



DRAFT

Delivery Program
2025–2029
Year 2

Operational Plan 2026/27

The background features a dark teal color with several large, rounded, overlapping shapes in a vibrant magenta or pink hue. The shapes are arranged in a way that creates a sense of depth and movement, with some appearing to be layered on top of others.

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V1. Draft for public exhibition 16 April 2026

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.



Photograph: Rowena Clarke

Message from the Lord Mayor

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



Photograph: Peter Bennetts, courtesy Grimshaw and ABA

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Photograph: Two Palms Media

PART 1

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Welcome

Welcome to the City of Parramatta Council's Delivery Program 2025–2029 and Operational Plan & Budget 2026/27.

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

This document also provides the community with transparency around Council's 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 2026/27

PART 5 ATTACHMENT 2: FEES AND CHARGES 2026/27



Photograph: James Horan

Our Councillors



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Rosehill Ward

ABOUT PARRAMATTA

Our City in numbers

OUR CITY AT A GLANCE



Became a City in
1938



Covers
83.86 km²



Has **5**
universities



5
Council-run
childcare centres



Has **7**
libraries




64
Sporting
fields


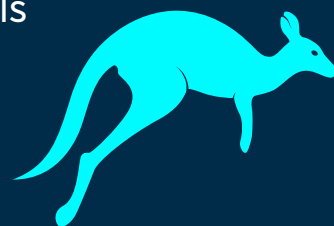


105km
of waterways, and
474ha of open space

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
982,486 domestic
overnight visitors,
and **4,973,568**
international
overnight 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

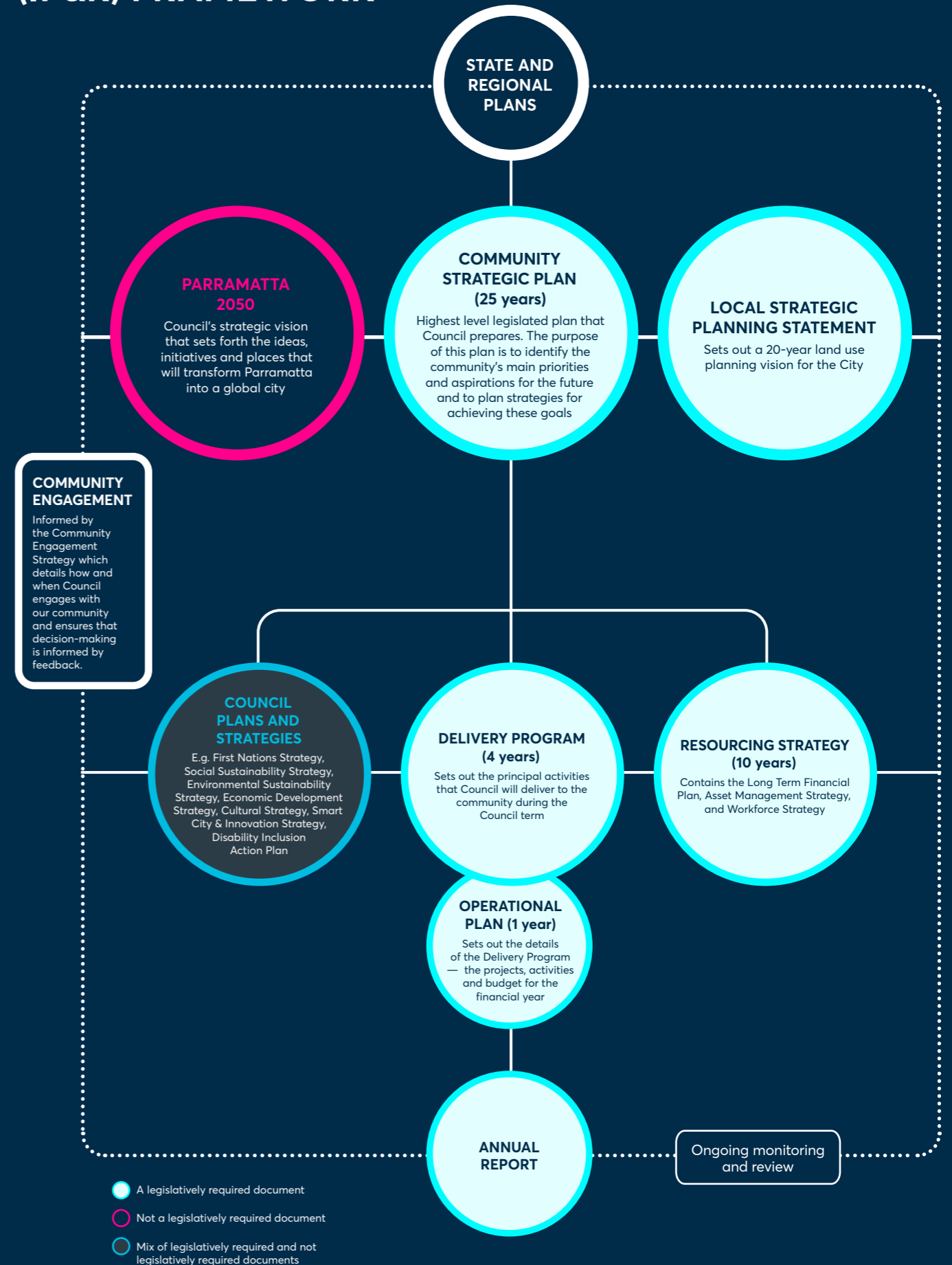
Under the Local Government Act (Planning & Reporting) 2009 (NSW), councils are required to take a rigorous approach to strategic and financial planning.

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

This Delivery Program 2025-29 and Year 1 Operational Plan ('DPOP') was first adopted in June 2025, following extensive community engagement to develop our new IP&R documents for this Council term. The DPOP has now been updated for Year 2.

COMMUNITY

Our four-year Delivery Program was informed by feedback from more than 4,472 community members on a wide range of Council strategies and plans between 2023 and 2025.

This included feedback from:

- The review of key Council strategies in 2023 (including Social Sustainability, Economic Development, Environmental Sustainability, and Smart City & Innovation)
- The development of Parramatta 2050 (global city vision) in 2024
- Tailored engagement for the new Community Strategic Plan 2025-2050, Delivery Program 2025–2029, and Resourcing Strategy in 2024

WHAT YOU TOLD US

Key themes that emerged from this engagement:

- 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.

Informed by all of this feedback, Council exhibited its new Integrated Planning & Reporting documents from May to June 2025. Further input from 459 people across six ward pop-ups and online and email submissions was considered before adopting the plans in June 2025.

COUNCILLORS

Councillor workshops from January to April 2025 set the City's strategic direction and confirmed priorities for Council's activities and resource decisions over the four-year Council term.

STAFF

From November 2024 to June 2025, Council's executive and leadership teams considered Council's strategic direction, statutory functions, existing commitments, community feedback and financial position to prepare this plan.

UPDATING THE PLAN FOR YEAR 2

The four-year plan has now been updated for Year 2, retaining its core commitments with the following principles:

- A review of Year 1 progress including the status of actions, removal of completed actions and the inclusion of new actions.
- A review of all KPIs against recent results, to make sure targets are realistic and match the budget and staffing planned for the year ahead.

The draft Year 2 plan is now presented for public feedback. All feedback will be considered by Council prior to the adoption of the plan in June 2026.


Developing the four-year Delivery Program







More than 4,472 community members provided input which has helped to inform the direction of Council's Delivery Program and Operational Plan.

