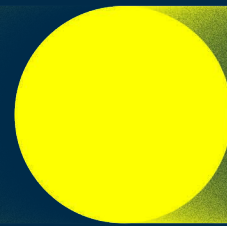
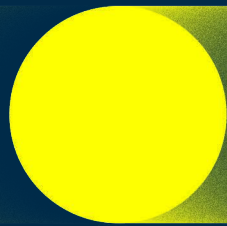
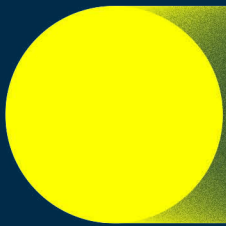
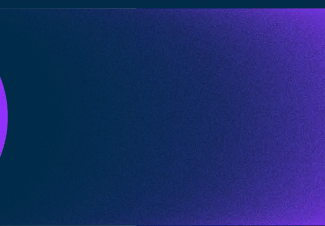
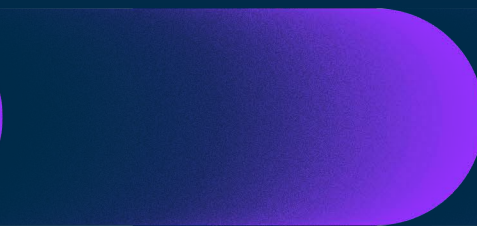
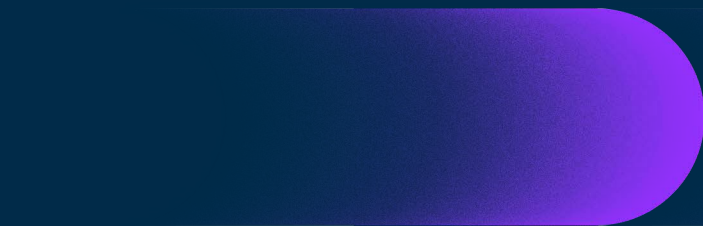
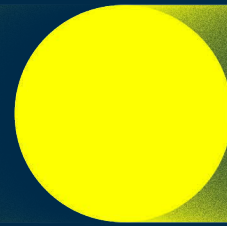
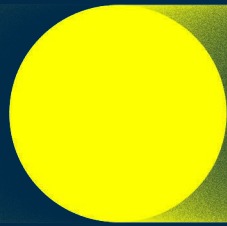
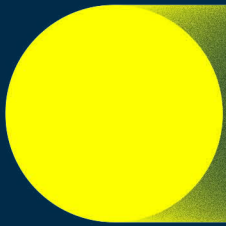


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**DRAFT**

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**Resourcing  
Strategy  
2026**



**CITY OF  
PARRAMATTA**

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# Recognition of and 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, peoples of the oldest continuous living culture in the world.

