



CITY OF PARRAMATTA COUNCIL

Quarterly Progress Report

Quarter Two 2021/22

Contents

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

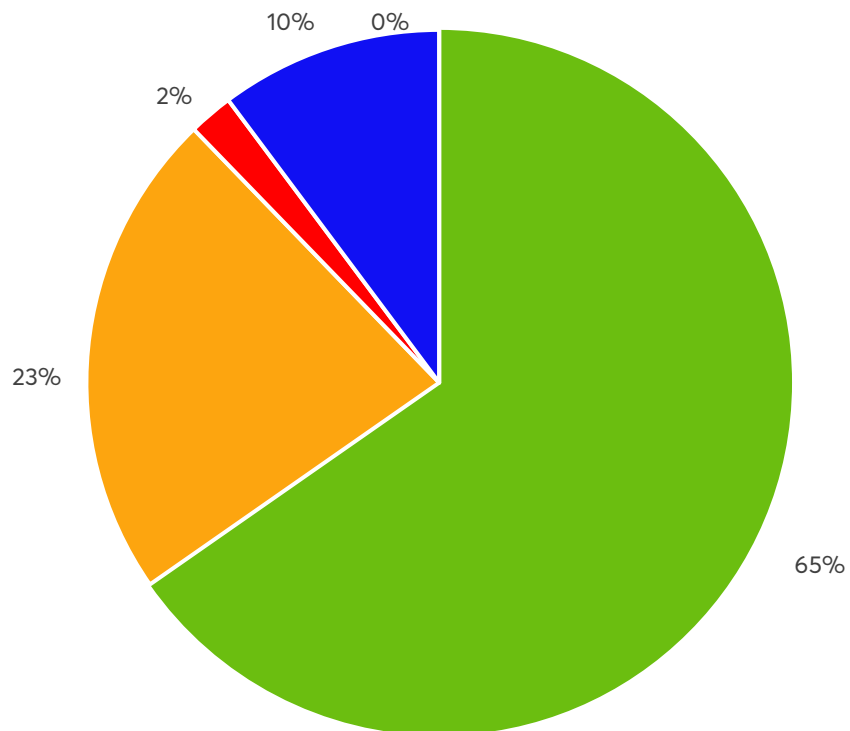
Service Measures & Focus Areas by Goal

FAIR	Page 18
ACCESSIBLE	Page 26
GREEN	Page 34
WELCOMING	Page 39
THRIVING	Page 43
INNOVATIVE	Page 48

All of Council Summary – Focus Areas & Service Measures

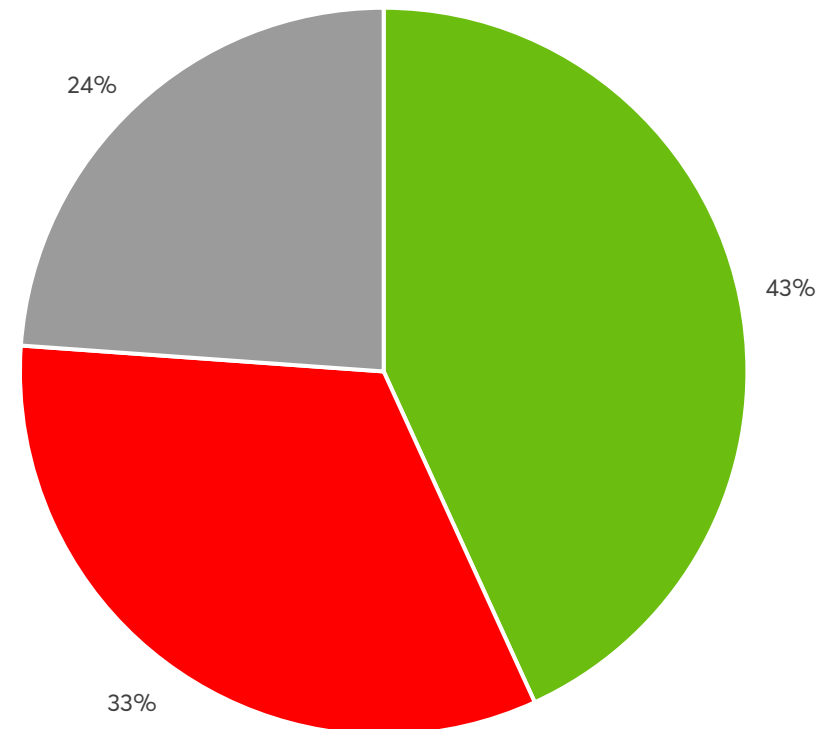
49 - Focus Areas

- 32 Progressing – on track
- 11 Progressing – off track
- 0 Not Due to Start
- 5 Completed
- 1 On Hold / Stopped



88 - Service Measures

- 38 Achieved – on track
- 29 Not achieved
- 21 Data not available / not due



About this Progress Report

The Quarterly Progress Report is structured to reflect the six Strategic 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	Provide an overall unbiased, complete & balanced commentary, clearly & concisely identifying actual performance, goals & variances	Quarterly tracking indicator
----------------	----------------------------------------------------------------------	-------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------	--------------------------	------------------	-------------------------------	------------------------------------------------------------------------------------------------------------------------------------	------------------------------

1.2: Advocate for affordable and diverse housing choices

Community Strategic Plan Strategy

Delivery Program Principle

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	Due Date	Comments	Business Unit	Progress	Status
1.2.11	* 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
----------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------	-----------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------	--------------------------------------	------------------------------

Exceptions Report - Focus Areas

KEY	Progressing – on track	Progressing – off track	Not Due to Start	On Hold / Stopped	Completed	D - Deliver P - Partner A - Advocate	
-----	---------------------------	----------------------------	---------------------	----------------------	-----------	--------------------------------------------	--

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Q1 Status	Q2 Status
<i>New to exceptions this quarter</i>							
1.1.4.5	Deliver Aquatic and Leisure Centre on time and on budget (D, P)	30/03/2023	A quarter delay is expected due to Covid related issues.	Property Development	50%		
2.5.2.2	Deliver projects in the southern CBD to enhance amenity, accessibility, and safety: (D) - Streetscape upgrade and reconfiguration of Valentine Avenue to a two-way carriageway - Streetscape upgrade of Wentworth Street - Reconfigure Wentworth Street carpark entry and consolidated carpark exit - West-east pedestrian link through car park to Rivoli Way	31/12/2023	Detailed design plans for tender are due January 2022. There was a delay with obtaining Parramatta Traffic Committee approval for traffic plans due to rescheduled Council elections impacting meeting schedules. Subsequently, this has caused a delay in the project delivery plan.	Place Services	40%		
3.4.1.4	Deliver a new sporting pavilion as part of the Boronia Park amenities upgrade (D)	31/12/2021	Construction contractors in liquidation, procurement of new contractors underway.	City Assets & Operations	70%		
4.2.3.2	Complete the Cultural Infrastructure Strategy and present to Council for adoption (D)	30/06/2022	Progression of the Infrastructure Plan being reviewed in line with refresh of overall Cultural Strategy, with the aim of ensuring effective integration.	City Strategy	50%		

