

# ABOUT COUNCIL



*Seasonal plantings brighten up gardens in public spaces including Church Street Mall*



*Thousands of loan items are checked out at the main desk of Parramatta Central Library (Karen Steains Photography)*



*Lord Mayor Paul Garrard and Professor Marie Bashir, the Governor of NSW, celebrate the life and times of the colony of NSW's fourth governor, Lachlan Macquarie*



*Council's engineers maintain historic structures including historic seawalls built with convict labour to stabilise the upper reaches of the tidal Parramatta River (Karen Steains Photography)*



# WHAT WE DO

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Council manages and maintains 42 tennis courts, 32 sportsgrounds, two swimming centres, 13 public toilets, six libraries, three performing arts theatres, three community centres, four senior citizen outreach centres, six childcare centres and six early childhood centres.

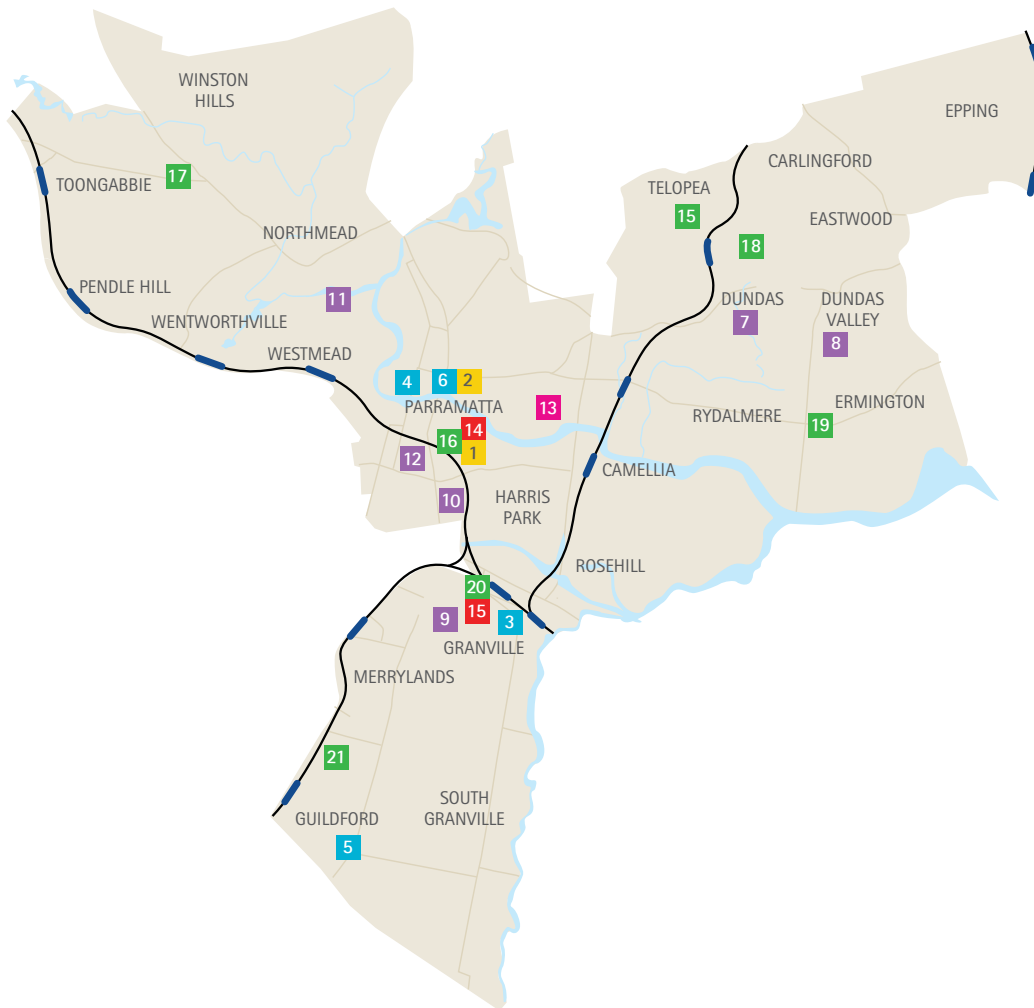
We also deliver 41 different services to our residential, business and not-for-profit communities. Council helps marginalised local residents to feel more welcome and connected through activities on offer at its seniors leisure and learning centres, childcare centres and libraries, to name a few. Council's keep fit school holiday activities are a boon to busy families and our Meals on Wheels and lawn mowing services provide a helping hand for needy residents.

As well as repairing and maintaining critical assets such as roads, car parks and drainage pipes, Council plays a key role in revitalising the City. Progressing the redevelopment of Civic Place, upgrading neighbourhood centres, fostering design excellence and assisting organisations who want to relocate to Parramatta help achieve this goal.

Conserving and restoring our remnant natural bushland and improving water quality remains high on Council's agenda, as does bringing diverse communities together to enjoy cultural events and performances. And as well as shaping our City into the future, Council works with State and Federal Government agencies to improve integrated public transport and pathways to employment while tackling such issues as homelessness and affordable housing.

*Council's swimming centres serve the needs of serious athletes, learn to swim classes and family groups seeking relief from the heat (Karen Steains Photography)*

# WHERE YOU CAN FIND US



## INFORMATION

- 1** Customer Contact Centre  
30 Darcy Street, Parramatta  
9860 5050
- 2** Parramatta Heritage & Visitor Information Centre  
346a Church Street, Parramatta  
8839 3300

## CULTURE AND LEISURE

- 3** Granville Swimming Centre  
1a Enid Avenue, Granville  
9637 1593
- 4** Parramatta Swimming Centre  
11a O'Connell Street, Parramatta 9630 3669
- 5** Woodville Golf Course  
118 Rawson Road, Guildford  
9632 3582
- 6** Riverside Theatre,  
353a Church Street, Parramatta  
8839 3398

## CHILDCARE CENTRES

- 7** Dundas Childcare Centre  
79 Calder Close, Rydalmere  
9684 6715
- 8** Ermington Possum Patch Childcare Centre  
12 Bartlett Street, Ermington  
9684 4471
- 9** Frances Fisk Childcare Centre  
64 The Avenue, Granville  
9682 6342
- 10** Jubilee Park Childcare Centre  
18 Jubilee Lane (off Marion Street), Harris Park  
9633 4468
- 11** Northmead/Redbank Children's Centre  
2a Arthur Phillip Park, Redbank Road, Northmead  
9630 6755

- 12** Westfield Occasional Childcare Centre  
Westfield Parramatta Shopping Centre  
9635 8113

## COUNCIL DEPOT

- 13** Morton Street Depot  
1 Morton Street, East Parramatta  
9806 5050

## TOWN HALLS

- 14** Parramatta Town Hall  
182 Church Street Mall, Parramatta  
9806 5141 (bookings)
- 15** Granville Town Hall  
10 Carlton Street, Granville  
9806 5140 (bookings)  
Enid Ave, Granville  
9806 5141

## LIBRARIES

- 16** Parramatta Central Library  
1b Civic Place, Parramatta  
9806 5159
- 17** Constitution Hill Library (previously Emma Crescent)  
20 Hollis Street, Toongabbie  
9896 2201
- 18** Dundas Branch Library  
21 Sturt Street (opp Telopea Public School)  
Dundas Valley  
9638 1146
- 19** Ermington Library  
8a River Road (behind Ermington Shopping Centre), Ermington  
9638 2270
- 20** Granville Library  
8 Carlton Street (next to Town Hall) Granville,  
9637 4270
- 21** Guildford Library  
Railway Terrace, Guildford  
9632 6744



Council's childcare centres play a key role in helping to prepare children who speak English as a second language for school



Our Carp Fish-out event reminds participants of the threat to native fish posed by introduced carp (Karen Steains Photography)



Council's Ermington-based nursery grows the thousands of plants that green the City (Karen Steains Photography)



The City of Parramatta is crisscrossed by waterways that feed into the Parramatta River  
(Clear View Imaging)

# PARRAMATTA AT A GLANCE

## PARRAMATTA'S ASSETS AND OPPORTUNITIES

- 65 kilometres of natural waterways intersect the 61 square kilometre local government area (LGA)
  - 760 hectares of open space, including 370 hectares of natural bushland
  - 24 kilometres west of Sydney's CBD, at the head of the Parramatta River, Parramatta is accessible by road, rail, ferry and bicycle
  - Sydney's second CBD is serviced by key roads (M4 Motorway, Great Western Highway, Parramatta and Victoria roads), rail public transport (Western, South, Carlingford and Blue Mountains rail lines), and bus public transport (nine strategic bus corridors including the South West and North West T-ways), and by the Rivercat ferry to Sydney
  - Parramatta has been designated as one of the State's four Primary Centres, along with Sydney, Newcastle and Wollongong
  - the regional hub of Western Sydney, Parramatta has the 11th largest population of any city in NSW, with a residential density of 24.51 people per hectare (2009)
  - Parramatta's key industries in descending order are health care/social assistance (10.83%), manufacturing (10.65%), retail trade (10.35%), professional scientific and technical services (7.66%) and construction (7.11%)
- In 2008/09 Parramatta's \$14.2 billion per annum gross regional product was underpinned (in descending order) by:
- the largest concentration of financial and business services institutions outside the Sydney CBD
  - a healthy manufacturing sector that makes up almost 11% of the City's economy
  - the multi-hospital campus at Westmead, Sydney's largest health facility and the largest biomedical precinct in the southern hemisphere
  - one of the largest legal precincts in Australia
  - over 7000 Parramatta City centre businesses, and more than 1,100 retail businesses located close to public transport networks
  - the educational campuses of Granville TAFE; the University of Western Sydney, Parramatta Campus (Rydalmere) and Westmead Precinct, and a number of private tertiary institutions
  - major cultural, conference, entertainment, sporting and tourist facilities including the Rosehill Gardens Racecourse and Exhibition Centre, the Parramatta Stadium, the Riverside Theatres, and a significant heritage and cultural tourism sector
  - home to around 360 cafes, bars, bistros and restaurants (2007 survey) and acknowledged in 2009 as Sydney's new fine-dining capital.

For more information on Parramatta's statistics, visit Council's website and go to Business for a detailed statistical overview of Parramatta ([www.parracity.nsw.gov.au/business](http://www.parracity.nsw.gov.au/business)).

# SNAPSHOT OF PARRAMATTA'S POPULATION

- 167,431 people live in the Parramatta LGA (2009), 3.7% of the total population of the Sydney metropolitan area (2009)
- the median age of Parramatta residents is 34 compared to the whole of Sydney (35) and NSW (37) (2006)
- at 987.4, Parramatta ranks just under halfway on the Index of Socio-Economic Disadvantage (2006), compared to the bottom-ranked Fairfield (876.1), City of Sydney (1026.90) and top-ranked Ku-ring-gai (1143.30)
- 23.7% of Parramatta's households were classed as high income and 19.6% low income, compared with 29.5% and 16.8% respectively for the Greater Sydney statistical division
- 1,218 Parramatta residents identify as being of Aboriginal or Torres Strait Islander descent (2008)
- 40.2% of Parramatta's population were born overseas, with 34.9% from a non-English speaking background, compared to 33.5% and 23.3% respectively for Greater Sydney
- 43.9% of Parramatta's population speak a language other than English at home. Aside from English (54.2%), the most widely spoken languages are Arabic 10.6%, Chinese 9.5% (including Mandarin and Cantonese) and Korean 2.1% (2006)

- Between the 1986 and 2006 census, Parramatta experienced a 99.2% increase in residents from non-English speaking countries
- The largest changes in birthplace countries of Parramatta's population between 2001 and 2006 were for those born in India (gaining +3,742 persons); China (+2,116 persons); Sri Lanka (+313 persons), and the United Kingdom, losing 690 persons
- The City of Parramatta has a larger percentage of 25-to-34-year-olds (19%) than Greater Sydney (15.3%).
- 88,846 people are employed in the Parramatta LGA, with more than 38,000 working in the Parramatta City centre. Of the total number working in the area, 16,016 are local residents (2006)
- Parramatta's median house price is \$520,000, with the median unit price being \$352,000 (March 2010)

The statistics listed above vary from suburb to suburb across the City. For more detailed information on Parramatta's statistics, visit Council's website and go to 'Business' for a detailed statistical overview of Parramatta ([www.parracity.nsw.gov.au/business](http://www.parracity.nsw.gov.au/business)).



Nathan Brake, a Goodwill Ambassador to Parramatta, signs autographs for fans outside Parramatta Town Hall



Parramatta River continues to be the focal point of the City's annual Loy Krathong festival



'Walking tall' entertainers provide atmosphere for the Eats B4 Beats component of Council's 2009 Riverbeats Festival (Karen Steains Photography)

# PARRAMATTA'S PROUD PAST . . . .

- Home to the Burramatta clan of the Darug people, Parramatta's rich Indigenous heritage is reflected in the City's name, official crest and prominence of Indigenous-inspired public artwork throughout the City.
- Parramatta's fertile alluvial soils saved the struggling British colony from starvation, with Australia's first successful crops harvested in what is now Parramatta Park in 1789.
- Officially declared as Australia's second European settlement on 2 November 1788, Parramatta is home to more than 1,000 heritage-listed buildings or sites.
- Australia's oldest private dwelling—Elizabeth Farm (c 1793) and the nation's oldest public building—Old Government House (c 1799) are both located in Parramatta.
- In 1813 Parramatta was officially designated a market town, with its markets located close to the present day Parramatta Town Hall.
- In 1824 Parramatta's market place was the site of the colonial Government's first 'reconciliation' feast, attended by Indigenous people from local and regional areas.
- Established in 1861, the Borough of Parramatta amalgamated in 1948 with Dundas, Ermington, Rydalmere and Granville councils to form the City of Parramatta.
- In 2005 Parramatta was formally recognised by the NSW Government as the Capital of Western Sydney.