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

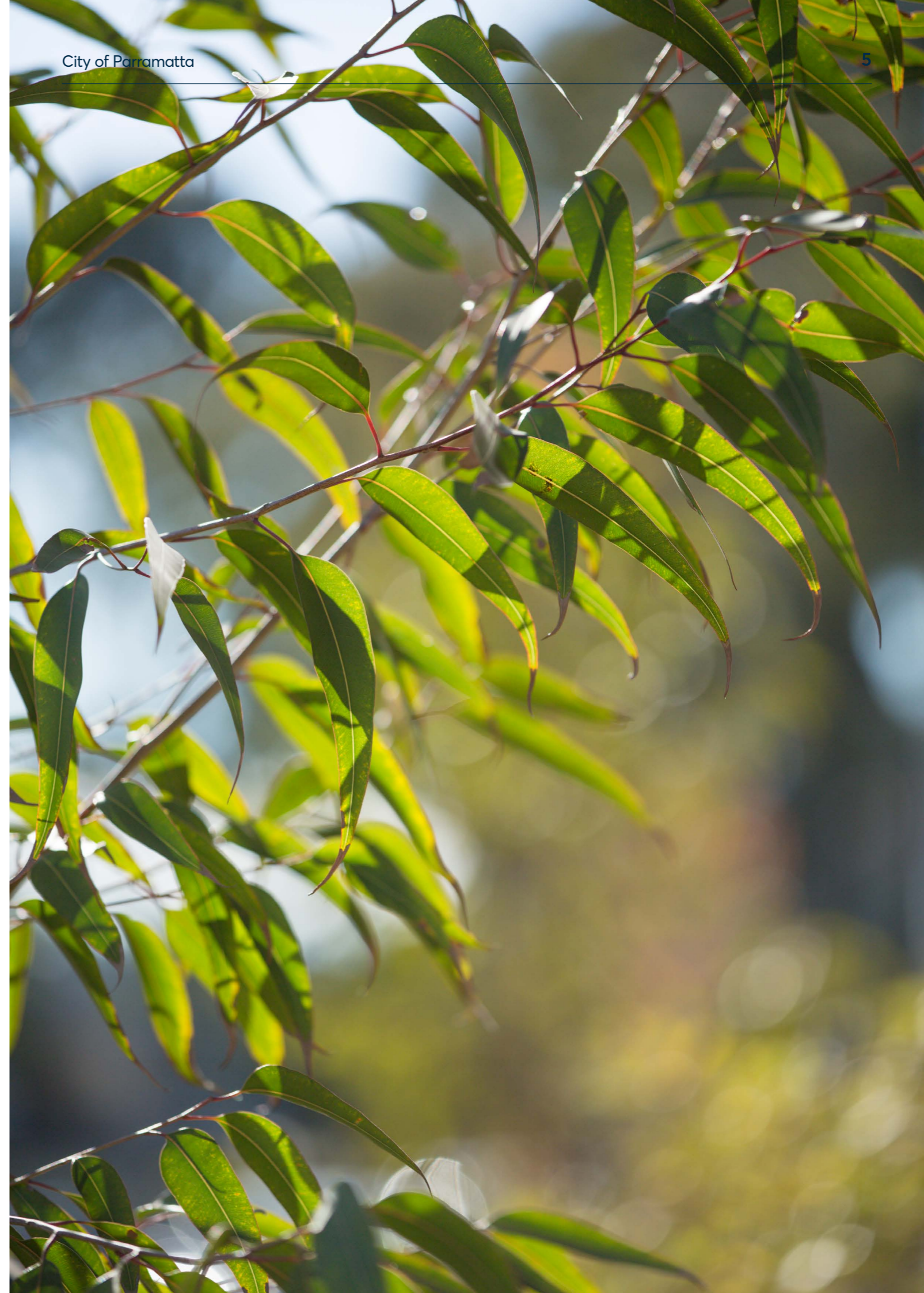
As a community, we can learn from the resilience and community spirit of First Nations People to best ensure a sustainable city for all. Parramatta has always been an important meeting place for the First Nations People, particularly the Parramatta River, which has provided life and vitality since the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

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

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

At City of Parramatta, we aspire to a future where the cultures, histories and rights of all First Nations People are understood, recognised, and respected by all Australians. City of Parramatta is committed to playing an active role in making this future a reality. City of Parramatta is proud to acknowledge the ongoing stewardship of Country by Dharug and other First Nations People and to celebrate their enduring wisdom, strength, and resilience.

**Always Was, Always Will Be, Aboriginal Land.**



# Introduction

**The Resourcing Strategy provides a roadmap to meet our City's changing needs in the most efficient and affordable way. It summarises Council's response to how we will prioritise and allocate the resources necessary to deliver the vision and priorities set out in our Community Strategic Plan (CSP).**

The CSP provides a framework and platform to articulate the long-term vision of the Community. It identifies key outcomes and priorities areas, strategic actions and Council's role in achieving this vision.

The Delivery Program outlines what priorities and commitments Council will focus on within the four-year Council term to assist in achieving the long-term vision of the CSP. The Operational Plan details specific projects, activities and budget information that will allow Council to achieve the delivery program and progress the commitments in the CSP.

Integral to achieving these strategic goals and commitments is the ability to effectively resource our services, projects, partnerships and advocacy initiatives. The Resourcing strategy has a ten-year life span and is made up of three integrated components:

- Asset Management planning
- Long-term Financial planning
- Workforce Management planning

Each component includes key actions and performance targets to ensure the financial and strategic position of the City is continually improving and sustainable. It takes into consideration both Council's current and future capacity to deliver.

The Resourcing Strategy was adopted in June 2025, aligned with the refreshed Community Strategic Plan 2025-2050, Delivery Program 2025-2029 and Operational Plan 2025/26. It has since been reviewed to ensure it remains current and appropriate for 2026/27 and beyond.