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Q1 Status	Q2 Status
5.1.1.1	Complete an updated Economic Development Plan (D)	30/06/2022	Due to resourcing and redesign, this project is off track, however work has commenced and a revised project plan is in development to finalise this project by September 2022. This Strategy will be incorporated into the holistic review of all our Strategies.	City Strategy	15%		
5.2.1.3	Develop a new Cultural Plan, in line with the Community Strategic Plan process (D)	30/06/2022	Due to resourcing and redesign, this project is off track, however work has commenced, and a revised project plan is in development to finalise this project by September 2022. This Strategy will be incorporated into the holistic review of all our Strategies.	City Strategy	20%		
6.3.1.3	Deliver CBD Phillip Street Smart Street Stage 2 CBD improvement project (D)	30/12/2022	Phillip Street Smart Street stage 2 is progressing off track. Detailed design plans due for completion by January 2022. Delay in obtaining Parramatta Traffic Committee approval for traffic plan due to rescheduled Council elections impacting meeting schedules. Subsequently this has impacted the detailed design delivery timeframes.	Place Services	50%		
<i>Still an exception this quarter</i>							
1.3.3.1	Complete strategy for renewal of key City of Parramatta assets including Carlingford Bowling Club and Epping Town Centre community services (D)	31/12/2021	This activity has not started due to other priority commitments.	Property Development	10%		
3.5.2.2	Deliver Stage 1 Milson Park Masterplan to provide environmental sustainability and nature based recreation: (D, P) - Shared pathway and pedestrian bridge - Nature play and fitness stations - Seating and landscaping	31/01/2022	Milson Park construction commenced mid-2020. Construction estimated to complete June 2022. Project delays related to soil remediation and COVID-19 stop work orders.	Place Services	50%		

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Q1 Status	Q2 Status
5.2.8.3	Complete the Interface Agreement with Sydney Metro that covers the Metro West corridor, the Horwood station box and the Public Domain and interface with Civic link (D)	30/09/2021	Negotiation of the Interface Agreement commenced later than anticipated due to a delay in receiving approval of the external lawyer's fees.	Property Development	50%		
5.4.1.2	Complete the Late-Night Trading Development Control Plan to encourage and plan for a safe and vibrant night life (D)	31/12/2021	The Late Night Trading (LNT) DCP was planned for completion and adoption by December 2021. Resourcing constraints led to a delay of the LNT DCP. The LNT DCP is currently on public exhibition till 31 January 2022 following endorsement by Council in November 2021.	City Strategy	60%		
<i>Back on track this quarter</i>							
1.3.3.3	Deliver Brodie Street shops public domain upgrade in Rydalmere (D)	30/09/2021	Construction is complete.	Place Services	100%		

Exceptions Report – Service Measures



Achieved/on track











Not Achieved



















Data Not Available/Not Due











Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Q1 Status	Q2 Status
<i>New to exceptions this quarter</i>										
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	Utilisation of library services (number of loans) Maintain	Libraries	2020/21: Q1 119,595 Q2 288,314 Q3 344,713 Q4 234,969	194,639	241,238	Decrease in loans exacerbated during COVID-19 restrictions.		
F04.1	Enhanced ability of older people and those with disabilities to live well and more independently	The provision of Community Care services	Overall number of Seniors and Disability program hours Maintain on same quarter previous year (within 2% variation)	Community Care	2020/21: Q1 3,228 Q2 3,223 Q3 3,603 Q4 4,528	3,298	2,585	Most face-to-face services were on hold due to COVID-19 restrictions which has impacted the reporting hours for the quarter versus the same period last year.		









Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Q1 Status	Q2 Status
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, Communication, Research, Media and Public Relations, planning and delivery services	Community Satisfaction with the provision of information on community issues, developments, and Council initiatives - Annual Q2 Sustain or improve on previous year	Corporate Affairs	Annual: ≥ 3.46	No Data	3.43	While target was not technically met, result is sustained on previous year with a variance that is not statistically significant.		
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 and community consultation services	Community Satisfaction with the opportunity to have your say on key issues affecting community - Annual Q2 Sustain or improve on previous year	Research & Engagement	Annual: ≥ 3.48	No Data	3.40	While target was not technically met, result is sustained on previous year with a variance that is not statistically significant.		









Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Q1 Status	Q2 Status
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, Communication, Research, Media and Public Relations, planning and delivery services	Overall Community Satisfaction with Council - Annual Q2 Sustain or improve on previous year	Research & Engagement	Annual: ≥ 3.74	No Data	3.72	While target was not technically met, result is sustained on previous year with a variance that is not statistically significant.		
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)	Community Satisfaction with effectiveness of Council's stormwater drainage - Annual Q2 Sustain or improve compared to previous year	Civil Infrastructure	Annual: ≥ 3.79	No Data	3.76	While target was not technically met, result is sustained on previous year with a variance that is not statistically significant.		









Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Q1 Status	Q2 Status
G01.2.2	Open space & natural area assets and facilities meet community expectations & legislative requirements	Open space & natural area management (bushland, waterways, open spaces, parks)	Community Satisfaction with the quality of children's playgrounds & equipment - Annual Q2 Sustain or improve on previous year	Open Space & Natural Resources	Annual: ≥ 3.99	No Data	3.85	While target was not technically met, result is sustained on previous year with a variance that is not statistically significant.		
G03.3.1	Clean and usable public spaces, community facilities, business /local centres and local amenities	Cleansing services in the public domain	Community Satisfaction with the maintenance of sporting fields - Annual Q2 Sustain or improve on previous year	Parks	Annual: ≥ 3.95	No Data	3.94	While target was not technically met, result is sustained on previous year with a variance that is not statistically significant.		
W01.2	Access to professionally serviced venues for performance presentations and for business and community events	Riverside Theatres Venues	Community satisfaction with Riverside Theatres - Annual Q2 Sustain or improve on previous year	Riverside Theatre	Annual: ≥ 4.00	No Data	3.84	While target was not technically met, result is sustained on previous year with a variance that is not statistically significant.		
W06.1	Opportunities for the community to participate, celebrate and commemorate in the civic, heritage and cultural life of the City	Produce and deliver Events & Festivals, Civic events, key event partnerships and Community Events Grants	Combined attendance at events and festivals Increase over previous years	Events & Festivals	2020/21: Q1 0 Q2 131,000 Q3 2,773 Q4 7,356	3,156	41,888	Events attendance: Foundation Day (online): 21,300 Long Table: 400 Lanes: 7,100 NYE: 10,000 Civic combined: 3,088 Attendance impacted due to COVID-19 with events either cancelled, online or hybrid in the way they were delivered.		









Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Q1 Status	Q2 Status
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 and Council	Community Satisfaction with Parramatta as a place to live - Annual Q2 Increase on previous year	Research & Engagement	Annual: > 7.57	No Data	7.23	While target was not technically met, result is sustained on previous year with a variance that is not statistically significant.		
T02.1	Jobs growth and increased inbound investment	Economic Development activities	Percentage net increase in investment inquiries (website, phone and email) Increase based on previous year	Economic Development	Annual: > 5%	100%	0%	There was no net increase in investment enquiries to Council during the reporting period, speculated to be a result of ongoing health restrictions and business closures during the COVID-19.		
<i>Still an exception this quarter</i>										
F01.1	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	Utilisation of library services (number of visits) Maintain on same quarter previous year	Libraries	2020/21: Q1 47,253 Q2 74,295 Q3 112,187 Q4 142,025	310	73,969	Library visitor numbers significantly reduced due to COVID-19 restrictions.		
F01.1.1	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	Utilisation of library services (number of website visits) Maintain same quarter previous year	Libraries	2020/21: Q1 448,587 Q2 440,668 Q3 623,989 Q4 684,364	204,961	373,050	Decrease reflects significantly reduced service levels during COVID-19 restrictions.		










Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Q1 Status	Q2 Status
F01.3	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	Library network customer satisfaction with library services - Annual Q2 Maintain satisfaction index (%) on previous year (within 2% variation)	Libraries	2020/21: 92%	No Data	90%	Overall satisfaction with library services remains high despite COVID-19 restrictions.		
F02.6	Enhanced lifelong learning and lifestyle opportunity to increase sense of place, inspiration and inclusiveness	The provision of integrated community hub services	Number of participants in Council's Community Hub programs Monitor	5-7 Parramatta Square & Community Hubs	Quarter: 1,400	952	1,191	Programming has been limited to online for this quarter due to COVID-19 restrictions.		
F03.1	Access to high quality childcare and family support	The provision of Children & Family services	Annual average percentage utilisation of childcare and family support services Maintain or increase above target	Children & Families	Annual: ≥ 93%	91%	89%	Due to the fluctuating enrolments during COVID-19 outbreaks, the Early Learning Centres produced a booked utilisation of 89%.		
F03.3	Access to high quality childcare and family support	The provision of Children & Family services	Utilisation of Council Childcare Services (Number of attendees) Monitor	Children & Families	2020/21: Q1 13,314 Q2, 12,250 Q3, 10,440 Q4, 12,565	12,957	11,405	The number of children is lower than expected for Q2 due to the impact of the COVID-19 outbreaks.		
F04.2	Enhanced ability of older people and those with disabilities to live well and more independently	The provision of Community Care services	Overall number of participants of Seniors and Disability programs Maintain on same quarter previous year (within 2% variation)	Community Care	2020/21: Q1 819 Q2 872 Q3 583 Q4 626	679	694	Reduced participant numbers for this quarter versus same period last year due to a pause in services being delivered face to face, due to COVID-19 restrictions.		






Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Q1 Status	Q2 Status
F05.2	Improved lifestyle opportunities and physical and mental health	The provision of recreation facilities & programs	Number of participants in Councils' Recreation programs Maintain on same quarter previous year (within 2% variation)	Recreation Facilities & Program	2020/21: Q1 12,041 Q2 10,878 Q3 10,747 Q4 11,039	4,455	6,198	All recreation programs were delivered exclusively online & aquatics programming affected by COVID-19 restrictions.		
F05.4	Improved lifestyle opportunities and physical and mental health	The provision of recreation facilities & programs	Utilisation of aquatic centres (Number of visits) Maintain or increase on previous year (within 2% variation)	Social & Community Services	2020/21: Q1 1,768 Q2 20,824 Q3 36,381 Q4 17,172	953	15,449	Visitation at both Epping Aquatic Centre & Macarthur Girls High School Pool affected by COVID-19 restrictions.		
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	Percentage of Information Access requests (GIPA formal) completed within statutory timeframe Maintain	Business Information Services	Quarter: = 100%	95%	93%	Two GIPA applications were not completed within the time frame due to operational delays.		
F10.1	Robust business processes and procedures that support high quality services	Management of Internal Audit Program	Number of Internal audits completed per year Maintain	Risk & Audit	Annual: = 6	0	0	2021/22 Internal Audit program not yet approved. Approval expected in January 2022.		



Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Q1 Status	Q2 Status
A04.1.2	Appropriate management of new development to achieve good sustainable outcomes having regard for environmental, and urban design factors while minimising adverse impacts on our communities	Provide professional planning advice, timely assessment of development applications within a transparent framework, aligned with industry best practice to meet legislative requirements	Determination Timeframe of Standard Development Applications Percentage in 75 Days	Development Assessment	Quarter: = 70%	62%	57%	Large number of older applications called in by the Chair of the Parramatta Local Planning Panel requiring resources to focus on DAs that have been with Council for longer than 75 days and allowing extensions to customers (mostly due to Public Health Orders).		
A04.3	Appropriate management of new development to new development to achieve good sustainable outcomes having regard for environmental, social, environmental, and urban design factors while minimising adverse impacts on our communities	Administer the tree application process and investigate breaches	Percentage of tree permits determined within 21 days Sustain or improve on previous year	Development Assessment	Quarter: ≥ 80%	67%	30%	Continued impact by Public Health Order restricting required site inspections.		
W01.1	Access to professionally serviced venues for performance presentations and for business and community events	Riverside Theatres Venues	Percentage of days Riverside venues are utilised for performances and events annually Maintain or increase above target	Riverside Theatre	Annual: ≥ 75%	0%	12%	Due to the ongoing COVID-19 restrictions Riverside venues had reduced activity for the second quarter with no activity in the first two months of the quarter.		
W01.3	Access to professionally serviced venues for performance presentations and for business and community events	Riverside Theatres Venues	Percentage of Riverside's available seating capacity utilised annually Maintain or increase above target	Riverside Theatre	Annual: ≥ 60%	0%	32%	Due to the ongoing COVID-19 restrictions Riverside venues had reduced activity for the second quarter with no activity in the first two months of the quarter.		





Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Q1 Status	Q2 Status
W02.2	Commission, produce and present a year-round local, national and international performance and screen program for the general public, schools and special interest groups	Total Riverside Program	Attendances at Total Riverside Program of performances (events held at Riverside and elsewhere) Maintain or increase on previous year	Riverside Theatre	Annual: ≥ 165,000	2,878	12,960	Riverside Theatres closure due to ongoing impact COVID-19 restrictions impacted live performances, with some digital performances possible.		
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	Number of attendees at key destinations & tourist attractions Increase 2% over previous years	Marketing & Brand	2020/21: Q1 538,928 Q2 536,755 Q3 554,681 Q4 558,009	492,553	No Data	Unable to obtain the data from the official data source.		
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	Net job growth within the City of Parramatta LGA Increase on same quarter previous year > 6%	Marketing & Brand	2020/21: Q1 195,320 Q2 195,589 Q3, 185,273 Q4 190,940	189,803	192,376	Data reported is for Q3 2020. COVID-19 restrictions have impacted job growth throughout the LGA.		
<i>Back on track this quarter</i>										
F01.3.1	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	Library customer satisfaction with library services (exit survey) Maintain	Libraries	Quarter: > 80%	0%	91%			




Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Q1 Status	Q2 Status
F05.1	Improved lifestyle opportunities and physical and mental health	The provision of recreation facilities & programs	Number of program hours of Council's Recreation Programs Maintain on same quarter previous year (within 2% variation)	Recreation Facilities & Program	2020/21: Q1 290 Q2 859 Q3 1,142 Q4 1,182	181	884			
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	Utilisation of paid parking services Sustain or improve on same quarter previous year	Paid Parking	2020/21: Q1 50% Q2 33% Q3 31% Q4 55%	25%	33%			
G01.2	Open space & natural area assets and facilities meet community expectations & legislative requirements	Open space & natural area management (bushland, waterways, open spaces, parks)	Number of street trees planted Increase based on same quarter previous year	Open Space & Natural Resources	2020/21: Q1 500 Q2 150 Q3 350 Q4 300	0	160			
T04.1	Drive visitation to the City of Parramatta resulting in strong economic performance	Drive visitation to the City of Parramatta resulting in strong economic performance	Visitation numbers within the City of Parramatta Sustain or improve on same quarter previous year ≥ 3%	Marketing & Brand	2020/21: Q1 412,928 Q2 231,995 Q3 120,351 Q4 197,062	341,298	265,250			




Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Status
<div>  Achieved/on track  Not Achieved  Data Not Available/Not Due </div>									
FAIR - Service Measures									
F01.1	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	Utilisation of library services (number of visits) Maintain on same quarter previous year	Libraries	2020/21: Q1 47,253 Q2 74,295 Q3 112,187 Q4 142,025	310	73,969	Library visitor numbers significantly reduced due to COVID-19 restrictions.	
F01.1.1	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	Utilisation of library services (number of website visits) Maintain same quarter previous year	Libraries	2020/21: Q1 448,587 Q2 440,668 Q3, 623,989 Q4 684,364	204,961	373,050	Decrease reflects significantly reduced service levels during COVID-19 restrictions.	
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	Utilisation of library services (number of loans) Maintain	Libraries	2020/21: Q1 119,595 Q2 288,314 Q3 344,713 Q4 234,969	194,639	241,238	Decrease in loans exacerbated during COVID-19 restrictions.	
F01.3	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	Library network customer satisfaction with library services - Annual Q2 Maintain satisfaction index (%) on previous year (within 2% variation)	Libraries	2020/21: 92%	No Data	90%	Overall satisfaction with library services remains high despite COVID-19 restrictions.	
F01.3.1	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	Library customer satisfaction with library services (exit survey) Maintain	Libraries	Quarter: > 80%	0%	91%		
F02.1	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	Percentage of open Community Grants that are on track with reporting Maintain or increase above target	Community Capacity Building	Quarter: > 70%	80%	80%		

