

SOCIALLY SUSTAINABLE PARRAMATTA FRAMEWORK

DRAFT



SHARING THE BENEFITS
OF GROWTH FOR ALL



CITY OF
PARRAMATTA

WELCOME

DRAFT SOCIALLY SUSTAINABLE PARRAMATTA FRAMEWORK

The draft Socially Sustainable Parramatta Framework is the City of Parramatta Council's draft framework for advancing social sustainability in our local government area.

This draft Framework sets out a new way of working for City of Parramatta Council which puts people first, and identifies some specific ways that the benefits of growth can be shared equitably for all people. This draft Framework applies to our unique and diverse neighbourhoods as well as our CBD.

Your Involvement

We need your thoughts and feedback to take this draft Framework to the next stage.

Until 8 May 2017, this draft Framework will be on public exhibition. We want to hear your ideas on how we can strengthen our community and work together to create a more socially sustainable City of Parramatta.

Next steps

Information on how to make a submission can be found on page 62. Following your feedback, we will revise this draft and prepare a final document for City of Parramatta Council to consider by July 2017.





**YOU CAN
READ THE
BACKGROUND
REPORT THAT
SUPPORTS
THIS DRAFT
FRAMEWORK
ON COUNCIL'S
WEBSITE.**

BACKGROUND REPORT

SOCIALLY SUSTAINABLE
PARRAMATTA FRAMEWORK

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PARRAMATTA



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City of Parramatta Council acknowledges the Traditional Owners of the land and waters of Parramatta, the Darug peoples. Parramatta has been home to the Darug peoples for over 60,000 years, and they maintain an ongoing connection to Country.

We know that Aboriginal people are the first people of our country, and that for thousands of generations they managed and nurtured the land and waters. Even with the disastrous impacts of colonisation, Aboriginal and Torres Strait Islander people played 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.

We can learn from their resilience and community strength to ensure a socially sustainable future for all people in our City.

Parramatta has always been an important meeting place for Aboriginal peoples, in particular, the Parramatta River. City of Parramatta Council also recognises the significance of this area for all Aboriginal and Torres Strait Islander peoples as a site of early contact between Aboriginal and Torres Strait Islander people and European colonialists. This contact included unjust and draconian policies towards Aboriginal and Torres Strait Islander peoples, and there are many places of sorrow for Aboriginal and Torres Strait Islander people in our City.

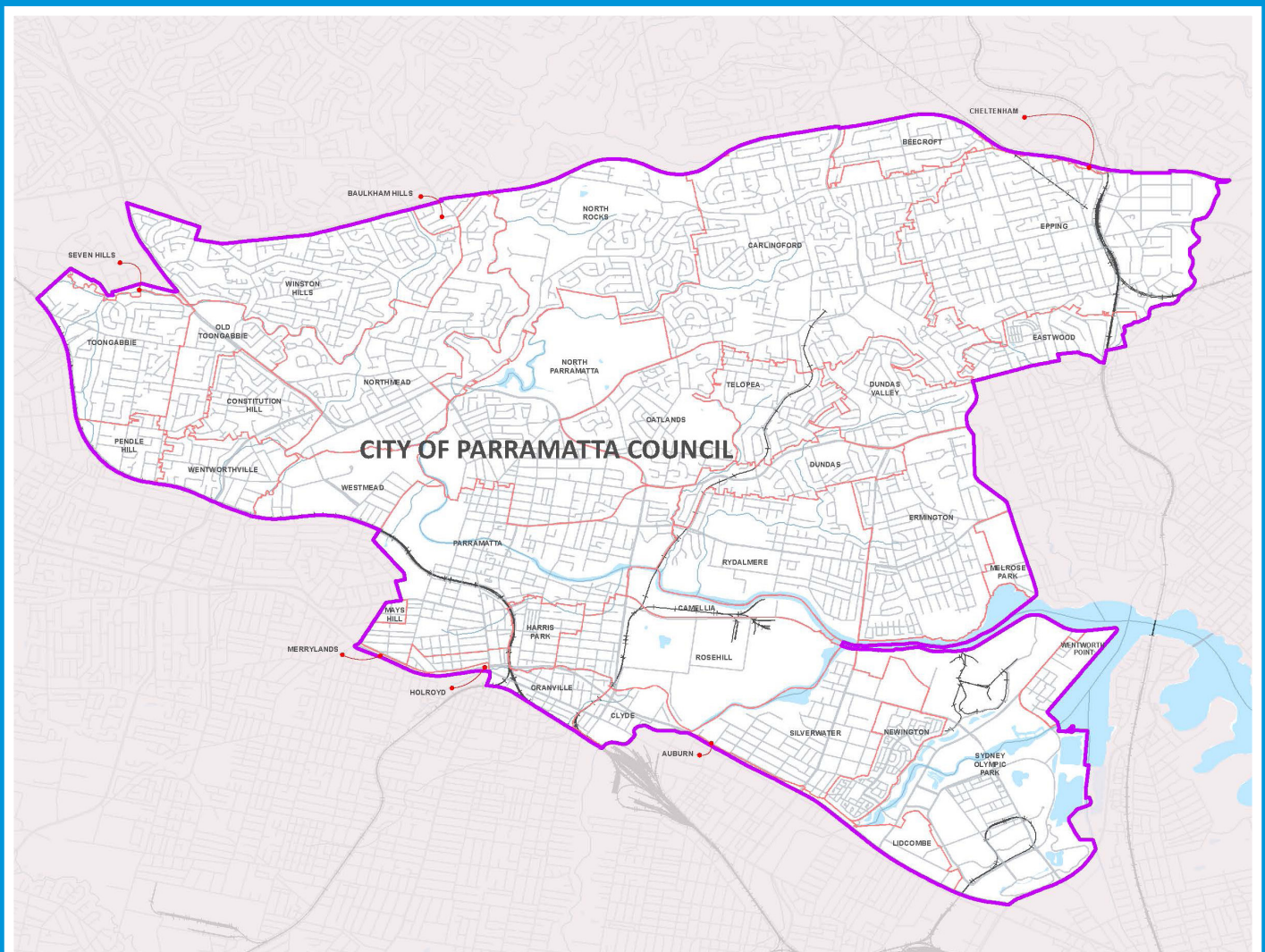
Today, we are proud to acknowledge the survival of Aboriginal and Torres Strait Islander peoples and Parramatta remains an important meeting place for Aboriginal and Torres Strait Islander peoples from throughout Australia.