# Integrated Planning and Reporting

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

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

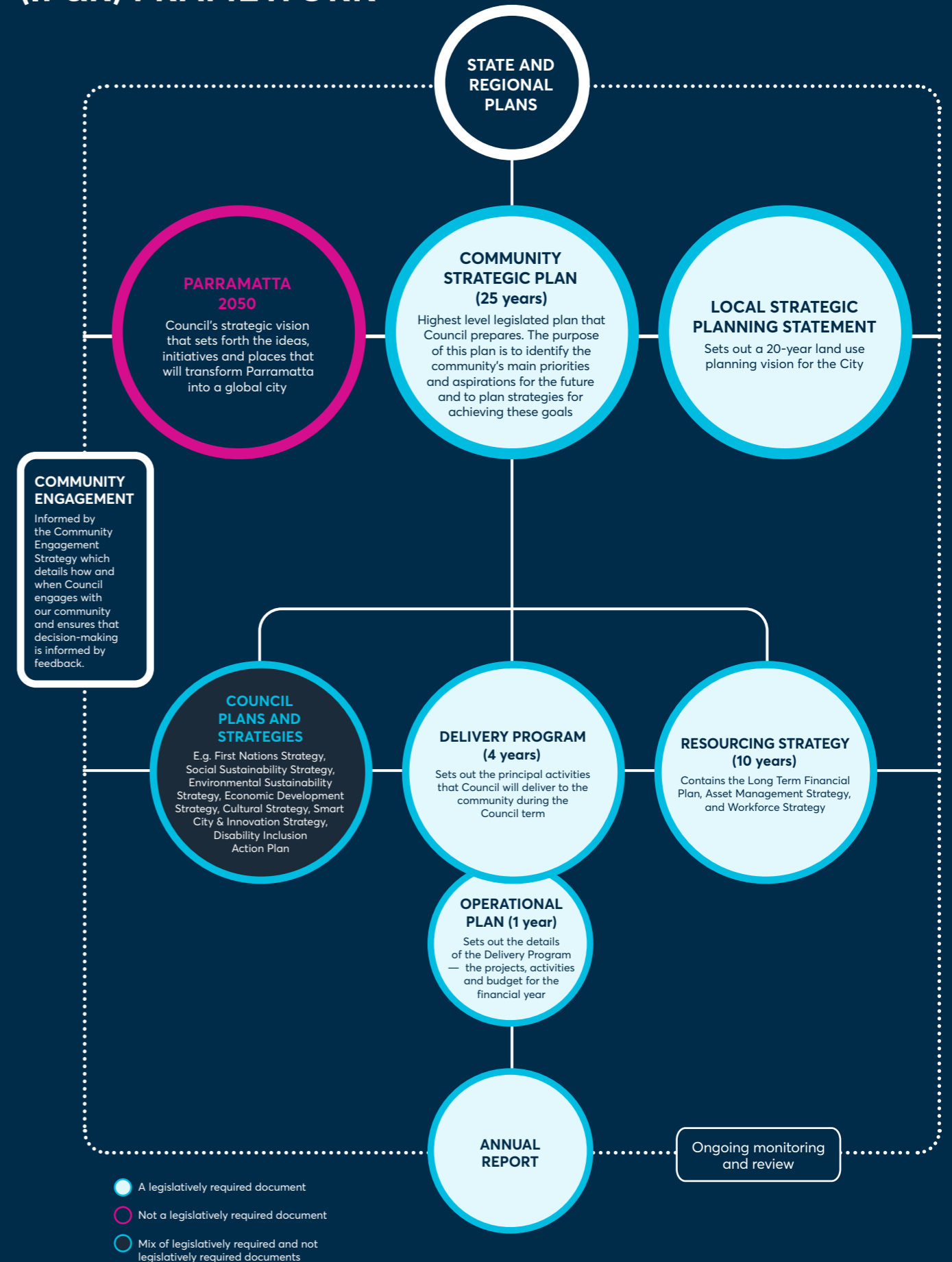
There are set timeframes for reviewing and reporting progress for each key IP&R documents. Council reviews the Resourcing Strategy each year to ensure we remain responsive and flexible in a changing environment. A full and comprehensive review of the Resourcing Strategy is carried out every four years as part of the review of the Community Strategic Plan.

