots

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
2.5.3.1	Reduce the number of complaints received and Penalty Infringement Notices issued by working with Sydney Olympic Park Authority (SOPA) to minimise the impact on communities from unlawful activities (P)		Events at Sydney Olympic Park were heavily impacted by COVID-19 with very few events occurring during the year. When events did return Council conducted patrols during those times and enforced illegal parking, which impacted nearby residents, in particular the suburbs of Newington, Wentworth Point and Silverwater.	30/06/2021	Regulatory Services	100%	

#### 2.5.4: Provide effective parking management and regulatory functions, focusing on CBD, local centres, entertainment and education hubs and residential hotspots

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
2.5.4.1	* Reduce the number of complaints received and Penalty Infringement Notices issued by working with large housing strata community groups to improve parking on private roads (P)		Council implemented two new Private Agreements in the current year and will provide ongoing enforcement patrols for these as well as already established Private Agreements going forward into 2021/22	30/06/2021	Regulatory Services	100%	
2.5.4.2	* Reduce the number of complaints received and Penalty Infringement Notices issued by monitoring and improving parking compliance in the CBD, and suburban local centres (D)		COVID-19 had a major impact on timed parking, a 1 hour grace period and two caution system prior to issuing a penalty was implemented April 2020 - February 2021, 18,000 cautions issued. Parramatta Light Rail construction also significantly impacted the CBD in relation to changing parking restrictions and availability however Council maintained daily patrols and regular patrols in suburban hubs.	30/06/2021	Regulatory Services	100%	
2.5.4.3	* Reduce the number of complaints received and Penalty Infringement Notices issued by monitoring and improving building site compliance and impacts in residential hotspots (high growth areas, development sites) (D)		Council maintained daily patrols of building sites throughout the LGA ensuring compliance to consent conditions and Ministerial Orders implemented in response to COVID-19. We participated in the annual Get the Site Right campaign protecting waterways. Council was required to focus on parking patrols in areas where development construction was impacting on parking for residents and businesses.	30/06/2021	Regulatory Services	100%	
2.5.4.4	* Provide School Safety Monitoring, Education and Compliance improvement programs (D)		Council continued to provide daily school safety patrols for primary schools in the LGA and maintain a zero tolerance on illegal parking near schools. Our Road Safety Officer emailed all primary schools offering to present our education program "Keeping Our Kids Safe At School". This program aims to educate parents/guardians as to the correct and safe way to park and drive in and around schools.	30/06/2021	Regulatory Services	100%	

















Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
2.5.4.5	* Improve the turnover of vehicles in Mobility Parking Schemes by reviewing disability parking controls in CBD (D)		Council continues to monitor MPS permits to ensure they are valid as well as being used correctly, conducting targeted patrols to ensure they are not being misused for all day parking in the CBD. All unauthorised use of MPS Permits are reported to the RMS for follow up action.	30/06/2021	Regulatory Services	100%	

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Comments	Status
<div> <span style="color: green;">●</span> Achieved/on track           <span style="color: red;">●</span> Not Achieved           <span style="color: grey;">●</span> Data Not Available/Not Due         </div>											

## GREEN - Service Measures

G01.1	Open space & natural area assets and facilities meet community expectations & legislative requirements	Open space & natural area management (bushland, waterways, open spaces, parks)	<b>Satisfaction in the Integrated Open Space Services (IOSS) Benchmarking Survey with cleanliness of parks (Annual Survey)</b> Maintain on previous year	City Operations	≥ 80%	0%	80%	80%	80%		<span style="color: green;">●</span>
G01.2	Open space & natural area assets and facilities meet community expectations & legislative requirements	Open space & natural area management (bushland, waterways, open spaces, parks)	<b>Number of street trees planted</b> Increase based on same quarter previous year	City Assets & Environment		500	150	350	300		<span style="color: green;">●</span>
G01.3	Open space & natural area assets and facilities meet community expectations & legislative requirements	Open space & natural areas improvement programs (bushland, waterways, open spaces, parks)	<b>The value invested on parks, playgrounds and open space upgrades</b> Maintain or increase on previous year (\$m)	City Assets & Environment	≥ \$10.2m Annual	\$500,000	\$1.8m	\$2m	\$13m		<span style="color: green;">●</span>
G02.1	Environmental sustainability initiatives delivered in accordance with community priorities and expectations	Environmental and sustainability programs and educational activities	<b>Number of volunteers participating in supporting environmental programs</b> Maintain on previous year	City Assets & Environment		300	300	300	300		<span style="color: green;">●</span>
G02.2	Environmental sustainability initiatives delivered in accordance with community priorities and expectations	Environmental and sustainability programs and educational activities	<b>Tonnes of carbon emissions generated by Council operations</b> Decreasing trend on previous year with carbon neutrality by 2022	City Assets & Environment	≥ 5% Annual	0%	0%	0%	0%	Since 2014/15 baseline emissions have increased by approx 20% to 2019/20 despite consumption decreasing. This relates to the cessation of 100% Greenpower purchase in 2017/18 (for all assets except street lighting) in lieu of Power Purchase Agreement (PPA) sourcing 25% renewable energy for only large Council sites.	<span style="color: red;">●</span>
G03.1	Clean and usable public spaces, community facilities, business /local centres and local amenities	Cleansing services in the public domain. Management of domestic and commercial waste services. Environmental & Public Health Protection & Compliance	<b>Satisfaction with cleanliness of streets resulting from Council's cleansing services (Annual Survey)</b> Sustain based on previous year	City Operations	≥ 76% Annual	Not Due	Not Due	78%	Not Due		<span style="color: green;">●</span>
G03.2	Clean and usable public spaces, community facilities, business /local centres and local amenities	Cleansing services in the public domain. Management of domestic and commercial waste services. Environmental & Public Health Protection & Compliance	<b>Satisfaction with cleanliness of parks resulting from Council's cleansing services (Annual Survey)</b> Sustain based on previous year	City Operations	≥ 80% Annual	Not Due	83%	Not Due	Not Due		<span style="color: green;">●</span>
G03.3	Clean and usable public spaces, community facilities, business /local centres and local amenities	Cleansing services in the public domain. Management of domestic and commercial waste services. Environmental & Public Health Protection & Compliance	<b>Satisfaction with maintenance of sporting fields (Annual Survey)</b> ≥ 80% Annual	City Operations	≥ 80% Annual	Not Due	Not Due	79%	Not Due	There has been a slight improvement from previous survey 2019, from 3.88/5 to 3.95/5 and the trend is upwards. Result is based on 2020 survey.	<span style="color: red;">●</span>
G03.4	Clean and usable public spaces, community facilities, business /local centres and local amenities	Cleansing services in the public domain	<b>Satisfaction with cleanliness of local centres (Annual Survey)</b> Increase based on previous year	City Operations	≥ 77.4% Annual	Not Due	Not Due	77.4%	Not Due		<span style="color: green;">●</span>
G04.1	High quality, efficient and reliable domestic and commercial waste services managed in a sustainable way	Management of domestic and commercial waste services	<b>Community satisfaction with domestic waste collection services – reported in Q2</b> Maintain on previous year	City Assets & Environment	≥ 3.97	Not Due	3.92	Not Due	Not Due	Very close to meeting target and an improvement on previous year result.	<span style="color: red;">●</span>
G04.2	High quality, efficient and reliable domestic and commercial waste services managed in a sustainable way	Management of domestic and commercial waste services	<b>Percentage of waste diverted from landfill (At least 50% by 2022, increasing to 85% by 2038)</b> Maintain on previous year	City Assets & Environment	≥ 50% Annual	52%	54%	55%	53%		<span style="color: green;">●</span>

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Comments	Status
G04.3	High quality, efficient and reliable domestic and commercial waste services managed in a sustainable way	Management of domestic and commercial waste services	<b>Percentage of waste related Service Requests resolved within the required time frame</b> Maintain or increase	City Assets & Environment	≥ 80% Annual	87%	95.9%	92.2%	85.9%		
G05.1.1	Fire safety, swimming pool safety, building compliance, health safety, food outlets safety and protection of the natural environment from all forms of pollution	Environmental & Public Health Protection & Compliance	<b>Percentage complete of registered/known food outlets inspection program</b> Number % of total	Regulatory Services	25%	26%	27%	24%	20%	Following the combination of reduced resources and COVID-19 impacts, 3% of food premises were not inspected.	
G05.1.2	Fire safety, swimming pool safety, building compliance, health safety, food outlets safety and protection of the natural environment from all forms of pollution	Environmental & Public Health Protection & Compliance	<b>Number of non-compliance follow up inspections to ensure compliance is achieved of registered/known food outlets</b> Number	Regulatory Services		22	20	37	37		
G05.1.3	Fire safety, swimming pool safety, building compliance, health safety, food outlets safety and protection of the natural environment from all forms of pollution	Environmental & Public Health Protection & Compliance	<b>Number of NSW Health requests completed of registered/known food outlets</b> Number	Regulatory Services		82	5	5	6		
G05.2.1	Fire safety, swimming pool safety, building compliance, health safety, food outlets safety and protection of the natural environment from all forms of pollution	Environmental & Public Health Protection & Compliance	<b>Percentage complete of registered cooling towers inspection program</b> Maintain	Regulatory Services	25%	2%	7%	19%	62%	Due to COVID-19 impacts which resulted in reduced resources, 10% of the number of cooling towers were not inspected	
G05.2.2	Fire safety, swimming pool safety, building compliance, health safety, food outlets safety and protection of the natural environment from all forms of pollution	Environmental & Public Health Protection & Compliance	<b>Number of non-compliance follow up inspections to ensure compliance is achieved of registered cooling tower inspection program</b> Number follow up inspections	Regulatory Services		1	0	0	1		
G05.3.1	Fire safety, swimming pool safety, building compliance, health safety, food outlets safety and protection of the natural environment from all forms of pollution	Environmental & Public Health Protection & Compliance	<b>Percentage complete of registered public swimming pool inspection program</b> Percentage	Regulatory Services	25%	0%	7%	43%	11%	As a result of COVID-19 and reduced resources, this quarter's target was not able to be achieved.	
G05.3.2	Fire safety, swimming pool safety, building compliance, health safety, food outlets safety and protection of the natural environment from all forms of pollution	Environmental & Public Health Protection & Compliance	<b>Non-compliance follow up inspections to ensure compliance is achieved of registered swimming pool inspection program</b> Number total follow up inspections	Regulatory Services	Annual - Dependent on G05.3.1	Not Due	Not Due	0	Not Due		
G06.1	Provide effective parking management and regulatory functions, focusing on CBD, local centres, entertainment and education hubs and residential hotspots	Ranger Services	<b>Percentage of parking non-compliance detected (timed parking offences)</b> Decrease against previous year	Regulatory Services	≥ 10% Decrease	3%	3%	9%	14.5%	The number of timed parking offences relevant to the number of vehicles marked (in timed areas) rose in Q3 resulting in lower turn over rates. Council continues to monitor all times areas in order to increase turnover which is crucial to businesses in the CBD and suburban hubs.	
G07.1.1	Improved quality of life by managing the impact of building activities, illegal dumping, unlawful use of public spaces and responsible companion animal ownership within local communities	Ranger Services	<b>Number of total animals De-Sexed - Annual, reported in Q4</b> > 70 Annual	Regulatory Services	≥ 70 Annual	Not Due	Not Due	Not Due	25	Due to restrictions caused by COVID-19, Council ran a smaller desexing campaign resulting in 25 animals in total being desexed.	
G07.1.2	Improved quality of life by managing the impact of building activities, illegal dumping, unlawful use of public spaces and responsible companion animal ownership within local communities	Ranger Services	<b>Number of total animals Micro-Chipped</b> Number of total animals	Regulatory Services		14	13	18	18		

