



Delivery Program 2025–2029 Year 1

Operational Plan 2025/26



**CITY OF
PARRAMATTA**



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Delivery Program 2025–2029 Year 1
Operational Plan 2025/26
Version 1: Draft for public exhibition, April 2025

Recognition of & commitment to the Dharug People

**Wadyiman Barramada gulbanga
naadyi Barramadagal Dharug
Ngurrayin, badu, burra
barramadagal dharug yurayin.**

City of Parramatta recognises the Dharug People as First Australians, people 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 People, the Traditional Owners of the land we call the City of Parramatta today.

The Baramadagal and other Dharug People 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 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 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



A message from the Lord Mayor will be included in the final draft following public exhibition.

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PART 1

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Welcome

Welcome to the City of Parramatta Council's Delivery Program 2025–2029 and Operational Plan & Budget 2025/26.

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 FIVE PARTS:

PART 1	INTRODUCTION
PART 2	HOW COUNCIL DELIVERS
PART 3	OUR PLAN FOR 2025–2029
PART 4	ATTACHMENT 1: BUDGET 2025/26
PART 5	ATTACHMENT 2: FEES AND CHARGES 2025/26



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ABOUT PARRAMATTA

Our City in numbers

OUR CITY AT A GLANCE



Became a City in
1938

Covers
83.86 km²



Has **7**
Universities



 **5**
Council-Run
Childcare Centres

Has **7**
Libraries




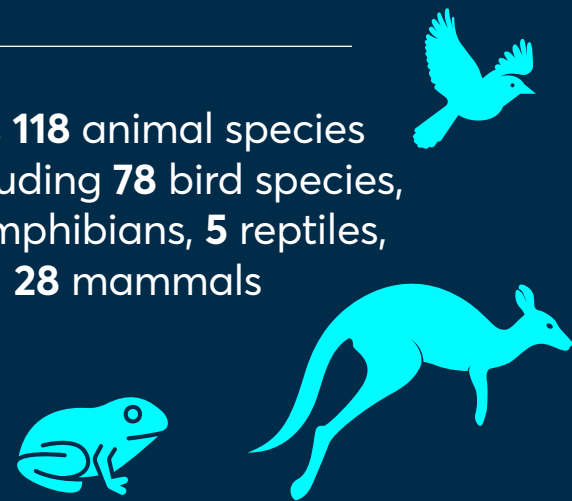
 **64**
Sporting fields

105km
of waterways, and
474ha of open space



In 2021 (ABS Census)
had a population of **256,729**
— with a population forecast
of **412,627** in **2046**


Has **118** animal species
including **78** bird species,
7 amphibians, **5** reptiles,
and **28** mammals



In 2024, had
428,000 domestic
overnight visitors,
and **126,000**
international
visitors



FOR EVERY 100 RESIDENTS IN PARRAMATTA

(Based on 2021 ABS Census data)

53
Were born
overseas, of which:

- 11 were born in India
- 11 were born in China
- 4 were born in South Korea




32
are students
(preschool to tertiary)

1 First Nations
person



23 are aged
under **20**


56
speak a language
other than English
at home


57
are employed


1
is currently serving
or has served
in the **Australian
Defence Force**


69
are Australian
Citizens


53
have tertiary
qualifications

7 are
carers




21 provide
unpaid child-care



PART 2

How Council delivers

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Integrated planning & reporting

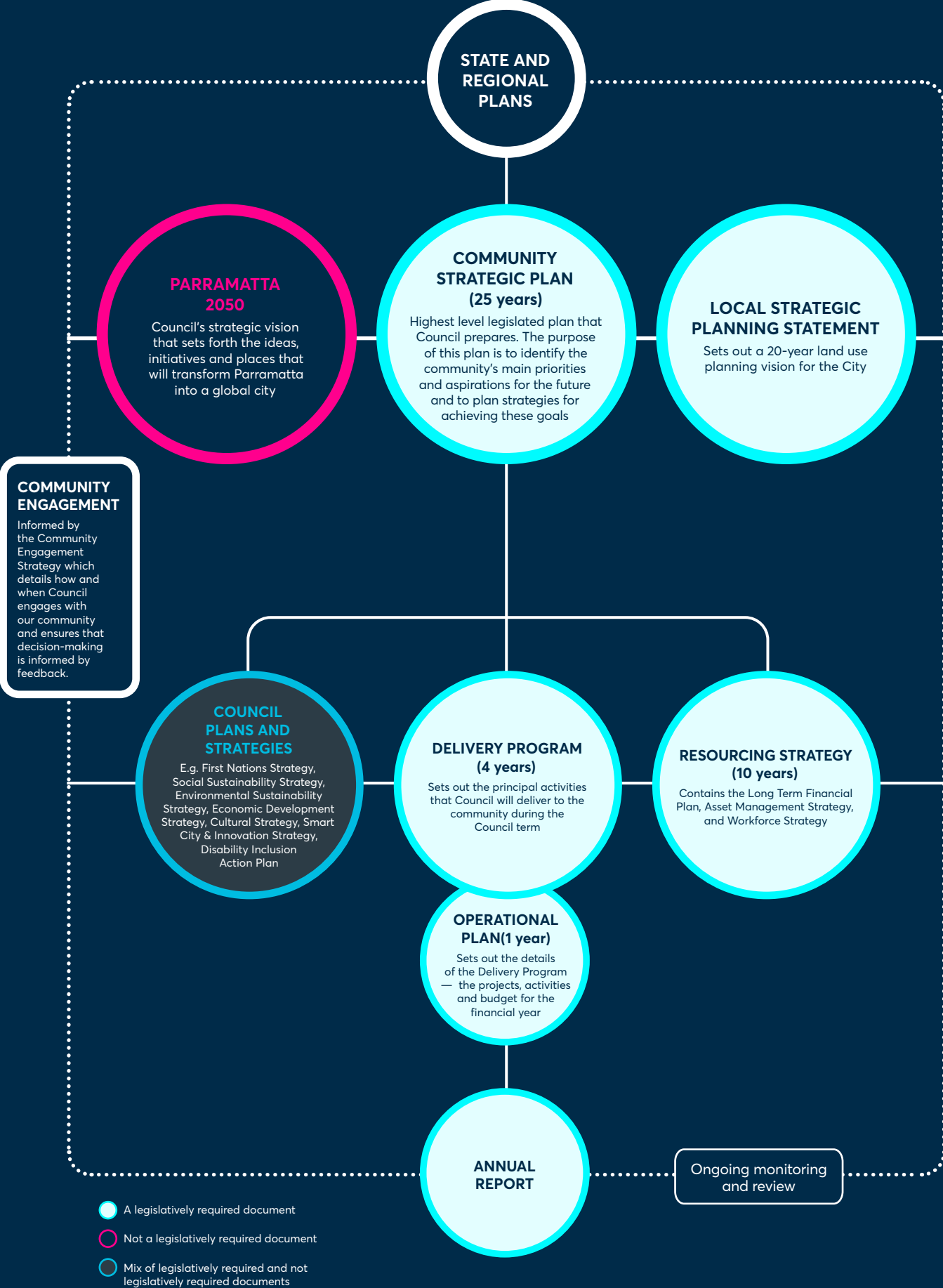
Under the Local Government Act (Planning & Reporting) 2009 (NSW), councils are required to take a rigorous approach to strategic and financial planning.

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.

INTEGRATED PLANNING & REPORTING (IP&R) FRAMEWORK



How we develop the plan

The Delivery program 2025–29 and Operational Plan 2025–26 have been developed as part of a broader program of Council’s key strategic documents the Community Strategic Plan 2025–2050 and the Resourcing Strategy 2025–26. These documents have been informed by community engagement, Councillors and staff.

COMMUNITY
To inform the development of this plan, Council has drawn on the views of more than 4,013 people across community engagement efforts undertaken in 2023–2024.

In 2024, Council ran a broad community campaign inviting feedback that would inform the development of this plan. The campaign had an audience of 138,773 and more than 1,600 community members participated in activities including the City of Parramatta’s first 100 Forum.

This feedback, along with an extensive body of community engagement results from 2023–2024 on a variety of strategic projects, forms the basis for the Community Strategic Plan 2025–2050.

- WHAT YOU TOLD US**
Across ward pop-ups, an all-day forum and online survey, key themes emerged from the 2024 engagement including:
- Macroeconomic conditions are impacting the community through the cost of living, housing costs and issues relating to affordability.
 - Traffic and transport planning needs attention including issues relating to parking, public transport infrastructure, and accessible transport.
 - The importance of environmental sustainability and access to green space including parks, sports facilities, and play spaces for community health and wellbeing.

Council has also reflected on feedback received from the community for key strategic documents in 2023 including the Social Sustainability Strategy 2024–2033, Draft Economic Development Strategy, Environmental Sustainability Strategy 2024–2033 and Smart City & Innovation Strategy 2024–2033, as well as last year for the global city vision, Parramatta 2050.

COUNCILLORS
For the initial development of the Delivery Program 2025–2029, workshops held for Councillors over January–April 2025 set the strategic direction for City of Parramatta and confirmed the priorities that informed Council’s activities and resource decisions for the four-year Council term.

STAFF
Between November 2024 and April 2025, 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.