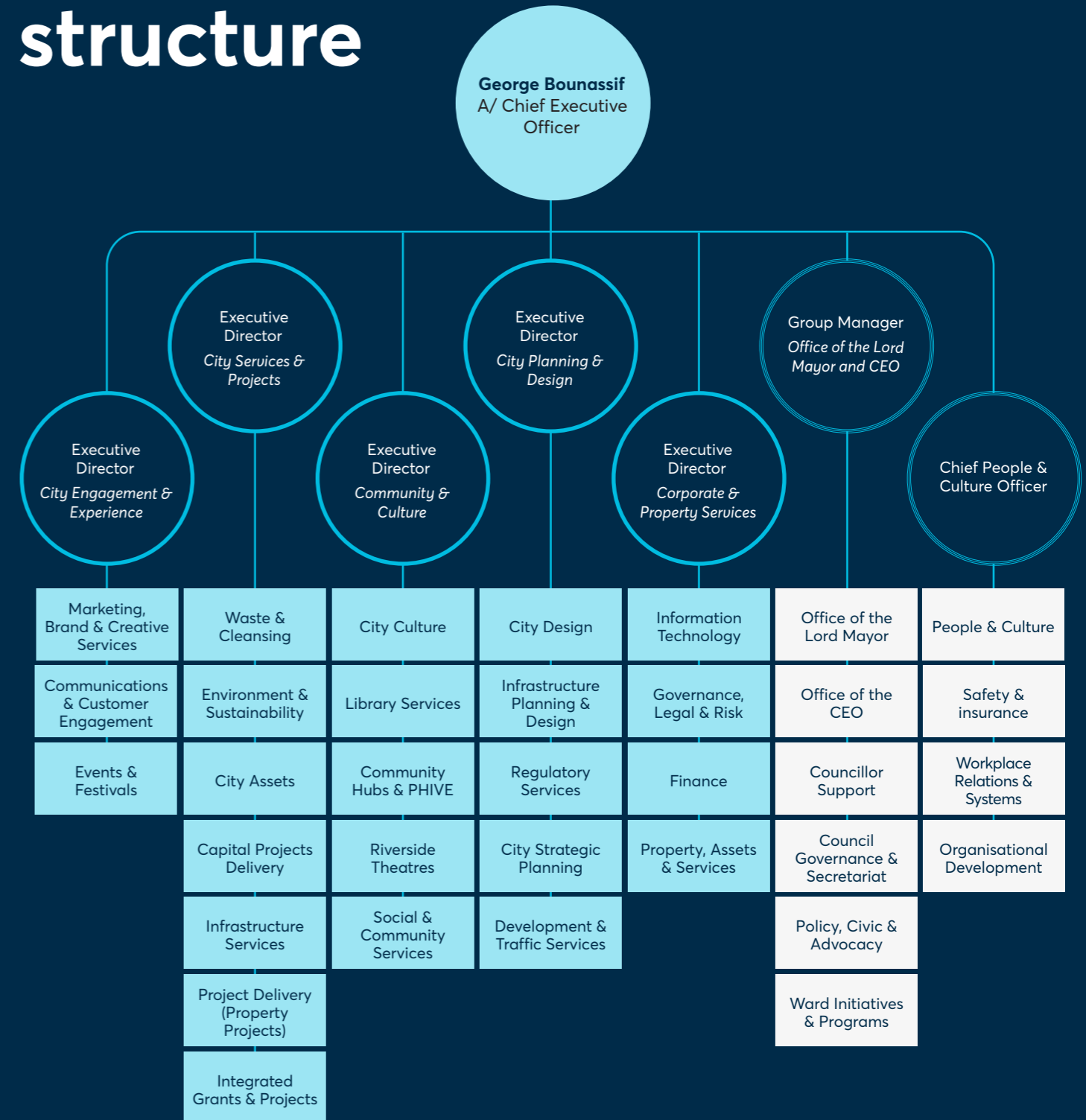
Our workforce

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.

WORKFORCE	1,441 Employees	
	1,162 Full-time and Part-time	
	279 Casuals	

 <p>Number of indoor employees 81.05%</p>	 <p>Number of outdoor employees 18.95%</p>	 <p>Average length of service 7 years</p>	 <p>Number of volunteers 400+</p>
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Organisational structure



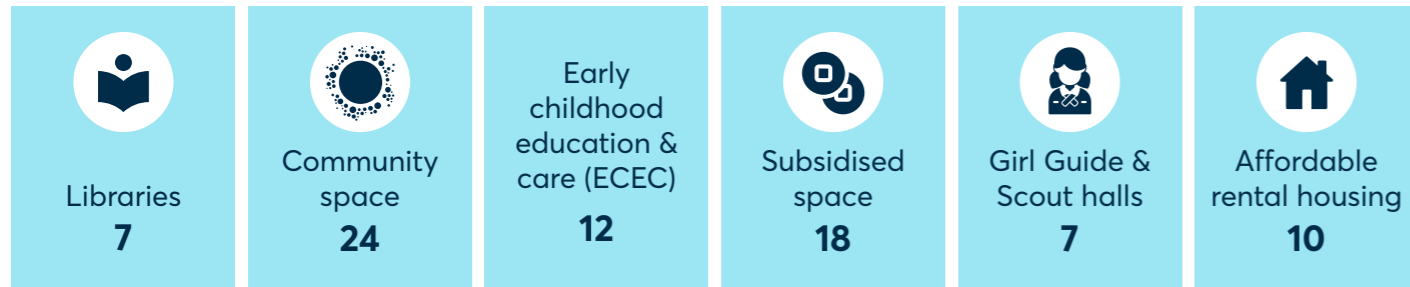
Our infrastructure

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

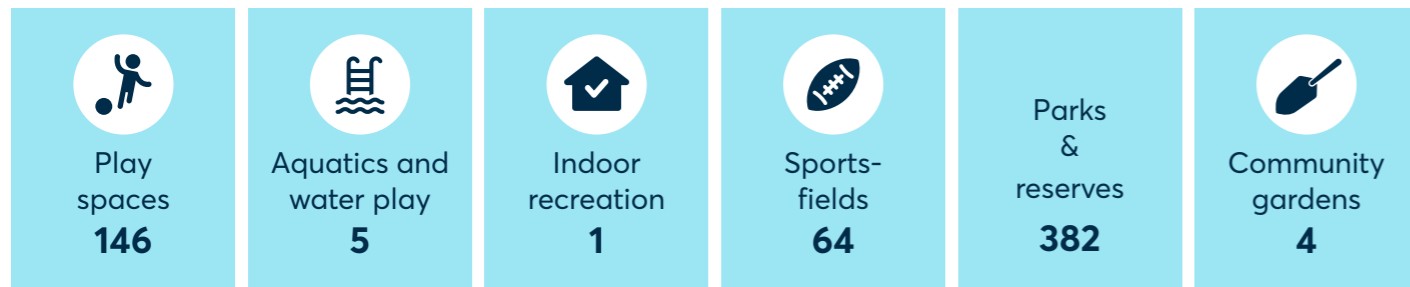
Council has a significant role to play in ensuring our community infrastructure is welcoming and accessible for all. Council is undertaking an extensive review of the current Community

Infrastructure Strategy to effectively plan and meet the changing needs of our growing community.

NUMBER OF COMMUNITY FACILITIES



NUMBER OF OPEN SPACE AND RECREATION



ROADS AND STORMWATER



Photograph: Nikki To



Photograph: Simply 360

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.

STRATEGIC FRAMEWORK

Council regularly reviews its **strategies, action plans and policies** within the Integrated Planning & Reporting framework to ensure our strategic direction and service delivery meet community needs, within the resourcing available to Council.

INTERNAL AUDIT PROGRAM

Council's internal audits assess the effectiveness of our policies, guidelines, and controls. Action arising from audits allow development and improvements to governance and risk management in our service delivery.

RISK MANAGEMENT

Council proactively monitors and reviews **strategic and operational risks, and implements risk mitigation strategies**, to help ensure our services are resilient, compliant, and responsive to opportunities and threats.

SERVICE REVIEWS

Council conducts service reviews to ensure that current levels of service to the community are **meeting community needs** and **providing value for money**.

Council will continue to implement its program of Service Reviews in 2026/27. Details of the services to be reviewed will be confirmed in the final draft returning to Council in June 2026.

Reporting on our progress

Council is committed to transparency and accountability for the progress made on the Actions 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 adopted Actions and KPIs 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 every four years 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



Photograph: Ken Leanfore

PART 3

Our Plan for 2025–2029

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Delivering our Community Strategic Plan

The **Community Strategic Plan 2025-2050 (CSP)** is our City's highest level strategic document. It is a plan for the whole community – not Council alone.

This section outlines how Council's four-year Delivery Program will help to progress the outcomes and actions set out in the five pillars of the CSP.

We all belong

A diverse, creative, inclusive and inspiring City.

Services that support this pillar:

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

We put people first

An equitable and socially connected City.

Services that support this pillar:

- Libraries
- Social and Community Services
- City Strategic Planning
- Integrated Grants and Projects
- City Design
- Infrastructure Services
- Capital Projects Delivery
- People and Culture
- Regulatory Services
- Project Delivery
- City Assets

We are an economic powerhouse

A prosperous, productive and ambitious City.

Services that support this pillar:

- 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.

Services that support this pillar:

- Infrastructure Services
- Environment and Sustainability
- Integrated Grants and Projects
- Capital Projects Delivery
- City Assets
- City Strategic Planning
- Waste and Cleansing
- Property, Assets and Services

We are future focused

A leading and forward-thinking City.