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Comments	Status
G07.1.3	Improved quality of life by managing the impact of building activities, illegal dumping, unlawful use of public spaces and responsible companion animal ownership within local communities	Ranger Services	<b>Number of total animals registered</b> Number of total animals	Regulatory Services		91	88	Data Not Available	263		
G07.1.4	Improved quality of life by managing the impact of building activities, illegal dumping, unlawful use of public spaces and responsible companion animal ownership within local communities	Ranger Services	<b>Animals returned home to owners and or re-homed</b> Increase	Regulatory Services		99%	71%	80%	61%		
G08.1	Certification Services to provide quality and safety of the built environment in accordance with legislation and standards (Building Code of Australia)	Certification Services	<b>Number of Building Certificate Applications received</b> Decrease based on previous quarter	Regulatory Services		57	41	8	37		




KEY	Progressing – on track	Progressing – off track	Not Due to Start	On Hold/ Stopped	Completed	D - Deliver P - Partner A - Advocate
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### 3.1: Protect and enhance our natural environment


#### 3.1.1: Implement and report the priority actions from Environmental Sustainability Strategy

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
3.1.1.1	* Implement Council's Environmental Strategy (D)		While several priorities were successfully delivered, not all actions identified in the 4-year implementation plan (within DPOP) were completed on time. The plan for the next four years will be reviewed, and these items will be clearly addressed in the end of term report.	30/06/2021	City Strategy	100%	
3.1.1.2	* Deliver a Bushland Program, as identified by the Capital Works Program to improve vegetation conditions (D)		All bushland regeneration contracts focusing on environmental weed removal works were completed successfully.	30/06/2021	City Assets & Environment	100%	
3.1.1.3	* Develop and deliver management plans for bushland areas across the Local Government Area covering fire hazard (D)		Council engaged an ecological consultant who has developed a draft operational Natural Areas Management Plan to assist in the prioritisation of Council's environmental restoration works undertaken within Council's bushland reserves.	30/06/2021	City Assets & Environment	100%	


Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
3.1.1.4	* Develop Green Infrastructure Strategy to protect and increase our green infrastructure (trees, green grid, biodiversity & bushland) (D)	The Green Infrastructure Plan is on hold. Prioritised development of the Central City Parkway Project and the Parramatta River Spatial Framework.	While the Green Infrastructure Plan is currently on hold, component parts of the plan have been completed. These include the Parramatta River Spatial Framework (funded by the NSW State Government), and progressing the Central City Parkway Project. Timelines and deliverables will to be reviewed as part of preparation of the next version of the Delivery Program.	30/06/2021	City Strategy	60%	

### 3.2: Improve our River and waterways

#### 3.2.1: Implement waterways master plans for estuary, river and creek preservation


Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
3.2.1.1	Deliver the Natural Waterways Program (D)		The Waterways Program was successfully completed. Projects delivered include; McCoy Park wetland works Toongabbie, creek bank remediation works at Devlins Creek Epping, bank stabilisation works on Terry's Creek Epping and bank revegetation on Toongabbie Creek at Third Settlement Reserve, Winston Hills.	30/06/2021	City Assets & Environment	100%	

#### 3.2.2: Make Parramatta River swimmable again


Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
3.2.2.1	Continue to monitor water quality at Lake Parramatta swimming site (twice yearly, Summer and Winter) to inform the development and implementation of an Integrated Water Plan for the City of Parramatta (D)	The Summer water quality monitoring was completed to support swimming at Lake Parramatta. The Water Plan completion was delayed due to complexities with options modelled. Plan expected to be completed in 2021/22.	The Summer water quality monitoring was completed to support swimming at Lake Parramatta. The Water Plan completion was delayed due to complexities with options modelled. Plan delivery and timelines will be reviewed as part of the preparation of the next version of the Delivery Program.	30/06/2021	City Strategy	70%	

### 3.3: Keep our City clean

#### 3.3.1: Reducing the volume of litter in our city


Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
3.3.1.1	* Reduce the volume of litter by 40% by 2020 by delivering public place litter education and recycling programs and the strategic use of street sweeping, gross pollutant traps and enforcement that targets hotspots (D)		Litter study completed in June across 30 different sites. In 2019 all sites had some form of litter, in 2021 30% of sites recorded no litter. Litter items on average reduced by 84% (per square metre) across all sites. Council staff provided community litter education to several primary schools and litter training and equipment to community Clean-up volunteers.	30/06/2021	City Assets & Environment	100%	


#### 3.3.2: Improve the City's waste management service to increase satisfaction, waste recovery and diversion from landfill

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
3.3.2.1	* Address the issue of illegal dumping, including shopping trolleys, via the internal cross-functional working group that (D)		Report to Council in July on the results of the Abandoned Trolley trial. Notice of Motion from Cllr Pandey in June requesting a further report on planned initiatives to address illegal dumping particularly in high density residential areas. Joint initiative currently being developed with Place Services focussing on the Harris Park area.	30/06/2021	City Assets & Environment	100%	



### 3.4: Provide green spaces for recreation, relaxation, and enjoyment

#### 3.4.1: Protect, enhance and increase our parks and green spaces to make them a community feature

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
3.4.1.1	Work with the NSW Department of Education (DOE), to increase community access to open space by increasing the number of DOE assets under Council lease or licence (P)		Agreement has been reached with the NSW Department of Education on the value of working together to address this issue and a number of sites have been prioritised, based on planning activity and proposed future density. We currently have 2 significant leases and licenses: Macarthur Girls High and Carlingford High School.	30/06/2021	City Strategy	70%	

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
3.4.1.2	Promote the use of shared green space through delivering community education and engagement activities (D)		Community education and engagement activities that were undertaken this year include; Guided Bushtucker walks, Guided walk on country, Webinars with Sydney Wildlife, Feral Scan and other experts, Native Plant ID workshop, Nocturnal safari tours and Nature playgroups.	30/06/2021	City Assets & Environment	100%	


#### 3.4.2: Increase the City's tree canopy to create shade and improve amenity

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
3.4.2.1	* Deliver the City of Trees planting program, prioritising street tree planting along cycleways and the Parramatta Ways walking network (with more diverse street tree species to withstand pests, disease and the changing climate) and plant tube stock in Council reserves (D)		1,300 street trees were planted in 2020/21. Large volumes of street trees were purchased for a significant tree-planting grant to commence in 2021/22.	30/06/2021	City Assets & Environment	100%	
3.4.2.2	* Develop a Tree Canopy Plan, incorporating protection of trees, increased tree diversity and a program of works for priority tree planting locations (D)	Collecting reliable LGA wide data on existing canopy and tree removal has been more complex than anticipated.	The draft Plan will be reported to Council in October with a request for permission to exhibit and to address existing Council Notice of Motions.	31/12/2020	City Strategy	75%	




### 3.5: Prepare for and lessen the impacts of extreme weather events


#### 3.5.1: Maintain effective partnerships with the emergency services and other alliances in support of community safety

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
3.5.1.1	Participate in the Local Emergency Management Committee to oversee the Local Emergency Management plan to manage local emergencies (P)		The LEMO has actively participated in the Local Emergency Management Committee, overseen the Local Emergency Management plan to manage local emergencies and undertaken reviews of a number of sub plans.	30/06/2021	City Operations	100%	

#### 3.5.2: Provide flood management and resilience planning activities


Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
3.5.2.1	Progress investigations and advocacy to reduce flood risk in the CBD and key growth precincts (D)		Council is updating its flood information and flood related planning and development controls through the Parramatta River Flood Study and the Update of Parramatta CBD Floodplain Risk Management Plans. Council has developed the FloodSmart flood warning system and is continuing to expand this warning system to include areas adjacent to and downstream of the CBD.	30/06/2021	City Assets & Environment	100%	

#### 3.5.3: Improve liveability by cooling the City and protecting people and communities from heat stress



Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
3.5.3.1	Develop Urban Heat Reduction Strategy to cool the city and protect the community from heat waves and trial 2 urban cooling projects per year (D)	The Urban Heat Plan has been on hold while the trial partnership projects progressed to completion. To be finalised as part of the City Resilience Planning.	Urban Heat Plan on hold, to be progressed for summer - Q3 2021/22. Three trial partnership projects close to completion: 1. CoolRoads trial in final reporting phase, 2. HeatSmart framework drafted and community workshop planning underway; 3. Urban Heat Planning toolkit completed and awarded Best Sustainability Initiative at the Greater Sydney Commission Planning Awards.	30/06/2021	City Strategy	75%	

