

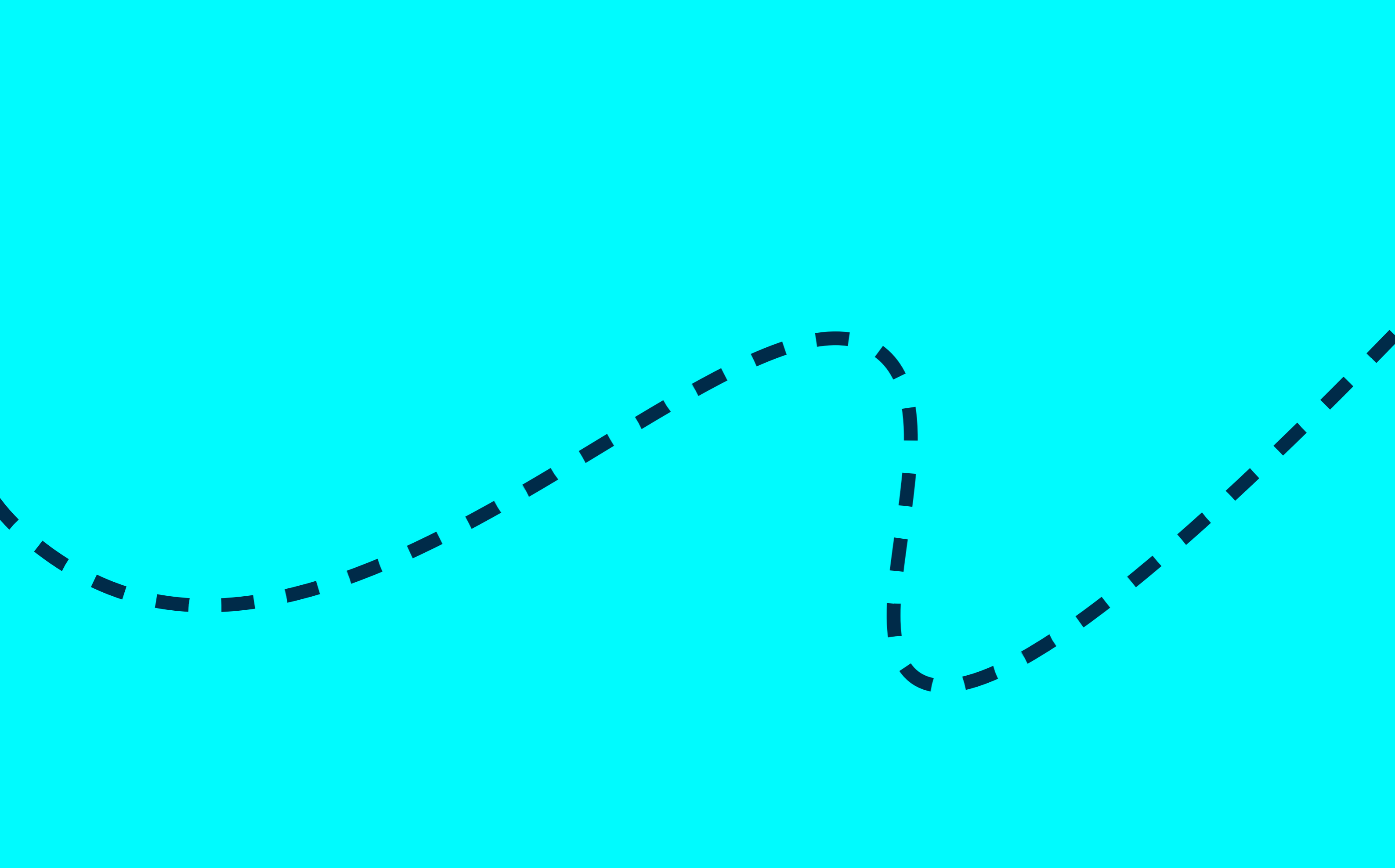
Draft Delivery Program 2022-26

Year 3



**CITY OF
PARRAMATTA**

Operational Plan
& Budget 2024/25



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

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

Recognition of and commitment to the Dharug people

City of Parramatta recognises the Dharug people as First Australians, peoples of the oldest continuous living culture in the world.

For more than 60,000 years, Parramatta has been home to the Baramadagal and other Dharug peoples, the Traditional Owners of the land we call the City of Parramatta today. The Baramadagal and other Dharug peoples have cared for and nurtured the habitat, land, and waters for thousands of generations, and maintain an ongoing connection to Parramatta and its surrounding areas.

As a community, we can learn from the resilience and community spirit of First Nations people to best ensure a sustainable City for all. Parramatta has always been an important meeting place for the First Nations people, particularly the Parramatta River, which has provided life and vitality since the beginning of time (The Dreaming).

The name Parramatta is derived from the word Baramada/Burramatta or 'place where the eels lie down' (breeding location for eels within the Parramatta River). City of Parramatta recognises the significance of this area for all First Nations people as a site of early contact between the First Australians and European Colonists, and Parramatta remains an important meeting place for the First Nations community.

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

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

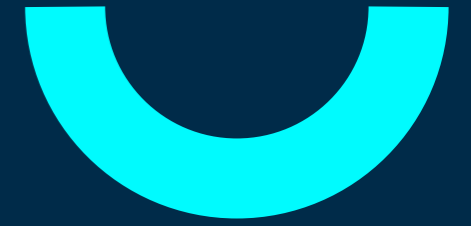
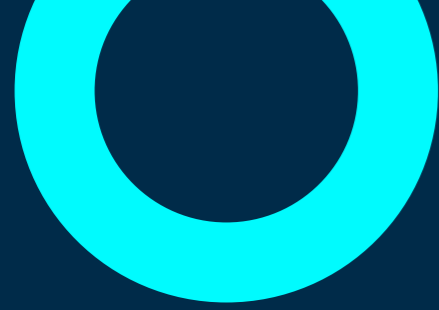
City of Parramatta is proud to acknowledge the ongoing stewardship of Country by Dharug and other First Nations people and to celebrate their enduring wisdom, strength, and resilience.

Always Was, Always Will Be, Aboriginal Land.

Message from the Lord Mayor

Message to be included after exhibition.





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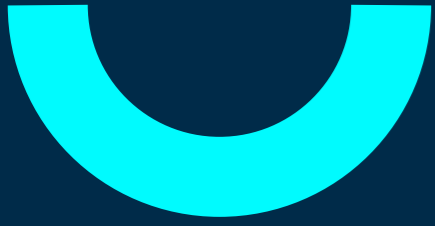
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INTRODUCTION

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- 1.2 — Our Councillors**

- 1.3 — Our City in numbers**

- 1.4 — Financial snapshot**

- 1.5 — Key capital projects**

1.1 Welcome

Welcome to the City of Parramatta Council's Delivery Program 2022-26 and Operational Plan & Budget 2024/25.

The Delivery Program and Operational Plan (DPOP) presents Council's core services, activities and projects that will be delivered in the year to meet the needs of the community.

This document also provides the community with transparency around Council's four-year budget, our capital and maintenance programs, and the proposed rates, fees and charges for the financial year.

THIS DOCUMENT HAS SIX PARTS:

PART 1 Introduction

PART 2 Delivering Our Plan

PART 3 Our Principal Activities

PART 4 Our Services and Projects 2022-26

PART 5 Attachment 1
Budget 2024/25

PART 6 Attachment 2
Fees and Charges 2024/25



1.2 Our Councillors



Lord Mayor
Pierre Esber
0418 265 632

lordmayor@cityofparramatta.nsw.gov.au



Councillor
Michelle Garrard
0405 725 091

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Councillor
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Dundas Ward



Deputy Lord Mayor
Dr Patricia Prociv
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Councillor
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Councillor
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Rosehill Ward



Councillor
Sameer Pandey
02 9806 5050

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Councillor
Henry Green
0415 695 260

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Councillor
Phil Bradley
0428 297 590

pbradley@cityofparramatta.nsw.gov.au

Parramatta Ward



Councillor
Ange Humphries
0422 754 040

ahumphries@cityofparramatta.nsw.gov.au



Councillor
Georgina Valjak
0422 757 511

gvaljak@cityofparramatta.nsw.gov.au



Councillor
Donna Wang
0408 921 369

dwang@cityofparramatta.nsw.gov.au

North Rocks Ward



Councillor
Cameron MacLean
0422 141 415

cmaclean@cityofparramatta.nsw.gov.au



Councillor
Lorraine Wearne
0416 035 817

lwearne@cityofparramatta.nsw.gov.au

Epping Ward

1.3 Our City in numbers

🚶 Our people

Topic	Key Figures
POPULATION	<p>256,729 in 2021 (3,056 people per km²)</p> <p>446,021 forecast for 2041 (5,310 people per km²)</p> <p>Median age = 35 years (NSW = 39 years)</p> <p>84% feel welcome living in our city</p>
DWELLINGS	<p>92,109 occupied dwellings in 2021</p> <p>188,447 dwellings forecast for 2041</p> <p>40.5% of residents live in a flat or apartment</p>
DIVERSITY	<p>0.8% of residents identify as Aboriginal and/or Torres Strait Islander</p> <p>53.3% of residents were born overseas</p> <p>56.4% speak a language other than English at home</p> <ul style="list-style-type: none"> 12.4% Mandarin 6.4% Cantonese 5.5% Korean
EDUCATION AND EMPLOYMENT	<p>36.1% of residents hold a bachelor's degree or higher</p> <p>97.6% employment rate in June 2023</p> <p>23.6% of residents work within the LGA</p> <p>Median household income = \$2,051 per week (NSW = \$1,829)</p>
VULNERABLE COMMUNITIES	<p>13.1% of households are 'low income', earning less than \$650 per week</p> <p>15.6% of households are in housing stress</p> <p>4.1% of people require assistance with daily living activities</p> <p>16.5% of residents reported that they do not speak English well or at all</p>

Note: Information contained in this document is based on available information at the time of writing. All figures are indicative only and should be referred to as such. While City of Parramatta Council has exercised reasonable care in preparing this document it does not warrant or represent that it is accurate or complete.