For more information on Council's history and heritage, visit Council's website ([www.parracity.nsw.gov.au](http://www.parracity.nsw.gov.au)) and search under 'Parramatta Heritage Centre'.



*For some colonial governors Parramatta's Old Government House was a more genteel option to its Sydney Cove equivalent*

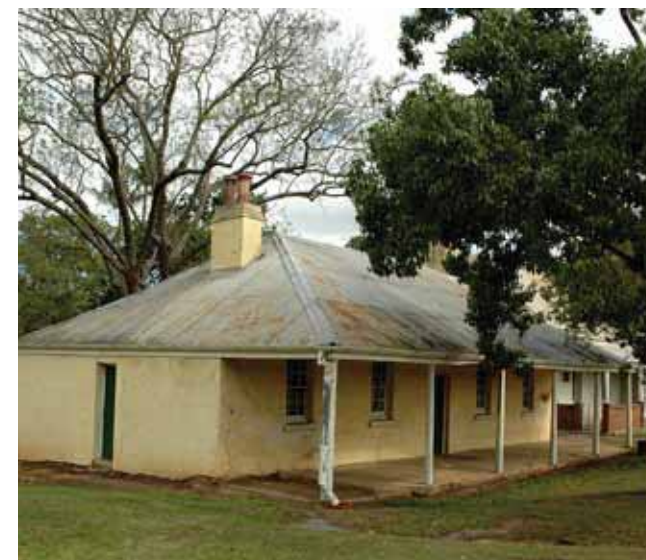
# . . . . AND PROMISING FUTURE

- implement priority environmental projects identified in Council's Natural Area Management plans
- complete construction of the Ermington Bay Nature Pathway
- repair and restore Parramatta River's historic seawalls, continue flood mitigation works and construct/upgrade the City's drainage systems
- develop a community literacy project, Paint Parra Read, and continue to roll out wireless wi-fi services at Parramatta's libraries
- develop and implement the NSW Early Learning Years Framework across Council's Early Learning Centres
- implement Parramatta's Homelessness Policy and Implementation Plan and develop the Parramatta Homeless Interagency
- develop an integrated CCTV strategy and policy and continue implementing the *Parramatta Crime Prevention Plan*
- continue staged implementation of Council's *Parramatta Bike Plan*
- progress City centre cycle routes and parking, and organise the Commuter Challenge
- construct a new amenities building at Old Saleyards Reserve North Parramatta
- upgrade Jubilee Park, construct a Horlyck Reserve additional playing field and complete George Kendall Riverside Park Masterplan
- help deliver the first Australian Festival of South Asian Arts, Parramasala
- expand Council's successful wayfinding system by installing touchscreen terminals at the Parramatta Heritage and Visitor Information Centre

- manage Civic Place redevelopment to facilitate stage 1 completion by December 2013
- continue strategic property acquisitions to ensure the planned development of the City
- redevelop Epping Town Centre in conjunction with Hornsby Shire Council
- coordinate strategic planning for key City sites such as Horwood Place and the Riverbank block development
- implement Council's long term financial plan and 'gap closing' strategies
- implement Council's recent Services Review cost saving and gap closing priority strategies
- continue replacement of Council's core IT/HR/Payroll systems
- develop Council's 2010-12 HR strategic plan.



Council helps organise annual Ride to Work events (Karen Steains Photography)



Council's wayfinding system and signage helps tourists and visitors to better locate heritage properties in the City including Salters Cottage in Parramatta Park (David Wallace Photography)



During 2010/11, Council will be undertaking strategic planning to address the most appropriate use of the Riverbank block development fronting onto the Parramatta River (Karen Steains Photography)

# YEAR IN REVIEW 2009

## JULY 09

- Opened Council's *Breaking the Shackles* exhibition at the Parramatta Heritage and Visitor Information Centre.
- Formed the Epping Traffic and Parking Joint Lobbying Committee to address critical shortage of commuter parking

## AUGUST 09

- Received a \$500,000 federal grant for tourism development in Parramatta
- Recorded the biggest growth in demand for office space in Australia to July 2009, confirming Parramatta's status as a preferred business destination
- Celebrated the first birthday of Parramatta's Saturday Farmers' Market and free City centre shuttle bus—The Loop
- Launched the Destination Parramatta campaign to lobby for improved public transport
- Opened the third stage of the Parramatta River foreshore shared cycleway and walking path



Young members of the community take part in Council's annual Year of Disability celebration

## SEPTEMBER 09

- Hosted community events encouraging commuters from Parramatta, Camellia and Silverwater to cycle to work
- Commenced the third stage of the South Street, Granville, upgrade
- Organised a street parade to support the Parramatta Eels in their NRL Grand Final clash
- Swore in Independent Councillor Paul Garrard as new Lord Mayor of Parramatta City Council

## OCTOBER 09

- Hosted the annual Junior Pro-Am Golf Tournament at Woodville Golf Course
- Received two awards for the Parramatta Heritage and Visitor Information Centre at the Museums and Galleries New South Wales IMAGinE Awards
- Staged the visually spectacular Riverbeats Live event
- Encouraged businesses in the Camellia industrial hub to take part in a new waste exchange program with Auburn City Council



Young golfers get to play with professionals at Council's Woodville Golf Course Pro-Am event

## NOVEMBER 09

- Won an award for Council's planned rejuvenation of the City centre's laneways and other small spaces
- Celebrated International Day of People with Disability in partnership with Northcott Disability Services

## DECEMBER 09

- Hosted a Community Leadership Forum which examined how communities can make best use of improved broadband services
- Introduced Dob in a Dumper hotline and penalties to crack down on illegal dumpers



The announcement of Parramatta's new Parramasala event was staged against the spectacular backdrop of the Harbour Bridge

# YEAR IN REVIEW 2010

## JANUARY 10

- Helped host a free concert by superstar composer A.R. Rahman in Parramatta Park as part of the Sydney Festival
- Hosted one of the biggest Australia Day celebrations in the country
- Launched Council's *Parramatta Dining Guide 2010* and *Discover Parramatta* publications
- Completed the \$672,500 upgrade of Ermington's Wharf Road boat ramp
- Organised Clean Up Australia Day 2010 on the event's 20th anniversary
- Helped conduct a count of rough sleepers in Parramatta to inform strategies to help the homeless

## FEBRUARY 10

- Staged the Lunar New Year Twilight Festival to usher in the Year of the Tiger
- Signed a MOU with Bicycle NSW to reinforce active transport use
- Installed wi-fi (wireless) internet connection to improve community facilities at Granville Branch Library

## MARCH 10

- Joined almost 100 local tourism industry professionals at the presentation of a draft strategy to attract more visitors to Parramatta
- Celebrated 2010 Seniors Week celebrations in Parramatta
- Introduced the Energy Efficiency for Small Business Program as part of the 'Streamline' sustainable business program

## APRIL 10

- Hosted the National Youth Week launch with a concert at Prince Alfred Park
- Encouraged residents and property owners in the Parramatta LGA to have their say on Council's *Draft Local Environment Plan (LEP)*
- Re-opened a shared cycleway-pathway at Ermington, an important link in the Parramatta Valley Cycleway network
- Encouraged local residents to join in the Graffiti Action Day clean up campaign at McCoy Park area, Toongabbie
- Took out joint first prize in the Programs, Projects and Partnerships category at the 2010 Local Government Cultural Awards for Women Transported
- Recommended continuing a special economic development rate to help fund infrastructure projects and keep pace with the expected growth of the City

## MAY 10

- Provided free legal advice in Parramatta Central Library as part of Law Week, in partnership with the Parramatta City Justice Clinic
- Invited residents to apply to be on Council's Adjudication Panel, set up to hear genuine grievances from fined motorists
- Called on local businesses to nominate for the inaugural Greater Sydney Tourism awards and help showcase the City's tourist appeal
- Held Council's Management Plan Expo to allow members of the residential and business community to have input into Council's projects and services and delivery and budget

## JUNE 10

- Launched the Parramatta Climate Challenge at the Parramatta Farmers' Markets as part of World Environment Day 2010
- Reaffirmed Council's commitment to the Civic Place redevelopment project, following negotiations that will advance the project
- Presented sporting legend Betty Cuthbert with keys to the City and unveiled a monument at Ermington Shopping Centre
- Launched ParraConnect at the Riverside Theatres, attended by the Minister for Broadband, Communications and the Digital Economy, Senator Stephen Conroy
- Launched Luminary, a spectacular five night theatrical light display marking Governor Macquarie's Bicentenary as part of ParraMac
- Presented \$400,000 worth of grants through Council's annual Community Grants Program to build community capacity and development
- Received funding from the NSW State Government to develop creative enterprise hubs within the Parramatta City centre.



Council continues to lobby for a genuine commuter ferry service that picks up passengers at various stops along the Parramatta River (Karen Steains Photography)

# HOW COUNCIL WORKS

The local government area (LGA) of Parramatta is divided into five wards: Caroline Chisholm, Arthur Phillip, Elizabeth Macarthur, Lachlan Macquarie and Woodville. The uneven shape of the LGA reflects the 1948 amalgamation of the neighbouring local government areas of Dundas, Ermington, Rydalmere and Granville councils. The 15 Councillors that form Council's governing body carry out a range of duties and responsibilities as set out in the Local Government Act 1993 which include:

- directing and controlling the affairs of Council in accordance with the Act
- creating and reviewing policies, objectives and criteria relating to Council's management planning
- reviewing how well Council delivers its key services and projects as set out in its Management Plan and policies
- providing leadership and guidance to the community
- facilitating interaction between Council and its community.

## HOW AND WHEN ARE COUNCILLORS ELECTED?

Every four years Parramatta residents elect 15 Councillors to serve the local community, with three chosen to represent each of the five wards. The last Councillor election was held on 13 September 2008. Each year, Parramatta's Councillors hold a Lord Mayoral election to determine who will serve as Lord Mayor and Deputy Lord Mayor for the following 12 months. The most recent Lord Mayoral election was held on 30 September 2009 where Councillors P J Garrard and C X Lim were duly elected as Lord Mayor and Deputy Lord Mayor respectively.

## WHO STANDS FOR COUNCIL?

As in State Government elections, local government councillors identify either as candidates of a registered

political party or as an independent. While elected on a ward basis, Councillors can be contacted on any matter before Council. Most Councillors perform their civic duties on a part-time basis and receive a remuneration to help compensate for the time they spend representing their community.

## WHAT HAPPENS AT COUNCIL MEETINGS

During 2009/10 Councillors convened in the Civic Place Council Chamber for 23 ordinary and two special meetings. Their task was to determine policies, consider reports, assess matters of public interest such as major development applications, and to adopt Council's four-year Management Plan and Budget. Chaired by the Lord Mayor, these meetings allow interested members of the public to see their Council in action, with the exception of confidential items. Between Council meetings, the Lord Mayor represents the elected Council.

For more information about Parramatta's Councillors, go to <[www.parracity.nsw.gov.au/council](http://www.parracity.nsw.gov.au/council)>.

## WHEN ARE COUNCIL MEETINGS HELD?

Members of the public are welcome to attend Council meetings. Two meetings are held each month: on the second and fourth Monday at 6.45pm on the fourth floor of the Council Chamber Building in Civic Place, Parramatta. The meeting held on the second Monday deals with regulatory matters only (ie development applications) while the meeting held on the fourth Monday deals with all other issues.

Council's business papers can be viewed on Council's website <[www.parracity.nsw.gov.au](http://www.parracity.nsw.gov.au)> and hard copies of the agenda are available in Council's libraries and our 30 Darcy Street Customer Contact Centre on the Tuesday prior to the meeting.

## PUBLIC FORUMS AT COUNCIL MEETINGS

Any person may submit a question, comment or statement to the public forum session of Ordinary Council Meetings. Questions may relate to general policy matters or development applications but must not refer to or make reflections on individual councillors or staff or address items of a confidential nature.



*Attending a Council meeting is the best way to see how Councillors and staff are working together to deliver good outcomes for their community  
(Karen Steains Photography)*

Questions or statements must be addressed to the Lord Mayor who may nominate another Councillor or staff member to provide a response, if necessary. Questions or issues must be lodged in writing with name and contact details by 4pm on the Friday prior to the meeting. A maximum of five minutes has been allocated for each item of Public Forum with a maximum of 15 minutes being permitted for the entire consideration of the Public Forum section. Further details or questions relating to Public Forum may be directed to Grant Davies on 02 9806 5314.

#### LORD MAYORAL AND COUNCILLOR FEES

Total expenditure on Lord Mayoral and Councillor fees for the period 1 July 2009 to 30 June 2010 amounted to \$416,500. The Lord Mayor and Councillors' remuneration for the period was set at \$67,750 and \$23,250 respectively, with the Lord Mayoral fee being paid in addition to the Councillor fee.