How we engaged

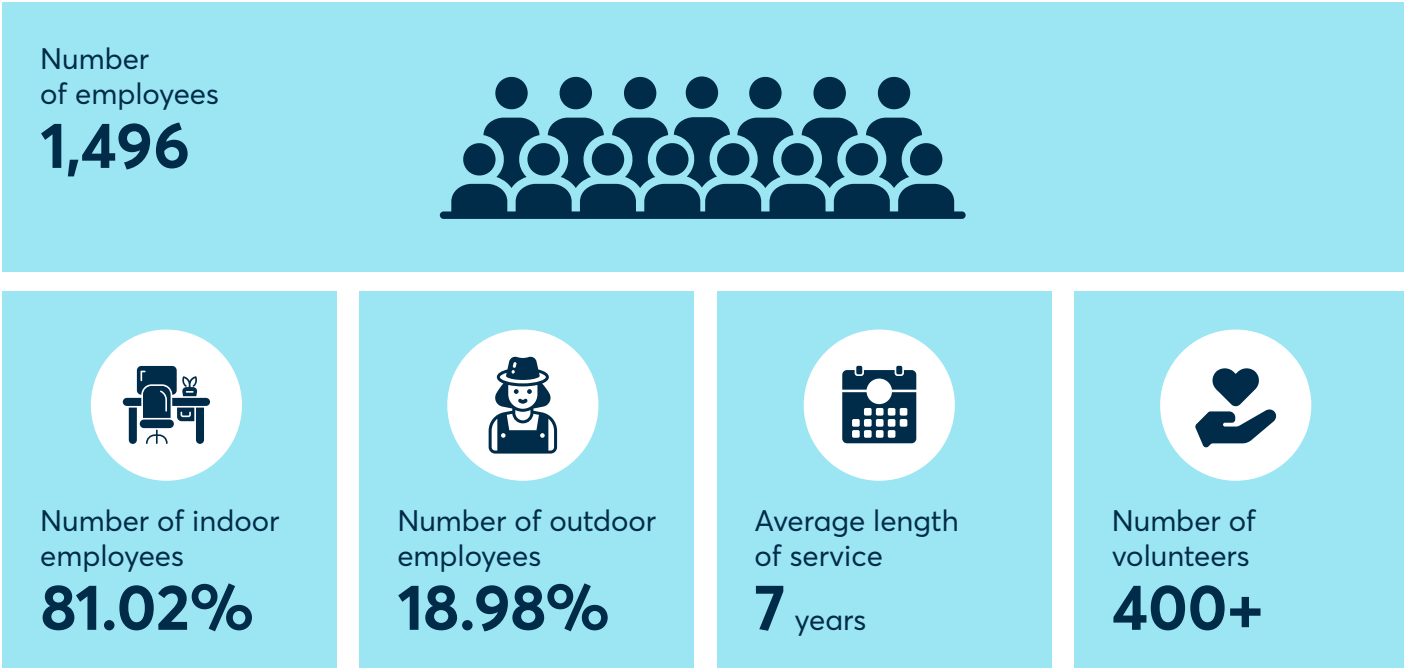


More than 4,013 community members provided input which has helped to inform the direction of the draft Community Strategic Plan 2025–2050

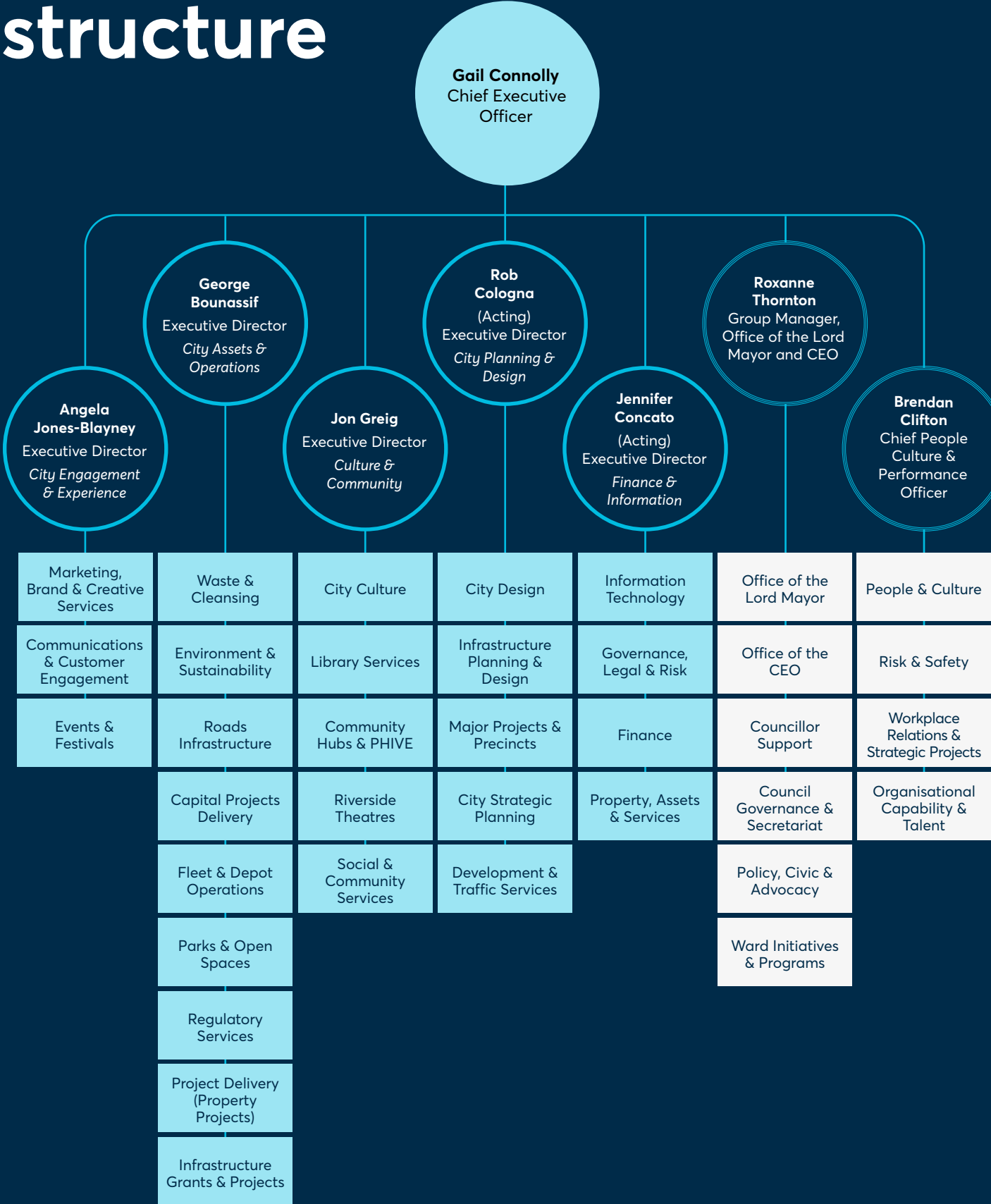
Our workforce

The City of Parramatta continues to be one of the fastest growing local governments in NSW. To ensure we are delivering to our community and strategic objectives, we are committed to investing in our staff and leadership through training, support and development opportunities. Our staff have a diverse range of skills and experience and prioritise collaboration, continuous improvement and customer service.

We promote employee connectedness and engagement by focusing on Diversity, Equity and Inclusion (DEI) by providing clarity and structure in our policies and procedure and providing timely support to all staff.



Organisational structure



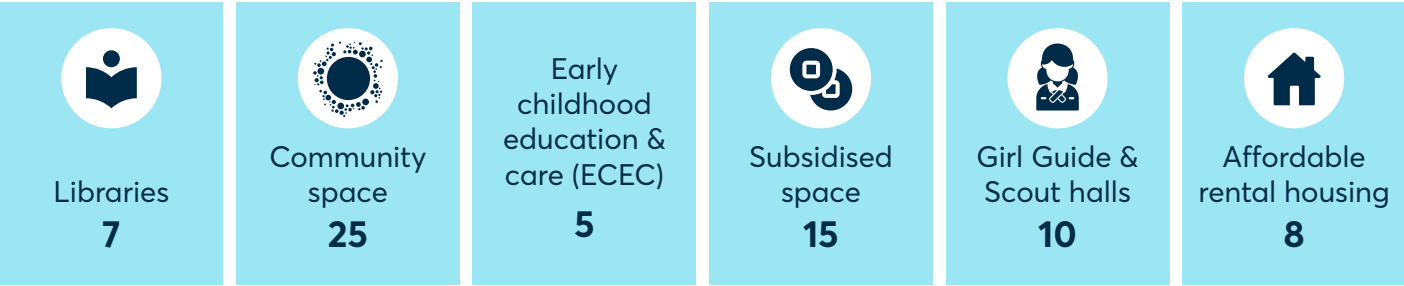
Our infrastructure

City of Parramatta's community assets and infrastructure are integral to supporting our community and delivering our key projects and services.

Council has a significant role to play in ensuring our community infrastructure is welcoming and accessible for all. Throughout 2025–26 Council will undertake an extensive review of the current Community Infrastructure Strategy to effectively plan and meet the changing needs of our growing community.

By delivering an integrated network of local, district and regional community infrastructure, we strive to meet the needs and expectations of our community.

NUMBER OF COMMUNITY FACILITIES



NUMBER OF OPEN SPACE AND RECREATION



Improving our services

To maintain our reputation for strong service delivery, Council employs a number of frameworks to guide our service delivery and ensure our services meet community needs and provide value for money.



Two service reviews are planned for the 2025/26 Financial Year:

- CUSTOMER SERVICE**

This service review will focus on frontline service provision and transactions at PHIVE, Libraries and 9WS. The scope of the review will include service performance against service usage, trends, customer satisfaction and identify opportunities for improvement. The outcome of the review will be used to inform the Customer Experience Transformation Program deliverables.
- PAYROLL**

This service review will review system capabilities and compare with alternate providers with view to alter pay frequency (from weekly to fortnightly) and identify additional efficiencies for Payroll team and enhancements for end users.

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](http://www.cityofparramatta.nsw.gov.au/council/key-council-documents/quarterly-and-annual-reporting)



PART 3

Our plan for
2025–2029

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Delivering our Community Strategic Plan

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

Over the four-year life of this Delivery Program, the following details how Council's services will deliver on our CSP.

We all belong

A diverse, creative, inclusive and inspiring city.

- Integrated Grants and Projects
- Community Hubs and Parramatta Square
- City Strategic Planning
- City Culture
- Riverside Theatres
- Events and Festivals
- Project Delivery

We put people first

An equitable and socially connected city.

- Libraries
- Social and Community Services
- City Strategic Planning
- Integrated Grants and Projects
- City Design
- Roads Infrastructure
- Capital Projects Delivery
- People, Culture and Performance
- Regulatory Services
- Project Delivery
- Parks and Open Spaces

We are an economic powerhouse

A prosperous, productive and ambitious city.

- Integrated Grants and Projects
- Communications and Customer Engagement
- City Strategic Planning
- City Culture
- Marketing, Brand/Digital Creative Services
- Community Hubs and Parramatta Square

We nurture our environment

A regenerative and resilient city.

- Fleet and Depot
- Environment and Sustainability
- Integrated Grants and Projects
- Capital Projects Delivery
- Parks and Open Spaces
- City Strategic Planning

We are future focused

A leading and forward-thinking city.

- City Culture
- Infrastructure Planning and Design
- Information Communication and Technology
- Communications and Customer Engagement
- People, Culture and Performance
- Governance and Risk
- Finance
- Property, Assets and Services
- Executive Team
- Major Projects and Precincts
- City Design
- Development Traffic and Transport
- City Strategic Planning
- Integrated Grants and Projects

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 \$560 million of operating and capital expenditure in the 2025/26 financial year.