📍 Our place

Topic	Key Figures
LOCATION	The City of Parramatta covers 84km² at the centre of metropolitan Sydney, 24km west of Sydney CBD
CONNECTION	<p>Home to the Dharug peoples for more than 60,000 years</p> <p>Australia's oldest inland European settlement</p>
HERITAGE	<p>Parramatta Park is a World Heritage Listed site</p> <p>More than 750 significant archaeological sites</p> <p>More than 50 State significant heritage sites</p>
ENVIRONMENT	<p>105km of waterways including 88.2km (or 84%) of natural waterways</p> <p>863ha of green and open space including 389ha bushland and 64 sporting fields</p> <p>36.7% vegetation cover including 22.6% tree canopy cover</p> <p>600 unique species of flora and 230 unique species of fauna</p> <p>More than 10 days per year over 35°C since 2018</p> <p>An average of over 31 evenings and days per year experience heatwave conditions</p>
ECONOMY	<p>2.3 million people live within a 45-minute commute to the Parramatta CBD</p> <p>Gross Regional Product = \$28.21 billion</p> <p>168,019 people work in the City of Parramatta</p> <p>5,435 jobs created between 2016-2021</p> <p>More than 30,591 businesses call Parramatta home</p> <p>23.4% vacancy in Parramatta's commercial office buildings</p>

Data sourced from Australian Bureau of Statistics (2021 Census), Forecast.id (2021 ERP release), Profile.id (2016 Census, June 2021), Housing.id, Small Area Labour Markets (June 2021), GIS (2020, 2021), Urban Monitor methodology and data (2016), Bushland Survey (2016), Bureau of Meteorology (2016, 2017-2020), Price Waterhouse Coopers (2016), Property Council of Australia (July 2023), Our City, My Life Survey (2023).

1.4 Financial snapshot

This Delivery Program, Operational Plan and Budget outlines Council's commitment to deliver a broad range of initiatives across the City of Parramatta local government area. Council has budgeted more than \$534 million of operating and capital expenditure in the 2024/25 financial year.

Council expenditure	2024/25 \$'000
Operational expenditure (including depreciation)	340,089
Capital expenditure	194,654
Total	534,743

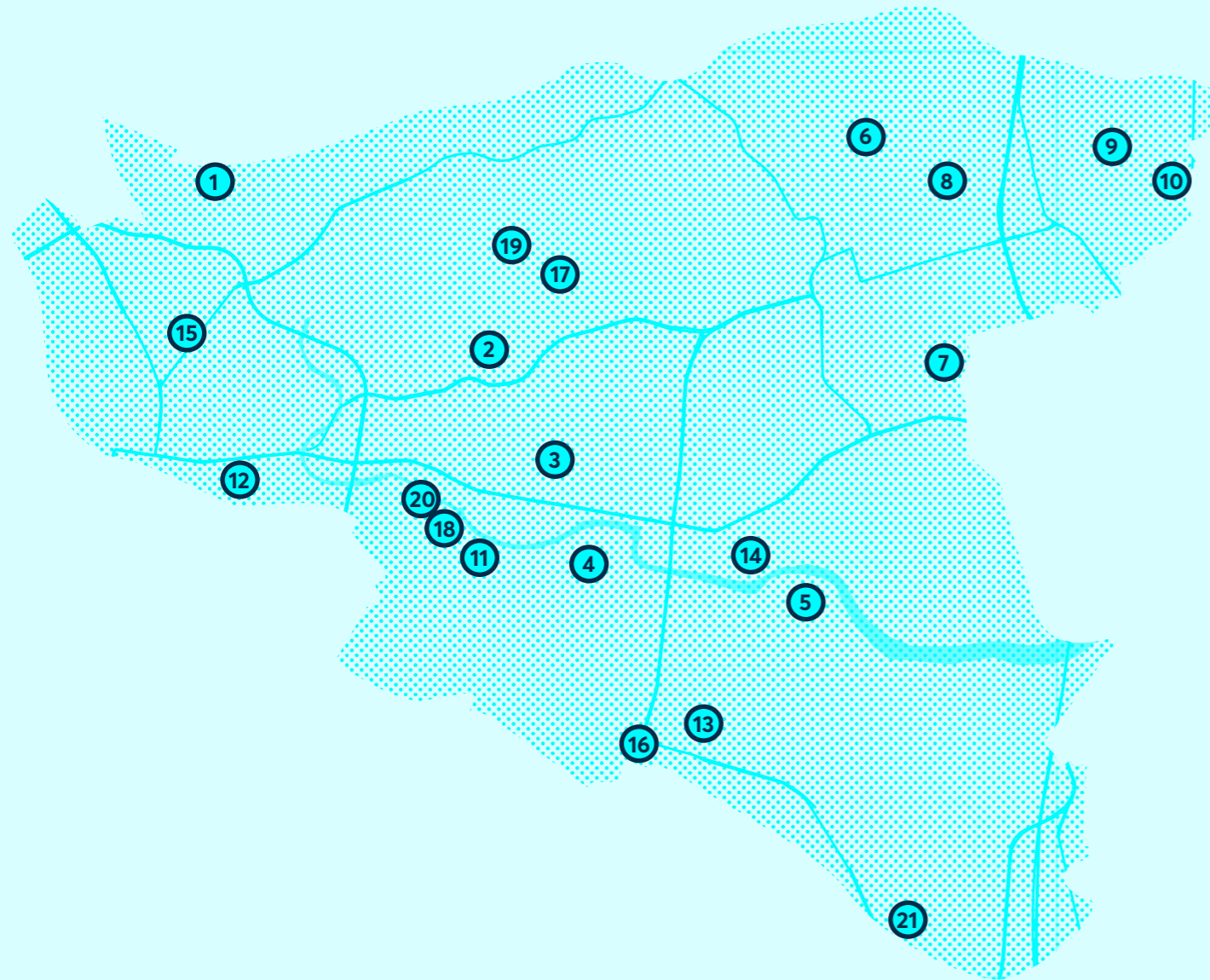
- Full details and explanations are contained in:
- Part 5: Attachment 1 - Budget 2024/25
 - Part 6: Attachment 2 - Fees and Charges 2024/25

For every \$100 spent by Council in 2024/25, Council will spend:



1.5 Key capital projects

The following outlines a selection of key capital projects Council will be working on between July 2024 and June 2025.



Legend

★ Project delivery and target date are dependent on external funding.

- 1 Max Ruddock Reserve Amenities Modernisation with Viewing Platform** ★
Target date: April 2027
- 2 Lake Parramatta Swimming Area Upgrade** ★
Target date: November 2024
- 3 Doyle Ground Sports Facility Improvements** ★
Target date: December 2026
- 4 Alfred Street Cycleway Stage 2**
Target date: December 2024
- 5 Ermington Foreshore Stage 3**
Target date: December 2024
- 6 Drainage Construction at Lyndelle Place**
Target date: June 2025
- 7 Let's Play @ Kilpack (WI)** ★
Target date: February 2026
- 8 West Epping Park Dog Off-Leash Area** ★
Target date: October 2025
- 9 Epping Town Centre: Oxford Street Urban Amenity & Reinvigoration Project** ★
Target date: November 2026
- 10 Epping Pool Redevelopment**
Target date: March 2026
- 11 George Street East Cycleway**
Target date: June 2025
- 12 Finlayson's Creek Regional Cycleway** ★
Target date: July 2028
- 13 Duck River Nature Trail** ★
Target date: December 2028
- 14 Refurbish Rydalmere Bowling Club Into a New Multi-Purpose Community Facility** ★
Target date: February 2028
- 15 Sue Savage Reserve Multigenerational Recreational Facilities** ★
Target date: July 2027
- 16 Granville Town Square**
Target date: June 2026
- 17 Somerville Park Improvement Project** ★
Target date: December 2026
- 18 Phillip Street Smart Street Stage 2**
Target date: June 2025
- 19 Don Moore Multi Purpose Community Hub** ★
Target date: December 2026
- 20 Riverside Theatre Redevelopment** ★
Target date: March 2028
- 21 Carter Street Precinct Community Centre** ★
Target date: July 2026



DELIVERING OUR PLAN

2.1 — Integrated Planning & Reporting

2.2 — How we develop the Plan

2.3 — Community Engagement

2.4 — Reporting on our progress

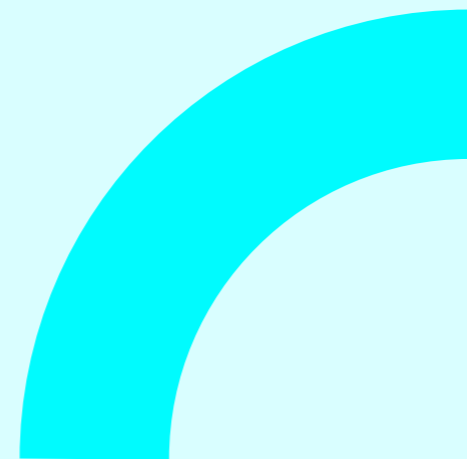
2.1

Integrated Planning and Reporting

Under the Local Government Act (Planning & Reporting) 2009 (NSW), councils are required to take a rigorous approach to strategic and financial planning.

The Integrated Planning and Reporting (IP&R) framework is used by Council to connect various strategic plans, enabling closer collaboration between Council, the community, and our partners to achieve a shared vision and committed action.

At the City of Parramatta, integrity is a core value that guides our commitment to careful forward planning for our communities and partners. We uphold the guiding principles of the IP&R framework, designed for local governments to plan for long-term sustainability and report transparently. By bringing together plans and resources, we aim to provide the best possible value to those we serve.



OUR INTEGRATED PLANNING AND REPORTING FRAMEWORK



2.2

How we develop the Plan

This Delivery Program and Operational Plan is the result of a process which involved input from our community, Councillors and staff.

COMMUNITY

In late 2021, Council held a 5-week consultation to gather input on our refreshed Community Strategic Plan and new Delivery Program, aiming to gain a deeper understanding of our community's long-term aspirations for our City and identify key priorities for the next four years.

More than 150,000 people were presented with the opportunity to have their say across a variety of channels, including multiple social media campaigns, large scale email distributions and print advertising.

The Plan was refreshed in early 2023 for the 2023/24 financial year, and officially adopted by Council in June 2023 following a 4-week public exhibition process with the community.

In later 2023, Council conducted five face-to-face *Your Place, Your Voice!* community workshops across our wards, involving more than 200 people across Parramatta. The local themes and priorities from these workshops have been analysed to prepare the update of the Plan for the 2024/25 financial year.

COUNCILLORS

For the initial development of the Delivery Program 2022–2026, workshops held for Councillors over January–June 2022 set the strategic direction for City of Parramatta Council and confirmed the priorities that informed Council's activities and resource decisions for the four-year Council term.

To update the Plan for subsequent years (2023/24, and 2024/25), Councillors reviewed Council's priorities, deliverables and budgets through a further series of workshops and meetings, considering significant feedback from the community in the process.

STAFF

Between November 2021 and April 2022, Council's executive and senior leadership teams considered Council's strategic direction, statutory functions, existing commitments, community feedback and financial position to prepare this plan.

To ensure that the Plan remains up-to-date and relevant, a similar process has been undertaken annually with staff, to review and improve the existing document. This process allowed Council to incorporate any new information or changes to its strategic direction, ensuring that the plan remains effective in meeting the needs of the community.



2.3

Community Engagement

Our Community Engagement Strategy guides us on how to best involve the community in decisions that will affect them.