In 2011, the City of Parramatta had an Aboriginal and Torres Strait Islander population of 1,577 or 0.8% of the total population. 700 Aboriginal and Torres Strait Islander people travel to the City each day, and 20,000 come from across Western Sydney to use services and facilities in the City of Parramatta.

Western Sydney has the largest Aboriginal and Torres Strait Islander population of any region in Australia.

The City of Parramatta Council is committed to the process of Reconciliation and to ensuring Parramatta remains a place of choice to live, work and play for Aboriginal and Torres Strait Islander peoples.

The City of Parramatta's Reconciliation Action Plan is currently being developed, and will be available for review in 2017.



INTRODUCTION

THE CITY OF PARRAMATTA IS TRANSFORMING

Major urban renewal is changing the area from a low-scale, suburban centre to Sydney's central city; the centre of services, infrastructure and employment for Western Sydney, where more than half of Sydney's population live.

The pace and scope of change is unprecedented in the City of Parramatta. In twenty years, an additional 152,057 people will live in our City, increasing the population from 245,282 residents in 2017 to 397,339 residents in 2036.¹

By 2021, it is expected that the City's economic growth rate will nearly double from 2.4% to 4.6% per annum, and more than \$10 billion will be invested in constructing light rail, hospitals, schools, universities, a museum, a sports stadium, roads and new public spaces.² The intensity of growth and investment in the City of Parramatta will create many opportunities for a new and more diverse mix of high quality housing, jobs and infrastructure in a liveable, productive and sustainable City.

We want everyone in our community to benefit from our City's growth and prosperity.

The City of Parramatta needs a Social Sustainability Framework. Many community members face barriers to participating fully in Parramatta's bright future. Some of these barriers include income inequality, high youth unemployment, digital exclusion, lack of access to green and open space, high housing costs, poor physical and mental health status and behaviours and poor early childhood development outcomes. These issues can negatively impact individual and community wellbeing across the city, and may be amplified if high density urban renewal and other changes in our neighbourhoods are not planned for sustainably.

We recognise that now is the time to take significant strides to shape a future for our City that all people can share in. Over the next decade, Parramatta's challenge will be: how can we, the community and the City of Parramatta Council, co-create a City that is liveable for all people, including those who are more vulnerable?

We believe that the answer is to put social sustainability at the heart of our City, and everything that we do. Cities that are committed to social sustainability are stronger, more resilient, more productive, more sustainable and more liveable places where all people can thrive.

CITY OF PARRAMATTA COUNCIL HAS A LEADING ROLE TO PLAY

We are inspired by our communities.

As the custodian of our City, we work with, support and listen to our community every day.