### 3.6: Promote energy and water efficiency, renewable energy sources, and reduced emissions and waste


#### 3.6.1: Provide leadership in sustainability best practice for Council's operations

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
3.6.1.1	Conduct an independent review of Council practices to ensure that all aspects of Council's fleet management (Plant and vehicles): procurement, disposal, repair, emissions and maintenance systems are considered best practice (D)	The reviewed policies are to be presented to the Consultative Committee in August and then wider consultation will take place. Finalisation is due by the end of the 2nd quarter of the next review period. Council has received the external review of City Operations fleet and a number of recommendations are to be actioned in 2021/22.	A comprehensive review of the Fleet/Leaseback policy is completed for presentation to the Consultative Committee in August and consultation with staff finalisation by the end of the 2nd quarter of the next review period. City Assets & Operations external review has been received and fleet & workshop have a number of recommendations to be actioned in 2021/22.	30/06/2021	City Operations	90%	



#### 3.6.2: Increase waste diversion from landfill and reduce resource consumption

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
3.6.2.1	* Consider long term options to maximise waste processing and diversion from landfill (D)		Consultant report completed on financial modelling of future waste collection & processing options/scenarios. The results of this work will be workshopped with the newly elected council in October 2021 before moving to public consultation.	30/06/2021	City Assets & Environment	100%	
3.6.2.2	* Enter into partnership agreements with business and industry to reduce plastics and packaging including plastic bag bans (P)		Face-to-face consultation limited by COVID-19 impact and restrictions on business during the past 12 months. Bin trim audits completed on over 200 businesses in the past year with plastic free (plastic alternative) education material and collateral distributed to targeted areas.	30/06/2021	City Assets & Environment	100%	


### 3.6.3: Reduce energy, carbon emissions, water consumption, increase renewable energy production and increase waste diversion from landfill

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
3.6.3.1	Provide leadership in sustainability best practice for Council's operations (D)		Energy and water efficiency upgrades completed across a number of council facilities. Regular newsletter "Sustainability Matters" distributed to staff. Advice on environmental sustainable design provided to future capital work projects including 5PS, Parramatta & Epping Aquatic centres. Draft Green Building policy developed with final internal consultation underway.	30/06/2021	City Assets & Environment	100%	



### 3.6.4: Reducing energy and carbon emissions and increase renewable energy

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
3.6.4.1	Reduce Council energy emissions by delivering energy efficiency upgrades and implement renewable energy opportunities in Council buildings and facilities (D)	Budgets supporting energy efficiency upgrades and solar renewable opportunities were reduced this year as part of the COVID-19 organisational savings. All minor energy upgrades have now been completed, with major works to be undertaken in 2021/22.	Budgets supporting energy efficiency upgrades & solar renewable opportunities were reduced this year as part of the COVID-19 organisational savings. The existing solar & Tesla battery system at the Rydalmere Operations Centre (ROC) delivered an annual savings of approx \$30k per annum. Procurement commenced for electric vehicle charging infrastructure at both the ROC & Parramatta Station carparks.	30/06/2021	City Assets & Environment	75%	
3.6.4.2	Prepare for carbon neutral certification (national Carbon Off-set Standard) for Council operations (D)		Consultant report on Carbon Neutrality pathway options due July 2021. Briefing Note to be prepared for the Executive Team with financial implications to achieving goal by end of 2022.	30/06/2021	City Assets & Environment	100%	

### 3.6.5: Improve water efficiency of our parks, and council buildings

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
3.6.5.1	Reduce Council consumption of water by delivering water efficiency upgrades (irrigation, stormwater harvesting/rainwater collection and reuse and other equipment) in Council facilities (D)		Water efficiency upgrade works completed at Council's nursery and several community and child care centres. A study on irrigation system upgrade requirements for Dundas Park completed. Trials on smart real-time water metering at the Heart of Play parks also completed.	30/06/2021	City Assets & Environment	100%	








### 3.6.6: Reduce energy consumption, increase renewable energy, and reduce potable water consumption (in local government area)

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
3.6.6.1	Develop and deliver a Community Energy Plan which incorporates the consideration of energy saving initiatives such as solar in the City's upcoming major projects (D)	The finalisation of the Energy Plan has been delayed while we refine and revise measures and targets as part of the review of the Environmental Sustainability Strategy. These changes have provided a solid basis for finalising the Community Energy Plan in the next quarter Q1 2021/22.	Second draft of Energy Transition Plan completed and being reviewed by internal working group. Plan development is concurrent with the development of new 4-year action plan for the Environmental Sustainability Strategy, and the corporate 100% renewable PPA and carbon neutrality projects.	30/06/2021	City Strategy	70%	
3.6.6.2	Prepare business case to seek funding for phase 3 of the Light Years Ahead (LED Street Light replacement program) (D)		Phase 3a (Ausgrid) residential streetlighting business case completed, endorsed by Council and delivery to be completed by July 2021. Phase 3b (Endeavour Energy) Major Roads business case completed, report to Council going up 26 July 2021. \$4M funding secured through Federal (LRCI) program to deliver Phase 3b - 3,372 lights to LED and smart cells. Installation to be completed 31 December 2021.	31/08/2020	City Strategy	100%	

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Comments	Status
<span style="color: green;">●</span> Achieved/on track <span style="color: red;">●</span> Not Achieved <span style="color: grey;">●</span> Data Not Available/Not Due											

## WELCOMING - Service Measures

W01.1	Access to professionally serviced venues for performance presentations and for business and community events	Riverside Theatres Venues	<b>Percentage of days Riverside venues are utilised for performances and events annually</b> ≥ 75%	Riverside Theatres	≥ 75% Annual	3%	11%	26%	43%	Q4 saw an increase in Riverside venue utilisation, but performance remains below target	<span style="color: red;">●</span>
W01.2	Access to professionally serviced venues for performance presentations and for business and community events	Riverside Theatres Venues	<b>Community satisfaction with Riverside Theatres - reported annually in Q2</b> ≥ 3.99	Riverside Theatres	≥ 3.99	Not Due	4	Not Due	Not Due		<span style="color: green;">●</span>
W01.3	Access to professionally serviced venues for performance presentations and for business and community events	Riverside Theatres Venues	<b>Percentage of Riverside's available seating capacity utilised annually</b> Maintain or increase above target	Riverside Theatres	≥ 60% Annual	63%	88%	63%	46%	Riverside Theatres closure due to COVID-19 restrictions, affected capacity.	<span style="color: red;">●</span>
W02.1	A year-round stage and screen presentation program for the general public, schools and special interest groups	Riverside Presentations	<b>Annual attendance at 'Riverside Presentations' Program of performances and events held at Riverside and elsewhere</b> Maintain or increase on previous year	Riverside Theatres	≥ 35,000 Annual	7,040	11,188	11,721	18,954	YTD attendance: 18,954 at 174 events. This equates to 54.2% of Annual Target (35,000). Riverside Theatres closure due to COVID-19 restrictions affected live performances with some digital performances possible.	<span style="color: red;">●</span>
W02.2	A year-round stage and screen presentation program for the general public, schools and special interest groups	Total Riverside Program	<b>Attendances at Total Riverside Program of performances (events held at Riverside and elsewhere)</b> Maintain or increase on previous year	Riverside Theatres	≥ 144,000 Annual	7,352	12,328	32,615	54,810	YTD attendance: 54,810 at 1,070 events. This equates to 38% of Annual Target (144,000). Riverside Theatres closure due to COVID-19 restrictions, affected live performances with some digital performances possible.	<span style="color: red;">●</span>
W03.1	Local production of performances and increased opportunity for local artists	National Theatre of Parramatta	<b>Attendance at National Theatre of Parramatta program of performances (events held at Riverside and elsewhere)</b> Maintain or increase on previous year	Riverside Theatres	≥ 21,000 Annual	53	594	1,765	2,771	Q4 saw an increase in attendance to 2,771 customers at 129 National Theatre of Parramatta events. This equates to 13% of Annual Target (21,000). Riverside Theatres closure due to COVID-19 restrictions, affected live performances.	<span style="color: red;">●</span>
W04.1	Provision of a year round program of workshops and performance with - and for - people with disability	Performance and Disability Program (Beyond the Square)	<b>Attendance at Access performance and Workshop program (performances and workshops held at Riverside and elsewhere)</b> Maintain based on previous year, measured in percentage of attendees over previous year	Riverside Theatres	2,500 Annual	20	117	203	434	YTD attendance: 434 at 58 events. This equates to 17% of annual attendance target (2,500). Riverside Theatres closure due to COVID-19 restrictions, affected activities.	<span style="color: red;">●</span>
W05.1	Community is proud of the opportunities to experience arts and culture	Arts & Culture program development and delivery	<b>Number of art and cultural programs developed and delivered - Annual Q4</b> Maintain on previous year	Cultural Strategy	≥ 3,851 Annual	Not Due	Not Due	Not Due	2,354	COVID-19 impact has resulted in many programs and events being cancelled, some of which were able to be pivoted to digital delivery. This impact also resulted in the opportunity to develop additional digital programming not previously prioritized.	<span style="color: red;">●</span>
W06.1	Opportunities for the community to participate, celebrate and commemorate in the civic, heritage and cultural life of the City	Events & Festivals	<b>Combined attendance at events and festivals</b> Increase 2% over previous years	City Experience	> 292,026 Annual	Not Due	147,000	2,400	7,356	Target not achieved due to COVID-19.	<span style="color: red;">●</span>