Services that support this pillar:

- City Culture
- Infrastructure Planning and Design
- Information Communication and Technology
- Communications and Customer Engagement
- People and Culture
- Governance, Legal and Risk
- Finance
- Property, Assets and Services
- Executive Team
- City Design
- Development and Traffic Services
- City Strategic Planning
- Integrated Grants and Projects
- Office of the Lord Mayor

Financial snapshot

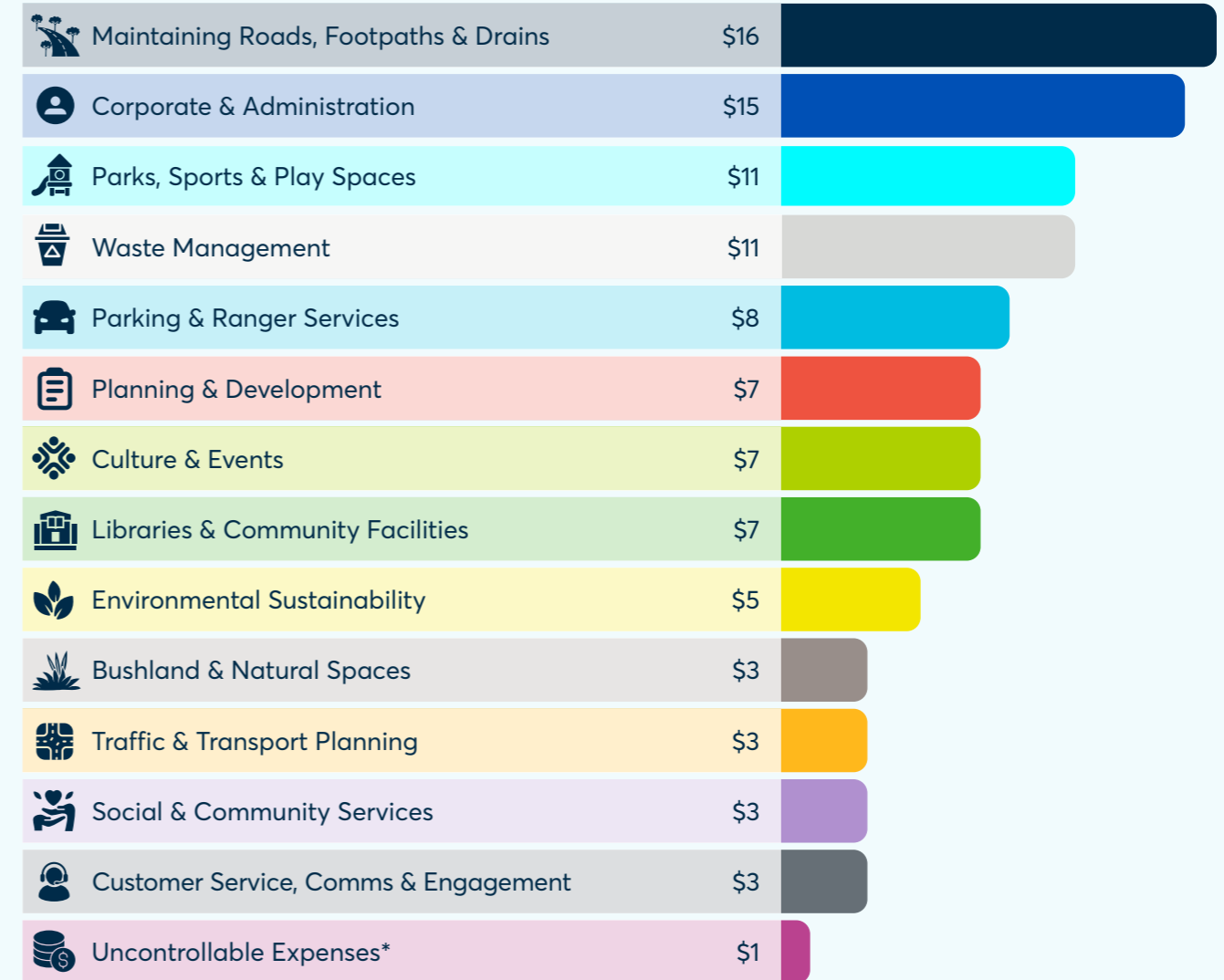
This Delivery Program, Operational Plan and Budget outlines Council's commitment to deliver a broad range of initiatives across the City of Parramatta local government area. Council has budgeted more than \$573 million of operating and capital expenditure in the 2026/27 financial year.

Council expenditure 2026/27	\$'000
Operational expenditure (including depreciation)	401,883
Capital expenditure	171,476
Total	573,359

FULL DETAILS AND EXPLANATIONS ARE CONTAINED IN:

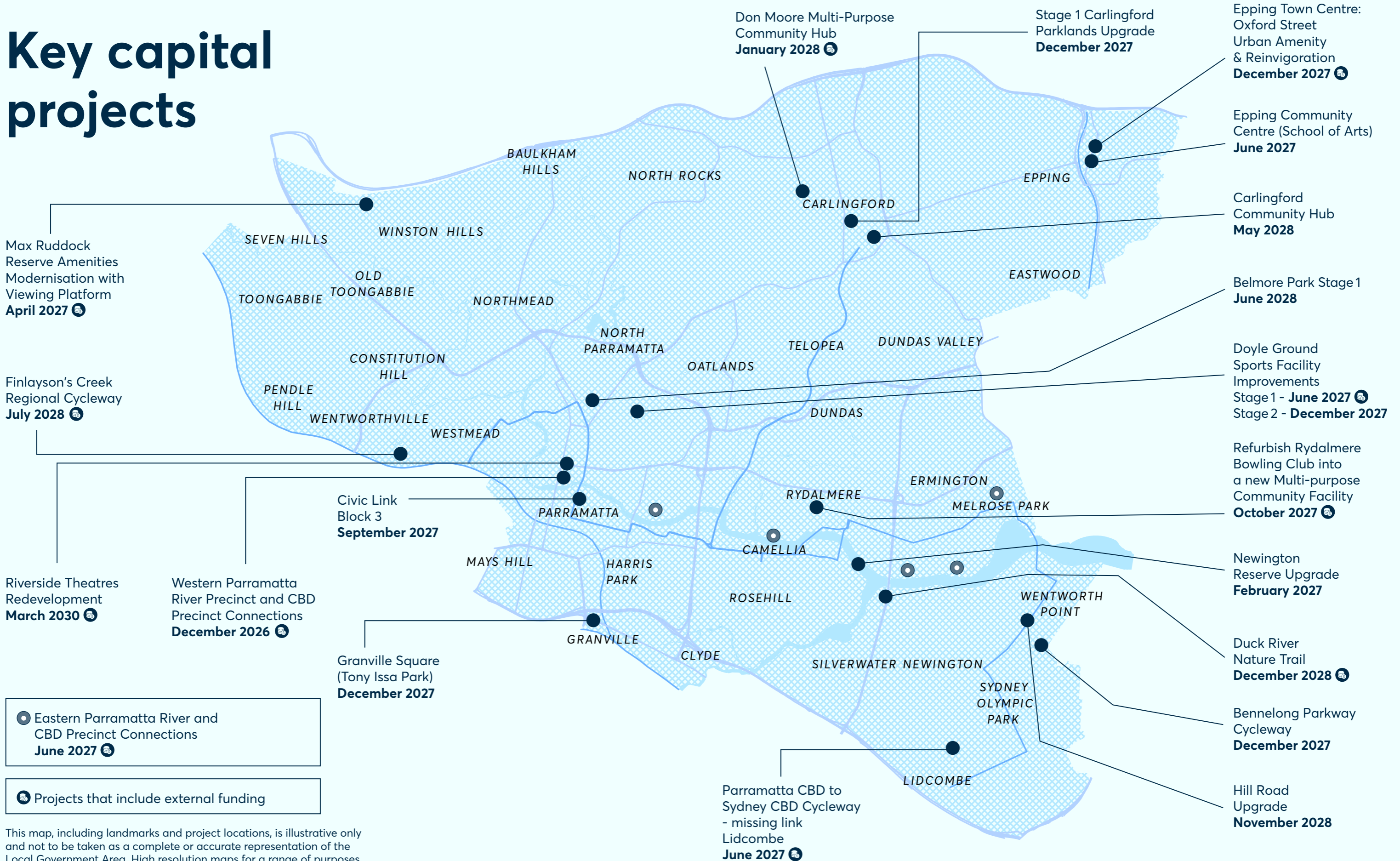
- **Part 4:** Attachment 1 — Budget 2026/27
- **Part 5:** Attachment 2 — Fees and Charges 2026/27

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



*Includes bank charges, state levies (such as the Parking Space Levy), and the Emergency Services Levy.