[Page 156:](#) For more details on Councillor fees and expenses.

[Page 157:](#) For details of overseas trips undertaken by Parramatta City Councillors.

[Page 158:](#) For the total amount of money expended during the year on the provisions of Councillor facilities and payment of Councillor expenses.

#### COUNCILLOR FACILITIES AND EXPENSES

Council reimbursed all reasonable travelling expenses or made available a pool car to Councillors for use on Council business. Costs involved with attendance at conferences and seminars approved by Council were reimbursed. Councillors were also provided with meals prior to attending Council and Committee meetings.

Council provided each Councillor with an office and facilities such as a notebook computer and printer, secretarial support, mobile telephone, electronic organiser and other office equipment. The Lord Mayor, in addition to the above, was provided with a fully subsidised vehicle, personal assistance and secretarial/administrative support. All such activities and provisions were in accordance with Council's Civic Office Expenses and Facilities Policy.

#### TRAINING AND SKILLS DEVELOPMENT

All Councillors, both newly elected and re-elected, attended a Councillor Induction Workshop run by the Division of Local Government, and also attended a Strategic Planning Workshop held in-house. A total of \$7,210 was spent on Councillor training during 2009/10. Some of the other courses offered throughout the year included Manage Your Day–Microsoft, Budgeting & Forecasting for Organisations, Does Heritage Still Matter? and Media Training.

[Page 160:](#) For more details on Councillor training.

#### ATTENDING CONFERENCES

Council Support staff organised Councillor attendance at conferences addressing current issues confronting and impacting on the local government sector and to meet with other Councillors, to the value of \$65,351.22. Conferences attended included Green Cities 2010–People Places, 22nd Local Government Aboriginal Network (LGAN) Aboriginal Conference, Floodplains Management Authorities, and the 12th International Riversymposium.

[Page 159:](#) For more details on Councillor attendance at conferences.



*Council Chambers will be relocated to a brand new premises adjoining Smith and Macquarie streets as part of the Civic Place redevelopment (David Wallace Photography)*

# HOW COUNCIL IS ORGANISED

## OUR COMMUNITY

- Businesses
- Residents
- Stakeholders
- Partners

## INTERNAL INPUTS TO CHIEF EXECUTIVE OFFICER

- Code of Conduct Committee
- Service Audit and Review
- Audit Committee
- Conduct Review Panel

## EXTERNAL INPUTS TO COUNCIL

- Residents' Panel
- Advisory Committees
- Park Committees
- Central Parramatta Planning Committee
- Design Review Panels


## SENIOR MANAGEMENT TEAM REMUNERATION

The total amount of money payable in respect of Council's senior staff employment including salaries, fringe benefits and all other on-costs connected with their employment was \$1,745,543.95. For the purposes of this reporting, Council's senior staff are 'primarily responsible for the strategic direction of Council and currently receive a total remuneration package equal to or more than SES Level 1, as specified by the Division of Local Government.

Page 162: For more information on Council's Senior Management Team (Executive Team) remuneration.

<p>CHIEF EXECUTIVE OFFICER</p>		<p><b>DR ROBERT LANG</b> Chief Executive Officer <i>(from July 2008)</i></p> <ul style="list-style-type: none"> <li>• Bachelor of Science</li> <li>• Bachelor of Engineering (Hons)</li> </ul>	
<p>CORPORATE SERVICES GROUP</p>		<p><b>GREG SMITH</b> Group Manager <i>(from November 2009)</i></p> <ul style="list-style-type: none"> <li>• Master of Business – General Management</li> <li>• Bachelor of Business – Local Government</li> <li>• Certified Practising Accountant (CPA)</li> </ul> <p>Member</p> <ul style="list-style-type: none"> <li>• Member and Fellow – Local Government Managers Australia</li> <li>• Local Government Clerk Certificate No 2141</li> </ul>	<p><b>GEOFF KING</b> Group Manager (Acting) <i>(from October 2008)</i></p> <p>Graduate Certificate in Public Sector management Master of Environmental Planning Bachelor of Landscape Architecture</p>
<p>OUTCOMES AND DEVELOPMENT GROUP</p>		<p><b>SUE WEATHERLEY</b> Group Manager <i>(from December 2008)</i></p> <ul style="list-style-type: none"> <li>• Master of Business Administration,</li> <li>• Master of Urban Planning, Graduate Diploma in Applied Science (computing)</li> <li>• Bachelor of Town and Regional Planning</li> </ul>	
<p>CITY SERVICES GROUP</p>		<p><b>SUE COLEMAN</b> Group Manager <i>(from October 2007)</i></p> <ul style="list-style-type: none"> <li>• Bachelor of Social Studies</li> <li>• Masters of Management</li> <li>• Graduate of the Australian Institute of Company Directors</li> </ul>	

GENERAL COUNSEL		<p><b>Maurice Doriah</b></p> <p>General Counsel (from September 2009)</p> <ul style="list-style-type: none"> <li>• Bachelor of Economics, LLB (Law Degree)</li> </ul>
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CIVIC PLACE REDEVELOPMENT		<p><b>Scott Gregg</b></p> <p>Property Development Director, Property Development Group (from July 2009)</p> <ul style="list-style-type: none"> <li>• Bachelor of Architecture, Green Star Accredited Professional</li> </ul>
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CORPORATE SERVICES GROUP	<p><b>Tim Franey</b></p> <p>Manager, Community Engagement Unit</p>	<p><b>Stephen Montgomery</b></p> <p>Manager, Strategic Asset Management</p>	<p><b>Alistair Cochrane</b></p> <p>Manager, Finance Unit</p>	<p><b>Elios Alexoulis</b></p> <p>Manager, Information Systems</p>	<p><b>Ian Fitzgerald</b></p> <p>Manager, Human Resources Unit</p>
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#### CORPORATE SERVICES GROUP

Oversees Council's, community engagement, including customer contacts and corporate record keeping; Human Resources; Financial management (rates, revenue, insurance, risk and procurement and developing long term models and plans for Council's financial future; Strategic Asset Management (implementing the Strategic Asset Management Plan, delivering property development and real estate services; Council's environmental footprint measures; the Civic Place redevelopment project; and organisational change and performance.

OUTCOMES AND DEVELOPMENT GROUP	<p><b>Geoff King</b></p> <p>Manager, City Strategy Unit</p>	<p><b>Marcelo Occhiuzzi</b></p> <p>Manager, Land Use and Transport Planning</p>	<p><b>Louise Kerr</b></p> <p>Manager, Development Services Unit</p>	<p><b>Laurie Whitehead</b></p> <p>Manager, Regulatory Services</p>	
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#### OUTCOMES AND DEVELOPMENT GROUP

Oversees the long term strategic planning framework for the City as well as land use planning, development assessment and regulation. Responsible for preparation of development controls, development contribution plans, urban design; strategic traffic and transport policy, assessing development applications, building certification and unauthorised development; parking regulation, illegal dumping and littering, private tree management and animal control compliance; and public health and environmental protection and enhancement.

CITY SERVICES GROUP	<p><b>Tim Dale</b></p> <p>Manager, City Operations</p>	<p><b>Jim Stefan</b></p> <p>Manager, City Assets and Environment</p>	<p><b>Debbie Killian</b></p> <p>Manager, Community, Library and Social Services</p>	<p><b>Robert Love</b></p> <p>Director, Parramatta Riverside Theatres</p>	<p><b>Rebecca Grasso</b></p> <p>Manager, City Culture, Tourism and Recreation</p>
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#### CITY SERVICES GROUP

Delivers a wide range of services and facilities and manages infrastructure such as roads, footpaths, cycleways, and car parks as well as natural resources such as parks, bushland and public trees. Provides community services including waste, libraries, child care, aged and disability services and community capacity building and manages cultural and recreational facilities including community events, Riverside Theatres, and the swimming pools.

# CORPORATE GOVERNANCE

## CODE OF CONDUCT

Council's Code of Conduct sets standards of behaviour for the organisation that demonstrate the organisation's values and adopted principles. It provides guidance to both Councillors and staff in understanding the ethical problems that may be encountered in the organisation. All managers and staff have received training in the Code of Conduct, with such training and other policies an integral component of our new staff induction program.

The Department of Local Government (renamed the Division of Local Government in 2009) released a revised Model Code of Conduct with associated guidelines and legislation in June 2008. Council adopted this model code as its Code of Conduct in July 2009. Council commenced a review of the adopted Code of Conduct in late 2008 with a revised Code of Conduct adopted on 28 September 2009. Since then, all staff have been trained in the new Code and its requirements.

The Code of Conduct includes a comprehensive set of standards of behaviour and a framework to deal with breaches of those standards. In establishing this framework, Council sought and appointed representatives to form a Conduct Review Panel to conduct enquiries into serious breaches of the Code by Councillors or the Chief Executive Officer. The three individuals who form the Conduct Review Panel were appointed by Council resolution at the 15 June 2010 Council meeting.

## FRAUD AND CORRUPTION PREVENTION

As part of Council's Fraud and Corruption Prevention Strategy, all managers were trained in corruption risk assessment and corruption detection. Council's development assessment and regulatory control business units are well advanced in this respect and have introduced improved processes and procedures as a result.

Periodic review and training in the Code of Conduct and associated policies provides a basis for keeping behaviour and conduct expectations relevant to staff. The extent to which Council's current conduct and behaviour policies are integrated reflects a commitment to a comprehensive approach to fraud and corruption prevention.

## SERVICE AUDIT AND REVIEW

Service Audit and Review (SARS) is an integral part of Council's Corporate Governance framework and includes Council's internal audit function. To demonstrate openness and accountability of Council's operations, SARS is independent of line management functions and reports directly to the Chief Executive Officer.

SARS provides an independent appraisal of the organisation's compliance and performance against appropriate standards and legislation. It also provides an early warning of weaknesses in, or undesirable departures from, the organisation's internal control and risk management systems. Council's governance framework was also improved through policy reviews and development, and management of statutory information provisions under Local Government, Freedom of Information and Privacy legislation.

## POLICY DEVELOPMENT AND IMPLEMENTATION

Service Audit and Review manages a number of policies that support Council's governance responsibilities and are subject to regular review including:

- Code of Conduct and Guidelines
- Policy for Interaction Between Councillors and Staff
- Whistleblowers Protection Policy
- Customer Compliments and Complaints Policy
- Access to Information Policy.

The Unit is also responsible for the maintenance of Council's policy register. Council's policies are supported by a number of other governance registers maintained by the unit covering:

- delegations
- pecuniary interests returns
- gifts and benefits
- secondary employment; and
- freedom of information.

A number of these registers are subject to statutory reporting with a review of Council's delegations completed in 2009.



*The Future Pathways diagram charts the direction forward for Council  
(Karen Steains Photography)*

## OTHER AUDITS AND REVIEWS

Other significant tasks completed as part of the 2009/10 Service Audit and Review program included:

- review of controls in the management of capital project contracts
- review of expenditure controls in the use of corporate credit cards
- review of pensioner rebates from rates payments
- review of process controls in the debt recovery for overdue rates
- review of controls in the management of taxi dockets
- review of implementation of Council's decisions
- review of controls in the management of vendor expenditures
- review of cash controls in the operation of Council's swimming pools
- review of Council's usage and control of access to the RTA DRIVES system
- internal investigation of a number of conduct matters including protected disclosures
- support for Council's Audit Committee
- probity advice and audit on a number of tenders, agreements and proposals
- advice, recommendations and reviews of policy and procedures.

The Service Audit and Review program for 2010/11 will continue to support management in improving service performance and control through targeted audits and reviews.

Council registered 53 compliments received from our customers during 2009/10 relating to the quality of work, response time, staff performance and support for Council decisions.