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Status
F02.4	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	Annual satisfaction with community capacity building services (support provided to networks, individual organisations, CCB delivered projects) Maintain satisfaction index (%) on previous year	Community Capacity Building	Annual; $\geq 80\%$	No Data	No Data	Survey due to be conducted in Q4.	
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	Cumulative total number in the LGA (totalling Council ARH properties, CHP AH properties and RFB dwellings delivered through AHSEPP 2009) - Annual Q4 Increase > 10%	Social Outcomes	2020/21: 362	No Data	No Data		
F02.6	Enhanced lifelong learning and lifestyle opportunity to increase sense of place, inspiration and inclusiveness	The provision of integrated community hub services	Number of participants in Council's Community Hub programs Monitor	5-7 Parramatta Square & Community Hubs	Quarter: 1,400	952	1,191	Programming has been limited to online for this quarter due to COVID-19 restrictions.	
F02.7	Enhanced lifelong learning and lifestyle opportunity to increase sense of place, inspiration and inclusiveness	The provision of integrated community hub services	Community satisfaction with community hub services - Annual Q4 Monitor	5-7 Parramatta Square & Community Hubs	Annual: $\geq 80\%$	No Data	No Data		
F03.1	Access to high quality childcare and family support	The provision of Children & Family services	Annual average percentage utilisation of childcare and family support services Maintain or increase above target	Children & Families	Annual: $\geq 93\%$	91%	89%	Due to the fluctuating enrolments during COVID-19 outbreaks, the Early Learning Centres produced a booked utilisation of 89%.	

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Status
F03.2	Access to high quality childcare and family support	The provision of Children & Family services	Level of quality ratings as determined by independent accreditation body - Annual Q4 Achieve 'Exceeding' rating	Children & Families	Annual: Achieve 'Exceeding' rating	No Data	No new Assessment & Rating visits have been completed during Q2. The visit for Ermington Possum Patch ELC has been delayed as a result of COVID and is now scheduled for Q3 or Q4.		
F03.3	Access to high quality childcare and family support	The provision of Children & Family services	Utilisation of Council Childcare Services (Number of attendees) Monitor	Children & Families	2020/21: Q1 13,314 Q2, 12,250 Q3, 10,440 Q4, 12,565	12957.00	11405.00	The number of children is lower than expected for Q2 due to the impact of the COVID-19 outbreaks.	
F04.1	Enhanced ability of older people and those with disabilities to live well and more independently	The provision of Community Care services	Overall number of Seniors and Disability program hours Maintain on same quarter previous year (within 2% variation)	Community Care	2020/21: Q1 3,228 Q2 3,223 Q3 3,603 Q4 4,528	3298.00	2585.00	Most face-to-face services were on hold due to COVID-19 restrictions which has impacted the reporting hours for the quarter versus the same period last year.	
F04.2	Enhanced ability of older people and those with disabilities to live well and more independently	The provision of Community Care services	Overall number of participants of Seniors and Disability programs Maintain on same quarter previous year (within 2% variation)	Community Care	2020/21: Q1 819 Q2 872 Q3 583 Q4 626	679	694	Reduced participant numbers for this quarter versus same period last year due to a pause in services being delivered face to face, due to COVID-19 restrictions.	
F04.4	Enhanced ability of older people and those with disabilities to live well and more independently	The provision of Children & Family services	The number of individuals supported through Council's NDIS Service Maintain (within 2% variation)	Social & Community Services	Quarter: Q1 50 Q2 59 Q3 51 Q4 62	62	61		

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Status
F05.1	Improved lifestyle opportunities and physical and mental health	The provision of recreation facilities & programs	Number of program hours of Council's Recreation Programs Maintain on same quarter previous year (within 2% variation)	Recreation Facilities & Program	2020/21: Q1 290 Q2 859 Q3 1,142 Q4 1,182	181	884		
F05.2	Improved lifestyle opportunities and physical and mental health	The provision of recreation facilities & programs	Number of participants in Councils' Recreation programs Maintain on same quarter previous year (within 2% variation)	Recreation Facilities & Program	2020/21: Q1 12,041 Q2 10,878 Q3 10,747 Q4 11,039	4,455	6,198	All recreation programs were delivered exclusively online & aquatics programming affected by COVID-19 restrictions.	
F05.3	Improved lifestyle opportunities and physical and mental health	The provision of recreation facilities & programs	Annual satisfaction of users of School Holiday and Active Parramatta programs Maintain satisfaction index (%) on previous year	Recreation Facilities & Program	Annual: ≥ 90%	96%	98%		
F05.4	Improved lifestyle opportunities and physical and mental health	The provision of recreation facilities & programs	Utilisation of aquatic centres (Number of visits) Maintain or increase on previous year (within 2% variation)	Social & Community Services	2020/21: Q1 1,768 Q2 20,824 Q3 36,381 Q4 17,172	953	15,449	Visitation at both Epping Aquatic Centre & Macarthur Girls High School Pool affected by COVID-19 restrictions.	
F05.5	Improved lifestyle opportunities and physical and mental health	The provision of recreation facilities & programs	Utilisation of designated swimming at lake Parramatta (Number of visits) Maintain on previous year - Annual Q3	Recreation Facilities & Program	Annual: ≥ 33,139	No Data	No Data		
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, Communication, Research, Media and Public Relations, planning and delivery services	Community Satisfaction with the provision of information on community issues, developments, and Council initiatives - Annual Q2 Sustain or improve on previous year	Corporate Affairs	Annual: ≥ 3.46	No Data	3.43	While target was not technically met, result is sustained on previous year with a variance that is not statistically significant.	

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	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 and community consultation services	Community Satisfaction with the opportunity to have your say on key issues affecting community - Annual Q2 Sustain or improve on previous year	Research & Engagement	Annual: ≥ 3.48	No Data	3.40	While target was not technically met, result is sustained on previous year with a variance that is not statistically significant.	
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, Communication, Research, Media and Public Relations, planning and delivery services	Overall Community Satisfaction with Council - Annual Q2 Sustain or improve on previous year	Research & Engagement	Annual: ≥ 3.74	No Data	3.72	While target was not technically met, result is sustained on previous year with a variance that is not statistically significant.	
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	Percentage of Council business papers online at least 3 business days before Council meeting and minutes online within 5 business days following Council meeting Maintain	Governance	Quarter: = 100%	100%	100%		

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Status
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	Percentage of Information Access requests (GIPA formal) completed within statutory timeframe Maintain	Business Information Services	Quarter: = 100%	95%	93%	Two GIPA applications were not completed within the time frame due to operational delays.	
F10.1	Robust business processes and procedures that support high quality services	Management of Internal Audit Program	Number of Internal audits completed per year Maintain	Risk & Audit	Annual: = 6	0	0	2021/22 Internal Audit program not yet approved. Approval expected in January 2022.	
F11.1	Confidence in Council in conducting its business with a strong level of probity and governance	Internal Investigations and liaising with Internal Ombudsman where necessary	Percentage of customer complaints (either sent to Internal Ombudsman Shared Service or managed internally) resolved within 6 weeks Maintain	Customer Service Centre	Quarter: > 90%	No Data	No Data	No data available from IOSS as no complaints were escalated or referred to IOSS as Tier 2 this quarter.	