Engagement helps Council maintain strong relationships with our community and partners. Through meaningful, timely consultation, insightful research and regular communication, Council is able to represent and balance local interests.

WHAT YOU'VE TOLD US SO FAR

In late 2021, Council ran a 5-week consultation on its refreshed Community Strategic Plan and new Delivery Program, to understand our community's long-term aspirations for our City and the key priorities for the next four years.

The consultation yielded 229 total submissions on the various surveys in the consultation. These included 156 responses on four-year priorities, which revealed a number of themes that were considered in the development of this Plan.

Four-year community priorities - key themes:

- Investment in green initiatives
- Traffic and transport
- Community services and facilities
- Open green and recreation investment
- Affordable and diverse housing/accommodation
- Equal/fairer distribution of funding and facilities across all wards and strong governance

Additionally, *Your Place, Your Voice!* community ward workshops, held in late 2023, and involving more than 200 people across Parramatta, helped to prepare the update of the Plan for 2024/25.

These workshops yielded the following themes and priorities:

- Continued investment in local government priorities 'roads, rates and rubbish'
- Place more focus on environmental sustainability
- Invest in and maintain public and community facilities to a high standard
- Partner more with local community groups

2.4

Reporting on our progress

Council is committed to transparency and accountability for the progress made on the Key Projects and KPIs outlined in Parts Three and Four of this Plan.

Regular monitoring and reporting our progress helps us stay on track and make any necessary adjustments, while keeping our community and stakeholders informed and engaged in the process.

Council's reporting will comply with all legislative requirements. We will provide other informal updates through our website and neighbourhood communications.

The Integrated Planning and Reporting Framework (S.404 Local Government Act) requires Council to prepare:

- ✓ **Quarterly Budget Reviews** outlining Council's financial position.
- ✓ **Progress reports at least every six months** on the KPIs and Key Projects from our Delivery Program and Operational Plan
- ✓ An **Annual Report** which includes the achievements of Council in implementing the Delivery Program, additional information required by legislation and audited Financial Statements for the financial year.
- ✓ A **State of our City** report detailing Council's progress in implementing the Community Strategic Plan during the Council term.

To read Council's reports, visit:

www.cityofparramatta.nsw.gov.au/council/key-council-documents/quarterly-and-annual-reporting



OUR PRINCIPAL ACTIVITIES

3.1 — How to read this section

3.2 — Fair - Strategic Actions and Services

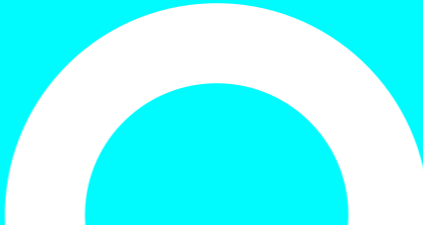
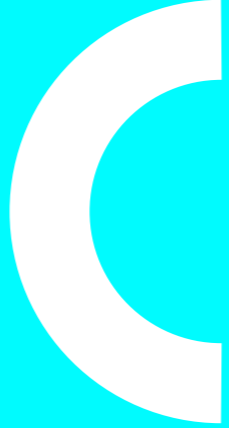
3.3 — Accessible - Strategic Actions and Services

3.4 — Welcoming - Strategic Actions and Services

3.5 — Green - Strategic Actions and Services

3.6 — Thriving - Strategic Actions and Services

3.7 — Innovative - Strategic Actions and Services



3.1

How to read this section

This section outlines Council's principal activities to deliver on the six Community Goals in the Community Strategic Plan 2018-2038 (CSP).

Our CSP includes six long term Goals for the City, as well as Community Outcomes and Strategic Actions to support these Goals.

Over the four year life of this Delivery Program, our services are Council's principal activities to achieve these Goals.

The following pages detail how Council's services will deliver on our CSP.

OUR COMMUNITY GOALS



We can all benefit from the opportunities our City and neighbourhoods offer.



We can all take part and get to where we want to go.



We foster belonging and celebrate culture and diversity.



We value and care for our environment.



We are a nation-leading City, with prospering communities and industries.



We champion new ideas to create a better future.

Understanding our Goals, Strategic Actions and which Services are delivering them.

CSP Strategic Goal
Set out by the Community Strategic Plan.

CSP Community Outcome
Community Outcomes sit under a Strategic Goal. They aim to answer 'What does success look like?'

Accessible

We can all take part and get to where we want to go.

A.1
OUR CITY IS SAFE AND ACCESSIBLE TO PEOPLE OF ALL ABILITIES, AGES AND CULTURAL BACKGROUNDS

Strategic Action	Lead Services - Delivery Program 2022-26	
A.1.1 Plan and deliver our City and services with universal design principles, so that they are accessible by all	<ul style="list-style-type: none"> ✓ Capital Projects Delivery ✓ City Design ✓ Development and Traffic Services 	<ul style="list-style-type: none"> ✓ Parks and Open Spaces ✓ Regulatory Services ✓ Social and Community Services

Strategic Action
Each Strategic Action is associated with a Community Outcome. It aims to answer 'How do we get there?'

Services
Services that play a leading role in the delivery of this Strategic Action. For more information on the role of each Service, consult pages 52-99.

3.2

Fair

We can all benefit from the opportunities our City and neighbourhoods offer.

F.1 OUR SPACES AND FACILITIES MEET OUR NEEDS AND SUPPORT HEALTH AND WELLBEING

Strategic Action	Leading Services	
F.1.1 Facilitate equitable provision of quality public spaces, community infrastructure and services that enhance community health, wellbeing and resilience	<ul style="list-style-type: none"> ✔ City Strategic Planning ✔ Community Hubs and PHIVE ✔ Libraries ✔ Infrastructure Grants and Major Projects 	<ul style="list-style-type: none"> ✔ Social and Community Services ✔ Roads Infrastructure ✔ Parks and Open Spaces

F.2 OUR CITY IS A DESTINATION FOR EDUCATIONAL EXCELLENCE, WHERE EVERYONE IS SUPPORTED TO REACH THEIR FULL POTENTIAL

Strategic Action	Leading Services	
F.2.1 Provide education, learning and volunteering opportunities that enable people to grow and contribute to the community	<ul style="list-style-type: none"> ✔ Libraries ✔ Social and Community Services 	<ul style="list-style-type: none"> ✔ Community Hubs and PHIVE



F.3 EVERYONE HAS A PLACE TO LIVE THAT MEETS THEIR NEEDS

Strategic Action	Leading Services	
F.3.1 Plan and advocate for quality housing options, including affordable housing, that support the needs of our diverse community through all life stages	<ul style="list-style-type: none"> ✔ City Strategic Planning 	

F.4 EVERYONE CAN HAVE A SAY AND CONTRIBUTE TO THEIR COMMUNITY

Strategic Action	Leading Services	
F.4.1 Provide opportunities for everyone to share their perspectives, be heard, and influence decision-making processes	<ul style="list-style-type: none"> ✔ Corporate Strategy ✔ Community Engagement and Research 	<ul style="list-style-type: none"> ✔ Social and Community Services
F.4.2 Deliver effective, responsible, and ethical City leadership, and responsible financial management, reflective of community needs and aspirations	<ul style="list-style-type: none"> ✔ Finance and Information ✔ City Strategic Planning ✔ Corporate Strategy ✔ Fleet and Depot Operations 	<ul style="list-style-type: none"> ✔ People, Culture and Performance ✔ Infrastructure Grants and Major Projects ✔ Regulatory Services

3.3

Accessible

We can all take part and get to where we want to go.

A.1

OUR CITY IS ACCESSIBLE TO PEOPLE OF ALL ABILITIES, AGES AND CULTURAL BACKGROUNDS

Strategic Action	Lead Services - Delivery Program 2022-26	
A.1.1 Plan our City and services with universal design principles, so that they are safe and accessible by all	<ul style="list-style-type: none"> Capital Projects Delivery City Design Development and Traffic Services 	<ul style="list-style-type: none"> Parks and Open Spaces Regulatory Services Social and Community Services

A.2

WE ARE CONNECTED BY WELL-DESIGNED INTEGRATED TRANSPORT NETWORKS

Strategic Action	Lead Services - Delivery Program 2022-26	
A.2.1 Advocate for public transport to connect our neighbourhoods and the Greater Sydney region	<ul style="list-style-type: none"> City Strategic Planning Infrastructure Planning and Design 	<ul style="list-style-type: none"> Parks and Open Spaces
A.2.2 Connect our City with safe, equitable, and enjoyable networks for pedestrians and people riding bikes	<ul style="list-style-type: none"> Capital Projects Delivery City Strategic Planning 	<ul style="list-style-type: none"> Roads Infrastructure
A.2.3 Deliver and advocate for streets that improve transport outcomes and reduce traffic congestion	<ul style="list-style-type: none"> Development and Traffic Services Regulatory Services 	<ul style="list-style-type: none"> Roads Infrastructure

3.4

Welcoming

We foster belonging and celebrate culture and diversity.

W.1
WE RECOGNISE THAT PARRAMATTA HAS ALWAYS BEEN A GATHERING PLACE, AND OUR DIVERSITY IS OUR STRENGTH

Strategic Action	Lead Services - Delivery Program 2022-26	
W.1.1 Recognise the Dharug traditional owners of Parramatta, and ensure that the voices and aspirations of our First Nations communities are elevated and realised	<input checked="" type="checkbox"/> City Design	<input checked="" type="checkbox"/> Social and Community Services
	<input checked="" type="checkbox"/> Parramatta Artists' Studios and Cultural Services	

W.2
EVERYONE CAN PARTICIPATE, BELONG, AND FEEL CONNECTED

Strategic Action	Lead Services - Delivery Program 2022-26	
W.2.1 Encourage and celebrate community connections, culture and social inclusion through initiatives, events and facilities	<input checked="" type="checkbox"/> Events and Festivals	<input checked="" type="checkbox"/> Community Hubs and PHIVE
	<input checked="" type="checkbox"/> Parramatta Artists' Studios and Cultural Services	<input checked="" type="checkbox"/> Riverside Theatres
W.2.2 Respect and protect our shared living histories, heritage and places	<input checked="" type="checkbox"/> Development and Traffic Services	
	<input checked="" type="checkbox"/> Community Hubs and PHIVE	

W.3
WE ALL FEEL SAFE AND FREE TO ENJOY OUR CITY

Strategic Action	Lead Services - Delivery Program 2022-26	
W.3.1 Create and facilitate places and programs that support real and perceived community safety	<input checked="" type="checkbox"/> Infrastructure Grants and Major Projects	<input checked="" type="checkbox"/> Social and Community Services
	<input checked="" type="checkbox"/> Finance and Information	

3.5 Green

We value and care for our environment.