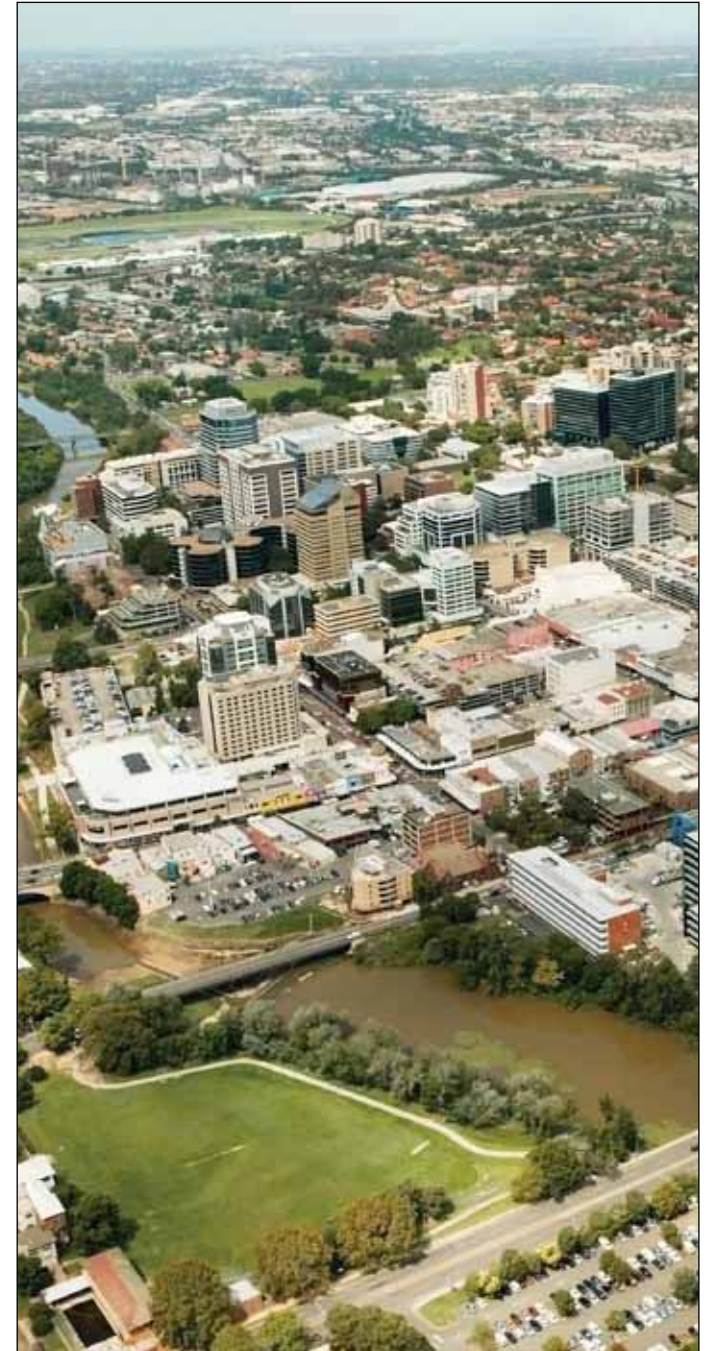
Complaints received regarding Council services, staff and councillors are summarised below:

• service complaints	56
• waste service complaints	15
• complaints about staff and/or councillors	69
• internal reviews of complaints	Nil

A review of the Compliments and Complaints Policy was completed in 2009, with an amended policy adopted by Council at its meeting of 14 December 2009. Focussed on a broader view of customer interactions, the new complaints framework aims to ensure that customers are provided with the most transparent and effective result to their enquiry/complaint within the shortest possible timeframe. The integrated nature of the new framework also aims to ensure further improvement to our systems and processes.

## AUDIT COMMITTEE

Council's current Audit Committee was fully established in May 2009. The Audit Committee provides independent assurance and assistance to Council on the management of risk, control and the compliance framework. The Committee operates to a charter adopted by Council and comprises three Councillors and two independent community representatives. Council's auditors and senior management are invited to the Audit Committee meetings. The Audit Committee met four times during the year and self assessed its operation based on the Guidelines for Internal Audit published by the Division of Local Government in February 2010.



*Parramatta River and surrounding parklands provide opportunities for relaxation for the City's residents and workers (Clear View Imaging)*



Parramatta's heritage assets are offset by the flowering of jacarandas during November (David Wallace Photography)

# ACCESS TO INFORMATION

## UNDER SECTION 12 OF THE LOCAL GOVERNMENT ACT AND FREEDOM OF INFORMATION ACT

Under Section 12 (s12) of the *Local Government Act* and *Freedom of Information Act (FOI)*, members of the public are entitled to request Council-held information. Requests for information not listed within s12 provisions can be made under FOI to Council's Freedom of Information Officer.

During 2009/10, Parramatta City Council continued to administer its *Access to Information Policy and Privacy Management Plan*. Council received and serviced 648 s12 requests relating to development applications, compared to 605 the previous year. We received 44 FOI applications, compared to 34 such applications in 2008/09. The number of FOI requests received has grown because of increased demand and raised awareness amongst the general public. We provided 100 per cent of the requested information within the 21 days statutory period, with the majority of applications relating to cooling towers, catering, personal injury, road works, land contamination, animal control or traffic complaints.

We received no FOI internal reviews during this period. Similarly, no FOI applications were carried forward into the next financial year.

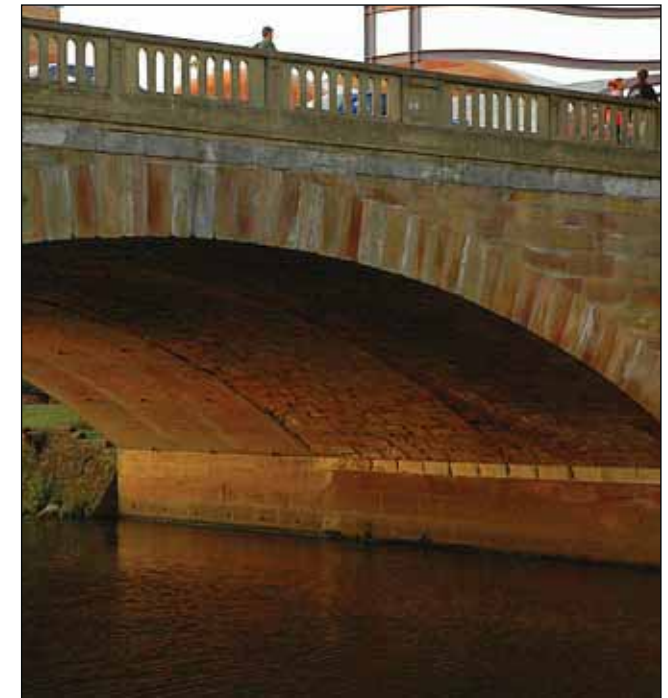
On 1 July 2010, the *Government Information (Public Access) Act (GIPA)* replaced the *Freedom of Information (FOI) Act* and Section 12 of the *Local Government (LGA) Act*. This new legislation provides access to government information and focuses in favour of the release of information through the consideration of the public's best interest.

A *Publication Guide* containing information about Council's structure, functions and type of information that is publicly available, is accessible from Council's website, along with the applicable application forms. [Page 177](#): For more on FOI.

## PRIVACY AND PERSONAL INFORMATION PROTECTION ACT 1988 s33

During 2009/10 two applications for internal review were received under the provisions of Part 5 (s53) of the *Privacy and Personal Information Protection Act (PPIPA)*. Of these, one applicant sought further review by the Administrative Decisions Tribunal (ADT) pursuant to Section 55 of the *PPIPA*.

There were no requests to suppress personal records and no Ministerial Certificates or appeals to the District or Supreme Courts. Similarly, there were no inquiries by the Ombudsman during the reporting period into any FOI determinations by Council.



Designed by a Scottish engineer and built by convict labour, the historic Lennox Bridge is the oldest crossing of the Parramatta River (David Wallace Photography)

# ENGAGING OUR COMMUNITY

Councils can no longer afford to create policies, plans and strategies in isolation without first consulting the key users of their services. As well as handling over the phone and in person enquiries at our Customer Contact Centre, Council engages with its community through a range of committees, organisations, services and avenues to ensure that the people of Parramatta have a better understanding of the issues and challenges confronting the local government sector.

## ADVISORY COMMITTEES

Council relies on the expertise of dedicated members of its advisory committees: Aboriginal and Torres Strait Islander; Access; Arts; Community Safety; Cycleways; Heritage; and Youth.

## CENTRAL PARRAMATTA PLANNING COMMITTEE (CPPC)

Council delegates functions to the CPPC to ensure that we remain at arms length from development applications that pose a potential conflict of interest.

## PARAMATTA CHAMBER OF COMMERCE AND INDUSTRY

Council meets and discusses issues with the Chamber of Commerce and Industry on a regular basis.



Volunteers were on hand to help improve their neighbourhood on Council's Graffiti Clean up Day

## CONTACTING COUNCILLORS

Members of the community can raise concerns with Parramatta's Councillors via email or Council's website, regardless of which ward the individual Councillor lives in.

## CUSTOMER COMPLIMENTS AND COMPLAINTS

Council invites written or online feedback under our Customer Compliments and Complaints Policy.

## DESIGN REVIEW PANEL

This panel's expert services continue to improve the urban design of Parramatta's new residential flats and commercial developments.

## DEVELOPMENT APPLICATIONS

Council places weekly full page advertisements in local newspapers of Parramatta's development applications and construction certificates, and offers a pre-lodgement consultation process for domestic and developer applicants.

## HERITAGE ADVISORY SERVICE

Council offers a free advisory service for residents wishing to upgrade heritage-listed properties.



Australia Day celebrations in Parramatta Park bring out the crowds and the patriotic spirit (Karen Steains Photography)

## HERITAGE GRANTS

Council makes grants available from its Local Heritage Fund to assist residents carrying out works to heritage listed properties.

## OPERATIONAL LIAISON OFFICERS (OLOs)

Council's OLOs inspect Council wards on a rotational basis and pass on concerns of residents and businesses to relevant officers.

## PUBLIC FORUM AT COUNCIL MEETINGS

Community members are encouraged to submit questions or comments to the Public Forum Session of Ordinary Council Meetings, relating to general policy matters or development applications.

## RESIDENTS' PANEL

Council's 2300 strong Residents' Panel continues to provide valuable feedback into our service delivery performance and helps prioritise projects. Our Research and Consultation team survey users of Council's key services such as libraries, theatres and community facilities for hire.



Lord Mayor Paul Garrard makes a presentation at the Arrunga Men's Community Shed official opening

# COMMUNICATING WITH OUR COMMUNITY

## TRANSPARENT REPORTING

Parramatta City Council remains committed to the transparent reporting of how it allocates and spends the revenue streams it collects from ratepayers and other government sectors. To help prioritise our projects and services, we invite members of the community to participate in Council's annual Management Plan Expo. These face-to-face sessions help Council determine whether we are headed in the right direction.

As Council strives to operate within its means, we routinely report challenges and disappointments in our Management Plan, Quarterly Reviews, Annual Report, *Parra Pulse* newsletter, and website ([www.parracity.nsw.gov.au](http://www.parracity.nsw.gov.au)).

Council keeps its community informed through:

- workshops and briefings with Councillors
- weekly advertising in the local media (including the Lord Mayor's Column)
- direct mail and letterbox distribution (community and business newsletters)
- Council's website <[www.parracity.nsw.gov.au](http://www.parracity.nsw.gov.au)> (online complaints and compliments opportunity)
- educational school visits
- exhibitions and onsite displays
- community workshops
- social media (including Facebook fan page: Parramatta City Council; Twitter: [twitter.com/parracity](https://twitter.com/parracity))
- e newsletter to business
- Parramatta Life and Leisure e newsletter.



*Council's Delivery Plan Expo outlined the projects that Council planned to fund and project manage in the upcoming year (Karen Steains Photography)*

# ADVOCATING FOR OUR COMMUNITY

## ADDITIONAL FUNDING

Councils are funded from a range of revenue services including the ordinary and special rates annually levied on residents and businesses. In addition to such inputs, Council works hard to secure State and Federal government funding to help our community purse go further when it comes to maintaining and constructing assets, including major infrastructure projects. The more our staff excel at making a case for additional governmental and sponsor support, generally allocated on a competitive basis, the less Council has to rely on the 'taxes' paid by our ratepayers which amount to just three per cent of Australia's total taxes, with the other 97 per cent collected by the State and Federal Government.

How did we go in 2009/10? Parramatta City Council:

- was awarded a grant of \$2,451,000 under the first round of the Regional and Local Community Infrastructure Program (RLCIP) Strategic Projects Program for the streetscape upgrade of South Street, Granville, completed in 2009/10
- received an additional \$893,000 under Round 1 of the RLCIP for 15 strategic projects, an additional \$359,000 under Round 2 and a further \$359,000 under Round 3
- received \$80,500 for two submissions under the Building Community Partnership Program
- received a grant of \$1,500,000 from the Federal Government Department of Health and Ageing to provide links for the cycleway from Parramatta to Blacktown over two years
- received a grant from the NSW Department of Planning - Sharing Sydney Harbour (\$150,000) and another from the Federal Government Jobs Fund (\$400,000) for the implementation of key links along the Parramatta Valley Cycleway (PVC)

- received \$1,300,000 from the Federal Government Jobs Fund for the implementation of the Ermington Bay Nature Trail along the Parramatta River foreshore
- received grants from the NSW Maritime Authority in a joint venture with Ryde City Council to undertake the Wharf Road, Ermington, boat ramp, pontoon and associated works upgrade project
- received funding under the Better Boating Program 2007 (\$455,000) and 2008 Program (\$137,500), with the works completed in December 2009, and further funding under the Better Boating Program 2009 (\$238,600) for the construction of the car park exit ramps
- successfully lobbied for grant funding (\$114,380) to undertake four projects under the NSW Sport and Recreation 2010 Sports Facility Grant.



Council's upgrades to neighbourhood centres including Granville Street South revitalise shopping precincts (Karen Steains Photography)



As well as constructing cycle routes Council installed secure bicycle facilities and additional bike stands in the City (Karen Steains Photography)

# ENLISTING OUR COMMUNITY

## OUR VOLUNTEERS

Volunteers are vital to the provision of services to the community, especially during straightened times. Giving back to the community on a part-time or periodic basis, we have more people working for Council 'in kind' than we have paid staff. Volunteer assistance remains especially important in a climate where costs are rising and NSW councils are required by legislation to fund the longstanding backlog of infrastructure repair and replacement on top of our 'business as usual' services and new revitalisation projects.