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Comments	Status
W07.1	Tourism delivers local economic, cultural and social benefits and visitor services enhance the perception of Parramatta as a place people want to visit	Tourism Development & Visitor Services	<b>Number of attendees at key destinations &amp; tourist attractions</b> Increase 2% over previous years	City Experience	> 2% Annual	Not Due	Not Due	Not Due	2,174,121		
W08.1	Share and celebrate our cultural heritage assets and stories	Cultural Heritage	<b>Satisfaction with Parramatta Heritage &amp; Visitor Information Centre services and programs</b> Sustain, compared to previous years	City Experience	≥ 93% Annual	97.1%	99%	93.6%	96.4%		
W09.1	Position the City of Parramatta as a destination of choice to live, work, study and play, resulting in improved perceptions, community pride, increased visitation, economic prosperity and sustainability.	Market the City of Parramatta via digital and traditional platforms	<b>Number of day visitors to the City of Parramatta</b> Increase on 5% on previous year	City Identity	> 5% Annual	Not Due	Not Due	91,255	163,588	Target not achieved due to COVID-19 and disruptions from Light Rail construction works.	
W09.2	Position the City of Parramatta as a destination of choice to live, work, study and play, resulting in improved perceptions, community pride, increased visitation, economic prosperity and sustainability.	Market the City of Parramatta via digital and traditional platforms	<b>Revenue expenditure from day visitors to the City of Parramatta</b> Increase 5% on previous year	City Identity	> 5% Annual	Not Due	Not Due	\$7,282,149	\$13,054,340	Target not achieved due to COVID-19 and disruption from Light Rail construction works.	
W09.3	Position the City of Parramatta as a destination of choice to live, work, study and play, resulting in improved perceptions, community pride, increased visitation, economic prosperity and sustainability.	Market the City of Parramatta via digital and traditional platforms	<b>Increase in Gross Regional Product</b> Increase on 5% previous year	City Identity	> 5% Annual	Not Due	Not Due	\$7,473	\$7,672	Target not achieved due to COVID-19.	
W09.4	Position the City of Parramatta as a destination of choice to live, work, study and play, resulting in improved perceptions, community pride, increased visitation, economic prosperity and sustainability.	Market the City of Parramatta via digital and traditional platforms	<b>Number of visitors to City Marketing Platforms</b> Increase in same quarter previous year	City Identity	> 5%	2.65%	7.69%	6.9%	33%		
W09.5	Position the City of Parramatta as a destination of choice to live, work, study and play, resulting in improved perceptions, community pride, increased visitation, economic prosperity and sustainability.	Market the City of Parramatta via digital and traditional platforms	<b>Satisfaction with Parramatta as a place to live - annual reported in Q2</b> Increase on previous year	City Engagement	> 7.29	Not Due	7.57	Not Due	Not Due		



KEY	Progressing – on track	Progressing – off track	Not Due to Start	On Hold/ Stopped	Completed	D - Deliver P - Partner A - Advocate
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#### 4.1: Acknowledge the Darug peoples as the traditional custodians of this land and make Parramatta a leading City of Reconciliation

##### 4.1.1: Reduce inequality through a strong and respectful relationship with the Darug people and other Aboriginal and Torres Strait Islander communities


Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
4.1.1.1	Implement, monitor and review the Stretch Reconciliation Action Plan (RAP) 2017-2020 (D)		80% of RAP actions completed, 16% continue in progress. Highlights include: Cultural awareness training; Inclusion of First Nations programming, particularly in Early Learning Centres and Events; Elevated acknowledge of Dharug in signage and interpretation; Major cultural infrastructure including a Keeping Place in 5PS to house significant Aboriginal cultural materials.	30/06/2021	Social & Community Services	100%	

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




##### 4.2.1: Implement Culture and Our City - A Cultural Plan for Parramatta's CBD 2017-2022 Goal 1: Always a Gathering Place

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
4.2.1.1	Commission artworks in diverse media across the public domain (D)		Council-led Public Art projects progressed significantly, including finalisation of artists/artist teams for two Parramatta Square commissions and early-stage planning for 5/7PS and the Aquatic Leisure Centre Parramatta. A number of significant Developer-led Public Art projects were selected and/or delivered, including Melrose Park, Granville Place and 32 Smith Street.	30/06/2021	City Experience	100%	

#### 4.2.2: Implement Culture and Our City - A Cultural Plan for Parramatta's CBD 2017-2022 Goal 2: Diversity is Our Strength

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
4.2.2.1	Finalise & implement Events & Festivals Strategy (D)		The new Sound West Festival was developed and contracted, scheduled for delivery in November 2021. New model for Winterlight developed and contracted, delivery begun in June, suspended in July due to COVID-19. Warami program delivered including Sorry Day (North Parramatta) and Yuin Byalla talk, Reconciliation Week (Riverside Theatres). Awarded Create NSW grants to support Live Music programming.	30/06/2021	City Experience	100%	




#### 4.2.3: Implement Culture and Our City - A Cultural Plan for Parramatta's CBD 2017- 2022: Goal 3: Ideas and imagination are the heartbeat of our City

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
4.2.3.1	Deliver an expanded Parramatta Artists' Studios residency program through the CBD Studios and Satellite Studio project (D)		Parramatta Artists Studios (PAS) residency studios were fully subscribed with 13 artists selected for both the Parramatta and Rydalmere facilities. A total of 26 studio residencies supported local, Western Sydney and Sydney-based artists. Residencies were supported by a professional development program and studio artists presented public programs connecting with local community.	30/06/2021	City Experience	100%	
4.2.3.2	Finalise the Cultural Infrastructure Strategy 2039 to inform the types of creative spaces and programs required to best support the growth of our creative communities (D)		Finalisation of the Strategy is proceeding in alignment with the development of broader growth strategies. Research and audit outcomes from development of this strategy is being used to inform cultural infrastructure and cultural use opportunities across the region.	31/12/2021	Cultural Strategy	90%	
4.2.3.3	Commission, produce and present local, national and international performances of contemporary excellence and scale alongside the National Theatre of Parramatta program (D)		Riverside reopened with Spot on Children's Festival. Highlights included streamed concerts, Stolen (demand digital), Things I Can't Tell About Steven, Queen Fatima, (National Theatre of Parramatta), Wharf Revue (STC), We Will Rock You (Packemin), Grimm (Syd Choreographic Ensemble), Brandenburg Orchestra, Chop Chef (Blush Opera), Truth to Power Café, Spiegelesque (Kermond) and Cinema Program.	30/06/2021	Riverside Theatres	100%	




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

##### 4.3.1: Implement Culture and Our City - A Cultural Plan for Parramatta's CBD 2017-2022 Goal 1: Always a Gathering Place


Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
4.3.1.1	Increase accessibility to the City's cultural collection of archives, artefacts, research resources (D)		The Cultural Heritage and Tourism team continue to research and share the cultural heritage and stories of the City of Parramatta, both online and face-to-face and have completed all projects planned for 2020/21. Highlights include the Parramatta People video series and a partnership with Macquarie University to 3D scan 40 cultural collection items.	30/06/2021	City Experience	100%	
4.3.1.2	Create an integrated Heritage Strategy (D)		Draft integrated Heritage Strategy was completed. Implementation of this project transitions to City Strategy in 2021/22.	30/06/2021	City Experience	100%	
4.3.1.3	Informed by Council's Cultural Infrastructure Strategy, advocate and make submissions to the NSW Government to identify appropriate uses for heritage buildings in the North Parramatta Precinct, including cultural and arts uses (A)		Council has been collaboratively engaging with NSW Government through Registration of Interest (ROI) processes and other formal submissions to advocate for suitable and heritage sensitive cultural uses and activations across the Parramatta North development site.	30/06/2021	Cultural Strategy	50%	

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

##### 4.4.1: Implement Culture and Our City - A Cultural Plan for Parramatta's CBD 2017-2022 Goal 1: Always a Gathering Place

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
4.4.1.1	Appoint an Indigenous Cultural Officer and develop new Aboriginal and Torres Strait Islander cultural programs and projects (D)	Developing Aboriginal identified positions and resourcing will be a focus in the development of the successor to the Reconciliation Action plan.	Developing Aboriginal identified positions and resourcing will be a focus in the development of the successor to the Reconciliation Action plan.	31/03/2021	Cultural Strategy	15%	

4.4.2: Promote lifelong learning and tackle inequality by delivering programs and services that provide equal access to all.

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
4.4.2.1	Increase programs in diverse languages depending on profile of the local community, as part of a lifelong learning objective (D)		In 2020/21 libraries delivered a number programs for our CALD community both online and face-to-face. These programs attracted 3,185 participants. Of this, 38 small group face-to-face programs were run, including Tech Savvy Seniors, which attracted 278 participants.	30/06/2021	Social & Community Services	100%	

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Comments	Status
<span style="color: green;">●</span> Achieved/on track <span style="color: red;">●</span> Not Achieved <span style="color: grey;">●</span> Data Not Available/Not Due											

## THRIVING - Service Measures

T01.1	Residents, businesses, workers, students and visitors benefit from sustained strong economic performance across the City of Parramatta LGA. Partnerships support the delivery of our vision and priorities.	Work collaboratively to support sustainable economic growth by supporting small business, attracting investment, and leveraging strategic partnerships with key stakeholders	<b>Number of new businesses created</b> Increase number of new businesses	City Strategy	> 3,410 Annual	1,148	812	1,291	738		<span style="color: green;">●</span>
T02.1	Jobs growth and increased inbound investment	Economic Development activities	<b>Percentage net increase in investment inquiries (website, phone and email)</b> Increase based on previous year	City Strategy	> 5%	Not Due	Not Due	Not Due	Data Not Available		<span style="color: grey;">●</span>
T03.1	Increase investment in the City of Parramatta to provide the Community with the desired jobs, education and health facilities	Actively market Parramatta as Sydney's Central City	<b>Net job growth within the City of Parramatta</b> Increase number on previous year	City Identity	6%	195,320	195,025	185,273	187,604	Target not achieved due to COVID-19.	<span style="color: red;">●</span>
T04.1	Drive visitation to the City of Parramatta resulting in strong economic performance	Actively market Parramatta as Sydney's Central City	<b>Visitation numbers within the City of Parramatta</b> Increase 3% on previous year	City Identity	≥ 3%	412,928	231,995	120,351	197,062	Target not achieved due to COVID-19 and disruptions from Light Rail construction works.	<span style="color: red;">●</span>
T05.2	Improve perception of the City of Parramatta as a desirable place to work	Actively market Parramatta as Sydney's Central City	<b>Satisfaction of businesses who rate Parramatta as place to work/do business – annual Q2</b> Sustain on previous year	City Engagement	> 7.08	Not Due	7.71	Not Due	Not Due		<span style="color: green;">●</span>
T06.1	Enables timely identification and repair of issues to maintain community safety and amenity of the public domain	Proactive and reactive inspection and monitoring of the public domain (Including but not limited to; Better Neighbourhood Program)	<b>Percentage of Service Requests from customers or Councillors for Place Services responded to within 48 hours</b> Maintain	Place Services	100%	100%	100%	100%	100%		<span style="color: green;">●</span>
T07.1	Ensuring that difficult and cross-functioal community and/or Councillor issues are resolved in consultation with affected stakeholders	Investigating, reporting and referring multi-faceted issues for resolution	<b>Percentage of Service Requests by customers or Councillors where contact is made prior to closing</b> Sustain on previous year	Place Services	100%	100%	100%	100%	100%		<span style="color: green;">●</span>
T08.1	High quality design and appropriate allocation, creating attractive, safe and vibrant public spaces to support urban life and local economic activity	Assessment of proposals to use Council land for Outdoor Dining	<b>Percentage of "Notice of Approval" issued to customer within a two month period</b> Maintain or increase	Property, Security, Assets & Services	≥ 80%	90%	100%	100%	90%		<span style="color: green;">●</span>
T09.1	Efficient use of Council land to facilitate the sustainable growth of the City	Provision of statutory property service such as land acquisition, classification & easements on Council land	<b>Percentage of information and services provided within 10 working days</b> Maintain or increase	Property, Security, Assets & Services	≥ 80%	100%	90%	90%	85%		<span style="color: green;">●</span>