Key capital projects



This map, including landmarks and project locations, is illustrative only and not to be taken as a complete or accurate representation of the Local Government Area. High resolution maps for a range of purposes can be viewed on Council's website.

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.

74 Delivery Program 2025–2029 & Operational Plan 2026/27

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
- Parramatta 2050
- Tree Canopy Plan
- Parramatta Bike Plan 2024
- Draft Waste and Circular Economy Strategy 2026-2036
- Community Infrastructure Strategy
- Sportsground Strategy and Action Plan
- Parramatta River Vision
- Biodiversity Strategy 2015–2025



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 2026/27.

City of Parramatta 75

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: Infrastructure Services	Indicators Increase percentage of Council's EV and/or hybrid passenger fleet annually	Target 40% by 2027 60% by 2028 80% by 2029 100% by 2030	Reporting Frequency Yearly
	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 Tonnes of carbon emissions generated by Council operations	Target Reduce on previous year	Reporting Frequency Yearly
	Actions 2026/27 Deliver Net Zero Emissions - Maintain annual carbon neutral certification.	Target Date 31/12/2026	Reporting Frequency 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.

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 |
| → Draft Disability Inclusion Action Plan 2026–2030 | → 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. 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%	Yearly
	Actions 2026/27	Target Date	Reporting Frequency
	Cultural Precinct in Harris Park - A culturally focused streetscape upgrade project including murals, street trees, street furniture and artwork.	31/12/2027	Quarterly

Community Hubs (PHIVE, Wentworth Point & Yarra) - 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
	Visitation (PHIVE & Town Hall)	1,000,000 Visits (Annual Target)	Quarterly
	Visitation (Wentworth Point & Yarra)	300,000 Visits (Annual Target)	Quarterly
	Venue Utilisation (PHIVE)	40% (Annual Target)	Quarterly
	Venue Utilisation (Wentworth Point)	40% (Annual Target)	Quarterly
	Venue Utilisation (Town Hall)	50% (Annual Target)	Quarterly
	Customer Satisfaction rating with Community Hubs services (Annual average)	≥ 80%	Quarterly
	Actions 2026/27	Target Date	Reporting Frequency
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 including planning and assessment of growth precincts. 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 2026/27	Target Date	Reporting Frequency
	Comprehensive Heritage Review - Finalise the Heritage Conservation Areas Review, Integrated Heritage Strategy and Thematic History Study, and commence work on the Heritage Items Review and Heritage Inventory Sheets Review.	30/06/2027	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 Cultural Program	90%	Yearly
	Number of artists supported via creative programs	≥110 (annual total)	Quarterly
	Actions 2026/27	Target Date	Reporting Frequency
	Parramatta Artists' Studios relocation - To finalise and implement a relocation plan for Parramatta Artists' Studios	30/12/2026	Quarterly
Parramatta Cultural Hub - Operations Planning - Concept development, client-side project management and business readiness planning for the new Parramatta Cultural Hub, including PAS as the anchor tenant.	30/06/2027	Quarterly	

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

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.

1.4 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.

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 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 Number of projects or initiatives delivered by Council venues supporting diverse artists such as Youth, People with Disability and First Nations	Target ≥40 (annual total)	Reporting Frequency Quarterly
	Actions 2026/27	Target Date	Reporting Frequency
	Roxy Theatre - Continue advocacy for the renewal of Roxy as a live performance venue.	30/06/2027	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 Attendance at events and festivals	Target ≥450,000	Reporting Frequency Yearly
	Attendee rating with events and festivals delivered by Council	≥3 out of 5	Yearly

Cultural Projects - Deliver public art, heritage interpretation and First Nations cultural projects. Responsible: City Culture <i>*This Principal Activity appears against other CSP outcomes</i>	Indicators	Target	Reporting Frequency
	Number of community members, artists and cultural workers engaged for the delivery of cultural projects	≥40 (annual target)	Quarterly
	Actions 2026/27	Target Date	Reporting Frequency
	Public Art Framework - Initiate the development of the documents that guide the development, delivery and care of Council’s public art collection.	30/06/2027	Quarterly



Photograph: Ken Leanfore

1.6.2 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. 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 2026/27	Target Date	Reporting Frequency
	Riverside Theatres Redevelopment  - Manage the redevelopment of Riverside Theatres.	31/03/2030	Quarterly
	Parramatta Cultural Hub - 57-63 Church Street - Design and deliver a fit out for a 4-level community and cultural facility featuring a Cultural Production Space, 20 artist studios, and creative industry tenancies.	20/12/2028	Quarterly
Epping Community Centre (School of Arts) - Design and deliver an upgrade to the heritage-listed facility to repair storm damage, restore its function, and improve resilience.	30/06/2027	Quarterly	

 Projects that include external funding

Riverside Programming and Curation - Deliver performing arts programming and development, education performances and community-based events in available temporary venues.	Indicators	Target	Reporting Frequency
Responsible: Riverside Theatres	Attendances at performances	≥68,000	Quarterly
	Customer satisfaction rating with Riverside Theatres	≥80%	Yearly
	Actions 2026/27	Target Date	Reporting Frequency
	Riverside Redevelopment - Investment Advocacy - Lead a coordinated, multi-level funding and investment advocacy program for the Reimagined Riverside redevelopment.	30/06/2027	Quarterly
Riverside Redevelopment - Operations Planning - Client-side design lead, Operational and Business Readiness planning for the Reimagined Riverside Redevelopment.	30/06/2027	Quarterly	

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.

Our community benefits from a growing network of community facilities and open spaces and infrastructure.

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 |
| → Draft Disability Inclusion Action Plan 2026–2030 | → 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	Yearly
Number of digital loans/uses	≥100,000 digital loans/uses per quarter	Quarterly	

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
	Percentage utilisation of childcare and family support services	≥93% (Annual Average)	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.

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.

2.2.2 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 implemented across the six Community Focused Action Plans co-ordinated by Council's Community Capacity Building Team	>75%	Yearly
	Actions 2026/27	Target Date	Reporting Frequency
Homelessness Action Plan - Review the impact of the previous Plan and prepare a renewed Plan.	18/12/2026	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 implemented across the six Community Focused Action Plans co-ordinated by Council's Community Capacity Building Team	>75%	Yearly
	Actions 2026/27	Target Date	Reporting Frequency
Council's response to loneliness and social isolation - Plan Council actions to address loneliness and build belonging and social cohesion.	30/06/2027	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 of all ages can live healthy, active lives.

Principal Activity	Key Performance Indicators & Actions		
Neighbourhood Projects - Manage projects to support local town centres and neighbourhoods. 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%	Yearly
	Actions 2026/27	Target date	Reporting frequency
	Better Neighbourhood Program - Provide capital upgrades of local neighbourhood centres outside of the Parramatta CBD.	Ongoing	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.	31/12/2027	Quarterly
	Carlingford Parklands Upgrade - Deliver Carlingford Parklands Upgrade - Stage 1 (Thallon Street Reserve East and West).	31/12/2027	Quarterly
	Newington Reserve Upgrade - Construction of a new sporting field and associated amenities.	28/02/2027	Quarterly

 Projects that include external funding

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: City Assets	Indicators	Target	Reporting Frequency
	Completion of Council's annual New Footpath Program	≥85% (annual target)	Yearly
	Completion of Council's annual Road Renewal Program	90% (annual target)	Cumulative total reported quarterly
	Completion of Council's annual Footpath Renewal Program	90% (annual target)	Cumulative total reported quarterly
	Completion of Council's annual Kerb & Gutter Renewal Program	90% (annual target)	Cumulative total reported quarterly
	Actions 2026/27	Target Date	Reporting Frequency
	Bennelong Parkway Bridge Strengthening Project - Bennelong Parkway Bridge foundation remediation.	30/06/2027	Quarterly

Principal Activity	Key Performance Indicators & Actions		
Road Maintenance - Maintain Council's Road infrastructure, including roads, footpaths and kerb & gutter. Responsible: Infrastructure Services	Indicators Percentage of service requests actioned and made safe within service level agreements	Target 85%	Reporting Frequency Quarterly
	Percentage of potholes made safe within agreed service level agreements	85%	Quarterly
	Indicators Percentage of assigned DPOP Project budgets delivered as scheduled	85%	Yearly
Capital Projects Delivery - Delivery of Council's community infrastructure projects Responsible: Capital Projects Delivery <i>*This Principal Activity appears against other CSP outcomes</i>	Actions 2026/27	Target Date	Reporting Frequency
	Roundabout - North Rocks Rd at Loyalty Rd North Rocks - New Roundabout at this intersection.	30/06/2027	Quarterly
	Wigram Street, Harris Park - Conversion of temporary Shared Path and Pedestrian Facilities to permanent.	30/06/2027	Quarterly