The challenge for all councils is that the sector of the community most likely to volunteer its services is ageing. To maintain and increase our current levels of volunteering, we need to enlist more assistance 'in kind' including corporate volunteers who can take time off work to help those in need.

Once again Council acknowledges and thanks those members of the community who underpinned our service delivery and decision making during 2009/10, including:

- 2,325 Residents' Panel members who responded to surveys, attended meetings and briefings and reviewed Council's Annual Delivery Plan (replacing the Management Plan)
- 214 volunteers who assisted Council's Home Support and Community Service delivery, including Meals on Wheels, Peer Support, the Men's Shed, Senior Leisure and Learning Centre, and Over 50s Outreach
- 80 members of nine advisory committees who met regularly throughout the year on a voluntary basis to review Council's plans, policies and strategies (Access, Heritage, Aboriginal and Torres Strait Islander, Youth, Arts and Cycleways advisory committees)
- 45 library volunteers who deliver bilingual storytime, JP services, computer training and English Conversation lessons

- 12 Parramatta Heritage and Visitor Information Centre volunteers including Local Studies Family History Library, Council's archaeological collection cataloguer, photographic collection reviewer, and student interns who assist with research, administrative support and exhibition installation
- 420 members of Council's 48 Park Committees (made up local residents, sporting user groups; Bushcare and other passive recreation users); and 200 Bushcare volunteers
- 30 SES volunteers called out to flood and storm events, search and rescues, and tree lopping throughout the Parramatta LGA and beyond
- Over 70 civic events volunteers (high school students) who cater for and perform at Council's citizenship ceremonies and Lord Mayor's Christmas Party.



Council's popular weekly Justice of the Peace service is staffed by volunteers  
(Karen Steains Photography)



Council maintains and upgrades its playing fields and sports pavilions from year to year  
(David Wallace Photography)



The dedicated input and enthusiasm of Council's Bushcare volunteers helps makes Council's expenditure on the restoration of natural areas go that much further  
(David Wallace Photography)

# PLANNING FOR NOW, PLANNING FOR THE FUTURE

## PLANNING FRAMEWORK

The services Parramatta City Council delivers to its community are guided by a hierarchy of plans, ranging from strategic or long term visionary plans down to 'grass roots' operational plans.

## NEW INTEGRATED PLANNING FRAMEWORK

Throughout 2009/10 Council was guided by its *Management Plan 2008/09 – 2011/12*. At the same time, we adopted a new integrated planning framework dictated by the Division of Local Government, one of the first councils in NSW to do so. *The Local Government Amendment (Planning and Reporting) Act 2009* came into effect on 9 October 2009 and in summary requires councils to prepare a number of linked plans.

The Division's new integrated planning and reporting requirements include a Community Strategic Plan that runs for a minimum of 10 years and sets out the community's expectations for the future and objectives and strategies for achieving them. Developed and completed prior to the new legislation, Council's *Parramatta Twenty25 Strategic Plan* met these requirements.

In addition to a strategic plan, the new requirements included the development of a long term Resourcing Strategy comprising:

- a 10-year Financial Plan
- a 10-year Asset Management Plan
- a four-year Workforce Management Plan.

During 2009/10, Council developed a four-year Delivery Program which sets out how Council plans to achieve the objectives of the Community Strategic Plan. Along with a more

detailed one-year Operational Plan, these two documents replace the previous Management Plan requirements, and inform the preparation of Council's annual budget cycle.

## COMMUNITY STRATEGIC PLAN

Endorsed as Parramatta's Community Strategic Plan in December 2009, *Parramatta Twenty25* charts the way forward for the City over the next two decades, responding to and managing the challenges that Council and our external partners must address in order to ensure our social, economic and environmental sustainability.

The Community Strategic Plan addresses seven 'destinations' that Council aspires to in order to make Parramatta a great place in which to live, work, play and invest. During 2009/10 we used these seven destinations to help prioritise Council projects and develop a four-year Delivery Program and one-year Operational Plan in line with the new integrated planning requirements.

Incorporating extensive feedback from Council's community, our strategic plan is underpinned by the concept of sustainability and aligns with the NSW Government's *Metropolitan Strategy*, in association with the *NSW State Plan*, and addresses all the requirements of the new integrated planning requirements.

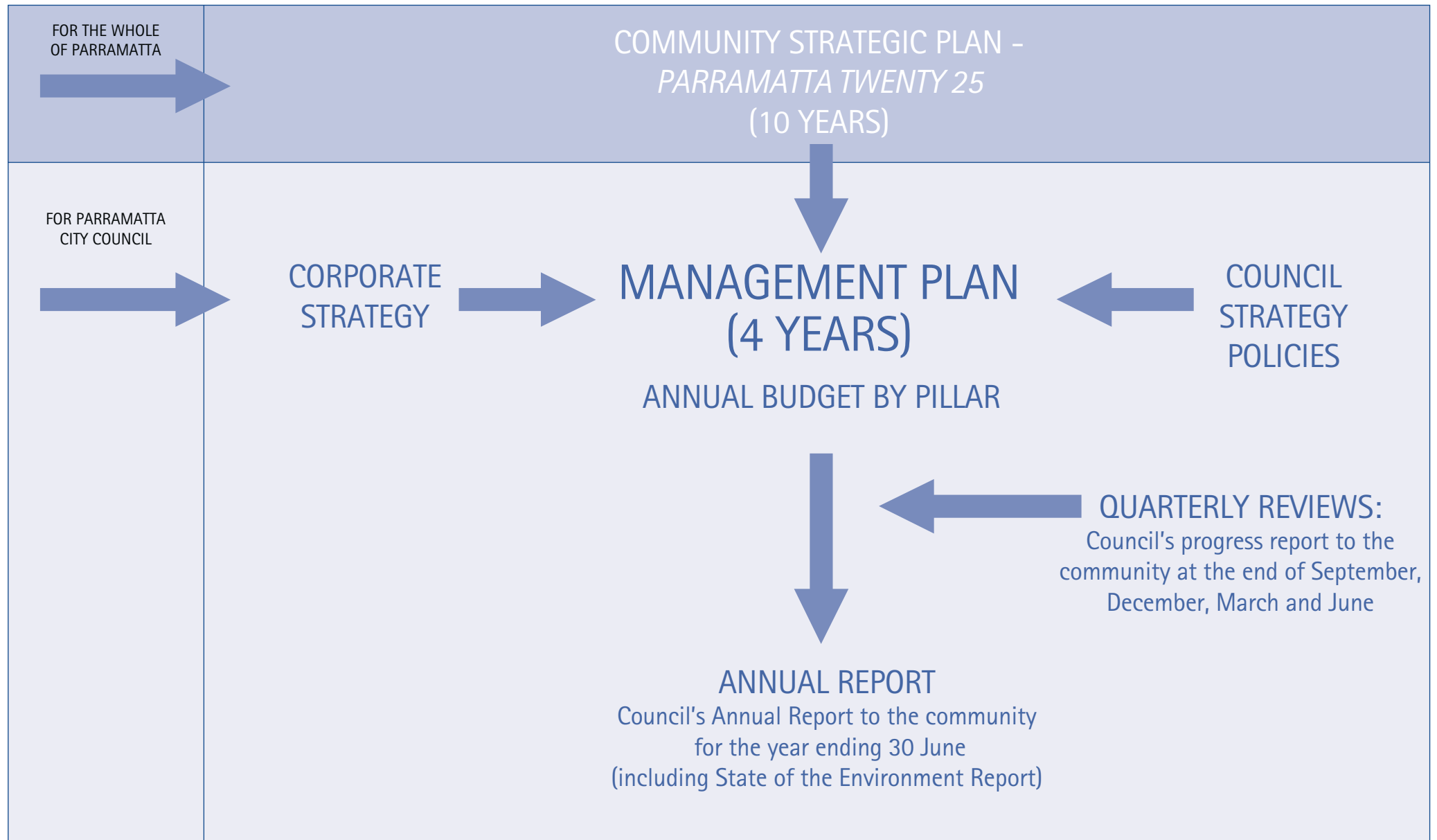
## CORPORATE STRATEGY

The *Corporate Strategy* captures Council's organisational commitment to demonstrating leadership and good governance as we strive to deliver the best possible services to our community. This document identifies and schedules the tools that Council needs to help build organisational capability into the future. In 2009/10, the *Corporate Strategy* was incorporated into Council's Delivery Program. For more on Council's Corporate Strategy go to page 58.



Prince Alfred Park, the site of Council's traditional New Year's Eve celebrations, is at its best during early summer (David Wallace Photography)

# THE STRATEGIC MANAGEMENT FRAMEWORK



# NEW PILLAR REPORTING STRUCTURE

## PILLAR REPORTING STRUCTURE

Council's new planning and reporting structure includes 20 service areas that are linked to the seven external strategic objectives (or destinations) that are set out in Parramatta's *Community Strategic Plan (Twenty25)* and the strategic objectives outlined in Council's *Corporate Strategy*.

This change facilitated a review and simplification of the reporting structure to ensure that Councillors and the community are given a clearer picture of how our services and projects are being delivered, in simpler terms and with explanations and clear accountability about how we run the business.

For planning and reporting to the Community, the framework by which Council's performance is set out is grouped under four broad 'Pillars' which are reported under Principal Activities in this Annual Report and termed:

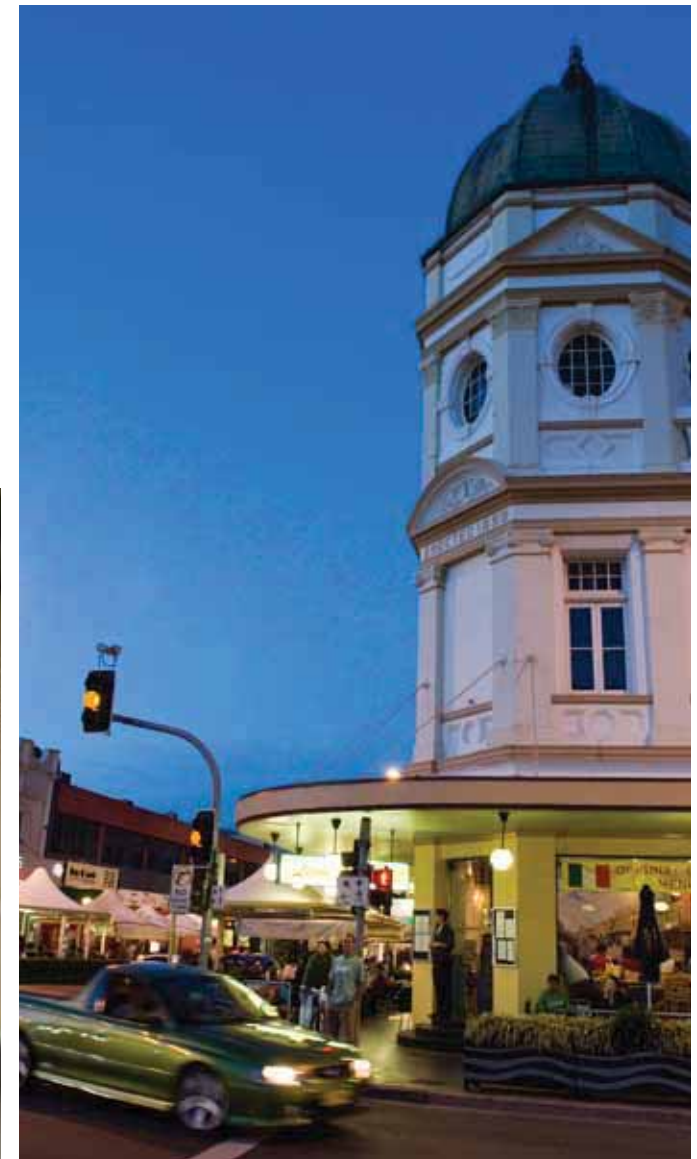
- Environment and Infrastructure (page 76)
- Community and Neighbourhoods (page 90)
- Economy and Development (page 108)
- Governance and Corporate (page 124).



Council's Environment and Infrastructure Pillar is focused on improving the quality of Parramatta's natural and built environment



Council's Community and Neighbourhoods Pillar seeks to improve the living, working and travelling conditions of residents, commuters and visitors (Karen Steains Photography)



One function of Council's Economy and Development Pillar is to boost Parramatta's appeal as a tourist and fine dining destination (Karen Steains Photography)

# HOW WE DELIVERED ON OUR CORPORATE STRATEGY

In 2004 Council developed a Corporate Strategy to serve as our 'road map' to the future. The purpose of the strategy was to equip the organisation with the systems, processes and technology to support community expectations and deliver the best possible services to the community into the future. During 2007 we amalgamated the strategy and implementation plan into one document and streamlined the key result areas.

During 2008/09, under the guidance of our new Chief Executive Officer, we developed 10 strategic priorities for the organisation that dovetailed with our Guiding Principles. These were incorporated into Council's Corporate Strategy to sharpen our focus on improving our organisational capability to deliver information and services.

The tables on the following pages indicate how we achieved our specific corporate strategies according to our balanced scorecard categories in 2009/10.