G.1 WE HAVE A HEALTHY NETWORK OF GREEN SPACE AND WATERWAYS THROUGHOUT OUR CITY

Strategic Action	Lead Services - Delivery Program 2022-26	
G.1.1 Enhance the health of Parramatta River and its tributaries, and advocate for integrated water cycle management	<input checked="" type="checkbox"/> Capital Projects Delivery	<input checked="" type="checkbox"/> Parks and Open Spaces <input checked="" type="checkbox"/> City Strategic Planning
G.1.2 Protect and increase the quality of our natural environment, bushland and biodiversity	<input checked="" type="checkbox"/> City Strategic Planning <input checked="" type="checkbox"/> Environment and Sustainability	<input checked="" type="checkbox"/> Infrastructure Planning and Design <input checked="" type="checkbox"/> Major Projects and Precincts

G.2 WE CAN ALL ENJOY AND CONNECT WITH OUR ENVIRONMENT

Strategic Action	Lead Services - Delivery Program 2022-26	
G.2.1 Improve the functionality and environmental performance of our parks, sportsgrounds and recreational areas	<input checked="" type="checkbox"/> Environment and Sustainability <input checked="" type="checkbox"/> Parks and Open Spaces	

G.3 OUR CITY IS SUSTAINABLE AND KNOWN FOR ITS ENVIRONMENTAL LEADERSHIP

Strategic Action	Lead Services - Delivery Program 2022-26	
G.3.1 Transition to net zero carbon emissions solutions in the City and community	<input checked="" type="checkbox"/> Environment and Sustainability	<input checked="" type="checkbox"/> Major Projects and Precincts
G.3.2 Foster the circular economy to provide innovative solutions to resource use and management	<input checked="" type="checkbox"/> City Strategic Planning <input checked="" type="checkbox"/> Environment and Sustainability	<input checked="" type="checkbox"/> Waste Management Cleansing

G.4 WE ARE A RESILIENT CITY, SUPPORTING THE FUTURE OF OUR COMMUNITY AND ENVIRONMENT

Strategic Action	Lead Services - Delivery Program 2022-26	
G.4.1 Embed city resilience and climate change adaptation, by preparing for key climate hazards such as flooding and urban heat	<input checked="" type="checkbox"/> City Strategic Planning <input checked="" type="checkbox"/> Environment and Sustainability	<input checked="" type="checkbox"/> Infrastructure Planning and Design <input checked="" type="checkbox"/> Major Projects and Precincts



3.6

Thriving

We are a nation-leading City, with prospering communities and industries.

T.1 WE WORK TOGETHER TO DELIVER THE BEST OUTCOMES FOR OUR CITY'S RESIDENTS, WORKERS, AND VISITORS

Strategic Action	Lead Services - Delivery Program 2022-26
T.1.1 Lead partnerships with industry and government to achieve economic, social, cultural and sustainability outcomes	<ul style="list-style-type: none"> City Strategic Planning Corporate Strategy
T.1.2 Foster public and private investment to deliver city-shaping infrastructure and services to support the growth of the City	<ul style="list-style-type: none"> City Strategic Planning Finance and Information Project Delivery (Property Projects)

T.2 WE HAVE VIBRANT COMMUNITIES AND A THRIVING 24 HOUR ECONOMY

Strategic Action	Lead Services - Delivery Program 2022-26
T.2.1 Plan vibrant and sustainable centres with thriving economies	<ul style="list-style-type: none"> City Design City Strategic Planning Major Projects and Precincts Development and Traffic Services
T.2.2 Champion tourism, arts and culture to create an interesting City where people come to play, day and night	<ul style="list-style-type: none"> City Strategic Planning Parramatta Artists' Studios and Cultural Services Communication and Marketing Riverside Theatres

T.3 OUR CITY IS A NATIONALLY SIGNIFICANT HUB FOR INDUSTRY, BUSINESS, PRODUCTIVITY AND EMPLOYMENT

Strategic Action	Lead Services - Delivery Program 2022-26
T.3.1 Support the development, growth and retention of business, employment centres, and industry	<ul style="list-style-type: none"> City Strategic Planning
T.3.2 Accelerate local jobs growth and create employment opportunities that benefit the community and the City	<ul style="list-style-type: none"> City Strategic Planning



3.7

Innovative

We champion new ideas to create a better future.

1.1 OUR CITY IS WELL PLANNED AND BUILT FOR THE FUTURE

Strategic Action	Lead Services - Delivery Program 2022-26	
1.1.1 Implement a robust planning and development framework	✔ City Design	✔ Major Projects and Precincts
	✔ Development and Traffic Services	✔ City Strategic Planning

1.2 WE ARE A BOLD AND SMART CITY - LEVERAGING DATA, TECHNOLOGY AND CONTINUOUS IMPROVEMENT

Strategic Action	Lead Services - Delivery Program 2022-26	
1.2.1 Support opportunities for innovation and continuous improvement in Parramatta	✔ City Strategic Planning	✔ Social and Community Services
	✔ Finance and Information	✔ Infrastructure Grants and Major Projects
1.2.2 Deliver Smart City initiatives that support data driven decision-making and improve people's lived experience of Parramatta	✔ Infrastructure Planning and Design	

1.3 WE HAVE A STRONG RESEARCH, INNOVATION AND START-UP ECOSYSTEM, WITH GLOBAL IMPACT

Strategic Action	Lead Services - Delivery Program 2022-26
1.3.1 Attract and support leading research, education and start-ups to grow and thrive	✔ City Strategic Planning





OUR SERVICES AND PROJECTS 2022-26

4.1 — How to read this section

4.2 — City Assets and Operations

4.3 — Community and Culture

4.4 — City Engagement and Experience

4.5 — City Planning and Design

4.6 — Supporting Corporate Services

4.1

How to read this section

Understanding our services and projects, and how we will measure success.

This section breaks down Council's key Services and Projects committed for the 2024/25 Financial Year.

It includes targets and key performance indicators (KPIs) to track success against these commitments.

Our Service KPIs

To monitor performance, our Services use KPIs that measure both service delivery and service satisfaction. Delivery KPIs measure outputs against set targets, while satisfaction KPIs measure the community's

perception of service quality.

Our satisfaction KPIs are informed by Council's annual Community Satisfaction Survey (a "Community satisfaction rating") or are collected directly from the users of a service (a "Customer satisfaction rating").

Our Projects

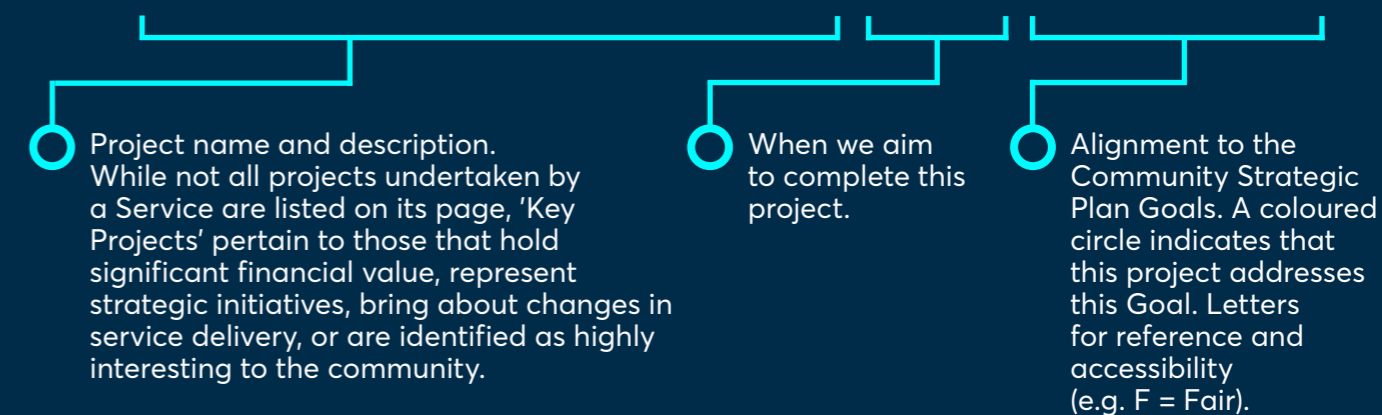
Projects in this section refer to the one off or time-bound initiatives that each Service will deliver in the next 1-4 years, in addition to the "business as usual" measured by their KPIs.

Service Delivery KPI	Target	Frequency
Percentage of potholes made safe within agreed SLA	90%	Quarterly

Service Satisfaction KPI	Target	Frequency
Community satisfaction rating with the provision of cycleways and facilities	Increase on previous year	Yearly



Project name and description	Target Date	CSP Goals
Epping Pool Redevelopment <i>Redevelopment of the Epping Aquatic Centre, including new indoor pool and upgrade of all facilities.</i>	31/03/2026	F A W G T I



Capital Projects Delivery

SERVICE DESCRIPTION

Manages the design and delivery of community infrastructure projects. Core services include:

- Civil Engineering Design
- Landscape Architecture
- Project Management
- Engineering Survey

COMMUNITY STRATEGIC PLAN

Goals	Strategic Actions
Fair	(F.1.1)
Accessible	A.1.1; A.2.2 (A.2.3)
Welcoming	(W.2.1)
Green	G.1.1 (G.4.1)
Thriving	
Innovative	





4.2

City Assets and Operations

Services in this area

**Capital
Projects
Delivery**

**Environment
and
Sustainability**

**Parks and
Open Spaces**

**Fleet and
Depot
Operations**

**Regulatory
Services**

**Waste
Management
and
Cleansing**

**Roads
Infrastructure**

**Project
Delivery
(Property
Projects)**

**Infrastructure
Grants and
Major Projects**

Capital Projects Delivery

SERVICE DESCRIPTION







Manages the design and delivery of community infrastructure projects. Core services include:

- Civil Engineering Design
- Landscape Architecture
- Project Management
- Engineering Survey








































Service Delivery KPI

Service Delivery KPI	Target	Frequency
Percentage of assigned DPOP milestones delivered on budget as scheduled	85% (plus or minus 5%)	Yearly

COMMUNITY STRATEGIC PLAN

Goals	Strategic Actions
 Fair	(F.1.1)
 Accessible	A.1.1; A.2.2 (A.2.3)
 Welcoming	(W.2.1)
 Green	G.1.1 (G.4.1)
 Thriving	
 Innovative	

KEY PROJECTS

Project name and description	Target Date	CSP Goals
Alfred Street Cycleway Stage 2 Pedestrian and cyclist upgrade along Alfred Street between Eleanor Street and George Street, Rosehill.	31/12/2024	     
Parramatta CBD to Sydney CBD Cycleway - missing link ★ Extension of the Haslams Creek and M4 Shared Path into Carter Street with two bridges and a cycleway.	31/12/2027	     
Duck River Nature Trail ★ Pedestrian and cyclist paths along the eastern and western banks of Duck River (where available) between the M4 and the Parramatta River.	30/12/2028	     
Ermington Foreshore Stage 3 Stage 3 of separated walking and cycling paths along the river near Rydalmere Wharf.	31/12/2024	     
Finlayson's Creek Regional Cycleway ★ Regional pedestrian and cyclist path under Western Rail Line and up to Darcy Road, Westmead.	31/07/2028	     
George Street East Cycleway New pedestrian and cyclist path on the southern bank of the Parramatta River between Alfred Street and the CBD.	30/06/2025	     
Hunts Creek Replacement of existing twin stormwater culverts with single span bridge.	30/04/2025	     
Norwest T-Way Shared Path Re-alignment of the T-Way Cycleway to be shorter, safer and better connected.	30/09/2024	     

F A W G T I

The full list of capital projects can be viewed in Part 5: Attachment 1 - Budget 2024/25.
★ Project delivery and target date are dependent on external funding.