Across the City, we embrace a leadership culture where the voice of every individual in our community is heard and valued. Every member of our community can contribute to social sustainability.

As a Council, we are in a privileged position to understand and address the unique challenges and strengths of the people who live, work, and visit the City of Parramatta.

As the local government for Sydney's Central City, Council is well-placed to be a vocal advocate for our neighbourhoods, our City, and for Western Sydney as a whole.

Working with our community, Council can and should act boldly to build on our community's strengths and tackle our shared challenges.

By implementing the Socially Sustainable Parramatta Framework, and ensuring that the actions of the Community Strategic Plan, Cultural Plan, Economic Development Plan and Environment Sustainability Strategy build Council's capacity to improve social sustainability; we can be a role model for the change and leadership we want to see in our community.

For more information about Council's documents visit: cityofparramatta.nsw.gov.au

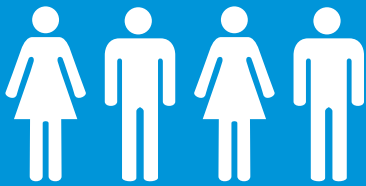
The Socially Sustainable Parramatta Framework provides Council's overarching objective for people. We want to champion an integrated approach. The Framework will inform the development of the forthcoming Community Strategic Plan, and will influence the development of Operational Plans.



CITY OF PARRAMATTA'S PEOPLE: NOW

IF THE CITY OF PARRAMATTA WERE A COMMUNITY OF 100 PEOPLE, THERE WOULD BE:

50 MEN AND
50 WOMEN



01 ABORIGINAL OR
TORRES STRAIT
ISLANDER PERSON

45 PEOPLE BORN
OVERSEAS

46 PEOPLE SPEAKING
A LANGUAGE
OTHER THAN
ENGLISH

08 PEOPLE BORN
IN INDIA

08 PEOPLE BORN
IN CHINA

08 PEOPLE BORN IN
SOUTH KOREA

23 PEOPLE WHO
PRACTICE
ROMAN CATHOLICISM

12 PEOPLE WHO
PRACTICE
ANGLICANISM

08 PEOPLE WHO
PRACTICE
HINDUISM

04 PEOPLE WHO
PRACTICE ISLAM

04 PEOPLE WHO
PRACTICE
BUDDHISM

22 PEOPLE UNDER
THE AGE OF 18

63 PEOPLE BETWEEN
THE AGES OF 18-59

17 PEOPLE OVER
THE AGE OF 60

36 HOUSEHOLDS ARE
COUPLES WITH
CHILDREN

21 PEOPLE LIVE
ALONE

01 PERSON IN A SAME
SEX RELATIONSHIP
(AT LEAST)⁴

27 PEOPLE LIVING IN
HIGH DENSITY

52 PEOPLE LIVING
IN A HOUSE

27 PEOPLE WHO
FULLY OWN THEIR
OWN HOUSE

32 PEOPLE WITH
A MORTGAGE

28 PEOPLE
RENTING

06 PEOPLE WHO LIVE IN
SOCIAL HOUSING

04 PEOPLE WHO WALK
TO WORK

58 PEOPLE WHO
TRAVEL TO
WORK BY CAR

24 PEOPLE WHO
TRAVEL TO
WORK ON PUBLIC
TRANSPORT

15 PEOPLE FROM A LOW
INCOME HOUSEHOLD
(<\$600 PER WEEK)

22 PEOPLE FROM A HIGH
INCOME HOUSEHOLD
(>\$2,500 PER WEEK)

07 PEOPLE WHO ARE
UNEMPLOYED

07 PEOPLE AGED 15-24
YEARS WHO ARE
NOT EMPLOYED OR
IN EDUCATION

13 PEOPLE WHO DON'T
HAVE AN INTERNET
CONNECTION
AT HOME

04 PEOPLE THAT NEED
ASSISTANCE WITH
DAILY LIVING DUE TO
A DISABILITY

16 PEOPLE WHO
VOLUNTEER

All data has been sourced
from the 2011 Census, unless
otherwise stated.



CITY OF PARRAMATTA'S PEOPLE: FUTURE

What will our community look like in the future?

WE WILL BE YOUNG AND FAST GROWING.

- In 2021, 277,330 people will live in the City of Parramatta.
- In 2021, 20.2% of the population will be under 18 years (+ 13,588 people between 2011-2021)

WE WILL BE DIVERSE.

- Parramatta and Western Sydney will continue to be a centre of immigration for Australia, and a place where migrants are likely to settle.

WE WILL BE ESTABLISHED AND FAMILY ORIENTED.