Councils are required to prepare Quarterly Budget Review Statements (QBRS). The QBRS present a summary of the council's financial position at the end of each quarter. It is the mechanism whereby the Councillors and community are informed of Council's progress against the Operational Plan and the last revised budget along with recommended changes and reasons for major variances.

Council also provides progress reports on principal activities in the Delivery Program, at least every six months and an annual report highlighting Council's achievements in implementing its Delivery Program, along with a financial summary of key income and expenditure areas for the financial year, and an asset report. At the end of each Council term the State of our City report provides an update on the Council's progress on the CSP commitments throughout the Council.

These reports are made publicly available on our website in various accessible formats.

## INTEGRATED PLANNING & REPORTING (IP&R) FRAMEWORK



# Strategic Outlook

This Resourcing Strategy has been developed to support the implementation of the Community Strategic Plan 2025-2050 and its key actions and outcomes.

**We all belong**

A diverse, creative, inclusive and inspiring city.

**We put people first**

An equitable and socially connected city.

**We are an economic powerhouse**

A prosperous, productive and ambitious city.

**We nurture our environment**

A regenerative and resilient city.

**We are future focused**

A leading and forward-thinking city.

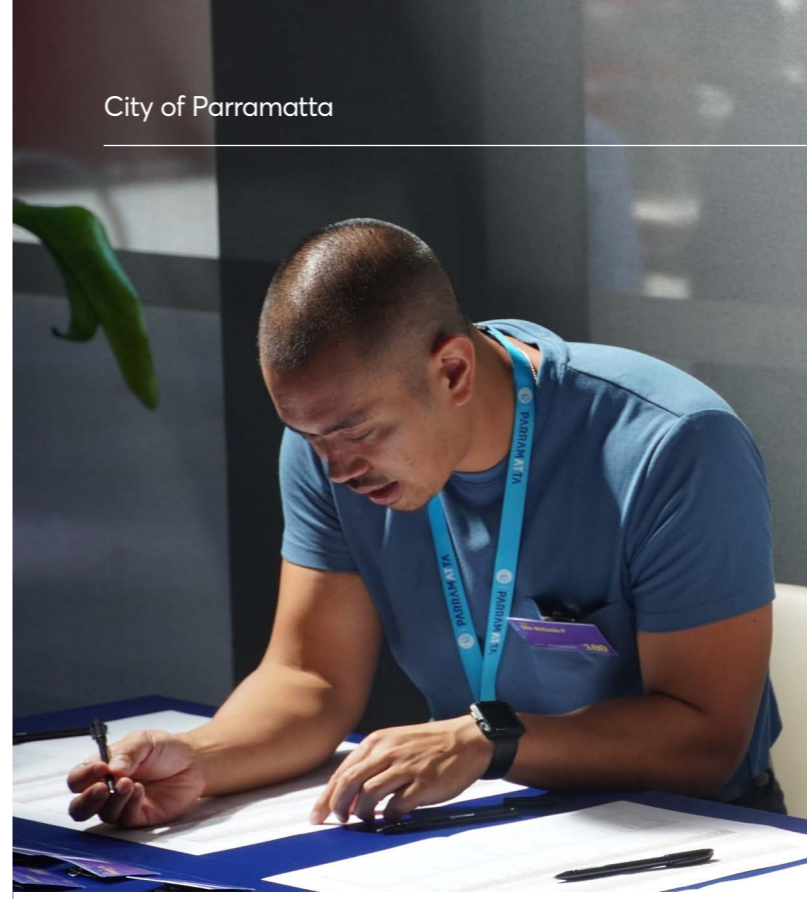
# Community Engagement

Council has undertaken extensive engagement to inform the Community Strategic Plan 2025-2050, the Resourcing Strategy, and four-year Delivery Program 2025-2029.

Community engagement allows our community to be involved in the decision-making process. For Council, it provides the opportunity to understand varied points of view and gather comprehensive information to make better decisions and deliver better services.