KEY	Progressing – on track	Progressing – off track	Not Due to Start	On Hold/ Stopped	Completed	D - Deliver P - Partner A - Advocate
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## 5.1: Accelerate local jobs growth and support people in finding employment


### 5.1.1: Facilitate local employment and economic growth through the delivery of targeted Economic Development activities


Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
5.1.1.1	Implement the priority actions identified in Council's Economic Development Plan (EDP) 2017 -2021 (D)		Council continues to deliver on the actions identified in the Economic Development Plan, including initiatives supporting job growth, the nighttime economy and industry development.	30/06/2021	City Strategy	100%	
5.1.1.2	Deliver and support small business development programs and have 80% small business satisfaction with activities (D)		The Small Business Program has continued to deliver programs that have been met with overall satisfaction of attendees. The Program has included starting small business courses, business fundamental series from the ATO, digital and social media for business training, specialist marketing webinars and regular online virtual networking events for local small businesses.	30/06/2021	City Strategy	100%	
5.1.1.3	Provide accurate and timely research, analysis and investment information to increase by 10% annually traffic to Invest Parramatta website and have on average 20% of business community recipients open each addition of Economic Development Team EDM (D)		Economic Development provide advice, research services and economic data to inform strategic projects across the organisation, and content, collateral and resources developed in conjunction with the City Identity team. The impact of COVID-19 has resulted in fewer investment requests and opportunities in the last quarter.	30/06/2021	City Strategy	100%	

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
5.1.1.4	Host a bi-annual Investment attraction event to support inbound investment and industry development (D)	This event was postponed due to COVID-19 ahead of its scheduled March 2020 date. This continues to be the case given the limitations of international visitation.	This event was postponed due to COVID-19 ahead of its scheduled March 2020 date. This continues to be the case given the limitations of international visitation.	30/06/2021	City Strategy	25%	
5.1.1.5	Support the delivery of Council's Destination Management Plan (DMP) (P)		The Destination Management Plan is a 3-year plan. At the end of Year 2 the implementation status was 12% completed, 53% on-track, 29% delayed and 6% on hold. All delayed and on hold items will be reviewed for completion in Year 3.	30/06/2021	City Experience	65%	
5.1.1.6	Increase Community Satisfaction with Events & Festivals by 5% annually by promoting events and activation programs that increase visitation to support the City's culture and liveability (D)		Events throughout 2020/21 demonstrated strong customer and community satisfaction. Key result included Parramatta Nights Rooftop Hangout receiving 8.9/10 for overall experience, and 2 in 3 respondents feeling more positive about Parramatta as a result of the event. There was a decrease in overall surveying due to postponed/cancelled events and the online transition of some events.	30/06/2021	City Experience	100%	


## 5.2: Attract public and private investment to our City and support the growth and prosperity of local businesses

### 5.2.1: Implement Culture and Our City - A Cultural Plan for Parramatta's CBD 2017-2022


Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
5.2.1.1	Implement and monitor the priority actions identified in the Cultural Plan and prepare annual implementation plans (D)	Cultural Plan implementation is ongoing, but slowed by impacts of COVID-19. Cultural Fund implementation process and governance is to be reviewed in 2021/22. Preparation is underway for successive Cultural Plan development in alignment with broader Community Strategic Plan development.	Cultural Plan implementation is ongoing, but slowed by impacts of COVID-19. Cultural Fund implementation process and governance is to be reviewed in 2021/22. Preparation is underway for successive Cultural Plan development in alignment with broader Community Strategic Plan development	31/12/2021	Cultural Strategy	30%	

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
5.2.1.2	Finalise and implement the Cultural Plan Implementation Framework and Fund (D)	Cultural Plan implementation ongoing, but with a substantial number of actions not yet started or off track. Cultural Plan implementation ongoing, Cultural Fund implementation process and governance to be reviewed in 2021/22 as part of new model of Cultural Strategy and Cultural Service delivery coordination.	Cultural Plan implementation ongoing, Cultural Fund implementation process and governance to be reviewed in 2121/22 as part of new model of Cultural Strategy and Cultural Service delivery coordination.	30/06/2021	Cultural Strategy	25%	


#### 5.2.2: Promotion of Parramatta's precincts and unique attributes

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
5.2.2.1	Undertake City marketing activities to raise the profile of Parramatta's unique offer (D)		Campaigns undertaken included the delivery of City Brand campaign, Summer Where It's AT, Parramatta Where It's At, Church St- We're Open, Major Events & Festivals marketing, Innovate Parramatta, CEO Roundtables, Alliance Charter Signings, Go Local campaign, and event sponsorships such as Boomtown, the Westmead Precinct Conference and WSBC's local business event.	30/06/2021	City Identity	100%	



#### 5.2.3: Implement the Parramatta CBD Cultural Plan Goal 3: Ideas and imagination are the heartbeat of our City

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
5.2.3.1	Re-develop Riverside Theatres in partnership with NSW Government (P)	The joint venture arrangements with the NSW Government have been concluded, and City of Parramatta endorsed a strategy for the Riverside Theatre redevelopment proposal on 26 July 2021.	The Riverside Theatre operational model has been refined and a schematic design that supports the amended model has been prepared. It is the subject of a Council Report to be considered at the Council meeting on 26th July.	30/06/2021	Property Development	50%	


#### 5.2.4: Implement the Parramatta CBD Cultural Plan Goal 3: Ideas and imagination are the heartbeat of our City

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
5.2.4.1	Maintain financial support level for Riverside Theatres by delivering fundraising strategies to secure financial support (government, corporate sponsorship, private) including campaigns and philanthropic circles (D)		Annual support continued from Create NSW (\$200k), Crown Packer Foundation (\$86k) and additional one-off project grant (\$18.6k).	30/06/2021	Riverside Theatres	100%	



#### 5.2.5: Deliver the Parramatta Square Project to create world-class office, retail, public space and civic facilities

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
5.2.5.1	5 & 7 (Town Hall) Parramatta Square - Deliver a state of the art civic building, library and community facilities (D)		Subject to Council report being considered at Council meeting on 26 July 21.	30/04/2022	Project Delivery	65%	
5.2.5.2	Deliver key milestones for 6 & 8 Parramatta Square (D)		The lower floors of the building (6 Parramatta Square) are on track for occupation in late 2021. Construction of the upper floors (8 Parramatta Square) are on track for completion in 2022 with the internal fit out continuing in 2023.	31/12/2023	Project Delivery	80%	


#### 5.2.6: Deliver a modern premium grade mixed use development at 12 Phillip Street, Parramatta

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
5.2.6.1	Riverside Lennox Bridge: Manage and administer a project development agreement for the external delivery of a premium grade mixed use 41 storey and 413 residential apartments tower at 12 Phillip Street, Parramatta (D)	The development is due for completion in Q3 2021 due to delays with PLR works and COVID-19 shutdowns.	The development is due for completion in late July and the developer will deliver its obligations in respect to public domain works in the project development agreement prior to completion.	31/05/2021	Property Development	90%	

#### 5.2.8: Plan and deliver a range of options to maximise Councils financial returns on its publicly owned assets

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
5.2.8.1	Execute of the whole of property asset strategy (D)	A new General Manager of Property Security, Assets and Services has been recruited, the whole of property asset strategy is a deliverable of the new GM.	A new General Manager of Property Security, Assets and Services has been recruited, the whole of property asset strategy is a deliverable of the new GM.	31/12/2023	Property, Security, Assets & Services	10%	
5.2.8.2	Manage the Horwood Place compulsory acquisition process to secure the best possible commercial return for Council (D)		The City of Parramatta Council has provided all prescribed information in the required Statutory timeframe to the Valuer General for its determination of compensation for the compulsory acquisition of Horwood Place by Sydney Metro West. The Valuer General's determination is pending.	31/05/2023	Property Development	90%	

#### 5.2.9: Deliver the Parramatta Square public domain to create an engaging connection between the buildings that surround it, to promote both day and nighttime activity


Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
5.2.9.1	Public Domain: Deliver a lively and engaging public domain to support the future of the City (D)		Stage 1 of Parramatta Square Public domain (PSPD) is open and fully activated. Stages 2 & 3 remain on track to be opened as scheduled June 22.	Project Delivery	Property & Place	100%	

### 5.3: Plan and deliver a vibrant, attractive and safe CBD and local centres



#### 5.3.1: Plan and design distinctive neighbourhoods and CBD precincts that have unique local identity and are places where people want to be