- In 2021, 33.6% of families are expected to be couples with children (+7,886 families between 2011-2021)
- Average household size is expected to be 2.66 persons per dwelling in 2021.

WE WILL BE PROSPEROUS, BUT THERE WILL BE INCOME INEQUALITY.

- By 2021, an estimated 22, 000 additional people will be working in Parramatta
- Parramatta's economic growth is anticipated to almost double from 2.4% per annum to 4.6% per annum between 2016-2021.

WE WILL HAVE VULNERABLE COMMUNITIES THAT NEED SUPPORT.

- Inequality across Australia has risen over the past 20 years. The share of wealth and income going to the richest 20% has risen over the past 20 years, while the share going to the lowest 20% has decreased.⁵
- City of Parramatta is a regional centre for health infrastructure (with a focus on the Westmead precinct) and justice-related services (including the federal police, several major courts and correctional facilities).

OUR NEIGHBOURHOODS WILL CONTINUE TO BE UNIQUE AND HAVE THEIR OWN DEMOGRAPHIC QUALITIES.

- We need to approach each of our neighbourhoods differently as they are unique and require their own tailored approach.



As Sydney's Central City, City of Parramatta will continue to grow as a major destination for workers, students and visitors from across the region.

The City is a major employment centre, attracting workers from all over, who contribute to the City's \$14 billion economy. Over the next five years, the City is expected to grow an additional 20,000 jobs.

Between 2011 and 2015, the total number of visitors to the City grew by 43%. In 2015, the City welcomed over a million guests from all over the world.

The City hosts three different universities and plays an important role in meeting the educational needs of the region. In 2017, Western Sydney University's new Parramatta CBD campus opened, attracting over 6,000 students from across the region.

WHAT IS SOCIAL SUSTAINABILITY?

Social sustainability is about strengthening the cohesion of our diverse communities to ensure that we can continue to work towards common goals. These goals include great quality of life, democracy, resilience* to climate change, institutional failure, pandemics and chronic illnesses, and other stresses, no matter what challenges we face.

A socially sustainable community puts people first.

A community is socially sustainable when “the formal and informal processes; systems; structures and relationships actively support the capacity of current and future generations to create healthy and liveable communities. Socially sustainable communities are equitable, diverse, connected and provide a good quality of life.”⁶

Social sustainability recognises that a rising tide does not raise all boats. Instead, we need to work as a community to invest in our individual and collective wellbeing, so that all people, including our most vulnerable, can thrive.

A commitment to making the City of Parramatta socially sustainable means that our current and future community will be resilient, and will flourish no matter what stresses, challenges and disruptions we face.

Social sustainability is as important to a thriving community as environmental, cultural and economic sustainability.

*Resilience is defined as “the capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt, and thrive no matter what kinds of chronic stresses and acute shocks they experience.”⁷

Researchers⁸ have identified a number of key success factors for achieving a socially sustainable community:

PROVISION OF SOCIAL INFRASTRUCTURE.

Including childcare and community centres, open spaces for social gatherings, active living and interacting with your neighbours, and housing for different income levels, including vulnerable people.

AVAILABILITY OF JOB OPPORTUNITIES.

Meaningful work gives people income and a sense of purpose, and workplaces offer opportunities for social contact and interaction. Places with high unemployment rates experience more social issues, such as drug use, suicide, psychological distress and social exclusion.

ACCESSIBILITY.

People want to live, work and participate in leisure and cultural activities without travelling too far. Every person, regardless of their age or ability, should have convenient access to certain places in their daily lives.

GOOD URBAN DESIGN.

Pedestrian-oriented streetscapes, human scaled public spaces, and the interconnectivity of street layouts have an impact on people's interaction with each other.

PRESERVATION OF LOCAL CHARACTERISTICS.

Heritage connects people with their identity - who we are, what we do and how we lived in the past. Heritage items, local characteristics and distinctiveness in existing communities should be protected, public art, cultural activity and urban design can strengthen the unique look and feel of a place.

ABILITY TO FULFILL PSYCHOLOGICAL NEEDS.

Safety and security is an essential element in every neighbourhood. Not feeling safe or not trusting others can prevent people from leaving their homes and enjoying full lives. A sense of belonging, and to feel welcome is also important for individuals within a community.

WHY IT MATTERS FOR PARRAMATTA

Social sustainability matters for the...

LIVEABILITY OF OUR COMMUNITY.

Cities that are stable, socially connected, culturally rich and provide great access to quality healthcare, social supports and services, affordable and quality housing, essential infrastructure, creative expression and the natural environment, are great places where people want to live. Outstanding liveability attracts national and global investment, workers and growth to our community, and ensures a great quality of life for our people.