Environment and Sustainability







SERVICE DESCRIPTION

Combines environmentally focused areas including:






- Environmental sustainability (incl. corporate resource recovery)
- Natural area management (incl. natural resources, contaminated land and biodiversity planning)
- Catchment management (incl. drainage infrastructure and flood risk management)

Service Delivery KPI	Target	Frequency
Tonnes of carbon emissions generated by Council operations	Continue to reduce emissions	Yearly
Percentage of drainage service requests actioned within Service Level Agreement timeframes	85%	Quarterly

COMMUNITY STRATEGIC PLAN

Goals	Strategic Actions
 Fair	(F.4.2)
 Accessible	(A.2.1; A.2.2)
 Welcoming	
 Green	G.1.2;G.2.1;G.3.1;G.3.2;G.4.1 (G.1.1)
 Thriving	
 Innovative	(I.1.1)

KEY PROJECTS

Project name and description	Target Date	CSP Goals
Deliver Net Zero Emissions Maintain carbon neutral certification for Financial Year 2025.	30/06/2025	
Reduce Flood Risk in City Deliver key projects to reduce flood risk including the Upper Deulins Creek and Haslams Creek (Hill Rd) Flood Studies, and Draft A'Beckett's Creek Flood Risk Management Study and Plan.	30/06/2025	
Drainage Construction at Lyndelle Place, Carlingford Construction of bank stabilisation works to mitigate creek erosion.	30/06/2025	
Parramatta Light Rail Tree Offsets Planting of street and park trees to mitigate removal of trees that occurred within the light rail corridor.	30/06/2026	
Prepare Draft Parramatta River Flood Risk Management Study and Plan Reviews the flood study and develops mitigation options to reduce flood risk.	30/06/2025	 F A W G T I

The full list of capital projects can be viewed in Part 5: Attachment 1 - Budget 2024/25.







Parks and Open Spaces

SERVICE DESCRIPTION






Provides the holistic management of Council's parks and open spaces, and Public Trees. Core services include operational service delivery (horticultural and arboriculture maintenance).

Service Delivery KPI	Target	Frequency
Percentage of sportsfields serviced to schedule	90%	Quarterly
Percentage of active parks gardens maintained to schedule	90%	Quarterly
Percentage of playgrounds inspected	100%	Quarterly
Percentage of Open Space Renewal projects completed	90%	Quarterly
Percentage of Public Tree Planting Program delivered to schedule	100%	Yearly
Percentage of Parks and Open Space service requests actioned within Service Level Agreements	80%	Quarterly

COMMUNITY STRATEGIC PLAN

Goals	Strategic Actions
 Fair	F.1.1
 Accessible	A.2.1
 Welcoming	(W.2.2)
 Green	G.1.1; G.2.1 (G.1.2; G.4.1)
 Thriving	
 Innovative	

KEY PROJECTS

Project name and description	Target Date	CSP Goals
Open Spaces & Recreation Plan <i>Develop an Open Spaces & Recreation Plan.</i>	30/06/2025	      F A W G T I

Fleet and Depot Operations

SERVICE DESCRIPTION

Oversees various functions across the LGA:

- Managing the day-to-day operations of the Rydalmere Operations Centre (ROC)
- Fleet procuring, maintaining, and providing advice on Council's fleet of motor vehicles, trucks, and other large and small plant equipment
- Operational services such as carpentry, painting, stores management, sign manufacturing and installation, and mechanical workshop operations

Service Delivery KPI	Target	Frequency
Percentage of non-compliant/safety issues rectified within 72 hours of receiving a request	100%	Quarterly
Percentage of service requests actioned within Service Level Agreements	80%	Quarterly

COMMUNITY STRATEGIC PLAN

Goals	Strategic Actions
<input checked="" type="radio"/> Fair	F.4.2
<input type="radio"/> Accessible	
<input type="radio"/> Welcoming	
<input type="radio"/> Green	
<input type="radio"/> Thriving	
<input type="radio"/> Innovative	

Regulatory Services

SERVICE DESCRIPTION

Ensuring the City of Parramatta's natural and built environments are compliant with regulations for the health and safety of the community by managing:

- Building Compliance
- Environmental Health Compliance
- Ranger Services
- Parking
- Certification

Service Delivery KPI	Target	Frequency
Environmental Health Compliance Percentage of inspections completed within recommended timeframe for registered/known food outlets	100%	Yearly
Environmental Health Compliance Percentage of food outlets pass first inspection	90%	Yearly
Certification Number of Building Information Certificates received	Decrease on previous year (improved compliance)	Yearly
Parking Percentage of compliant monitored vehicles in CBD timed parking spaces	90%	Quarterly

COMMUNITY STRATEGIC PLAN

Goals	Strategic Actions
<input checked="" type="radio"/> Fair	F.4.2
<input checked="" type="radio"/> Accessible	A.1.1; A.2.3
<input checked="" type="radio"/> Welcoming	(W.3.1)
<input type="radio"/> Green	
<input type="radio"/> Thriving	
<input type="radio"/> Innovative	

Waste Management and Cleansing

SERVICE DESCRIPTION

Delivers waste management services for residential households and community spaces. Ensures clean, litter-free public spaces through the delivery of cleansing services.

COMMUNITY STRATEGIC PLAN

Goals	Strategic Actions
<input checked="" type="radio"/> Fair	(F.1.1)
<input type="radio"/> Accessible	
<input type="radio"/> Welcoming	(W.3.1)
<input checked="" type="radio"/> Green	G.3.2
<input type="radio"/> Thriving	
<input type="radio"/> Innovative	

Service Delivery KPI	Target	Frequency
Cleansing Percentage of street sweeping schedules completed within agreed service levels	85%	Quarterly
Cleansing Percentage of service requests (cleanliness of streets) actioned within agreed SLA	90%	Quarterly
Waste Management Percentage of scheduled litter bin services actioned within agreed SLA	100%	Quarterly
Waste Management Percentage of service requests (missed bins) actioned within agreed SLA	90%	Quarterly
Service Satisfaction KPI	Target	Frequency
Waste Management Community satisfaction with waste collection services	Increase on previous year (3.71/5)	Yearly

KEY PROJECTS

Project name and description	Target Date	CSP Goals
Roll out full FOGO residential waste contract New domestic waste contract for all residential waste, including recyclables, that reduces landfill by diverting all food and organic scraps into the green waste bin for composting.	30/12/2026	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>
Recycling Centre Deliver a new Community Recycling Facility.	30/06/2025	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/> F A W G T I

The full list of capital projects can be viewed in Part 5: Attachment 1 - Budget 2024/25.

Roads Infrastructure

SERVICE DESCRIPTION

Manages all aspects (including design, resourcing and delivery) of City of Parramatta's civil infrastructure assets such as:

- Roads
- Footpaths and cycleways
- Stormwater drains

COMMUNITY STRATEGIC PLAN

Goals	Strategic Actions
<input checked="" type="radio"/> Fair	F.1.1
<input checked="" type="radio"/> Accessible	A.2.2; A.2.3 (A.1.1)
<input checked="" type="radio"/> Welcoming	(W.3.1)
<input type="radio"/> Green	
<input type="radio"/> Thriving	
<input type="radio"/> Innovative	

Service Delivery KPI	Target	Frequency
Completion of the annual Footpath and Road Resurface program	100%	Quarterly
Completion of the annual Footpath Renewal program	100%	Quarterly
Percentage of potholes made safe within agreed SLA	90%	Quarterly
Percentage of service requests actioned within service level agreements	80%	Quarterly
Service Satisfaction KPI	Target	Frequency
Community satisfaction rating with provision of cycleways and facilities	Increase on previous year (3.39/5)	Yearly
Community Satisfaction rating with the maintenance of footpaths	Increase on previous year (3.24/5)	Yearly
Community Satisfaction rating with the condition of local suburban roads	Increase on previous year	Yearly









Project Delivery (Property Projects)

SERVICE DESCRIPTION

Manages the delivery phase of Council's major strategic capital building projects, from concept development to completion. Capital projects once completed will be transferred to operational teams.

COMMUNITY STRATEGIC PLAN

Goals	Strategic Actions
 Fair	(F.1.1)
 Accessible	(A.1.1)
 Welcoming	(W.2.1)
 Green	(G.3.1)
 Thriving	T.1.2 (T.1.1; T.2.1; T.3.1; T.3.2)
 Innovative	(I.1.1)

Service Delivery KPI	Target	Frequency
Percentage of DPOP project milestones delivered within budget and schedule	90%	Yearly

KEY PROJECTS

Project name and description	Target Date	CSP Goals
Epping Pool Redevelopment <i>Redevelopment of the Epping Aquatic Centre, including new indoor pool and upgrade of all facilities.</i>	31/03/2026	     
Riverside Theatre Redevelopment ★ <i>Redevelopment project which will revitalise and substantially expand the current Riverside Theatres complex to provide a world class, state-of-the-art performing arts and cultural centre.</i>	31/03/2028	     
Future Workplace <i>Redevelopment of new administration building located at 9 Wentworth Street and the ROC to reflect endorsed workplace strategy that supports a flexible, dynamic activity-based work setting.</i>	12/01/2024	      F A W G T I

The full list of capital projects can be viewed in Part 5: Attachment 1 - Budget 2024/25.







Infrastructure Grants and Major Projects

SERVICE DESCRIPTION

Working with our community to provide:

- Delivery and coordination of major capital grants such as Western Sydney Infrastructure Grants.
- Design and masterplanning of the public domain in neighbourhoods and precincts.
- Lead grant identification, evaluation and support a consistent approach to submissions.
- Delivery of projects to support the CBD and local centres.
- Support capital project delivery through the development of tools, templates and training.