Strategic Design - Provide design advice on strategic projects and land use policy Responsible: City Design <i>*This Principal Activity appears against other CSP outcomes</i>	Indicators	Target	Reporting Frequency
	Percentage of initial advice provided within 21 days	≥85%	Yearly
	Actions 2026/27 Community Infrastructure Analysis for Telopea - Complete a community infrastructure analysis.	Target Date 30/06/2027	Reporting Frequency Quarterly
	Community Infrastructure Analysis for Parramatta to Wentworth Point - Complete a community infrastructure analysis.	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 Percentage of assigned DPOP Project budgets delivered as scheduled	Target 85%	Reporting Frequency Yearly
	Actions 2026/27	Target Date	Reporting Frequency
	Eastern Parramatta River and CBD Precinct Connections  - Deliver cycle paths for improved pedestrian and cyclist safety.	30/06/2027	Quarterly

 Projects that include external funding

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
	Number of planned park patrols delivered across on leash and off leash parks, focused on responsible pet ownership education (dog attack prevention, microchipping and registration) and compliance activities	20 per year: Q1 – 6 Q2 – 4 Q3 – 4 Q4 – 6	Quarterly
	Number of patrols of town centres	12 patrols conducted per month	Quarterly
Child Safety - Partnering Council's staff and operations to build child safe capability and awareness through policy, training and continuous improvement. Responsible: People and Culture	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 and Culture	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



Photograph: Two Palms Media

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 implemented across the six Community Focused Action Plans co-ordinated by Council's Community Capacity Building Team	>75%	Yearly
	Actions 2026/27	Target Date	Reporting Frequency
	Prevention of Family and Domestic Violence Action Plan - Review the impact of the previous Plan and prepare a renewed Plan.	30/06/2027	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
	Visitation (PAC)	750,000 Visits (Annual Target)	Quarterly
	Occupancy of Learn to Swim programs	>80%	Quarterly

Project Delivery	Indicators	Target	Reporting Frequency
Project Delivery - Manage the design and delivery phase of Council's major strategic capital building projects. Responsible: Project Delivery <i>*This Principal Activity appears against other CSP outcomes</i>	Percentage of DPOP project milestones delivered within budget and schedule	85% (plus or minus 5%)	Yearly
	Actions 2026/27	Target Date	Reporting Frequency
	Don Moore Multi-Purpose Community Hub - Deliver the Don Moore Multi-Purpose Community Hub project.	30/01/2028	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.	30/10/2027	Quarterly
	Carlingford Community Hub - Design and deliver a new multi-functional community space within Carlingford.	31/05/2028	Quarterly
	Epping Aquatic Centre maintenance renewal - Maintenance renewal of Epping Aquatic Centre to extend life by 10 years.	TBD *Project target date to be confirmed upon confirmation of external funding	Quarterly
	SES Parramatta - Design and delivery of a modern operational and training hub for the State Emergency Services.	31/07/2029	Quarterly

 Projects that include external funding

Project Delivery	Actions 2026/27	Target Date	Reporting Frequency
<p>- Manage the design and delivery phase of Council's major strategic capital building projects.</p> <p>Responsible: Project Delivery</p> <p><i>*This Principal Activity appears against other CSP outcomes</i></p>	<p>Epping Community Infrastructure – Feasibility and Business Case Program - Deliver site-specific feasibility studies and decision-ready business cases for a potential aquatic facility, indoor recreation facility and community hub in Epping district.</p>	30/06/2027	Quarterly


Parks & Open Space Planning	Indicators	Target	Reporting Frequency
<p>- Manage Council's parks & open space planning and delivery for capital renewal, strategies and masterplans.</p> <p>Responsible: City Assets</p>	Percentage of playground inspections completed according to Standards	100%	Quarterly
	Completion of Council's annual Playground Replacement Program	80% (annual target)	Quarterly
	Completion of Council's annual Pavilion Capital Improvement Program	80% (annual target)	Quarterly
	Completion of Council's annual Sportsground Capital Improvement Program	80% (annual target)	Quarterly

Parks & Open Space Planning	Actions 2026/27	Target Date	Reporting Frequency
<p>- Manage Council's parks & open space planning and delivery for capital renewal, strategies and masterplans.</p> <p>Responsible: City Assets</p>	<p>Open Space and Outdoor Recreation Strategy</p> <p>- Develop the Open Space and Outdoor Recreation Strategy.</p>	31/12/2026	Quarterly
	<p>Doyle Ground Sports Facility Improvements Stage 1  - Deliver Doyle Ground Facility Improvement Stage 1 - including new playing surface, pedestrian lighting, irrigation and drainage.</p>	30/06/2027	Quarterly
	<p>Active Youth are Healthy Youth  - Deliver a range of active and passive activity spaces in Rangihou Reserve.</p>	30/06/2027	Quarterly
	<p>Sir Thomas Mitchell Reserve Sportsground Facility Upgrade - Deliver on the Major & Local Community Infrastructure Program grant to provide critical improvements to the sporting fields playing surfaces and drainage.</p>	31/12/2028	Quarterly
	<p>Doyle Ground Stage 2 Sports Facility Improvements</p> <p>- Deliver a new sportsground pavilion and practice cricket net facility.</p>	31/12/2027	Quarterly

 Projects that include external funding

Principal Activity	Key Performance Indicators & Actions		
Integrated Design Projects - Manage significant projects from design consultancy to DA stage. Responsible: Integrated Grants & Projects <i>*This Principal Activity appears against other CSP outcomes</i>	Indicators Percentage of assigned DPOP Project budgets delivered as scheduled	85%	Quarterly
	Actions 2026/27 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.	30/06/2028	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
	Binalong Park Upgrade - Stage 1 - Delivery of Stage 1 of the Binalong Park Masterplan, with improvements to recreation and sporting facilities.	30/06/2029	Quarterly
	Indicators Percentage of Council sportsfields and parks maintained according to schedule	80%	Quarterly
Parks & Open Spaces - Infrastructure Services - Maintain Council's Parks & Open spaces including Parks, Sportsfields, verges and laneways. Responsible: Infrastructure Services <i>*This Principal Activity appears against other CSP outcomes</i>	Indicators Percentage of laneways mowed	80%	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 Number of Councils' Recreation programs hours	1,800 hours per year	Yearly
	Indicators Venue Utilisation (Community Facilities Portfolio-Wide)	35% (Annual Target)	Quarterly
	Actions 2026/27 Don Moore Redevelopment  - Operational planning and Business Readiness for the redeveloped Don Moore Community Centre.	1/07/2027	Quarterly
	Indicators Percentage of social impact advice provided within required timeframe (21 days)	85%	Yearly
	Actions 2026/27 Central City Parkway Pilot Project - Continue to work with relevant state agencies and corporations to secure land agreement.	30/06/2027	Quarterly
City Strategy - Social - Lead the City's strategic direction for social sustainability. Responsible: City Strategic Planning	Indicators Percentage of social impact advice provided within required timeframe (21 days)	85%	Yearly
	Community Infrastructure Strategy - Review and update the Community Infrastructure Strategy.	30/06/2027	Quarterly

 Projects that include external funding

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		
Library Customer Experience - Manage Customer Experience for Council's libraries. Responsible: Libraries	Indicators Visitation (Library Network-wide)	Target 1,200,000 Visits (Annual Target)	Reporting Frequency Quarterly
	Percentage of Library customers who view the service that they receive as 'good' or 'very good'	≥ 85%	Yearly



Photograph: Nikki To

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 City Economy Strategy
- Destination Management Plan
- Smart City & Innovation Strategy 2024–2033
- Local Housing Strategy
- Employment Lands Strategy