KEY	Progressing – on track	Progressing – off track	Not Due to Start	On Hold / Stopped	Completed	D - Deliver P - Partner A - Advocate
-----	---------------------------	----------------------------	---------------------	----------------------	-----------	--------------------------------------------

1.1: Invest in services and facilities for our growing community

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




Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
1.1.4.4	Deliver 5 & 7 Parramatta Square on time and on budget (D)	30/06/2022	5PS on program by 30 June 2022. 7PS budget has been increased and expected to be complete December 2022, due to Council approving an increased scope.	Property Development	50%	
1.1.4.5	Deliver Aquatic and Leisure Centre on time and on budget (D, P)	30/03/2023	A quarter delay is expected due to Covid related issues.	Property Development	50%	
1.1.4.7	Complete review of Community Services offering including point of difference and breadth vs depth of service (D)	30/06/2022		Community Services	35%	
1.1.4.8	Deliver new Epping Pool on time and on budget (D)	31/12/2023		Place Services	5%	

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	Due Date	Comments	Business Unit	Progress	Status
1.3.1.1	Complete Council's open space & recreation strategic plans (D)	30/06/2023		Community Services	60%	


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	Due Date	Comments	Business Unit	Progress	Status
1.3.3.1	Complete strategy for renewal of key City of Parramatta assets including Carlingford Bowling Club and Epping Town Centre community services (D)	31/12/2021	This activity has not started due to other priority commitments.	Property Development	10%	
1.3.3.2	Deliver Epping Library, Leisure and Learning Centre (LLC) upgrade (D)	28/02/2022		Place Services	80%	
1.3.3.3	Deliver Brodie Street shops public domain upgrade in Rydalmere (D)	30/09/2021		Place Services	100%	

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	Due Date	Comments	Business Unit	Progress	Status
1.4.1.1	Implement priority recommendations of end-to-end review of the City of Parramatta Library service (D)	30/06/2022		Community Services	0%	


1.7: Deliver effective, responsible, ethical leadership and decision-making, reflective of community needs and aspirations**1.7.2: Guide the preparation and implementation of the Community Strategic Plan and Council's response to it via implementation and reporting of the Delivery Program**





Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
1.7.2.1	Prepare Integrated Planning and Reporting (IPR) documents for community engagement and Council adoption (D)	30/06/2022		City Strategy	50%	




Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Status
------	---------	---------	------------------------------	---------------	--------	-----------	-----------	---------	--------




 Achieved/on track
  Not Achieved
  Data Not Available/Not Due




ACCESSIBLE - Service Measures


A01.1	Improved design outcomes that ensure positive long-term effects on our City, where development and infrastructure are designed to benefit the community	Providing design advice on major developments through the Design Competition Process	The annual number of active architectural design competitions Maintain	City Architect	Annual: = 8	9	9		
A01.1.1	Improved design outcomes that ensure positive long-term effects on our City, where development and infrastructure are designed to benefit the community	Providing urban design advice on development proposals in line with best practice city making, Parramatta Public Domain Guidelines and the Disability Discrimination Act	Percentage of referrals completed in 14 days Maintain	City Architect	Quarter: = 80%	80%	80%		
A01.1.2	Improved design outcomes that ensure positive long-term effects on our City, where development and infrastructure are designed to benefit the community	Deliver and upgrade City of Parramatta facilities so that they comply with the Disability Discrimination Act	Percentage of CoP facilities that comply with the DDA Maintain	Property Security Assets & Services	Quarter: ≥ 80%	80%	80%		
A02.1.4	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	Community Satisfaction with patrolling and enforcement of parking regulations - Annual Q2 Sustain or improve on previous year	Ranger & Parking Services	Annual ≥ 3.48	No Data	3.52		

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Status
A02.1.5	Improved quality of life by managing the impact of unlawful parking. Improved safety and parking compliance in and around schools. Ensuring City and local commercial centres are patrolled resulting in the turnover of associated parking to support economic	Parking Services	Community Satisfaction with availability of parking in commercial centres (city centre/local centres) - Annual Q2 Sustain or improve on previous year	Ranger & Parking Services	Annual: ≥ 3.02	No Data	3.08		
A02.1.6	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	Percentage of vehicles who lawfully occupy timed parking spaces within the LGA Maintain	Ranger & Parking Services	Quarter: > 80%	86%	91%		
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	Overall community satisfaction with Council's on-street and multi-level car parking facilities and services Sustain compared to same quarter previous year	Paid Parking	2022/21: Q1 22% Q2 55% Q3 20% Q4 24%	43%	55%		
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	Utilisation of paid parking services Sustain or improve on same quarter previous year	Paid Parking	2020/21: Q1 50% Q2 33% Q3 31% Q4 55%	25%	33%		

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Status
A04.1.2	Appropriate management of new development to achieve good sustainable outcomes having regard for environmental, and urban design factors while minimising adverse impacts on our communities	Provide professional planning advice, timely assessment of development applications within a transparent framework, aligned with industry best practice to meet legislative requirements	Determination Timeframe of Standard Development Applications Percentage in 75 Days	Development Assessment	Quarter: = 70%	62%	57%	Large number of older applications called in by the Chair of the Parramatta Local Planning Panel requiring resources to focus on DAs that have been with Council for longer than 75 days and allowing extensions to customers (mostly due to Public Health Orders).	
A04.1.3	Appropriate management of new development to new development to achieve good sustainable outcomes having regard for environmental, social, environmental, and urban design factors while minimising adverse impacts on our communities	Provide professional planning advice, timely assessment of development applications within a transparent framework, aligned with industry best practice to meet legislative requirements	Determination Timeframe of City Significant Development Applications Percentage in 180 Days	Development Assessment	Quarter: = 80%	89%	88%		
A04.3	Appropriate management of new development to new development to achieve good sustainable outcomes having regard for environmental, social, environmental, and urban design factors while minimising adverse impacts on our communities	Administer the tree application process and investigate breaches	Percentage of tree permits determined within 21 days Sustain or improve on previous year	Development Assessment	Quarter: ≥ 80%	67%	30%	Continued impact by Public Health Order restricting required site inspections.	

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	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)	Community Satisfaction with the condition of local suburban roads - Annual Q2 Increase compared to previous year	Civil Infrastructure	Annual: > 3.55	No Data	3.67		
A05.2.1	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)	Community Satisfaction with the maintenance of footpaths - Annual Q2 Increase compared to previous year	Civil Infrastructure	Annual: > 3.58	No Data	3.67		
A05.2.2	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)	Community Satisfaction with provision of cycleways and facilities - Annual Q2 Increase compared to previous year	City Assets & Environment	Annual: > 3.55	No Data	3.69		

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Status
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)	Community Satisfaction with effectiveness of Council's stormwater drainage - Annual Q2 Sustain or improve compared to previous year	Civil Infrastructure	Annual: ≥ 3.79	No Data	3.76	While target was not technically met, result is sustained on previous year with a variance that is not statistically significant.	
A05.5	Manage programs and initiatives that improve road safety and efficiency	Maintenance of traffic signs and line marking in accordance with legislative requirements	Community Satisfaction with local traffic management - Annual Q2 Sustain or improve on previous year	Traffic & Transport	Annual: ≥ 3.46	No Data	3.59		
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)	Utilisation of Parramatta Valley Cycleway by Cyclists Increase from same quarter previous year	Transport Planning	2020/21: Q1 73,815 Q2 71,374 Q3 78,409 Q4 81,709	90,948	85,416		

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Status
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)	Utilisation of Parramatta Valley Cycleway by Pedestrians Increase usage from same quarter previous year	Transport Planning	2020/21: Q1 60,523 Q2 54,821 Q3 65,030 Q4 75,699	140,195	94,903		



KEY	Progressing – on track	Progressing – off track	Not Due to Start	On Hold / Stopped	Completed	D - Deliver P - Partner A - Advocate
-----	---------------------------	----------------------------	---------------------	----------------------	-----------	--------------------------------------------