COMMUNITY STRATEGIC PLAN

Goals	Strategic Actions
 Fair	F.1.1
 Accessible	(A.2.2)
 Welcoming	W.3.1 (W.1.1)
 Green	(G.1.1; G.2.1)
 Thriving	(T.2.1)
 Innovative	(I.2.1; I.2.2)

Service Delivery KPI	Target	Frequency
Percentage of streetscape projects on track for delivery by completion date	85% (plus or minus 5%)	Quarterly
Percentage of milestones met within the Western Sydney Infrastructure Grants (WestInvest) funding deed	85% (plus or minus 5%)	Quarterly

Infrastructure Grants and Major Projects

KEY PROJECTS

Project name and description	Target Date	CSP Goals
Lake Parramatta Swimming Area Upgrade ★ Enhance the amenity, safety, and useability of Lake Parramatta through delivering a safe entry point to the swimming area, additional shade, and formal and informal seating areas.	30/11/2024	
Doyle Ground Sports Facility Improvements Stage 1 ★ Transform Doyle Ground into a high-quality district sporting complex that accommodates multi-sport activities.	31/12/2026	
Let's play @ Kilpack! ★ Undertake major upgrades and improvements at Kilpack Park.	01/02/2026	
Somerville Park Improvement Project ★ Deliver a district-scale accessible playground, circulation paths, multi-purpose sports court space, outdoor fitness equipment, park furniture and shaded areas.	31/12/2026	
West Epping Park Dog Off-Leash Area ★ Provide a dedicated dog off-leash area.	31/10/2025	
Active Youth are Healthy Youth ★ Embellish youth-focused play activities in Dundas Ward, designed by young people in the community. Through providing spaces to explore, socialise and relax, the project will support young people.	31/12/2026	
Max Ruddock Reserve Amenities Modernisation with Viewing Platform ★ Installation of a new amenities block.	30/04/2027	
Strengthening the Heart of Play ★ Deliver sporting and recreation open space across the five parks that form the Heart of Play network.	17/02/2027	
Sue Savage Reserve Multigenerational Recreational Facilities ★ Passive and multi-generational recreational activities and facilities including: accessible public toilets, skate park, fitness stations, car park, minor ponding improvements to channel street, BMX pump track.	31/07/2027	

F A W G T I

The full list of capital projects can be viewed in Part 5: Attachment 1 - Budget 2024/25.

KEY PROJECTS (CONTINUED)

Project name and description	Target Date	CSP Goals
Integrated Parking Solutions Program Smart Parking System for Council's on-street and off-street (MLCP) parking environments.	30/06/2026	
Phillip Street Smart Street Stage 2 Streetscape upgrade between Smith Street and Charles Street, extending from Stage 1.	30/06/2025	
Phillip Street Smart Street Stage 3 Design Streetscape upgrade of Phillip Street between Church Street and Marsden street, both sides.	30/06/2026	
Epping Town Centre: Oxford Street Urban Amenity & Reinvigoration Project ★ Inject new life and vibrancy into the Epping Town Centre, reinvigorating outdoor dining, open spaces and bringing much needed shady street trees.	01/11/2026	
Don Moore Multi-Purpose Community Hub ★ Deliver the Don Moore Multi-Purpose Community Hub project.	30/12/2026	
Refurbish Rydalmere Bowling Club Into a New Multi-Purpose Community Facility ★ Adaptively reuse the existing premises to serve the community as a multi-purpose community centre.	28/02/2028	
Granville Town Square Delivers an open, urban plaza for the Granville community.	30/06/2026	
Epping Town Centre High Streets upgrade Streetscape upgrade in Epping Town Centre East.	30/06/2026	
Carter Street Precinct Community Centre ★ Transform the space from an empty cold shell to a usable and multi-functional community space ready for the existing and incoming community of 16,000 residents by 2041.	30/07/2026	

F A W G T I

Infrastructure Grants and Major Projects

KEY PROJECTS (CONTINUED)

Project name and description	Target Date	CSP Goals
Project and Grants Management Framework <i>Develop a Western Sydney Infrastructure Grants reporting and management process to ensure deed requirements are met.</i>	31/12/2024	● ○ ○ ○ ○ ●
Eastern Parramatta River and CBD Precinct Connections ★ <i>Increase the safety, capacity along the Parramatta foreshore to improve the experience for pedestrians and cyclists.</i>	30/06/2027	○ ● ○ ○ ○ ○
Newington Reserve Upgrade <i>Construction of a new sporting field and associated amenities at Newington Reserve.</i>	01/07/2026	○ ● ○ ○ ○ ○
Wentworth Street and Woodhouse Laneway streetscape upgrade <i>A streetscape project to improve the public amenity of Wentworth Street and Woodhouse Lane, Parramatta, including street furniture and paving upgrades.</i>	30/06/2025	● ● ○ ○ ○ ○
Two-way conversion of Valentine Avenue and Wentworth Street streetscape <i>Obtain approvals for traffic signalling changes at the Valentine Avenue / Fitzwilliam Street / Wentworth Street Parramatta intersection, in preparation for a two-way conversion of Valentine Avenue and streetscape upgrade works.</i>	30/06/2025	● ● ○ ○ ○ ○

F A W G T I

The full list of capital projects can be viewed in Part 5: Attachment 1 - Budget 2024/25.



4.3 Community and Culture

Services in this area



Libraries

SERVICE DESCRIPTION

Provides library services to the community, including:

- Physical and online collections and resources
- Community engagement and programs
- Customer experience (branches)

COMMUNITY STRATEGIC PLAN

Goals	Strategic Actions
<input checked="" type="radio"/> Fair	F.1.1; F.2.1
<input checked="" type="radio"/> Accessible	(A.1.1)
<input type="radio"/> Welcoming	
<input type="radio"/> Green	
<input checked="" type="radio"/> Thriving	(T.2.1; T.3.2)
<input type="radio"/> Innovative	

Service Delivery KPI	Target	Frequency
Utilisation of Libraries (Number of Visits across the Library Network)	1,000,000 Visits	Quarterly
Lending Turnover Rate	Rate of 3.5 per annum	Yearly
Service Satisfaction KPI	Target	Frequency
Percentage of library customers who view the library service as 'good' or 'very good'	≥ 85%	Quarterly

Parramatta Artists' Studios and Cultural Services

SERVICE DESCRIPTION

Provides opportunities for our community to explore, make and share culture in and about Parramatta by delivering:

- Public art and heritage interpretation
- Strategic cultural partnerships and initiatives
- Parramatta Artists' Studios - Western Sydney's key artist studio facility

COMMUNITY STRATEGIC PLAN

Goals	Strategic Actions
Fair	(F.1.1; F.2.1)
Accessible	
Welcoming	W.1.1; W.2.1 (W.2.2; W.3.1)
Green	
Thriving	T.2.2 (T.1.1; T.2.1; T.3.2)
Innovative	(I.3.1)

Service Delivery KPI	Target	Frequency
Number of art and cultural programs developed and delivered	≥ 50	Quarterly

Number of artists supported via cultural programs and projects	≥ 110	Quarterly
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Service Satisfaction KPI	Target	Frequency
Community satisfaction with Parramatta Artists' Studios Cultural Program	Increase on previous year (3.34/5)	Yearly

KEY PROJECTS

Project name and description	Target Date	CSP Goals
Cultural Strategy Refresh <i>Develop the City of Parramatta's Arts, Culture and Creative Industries Strategy for 2025-2035.</i>	31/12/2024	
Visitor Economy Plan <i>Review and revise the Visitor Economy plan for the City.</i>	30/06/2025	
Night Time Economy Plan <i>Review and revise the Night Time Economy plan for the City.</i>	31/12/2024	
Roxy Theatre <i>Advocate for renewal of Roxy as a live performance theatre owned by NSW government.</i>	30/06/2025	

Community Hubs and PHIVE

SERVICE DESCRIPTION

Provide a network of community facilities in key locations that deliver integrated services for the community and visitors to the City of Parramatta.

COMMUNITY STRATEGIC PLAN

Goals	Strategic Actions
Fair	F.1.1; F.2.1 (F.4.1)
Accessible	(A.1.1)
Welcoming	W.2.1; W.2.2 (W.1.1; W.3.1)
Green	(G.3.1)
Thriving	(T.1.2; T.2.1; T.2.2)
Innovative	(I.2.2; I.3.1)

Service Delivery KPI	Target	Frequency
Utilisation of PHIVE (Number of Visits)	750,000 Visits	Quarterly

Utilisation of PHIVE (Venue Hire)	30%	Quarterly
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Utilisation of Wentworth Point Community Centre & Library (Number of Visits)	250,000 Visits	Quarterly
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Utilisation of Wentworth Point Community Centre & Library (Venue Hire)	30%	Quarterly
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Service Satisfaction KPI	Target	Frequency
Customer satisfaction rating with community hub services	Increase on same quarter previous year	Quarterly

KEY PROJECTS

Project name and description	Target Date	CSP Goals
Carter Street Business Readiness Project <i>Deliver business readiness program for Council's operation of a new Community Centre in the Carter Street Precinct.</i>	30/6/2025	

The full list of capital projects can be viewed in Part 5: Attachment 1 - Budget 2024/25.

Social and Community Services







Including: Children and Family Services, Recreation Facilities and Programs, Community Care, Community Capacity Building, and Aquatic and Wellness

SERVICE DESCRIPTION

Provides social and community services, including:

- Early childhood education through five Council operated **Childcare** centres
- **Recreation Facilities & Programs**
- **Community Care** including Meals on Wheels, NDIS coordination and leisure & learning programs
- Leading change on and supporting our valuable community sector through **Community Capacity Building**
- Aquatic fitness facilities and services for people of all ages in **Aquatic and Wellness**.