The below timeline details external engagement that has informed the development of these strategies and plans:

- **August – October 2023:** Strategies engagement (Social Sustainability Strategy 2024–2033, Draft Economic Development Strategy, Environmental Sustainability Strategy 2024–2033 and Smart City & Innovation Strategy 2024–2033) - engaged with 1,189 participants.
- **March – June 2024:** Parramatta 2050 engagement - engaged with 1,217 participants.
- **October 2024:** Community Strategic Plan engagement - across the four nights of Parramatta Lanes - engaged with 663 participants.
- **November 2024:** Community Strategic Plan engagement - Council held the 100 Forum at Parramatta Town Hall with 96 participants.
- **November – December 2024:** Community Strategic Plan engagement - Council hosted 6 pop-ups in Epping, Telopea, Harris Park, Wentworth Point, Constitution Hill and Carlingford and engaged with 357 participants.
- **May – June 2025:** Community Strategic Plan engagement - Public exhibition of refreshed IP&R documents. Campaign featured 6 ward-based pop-ups engaging 370 people, and received 89 online and email submissions.



# Asset Management Strategy

The Asset Management Strategy includes the Asset Management Policy and plans and sets out the broad framework and key principles for undertaking structured and coordinated asset management over the next ten years.

It also looks at the main challenges we may face when delivering assets over the next ten years and takes into consideration our community's expectations around acceptable levels of service.

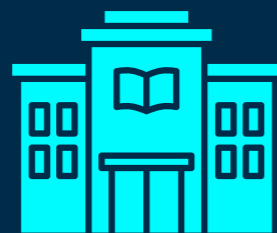
The asset groups covered by this strategy include:

- Buildings
- Road Infrastructure
- Parks and Open Space
- Stormwater

## BUILDING & PROPERTY

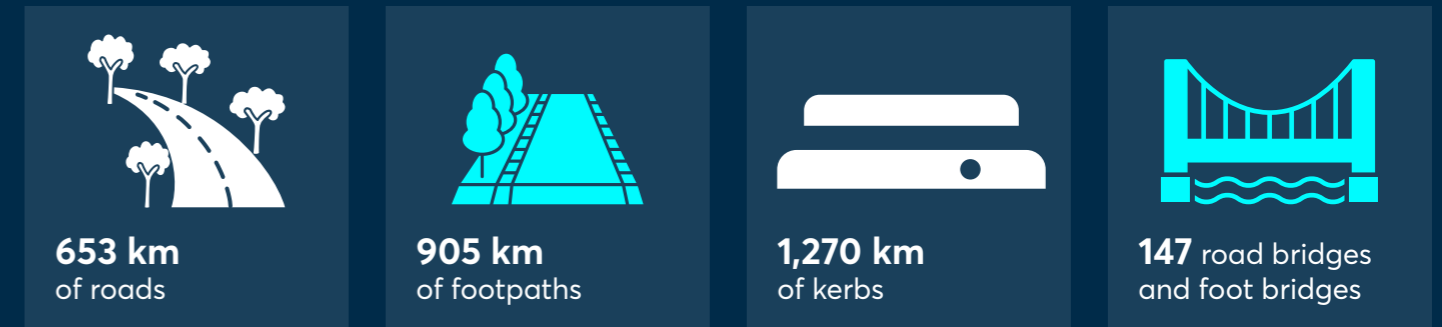
Council's property assets are valued at **\$707 million**. They include various types of buildings and functions:

- Affordable Housing
- Amenities Buildings
- Aquatic Centres
- Car Parks
- Community Centres, Community Halls & Meeting Rooms
- Community Hubs
- Council Offices
- Depots, Storage Sheds, Workshops
- Early Childhood Education
- Emergency Services
- Girl Guide & Scout Halls
- Health Medical Centres
- Heritage Assets
- Leased Sports Facilities
- Libraries
- Residences, Shops
- Riverside Theatres
- Sports Pavilion, Amenities, Club Houses, Grandstands