Members of Council's Leadership Team, Sue Weatherley, Darren Wood, Rebecca Grasso, Dr Robert Lang (Karen Steains Photography)



Before the construction of the Westfields Retail Centre, Church Street was the main street shopping precinct for the City, drawing residents from surrounding suburbs (Karen Steains Photography)

# TEN STRATEGIC PRIORITIES

## FINANCE

### 1. STABILISE THE BUSINESS FINANCIALLY

KEY INITIATIVES	RESULTS	COMMENT
Deliver a break even budget for 2009/10	✓	Council exceeded this objective by achieving a surplus in its net operating result
Develop a five year plan and budget to address long term financial viability	✓	All business units developed detailed five year budget forecasts which formed the basis of the five year financial plan included in Council's 2010/14 Delivery Program
Develop and implement a long term financial plan	✓	Council adopted a 10 year long term financial plan to achieve financial sustainability by 2014/15
Maximise returns from commercial properties	✓	We completed the preparation of a Property Development and Investment Strategy 2010 that will help Council maximise returns



*Council staff hard at work on the in depth review of the 41 services that we provide to different sectors of the community*



*The revitalisation of Church Street South not only improves the appearance of the street but attracts more custom (Karen Steains Photography)*

# HOW WE DELIVERED ON OUR CORPORATE STRATEGY

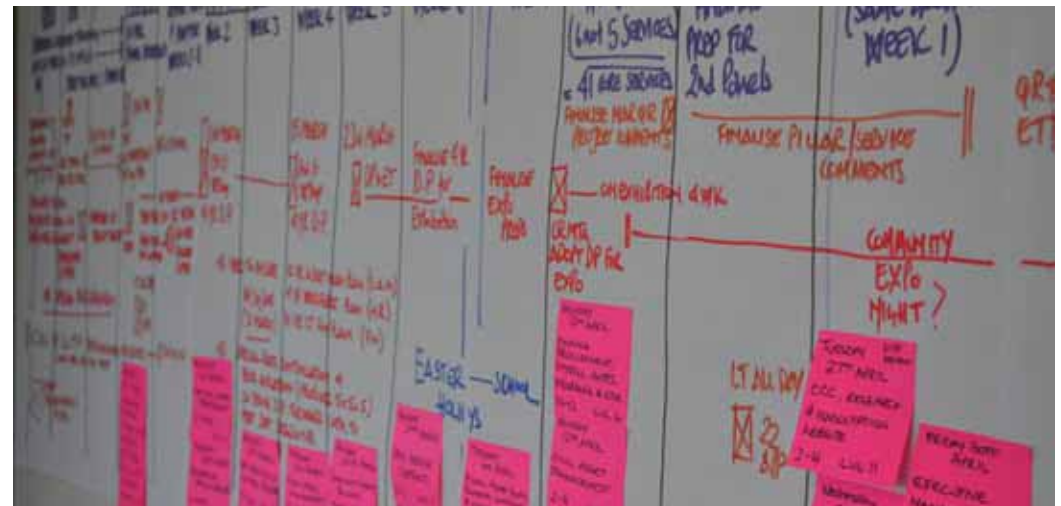
## OUR PEOPLE

2. IMPROVE STAFF ENGAGEMENT AND MAKE COUNCIL A GREAT PLACE TO WORK
3. WORK TOGETHER TO DELIVER ON PROMISES

KEY INITIATIVES	RESULTS	COMMENT
Implement the 10 Guiding Principles	✓	Council's enhanced 'Celebrating Success' reward and recognition system was successfully implemented and is now embedded in the organisational culture
Develop and implement a plan for strategic human resource enhancement	✓	Human resources developed a 2010-14 HR strategy to align with Council's 'Future Pathways' strategic direction
Implement leadership and management training and introduce a mentoring system	✓	HR's leadership development project developed and delivered change management training to Council's Level 1,2,3 and 4 managers
Improve staff communication	✓	Merged staff magazines <i>PARRAmatters</i> and <i>Forefront</i> into a single, redesigned publication, and increased the volume of direct CEO communications to staff via a message of the week; posters and an internal communication survey
Enhance staff training and development and retain talented staff	✓	Developed seven categories of internal traineeships involving 69 staff and achieved staff training days per annum at 2.5, working towards target of 3 days.  Staff turnover rising in response to better economic outlook and jobs market



Customer Contact Centre staff were recognised for their efforts to improve customer service as part of Council's Celebrating Success awards system



Reviewing Council's services one by one involved determining whether they offered value for money and whether outside organisations could deliver them more effectively at a cheaper rate

## BUSINESS PROCESS

4. IMPLEMENT A BALANCE SCORECARD OF KEY PERFORMANCE INDICATORS

5. IMPROVE TECHNOLOGY TO SUPPORT BUSINESS EFFECTIVENESS

6. CHAMPION INNOVATION AND CONTINUOUS IMPROVEMENT

7. DELIVER CIVIC PLACE REDEVELOPMENT

8. DEMONSTRATE LEADERSHIP IN SUSTAINABILITY

KEY INITIATIVES	RESULTS	COMMENT
Implement new Key Performance Indicators and monthly business reviews	✓	New organisational Key Performance Indicators ('dashboard' measures) are regularly updated, reported to Council's Leadership Team and displayed on Council's new staff intranet site, Insite
Upgrade IT systems to suit business needs Improve technology to support business effectiveness	✓	Implemented a Microsoft Outlook email service in place of Lotus Notes, and upgraded all end of lease Council computers and notebooks. Implemented VMware virtualisation 'cloud' computing' to provide a more efficient, flexible and cost-effective model for delivering IT to business, while preserving existing technology investments Upgraded and relocated wide area network (WAN) connections to Granville Library and Council's Depot and replaced network switches
Implement a more efficient and comprehensive staff intranet	✓	Completed the transfer of content from old intranet system to Insite by June deadline, resulting in a responsive new platform that facilitates cooperation and sharing of knowledge and ideas between staff
Review Councils Online corporate software to ensure it meets long term needs	✓	Decided to exit Capgemini IT contract and bring critical software systems in house, a strategy that will bring about ongoing savings of \$750,000 per year to Council
Improve the development application process	✓	Achieved a 36% improvement in the average (gross) time taken to process development applications Achieved a 42% reduction in the number of DAs that remained undetermined for more than 80 days Reduced the number of outstanding DAs by 11% Determined 58% of DAs within 40 days (net)
Improve recruitment and selection process	✓	Purchased E-Recruitment (online recruitment module) as part of a Comprehensive Human Resources Integrated Solution (CHRIS21) HR system Increased HR efficiencies in the recruitment process using new records management processes for recruitment and selection
Improve staff induction process	✓	Increased timeliness and frequency of induction, with new employees inducted each Monday by HR
Review and benchmark services across the organisation	✓	Completed Council's comprehensive Services Review, with priority 1 and 2 strategies to be implemented in 20010/11, bringing about major costs savings and efficiencies
Performance benchmarking at Council's Depot	✓	Developed and introduced benchmarks for a number of Depot-based services including civil operations, parks maintenance and cleansing services
Review and simplify policies and procedures to drive efficiency	✓	Put in place systems to assist the frequent review of policies and procedures, and simplified and consolidated policies in a number of areas

# HOW WE DELIVERED ON OUR CORPORATE STRATEGY

KEY INITIATIVES	RESULTS	COMMENT
Create project management office	✓	Established a temporary project management office in early December 2009, initially focusing on City Assets capital projects area, with the aim of expanding services to the rest of the organisation
Review the car fleet and leaseback arrangements	✓	Undertook a review of the leaseback and car fleet, with a number of measures introduced to improve the fleet's cost effectiveness
Resolve land acquisition (Civic Place)	✓	Successfully acquired over 50% of the outstanding area after further negotiations. Compulsory Acquisition under updated legislation will be used for any remaining sites to complete consolidation
Partner with Grocon to start Ministerial application process for Civic Place	✓	Facilitated a staged approach to the Civic Place project, resulting in a feasible first stage which will deliver Council facilities by December 2013. The Part 3A Project Application for stage one is underway and expected to be lodged and approved in 2010/11
Implement triple bottom line reporting (TBL) across the organisation	✓	Scoping commenced re implementing TBL reporting across the organisation

KEY INITIATIVES	RESULTS	COMMENT
Enhance Councillor request system and responsiveness	✓	Review of Councillor request system formed part of our Core IT Systems replacement, and ensuing changes were implemented, with all Service Requests subsequently using Pathway CRM system
Understand our internal customer needs and build partnerships	✓	Stakeholder mapping is underway and was part of each service unit's process during the Services Review
Undertake process mapping for customer service chain to improve responsiveness and accountability	✓	The top 10 critical processes were mapped in Council's Customer Contact Centre, with action plans developed and efficiencies achieved
Review services provided by Council and reprioritise resources and services	✓	Services Review commenced and completed
Review opportunities for shared services with other councils	✓	Incorporated into Services Review Project and assessed on a business by business basis
Review one-stop shop Customer Service Centre	✓	Review completed in December 2009, with short, medium and long term actions developed, and priority actions drawn up for implementation in 2010/11

## CUSTOMER SERVICE

- 9. IMPROVE STAKEHOLDER RELATIONSHIP MANAGEMENT
- 10. EMBED A CUSTOMER SERVICE CULTURE INTERNALLY AND EXTERNALLY



*Each business unit of Council examined their services to determine who benefited from their delivery and how they ranked in order of priority*

# KEY PERFORMANCE INDICATORS

ONE OF COUNCIL'S 10 STRATEGIC PRIORITIES WAS TO IMPLEMENT A BALANCED SCORECARD OF KEY PERFORMANCE INDICATORS. THE FOLLOWING TABLE LISTS THESE INDICATORS AND INDICATES HOW WELL THEY WERE MET IN 2009/10.

STRATEGIC PRIORITY	OBJECTIVE	KEY PERFORMANCE INDICATOR	TARGET	RESULT	COMMENT
<b>FINANCE</b>					
✓	Achieve set budget	Net operating result compared to approved budget	Plus or minus 5%. Budget \$6,295,000 deficit	\$3,262,000 deficit	A better than expected result due mainly to the early receipt of grant funds and increased equity in Council's insurance joint venture
✓	Manage staff costs	Year to date staff costs against same period prior year	Increase by less than CPI (3.1%) \$66,760,000	\$66,684,000	Staff costs were slightly under the target set
✓	Services revenue growth	Year to date services revenue against same period prior year	Increase by CPI (3.1%) \$32,419,000	\$32,454,000	Services revenue growth was 3.3% exceeding the target of 3.1%.
✓	Service expenses to forecast	Year to date costs compared to approved budget	\$137,144,000	\$137,199,092	Services expenditure was slightly under budget
<b>CUSTOMERS AND STAKEHOLDERS</b>					
✓	Improve delivery of customer services	Percentage of service requests completed within agreed service standards	80%	84%	Completion rate above target, with steady improvement in turning around requests for service delivery
	Improve delivery of Councillor service requests	Percentage of Councillor service requests completed on time	80%	75%	Completion rates below target with room for improvement
	Timely assessment of DAs	Percentage of DAs assessed within 40 days (net)	75%	58%	While below target of 75%, we are making steady progress
	Build and manage visitation to City	Visitation to the City based on/off street paid parking (compared to the same time last year)	2,776,388	2,787,851	Total visitation was slightly up on the previous year with the figures reflecting paid parking and the 204,000 visitors who took advantage of 15 minute free parking for on-street parking metres from June 2009
✓	Improving phone answering response time	Calls answered in 20 seconds	80%	81%	Results just above target and trending upwards

# HOW WE DELIVERED ON OUR CORPORATE STRATEGY

OUR PEOPLE					
	Manage staff turnover	Staff turnover permanent (rolling 12 months comparison)	12%	11%	While results are still below target, staff turnover is trending upwards as the economic situation eases
	Staff with over 40 days leave	Staff leave owing	14%	20%	Leave owing is above target, with staff actively encouraged to take leave
	Investing in our people	Average number of training days per employee	3 days and above	2.6 days	More work required to increase learning and development to target figure
	Success in preventing harm to employees	Lost time injury frequency rate (LTIFR)	14	15	While Council experienced a significant improvement in the preceding 12 months, the 2009/10 performance hovered around the 13-15 mark, and needs to go lower
	Sick leave days taken	Sick leave days	8	11.2	While above target, the number of sick days is trending down
OUR BUSINESS					
✓	Average cost of workers compensation claim	Average workers compensation claim	\$3,300	\$2,648	The implementation of improved return to work practices, early reporting, and reduction in severity of injuries has resulted in a consistent reduction in average claims costs
✓	Reducing fleet fuel consumption	Co2 emissions - Fleet	< 200	191	While Council's fleet Co2 emissions are below the target of 200, there is more work to be done to reduce
	Electricity usage reduction	Monthly electricity consumption (rolling 12 month comparison)	-5% of previous same month in previous year	19%	The apparent increase reflects Council's decisions to open Parramatta Swimming Centre during winter and assume direct responsibility for car park energy consumption.
	Water usage reduction	Monthly water consumption reduction (rolling 12 month comparison)	-5% of previous same month in previous year	13%	Council is working to reduce reliance on mains water by identifying and fixing leaks in a timely manner, so that we can meet our target
	Reduce paper consumption	Paper usage per printer	< 5,000	5,758	While we reduced our paper usage overall, we expect to see further reductions as we increase the accuracy of our reporting

# HOW WE ARE MANAGING OUR STRATEGIC ASSETS

When Council carried out its first ever stock take in 2007/08, we discovered that Parramatta had accumulated over \$4.4 billion worth of infrastructure since its creation back in 1846. A comprehensive fair value assessment of these assets revealed that Council holds over \$1.6 billion of depreciating assets which have to be actively maintained or replaced while all the while maintaining levels of service that meet community expectations. In the main, Council's remaining non-depreciating assets include open space including parklands.