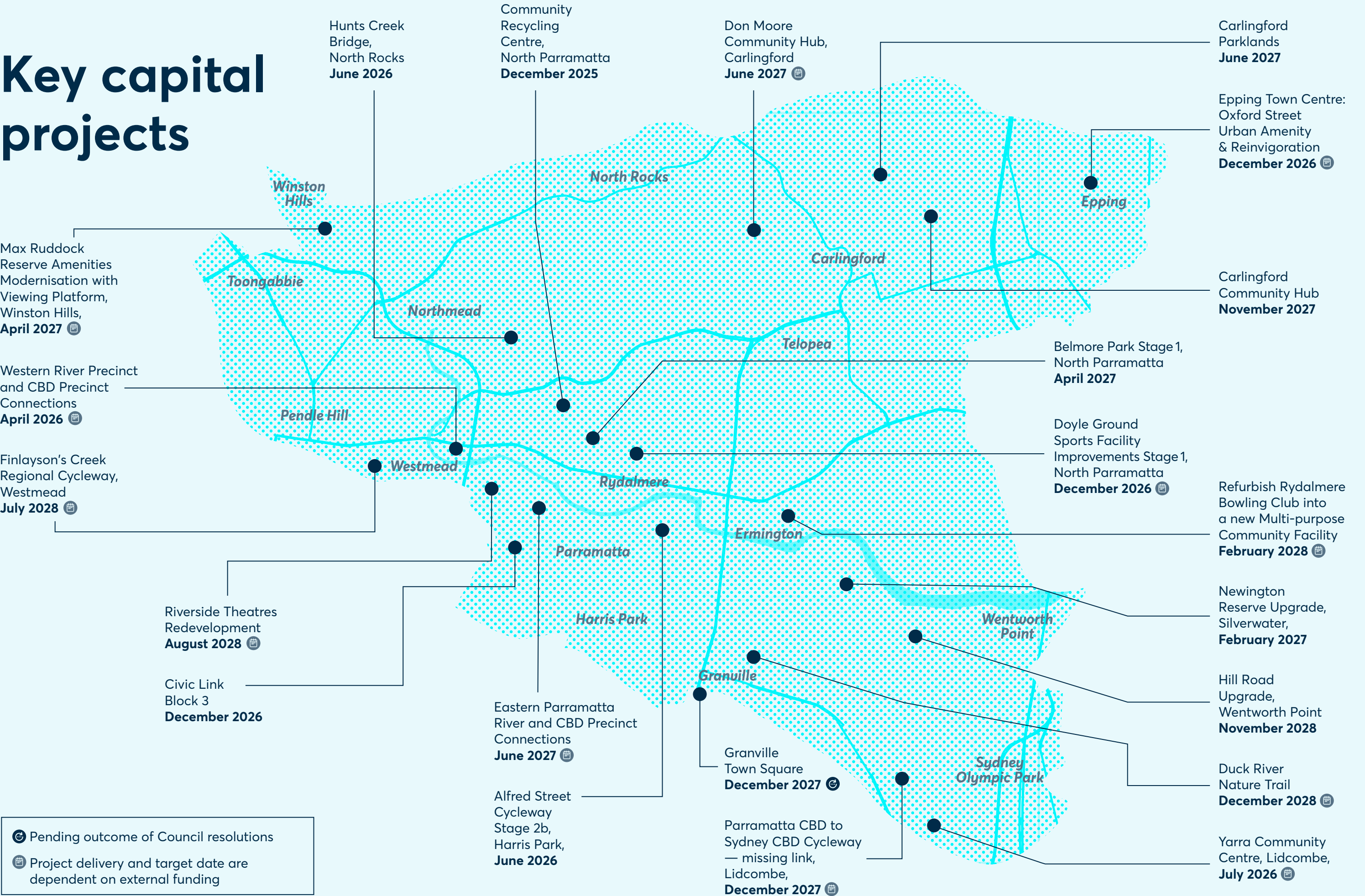
Council expenditure	2025/26 \$'000
Operational expenditure (including depreciation)	360,000
Capital expenditure	199,820
Total	560,390

- FULL DETAILS AND EXPLANATIONS ARE CONTAINED IN:
- **Part 4:** Attachment 1 — Budget 2025/26
 - **Part 5:** Attachment 2 — Fees and Charges 2025/26

For every \$100 spent this year, Council will deliver:



Key capital projects



How to read this section

The Strategic Pillars set out by the CSP

Supporting strategies and plans Council's key strategic documents and plans that inform our projects and services, and help realise the CSP pillars and outcomes.

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Delivery Program 2025–2029, Operational Plan & Budget 2025/26

ENVIRONMENT PILLAR — INTRODUCTION

We nurture our environment

A regenerative and resilient city.

Our unique environment is at the heart of Parramatta as a place and a community. We are a city for nature, connected by green spaces and living waterways that we nurture to grow, improve and thrive.

Supporting strategies and plans:

→ Environmental Sustainability Strategy 2024–2033

→ Community Infrastructure Strategy

→ Parramatta 2050

→ Sportsground Strategy and Action Plan

→ Nature Positive Plan

→ Parramatta River Vision

→ Tree Canopy Plan

→ Biodiversity Strategy

→ Parramatta Bike Plan



The following section details our Principal Activities (services) to deliver against the aspirations of the CSP Pillars, including key performance indicators (KPIs) for these services and Actions (projects) commencing or continuing in 2025/26.

City of Parramatta

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4.1 We have gone beyond net zero and transitioned to a climate positive and resilient City to mitigate climate change and adapt to climate change hazards.

4.1.1 Deliver a climate positive and resilient City through the planning, design, construction and operation/management of our City.

Principal Activity	Key Performance Indicators & Actions		
Fleet Management — Provide plant and fleet management and trade services. Responsible: Fleet and Depot	Indicators	Target	Reporting Frequency
	Increase Council's EV and/or hybrid plant and fleet	Increase on previous year	Quarterly
	Percentage of service requests actioned within Service Level Agreements	85%	Quarterly
Environmental Sustainability — Plan and manage Council's environmental sustainability projects, corporate resource recovery and sustainable education programs. Responsible: Environment Sustainability	Indicators	Target	Reporting Frequency
	Percentage of drainage service requests actioned within Service Level Agreement timeframes	85%	Quarterly
	Actions 2025/26	Target Date	Reporting Frequency
	Deliver Net Zero Emissions — Maintain annual carbon neutral certification.	31/12/2026	Quarterly

CSP Community Outcomes
Each CSP Pillar includes a range of Community Outcomes, which aim to answer 'What does success look like?'

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

Principal Activities
This section breaks down Council's key services responsible for delivering the key actions.

Key Performance Indicators
Each Principal Activity includes indicators to monitor our success, including a target for each measure and how often we will report back.

Actions Actions are the more specific (usually timebound) projects and activities Council is committing to commence or continue this financial year.

PILLAR — WE ALL BELONG

We all belong

A diverse, creative, inclusive and inspiring city.

Culture lies at the core of Parramatta’s unique identity — which has been shaped by layers of First Nations history and heritage — and enlivened by the stories, traditions and cultural practice of its multicultural residents.

Supporting strategies and plans:

→ First Nations Strategy 2024–2029	→ Creative Parramatta
→ Parramatta 2050	→ Destination Management Plan
→ Parramatta Night City Framework 2020–2024	→ Integrated Heritage Strategy
→ Social Sustainability Strategy 2024–2033	→ Local Strategic Planning Statement
→ Disability Inclusion Action Plan 2022–2026	→ Events and Festival Strategy



1.1 Parramatta is an inclusive City that values our diversity and celebrates our unique identity.

1.1.1 Recognise our diversity as our strength, and ensure people of all backgrounds, abilities, genders, family types, and generations can feel that they belong.

Principal Activity	Key Performance Indicators & Actions		
Integrated Design Projects — Manage significant projects from design consultancy to DA stage and act as the client for projects with multiple asset owners. Responsible: Integrated Grants and Projects <i>*This Principal Activity appears against other CSP outcomes</i>	Indicators	Target	Reporting Frequency
	Percentage of assigned DPOP Project budgets delivered as scheduled.	85% (plus or minus 5%)	Yearly
	Actions 2025/26	Target Date	Reporting Frequency
	Cultural Precinct in Harris Park — A culturally focused streetscape upgrade project including murals, street trees, street furniture and artwork.	31/12/2026	Quarterly

Community Hubs — PHIVE and Wentworth Point Design and deliver engaging programs for diverse audiences that are tailored to communities served by community hubs within the portfolio. Responsible: Community Hubs and Parramatta Square	Indicators	Target	Reporting Frequency
	Utilisation of PHIVE (Number of visits)	900,000 visits	Quarterly
	Utilisation of PHIVE (Venue hire) –	30%	Yearly
	Customer satisfaction rating with community hub services	≥ 80%	Quarterly
	Utilisation of Wentworth Point Community Centre (Number of visits)	250,000 visits	Quarterly
	Utilisation of PHIVE (Venue hire) –	30%	Yearly
	Customer satisfaction rating with community hub services	≥ 80%	Quarterly
	Actions 2025/26	Target Date	Reporting Frequency
	Open and Operate the Yarra Community Centre Opening (Formerly known as Carter Street / Uhirg Road Community Centre) — Opening and operation of the new facility.	31/10/2025	Quarterly
	Carlingford Community Hub & Library Business Case —Operational Planning and Business Readiness for the new Community Hub & Library in Carlingford.	31/12/2028	Quarterly

1.1.2 Celebrate the cultural and social diversity of our community.

While there are currently no Principal Activities directly responding to this Strategic Action, Council will continue to drive outcomes in this area via its other activities and ongoing advocacy and partnerships.

1.2 Our City values and is inspired by our heritage and shared stories.

1.2.1 Recognise, protect, and share Parramatta’s rich, diverse and evolving heritage and histories.

Principal Activity	Key Performance Indicators & Actions		
Land Use Planning — Develop and maintain the City’s land use planning framework. Responsible: City Strategic Planning <i>*This Principal Activity appears against other CSP outcomes</i>	Indicators	Target	Reporting Frequency
	Number of strategies under active review to meet 7-year statutory timeframe for the review of the LSPS	≥3	Yearly
	Actions 2025/26	Target Date	Reporting Frequency
	Comprehensive Heritage Review — Undertake year two of the six-year comprehensive heritage review program	30/12/2026	Quarterly

1.3 Everyone has access to opportunities for cultural practice and participation.

1.3.1 Advocate for and facilitate equitable access to arts, culture and creativity that celebrates our socially and culturally diverse communities.