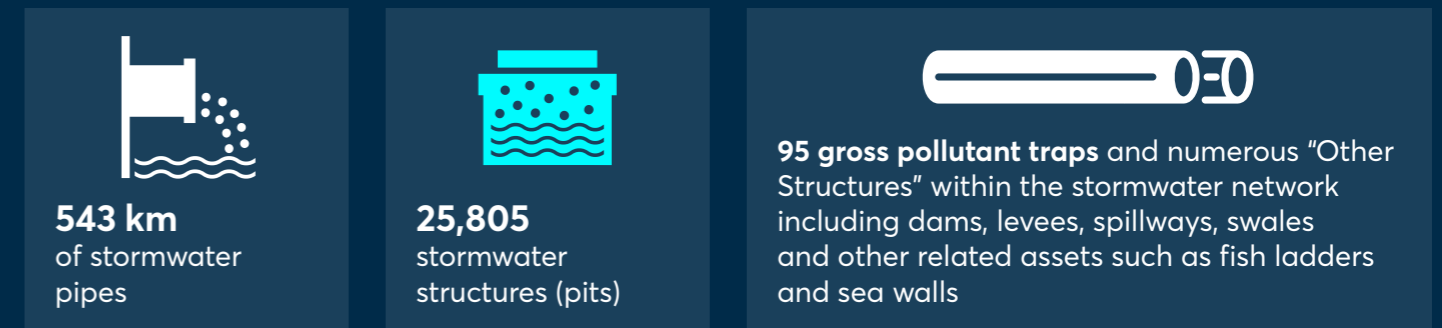
## ROAD INFRASTRUCTURE

Council's road infrastructure assets are valued at **\$2.09 billion**. They include:



## STORMWATER

Council's drainage assets are valued at **\$887 million**. They include:



## PARKS AND OPEN SPACE

Council's parks and open space assets are valued at **\$155 million**. They include:



**Council is committed to managing, upgrading, and acquiring assets for the community within its financial capacity, while ensuring these assets are managed to meet the strategic direction of Council and the community.**

Both the Asset Management Strategy (AMS) and the Asset Management Plans (AMPs) have been prepared in accordance with the International Infrastructure Management Manual (IIMM) and the Institute of Public Works Engineering Australasia (IPWEA) National Asset Management Strategy (NAMS) guidelines. Development of an asset management strategy and plans for council infrastructure assets is a mandatory requirement for NSW local government.

The key findings for each asset class are included in the asset management plans and are covered in a concise but detailed manner depending on the criticality of the asset type.

Different assets present different challenges in terms of maintenance, risks and life cycle management. As assets age and deteriorate, the cost of maintaining them increases. All assets are managed according to Council's Asset Management Policy, which aims to deliver the levels of service required by our community, now and in the future, in a cost effective and sustainable manner.

**Council's Asset Portfolio**

The table below provides a snapshot of Council's Asset Portfolio.

**ASSET VALUE**

**Table 1: Major Asset Class Values and Replacement Cost**

Major Asset Class	Gross Replacement Cost (GRC)	Written Down Value (WDV)	Annual Depreciation Expense (ADE)
Roads Infrastructure	\$2,098,151,904	\$1,488,932,600	\$28,205,000
Buildings & Aquatic Centre	\$707,183,184	\$569,338,574	\$17,125,901
Stormwater & Catchment	\$887,286,444	\$614,683,944	\$8,015,000
Parks & Open Space	\$155,096,595	\$99,700,884	\$5,765,000
<b>Total</b>	<b>\$3,847,718,127</b>	<b>\$2,772,656,002</b>	<b>\$59,110,901</b>

**CONDITION**

**Table 2: Major Asset Class - Conditions**

Major Asset Class	Asset Condition (% GRC)				
	Very Good	Good	Fair	Poor	Very Poor
Roads Infrastructure	10.4%	47.2%	33.8%	7.3%	1.3%
Buildings & Aquatic Centre	58.7%	18.8%	20.6%	2.0%	0.0%
Stormwater & Catchment	36.0%	58.0%	3.0%	3.0%	0.0%
Parks & Open Space	42.3%	24.3%	17.8%	11.9%	3.7%
<b>Total</b>	<b>26.4%</b>	<b>43.6%</b>	<b>23.6%</b>	<b>5.5%</b>	<b>0.8%</b>