In October 2008 we completed Council's *Core Strategic Asset Management Plan* in advance of the Division of Local Government's legislation that all councils must carry out such a strategic assessment of their assets and draw up such a plan for their judicious management.

Why did Council start factoring the maintenance and replacement of deteriorating infrastructure into our annual budgets? Council's *Corporate Strategy 2004* clearly identified that we needed to be aware of liabilities surrounding Parramatta's infrastructure, independently of the Division's edict. In particular we needed a realistic assessment of the impact of accommodating the maintenance and refurbishment of community assets into the future.

During 2008/09 we continued the associated 'Fair Value' review of every asset that comes under Council's control, with the focus on ranking Parramatta's roads, footpaths, bridges and drainage under a five star rating system, with 0 rated assets requiring replacement.

Ranking the condition of Council's assets, a process completed by June 2010, allows us to prioritise what needs to be replaced or refurbished during our annual management planning process.

At the same time, we held group discussions in 2009/10 with community members to determine what they expect of our diverse assets. The goal of asset management planning is to not only ensure that the community gets the assets it wants but to drive down the costs of that asset and ensuring its long term sustainability.

For more on our strategic asset management planning, go to page 115.



Council maintains and staffs large sporting complexes such as the Granville Swimming Centre (Karen Steains Photography)

# REDUCING OUR ENVIRONMENTAL FOOTPRINT

Council recognises that its operations have both direct and indirect impacts on the environment. Accordingly we aspire to continually reduce these impacts by considering them in everything we do. In 2009/10 we adopted a new Corporate Environmental Policy, objectives and targets and undertook a range of measures to reduce our 'ecological footprint'.

## REDUCING OUR IMPACT ON CLIMATE CHANGE

- we continued to purchase 10 per cent accredited GreenPower for street lighting and 100 per cent GreenPower for all other electricity
- we reduced CO<sub>2</sub>-e emissions by 167,509 tonnes through community paper recycling and garden waste collection schemes
- we facilitated the capture of 708 tonnes of methane in the Eastern Creek Gas Recovery Project from Parramatta's waste disposed to landfill
- we installed movement sensors and retrofitted lights at our Riverside Theatres with energy efficient LED alternatives, and anticipate reducing our annual electricity consumption by 108,413 kWh and 159 tonnes of emissions
- we retrofitted lights and installed sensors at the Parramatta Heritage and Visitor Information Centre to reduce annual energy consumption by 34,724kWh and 53.8 tonnes of emissions
- we installed sensors and energy efficient exit lights at our libraries to reduce annual consumption by 8,263 kWh and 10.2 tonnes of emissions
- we offset 632 tonnes of CO<sub>2</sub> emissions from our passenger car fleet
- we obtained a 5 Star National Australian Built Environment Rating System (NABERS) rating for our main administration building at the Parramatta Heritage and Visitors Information Centre

- we ensured our Christmas Light competition was carbon neutral by offsetting the predicted emissions through climate friendly means.

## REDUCING WATER CONSUMPTION

- we upgraded online monitoring of water use at our swimming centres, working with Sydney Water and the Department of Commerce to reduce unnecessary water consumption
- our water consumption at Riverside Theatres was reduced by 17 per cent owing to retrofits such as dual-flush toilets.

## SUSTAINABLE PROCUREMENT

- we began developing a framework for sustainable procurement that will ensure consideration of environmental, social and local economic sustainability issues when making purchases.

## GREEN BUILDING

- three of our staff became Green Star Accredited Professionals [with the Green Building Council of Australia] as one step towards ensuring a good green star rating for our new Civic Place redevelopment project and other developments.

## INVOLVING OUR EMPLOYEES IN SUSTAINABILITY IMPROVEMENTS

- we asked staff to make just one commitment to help celebrate the World Environment Day theme of *Many species, one planet, one future*
- we worked with staff to participate in Earth Hour for the fourth year running.



Council worked hard to reduce the electricity usage of its Parramatta Riverside Theatres by switching to lower energy using downlights (David Wallace Photography)

# HOW WE ARE LOOKING AFTER OUR PEOPLE

During 2009/10 Council continued its commitment to create a safe and trusting work environment free from injury and disease; for staff, visitors, contractors and volunteers.

To create, maintain and enhance this commitment, Council moved to its implementation phase, involving the roll out of training and launching of key Occupational Health and Safety (OH&S) programs and practices across the organisation. The roll out was supported by OH&S signage at the Depot and quarterly performance indicators monitored by the Executive Team and reported to the leadership team on a monthly basis.

## THE KEY MEASURES ARE:

- 12 month rolling lost time incident frequency rate
- 12 month total reportable incident rate
- Average cost of workers compensation claims costs
- Work Cover infringement notices/penalties
- 100 per cent of all new staff inducted within three working days
- Completion of quarterly workplace inspections across Council
- Notification of all compensation claims within two days; and
- 100 per cent completion of self audits.



Council plays a key coordinating role in activating emergency services including removing trees toppled by severe storms (David Wallace Photography)



Improving occupational health and safety performance, whether at Council's Depot, head office or outlying premises remains high on the agenda (Karen Steains Photography)

## HOW DID WE GO IN 2009/10?

Council continues to reduce the number of lost time incidents. Year on year Council reduced the number of such incidents by 30 per cent, from a lost time incident frequency rate of 20 down to 14. Furthermore, the average cost per claim reduced by 43 per cent to \$2648, ensuring that our incident profile is one of fewer and less severe incidents. As a result, Council reduced its compensation premium by \$500,000.

In relation to the implementation of our management system, we continued our program of regular workplace inspections, and assessments supported by a series of compliance based activities involving re inspection of asbestos sites, completion of our confined spaces register, review of our hazardous and dangerous goods registers. Completion of workplace inspections across all Council sites consistently sits at 72 per cent, with the focus on achieving 100 per cent completion and management of identified corrective actions. As a consequence of our actions, GIO recommended our nomination for its "best solution to an identified workplace issue".

As part of a major cultural change program, Council is in the final stages of implementing an online incident notification, investigation and tracking of corrective actions system which



Commuters who put off cycling to work because they don't have access to showers or lockers no longer have any excuse following installation of secure bike facilities in Council's car parks

will provide Council with timely information on incidents and improve the quality of the investigation and implementation of corrective action processes.

In addition, Council reviewed its existing policies to ensure they still meet our operational requirements, as well as the implementation of a number of complementary OH&S programs, namely:

- providing skin cancer checks and influenza vaccinations to all staff;
- implementing a comprehensive behavioural based manual handling program in high risk areas and piloting a behavioural based safety program in our high risk areas.
- developing early stages of a comprehensive wellness program incorporating physical and mental health promotion, physical activity supported by evidence based medical research.
- hosting a number of OH&S safety award programs
- implementing annual 'CARM' training programs for regulatory staff faced with dealing with difficult situations
- renegotiating new contracts with our emergency training providers and employee assistance providers to ensure we have the best level of service at a competitive price.

# HOW WE IMPROVE OUR SERVICE DELIVERY

How does Parramatta City Council measure its performance?

## INTERNALLY MEASURING OUR PERFORMANCE YEAR

Our internal key performance indicator measures quantify trends in our service delivery, for example the percentage of service requests completed within agreed timeframe.

## ASKING OUR RESIDENTS TO RATE OUR SERVICE DELIVERY

Our externally-generated user and resident satisfaction measures qualify how well the community thinks we are delivering across our key areas of responsibility, for example the perceived condition of Parramatta's footpaths or services offered by our Heritage and Visitor Information Centre.

## COMPARING OUR PERFORMANCE AGAINST SIMILAR COUNCILS

Our performance across a range of measures against the group average of 16 similar councils \* clarifies to our shareholders how well we offer value for money for the rates we levy. The 16 councils are Auburn, Bankstown, Blacktown, Canada Bay, Canterbury, Fairfield, Holroyd, Hurstville, Ku-ring-gai, Marrickville, Parramatta, Randwick, Rockdale, Ryde, Sutherland and Warringah.

\* grouped by the Division of Local Government as similar to Parramatta in size and responsibility.

## PUBLISHING OUR FINANCIAL HEALTH CHECK RATINGS

Our performance against the Local Government Managers Association's Financial Health Check measures provides a consistent way for us to report financial ratios that indicate Council's financial health and sustainability.

## WORKING TOWARDS A TRIPLE BOTTOM LINE

For the fifth time we are reporting the health of our organisation under a 'triple bottom line' framework – our Economic, Environmental and Social wellbeing. Combined with our Corporate wellbeing measures, they reflect how healthy Parramatta City Council is as we strive to become the leading City in the heart of Sydney.



One of Parramatta's most popular community events, Australia Day, provides an opportunity for residents and visitors to enjoy the entertainment and diverse range of food stalls (Karen Steains Photography)



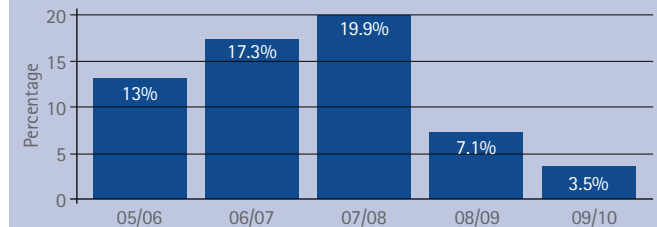
Young families take advantage of Council picnic shelters in Lake Parramatta Reserve (David Wallace Photography)

## WHAT DO WE MEAN BY CORPORATE WELLBEING?

These measures indicate the corporate performance of our internal operations and how effectively we are managing the organisation.

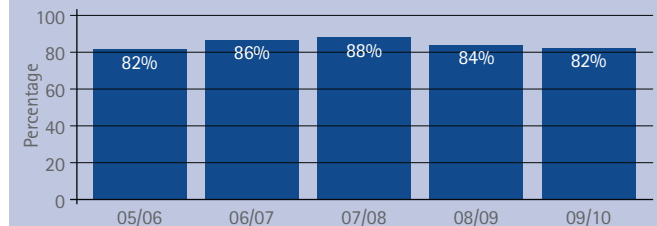
## HOW DID WE PERFORM?

Percentage of Council's overall project budget carried over to the following year.



Only \$1,465,000 or 3.5% of Council's total project budget of \$41,820,000 was carried over, a great performance compared to the previous year's 19.9%

Percentage of projects completed on time or held up by factors beyond Council's control



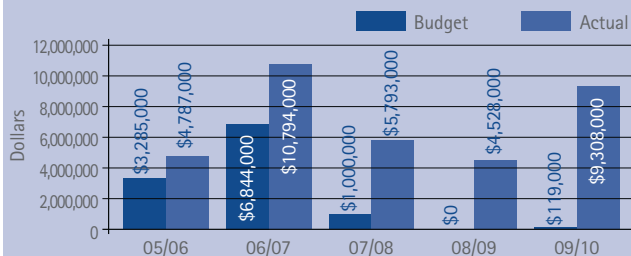
Council's ability to complete the majority of its projects as planned continues to be above the target of 80 per cent

## WHAT DO WE MEAN BY ECONOMIC WELLBEING?

These measures indicate the economic performance of the organisation and how we manage our finances.

### HOW DID WE PERFORM?

Statutory operating result against the original budget



Compares the amount provided in the original budget with the actual final net result from continuing operations including capital revenue and expenditure

Council's available cash position



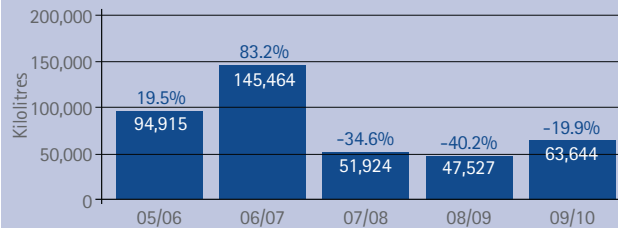
Council's unrestricted cash assets (not restricted for specific purposes) are above the group average of similar councils. (Group average figures not available for 2009/10)

## WHAT DO WE MEAN BY ENVIRONMENTAL WELLBEING?

These measures indicate the impact of Council's activities on the local environment including water, energy and waste.

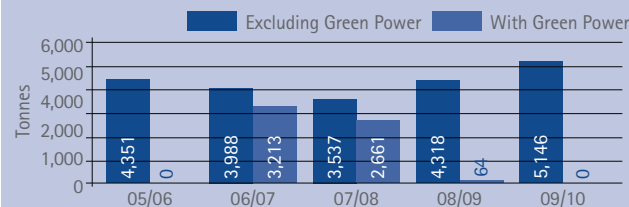
### HOW DID WE PERFORM?