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
5.3.1.1	Complete the preparation of masterplans, in consultation with locally impacted communities for North Parramatta 'Heart of Play' Sporting and Recreation Network (D)		The Heart of Play Masterplan undertook extensive community engagement which took place for 4 weeks. All of the communities comments were taken into consideration to inform the masterplan which will seek council adoption on 12 July 2021.	30/06/2021	Place Services	100%	





Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
5.3.1.2	Deliver physical works associated with endorsed Masterplans focused on shops and commercial areas (including North Rocks Masterplan, Dence Park Masterplan, Sue Savage & Reynolds Park, Rydalmere Park, North Granville Community Facilities Masterplan) (D)		All scheduled masterplan physical works complete except for Sue Savage & Reynolds Park masterplan - to be rephased to 2021/22 due to lower than projected S7.11 Open Space contributions relating to the impact of COVID-19 on developments.	30/06/2021	Place Services	100%	
5.3.1.3	Development of a Neighbourhood Cultural Masterplan to reflect the cultural aspirations, distinctive identities and needs of our broader communities (D)		Parramatta Square Place Plan complete. Granville Place Plan complete expect for Council adoption - report scheduled for the 26 July 2021 Council meeting. Per 2021/22 DPOP, Epping, Parramatta CBD, and Wentworth Point Place Plans to be delivered in 2021/22.	30/06/2021	Place Services	95%	
5.3.1.4	Develop a community-led Neighbourhood Policy and Place Plans to inform local service and project delivery (D)		Parramatta Square Place Plan complete. Granville Place Plan complete expect for Council adoption - report scheduled for the 26 July 2021 Council meeting. Per 2021/22 DPOP, Epping, Parramatta CBD, and Wentworth Point Place Plans to be delivered in 2021/22.	30/06/2021	Place Services	95%	
5.3.1.5	Undertake a biennial Centres Review to collate data on town and neighbourhood centres in the LGA to inform the prioritisation of Better neighbourhood program funding (D)		The biennial Centres Review was completed in 2021 and endorsed by Council, along with BNP projects for 2021/22 and 2022/23, on 26 June 2021.	30/06/2021	Place Services	100%	
5.3.1.6	Deliver a Masterplan for Granville Town Centre (D)		Granville Square masterplan complete expect for Council adoption - report scheduled for the 26 July 2021 Council meeting.	31/12/2021	Place Services	95%	


#### 5.3.4: Deliver and manage the City's crime prevention infrastructure to increase the sense of community safety and prevent crime

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
5.3.4.1	Implement the priority actions from the updated Parramatta Crime Prevention Plan 2019-2023 (D)		Implementation of the plan has been affected by the effects of COVID-19 and associated restrictions on residents and visitors to the City of Parramatta.	30/06/2023	Property, Security, Assets & Services	40%	
5.3.4.2	Expand the CCTV network by 10 additional cameras per year by advocating and seeking funding from State Government as appropriate (D)		12 New Cameras were installed in Phillip Street as part of the Smart Street Project. 4 cameras were installed permanently at lake Parramatta to enhance the safety of staff and patrons during swimming season.	30/06/2021	Property, Security, Assets & Services	100%	

#### 5.3.5: Revitalise, connect, and activate key public domain spaces in the CBD to create vibrant public spaces




Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
5.3.5.1	Develop a masterplan for Parramatta River Strategy (D)		The Parramatta River Masterplan identified several projects and works programs such as the Charles Street Square Upgrade, Old Kings Foreshore Lighting and City River DCP. These works programs continue to be rolled out and delivered.	30/06/2021	City Design	100%	
5.3.5.2	Set design and program priorities for the implementation of the Civic Link Framework Plan (connecting Parramatta Square to the Parramatta River City foreshore) (D)	Draft DCP for Blocks 2, 3, 4 delayed due to Metro coordination and alignment with CBD DCP timeframes. Business case for public domain delivery has been approved and delivery planning commenced.	Coordination with Metro is ongoing. Civic Link DCP to be incorporated into the City Centre DCP. Delivery planning for the Civic Link project is underway.	30/06/2021	City Design	65%	

### 5.3.6: Implement CBD Cultural Plan: Goal 1: Always a Gathering Place








Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
5.3.6.1	Develop a sustained program to grow live music in the City (D)		Curated and delivered live music programming for key City events including Parramatta Lanes, Parramatta Nights and Make Music Day. Included 34 musicians engaged for Parramatta Lanes, for online and in-person performances. The new Sound West Music Festival was developed and contracted. Two grants awarded to deliver Live Music programming for Make Music Day and Warami.	30/06/2021	City Experience	100%	

### 5.4: Ensure Parramatta has a thriving day and nighttime economy

#### 5.4.1: Facilitate local employment and economic growth through the delivery of targeted Economic Development activities

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
5.4.1.1	Finalise the Night Time Economy City Framework including controls to DCP to facilitate late night trading (D)		The Parramatta Night City Framework 2020-2024 was endorsed by Council in February 2020. There are 7 priority actions within the Framework which detail the actions to be delivered	30/06/2021	City Strategy	100%	
5.4.1.2	Prepare and adopt a Late Night Trading Development Control Plan to encourage and plan for a safe and vibrant night life (D)	Due to resourcing constraints, this project is behind schedule.	The development of a late-night trading DCP is 85% complete, it has been on hold for the last 2 months due to resourcing constraints (resignation and replacement of critical staff member).	30/06/2021	City Strategy	85%	
5.4.1.3	Increase the number of businesses offering live music by 10% per annum by implementing the priority actions identified in Culture and Our City: A Cultural Plan for the Parramatta CBD such as the 'Live and Local' events, and 'Amplify' as a CBD-wide venue activation for live music (D)		Due to COVID-19, opportunities for live music have been limited in the last 12 months. However, a number of virtual events were also delivered to accommodate this.	30/06/2021	City Strategy	100%	

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Comments	Status
<div> <span>●</span> Achieved/on track           <span>●</span> Not Achieved           <span>●</span> Data Not Available/Not Due         </div>											
<b>INNOVATIVE - Service Measures</b>											
I01.1	A well-considered strategic planning framework that manages growth and facilitates the delivery of a liveable, sustainable and productive City for our communities	The preparation, development and maintenance of strategies and plans to manage the growth of the City	<b>Percentage of customer who are 'satisfied' or higher with Council's strategic planning - reported in Q4</b> Maintain or increase on previous year	City Strategy	≥ 90%	Data Not Available	Data Not Available	Data Not Available	Data Not Available		●
I01.2	A well-considered strategic planning framework that manages growth and facilitates the delivery of a liveable, sustainable and productive City for our communities	The preparation, development and maintenance of strategies and plans to manage the growth of the City	<b>Percentage of City Strategy reports that are approved by Council - reported in Q4</b> Maintain or increase on previous year	City Strategy	≥ 80%	100%	100%	100%	100%		●
I02.1	Partnerships support the delivery of our vision and priorities	Work collaboratively to support sustainable economic growth by supporting small business, attracting investment, and leveraging strategic partnerships with key stakeholders	<b>Percentage of existing strategic partners are satisfied with Council</b> Maintain or increase on previous year	City Strategy	≥ 75%	Data Not Available	Data Not Available	Data Not Available	Data Not Available		●
I02.2	Partnerships support the delivery of our vision and priorities	Work collaboratively to support sustainable economic growth by supporting small business, attracting investment, and leveraging strategic partnerships with key stakeholders	<b>Annual number of Social Enterprises operating in Parramatta LGA</b> Increase total # on previous year	Social & Community Services	> 43	Not Due	Not Due	Not Due	45		●
I03.1	Position the City of Parramatta as a destination of choice to live, work, study and play, resulting in improved perceptions, community pride, increased visitation, economic prosperity and sustainability.	Market the City of Parramatta via digital and traditional platforms	<b>Effectiveness of digital marketing platforms</b> Percentage of digital innovations that are AB tested	City Identity	≥ 50%	85%	85%	85%	95%		●
I04.1	Improvement of services provided to customers both internal and external	Continuous Improvement and Innovation capabilities and culture - Service Excellence Program	<b>Number of Service Excellence Reviews conducted annually across the organisation to guide our Service Delivery Transformation Program priorities</b> Maintain	City Strategy	4	1	1	1	1		●
I05.1	Council is Financially sustainable and provides transparent, value for money services, according to the priorities of the Community	Financial Reporting and Controls (Accounting, Financial Systems and Taxation and Treasury)	<b>Community Satisfaction with value for money – annual Q2</b> Sustain on previous year	City Engagement	≥ 3.43	Not Due	3.55	Not Due	Not Due		●
I06.1	Achievement of service levels for critical applications and systems to support both community and organisational objectives. Service levels include hours of availability, performance and responsiveness to incidents	Service Management – delivery of IT support services	<b>Percentage of time that website and external facing technology is available (excluding scheduled maintenance windows)</b> Maintain	Information Technology	100%	99.9%	85.9%	95%	100%		●
I06.2	Achievement of service levels for critical applications and systems to support both community and organisational objectives. Service levels include hours of availability, performance and responsiveness to incidents	Service Management – delivery of IT support services	<b>Percentage of all routine correspondence actioned within 48 hours</b> Maintain	Information Technology	≥ 90%	99.96%	99.9%	95%	99.94%		●