# Long-Term Financial Plan

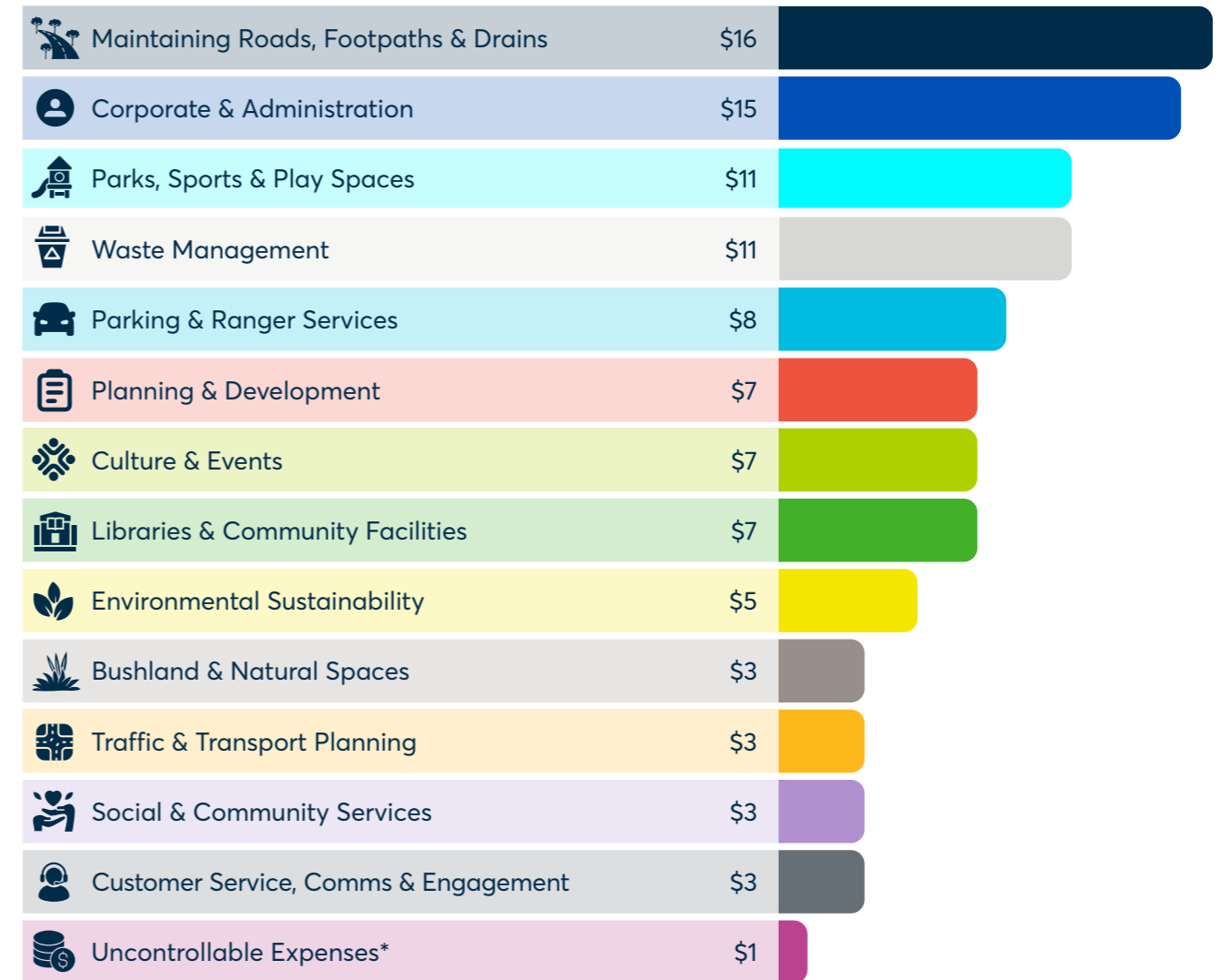
The Long-Term Financial Plan (LTFP) is a strategic decision-making tool that aligns community aspirations with financial realities. It guides planning, supports risk management, and enables early identification of financial issues. Its objective is to express Council's proposed activities in financial terms over the short, medium, and long term, providing a sound basis for strategic decisions and future actions.

Specific objectives of the LTFP are to:

- Reflect the financial position based on the current service levels
- Provide a financial plan that can predict cost and future outcomes
- Reflect the impact of current service levels on our financial sustainability
- Guide our future operational plan and Council ability to invest in new services

This plan supports Council's policy of financial sustainability and infrastructure renewal in line with the Asset Management Plan. Renewal is guided by asset condition, characteristics, and service criticality. The LTFP addresses funding challenges, rising maintenance and depreciation costs, contributions to new assets, developer inputs, and major facility upgrades.

For every \$100 spent in the 2026/27 financial year Council will deliver:



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

In addition to its core services, Council is delivering major projects to support a growing and diverse community. These initiatives are expected to deliver significant and lasting benefits for residents, supported by a substantial investment that Council will manage responsibly and carefully.

Council has developed two resourcing scenarios to strengthen sustainable leadership, better respond to community needs, and make the most of emerging opportunities, while proactively managing risks.