Percentage change from 2003/04 baseline of 79,412 kilolitres of water used by Council's high water consumption facilities



The full year operation of Parramatta and Granville pools, and the necessity of Woodville Golf Course using mains water during hot weather, increased water consumption on the previous year

Percentage change from 2003/04 baseline of 4,457 tonnes of CO2-e emitted by Council's facilities with a large electricity consumption



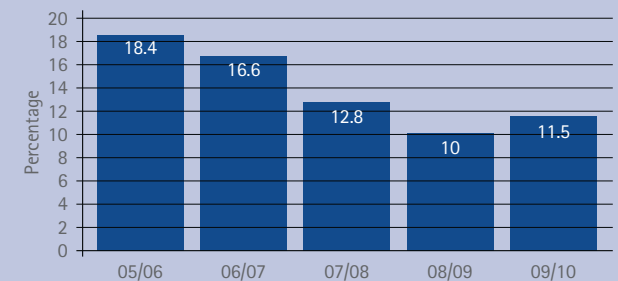
While achieving 100% reduction in emissions through the use of GreenPower compared to 2003/04 benchmark, Council's increased emissions are due to the reopening of the refurbished Parramatta Pool in 2008/09 and introduction of all year round operations

## WHAT DO WE MEAN BY SOCIAL WELLBEING?

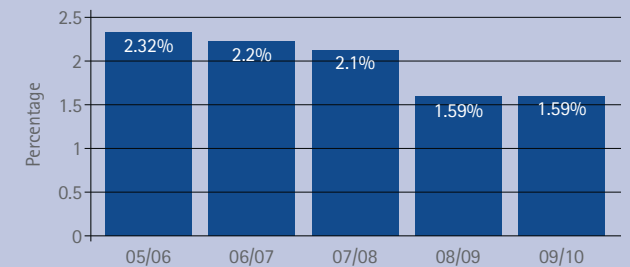
These measures indicate the social performance of Council, in particular how we value and support our staff.

### HOW DID WE PERFORM?

11.5% of full time equivalent employees left Council in 2009/10, with the rising turnover reflecting improved labour market conditions



Percentage of total staff labour costs spent on learning and development



The percentage of total staff labour costs spent on staff training has room for improvement

# HOW WE MANAGE OUR FINANCES

## STRATEGIC FINANCIAL MANAGEMENT PLANNING

FINANCIAL SNAPSHOT	2009/10 \$'000	2008/09 \$'000	2007/08 \$'000	2006/07 \$'000	2006/05 \$'000	2005/04 \$'000
Rates and Annual Charges Revenue	98,254	94,004	90,192	86,502	78,565	74,576
Other Operating Revenue	55,100	54,559	50,017	49,005	40,785	42,844
Capital Revenue	12,570	8,859	7,645	6,955	7,891	7,854
Total Revenue	165,924	157,422	147,854	142,462	127,241	125,274
Operating Expenses	152,541	147,485	136,466	126,180	116,977	112,870
Borrowing Costs	4,075	5,409	5,595	5,488	5,477	5,472
Total Expenses	156,616	152,894	142,061	131,668	122,454	118,342
Net Operating Result	9,308	4,528	5,793	10,794	4,787	6,932
Capital Expenditure	34,152	33,657	38,365	25,948	28,251	47,056

## FINANCIAL POSITION AT THE END OF THE YEAR

FINANCIAL SNAPSHOT	2009/10	2008/09	2007/08	2006/07	2006/05	2005/04
Total Assets	3,753,965	3,574,827	3,877,877	994,916	987,016	984,460
Total Liabilities	124,127	129,432	127,440	124,032	126,926	125,949
Total Equity	3,629,838	3,445,395	3,750,437	870,884	860,090	858,511
Unrestricted Investments	16,609	15,752	12,367	8,430	13,319	13,619

# ABOUT THESE RESULTS

## REVENUE AND EXPENSES

Council's overall revenue increased by 5.4 per cent in 2009/10, in part because of rises in rates and annual charges. In addition Council's revenue increased during the financial year due to significant improvements in investment revenue and capital grants from the Federal Government's economic stimulus package which was initiated to help ride out the global financial crisis.

Overall expenses increased by 2.4 per cent. Specifically the costs of materials and contracts rose because of increased provisions to accommodate the early replacement of Council's corporate IT systems, with significant cost savings anticipated into the future as these systems are brought back in-house.

Employee costs increased by three per cent in 2009/10, a good result compared to 6.7 per cent in the 2008/09 financial year.

### BORROWING COSTS

Our borrowing costs decreased in 2009/10 due to the reduction in interest rates on the Civic Place redevelopment loans compared to 2008/09. Council also reduced the total borrowings it holds.

### CAPITAL EXPENDITURE

Capital expenditure has fluctuated in recent years. Abnormal increases in 2003/04 and 2004/05 were the result of property purchases for the Civic Place redevelopment project. Capital expenditure remained at the same levels as 2008/09.

### TOTAL ASSETS

In 2007/08 Council was required by the then Department (now Division) of Local Government to re-value its property, plant and equipment, land, buildings and other structures according to what is termed 'fair value'. Fair value is the best estimate of the prices reasonably obtainable in the market at the date of valuation.

The re-valuation resulted in a very large increase in the value of assets, predominantly for Council-owned land. Much of this land has been held by Council for many years and its previous valuation was based on its cost at acquisition. Over such a long period values have of course risen considerably. In 2009/10 Council was required to revalue its infrastructure assets. This revaluation increased our fixed assets by \$174 million.

### TOTAL LIABILITIES

Council's liabilities include loans, amounts payable to suppliers and contractors that are outstanding, as well as amounts owing to employees in the form of leave entitlements. The amount we owe has remained relatively steady over the past five years.

### TOTAL EQUITY

We calculate our equity by subtracting Council's total liabilities from total assets. The large increase in Council's equity in 2009/10 was due to the re-valuation of the land assets noted above.

### UNRESTRICTED INVESTMENTS

Increases in Council's unrestricted investments (cash and investments not tied by future commitments) shows that our levels of liquidity remain consistently adequate and reflect prudent financial management.



*All Council's libraries including Constitution Hill, are being progressively upgraded to ensure they remain inviting and stimulating venues (Karen Steains Photography)*

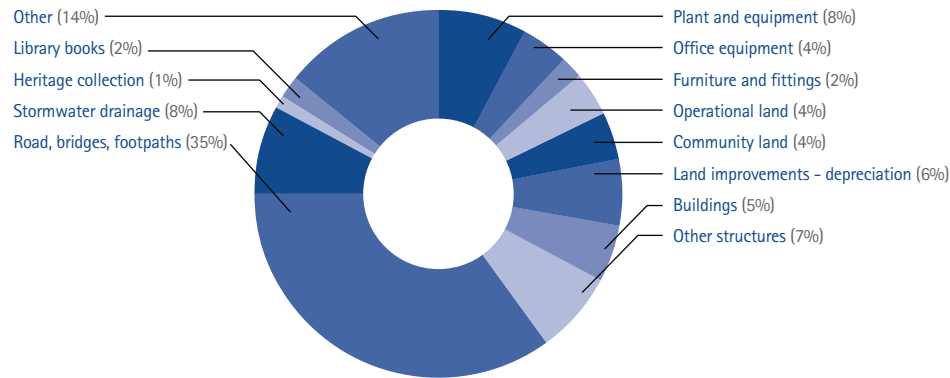


*As dusk descends over Lake Parramatta Reserve, the nocturnal wildlife that call it home emerge to hunt and forage (David Wallace Photography)*

# CAPITAL EXPENDITURE

Council's largest capital outlays continue to be for roads, bridges and footpaths, followed by the purchase of plant and equipment. During 2009/10, major expenditure was also committed to the upgrade and maintenance of parks and sporting facilities, environmental improvement programs and stormwater management.

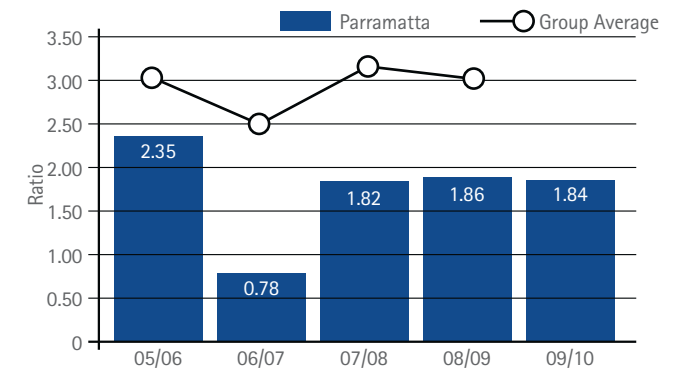
## CAPITAL EXPENDITURE BY ASSET TYPE



## FINANCIAL PERFORMANCE INDICATORS

The Division of Local Government requires that selected Key Financial Performance Indicators, as presented below, are published in all councils' Annual Financial Reports. The results show that Parramatta City Council is in a sound financial position.

### UNRESTRICTED CURRENT RATIO



(Group average figure not available for 2009/10)

The Unrestricted Current Ratio assesses the adequacy of Council's working capital and the ability to satisfy obligations in the short term. In the year ended June 2010, Council had \$1.84 of working capital for every \$1 of current liabilities to satisfy obligations in the short term. A ratio of 2.00:1 is considered sound within the local government industry.

Council's position in recent years has exceeded or been near this mark except in 2006/07, a year that was influenced by loan funds tied up with the Civic Place redevelopment project.



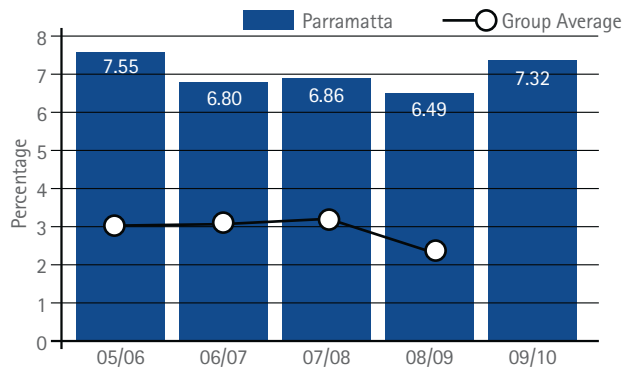
Funding capital projects including footpaths and shared cycle routes continues to be a major component of Council's annual capital expenditure (David Wallace Photography)



Maintaining Parramatta's vehicular and pedestrian bridges is an ongoing cost to Council (David Wallace Photography)

## DEBT SERVICE RATIO

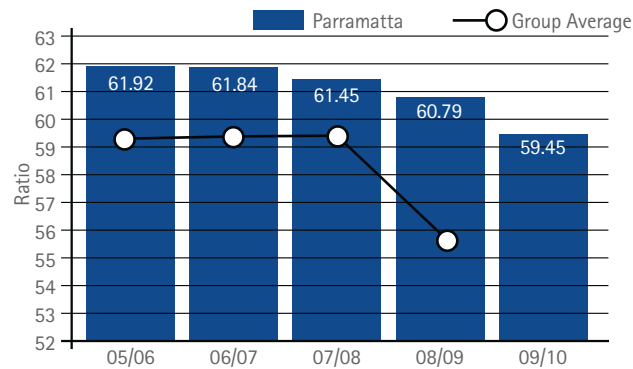
The Debt Service Ratio assesses the degree to which revenues are committed to the repayment of debt. In 2009/10, 7.32 per cent of our total revenue was committed to the repayment of debt. This compares favourably with the industry benchmark of 10 per cent.



(Group average figure not available for 2009/10)

## RATE COVERAGE RATIO

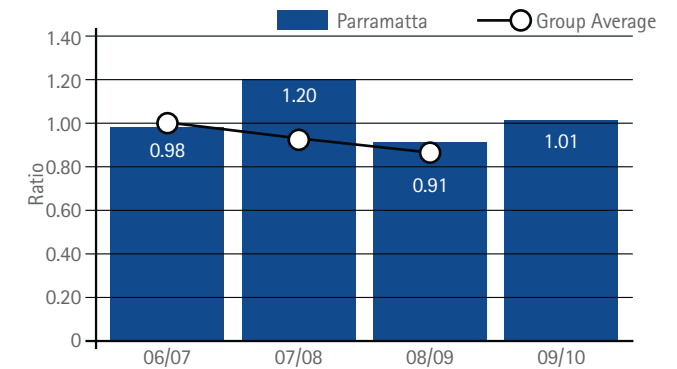
The Rate Coverage Ratio assesses the degree of dependence upon revenue from rates and annual charges. In 2009/10, 59.22 per cent of our revenue was derived from rates and annual charges. This figure consistently remains around the 60 per cent mark and reflects Council's continual reliance on rate revenues.



(Group average figure not available for 2009/10)

## BUILDING AND INFRASTRUCTURE RENEWAL RATIO

The Building and Infrastructure Renewals Ratio measures the amount being expended by Council to renew its assets as a percentage of its depreciation expense. In 2009/10 Council spent \$101.45 for every \$100 of depreciation, an improvement on the 2008/09 figure of \$90.65 for every \$100 of depreciation.



(Group average figure not available for 2009/10)



Shared inner City cycle routes encourage cyclists, walkers and runners to get fit in an attractive riverside setting (David Wallace Photography)



When designing new cycle route links, Council's landscape designers pay attention to the surfaces and the adjacent seating and shelters (David Wallace Photography)



Church Street traditionally plays host to Council's Lunar New Year celebrations which are organised in concert with local communities