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		
	Indicators	Target	Reporting Frequency
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	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 including planning and assessment of growth precincts. Responsible: City Strategic Planning <i>*This Principal Activity appears against other CSP outcomes</i>	Indicators Number of strategies under active review to meet 7-year statutory timeframe for the review of the LSPS	Target ≥3	Reporting Frequency Yearly
	Actions 2026/27	Target Date	Reporting Frequency
	Special Entertainment Precinct - Establish working group, prepare supporting documents and commence planning proposal process.	30/06/2027	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 Number of projects or initiatives delivered by Council venues supporting diverse artists such as Youth, People with Disability and First Nations	Target ≥40 (annual total)	Reporting Frequency Quarterly
	Actions 2026/27	Target Date	Reporting Frequency
	Visitor Economy Plan - Develop the City of Parramatta's Visitor Economy Plan.	30/06/2027	Quarterly
Night Time Economy Plan - Develop the City of Parramatta's Night-Time Economy Plan.	30/06/2027	Quarterly	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, and promote Parramatta as a destination to live, work and visit Responsible: Marketing, Brand / Digital and Creative Services	Indicators Total visits to AT Parramatta website	Target Increase by 5% on previous year	Reporting Frequency 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 Parramatta 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 2026/27	Target Date	Reporting Frequency
	Draft actions from City Economy Strategy - Undertake a Retail Strategy for the City.	30/06/2027	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 and neighbourhoods. 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%	Yearly
	Actions 2026/27	Target Date	Reporting Frequency
	Epping Town Centre: Oxford Street Urban Amenity & Reinvigoration Project  - Deliver street upgrades to outdoor dining and open space areas.	31/12/2027	Quarterly
	Carpark Electrical Upgrades -Deliver electrical compliance and capacity upgrades in Council's three CBD multi-level carparks.	30/06/2028	Quarterly
	Rydalmere Park - Stage 3 - Delivery of the final stage of the Rydalmer Park Masterplan, including site connectivity, play space and landscaping.	30/06/2029	Quarterly

 Projects that include external funding

<p>Integrated Design Projects - Manage significant projects from design consultancy to DA stage and act as the client for projects with multiple asset owners.</p> <p>Responsible: Integrated Grants & Projects</p> <p><i>*This Principal Activity appears against other CSP outcomes</i></p>	Indicators	Target	Reporting Frequency
	Percentage of assigned DPOP Project budgets delivered as scheduled	85%	Yearly
	Actions 2026/27	Target Date	Reporting Frequency
	<p>Granville Square (Tony Issa Park) - Deliver an open, urban plaza for the Granville community.</p>	31/12/2027	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.



Photograph: Walker-Corporation

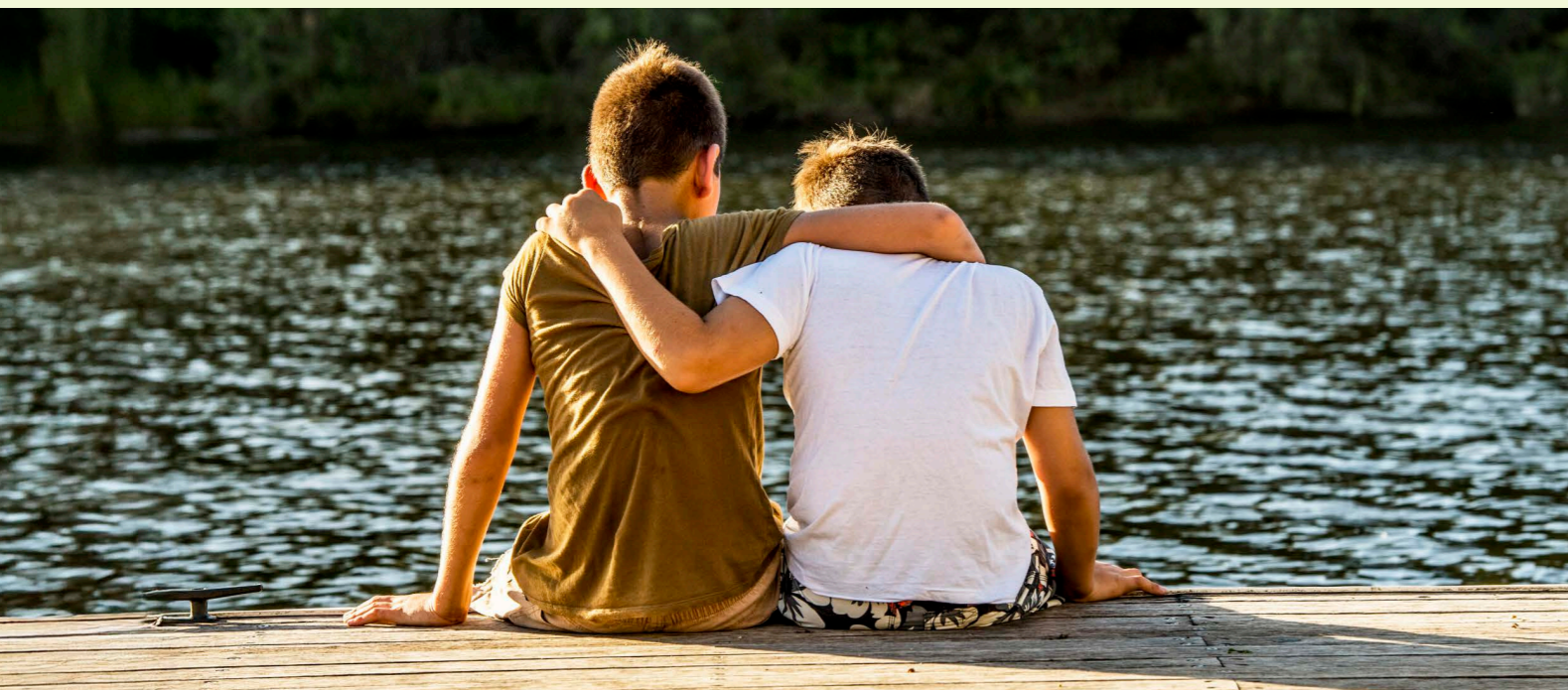
We nurture our environment

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
- Tree Canopy Plan
- Parramatta River Vision
- Parramatta Bike Plan 2024
- Biodiversity Strategy 2015–2025
- Draft Waste and Circular Economy Strategy 2026-2036



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: Infrastructure Services	Indicators	Target	Reporting Frequency
	Increase percentage of Council's EV and/or hybrid passenger fleet annually	40% by 2027 60% by 2028 80% by 2029 100% by 2030	Yearly
	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 and Sustainability	Indicators	Target	Reporting Frequency
	Tonnes of carbon emissions generated by Council operations	Reduce on previous year	Yearly
	Actions 2026/27	Target Date	Reporting Frequency
Deliver Net Zero Emissions - Maintain annual carbon neutral certification.		31/12/2026	Quarterly

Principal Activity	Key Performance Indicators & Actions		
<p>Parking & Asset Management - Plan, manage and maintain Council's parking infrastructure and community assets to ensure they are safe, accessible, well-maintained and aligned with agreed service levels and long-term asset lifecycle requirements.</p> <p>Responsible: Property, Assets and Services</p> <p><i>*This Principal Activity appears against other CSP outcomes</i></p>	Indicators	Target	Reporting Frequency
	Utilisation of Council's multi-level car parking facilities and services	Increase on same quarter previous year	Quarterly
	Actions 2026/27	Target Date	Reporting Frequency
<p>Car Park Strategy - Expansion of EV Charging Infrastructure - Complete an assessment of suitable locations for EV charging stations within Council MLC and on Street Parking and preparation of cost/benefit analysis reports.</p>		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		
<p>Catchment Management - Plan and manage Council's drainage infrastructure and flood risk management.</p> <p>Responsible: Environment and Sustainability</p>	Indicators	Target	Reporting Frequency
	Percentage of drainage service requests actioned within Service Level Agreement timeframes	85%	Quarterly
	Actions 2026/27	Target Date	Reporting Frequency
	Seawall Audit - Conduct a condition audit of seawalls along the tidal estuary between Parramatta CBD and Wentworth Point.	30/06/2028	Quarterly
	Reduce Flood Risk in City - Develop flood risk studies for Haslams Creek (Dec 2026) and Upper Devlins Creek (Jun 2027) and a flood risk management plan for the Parramatta River Catchment (Jun 2028).	30/06/2028	Quarterly
Ollie Webb Reserve Stormwater Harvesting and Reuse Project - Delivery infrastructure to harvest stormwater runoff for park irrigation and toilet flushing.	30/06/2028	Quarterly	
Coastal Management Plan (CMP) - Develop a Coastal Management Plan (CMP) for Inner Harbour (Parramatta & Lane Cove Rivers).	30/06/2028	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%	Yearly
Actions 2026/27			
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 options such as walking, cycling 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	85%	Yearly
Actions 2026/27			
Duck River Nature Trail  - Deliver 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	
Finlayson's Creek Regional Cycleway  - Deliver a regional pedestrian and cyclist path under Western Rail Line and up to Darcy Road, Westmead. Parramatta River.	31/07/2028	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 by promoting environmental stewardship for nature's benefit, the community's enjoyment and the City's identity.