Principal Activity	Key Performance Indicators & Actions		
Parramatta Artists Studios — Deliver artist studio spaces, creative programs and commissions new artistic work. Responsible: City Culture	Indicators	Target	Reporting Frequency
	Community satisfaction with Parramatta Artists’ Studios Program	Maintain or increase on previous year (3.34/5)	Yearly
	Number of artists supported via creative programs	≥ 110	Quarterly
	Actions 2025/26	Target Date	Reporting Frequency
	Parramatta Artists’ Studios relocation — To finalise a relocation plan for Parramatta Artists’ Studios	30/06/2026	Quarterly

1.3.2 Expand affordable and fit-for-purpose presentation and production spaces for creatives.

Principal Activity	Key Performance Indicators & Actions		
Riverside Programming and Curation — Deliver performing arts programming and development, education performances and community-based events in available temporary venues. Responsible: Riverside Theatres	Indicators	Target	Reporting Frequency
	Attendances at performances	≥ 90,000	Quarterly
	Actions 2025/26	Target Date	Reporting Frequency
	Number of artists supported via creative programs	≥ 110	Quarterly

1.4 Our City is recognised as the Cultural Capital of Western Sydney, with a creative economy that operates around-the-clock.

1.4.1 Enable access to a diverse range of creative and cultural experiences, events and public domain activations, both day and night.

Principal Activity	Key Performance Indicators & Actions		
Public Domain Activation — Activate public domain spaces with bookings and events (outside of regular programming) Responsible: Events and Festivals	Indicators	Target	Reporting Frequency
	Number of bookings and events outside of regular programming	>12 per quarter	Quarterly

1.4.2 Foster relationships with the arts, cultural, creative and business sectors to identify opportunities to attract talent and investment and develop vibrant local precincts.

Principal Activity	Key Performance Indicators & Actions		
Cultural Strategy and Creative Economy — Provide strategic leadership in culture, night-time / 24-hour economy and visitor economy Responsible: City Culture <i>*This Principal Activity appears against other CSP outcomes</i>	Indicators	Target	Reporting Frequency
	Number of projects or initiatives delivered by Council venues supporting diverse artists such as Youth, People with Disability and First Nations.	≥ 40	Quarterly
	Actions 2025/26	Target Date	Reporting Frequency
	Cultural Strategy — Implementation of Creative Parramatta, the City of Parramatta’s Cultural Strategy.	30/06/2026	Quarterly

1.5 Our City is a premier destination for world-class festivals, sports and entertainment.

1.5.1 Develop policy and planning mechanisms to support infrastructure, innovation and collaboration within Parramatta’s creative and visitor economies.

While there are currently no Principal Activities directly responding to this Strategic Action, Council will continue to drive outcomes in this area via its other activities and ongoing advocacy and partnerships.

1.5.2 Deliver, promote and advocate for investment in internationally recognised events, cultural tourism, night-time economy, music, sports and infrastructure.

Principal Activity	Key Performance Indicators & Actions		
Cultural Strategy & Creative Economy — Provide strategic leadership in culture, night-time / 24-hour economy and visitor economy Responsible: City Culture <i>*This Principal Activity appears against other CSP outcomes</i>	Indicators	Target	Reporting Frequency
	Number of projects or initiatives delivered by Council venues supporting diverse artists such as Youth, People with Disability and First Nations.	≥ 40	Quarterly
	Actions 2025/26	Target Date	Reporting Frequency
	Roxy Theatre — Led by the NSW Government, advocate for renewal of Roxy as a live performance theatre.	30/06/2026	Quarterly

1.6 Our City is the epicentre of culture and creativity

1.6.1 Position Parramatta as a must-visit destination for arts and culture, including heritage and literature, for local, national and international audiences.

Principal Activity	Key Performance Indicators & Actions		
Events & Festivals — Manage Council’s events program and support internal teams and external community grants recipients to deliver events. Responsible: Events & Festivals	Indicators	Target	Reporting Frequency
	Attendance at events and festivals	≥ 330,000	Yearly
	Attendee rating with events and festivals delivered by Council	Score ≥ 3 out of 5	Yearly

a1.6.2 Deliver world-class arts and cultural institutions.

Principal Activity	Key Performance Indicators & Actions		
Project Delivery — Manage the design and delivery phase of Council’s major strategic capital building projects, from concept development to completion. Responsible: Project Delivery <i>*This Principal Activity appears against other CSP outcomes</i>	Indicators	Target	Reporting Frequency
	Percentage of DPOP project milestones delivered within budget and schedule	85% (plus or minus 5%)	Yearly
	Actions 2025/26	Target Date	Reporting Frequency
	Riverside Theatres Redevelopment — 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	30/08/2028	Quarterly



PILLAR — WE PUT PEOPLE FIRST

We put people first

An equitable and socially connected city.

Our City’s key strength is our diverse communities – and we pride ourselves on our resilience and support for one another.

With our diverse community comes a need for diverse services and infrastructure to enable everyone to succeed.

Supporting strategies and plans:

→ Social Sustainability Strategy 2024–2033	→ Community Infrastructure Strategy
→ Affordable Housing Action Plan 2023–2025	→ Youth Inclusion Framework
→ Parramatta 2050	→ Social Investment Action Plan
→ Sportsground Strategy and Action Plan	→ Homelessness Action Plan
→ Disability Inclusion Action Plan 2022–2026	→ Domestic and Family Violence Action Plan



2.1 Everyone can access learning opportunities to reach their full potential.

2.1.1 Provide education, learning and volunteering opportunities that facilitate lifelong learning, social connection, and increased access to employment.

Principal Activity	Key Performance Indicators & Actions		
Library Collections and Digital Services — Manage the online and physical collections and resources for Council’s libraries. Responsible: Libraries	Indicators	Target	Reporting Frequency
	Lending Turnover Rate	Rate of 4.0 per annum	Quarterly
	Number of digital loans/uses	≥ 65,000 digital loans/uses	Quarterly
	Percentage of Library customers who view the library programs as ‘good’ or ‘very good’	≥ 85%	Biannually

2.1.2 Plan and advocate for the provision of high-quality early childhood education and care centres, public schools, and adult education opportunities and institutions.

Principal Activity	Key Performance Indicators & Actions		
Children and Families — Provide early childhood education through Council operated Childcare Centres. Responsible: Social and Community Services	Indicators	Target	Reporting Frequency
	Annual average percentage utilisation of childcare and family support services	≥ 93%	Quarterly
	Assessed by ACECQA as meeting the benchmark of high-quality education and care in all 7 quality areas of the National Quality Standard	5 (Achieve ‘Meeting’ rating)	Yearly

2.2 Everyone has a home that meets their needs and experiences of homelessness in our City are rare, brief and not repeated.

2.2.1 Plan and advocate for adequate housing supply and delivery.

Principal Activity	Key Performance Indicators & Actions		
Land Use Planning — Develop and maintain the City’s land use planning framework. Responsible: City Strategic Planning <i>*This Principal Activity appears against other CSP outcomes</i>	Indicators	Target	Reporting Frequency
	Number of strategies under active review to meet 7-year statutory timeframe for the review of the LSPS	≥3	Yearly
	Actions 2025/26	Target Date	Reporting Frequency
	Local Housing Strategy Review — Commence Local Housing Strategy taking into consideration State Government policy changes.	30/06/2026	Quarterly

2.2.2 Plan and advocate for diverse housing options, including affordable, adaptable, and seniors housing.

While there are currently no Principal Activities directly responding to this Strategic Action, Council will continue to drive outcomes in this area via its other activities and ongoing advocacy and partnerships.

2.2.3 Contribute to addressing and preventing homelessness in our City.

Principal Activity	Key Performance Indicators & Actions		
Community Capacity Building — Provide leadership and support to the local community sector, including administering of Community Grants. Responsible: Social and Community Services <i>*This Principal Activity appears against other CSP outcomes</i>	Indicators	Target	Reporting Frequency
	Percentage of Community Grants recipient projects delivering on track and reporting on time	≥ 90%	Quarterly
	Percentage of actions on track or completed across Council's community focused Action Plans within this Financial Year	> 75%	Yearly
	Actions 2025/26	Target Date	Reporting Frequency
	Renew framework of Homelessness Action Plan 2025 –2029 — Application of Homelessness Action Plan 2019 –2023 learnings to reduce the incidence and impact of homelessness for the next four years.	30/06/2026	Quarterly


2.3 Everyone has what they need to be strong, healthy, and equipped to thrive in our City.

2.3.1 Champion equity and affordability, and empower our community to overcome barriers and achieve their goals.

Principal Activity	Key Performance Indicators & Actions		
Community Capacity Building — Provide leadership and support to the local community sector, including administering of Community Grants. Responsible: Social and Community Services <i>*This Principal Activity appears against other CSP outcomes</i>	Indicators	Target	Reporting Frequency
	Percentage of Community Grants recipient projects delivering on track and reporting on time	≥ 90%	Quarterly
	Percentage of actions on track or completed across Council's community focused Action Plans within this Financial Year	> 75%	Yearly
	Actions 2025/26	Target Date	Reporting Frequency
	Disability Inclusion Action Plan (DIAP) Renewal 2026–2030 — Review the implementation of Council's current DIAP and renew the plan in line with NSW Government requirements.	30/06/2026	Quarterly
Community Care — Deliver Council's services to older people and people with disability, including Meals on Wheels, NDIS support coordination, social inclusion, and leisure and learning programs. Responsible: Social and Community Services	Indicators	Target	Reporting Frequency
	Number of Seniors and Disability programs hours	25,000 hours per year	Quarterly
	Participant satisfaction rating of community care	92%	Every two years

2.3.2 Prioritise community health in the design of our City and services, to ensure that people can live well throughout their lives.

Principal Activity	Key Performance Indicators & Actions		
Neighbourhood Projects — Manage projects to support local town centres. Responsible: Integrated Grants and Projects <i>*This Principal Activity appears against other CSP outcomes</i>	Indicators	Target	Reporting Frequency
	Percentage of assigned DPOP Project budgets delivered as scheduled.	85% (plus or minus 5%)	Quarterly
	Actions 2025/26	Target date	Reporting frequency
	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	Quarterly
	Max Ruddock Reserve Amenities Modernisation with Viewing Platform 📅 — Installation of a new amenities building.	30/04/2027	Quarterly
	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	Quarterly

	Actions 2025/26	Target date	Reporting frequency
	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	Quarterly
	Better Neighbourhood Program — Capital upgrades of local neighbourhood centres outside of the Parramatta CBD; focussed on delivering improvements to enhance amenity, safety, vibrancy, connectivity and greening.	Ongoing	Quarterly
	Stage 1 Carlingford Parklands Upgrade — VPA funded project to plan the upgrade of parks in Carlingford	30/06/2027	Quarterly

Community Capacity Building — Provide leadership and support to the local community sector, including administering of Community Grants.	Indicators	Target	Reporting Frequency
Responsible: Social and Community Services <i>*This Principal Activity appears against other CSP outcomes</i>	Percentage of Community Grants recipient projects delivering on track and reporting on time	≥ 90%	Quarterly
	Percentage of actions on track or completed across Council's community focused Action Plans within this Financial Year	> 75%	Yearly
	Actions 2025/26	Target Date	Reporting Frequency
	Develop expanded Social Investment Action Plan 2025–2029 — Application of Social Investment Action Plan 2017–2020 learnings to develop an expanded plan that brings Community Grants programs into scope.	28/02/2026	Quarterly