COMMUNITY STRATEGIC PLAN

Goals	Strategic Actions
 Fair	F.1.1; F.2.1; F.4.1 (F.3.1)
 Accessible	A.1.1
 Welcoming	W.1.1; W.3.1 (W.2.1)
 Green	(G.1.1; G.2.1)
 Thriving	(T.1.1)
 Innovative	I.2.1 (I.1.1; I.3.1)

Service Delivery KPI	Target	Frequency
Children and Family Services Annual average percentage utilisation of childcare and family support services	≥ 93%	Quarterly
Recreation Facilities and Programs Number of Councils' Recreation programs hours	3,000 hours per year	Quarterly
Recreation Facilities and Programs Community Facilities Utilisation (Venue Hire)	30%	Quarterly
Community Care Number of Seniors and Disability program hours	25,000 hours per year	Quarterly
Community Capacity Building Percentage of Community Grants recipient projects delivering on track and reporting on time	≥ 90%	Quarterly
Aquatic and Wellness Utilisation of aquatic centres (Number of visits)	650,000 visits	Quarterly
Aquatic and Wellness Occupancy of Learn to Swim programs	Maintain occupancy of over 75%	Quarterly

Service Satisfaction KPI	Target	Frequency
Children and Family Services Quality ratings as determined by independent accreditation body	5 (Achieve 'Exceeding' rating)	Yearly
Recreation Facilities and Programs School Holiday and Active Parramatta program participants' satisfaction rating	> 90%	Yearly
Community Care Participant satisfaction rating of community care	> 3.26	Every two years
Community Capacity Building Satisfaction with community capacity building services	> 80%	Yearly
Aquatic and Wellness Customer satisfaction of aquatic centres	> 80%	Quarterly

KEY PROJECTS

Project name and description	Target Date	CSP Goals
Develop Socio Economic Inclusion Action Plan 2025-2029 and Youth Inclusion Framework <i>Development of two strategic action plans to address socio-economic disadvantage and deliver inclusive work with young people.</i>	30/05/2025	
Renew framework of Homelessness Action Plan 2025-2029 <i>Application of Homelessness Action Plan 2019-2023 learnings to reduce the incidence and impact of homelessness for the next four years.</i>	28/03/2025	
Develop expanded Social Investment Action Plan 2025-2029 <i>Application of Social Inclusion Action Plan 2017-2020 learnings to develop an expanded plan that brings Community Grants programs into scope.</i>	28/03/2025	
Review impact of the Prevention of Family and Domestic Violence Action Plan 2022-2025 <i>Commence impact assessment of Council's work in the primary prevention of domestic and family violence.</i>	27/03/2026	
Epping Aquatic Centre Business Readiness Project <i>Deliver business readiness program for Council's operation of a renovated Epping Aquatic Centre.</i>	30/06/2026	 F A W G T I

Riverside Theatres

SERVICE DESCRIPTION

Provides Western Sydney's major performing arts venue by delivering:

- Performing arts programming
- Theatrical production and development
- Education performances
- Community-based events and performances

COMMUNITY STRATEGIC PLAN

Goals	Strategic Actions
<input checked="" type="radio"/> Fair	(F.1.1; F.2.1)
<input checked="" type="radio"/> Accessible	(A.1.1)
<input checked="" type="radio"/> Welcoming	W.2.1 (W.1.1; W.2.2)
<input type="radio"/> Green	
<input checked="" type="radio"/> Thriving	T.2.2 (T.1.1; T.1.2)
<input type="radio"/> Innovative	

Service Delivery KPI	Target	Frequency
Attendances at performances	≥ 165,000	Quarterly
Student attendances at education performances or events	≥ 18,000	Quarterly
Attendance at Community based events or performances	≥ 16,000	Quarterly
Service Satisfaction KPI	Target	Frequency
Customer satisfaction rating with Riverside Theatres	≥ 80%	Quarterly

KEY PROJECTS

Project name and description	Target Date	CSP Goals
Heritage Centre Adaptive Reuse Project <i>Develop a plan to repurpose the Heritage Centre for cultural uses, including housing the Riverside team during construction and supporting long-term arts programs.</i>	30/11/2024	<input checked="" type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
Temporary Venue Strategy Number 1 - PHIVE <i>To provide a temporary medium black box style venue facility for the term that Riverside Theatres site is being redeveloped.</i>	15/08/2025	<input checked="" type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
Temporary Venue Strategy Number 2 - Demountable Venue <i>To explore providing a temporary and / or seasonal larger style venue facility for part of the term that Riverside Theatres site is being redeveloped.</i>	12/01/2025	<input checked="" type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> F A W G T I



4.4 City Engagement and Experience

Services in this area



Communication and Marketing

SERVICE DESCRIPTION

Provides the community, businesses, key stakeholders, and media with information relating to Council initiatives, services, events, and projects via:

- Council websites
- Email and social media
- Printed materials and signage
- Advertising
- Media releases

COMMUNITY STRATEGIC PLAN

Goals	Strategic Actions
● Fair	(F.1.1; F.4.1)
○ Accessible	
● Welcoming	(W.1.1; W.2.1; W.2.2)
○ Green	
● Thriving	T.2.2 (T.1.1; T.1.2; T.3.1)
● Innovative	(I.3.1)

Service Satisfaction KPI	Target	Frequency
Percentage of respondents who would recommend the Parramatta CBD and its surrounding suburbs to their family and friends as a place to visit	Visit recommendation increase by 2% from previous Perception survey result (from 58% in 2023 to 60% in 2025)	Every two years
Community satisfaction rating with the provision of information	Increase on previous year (3.25/5)	Yearly

Community Engagement and Research

SERVICE DESCRIPTION

Consults with the community to gain feedback on a variety of Council initiatives and projects. Provides Council with community feedback including insights into the community's needs and satisfaction.

COMMUNITY STRATEGIC PLAN

Goals	Strategic Actions
<input checked="" type="radio"/> Fair	F.4.1 (F.4.2)
<input type="radio"/> Accessible	
<input type="radio"/> Welcoming	
<input type="radio"/> Green	
<input type="radio"/> Thriving	
<input checked="" type="radio"/> Innovative	(I.1.1; I.2.1)

Service Delivery KPI	Target	Frequency
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Number of members on Participate Parramatta panel	5% increase on previous year	Yearly
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Number of visits to the Participate Parramatta engagement platform	5% increase on previous year	Yearly
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Service Satisfaction KPI	Target	Frequency
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Community satisfaction rating with the opportunity to have your say on key issues affecting community	Increase on previous year (3.22/5)	Yearly
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Community mean rating of "I am confident that Council would respond if I contacted them"	Increase on previous year (3.31/5)	Yearly
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Customer Service Centre

SERVICE DESCRIPTION

Supports Council's operations during business hours by:

- Operating Council's information phone line
- Assisting customers with enquiries about Council Services
- Maintaining Council's physical records
- Overseeing Council's print room, Mailroom, and Corporate Reception operations.

COMMUNITY STRATEGIC PLAN

Goals	Strategic Actions
<input checked="" type="radio"/> Fair	(F.4.1)
<input type="radio"/> Accessible	
<input type="radio"/> Welcoming	
<input type="radio"/> Green	
<input type="radio"/> Thriving	
<input type="radio"/> Innovative	

Service Delivery KPI	Target	Frequency
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Percentage of calls answered within 30 seconds	≥ 80%	Quarterly
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Percentage of Correspondence registered and actioned within 48 business hours	≥ 90%	Quarterly
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Service Satisfaction KPI	Target	Frequency
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Percentage of customers satisfied with Contact Centre	≥ 80%	Quarterly
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KEY PROJECTS

Project name and description	Target Date	CSP Goals
Customer Service Transformation Deliver on improved customer experience and customer interfaces for the community.	31/07/2027	<input checked="" type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> F A W G T I

Events and Festivals

SERVICE DESCRIPTION

- Manages the planning and execution of Council's civic and major events program.
- Supports internal teams and external community grant event recipients to deliver events.
- Activates the public domain through regular programming and commercial bookings.

COMMUNITY STRATEGIC PLAN

Goals	Strategic Actions
<input type="radio"/> Fair	
<input type="radio"/> Accessible	
<input checked="" type="radio"/> Welcoming	W.2.1 (W.2.2)
<input type="radio"/> Green	
<input checked="" type="radio"/> Thriving	(T.1.1; T.2.2)
<input type="radio"/> Innovative	

Service Delivery KPI	Target	Frequency
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Attendance at events and festivals	≥ 287,000	Yearly
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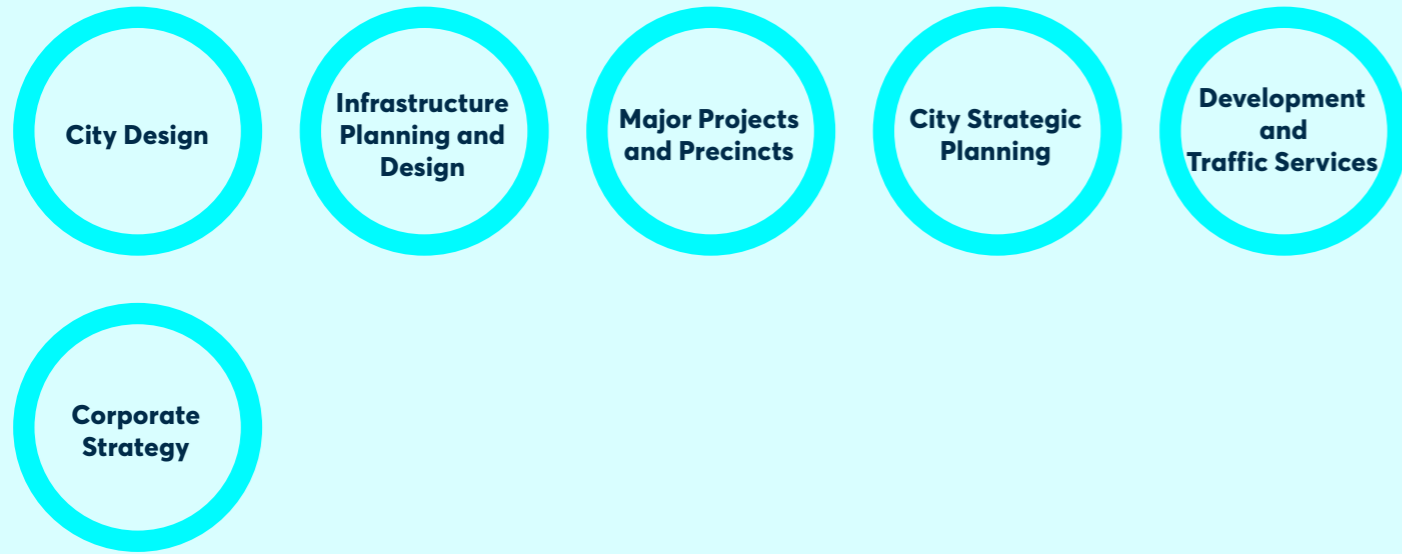
Service Satisfaction KPI	Target	Frequency
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Community satisfaction rating with events and festivals delivered by Council	Score ≥ 7 out of 10	Yearly
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4.5 City Planning and Design

Services in this area



City Design

SERVICE DESCRIPTION

Champion design excellence and the creation of a healthy, sustainable, liveable and amenable City of Parramatta through:

- Strategic design policy
- Design advice and guidelines
- Design review (public domain and built form)
- Design Excellence Competitions and Design Review Panels
- Supporting the Disability Inclusion Action Plan (DIAP).