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Comments	Status
I07.1	Customer satisfaction with Council's internal and external customer services	Provide information and services to customers via four channels – Telephone, Face-to-Face, Corporate Reception and Digital Streams (Web Chat, Social Media and Emails)	<b>Percentage of calls answered within 30 seconds</b> Maintain or increase	Customer Contact Centre	≥ 80%	78%	78%	80%	84%		
I07.2	Customer satisfaction with Council's internal and external customer services	Provide information and services to customers via four channels – Telephone, Face-to-Face, Corporate Reception and Digital Streams (Web Chat, Social Media and Emails)	<b>Percentage of Customer queries resolved at the first point of contact</b> Maintain or increase	Customer Contact Centre	≥ 80%	61%	72%	77%	81%		
I07.3	Customer satisfaction with Council's internal and external customer services	Provide information and services to customers via four channels – Telephone, Face-to-Face, Corporate Reception and Digital Streams (Web Chat, Social Media and Emails)	<b>Percentage of Service requests completed within agreed service standards</b> Maintain or increase	Customer Contact Centre	≥ 85%	86%	90%	88%	85%		
I07.4	Customer satisfaction with Council's internal and external customer services	Provide information and services to customers via four channels – Telephone, Face-to-Face, Corporate Reception and Digital Streams (Web Chat, Social Media and Emails)	<b>Percentage of customer contacts resulting in formal complaints</b> Maintain level	Customer Contact Centre	< 0.25%	0%	0%	0%	0%		
I07.5	Customer satisfaction with Council's internal and external customer services	Provide information and services to customers via four channels – Telephone, Face-to-Face, Corporate Reception and Digital Streams (Web Chat, Social Media and Emails)	<b>Percentage of average customer wait time that is less than 5 minutes</b> Maintain or increase	Customer Contact Centre	≥ 80%	84%	80%	87%	81%		
I08.1	The City is better positioned to meet the challenges of the future and better able to leverage the opportunities of data, information and technology	The delivery of programs and projects to make Parramatta a 'Smart City' and develop and implement new solutions to address the challenges of growth of the City	<b>Number of Smart City Advisory Committee conducted and minuted annually</b> Maintain	City Strategy	4	1	1	1	2		
I08.2	The City is better positioned to meet the challenges of the future and better able to leverage the opportunities of data, information and technology	The delivery of programs and projects to make Parramatta a 'Smart City' and develop and implement new solutions to address the challenges of growth of the City	<b>Number of Smart City initiatives launched annually - reported in Q4</b> Increase from previous year	City Strategy	> 4	Not Due	Not Due	Not Due	0	The Smart Places Acceleration Program was announced in December 2020 which allows the State Government to partner with Council's and place-owners to accelerate the development of Smart Places. Two EOIs have been submitted to the Program with a third submitted listing Council as a partner.	





KEY	Progressing – on track	Progressing – off track	Not Due to Start	On Hold/ Stopped	Completed	D - Deliver P - Partner A - Advocate
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## 6.1: Engage in strategic planning and implement innovative solutions to manage the growth of our City

### 6.1.1: Develop the City's strategic planning framework to support growth


Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
6.1.1.1	* Finalise the harmonisation of LEPs, DCPs and Development Contributions Plans (D)		Harmonisation LEP and Contributions Plan endorsed by Council 12 July 2021. Draft DCP to be reported to Council for endorsement for exhibition win second half of 2021.	31/12/2021	City Planning	90%	
6.1.1.2	* Finalise CBD Planning Proposal (D)		Exhibition of the Parramatta CBD Planning Proposal was completed this year. Submissions were considered and on 15 June 2021 Council resolved to submit the planning proposal to the Department of Planning, Industry and Environment for finalisation.	30/06/2021	City Planning	80%	
6.1.1.3	* Support the effective leadership of the City by facilitating Lord Mayor and Councillor advocacy on State and Federal Government issues affecting the City of Parramatta's strategic planning framework to support growth by making submissions (D)		Council continues to advocate on State and Federal issues through representations, meetings and formal submissions. Focus areas included: Expanded Justice Precinct Parramatta Light Rail Sydney West Metro COVID-19 stimulus funding Camellia Precinct Transport issues in key City precincts (Wentworth Point, Westmead and Epping) Palliative Care at Westmead Hospital	30/06/2021	Executive Support	100%	

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
6.1.1.4	* Review developer contributions, processes and financial planning (D)	Progression has been limited due to resourcing issues and State Government announcements of a review of the Contributions Planning Framework. Aspects of this work have been put on hold pending the State Government review of the framework.	Progression has been limited due to resourcing issues and State Government announcements of a review of the Contributions Planning Framework. Aspects of this work have been put on hold pending the State Government review of the framework.	30/06/2021	City Planning	35%	
6.1.1.5	* Finalise the Local Strategic Planning Statement, Local Housing Strategy & Community Infrastructure Strategy (D)		Council approved the Local Housing Strategy and Community Infrastructure Strategy on 13 July 2020. The Local Strategic Planning Statement was completed in the previous reporting year. No further action required on this matter.	31/07/2020	City Planning	100%	


#### 6.1.2: Work in partnerships to prepare Precinct Plans that meets the needs of the City of Parramatta

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
6.1.2.1	* Work with stakeholders to prepare Precinct Plans in key precincts including: Camellia, Carlingford, Carter Street, Epping Town Centre incorporating a transport plan, Granville, Melrose Park, Parramatta North, Parramatta Road, Rosehill, Sydney Olympic Park, Telopea, Wentworth Point, Wentworthville and Westmead (P)		Precinct work has progressed consistent with Council's Local Strategic Planning Statement. Planning controls continue to be refined in Melrose Park, Wentworth Point and Telopea, and matters are progressing in all other precincts including Camellia where a Place Strategy is being developed with the State Government.	30/06/2021	City Planning	100%	

### 6.1.3: Tackle inequality through leading social innovation collaboration between business, community, government and philanthropy


Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
6.1.3.1	Implement the Social Investment Action Plan 2018-2021 (D)		Current Social Investment Action Plan ended 30 June 2021 and End of Term Report being prepared. 25 out of the 30 action items were achieved or partially achieved. Only five items were not progressed. Activities related to the Parramatta Community Fund have not progressed, however, work is now focused on potential links with the Impact100 network.	30/06/2021	Social & Community Services	100%	

### 6.1.4: Develop and implement a long-term strategic plan for the provision of social infrastructure to meet the needs of the community




Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
6.1.4.1	* Prepare implementation plans for community facilities and open space and recreation assets under the Community Infrastructure Strategy (D)		Council adopted the Community Infrastructure Strategy 2020 at its meeting in July 2020. The next phase of this project involves developing more detailed action plans for specific community assets, and embedding the Community Infrastructure Strategy into Council business.	30/06/2021	City Strategy	100%	

## 6.2: Support collaboration and partnerships to deliver key outcomes for our City


### 6.2.1: Leverage partnerships with State Government, peak business, and industry groups

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
6.2.1.1	Support activities to encourage and maintain visitation to the Parramatta CBD during the delivery of significant infrastructure projects including Light Rail, Parramatta Square and a new Museum by facilitating liaison between Transport for NSW and Council on matters affecting small business (D)		The Economic Development team continue to support the marketing team to drive visitation to the city via content, relationship building and collaboration. However, due to COVID-19, this has been limited over the last 12 months.	30/06/2021	City Strategy	100%	




Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
6.2.1.2	Continue to promote local businesses and local investment opportunities through targeted promotion and communication activities (D)		Continued to promote local businesses through targeted communication activities. Opportunities for local businesses have continued to be highlighted in the monthly Parramatta Business Newsletter. Council has continued to foster and promote local businesses through the Parramatta Localised Online Business Directory and the associated virtual meet-ups.	30/06/2021	City Strategy	100%	
6.2.1.3	Response to & support planning for North Parramatta & Sydney University (D, P)		The NSW State Government and the University of Sydney signed a framework agreement in December 2020 marking the next steps in negotiations. Council continues to engage with and support the planning process where appropriate.	30/06/2021	City Strategy	100%	
6.2.1.4	Support planning approvals for MAAS (D, P)		State Significant Development Approval was granted in February 2021. Development is under construction.	30/06/2021	City Design	100%	

#### 6.2.2: Tackle disadvantage through implementing a primary prevention framework for the prevention of domestic and family violence




Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
6.2.2.1	Develop and implement Council's Domestic and Family Violence Action Plan (D)	Draft Plan to be presented to Executive Team, prior to Councillor engagement via a Councillor Workshop and Council consideration of Action Plan.	Draft finalised following final round of internal consultation. Draft Plan to be submitted to Executive Team for endorsement in July 2021 prior to engagement with Councillors. In the meantime, some actions in the community have progressed.	30/06/2021	Social & Community Services	95%	

### 6.2.3: Building great community capacities by partnering with local sports clubs, peak sporting bodies, schools and community groups to improve their capability and sustainability

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
6.2.3.1	Sports club liaison, partnerships with program providers to deliver Mobile Active Health Project, Active Parramatta and School Holiday programs, and special projects, such as Girls in Sports and Disability Inclusion Action Day (P)		Slow relaxation of COVID-19 restrictions impacted programming from Q1-4 during 20/21. Celebrating Girls in Sport delivered at Bankwest Stadium on 3 December 2020 with 120 students in attendance. Disability Inclusion Action Day was delivered in June 2021 in partnership with Cumberland Council and Sport NSW.	30/06/2021	Social & Community Services	100%	

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


#### 6.3.1: Deliver professional, responsive and innovative customer service to our community including online service delivery

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
6.3.1.1	Improve the capability of the Customer Service Request system and Council's customer service processes (D)	Delay in launching UX enhanced and new services online due to the need to reprioritise work given available resources.	Online uptake has reached 35% YTD and 41% as of July up from 28% in February 2020 when the Digital Transformation Team started the Channel Shift to Online work. Following the delivery of initial phase of the work program, the focus has shifted to addressing the needs of Council relating to 5PS.	30/06/2021	City Strategy	80%	
6.3.1.2	Implement outcomes of service excellence review to improve customer service processes and further enhancing the positive customer experience of council (D)	Resources have been realigned to prioritise Digital Transformation work.	Program has been on hold while project planning is reviewed.	30/06/2021	City Strategy	25%	
6.3.1.3	Implement the Digital Service Transformation Strategy incorporating the embedding of continuous improvement and innovation capabilities in Council (D)		Completed phase 1 of the channel shift to online program. Enhanced 43 service requests and 4 permit & licence services. Currently reviewing next stages of online enhancements and new online services	30/06/2021	City Strategy	100%	


### 6.3.5: Implement CBD Cultural Plan: Goal 4: Our City incubates creativity, industry, and new knowledge

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
6.3.5.1	Grow opportunities for industry partnerships that deliver new cultural assets and experiences and social and economic benefits by establishing three new relationships or partnerships annually (P)		A new Creative Economy Grant program funded 12 organisations, increasing accessibility to cultural and creative experiences and supporting local business. We partnered with Western Sydney Business Connection to support SoundWest, a technology and music festival and initiated connections to organisations to progress critical strategies in delivering and facilitating cultural infrastructure.	30/06/2021	Cultural Strategy	100%	