2.4 Everyone can fully participate in our City and feels safe.

2.4.1 Plan and deliver an accessible City and services with universal design principles, so they can be enjoyed by all.

Principal Activity	Key Performance Indicators & Actions		
Public Domain Design Review — Provide design review and guidance for public domain projects, including universal design and support for Council's Disability Inclusion Action Plan. Responsible: City Design	Indicators	Target	Reporting Frequency
	Percentage of referrals processed within relevant required timeframes	≥85%	Yearly
Road Asset Planning & Delivery — Manage Council's road assets portfolio and capital works program in accordance with adopted asset management plans including roads, footpaths, kerb & gutter and bridges. Responsible: Roads Infrastructure	Indicators	Target	Reporting Frequency
	Completion of Council's annual New Footpath Program	≥85%	Quarterly
	Completion of Council's annual Road Renewal Program	90%	Quarterly
	Completion of Council's annual Footpath Renewal Program	90%	Quarterly
	Completion of Council's annual Kerb & Gutter Renewal Program	90%	Quarterly
	Actions 2025/26	Target Date	Reporting Frequency
	Bennelong Parkway Bridge Strengthening Project	30/09/2026	Quarterly

Road Maintenance — Maintain Council's Road infrastructure, including roads, footpaths and kerb & gutter. Responsible: Roads Infrastructure	Indicators	Target	Reporting Frequency
	Percentage of service requests actioned and made safe within service level agreements.	85%	Quarterly
Capital Projects Delivery — Delivery of Council's community infrastructure projects Responsible: Capital Projects Delivery <i>*This Principal Activity appears against other CSP outcomes</i>	Percentage of potholes made safe within agreed service level agreements.	85%	Quarterly
	Indicators	Target	Reporting Frequency
	Percentage of assigned DPOP Project budgets delivered as scheduled.	85% (plus or minus 5%)	Quarterly
	Actions 2025/26	Target Date	Reporting Frequency
	Roundabout-North Rocks Rd at Loyalty Rd North Rocks — New Roundabout at this intersection	30/06/2027	Quarterly

2.4.2 Create and facilitate places and activities that support community safety.

Principal Activity	Key Performance Indicators & Actions		
Capital Projects Delivery — Delivery of Council's community infrastructure projects Responsible: Capital Projects Delivery <i>*This Principal Activity appears against other CSP outcomes</i>	Indicators	Target	Reporting Frequency
	Percentage of assigned DPOP Project budgets delivered as scheduled.	85% (plus or minus 5%)	Quarterly
	Actions 2025/26	Target Date	Reporting Frequency
	Eastern Parramatta River and CBD Precinct Connections  — Increase the safety and capacity along the Parramatta foreshore to improve the experience for pedestrians and cyclists	30/06/2027	Quarterly

Child Safety — Partnering Council’s staff and operations to build child safe capability and awareness through policy, training and continuous improvement. Responsible: People, Culture and Performance	Indicators	Target	Reporting Frequency
	Percentage of permanent child related roles recruited that complete child safe screening prior to appointment.	100%	Quarterly
WHS and Wellbeing — Support Council’s staff and operations through safety culture, injury management, health and well being, WHS training and development. Responsible: People, Culture and Performance	Indicators	Target	Reporting Frequency
	Number of lost time injuries occurring per 1 million hours worked (Lost time injury frequency rate)	12.00 (SafeWork industry standard for local government)	Quarterly
	Percentage of all workplace incidents reported within Council’s online safety record keeping system within 48 hours of incident occurring	≥90%	Quarterly
Health & Building Compliance — Manage environmental health and building compliance to ensure compliance with regulations across the local government area. Responsible: Regulatory Services	Indicators	Target	Reporting Frequency
	Percentage of scheduled inspections completed within recommended timeframe for registered/known food outlets	85%	Yearly
Ranger & Parking Services — Manage Council’s parking and ranger services to ensure compliance with regulations. Responsible: Regulatory Services	Indicators	Target	Reporting Frequency
	School Safety patrol conducted across the various public schools in the LGA	400	Quarterly

2.4.3 Contribute to addressing gender inequity and preventing domestic and family violence in our City.


Principal Activity	Key Performance Indicators & Actions		
Community Capacity Building — Provide leadership and support to the local community sector, including administering of Community Grants. Responsible: Social and Community Services <i>*This Principal Activity appears against other CSP outcomes</i>	Indicators	Target	Reporting Frequency
	Percentage of Community Grants recipient projects delivering on track and reporting on time	≥ 90%	Quarterly
	Percentage of actions on track or completed across Council’s community focused Action Plans within this Financial Year	> 75%	Yearly
	Actions 2025/26	Target Date	Reporting Frequency
	Review impact of the Prevention of Family and Domestic Violence Action Plan 2022–2025 — Commence impact assessment of Council’s work in the primary prevention of domestic and family violence.	28/02/2026	Quarterly

2.5 Our City’s facilities, public spaces, and programs foster community connections, cohesion, and wellbeing.

2.5.1 Deliver and maintain quality public open spaces and community facilities, providing shared spaces for people to play and connect.


Principal Activity	Key Performance Indicators & Actions		
Aquatics and Wellness — Manage Council’s aquatic fitness facilities and services, including Parramatta Aquatic Centre. Responsible: Social and Community Services	Indicators	Target	Reporting Frequency
	Utilisation of aquatic centres (Number of visits)t	Increase on same quarter previous year: Q1 — 150,000 Q2 — 175,000 Q3 — 175,000 Q4 — 150,000	Quarterly
	Occupancy of Learn to Swim programs	> 75%	Quarterly
Project Delivery — Manage the design and delivery phase of Council’s major strategic capital building projects, from concept development to completion. Responsible: Project Delivery <i>*This Principal Activity appears against other CSP outcomes</i>	Indicators	Target	Reporting Frequency
	Percentage of assigned DPOP Project budgets delivered as scheduled.	85% (plus or minus 5%)	Quarterly
	Actions 2025/26	Target Date	Reporting Frequency
	Epping Pool — Investigation of potential sites for aquatic centre.	31/11/2025	Quarterly

Capital Projects Delivery — Delivery of Council’s community infrastructure projects. Responsible: Capital Projects Delivery <i>*This Principal Activity appears against other CSP outcomes</i>	Indicators	Target	Reporting Frequency
	Percentage of assigned DPOP Project budgets delivered as scheduled.	85% (plus or minus 5%)	Quarterly
	Actions 2025/26	Target Date	Reporting Frequency
	Newington Reserve Upgrade — Construction of a new sporting field and associated amenities at Newington Reserve.	30/02/2027	Quarterly
Open Space Planning & Infrastructure — Manage Council’s parks & open space planning and delivery for capital renewal, strategies and masterplans. Responsible: Parks and Open Spaces	Indicators	Target	Reporting Frequency
	Percentage of sportsfields, parks and gardens serviced to schedule	80%	Quarterly
	Percentage of playground safety inspections completed	100%	Quarterly
	Actions 2025/26	Target Date	Reporting Frequency
	Open Spaces & Recreation Plan — Develop an Open Spaces & Recreation Plan	31/12/2026	Quarterly
	Playground Replacement Program — Continue to deliver Council’s annual playground replacement program.	30/06/2026	Quarterly
	Pavilion Capital Improvement Program — Doyle Ground and Roselea Park — Provide sportsground pavilions and public amenities to a condition which is compliant with current standards	30/06/2027	Quarterly

Open Space Planning & Infrastructure — Manage Council’s parks & open space planning and delivery for capital renewal, strategies and masterplans. Responsible: Parks and Open Spaces	Actions 2025/26	Target Date	Reporting Frequency
	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	Quarterly
	Let’s play @ Kilpack! — Undertake major upgrades and improvements at Kilpack Park.	30/06/2026	Quarterly
	Active Youth are Healthy Youth — Provide outdoor play spaces in the Dundas Ward to explore, socialise and relax.	31/10/2025	Quarterly
	Don Moore Multi-Purpose Community  — Deliver the Don Moore Multi-Purpose Community Hub project.	30/06/2027	Quarterly
	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	Quarterly

Project Delivery — Manage the design and delivery phase of Council’s major strategic capital building projects, from concept development to completion. Responsible: Project Delivery	Indicators	Target	Reporting Frequency
	Percentage of assigned DPOP Project budgets delivered as scheduled.	85% (plus or minus 5%)	Quarterly
	Actions 2025/26	Target Date	Reporting Frequency
	Carlingford Community Hub — Design and deliver a new multi-functional community space within Carlingford.	30/11/2027	Quarterly
Integrated Design Projects — Manage significant projects from design consultancy to DA stage and act as the client for projects with multiple asset owners. Responsible: Integrated Grants & Projects <i>*This Principal Activity appears against other CSP outcomes</i>	Yarra Community Centre — Design and deliver the new multi-functional community space in Carter Street Lidcombe.	30/07/2026	Quarterly
	Indicators	Target	Reporting Frequency
	Percentage of assigned DPOP Project budgets delivered as scheduled.	85% (plus or minus 5%)	Quarterly
	Actions 2025/26	Target Date	Reporting Frequency
	Belmore Park Stage 1 — The project will deliver the first premier cricket facility in the Parramatta LGA and enhances a diverse range of recreational opportunities to service the growing local population.	30/04/2027	Quarterly
	PH Jeffrey Masterplan — Develop a master plan to design a state-of-the-art sports facility to accommodate various sports and associated activities	30/11/2026	Quarterly

2.5.2 Deliver programs and initiatives that foster a strong sense of community connection and wellbeing.

Principal Activity	Key Performance Indicators & Actions		
SACS Recreation Facilities and Programs — Manage the utilisation of sportsgrounds, parks, community halls and meeting rooms, as well as deliver recreation programs. Responsible: Social and Community Services	Indicators	Target	Reporting Frequency
	Number of Councils' Recreation programs hours	≥ 90%	Quarterly
	Community Facilities Utilisation (Venue Hire)	30%	Yearly
	Actions 2025/26	Target Date	Reporting Frequency
City Strategy — Social - Lead the City's strategic direction for social sustainability. Responsible: City Strategic Planning	Don Moore Redevelopment  — Operational planning and Business Readiness for the redeveloped Don Moore Community Centre	1/07/2027	Quarterly
	Indicators	Target	Reporting Frequency
	Percentage of social impact advice provided within required timeframe	85%	Yearly
	Actions 2025/26	Target Date	Reporting Frequency
Central City Parkway Pilot Project — Investigate options for development of Central City Parkway land upon resolution of land agreement.		31/12/2026	Quarterly
	Community Infrastructure — Strategy Review and update the Community Infrastructure Strategy	30/06/2027	Quarterly

2.6 Everyone benefits from our role as Asia Pacific's centre for research and education.

2.6.1 Position Parramatta as the most globally connected university city in the nation.

While there are currently no Principal Activities directly responding to this Strategic Action, Council will continue to drive outcomes in this area via its other activities and ongoing advocacy and partnerships.