Principal Activity	Key Performance Indicators & Actions		
Urban Forest - Public Trees - Manage Council's Urban Forest Public Trees. (Plan and deliver Council's public tree planting program, arboriculture maintenance and nursery management.) Responsible: City Assets	Indicators	Target	Reporting Frequency
	Amount of adopted tree planting budget spent	Within 10% variance to quarterly budget	Quarterly
Actions 2026/27			
Natural Areas - Manage Council's bushland reserves, natural waterways, contaminated land and biodiversity planning. Responsible: Environment and Sustainability	Indicators	Target	Reporting Frequency
Total area under active management	Area under active management to remain static	Yearly	
Actions 2026/27			
Nature Positive Plan - Update of current Biodiversity Strategy.	30/06/2028	Quarterly	

 Projects that include external funding

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

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.

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

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 education 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. Responsible: Waste and Cleansing	Indicators Percentage of CBD streets swept each day	Target ≥90%	Reporting Frequency Quarterly
	Percentage of Main town centre streets swept once per weekday	≥75%	Quarterly
	Percentage of Residential streets swept at least once within each 10-week service cycle	≥75%	Quarterly
	Main Town centres are pressure cleaned each quarter	≥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. Responsible: Waste and Cleansing	Indicators Missed bin service requests actioned within service level agreement	Target 90%	Reporting Frequency Quarterly
	Actions 2026/27 Roll out full FOGO residential waste contract - Implementation of hypercare education and support for FOGO Stage One households, and rollout of FOGO services to Stage Two multi-unit developments.	Target Date 30/12/2027	Reporting Frequency Quarterly
	Implementation of the Waste Strategy - Implementation of the 3 year action plan.	30/06/2029	Quarterly
	12-months review of new CRC and FOGO implementation - Review implementation of Community Recycling Centre and FOGO roll-outs, to support monitoring and refining of services being offered at the CRC, and identify future KPIs and targets.	30/04/2027	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. Responsible: City Strategic Planning	Indicators Percentage of environmental advice provided within required timeframe (21 days)	Target 85%	Reporting Frequency Yearly
	Actions 2026/27	Target Date	Reporting Frequency
	Deliver a Viable Tree Canopy Strategy - Deliver a viable Tree Canopy Strategy or a Tree Canopy Action Plan 26/27.	30/06/2027	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.



Photograph: Nikki Malvar

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
- Parramatta 2050



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 (annual target)	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 Percentage of budgeted and resourced Smart City & Innovation Strategy projects completed each financial year	Target 100%	Reporting Frequency Yearly
	Actions 2026/27	Target Date	Reporting Frequency
	Data Governance Framework - Prepare a data governance framework (Smart City & Innovation Strategy project).	31/12/2026	Quarterly
	Smart Infrastructure Guidelines - Develop Smart Infrastructure Guidelines for the CBD and major urban centres (Smart City & Innovation Strategy project).	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 - Deliver secure, reliable and contemporary ICT systems and infrastructure that underpin all Council operations, ensure business continuity and cyber resilience, support staff and users, and maintain Council's technology-based crime-prevention functions. Responsible: Information Communication and Technology	Indicators Percentage uptime of Council controlled community facing digital systems (websites and service portals), excluding external systems	Target 99.5% excluding scheduled maintenance	Reporting Frequency Quarterly
	Actions 2026/27	Target Date	Reporting Frequency
	Develop an AI Plan - Develop an AI Plan outlining AI governance, stakeholder participation, communications, usage, and pilot program.	31/12/2026	Quarterly

5.3 Parramatta is renowned for good governance, probity and sound decision-making.

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 - Provide business partnering, advice and support for Managers and staff, including workplace relations, engagement, talent acquisition and individual learning and organisational development. Responsible: People and Culture	Indicators Employee turnover rate	Target Turnover rate to be less than Local Government average	Reporting Frequency Yearly
	Workplace diversity - Percentage of Diversity Equity and Inclusion respondents that agree Council provides a workplace that is representative of diverse groups	>70%	Yearly
	Overall change to Staff Engagement Score for Council	Increase in percentage point from previous year	Yearly

People & Culture - Provide business partnering, advice and support for Managers and staff, including workplace relations, engagement, talent acquisition and individual learning and organisational development. Responsible: People and Culture	Actions 2026/27	Target Date	Reporting Frequency
	Succession & Talent Management Framework - Develop a robust Succession & Talent Management Framework for identified critical roles to identify and mitigate organisational risk.	30/09/2026	Quarterly
Governance - Maintain and strengthen Council's governance framework to ensure transparent and lawful decision-making, organisational accountability, ethical conduct and compliance with all legislative, policy and reporting obligations. Responsible: Governance, Legal and Risk	Indicators	Target	Reporting Frequency
	Percentage of formal GIPA applications completed within legislated response timeframes	100%	Yearly
Audit & Risk - Oversee Council's integrated audit and risk management functions by coordinating internal audits, maintaining the corporate risk register, supporting continuous improvement and ensuring effective oversight in line with statutory requirements. Responsible: Governance, Legal and Risk	Indicators	Target	Reporting Frequency
	Percentage of agreed internal audit recommendations implemented within the approved timeframes	≥90%	Yearly
Parking & Asset Management - Plan, manage and maintain Council's parking infrastructure and community assets to ensure they are safe, accessible, well-maintained and aligned with agreed service levels and long-term asset lifecycle requirements. Responsible: Property, Assets and Services <i>*This Principal Activity appears against other CSP outcomes</i>	Indicators	Target	Reporting Frequency
	Utilisation of Council's multi-level car parking facilities	Increase on same quarter previous year	Quarterly
	Actions 2026/27	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

Finance - Provide strategic financial management, forecasting, reporting and advisory services that support evidence-based decisions across the organisation and ensure Council's long-term financial sustainability. Responsible: Finance	Indicators	Target	Reporting Frequency
	Percentage of statutory financial plans and reports completed and submitted by their required deadlines	100%	Quarterly
	Variance between operating expenditure and operating revenue to achieve at least a balanced budget	>0%	Quarterly
	Percentage of total revenue sourced from grants and external contributions	<40%	Yearly
	Employee expenses as a percentage of operating revenue	<45%	Quarterly
	Operating Performance Ratio measuring Council's operating result relative to operating income (excluding capital items)	>0%	Quarterly
	Percentage of total revenue generated from Council's own sources (excluding grants and contributions)	>60%	Yearly

Strategic Property and Land Services - Lead the strategic management, development, leasing, acquisition and disposal of Council's property and land assets to maximise long-term community, environmental and economic value.	Indicators	Target	Reporting Frequency
Responsible: Property, Assets and Services	Regular update of Council's Land Register - Percentage of land register requirements under the Local Government Act 1993 updated and published on Council's website	100%	Bi Annual (Q2, Q4)
	Occupancy rate across Council-owned properties	≥95%	Bi Annual (Q2, Q4)
	Actions 2026/27	Target Date	Reporting Frequency
	Property Strategy - Development, & Optimisation Property Portfolio - Complete review and prepare redevelopment scenarios for Fennel St Car Park, Marion St Car Park, Wentworth St and Epping Car Park.	30/06/2027	Quarterly
Proactive Property and Asset Management - Delivery of a Property Management System - Deliver a Property Management System to optimise lease and licence management.		30/09/2026	Quarterly

Strategic Property and Land Services - Lead the strategic management, development, leasing, acquisition and disposal of Council's property and land assets to maximise long-term community, environmental and economic value.	Actions 2026/27	Target Date	Reporting Frequency
Responsible: Property, Assets and Services	Proactive Property and Asset Management - Implementation of a Property Management System - Implement the Property Management System and ensure engagement by conducting quarterly reviews and feedback sessions to support other team deliverables and finance forecasting.	31/07/2027	Quarterly
Leadership - Provides effective and responsible oversight and management of Council resourcing and delivery.	Indicators	Target	Reporting Frequency
Responsible: Executive Team	100% compliance with allocated annual budget for employee costs	YTD Actual vs Forecast/Original Budget variance ≥0%	Yearly
	Staff Engagement Survey - Percentage of post-survey action plan items completed	≥80%	Yearly

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		
	Indicators	Target	Reporting Frequency
Corporate Strategy — Deliver Integrated Planning & Reporting initiatives for Council Responsible: City Strategic Planning	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 Percentage of calls answered within 30 seconds	Target ≥80%	Reporting Frequency Quarterly
	Percentage of customers satisfied with Contact Centre	≥80%	Quarterly
	Actions 2026/27 Customer Service Experience Transformation - Deliver an improved customer experience and customer interfaces for the community.	Target Date 31/07/2027	Reporting Frequency Quarterly
	Customer Experience Transformation Plan: Implementation of Service Review recommendations - Commence implementation of Service Review actions as resolved by Council in June 2026.	TBD	Quarterly