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

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

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
2.1.2.1	Prepare a new Disability Inclusion Action Plan (DIAP) for community engagement and Council adoption (D)	30/06/2022		Community Services	60%	

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	Due Date	Comments	Business Unit	Progress	Status
2.2.1.1	Support successful delivery of Parramatta Light Rail Stage 1 (D)	30/06/2022		City Design	50%	

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	Due Date	Comments	Business Unit	Progress	Status
2.3.1.1	Finalise the Masterplan for the Central City Parkway (D)	30/06/2024		City Strategy	25%	
2.3.1.5	Develop the Parramatta River Spatial Framework (D)	30/06/2022		City Strategy	50%	


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	Due Date	Comments	Business Unit	Progress	Status
2.4.1.3	Deliver a program of traffic projects to improve road safety throughout the LGA (D)	30/06/2022		Development & Traffic Services	50%	










2.5: Manage traffic congestion and access to parking








2.5.1: Provision of strategic transport planning and management


Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
2.5.1.1	Develop and implement an Integrated Transport Plan for the Parramatta CBD (D)	31/12/2021		City Strategy	100%	

2.5.2: Provision of strategic parking management

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
2.5.2.1	Deliver priority actions from the Parramatta CBD Public Car Parking Strategy (D)	30/06/2022		Property Development	40%	
2.5.2.2	Deliver projects in the southern CBD to enhance amenity, accessibility, and safety: (D) - Streetscape upgrade and reconfiguration of Valentine Avenue to a two-way carriageway - Streetscape upgrade of Wentworth Street - Reconfigure Wentworth Street carpark entry and consolidated carpark exit - West-east pedestrian link through car park to Rivoli Way	31/12/2023	Detailed design plans for tender are due January 2022. There was a delay with obtaining Parramatta Traffic Committee approval for traffic plans due to rescheduled Council elections impacting meeting schedules. Subsequently, this has caused a delay in the project delivery plan.	Place Services	40%	

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Status
<div>  Achieved/on track  Not Achieved  Data Not Available/Not Due </div>									
GREEN - Service Measures									
G01.1.1	Open space & natural area assets and facilities meet community expectations & legislative requirements	Open space & natural area management (bushland, waterways, open spaces, parks)	Community Satisfaction with cleanliness of parks - Annual Q2 Sustain or improve on previous year	City Operations	Annual: ≥ 3.98	No Data	3.98		
G01.2	Open space & natural area assets and facilities meet community expectations & legislative requirements	Open space & natural area management (bushland, waterways, open spaces, parks)	Number of street trees planted Increase based on same quarter previous year	Open Space & Natural Resources	2020/21: Q1 500 Q2 150 Q3 350 Q4 300	0	160		
G01.2.1	Open space & natural area assets and facilities meet community expectations & legislative requirements	Open space & natural area management (bushland, waterways, open spaces, parks)	Community Satisfaction with planting of trees in your local area - Annual Q2 Sustain or improve on previous year	City Assets & Environment	Annual: ≥ 3.59	No Data	3.71		
G01.2.2	Open space & natural area assets and facilities meet community expectations & legislative requirements	Open space & natural area management (bushland, waterways, open spaces, parks)	Community Satisfaction with the quality of children's playgrounds & equipment - Annual Q2 Sustain or improve on previous year	Open Space & Natural Resources	Annual: ≥ 3.99	No Data	3.85	While target was not technically met, result is sustained on previous year with a variance that is not statistically significant.	
G02.2	Environmental sustainability initiatives delivered in accordance with community priorities and expectations	Environmental and sustainability programs and educational activities	Tonnes of carbon emissions generated by Council operations Decreasing trend on previous year	Sustainability & Waste	Quarter: TBC	No Data	0		
G03.1.1	Clean and usable public spaces, community facilities, business /local centres and local amenities	Cleansing services in the public domain	Community Satisfaction with the cleanliness of streets - Annual Q2 Sustain or improve on previous year	Parks	Annual: ≥ 3.82	No Data	3.86		

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Status
G03.3.1	Clean and usable public spaces, community facilities, business /local centres and local amenities	Cleansing services in the public domain	Community Satisfaction with the maintenance of sporting fields - Annual Q2 Sustain or improve on previous year	Parks	Annual: ≥ 3.95	No Data	3.94	While target was not technically met, result is sustained on previous year with a variance that is not statistically significant.	
G04.1	High quality, efficient and reliable domestic and commercial waste services managed in a sustainable way	Management of domestic and commercial waste services	Community Satisfaction with waste collection services – Annual Q2 Sustain or improve on previous year	Sustainability & Waste	Annual: ≥ 3.92	No Data	4.00		
G04.2	High quality, efficient and reliable domestic and commercial waste services managed in a sustainable way	Management of domestic and commercial waste services	Percentage of waste diverted from landfill At least 50% by 2022	Sustainability & Waste	Quarter: ≥ 50%	52%	54%		
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	Inspections completed for all known registered/known food outlets - Annual Q4 % of total program	Health & Building Services	Annual: = 100%	No Data	No Data		
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	Percentage complete of registered cooling towers inspection program - Annual Q4 Maintain	Health & Building Services	Annual: = 100%	No Data	No Data		
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	Number of total animals registered per year - Annual Q4 Maintain	Ranger & Parking Services	Annual: ≥ 2,500	No Data	No Data		
G08.1.1	Certification Services to provide quality and safety of the built environment in accordance with legislation and standards	Certification Services	Number of Building information Certificate Applications received for unapproved or unlawful building constructions Decrease based on previous year	Certification	Quarter: TBC	14	24		

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Status
G08.1.2	Certification Services to provide quality and safety of the built environment in accordance with legislation and standards	Certification Services	Number of building Information Certificate Applications for unapproved or unlawful building constructions that are not approved Decrease based on previous year	Certification	Quarter: TBC	14	24		



KEY	Progressing – on track	Progressing – off track	Not Due to Start	On Hold / Stopped	Completed	D - Deliver P - Partner A - Advocate
-----	---------------------------	----------------------------	---------------------	----------------------	-----------	--------------------------------------------

3.1: Protect and enhance our natural environment

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

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
3.1.1.1	Implement key initiatives identified in Council's Environmental Sustainability Strategy focusing on a tree canopy plan, an urban heat plan, waterways improvement, flood reduction, and energy plan and major road street lighting upgrades (D)	30/06/2023		City Strategy	50%	


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	Due Date	Comments	Business Unit	Progress	Status
3.4.1.1	Put in place an agreement with Schools Infrastructure NSW (SINSW) to increase community access to open space and facilities and joint planning of new schools (P)	30/06/2025		City Strategy	100%	
3.4.1.3	Deliver a new sporting field and pavilion as part of Newington Reserve upgrade (D)	30/06/2022		City Assets & Operations	50%	
3.4.1.4	Deliver a new sporting pavilion as part of the Boronia Park amenities upgrade (D)	31/12/2021	Construction contractors in liquidation, procurement of new contractors underway	City Assets & Operations	70%	


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

3.5.2: Provide flood management and resilience planning activities

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
3.5.2.2	Deliver Stage 1 Milson Park Masterplan to provide environmental sustainability and nature based recreation: (D, P) <ul style="list-style-type: none">- Shared pathway and pedestrian bridge- Nature play and fitness stations- Seating and landscaping	31/01/2022	Milson Park construction commenced mid 2020. Construction estimated to complete June 2022. Project delays related to soil remediation and COVID-19 stop work orders.	Place Services	50%	

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






3.6.2: Increase waste diversion from landfill and reduce resource consumption





Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
3.6.2.4	Deliver a new Community Recycling Facility (D)	30/06/2024		City Assets & Operations	50%	






Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Status
------	---------	---------	------------------------------	---------------	--------	-----------	-----------	---------	--------