2.6.2 Foster opportunities and partnerships that link tertiary students with our community and industries.

Principal Activity	Key Performance Indicators & Actions		
Customer Experience — Manage Customer Experience for Council's libraries. Responsible: Libraries	Indicators	Target	Reporting Frequency
	Utilisation of Libraries (Number of visits across the Library Network)	≥ 300,000	Quarterly
	Percentage of Library customers who view the service that they receive as 'good' or 'very good'	≥ 85%	Biannually

PILLAR — WE ARE AN ECONOMIC POWERHOUSE

We are an economic powerhouse

A prosperous, productive and ambitious city.

Our City’s economy is underpinned by diverse industry sectors and employment opportunities driven by our local community and businesses.

Supporting strategies and plans:

- Parramatta 2050
- Night City Framework 2020–2024
- Draft Economic Development Strategy
- Destination Management Plan
- Smart City & Innovation Strategy 2024–2033



3.1 Our City is the preeminent centre of jobs for the region, providing employment opportunities across the LGA, close to where people live.

3.1.1 Plan and advocate for jobs growth across our City and for the preservation of employment lands and centres to grow our economy and provide opportunities close to where people live.
While there are currently no Principal Activities directly responding to this Strategic Action, Council will continue to drive outcomes in this area via its other activities and ongoing advocacy and partnerships.

3.2 Our economy’s resilience is underpinned by our increasingly strong, diversified industry sectors, and readiness for jobs of the future.

3.2.1 Work to grow our knowledge economy, including health, innovation, and professional services.
While there are currently no Principal Activities directly responding to this Strategic Action, Council will continue to drive outcomes in this area via its other activities and ongoing advocacy and partnerships.

3.2.2 Advocate for Parramatta to be identified as a centre for future-proofed industries, including investments in emerging technologies, circular economy and green jobs.
While there are currently no Principal Activities directly responding to this Strategic Action, Council will continue to drive outcomes in this area via its other activities and ongoing advocacy and partnerships.

3.3 We are the leading City for business, where our enterprises benefit from seamless support and opportunities to grow and thrive.

3.3.1 Facilitate and promote programs, events, and initiatives that support and upskill current and prospective business owners.

Principal Activity	Key Performance Indicators & Actions		
Economic Development — Support local business through the small business program and build the economic capacity of Parramatta to improve its economic future. Responsible: Communications and Customer Engagement	Indicators	Target	Reporting Frequency
	Satisfaction with information provided on local business programs and opportunities	3 out of 5	Yearly

3.3.2 Make it easier to do business in our City by embedding and advocating for processes, policies, and regulations that support all enterprises, including social enterprises, to succeed.

While there are currently no Principal Activities directly responding to this Strategic Action, Council will continue to drive outcomes in this area via its other activities and ongoing advocacy and partnerships.

3.4 Our City is open for business day and night, propelled by diversified 24-hour economy.

3.4.1 Improve regulation, planning, and design in our City to support and grow businesses, including extended and late-night trade.

Principal Activity	Key Performance Indicators & Actions		
Land Use Planning — Develop and maintain the City’s land use planning framework. Responsible: City Strategic Planning <i>*This Principal Activity appears against other CSP outcomes</i>	Indicators	Target	Reporting Frequency
	Number of strategies under active review to meet 7-year statutory timeframe for the review of the LSPS	≥3	Yearly
	Actions 2025/26	Target Date	Reporting Frequency
	Special Entertainment Precinct — Consult on and implement a Special Entertainment Precinct in Parramatta CBD	7/30/2025	Quarterly

3.4.2 Inform and support our businesses to realise the value of the night-time economy and encourage extended and late-night trade.

Principal Activity	Key Performance Indicators & Actions		
Cultural Strategy & Creative Economy — Provide strategic leadership in culture, night-time / 24-hour economy and visitor economy Responsible: City Culture <i>*This Principal Activity appears against other CSP outcomes</i>	Indicators	Target	Reporting Frequency
	Number of projects or initiatives delivered by Council venues supporting diverse artists such as Youth, People with Disability and First Nations.	≥ 40	Quarterly
	Actions 2025/26	Target Date	Reporting Frequency
	Visitor Economy Plan — Revise the City of Parramatta’s Visitor Economy Plan.	6/30/2026	Quarterly
	Night Time Economy Plan — Revise the City of Parramatta’s Night Time Economy Plan.	30/06/2026	Quarterly

3.5 Our economy and businesses are boosted by our recognition as a destination of choice for local and international visitors.

3.5.1 Position and promote Parramatta as a premier destination for leisure and business travellers.

Principal Activity	Key Performance Indicators & Actions		
Marketing & Brand / Digital & Creative services — Provide community, businesses, key stakeholders and the media with information relating to Council initiatives and services. Responsible: Marketing, Brand / Digital and Creative Services	Indicators	Target	Reporting Frequency
	Total engagements on CoP and AT Parramatta websites	5% increase on previous year	Yearly

3.5.2 Collaborate and partner to create experiences that drive visitation, invigorate local enterprises, and contribute to our local economy.

Principal Activity	Key Performance Indicators & Actions		
Parramatta Square Place Management — Management of all aspects of the public experience of the Parramatta Square precinct. Responsible: Community Hubs and Parrmatta Square	Indicators	Target	Reporting Frequency
	Customer experience rating of Parramatta Square precinct as a place where everyone feels welcome.	>75%	Quarterly

3.6 Our City is an economic powerhouse that draws on its unique strengths and identity to make our economy competitive on the world stage.

3.6.1 Enhance our global presence and position Parramatta as a leading city for business investment.

Principal Activity	Key Performance Indicators & Actions		
City Futures - Economic — Lead the City's strategic direction for the economy. Responsible: City Strategic Planning	Indicators	Target	Reporting Frequency
	Percentage of internal referrals completed on time (21 days)	85%	Yearly
	Actions 2025/26	Target Date	Reporting Frequency
	City Economy Strategy — Prepare a City Economy Strategy.	31/12/2025	Quarterly

3.6.2 Attract new and retain existing businesses, students, and talent in our City.

Principal Activity	Key Performance Indicators & Actions		
Neighbourhood Projects — Manage projects to support local town centres. Responsible: Integrated Grants and Projects <i>*This Principal Activity appears against other CSP outcomes</i>	Indicators	Target	Reporting Frequency
	Percentage of assigned DPOP Project budgets delivered as scheduled.	Maintain or increase on previous year (3.34/5)	Yearly
	Actions 2025/26	Target Date	Reporting Frequency
	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.	30/12/2026	Quarterly
Integrated Design Projects — Manage significant projects from design consultancy to DA stage and act as the client for projects with multiple asset owners. Responsible: Integrated Grants & Projects <i>*This Principal Activity appears against other CSP outcomes</i>	Actions 2025/26	Target Date	Reporting Frequency
	Granville Town Square 🕒 — Delivers an open, urban plaza for the Granville community.	6/30/2026	Quarterly

3.6.3 Empower everyone to take part in the economic life of the City, allowing them to access a job that enables them to live with dignity and security.

While there are currently no Principal Activities directly responding to this Strategic Action, Council will continue to drive outcomes in this area via its other activities and ongoing advocacy and partnerships.



We nurture our environment

A regenerative and resilient city.

Our unique environment is at the heart of Parramatta as a place and a community. We are a city for nature, connected by green spaces and living waterways that we nurture to grow, improve and thrive.

Supporting strategies and plans:

→ Environmental Sustainability Strategy 2024–2033	→ Community Infrastructure Strategy
→ Parramatta 2050	→ Sportsground Strategy and Action Plan
→ Nature Positive Plan	→ Parramatta River Vision
→ Tree Canopy Plan	→ Biodiversity Strategy 2015–2025
→ Parramatta Bike Plan 2024	



4.1 We have gone beyond net zero and transitioned to a climate positive and resilient City to mitigate climate change and adapt to climate change hazards.

4.1.1 Deliver a climate positive and resilient City through the planning, design, construction and operation/management of our City.

Principal Activity	Key Performance Indicators & Actions		
Fleet Management — Provide plant and fleet management and trade services. Responsible: Fleet and Depot	Indicators	Target	Reporting Frequency
	Increase Council's EV and/or hybrid plant and fleet	Increase on previous year	Quarterly
	Percentage of service requests actioned within Service Level Agreements	85%	Quarterly
Environmental Sustainability — Plan and manage Council's environmental sustainability projects, corporate resource recovery and sustainable education programs. Responsible: Environment Sustainability	Indicators	Target	Reporting Frequency
	Percentage of drainage service requests actioned within Service Level Agreement timeframes	85%	Quarterly
	Actions 2025/26	Target Date	Reporting Frequency
	Deliver Net Zero Emissions — Maintain annual carbon neutral certification.	31/12/2026	Quarterly

4.1.2 Partner and plan to support our communities as they adapt to key shocks and stresses such a flooding, urban heat and bushfires.

Principal Activity	Key Performance Indicators & Actions		
Catchment Management — Plan and manage Council's drainage infrastructure and flood risk management. Responsible: Environment Sustainability	Indicators	Target	Reporting Frequency
	Percentage of drainage service requests actioned within Service Level Agreement timeframes	85%	Quarterly
	Actions 2025/26	Target Date	Reporting Frequency
	Reduce Flood Risk in City — Continue to develop strategies to reduce flood risk across the LGA and continue to develop flood risk management plans in the Upper Devlins Creek, Haslams Creek and Parramatta River	30/6/2026	Quarterly
	Drainage Construction at Lyndelle Place, Carlingford — Completion of bank stabilisation works to mitigate creek erosion.	30/06/2026	Quarterly
	Stormwater Harvesting and Reuse Program — Delivery infrastructure to harvest stormwater runoff for park irrigation and toilet flushing	30/06/2027	Quarterly
	Coastal Management Plan (CMP) — Coastal Management Plan (CMP) for Inner Harbour (Parramatta & Lane Cove Rivers)	31/12/2026	Quarterly

Integrated Design Projects — Manage significant projects from design consultancy to DA stage and act as the client for projects with multiple asset owners. Responsible: Integrated Grants & Projects <i>*This Principal Activity appears against other CSP outcomes</i>	Indicators	Target	Reporting Frequency
	Percentage of assigned DPOP Project budgets delivered as scheduled.	85% (plus or minus 5%)	Quarterly
	Actions 2025/26	Target Date	Reporting Frequency
	Hill Road Upgrade — Deliver stormwater drainage improvements to mitigate flood-prone Hill Road over a 4km length from Burroway Road Wentworth Point (WP) to Fantail Street Lidcombe.	30/11/2028	Quarterly

4.1.3 Promote low-carbon transportation options such as walking, biking and public transport through our integrated transport advocacy and planning.