COMMUNITY STRATEGIC PLAN

Goals	Strategic Actions
Fair	(F.1.1)
Accessible	A.1.1 (A.2.2; A.2.3)
Welcoming	W.1.1 (W.2.2)
Green	(G.1.1)
Thriving	T.2.1 (T.1.1)
Innovative	I.1.1

Service Delivery KPI	Target	Frequency
Percentage of referrals processed within relevant required timeframes	≥85%	Yearly

KEY PROJECTS

Project name and description	Target Date	CSP Goals
Epping Town Centre Undertake review of Epping Town Centre laneways.	30/06/2025	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> F A W G T I

Infrastructure Planning and Design

SERVICE DESCRIPTION

- Supports, manages and implements:
- Major State Government project interfaces (Parramatta Light Rail and Metro)
 - Design management services for major capital projects (e.g. River Program)
 - Development contributions and planning agreements
 - Negotiation of planning agreements
 - The City's Innovation and Smart City strategic direction

COMMUNITY STRATEGIC PLAN

Goals	Strategic Actions
Fair	(F.1.1; F.3.1)
Accessible	A.2.1 (A.1.1; A.2.2; A.2.3)
Welcoming	
Green	G.1.2; G.4.1
Thriving	(T.1.1; T.1.2; T.3.1)
Innovative	(I.1.1)

Service Delivery KPI	Target	Frequency
Percentage of contributions enquiries resolved within two business days	≥ 90%	Quarterly
Percentage of planning agreements that are compliant with milestone delivery timeframes	90%	Yearly

KEY PROJECTS

Project name and description	Target Date	CSP Goals
Civic Link <i>Develop detailed design for Civic Link Block 3.</i>	30/03/2025	
Western Parramatta River and CBD Precinct Connections ★ <i>Connect the Parramatta City Centre, its river and Parramatta Park, to promote walking and cycling.</i>	16/12/2027	
Parramatta Light Rail Stage 2 <i>Advocate to the NSW Government to make an investment decision.</i>	30/06/2025	
Sydney Metro West <i>Advocate for project and additional stations, including stations at Camellia and Newington.</i>	30/06/2025	
Smart City Strategy <i>Review a Smart City Strategy.</i>	30/06/2025	

Major Projects and Precincts

SERVICE DESCRIPTION

- Plans, manages and assesses:
- Major growth precincts
 - Developer-led planning proposals

COMMUNITY STRATEGIC PLAN

Goals	Strategic Actions
Fair	(F.1.1; F.3.1)
Accessible	(A.1.1; A.2.1; A.2.2; A.2.3)
Welcoming	(W.2.2)
Green	G.1.2; G.3.1; G.4.1
Thriving	T.2.1 (T.1.1; T.1.2; T.3.1; T.3.2)
Innovative	I.1.1

Service Delivery KPI	Target	Frequency
Planning proposals (low/medium/high complexity) determined within 12/18/24 months	80%	Quarterly

KEY PROJECTS

Project name and description	Target Date	CSP Goals
Parramatta North & Westmead Innovation District (WID) <i>Advocate for and comment on the Parramatta North Master Plan & Implement Place Strategy.</i>	31/12/2024	
Precinct Planning – Church Street South, Parramatta <i>Preparation of new planning controls and supporting guidance for Church Street South, Parramatta.</i>	30/06/2025	

The full list of capital projects can be viewed in Part 5: Attachment 1 - Budget 2024/25.







City Strategic Planning

SERVICE DESCRIPTION

Leads the City's economic, environment, social and land use strategic direction via development and implementation of the following strategies:

- Environmental
- Social
- Economic
- Transport
- Land use

COMMUNITY STRATEGIC PLAN

Goals	Strategic Actions
 Fair	F.1.1; F.3.1; F.4.2 (F.4.1)
 Accessible	A.2.1; A.2.2 (A.1.1; A.2.3)
 Welcoming	(W.1.1; W.2.1; W.2.2)
 Green	G.1.1; G.1.2; G.4.1 (G.2.1; G.3.2)
 Thriving	T.1.1; T.1.2; T.2.1; T.2.2 (T.3.1; T.3.2)
 Innovative	I.1.1; I.2.1; I.2.2; I.3.1

Service Delivery KPI	Target	Frequency
Use of Parramatta River Foreshore paths by pedestrians and cyclists	5% increase on same quarter previous year	Quarterly

KEY PROJECTS

Project name and description	Target Date	CSP Goals
Integrated Transport Strategy <i>Develop the Integrated Transport Strategy.</i>	30/06/2026	
Local Housing Policy (Stage 2) <i>Review Local Housing Strategy taking into consideration State Government policy changes.</i>	30/06/2025	
Review planning controls in North East Parramatta <i>Review planning controls in North East Parramatta</i>	31/12/2025	
Tree Canopy Plan <i>Develop a Tree Canopy Plan for the Parramatta LGA.</i>	30/06/2025	
City Economy Strategy <i>Create a City Economy Strategy.</i>	31/12/2025	
Environmental Strategy <i>Refresh Environmental Sustainability Strategy.</i>	31/03/2025	

F A W G T I









Development and Traffic Services

SERVICE DESCRIPTION

Prepares and provides:


- Assessment of development applications and tree permits
- Pre-lodgement advice
- Technical advice
- Traffic services
- Planning and other land-based certificates
- Local Heritage Fund allocations.

COMMUNITY STRATEGIC PLAN

Goals	Strategic Actions
 Fair	(F.1.1; F.3.1)
 Accessible	A.1.1; A.2.3
 Welcoming	W.2.2
 Green	(G.4.1)
 Thriving	T.2.1 (T.1.2; T.3.1)
 Innovative	I.1.1

Service Delivery KPI	Target	Frequency
Percentage of traffic investigation requests resolved within 56 days	≥ 65%	Quarterly
Percentage of low-density residential development applications determined within 140 days	≥ 70%	Quarterly
Percentage of major development applications determined within 180 days	≥ 70%	Quarterly

KEY PROJECTS

Project name and description	Target Date	CSP Goals
Black Spot Program Various traffic safety initiatives.	30/06/2025	 F A W G T I







The full list of capital projects can be viewed in Part 5: Attachment 1 - Budget 2024/25.
★ Project delivery and target date are dependent on external funding.

Corporate Strategy

SERVICE DESCRIPTION

Leads Council's strategic approach to Integrated Planning & Reporting via the Community Strategic Plan and Delivery Program and Operational Plan.

COMMUNITY STRATEGIC PLAN

Goals	Strategic Actions
 Fair	F.4.1; F.4.2 (F.2.1)
 Accessible	
 Welcoming	
 Green	
 Thriving	T.1.1
 Innovative	(I.2.1; I.3.1)

Service Delivery KPI	Target	Frequency
Percentage of statutory plans and reports completed on time	100%	Quarterly

4.6 Supporting Corporate Services

Services in this area



People, Culture and Performance

SERVICE DESCRIPTION

Support City of Parramatta Council's staff, operations and strategies via:

- Business Partnering
- Training and Development
- Organisational Development
- Talent and Aquisition
- Workplace, Health and Safety
- Injury Management
- Health and Wellbeing
- Workplace Relations
- Payroll, Remuneration and Benefits

COMMUNITY STRATEGIC PLAN

Goals	Strategic Actions
<input checked="" type="radio"/> Fair	F.4.2 (F.1.1; F.2.1; F.4.1)
<input type="radio"/> Accessible	
<input type="radio"/> Welcoming	(W.1.1; W.2.1; W.3.1)
<input type="radio"/> Green	
<input checked="" type="radio"/> Thriving	(T.3.2)
<input checked="" type="radio"/> Innovative	(I.2.1)

Service Delivery KPI	Target	Frequency
Workplace, Health and Safety Percentage of all workplace incidents reported within Council's online safety record keeping system within 48 hours of incident occurring.	90%	Quarterly
Workplace, Health and Safety Number of lost time injuries occurring per 1 million hours worked	12.00	Quarterly
Ogranisational Development Percentage of Leadership induction training completed	100% of permanent leaders complete within 6 months of commencement in role	Yearly
Service Satisfaction KPI	Target	Frequency
People and Culture Employee Engagement rating	5 percentage points increase on previous year	Yearly
People and Culture Employee turnover rate	Decrease turnover rate by 3%	Yearly







Finance and Information

SERVICE DESCRIPTION

Support City of Parramatta Council's staff and operations via:

- Audit and Risk
- Information and Communications Technology (ICT)
- Governance
- Finance
- Legal
- Procurement
- Property, Security, Assets and Services
- Property Development




COMMUNITY STRATEGIC PLAN

Goals	Strategic Actions
 Fair	F.4.2 (F.1.1)
 Accessible	
 Welcoming	
 Green	(G.3.1)
 Thriving	(T.1.1)
 Innovative	I.2.1 (I.2.2)

Service Delivery KPI	Target	Frequency
ICT Availability of CoP-controlled Community Facing Systems (Web-sites; Service Portals), not including non-controlled portals e.g Planning Portal	99.5% excluding scheduled maintenance	Quarterly
Governance Council Meeting agendas are published 7 days prior to a Council Meeting	100%	Quarterly
Governance Percentage of formal Access to Information requests completed within GIPA Act legislation timeframe	100%	Quarterly
Audit and Risk Percentage of agreed audit recommendations actioned within timeframe indicated	≥ 90%	Yearly
Finance Percentage of statutory plans and reports completed on time (Financial and Committee)	100%	Yearly

Service Delivery KPI	Target	Frequency
Property, Security, Assets and Services Leasing of community space (utilisation)	90% utilisation	Quarterly
Property, Security, Assets and Services Utilisation of Council's multi-level car parking facilities and services	Increase on same quarter previous year	Quarterly

KEY PROJECTS

Project name and description	Target Date	CSP Goals
TechOne 'One Council' Project Deliver system upgrades and modernisations of system platforms via the TechOne 'One Council' integrated solution, including Finance, Works & Assets, Procurement, P2P, CRM, GIS and ECM systems.	30/06/2026	
CBD Parking Technology upgrade of on street parking and renewal/upgrade of all multi-decks.	30/06/2025	
Central City Parkway Pilot Project Resolve land agreement with TfNSW for Pilot Project along with funding for Stage 1.	30/06/2025	 F A W G T I

The full list of capital projects can be viewed in Part 5: Attachment 1 - Budget 2024/25.

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PO Box 32, Parramatta NSW, 2124

Phone: 1300 617 058


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Social: X: @parracity

Facebook: @cityofparramatta

Instagram: @cityofparramatta

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

KOREAN

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

CHINESE

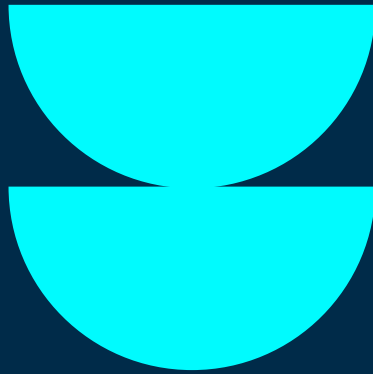
如果你需要翻译协助阅读这份新闻简报, 请联系 TIS, 电话131 450, 要求他们代表你接通巴拉玛打市议会顾客服务处, 电话 9806 5050。顾客服务处的工作时间是每星期一至星期五, 上午8:30至下午5:00。

ARABIC

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

HINDI

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



cityofparramatta.nsw.gov.au