Office of the Lord Mayor - ongoing engagement with the community in regards to civic governance. Responsible: Office of the Lord Mayor	Indicators	Target	Reporting Frequency
	Percentage of Council Meeting agendas published 5 days prior to a Council Meeting	100%	Quarterly
	Increased transparency of Council decisions	A maximum of 20% of Council reports to be considered in closed/confidential session	Quarterly
	Actions 2026/27	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 Community satisfaction rating with the opportunity to have your say on key issues affecting community	Target ≥3.21 (variations within +/- 0.03 are not considered materially significant)	Reporting Frequency 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: City Strategic Planning	Indicators Planning proposals (low/medium/high complexity) endorsed by Council for finalisation within 12/18/24 months	Target 80%	Reporting Frequency Quarterly
	Actions 2026/27		
Land Use Planning - Develop and maintain the City's land use planning framework including planning and assessment of growth precincts. Responsible: City Strategic Planning <i>*This Principal Activity appears against other CSP outcomes</i>	Indicators Number of strategies under active review to meet 7-year statutory timeframe for the review of the LSPS	Target ≥3	Reporting Frequency Yearly
	Actions 2026/27		
	South Parramatta Investigation Area - Finalise planning controls for South Parramatta Investigation Area.	Target Date 30/06/2027	Reporting Frequency Quarterly
	Local Strategic Planning Statement (LSPS) and associated studies - Proceed with preparing a new LSPS subject to direction from the State Government.	Target Date 30/06/2027	Reporting Frequency Quarterly
Harris Park & Rosehill Precinct - Undertake the relevant studies to inform a structure plan and planning proposal.	Target Date 30/06/2027	Reporting Frequency Quarterly	

Infrastructure Planning - Manage development contributions and planning agreements. Responsible: Infrastructure Planning and Design	Indicators Percentage of planning agreements that are compliant with milestone delivery timeframes	Target 90%	Reporting Frequency Yearly
	Percentage of external contributions enquiries resolved within five business days	Target 95%	Reporting Frequency Quarterly
	Actions 2026/27		
	Contributions Plans review - Review and update CBD & Outside CBD Contributions Plans.	Target Date 30/06/2027	Reporting Frequency Quarterly
City Projects - Provide built form design advice and review for planning proposals and development applications, including master planning. Responsible: City Design	Indicators Percentage of referrals processed within relevant required timeframes	Target ≥85%	Reporting Frequency Quarterly
	Actions 2026/27		
Design Excellence - Coordinate design review panels, design excellence competitions and design integrity advice. Responsible: City Design	Indicators Percentage of initial advice on design competition briefs within 21 days	Target ≥85%	Reporting Frequency Quarterly
	Actions 2026/27		
Development Assessment - Manage assessment of development applications, tree permits and other land-based certificates, pre-lodgement advice and local heritage fund allocations. Responsible: Development and Traffic Services	Indicators Average processing times for local and regional DAs as per the Ministerial Statement of Expectations Order	Target Local DAs FY26/27: ≤ 95 DAYS Regional DAs FY26/27: ≤250 DAYS	Reporting Frequency Yearly
	Actions 2026/27		

Strategic Design - Provide design advice on strategic projects and land use policy. Responsible: City Design	Indicators	Target	Reporting Frequency
	Percentage of initial advice provided within 21 days	≥85%	Yearly
	Actions 2026/27	Target Date	Reporting Frequency
Phase 2 - CBD Southern Precinct Master Plan - Prepare Phase 2 CBD Southern Precinct Masterplan for public exhibition.	30/06/2027	Quarterly	



Photograph: Simply 360

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

Principal Activity	Key Performance Indicators & Actions		
Infrastructure Design - Manage design and program for Council CBD, foreshore and active transport projects. Responsible: Infrastructure Planning and Design	Indicators	Target	Reporting Frequency
	Percentage of projects and updates tracking to schedule	75%	Quarterly
	Actions 2026/27	Target Date	Reporting Frequency
	Western Parramatta River and CBD Precinct Connections - Complete detailed design for tendering and construction of the works for new connections along and across the City River foreshore.	31/12/2026	Quarterly
	Civic Link - Block 3 - Manage funding agreements and design quality assurance through construction for Block 3 of the City Centre's civic link.	30/09/2027	Quarterly
	Parramatta CBD to Sydney CBD Cycleway - missing link - Complete detailed design for tendering and construction of the works for connecting the M4 shared path to the Carter Street precinct, including 3 bridges and Carter Street cycleway.	30/06/2027	Quarterly

Projects that include external funding

Infrastructure Design -	Actions 2026/27	Target Date	Reporting Frequency
Manage design and program for Council CBD, foreshore and active transport projects. Responsible: Infrastructure Planning and Design	Parramatta River - Parramatta to Sydney Foreshore Link - Subject to PSFL Tranche 2 funding, complete detailed design for tendering and construction of the works for Bennelong Parkway link east of Haslams Creek to Bicentennial Park.	31/12/2027	Quarterly
	Kleins Road Cycleway Stage 1 - Complete detailed design for tendering and construction of the works for Stage 1 from Burlington Memorial Park to Northmead Avenue, Northmead.	30/06/2027	Quarterly
	Bennelong Parkway Cycleway - As part of CoP Active Transport Program, manage Council's delivery of a new regional pedestrian and cyclist link and Bridge from Hill Road to east of Haslam's Creek. Parkway link east of Haslams Creek to Bicentennial Park.	31/12/2027	Quarterly
	Park Parade Walking and Cycling Path - As part of CoP Active Transport Program, manage Council's delivery of detailed designs for a new regional pedestrian and cyclist link along Park Parade.	30/06/2027	Quarterly

CBD Improvement Projects	Indicators	Target	Reporting Frequency
- Deliver projects to support the CBD by working with stakeholders to deliver public domain upgrades and connecting local business and organisations.	Percentage of assigned DPOP Project budgets delivered as scheduled	85%	Yearly
Responsible: Integrated Grants and Projects	Actions 2026/27	Target Date	Reporting Frequency
	Two-way conversion of Valentine Avenue and Wentworth Street streetscape - Two-way conversion of Valentine Ave and streetscape upgrade of Wentworth Street between Valentine Ave and Woodhouse Lane.	31/12/2027	Quarterly
	Parramatta Station Carpark Works - Upgrades to Parramatta Station Carpark to improve pedestrian connectivity and traffic flow.	31/12/2027	Quarterly
	CBD Church St Streetscape Upgrade - Streetscape upgrade along Church Street, Parramatta (between Argyle Street and Parkes Street / Great Western Highway).	30/06/2028	Quarterly

City Futures - Lead the City's strategic direction for advocacy and Council's global city vision. Responsible: City Strategic Planning <i>*This Principal Activity appears against other CSP outcomes</i>	Indicators	Target	Reporting Frequency
	The number of advocacy activities undertaken to pursue Parramatta 2050 objectives	≥10	Yearly
	Actions 2026/27	Target Date	Reporting Frequency
City of Parramatta Act - Scope program of work and potential inclusions for Act.	30/06/2027	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.

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.

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

Principal Activity	Key Performance Indicators & Actions		
Transport planning - Lead the City's Transport Strategy. Responsible: City Strategic Planning	Indicators	Target	Reporting Frequency
	Number of actions progressed to pursue Integrated Transport Strategy objectives	>3	Yearly
	Actions 2026/27	Target Date	Reporting Frequency
	Integrated Transport Strategy - Prepare Integrated Transport Strategy.	31/12/2026	Quarterly
	Parramatta CBD Pedestrian Strategy Review - Undertake a review of the Parramatta CBD Pedestrian Strategy.	31/12/2026	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 Council responses to NSW Government design packages and correspondence provided within interface agreement timeframe	90%	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 2026/27	Target Date	Reporting Frequency
	Traffic Safety Initiatives - Deliver various traffic safety initiatives funded through grant programs and other funding sources.	30/06/2027	Quarterly
	Epping Town Centre Traffic & Transport Study - Complete a traffic and transport study for the Epping Masterplan Area.	30/06/2027	Quarterly
	Toongabbie Intersections Upgrade - Constructions Stage - Construction of Toongabbie Intersections Upgrade, subject to approval of a grant application.	30/06/2028	Quarterly



Photograph: Transport for NSW

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[@cityofparramatta](https://www.facebook.com/cityofparramatta)
[City of Parramatta](https://www.youtube.com/channel/UC11111111111111111111)

📞 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 بـ TIS 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।

**Delivery Program
2025–2029
Year 2**

Operational Plan 2026/27



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