Principal Activity	Key Performance Indicators & Actions		
Capital Projects Delivery — Delivery of Council's community infrastructure projects. Responsible: Capital Projects Delivery <i>*This Principal Activity appears against other CSP outcomes.</i>	Indicators	Target	Reporting Frequency
	Percentage of assigned DPOP Project budgets delivered as scheduled.	Percentage of assigned DPOP Project budgets delivered as scheduled.	Quarterly
	Actions 2025/26	Target Date	Reporting Frequency
	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	Quarterly
	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	Quarterly

Actions 2025/26	Target Date	Reporting Frequency
Finlayson's Creek Regional Cycleway — Regional pedestrian and cyclist path under Western Rail Line and up to Darcy Road, Westmead	31/7/2028	Quarterly
George Street East Cycleway — New pedestrian and cyclist path on the southern bank of the Parramatta River between Alfred Street and the CBD	30/06/2026	Quarterly
Alfred Street Cycleway Stage 2b — Pedestrian and cyclist upgrade along Alfred Street between Eleanor Street and George Street, Rosehill	30/06/2026	Quarterly

4.2 We have a healthy, expanded and connected network of natural areas, ecological corridors, waterways and green spaces integrated into our City.

4.2.1 Protect, manage and regenerate our natural areas and ecological corridors both for their benefit, the community's enjoyment and the City's identity.

Principal Activity	Key Performance Indicators & Actions		
Urban Forest - Public Trees — Manage Councils Urban Forest Public Trees. (Plan and deliver Council's public tree planting program, arboriculture maintenance and nursery management.) Responsible: Parks and Open Spaces	Indicators	Target	Reporting Frequency
	Percentage of Public Tree Planting Program delivered to schedule	100%	Yearly
	Actions 2025/26	Target Date	Reporting Frequency
	Public Tree Planting Program — Planting of new street and parks trees to increase councils canopy cover and offset the loss of public trees due to removals	30/06/2026	Quarterly
Natural Areas — Manage Council's bushland reserves, natural waterways, contaminated land and biodiversity planning.	Indicators	Target	Reporting Frequency
	Increase in areas under active management	from 2020/21 baseline (187Ha)	Yearly
	Actions 2025/26	Target Date	Reporting Frequency
	Nature Positive Plan — Update of current Biodiversity Strategy.	30/06/2026	Quarterly

4.2.2 Improve the health of waterways through integrated water management and water sensitive urban design.

Principal Activity	Key Performance Indicators & Actions		
Capital Projects Delivery — Delivery of Council's community infrastructure projects. Responsible: Capital Projects Delivery <i>*This Principal Activity appears against other CSP outcomes.</i>	Indicators	Target	Reporting Frequency
	Percentage of assigned DPOP Project budgets delivered as scheduled.	85% (plus or minus 5%)	Quarterly
	Actions 2025/26	Target Date	Reporting Frequency
	Hunts Creek — Replacement of existing twin stormwater culverts with single span bridge	30/06/2026	Quarterly

4.2.3 Improve the functionality and environmental performance of our parks, sportsgrounds and recreational areas through open space improvements, green infrastructure planning and tree canopy expansion.

While there are currently no Principal Activities directly responding to this Strategic Action, Council will continue to drive outcomes in this area via its other activities and ongoing advocacy and partnerships.

4.3 We lead the way in effective waste management and have a strong circular economy, reducing the consumption of our precious resources and limiting the impacts on our environment.

4.3.1 Ensure our streets, public spaces and waterways are clean and tidy, instilling a sense of civic pride.

Principal Activity	Key Performance Indicators & Actions		
Cleansing — Maintain clean, litter-free public spaces by providing effective cleansing services.	Indicators	Target	Reporting Frequency
	Percentage of street sweeping schedules completed within agreed service levels	85%	Quarterly

4.3.2 Educate and empower our community to embrace the waste hierarchy to reduce consumption and avoid the production of waste

Principal Activity	Key Performance Indicators & Actions		
Waste — Deliver waste management services for residential households.	Indicators	Target	Reporting Frequency
	Percentage of service requests (missed bins) actioned within agreed service level agreement	90%	Quarterly
	Actions 2025/26	Target Date	Reporting Frequency
	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	Quarterly

	Actions 2025/26	Target Date	Reporting Frequency
	Recycling Centre — Deliver a new Community Recycling Facility	31/12/2025	Quarterly
	Waste Strategy — Develop a new Waste Strategy to deliver on Council's waste targets and circular economy	31/12/2025	Quarterly

4.3.3 Foster the development of circular economy business and industries to provide innovative solutions to resource use and management.

While there are currently no Principal Activities directly responding to this Strategic Action, Council will continue to drive outcomes in this area via its other activities and ongoing advocacy and partnerships.

4.4 We have a thriving and extensive tree canopy which provides important urban cooling for our parks, streets, neighbourhoods and centres.

4.4.1 Protect, diversify and enhance tree canopy across the local government area.

Principal Activity	Key Performance Indicators & Actions		
City Strategy — Environmental — Lead the City's strategic direction for environmental sustainability.	Indicators	Target	Reporting Frequency
	Percentage of service requests (missed bins) actioned within agreed service level agreement	90%	Quarterly
	Actions 2025/26	Target Date	Reporting Frequency
	Tree Canopy Plan — Develop a Tree Canopy Plan for the Parramatta LGA	30/06/2026	Quarterly

4.5 Our City is recognised as an unrivalled River City and known as a leader in the regeneration of natural areas.

4.5.1 Deliver a continuous regional parkland spanning Global Parramatta from Lake Parramatta to Sydney Olympic Park.

While there are currently no Principal Activities directly responding to this Strategic Action, Council will continue to drive outcomes in this area via its other activities and ongoing advocacy and partnerships.

4.5.2 Deliver and advocate for a healthy, liveable and sustainable Parramatta River catchment to make the river swimmable again.

While there are currently no Principal Activities directly responding to this Strategic Action, Council will continue to drive outcomes in this area via its other activities and ongoing advocacy and partnerships.



We are future focused

A leading and forward-looking city.

Strong leadership and effective and holistic planning are key to continuing to build Parramatta as a city for all.

Supporting strategies and plans:

- First Nations Strategy 2024–2029
- Asset Management Strategy
- Local Strategic Planning Statement
- Long Term Financial Plan
- Workforce Management Strategy



5.1 Baramadagal and other Dharug and First Nations culture is central to our City's identity and future.

5.1.1 Elevate the visibility of Dharug and other First Nations cultural practice and leadership in Parramatta.

Principal Activity	Key Performance Indicators & Actions		
Cultural Projects — Deliver public art, heritage interpretation and First Nations cultural projects. Responsible: City Culture	Indicators	Target	Reporting Frequency
	Number of community members, artists and cultural workers engaged for the delivery of cultural projects.	≥ 40	Quarterly
	Actions 2025/26	Target Date	Reporting Frequency
	First Nations Art and Culture Walk — Initiate delivery of the First Nations Art and Culture Walk project.	30/06/2026	Quarterly

5.1.2 Develop opportunities for the inclusion and participation of First Nations people in City of Parramatta's social, cultural, environmental and economic life.
While there are currently no Principal Activities directly responding to this Strategic Action, Council will continue to drive outcomes in this area via its other activities and ongoing advocacy and partnerships.

5.1.3 Facilitate and advocate for the provision of First Nations spaces within the City.
While there are currently no Principal Activities directly responding to this Strategic Action, Council will continue to drive outcomes in this area via its other activities and ongoing advocacy and partnerships.

5.2 Our City is recognised as the ‘City of Firsts’, a leader in innovation and the place to try new things.

5.2.1 Use and promote Parramatta’s ongoing transformation as a “living laboratory” for students, researchers and businesses.

Principal Activity	Key Performance Indicators & Actions		
Smart City & Innovation — Lead the City’s Smart City and Innovation Strategy & direction Responsible: Infrastructure Planning and Design	Indicators	Target	Reporting Frequency
	Number of Smart City initiatives launched annually	Increase from previous year	Yearly
	Actions 2025/26	Target Date	Reporting Frequency
	Smart City Innovation — Strategy Prepare a data governance framework	31/12/2026	Quarterly
	Smart City Innovation Strategy — Develop Smart Infrastructure Guidelines for the CBD and major urban centres	31/12/2026	Quarterly

5.2.2 Leverage opportunities for continuous improvement, data, technology and innovative solutions for how we plan and manage our City.

Principal Activity	Key Performance Indicators & Actions		
ICT — Support the organisation with any ICT related issues, whilst ensuring the organisation ICT platforms remain available, current and secure, in addition to being responsible for Council Crime and Prevention functions. Responsible: Information Communication and Technology	Indicators	Target	Reporting Frequency
	Availability of CoP-controlled Community Facing Systems (Web-sites; Service Portals), not including non-controlled portals e.g Planning Portal	99.5% excluding scheduled	Quarterly

5.3.1 Deliver ethical city leadership and responsible financial management that reflects community needs and aspirations.

Principal Activity	Key Performance Indicators & Actions		
People, Culture & Performance — Provide business partnering, advice and support for Managers and staff, including workplace relations, engagement, talent acquisition and individual learning and organisational development. Responsible: People, Culture and Performance	Indicators	Target	Reporting Frequency
	Employee turnover rate	Decrease turnover rate by 3% (full year result)	Yearly
	Workplace diversity — Percentage of Diversity Equity and Inclusion respondents that agree Council provides a workplace that is representative of diverse groups	> 70%	Yearly
	Actions 2025/26	Target Date	Reporting Frequency
	Payroll Service Review - Review system capabilities and compare with alternate providers with view to alter pay frequency (from weekly to fortnightly) and identify additional efficiencies for Payroll team and enhancements for end users.	31/03/2026	Quarterly
Governance — leads Council’s approach to structure and processes for decision making, accountability, control and behaviour in the organisation Responsible: Governance and Risk	Indicators	Target	Reporting Frequency
	Percentage of agreed audit recommendations actioned within timeframe indicated	≥ 90%	Yearly

Finance — manage, report and provide advice on the financial operation of the organisation and assist all the directorates & the chamber, in sound financial management and decision making. Responsible: Finance	Indicators	Target	Reporting Frequency
	Percentage of agreed audit recommendations actioned within timeframe indicated	≥ 90%	Yearly
	Contain operating expenditure within operating revenue to achieve a balanced budget (ie. breakeven or surplus).		Yearly
	Reduce degree of reliance on external funding sources such as grants and contributions to 40% of the total revenue.		Yearly
	Employee expenses equate to less than 45% of the operating revenue.		Yearly
Land & Property — Support Council's staff and operations in relation to land and property development. Responsible: Property, Assets & Services	Indicators	Target	Reporting Frequency
	Leasing of community space (utilisation)	90% utilisation	Quarterly
Parking & Asset Management — Manage Council's assets and services including leasing, monitoring and upgrades to parking and community spaces. Responsible: Property, Assets & Services	Indicators	Target	Reporting Frequency
	Utilisation of Council's multi-level car parking facilities	Increase on same quarter previous year	Quarterly
	Actions 2025/26	Target Date	Reporting Frequency
	Integrated Parking Solutions Program — Continued roll out of Smart parking solutions to Council's on-street and at-grade carparking.	31/12/2026	Quarterly

Leadership — Provides effective and responsible oversight and management of Council resourcing and delivery. Responsible: Executive Team	Indicators	Target	Reporting Frequency
	Compliance with allocated annual budget for employee costs	100%	Quarterly

5.3.2 Collaborate with all levels of government and non-government agencies to support sound strategic planning for the City.