These scenarios provide a clear basis for discussing the financial implications of the Community Strategic Plan and support Councillors to confidently shape the Delivery Program.

The two scenarios modelled were:

#### SCENARIO 1

**To provide a level of service driven by existing budget allocation.**

This scenario assumes significant savings to achieve a balanced operating position over the life of the Plan. While financially conservative, it is not recommended, as it would:

- materially impact service delivery;
- increase asset renewal backlogs;
- elevate statutory and operational risk; and
- adversely affect community outcomes.

#### SCENARIO 2

**Allocate funding to meet the desired levels of service agreed with the community.**

Under this scenario, Council allocates funding to deliver the levels of service agreed with the community through the Community Strategic Plan and supporting engagement processes.

This is the recommended approach, which prioritises maintaining broadly current service levels across Council's asset and service portfolio, recognising community expectations and statutory obligations.



# Workforce Management Strategy

The Workforce Management Strategy (WMS) takes a long-term view of Council's workforce needs. It aims to ensure Council's workforce is well resourced and structured, with the capacity to respond to and deliver the commitments defined in the CSP. It sets out our organisational needs, forward planning and resourcing requirements.

Key trends and emerging issues considered in the development of our WMS include:

- an increase in resident population;
- difficulty attracting and retaining niche and/or in-demand skills;
- identifying future skill requirements not yet known;
- knowledge loss when employees resign or retire;
- increasing workloads;
- balancing the work-life needs of the workforce; and
- improving Council's capacity for change.

A snapshot of our current workforce at City of Parramatta

## WORKFORCE

1,441 Employees

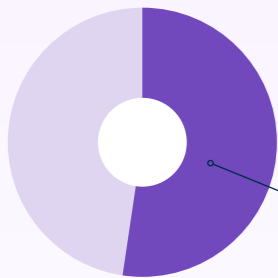
1,162 Full-time and Part-time

279 Casuals

Over 400 Volunteers



7yrs  
Average Tenure



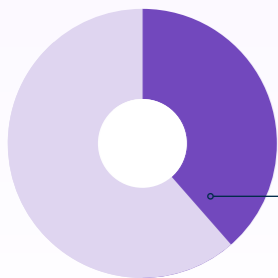
53% of our workforce is female, non-binary or non-specific



14,665 Job applicants last year  
more than 61,000 since 2022



44yrs  
Average Age



38% of our Executive Team are female



12.2%  
Staff Turnover

Data provided as at 31 December 2025 (or relevant to the period from 01/01/2025–31/12/2025)

Forecasting the funds required to accommodate a growing workforce is a constant challenge. Workforce costs are not limited to employment costs; they include operating expenses and resources, as well as upgrades to systems, procedures and software.

The key strategic objectives outlined in our WMS include:

### Strategic Objective 1

Build leadership capabilities across all levels of the organisation including emerging leaders

### Strategic Objective 4

Consistently increase organisation-wide engagement to achieve high performing teams

### Strategic Objective 2

Attract and support an ever-changing and diverse employee group, ensuring frameworks are established to retain staff in the job market

### Strategic Objective 5

Create a proactive safety and risk culture which is at the forefront of all day-to-day activities

### Strategic Objective 3

Invest in our talent and ensure clear pathways are available for succession


### Strategic Objective 6

Create a sustainable workplace that meets the needs of our people and is progressive in its outlook

City of Parramatta is also initiating major internal changes to prepare for future workforce needs. This includes:

- Continuing to optimise hybrid working which focuses on an individual's version of work;
- Agile organisation structures;
- Process efficiencies via innovative technology;
- Continuous improvement through diversity and collaboration; and
- A focus on safety and wellbeing.

The extraordinary growth in our LGA will be both rewarding and challenging. To meet the challenges and capitalise on opportunities, we must have the right workforce in place with the required skills and capabilities. This will ensure that we continue to effectively and proficiently provide for our community.

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<b>Web:</b>	<a href="http://cityofparramatta.nsw.gov.au">cityofparramatta.nsw.gov.au</a>
<b>Social:</b>	<a href="#">@cityofparramatta</a> <a href="#">@cityofparramatta</a>  <b>City of Parramatta</b>

**📞 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।

# Resourcing Strategy 2026



[cityofparramatta.nsw.gov.au](http://cityofparramatta.nsw.gov.au)