 Achieved/on track
  Not Achieved
  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	Percentage of days Riverside venues are utilised for performances and events annually Maintain or increase above target	Riverside Theatre	Annual: $\geq 75\%$	0%	12%	Due to the ongoing COVID-19 restrictions Riverside venues had reduced activity for the second quarter with no activity in the first two months of the quarter.	
W01.2	Access to professionally serviced venues for performance presentations and for business and community events	Riverside Theatres Venues	Community satisfaction with Riverside Theatres - Annual Q2 Sustain or improve on previous year	Riverside Theatre	Annual: ≥ 4.00	No Data	3.84	While target was not technically met, result is sustained on previous year with a variance that is not statistically significant.	
W01.3	Access to professionally serviced venues for performance presentations and for business and community events	Riverside Theatres Venues	Percentage of Riverside's available seating capacity utilised annually Maintain or increase above target	Riverside Theatre	Annual: $\geq 60\%$	0%	32%	Due to the ongoing COVID-19 restrictions Riverside venues had reduced activity for the second quarter with no activity in the first two months of the quarter.	
W02.2	Commission, produce and present a year-round local, national and international performance and screen program for the general public, schools and special interest groups	Total Riverside Program	Attendances at Total Riverside Program of performances (events held at Riverside and elsewhere) Maintain or increase on previous year	Riverside Theatre	Annual: $\geq 165,000$	2,878	12,960	Riverside Theatres closure due to ongoing impact COVID-19 restrictions impacted live performances, with some digital performances possible.	
W05.1	Community is proud of the opportunities to experience arts and culture	Arts & Culture program development and delivery	Number of art and cultural programs developed and delivered - Annual Q4 Maintain or increase on previous year	Cultural Strategy	Annual: $\geq 3,851$	No Data	No Data		

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Status
W05.1.1	Community is proud to experience opportunities to experience arts and culture	Deliver Parramatta Artists' Studios including studio tenancy and professional development programs for artists, as well as creative participation programs for the community	Increase of creativity experienced by participants of cultural experiences delivered by Parramatta Artists' Studios 70% of respondents score 7 out of 10 or above for creativity stimulated - Annual Q4	Parramatta Artists' Studios & Cultural Services	Annual: $\geq 70\%$	No Data	No Data		
W05.1.2	Community is proud to experience opportunities to experience arts and culture	Deliver Parramatta Artists' Studios including studio tenancy and professional development programs for artists, as well as creative participation programs for the community	Number of artworks commissioned, including public artworks, delivered by Council 10 artworks annually - Annual Q4	Parramatta Artists' Studios & Cultural Services	Annual: ≥ 10	No Data	No Data		
W06.1	Opportunities for the community to participate, celebrate and commemorate in the civic, heritage and cultural life of the City	Produce and deliver Events & Festivals, Civic events, key event partnerships and Community Events Grants	Combined attendance at events and festivals Increase over previous years	Events & Festivals	2020/21: Q1 0 Q2 131,000 Q3 2,773 Q4 7,356	3,156	41,888	Events attendance: Foundation Day (online): 21,300 Long Table: 400 Lanes: 7,100 NYE: 10,000 Civic combined: 3,088 Attendance impacted due to COVID-19 with events either cancelled, online or hybrid in the way they were delivered.	
W06.1.1	Opportunities for the community to participate, celebrate and commemorate in the civic, heritage and cultural life of the City	Produce and deliver Events & Festivals, Civic events, key event partnerships and Community Events Grants	Satisfaction with Events and Festivals delivered by Council Sustain or improve on previous year (scale out of 10) - Annual Q4	Events & Festivals	Annual: ≥ 8.4	No Data	8.80		

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	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	Number of attendees at key destinations & tourist attractions Increase 2% over previous years	Marketing & Brand	2020/21: Q1 538,928 Q2 536,755 Q3 554,681 Q4 558,009	492,553	No Data	Unable to obtain the data from the official data source.	
W08.1.1	Tourism delivers local economic, cultural and social benefits and visitor services enhance the perception of Parramatta as a place people want to visit	The delivery of Research and Collection Management, Tourism industry Product Development, Visitor Services programs and the Visitor Information Centre	Combined attendance at cultural heritage and tourism programs - Annual Q4 Sustain on previous year	Parramatta Artists' Studios & Cultural Services	Annual: = 4,000	No Data	No Data		
W08.1.2	Share and celebrate our cultural heritage assets and stories	The delivery of Research and Collection Management, Tourism industry Product Development, Visitor Services programs and the Visitor Information Centre	Digital engagement with City of Parramatta's cultural heritage resources Sustain from previous years	Parramatta Artists' Studios & Cultural Services	Annual: Monitor	85,975	289,561		
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 and Council	Number of visitors to City Marketing Platforms Increase on previous year - Annual Q4	Digital & Marketing	Annual: > 5%	5	19		
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 and Council	Community Satisfaction with Parramatta as a place to live - Annual Q2 Increase on previous year	Research & Engagement	Annual: > 7.57	No Data	7.23	While target was not technically met, result is sustained on previous year with a variance that is not statistically significant.	



KEY	Progressing – on track	Progressing – off track	Not Due to Start	On Hold/ Stopped	Completed	D - Deliver P - Partner A - Advocate
-----	---------------------------	----------------------------	---------------------	---------------------	-----------	--------------------------------------------

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	Due Date	Comments	Business Unit	Progress	Status
4.1.1.1	Complete a City of Parramatta First Nations Strategy for community engagement and Council adoption (D)	30/06/2022		Community Services	30%	

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

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	Due Date	Comments	Business Unit	Progress	Status
4.2.3.2	Complete the Cultural Infrastructure Strategy and present to Council for adoption (D)	30/06/2022	Progression of the Infrastructure Plan being reviewed in line with refresh of overall Cultural Strategy, with the aim of ensuring effective integration	City Strategy	50%	

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Status
 Achieved/on track  Not Achieved  Data Not Available/Not Due									
THRIVING - Service Measures									
T02.1	Jobs growth and increased inbound investment	Economic Development activities	Percentage net increase in investment inquiries (website, phone and email) Increase based on previous year	Economic Development	Annual: > 5%	100%	0%	There was no net increase in investment enquiries to Council during the reporting period, speculated to be a result of ongoing health restrictions and business closures during the COVID-19.	
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	Net job growth within the City of Parramatta LGA Increase on same quarter previous year > 6%	Marketing & Brand	2020/21: Q1 195,320 Q2 195,589 Q3, 185,273 Q4 190,940	189,803	192,376	Data reported is for Q3 2020. COVID-19 restrictions have impacted job growth throughout the LGA.	
T04.1	Drive visitation to the City of Parramatta resulting in strong economic performance	Drive visitation to the City of Parramatta resulting in strong economic performance	Visitation numbers within the City of Parramatta Sustain or improve on same quarter previous year ≥ 3%	Marketing & Brand	2020/21: Q1 412,928 Q2 231,995 Q3 120,351 Q4 197,062	341,298	265,250		
T05.2	Improve perception of the City of Parramatta as a desirable place to work	Market the City and Council	Satisfaction of businesses who rate Parramatta as place to work/do business – Annual Q2 Sustain or improve on previous year	Research & Engagement	Annual: ≥ 7.71	No Data	No Data	Due to the COVID restrictions and lockdown, responses were unable to be obtained from businesses.	
T06.1	Maintain community safety and amenity of the public domain	Timely response to public domain amenity issues	Percentage of Service Requests from customers or Councillors for Place Services responded to within 48 hours Maintain	Place Services	Quarter: = 100%	100%	100%		