### 6.3.6: Investigate data driven solutions and Smart City initiatives to help address the complex challenges facing the City

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
6.3.6.1	Deliver Smart City project for Melrose Park North (D)		All project milestones have been delivered and final reports have been submitted to and approved by the Australian Government for the grant funded project. The project piloted a range of sensors to capture, analyse and visualise environmental data including temperature, humidity, air quality, noise and water run-off at Melrose Park.	30/09/2020	City Strategy	100%	

### 6.3.8: Provide Information technology systems to support Council's services delivery and respond to customers



Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
6.3.8.1	Continue to implement the priority actions from Council's Cyber Security Strategy to minimise risk of data loss and external threats to systems and digital assets (D)	Adjustments to the CyberSecurity program during the period resulted in the implementation of a Security Incident and Event Management system being delayed. Resource diverted to enabling secure mobility access and performance to assist working from home.	Implementation of Mobile Device Management, Multi-Factor Authentication and Staff Cybersecurity training were all achieved during the period. CyberSecurity continues to be a key focus for the Information Technology Group.	30/06/2021	Information Technology	95%	

#### 6.4: Attract leading research, education and training facilities to Parramatta

##### 6.4.1: Develop a City marketing strategy to position Parramatta as a place where people want to live, work, study and play




Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
6.4.1.1	Analyse and report on community driven data (D)		Brand tracking completed for 2021 and research is planned for the education sector in the second half of 2021	30/06/2021	City Engagement	100%	
6.4.1.2	Undertake City marketing activities to raise the profile of Parramatta as a place to work, invest and do business, resulting in an increase in investment and visitation (D)		Campaigns and initiatives delivered include Innovate Parramatta, CEO Roundtables, Alliance Charter Signings, Go Local campaign, and event sponsorships such as Boomtown, the Westmead Precinct Conference and Western Sydney Business Connection's local business event.	30/06/2021	City Identity	100%	
6.4.1.3	Implement Marketing & Brand Strategy (D)		A marketing and brand strategy has been developed and was endorsed by Council in February 2020.	30/06/2021	City Identity	100%	


##### 6.4.2: Work with NSW Government to upgrade and expand services and facilities at Westmead Health Precinct

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
6.4.2.1	Agree a new governance structure for Westmead Alliance (P, A)	The NSW Government is reviewing the submissions made to the draft Westmead Place Strategy, including that submitted by Council.	While the Westmead Alliance was inactive over the last 12 months, the NSW Government released a draft Westmead Place Strategy that Council prepared a submission in response to. The draft Place Strategy builds on the draft Westmead Innovation District Masterplan that Council jointly funded with NSW Health and University of Sydney.	30/06/2021	City Strategy	25%	
6.4.2.2	Promote Westmead Health Precinct as Australia's leading medical research centre by attending 3 Westmead Alliance meetings per year (P)		The NSW State Government and the University of Sydney signed a framework agreement in December 2020 which marks the next steps of negotiations. Reinstating the Westmead Alliance is being considered which will bring a new focus to advocacy and promotion of the precinct.	30/06/2021	City Strategy	100%	


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

### 6.5.1: Development and implementation of Asset Management Policy, Strategy, Plan(s) and Programs to reduce renewal backlog and meet community needs


Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
6.5.1.1	* Undertake asset modelling to ensure Council's assets are adequately maintained: 1. Perform asset condition assessment of at least one major asset class annually (based on rolling program or triggered by a major change in asset class) by 31 March 2. Update Asset Management Policy to be endorsed by Executive Team by 30 June every 3 years. 3. Asset Management Strategy and Plans Updated and endorsed by Executive Team annually by 30 June		1. Condition assessments for bridge assets and other structure assets were completed during the year. 2. Asset Management Policy review will be conducted in 2021/22 to align with new Asset Management Framework including Asset Strategy and Plans. 3. Asset Management Strategy and Plans have been updated for 30 June 2021	30/06/2021	Finance	100%	
6.5.1.2	* Undertake detailed consultation with the community regarding service levels, the prioritisation of expenditure and maintenance of Community assets to inform the Asset Management Plan (D)		Detailed consultation with the community regarding service levels, the prioritisation of expenditure and maintenance of Community assets to inform the Asset Management Plan was conducted in 2018/19 -Year 1 of the Delivery Program	30/06/2021	Finance	100%	
6.5.1.3	* Formalise rolling works programs for capital projects including renewals, identifying 1, 4 and 10 years priorities and develop integrated capital and maintenance budgets (D)		1-, 4- and 10-year Buildings Capital Renewal and Maintenance Works Program and associated budgets have been developed and are currently progressing on track.	30/06/2021	Property, Security, Assets & Services	100%	


Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
6.5.1.4	Complete Corporate accommodation plan for City of Parramatta (D, P)		The corporate accommodation plan has been finalised and the strategy endorsed by Council. A number of accommodation options are being assessed for their functional and financial suitability. A further report will be taken to Council for consideration on completion of this assessment.	31/05/2021	Property Development	100%	

#### 6.5.2: Build and maintain the City's essential infrastructure and assets, as identified by the Capital Works Program



Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
6.5.2.1	Complete review of the delivery of infrastructure by third party VPA, PDA etc (asset need, value for money, quality assurance and handover) (D)	Work on improving the VPA and the like, process is still being undertaken across several Directorates primarily led by PDG, with an approved new framework being developed. Associated work is also being undertaken as part of the CA&O's general review including the review of the Capital Project delivery process. Work will continue throughout this financial year.	This work has now been incorporated into the Property & Place Directorate. Work has been undertaken in Q4 2021 by this team, with a newly created and endorsed framework to better manage VPAs and the like across the organisation.	30/06/2021	City Assets & Environment	75%	

#### 6.5.3: Provide flood, catchment, stormwater management to prevent or minimise the impacts of flooding


Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
6.5.3.1	Undertake flood risk management, management of stormwater drainage assets and Council's prescribed dams (Lake Parramatta, McCoy Park detention basin, Northmead Reserve, Muirfield Golf Course & Epping West Park) (D)		Provided flooding referral advice for all developments impacted by mainstream and overland flooding. Completed flood mitigation and drainage improvement projects at identified priority sites. Managed all Council's Declared Dams in a proactive manner in line with the requirements of the Dams Safety NSW.	30/06/2021	City Assets & Environment	100%	

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
6.5.3.2	Review and maintain the Parramatta River Flood Study (D)	Work is now progressing in line with a revised timeframe to support a change of scope to the project with the inclusion of Climate Change impacts and the implementation of the Parramatta Light Rail project. The Final Draft Flood Study report and flood mapping results is anticipated to be completed around mid 2022 and adoption by Council anticipated around October 2022.	Parramatta River Flood Study is nearing completion, the scope of the study was increased to include the impact of Climate Change and the implementation of Parramatta Light Rail project. The Final Draft Flood Study report and flood mapping results is anticipated to be completed around mid 2022, and adoption by Council anticipated around October 2022.	30/06/2021	City Assets & Environment	90%	


#### 6.5.4: Improve the long-term financial sustainability of Council services and community assets

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
6.5.4.1	* Prepare Long Term Financial Plan (D)			30/06/2021	Finance	100%	
6.5.4.2	* Develop options for harmonisation of rates across the Local Government Area (D)		Completed and adopted by Council on the 28th June 2021 in the Making of the Rates and Annual Charges resolution.	30/06/2021	Finance	100%	


#### 6.5.5: Improve the diversity of Council's workforce to reflect the community we serve

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
6.5.5.1	Implement ATSI Employment Strategy and Disability Inclusion Action Plan to ensure a diverse workforce for Council (D)	DIAP is still under review & we have been playing an active role in contributing & influencing. ATSI Employment Strategy is currently under review & establishment as part of the broader D&I strategy, team capacity in the past 12 months has impacted on this result.	DIAP is still under review & we have been playing an active role in contributing & influencing. ATSI Employment Strategy is currently under review & establishment as part of the broader D&I strategy, team capacity in the past 12 months has impacted on this result.	30/06/2021	People & Culture	30%	


6.5.6: Contribute to the review and update of a Resourcing Strategy to support implementation of the Community Strategic Plan and plan for our workforce needs

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
6.5.6.1	Annually review Council's Workforce Management Strategy to address the human resourcing requirements of a Council's new Delivery Program (D)		Divisional reports have been developed which provide analytics to lead and inform human resourcing activities. These reports will continue to be provided on a quarterly basis to ensure the workforce strategy remains aligned with the Delivery Program.	30/06/2021	People & Culture	100%	

6.5.7: Improve our staff and leadership skills, capabilities, and wellbeing to meet the needs of the community

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
6.5.7.1	Develop and increase the capabilities of leaders and staff across the organisation through implementing capability frameworks and development programs to position Council for the future (D)		Council has implemented an extensive Leadership Development program focused on developing the skillset of current and emerging leaders. The Evolve program along with Change & Performance Evolution programs underpin the leadership development program. This program has been rolled out to 80% completion.	30/06/2021	People & Culture	80%	

6.5.8: Mitigate risks to human and environmental health, for the benefit of both the public, and employees carrying out work at James Hardy legacy asbestos sites

Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
6.5.8.1	Identify, test, and where appropriate treat, Council owned or managed lands affected by James Hardie legacy asbestos contamination of soils (D)		The testing and treatment program has continued throughout the financial year, with three permanent treatment projects completed, and several interim or temporary treatments completed. A new suspected legacy site was identified as part of the testing program, and information about the site referred to the Environmental Protection Agency for consideration.	30/06/2021	City Assets & Environment	100%	



Code	Focus Area	Quarterly Comment	Annual Comment	Due Date	Business Unit	Progress	Status
6.5.8.2	Work with the relevant state agencies to identify and regulate land within the City of Parramatta Local Government Area that is known or suspected to be affected by James Hardie legacy asbestos contamination (D,P)		Work with the Environmental Protection Agency and SafeWork has continued throughout the financial year, and is expected to continue into the next.	30/06/2021	City Assets & Environment	100%	