Principal Activity	Key Performance Indicators & Actions		
Corporate Strategy — Deliver Integrated Planning & Reporting initiatives for Council	Indicators	Target	Reporting Frequency
	Percentage of statutory plans and reports completed on time	100%	Quarterly

5.4 Our community is engaged, receives excellent service, and has meaningful opportunities to shape decisions for the City.

5.4.1 Provide high-quality customer service and effective communication to our community.

Principal Activity	Key Performance Indicators & Actions		
Customer Service Centre — Operate Council's information phone line, assist with customer enquiries, maintain Council records, oversee Council's print room, mail room and corporate reception. Responsible: Communications and Customer Engagement	Indicators	Target	Reporting Frequency
	Percentage of calls answered within 30 seconds	≥ 80%	Quarterly
	Percentage of customers satisfied with Contact Centre	≥ 80%	Quarterly
	Actions 2025/26	Target Date	Reporting Frequency
	Customer Service Experience Transformation - Deliver on improved customer experience and customer interfaces for the community.	31/07/2027	Quarterly
	Service Review — Customer Service - will focus on frontline service provision and transactions at PHIVE, Libraries and 9WS. The scope of the review will include service performance against service usage, trends, customer satisfaction and identify opportunities for improvement. The outcome of the review will be used to inform the Customer Experience Transformation Program deliverables.	30/06/2026	Quarterly

Office of the Lord Mayor — ongoing engagement with the community in regards to civic governance. Responsible: Office of the Lord Mayor and CEO	Indicators	Target	Reporting Frequency
	Council Meeting agendas are published 7 days prior to a Council Meeting.	100%	Quarterly
	Increased transparency of Council decisions	Increased transparency of Council decisions	Quarterly
	Actions 2025/26	Target Date	Reporting Frequency
	Community Engagement: Governance of Council — Deliver a community education campaign in relation to the structure of Council, Council wards and boundaries and the role of Councillors and the Lord Mayor, including an option to consider the introduction of a popularly elected Lord Mayor with the potential for a referendum at the September 2028 local government elections.	31/12/2026	Quarterly

5.4.2 Educate our community members on civic participation and create opportunities to share their perspectives, be heard and influence decision-making.

Principal Activity	Key Performance Indicators & Actions		
Research & Engagement — Consult with the community to gain feedback on Council initiatives and projects and advise Council on findings Responsible: Communications and Customer Engagement	Indicators	Target	Reporting Frequency
	Community satisfaction rating with the opportunity to have your say on key issues affecting community	Increase on previous year (3.22/5)	Yearly

5.5 Our City is well-planned and is recognised as the leader in good design, city-building, and density done well.

5.5.1 Create and implement a robust planning framework rooted in good design and effectively balancing land uses, which responds to Parramatta’s built and environmental context.

Principal Activity	Key Performance Indicators & Actions		
Developer-led Planning Proposals — Manage Council’s developer-led planning proposals. Responsible: Major Projects and Precincts	Indicators	Target	Reporting Frequency
	Planning proposals (low/medium/high complexity) determined within 12/18/24 months.	80%	Quarterly
	Actions 2025/26	Target Date	Reporting Frequency
	Westfield Strategic Precinct Planning Proposal — Undertake assessment of planning proposal for the Westfield precinct plan	30/06/2026	Quarterly

Major Growth Precincts — Plan and assess Council’s Major growth precincts. Responsible: Major Growth and Precincts	Indicators	Target	Reporting Frequency
	South Parramatta Investigation Area — Commence preparation of planning controls for South Parramatta precinct.	6/30/2025	Quarterly
Infrastructure Planning — Manage development contributions and planning agreements. Responsible: Infrastructure Planning and Design	Indicators	Target	Reporting Frequency
	Percentage of planning agreements that are compliant with milestone delivery timeframes	90%	Yearly
	Percentage of external contributions enquiries resolved within five business days	95%	Quarterly
	Actions 2025/26	Target Date	Reporting Frequency
	Contributions Plans review — Review and update CBD & Outside CBD Contributions Plans	6/30/2027	Quarterly
City Project — Provide built form design advice and review for planning proposals and development applications, including master planning. Responsible: City Design	Indicators	Target	Reporting Frequency
	Compliance with allocated annual budget for employee costs	100%	Quarterly
Design Excellence — Coordinate design review panels, design excellence competitions and design integrity advice. Responsible: City Design	Indicators	Target	Reporting Frequency
	Percentage of initial advice on design competition briefs within 21 days	≥85%	Quarterly

Development Assessment — Manage assessment of development applications, tree permits and other land-based certificates, pre-lodgement advice and local heritage fund allocations. Responsible: Development Traffic and Transport	Indicators	Target	Reporting Frequency
	Percentage of low-density residential development applications determined within 140 days	≥ 70%	Quarterly
Strategic Design — Provide design advice on strategic projects Responsible: City Design	Percentage of major development applications determined within 180 days	≥ 70%	Quarterly
	Indicators	Target	Reporting Frequency
	Percentage of initial advice provided within 21 days	≥85%	Yearly
	Actions 2025/26	Target Date	Reporting Frequency
	Westfield Strategic Precinct Planning Proposal - Provide design advice for the preparation of a precinct plan for Westfield	30/06/26	Quarterly

5.5.2 Advocate and plan for communities that offer a strong sense of local character, mix of homes, businesses, shops, services, infrastructure and cultural and recreational opportunities.

Principal Activity	Key Performance Indicators & Actions		
Land Use Planning — Develop and maintain the City's land use planning framework. Responsible: City Strategic Planning <i>*This Principal Activity appears against other CSP outcomes</i>	Indicators	Target	Reporting Frequency
	Number of strategies under active review to meet 7-year statutory timeframe for the review of the LSPS	≥3	Yearly
	Actions 2025/26	Target Date	Reporting Frequency
	Supplementary and housekeeping LEP amendments in the CBD — Complete PLEP to include supplementary matters for land in the CBD	7/30/2025	Quarterly
Infrastructure Design — Manage design services for Council's CBD River projects. Responsible: Infrastructure Planning and Design	Indicators	Target	Reporting Frequency
	Percentage of projects and updates tracking to schedule	85%	Quarterly
	Actions 2025/26	Target Date	Reporting Frequency
	Western Parramatta River and CBD Precinct Connections —Lead and manage project to detailed design completion for tendering and construction of the works	4/30/2026	Quarterly
	Civic Link — Manage funding agreements and lead design quality assurance through construction	12/31/2026	Quarterly

CBD Improvement Projects — Deliver projects to support the CBD by working with stakeholders to deliver public domain upgrades and connecting local business and organisations. Responsible: Integrated Grants and Projects	Indicators	Target	Reporting Frequency
	Percentage of projects and updates tracking to schedule	85%	Quarterly
	Actions 2025/26	Target Date	Reporting Frequency
	Two-way Conversion of Valentine Ave and Wentworth St Streetscape — design and construction of Valentine Avenue two-way conversion and streetscape upgrade works. Parramatta Station Carpark Works — Design and construction of pedestrian connection and traffic changes within carpark.	30/06/2027 30/06/2027	Quarterly Quarterly

5.6 Our City is seamlessly connected to the world through strong international, national, regional and local transport links.

5.6.1 Deliver and advocate for best practice public and active transport that connects Greater Sydney and supports our City’s economic productivity.


Principal Activity	Key Performance Indicators & Actions		
City Futures — Lead the City’s strategic direction for advocacy and Council’s global city vision. Responsible: City Strategic Planning	Indicators	Target	Reporting Frequency
	The number of advocacy activities undertaken to pursue Parramatta 2050 objectives	≥3	Yearly

5.6.2 Advocate for and deliver integrated transport solutions which enable seamless travel for all users across our City, while reducing road congestion.

Principal Activity	Key Performance Indicators & Actions		
Transport planning — Lead the City’s Transport Strategy. Responsible: City Strategic Planning	Indicators	Target	Reporting Frequency
	Transport planning strategies and advocacy are proactively pursued	At least 2 transport planning strategies under active review and 1 transport planning advocacy action undertaken	Yearly
	Actions 2025/26	Target Date	Reporting Frequency
	Integrated Transport Strategy — Prepare Integrated Transport Strategy. Parramatta CBD Pedestrian Strategy Review — Undertake a review of the Parramatta CBD Pedestrian Strategy.	6/30/2026 6/30/2026	Quarterly Quarterly

Rail Projects — Manage major State Government project interfaces — Parramatta Light Rail Stage 2. Responsible: Infrastructure Planning and Design	Indicators	Target	Reporting Frequency
	Percentage of projects and updates tracking to schedule	85%	Quarterly
	Actions 2025/26	Target Date	Reporting Frequency
	Parramatta Light Rail Stage 2 — Complete a Development Agreement with TfNSW.	12/31/2025	Quarterly
	Sydney Metro West — Complete Parramatta CBD and Clyde Fit Out Interface Agreements	12/31/2025	Quarterly
Traffic & Transport — Manage Council's traffic services and projects. Responsible: Development and Traffic Services	Indicators	Target	Reporting Frequency
	Percentage of traffic investigation requests resolved within 56 days.	≥ 65%	Quarterly
	Actions 2025/26	Target Date	Reporting Frequency
	Black Spot Program — Various traffic safety initiatives.	30/06/2026	Quarterly



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<p>KOREAN</p> <p>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.</p>	<p>CHINESE</p> <p>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。</p>
<p>ARABIC</p> <p>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.</p>	<p>HINDI</p> <p>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।</p>

Delivery Program 2025–2029 Year 1

Operational Plan 2025/26



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