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Status
T10.1	Position the City of Parramatta as a destination of choice to live, work and play	Market the City and Council	Percentage of respondents who would consider visiting Parramatta - Annual Q4 Increase on previous year	Marketing & Brand	Annual: > 73%	No Data	No Data		
T10.2	Position the City of Parramatta as a destination of choice to live, work and play	Market the City and Council	Percentage of respondents who are prompted are aware of the City Brand - Annual Q4 Maintain	Marketing & Brand	Annual: = 28%	No Data	No Data		
T11.1	A safe and livable city	The provision of Citysafe CCTV network	Percentage of time network is available (excluding areas impacted by Parramatta Light Rail construction) Maintain	Property Security Assets & Services	Quarter: ≥ 90%	90%	90%		



KEY	Progressing – on track	Progressing – off track	Not Due to Start	On Hold / Stopped	Completed	D - Deliver P - Partner A - Advocate
-----	---------------------------	----------------------------	---------------------	----------------------	-----------	--------------------------------------------

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	Due Date	Comments	Business Unit	Progress	Status
5.1.1.1	Complete an updated Economic Development Plan (D)	30/06/2022	Due to resourcing and redesign, this project is off track, however work has commenced, and a revised project plan is in development to finalise this project by September 2022. This Strategy will be incorporated into the holistic review of all our Strategies.	City Strategy	15%	

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	Due Date	Comments	Business Unit	Progress	Status
5.2.1.3	Develop a new Cultural Plan, in line with the Community Strategic Plan process (D)	30/06/2022	Due to resourcing and redesign, this project is off track, however work has commenced, and a revised project plan is in development to finalise this project by September 2022. This Strategy will be incorporated into the holistic review of all our Strategies.	City Strategy	20%	


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

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
5.2.3.1	Re-develop Riverside Theatres as part of progressing planning for a new cultural precinct in Parramatta (P)	30/06/2025		Property Development	30%	




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

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
5.2.5.2	6 & 8 Parramatta Square: Deliver new public square and public domain upgrades to Church and Darcy Streets (D)	31/12/2023		Property Development	50%	

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





Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
5.2.6.1	Lennox Bridge Car Park Development: Deliver a new boardwalk along the river foreshore and public domain upgrades to Freemasons Arms Lane (D)	30/06/2022		Property Development	100%	

5.2.8: Plan and deliver a range of options to maximise Council's financial returns on its publicly owned assets



Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
5.2.8.1	Complete the whole of property asset strategy (D)	31/12/2023		Property Security Assets & Services	10%	
5.2.8.2	Complete the Horwood Place compulsory acquisition process to secure the best possible commercial return for Council (D)	31/05/2023		Property Development	75%	
5.2.8.3	Complete the Interface Agreement with Sydney Metro that covers the Metro West corridor, the Horwood station box and the Public Domain and interface with Civic link (D)	30/09/2021	Negotiation of the Interface Agreement commenced later than anticipated due to a delay in receiving approval of the external lawyer's fees.	Property Development	50%	

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	Due Date	Comments	Business Unit	Progress	Status
5.3.1.2	Deliver local community works identified in Masterplans (including North Rocks Masterplan, Dence Park Masterplan, and Heart of Play Masterplan) (D)	30/06/2022		Place Services	80%	
5.3.1.4	Develop a community-led Neighbourhood Place Plan for Wentworth Point, Epping, and the Parramatta CBD to inform local service and project delivery (D)	30/06/2022		Place Services	40%	
5.3.1.6	Deliver a Masterplan for Granville Town Centre (D)	31/12/2021		Place Services	100%	
5.3.1.7	Deliver key projects under the NSW Government Telopea Precinct Masterplan - Acacia Park and Sturt park upgrade (D)	31/03/2022		Place Services	80%	

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

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
5.3.2.3	Deliver under the NSW Government Parramatta Road Urban Amenity Improvement Program (PRUAIP) - Good and Bridge Street transformation Project, Alfred Street cycleway, and FS Garside park upgrade (D, P)	30/06/2023		Place Services	30%	
5.3.2.4	Upgrade Arthur Phillip Park to include a district playground, fitness stations, improved parking, water stations, picnic areas & lighting (D)	31/12/2022		Place Services	30%	

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

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
5.3.5.1	Deliver Charles Street Square, Old Kings Foreshore and Parramatta Weir (D)	30/06/2022		City Design	50%	
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)	30/06/2022		City Design	10%	





5.4: Ensure Parramatta has a thriving day and night time economy**5.4.1: Facilitate local employment and economic growth through the delivery of targeted Economic Development activities**



Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
5.4.1.2	Complete the Late-Night Trading Development Control Plan to encourage and plan for a safe and vibrant night life (D)	31/12/2021	The Late Night Trading (LNT) DCP was planned for completion and adoption by December 2021. Resourcing constraints led to a delay of the LNT DCP. The LNT DCP is currently on public exhibition till 31 January 2022 following endorsement by Council in November 2021.	City Strategy	60%	

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Status
------	---------	---------	------------------------------	---------------	--------	-----------	-----------	---------	--------

 Achieved/on track
  Not Achieved
  Data Not Available/Not Due

INNOVATIVE - Service Measures

102.1	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	Percentage of existing strategic partners are satisfied with Council - Annual Q4 Sustain or improve on previous year	Strategic Partnership	Annual: ≥ 75%	No Data	No Data		
105.1	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)	Community Satisfaction with value for money provided in return for rates paid each year – Annual Q2 Sustain or improve on previous year	Research & Engagement	Annual: ≥ 3.55	No Data	3.59		
107.1	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)	Percentage of calls answered within 30 seconds Sustain or increase	Customer Service Centre	Quarter: ≥ 80%	92%	86%		
107.4	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)	Percentage of customer contacts resulting in formal complaints Maintain	Customer Service Centre	Quarter: < 0.25%	0.00%	0.00%		

Code	Outcome	Service	Measure & Target Description	Business Unit	Target	Q1 Actual	Q2 Actual	Comment	Status
107.6	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)	Percentage of average customer wait time that is less than 5 minutes Sustain or improve	Customer Service Centre	Quarter: $\geq 80\%$	No Data	80%		
109.1	Appropriate management of new development to new development to achieve good sustainable outcomes having regard for environmental, social, environmental, and urban design factors while minimising adverse impacts on our communities	Provide professional planning advice, timely assessment of development applications within a transparent framework, aligned with industry best practice to meet legislative requirements	Community Satisfaction with Development Application Service - Annual Q2 Sustain or improve on previous year	Development & Traffic services	Annual: ≥ 3.21	No Data	3.21		



KEY	Progressing – on track	Progressing – off track	Not Due to Start	On Hold / Stopped	Completed	D - Deliver P - Partner A - Advocate
-----	---------------------------	----------------------------	---------------------	----------------------	-----------	--------------------------------------------

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	Due Date	Comments	Business Unit	Progress	Status
6.1.1.1	Complete the harmonisation of LEPs, DCPs and Development Contributions Plans (D)	30/06/2022		City Planning	65%	
6.1.1.2	Complete the CBD Planning Proposal (D)	30/06/2022		City Planning	85%	

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

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
6.1.3.1	Develop a new Social Investment Action Plan (D)	30/06/2022		Community Services	20%	


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

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

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
6.2.2.1	Complete Council's Domestic and Family Violence Action Plan (D)	30/06/2022		Community Services	95%	

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	Due Date	Comments	Business Unit	Progress	Status
6.3.1.3	Deliver CBD Phillip Street Smart Street Stage 2 CBD improvement project (D)	30/12/2022	Phillip Street Smart Street stage 2 is progressing off track. Detailed design plans due for completion by January 2022. Delay in obtaining Parramatta Traffic Committee approval for traffic plan due to rescheduled Council elections impacting meeting schedules. Subsequently this has impacted the detailed design delivery timeframes.	Place Services	50%	

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

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

Code	Focus Area	Due Date	Comments	Business Unit	Progress	Status
6.5.3.2	Review and update the Parramatta River Flood Study (D)	30/06/2023		City Assets & Operations	50%	