PRODUCTIVITY OF OUR COMMUNITY.

The whole Parramatta community is stronger when everyone achieves their full potential. Businesses thrive in prosperous communities, employers benefit when children graduate from school and university ready to succeed, and women can return to the workforce when families can access affordable and high quality childcare. Individuals and families can improve their circumstances when they have the training to access jobs that enable them to live with dignity and security. Children get a great start in life when their families can access quality early childhood education and care and young people thrive when they can access engaging and well-resourced schools.

SUSTAINABILITY AND RESILIENCE OF OUR COMMUNITY.

Healthy, thriving and empowered people have more resources to draw on when dealing with chronic stresses like climate change, cost of housing, increasing demand for health services and inequality; and acute shocks, such as extreme heatwaves, flash flooding, infrastructure failures and the failure of institutions, for example during the GFC. A socially sustainable community has more capacity to pursue common goals, such as positioning Parramatta as Sydney's Central City, or making the City safer.

LEADERSHIP IN OUR COMMUNITY.

By making a commitment to social sustainability in Parramatta, we can lead the development of innovative business practices, community services and governance to take advantage of 21st century trends and opportunities, sharing the benefits of growth for all.



OUR VISION & PRIORITIES

Promoting Green Spaces
and the Environment

Creating a Strong Economy
with a Strong City Centre

Having a Community focus

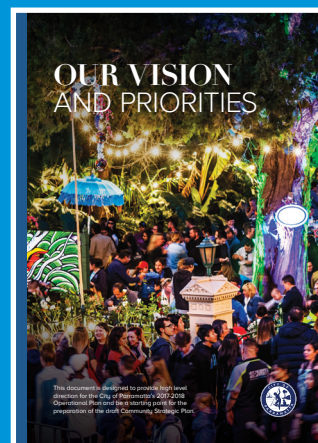
Supporting Arts and Culture
Celebrations and Destinations

Creating vibrant
neighbourhoods
and precincts

Building a stronger, more
innovative Council for our
community's future

Managing Growth
and Transport

Providing opportunities for
Recreation and Leisure



To read more about
Our Vision and
Priorities, visit
[cityofparramatta.
nsw.gov.au](http://cityofparramatta.nsw.gov.au)

WHAT ARE OUR STRENGTHS?

City of Parramatta is undergoing rapid change and growth as the City transforms from a suburban centre to Sydney's Central City.

With a focus on social sustainability the benefits of growth can be shared with all people, making our City stronger, more resilient, and more liveable for everyone.

We've got great strengths...

PARRAMATTA IS SYDNEY'S CENTRAL CITY.

The City of Parramatta is the demographic and geographic heart of Sydney, and is accessible to 2.3 million people (half of Sydney's population) within 45 minutes by car or public transport. The City is home to major city-scale assets which will drive employment and growth for the whole Western Sydney region, including Westmead health precinct, two campuses of Western Sydney University, businesses, jobs, the justice precinct in Parramatta CBD and the events and recreation offerings at Sydney Olympic Park. Parramatta residents will be increasingly well connected to neighbourhoods and job centres as public transport improves across the City.

UNPRECEDENTED GROWTH AND INVESTMENT.

Over the next five years, more than \$10 billion will be invested in constructing roads, light rail, schools, hospitals, universities, offices, shops, accommodation, a museum, a sports stadium and new public spaces.⁹

OUR STRONG, COHESIVE AND ENGAGED COMMUNITY.

79% of residents agree or strongly agree with the statement "I am satisfied with my life as a whole". Almost a third of residents (31%) are a member of a group that makes decisions, and 16% of people volunteer. Over the past year, 9 out of 10 residents helped someone out by providing emotional support, running errands, home maintenance, unpaid childcare and other activities. 72% of people agree or strongly agree with the statement "I am proud of my local neighbourhood."¹⁰

OUR DIVERSE COMMUNITY, WITH THE WISDOM OF MANY CULTURES AND LIFE EXPERIENCES.

More than 140 languages are spoken in the City of Parramatta, and almost half of our people speak a language other than English at home. Although the largest population group in our City is 25 to 50 year olds, growing numbers of children, young people and over 55 year olds are calling Parramatta home. Our community knows that diversity is our strength. 82% of residents agree that "it is a good thing for society to be made up of people from different cultures," and 71% agree that their "local community is welcoming of people from different cultures."¹¹



WHAT CHALLENGES DO WE FACE TOGETHER?

Despite our strengths, we face challenges as a community.

METROPOLITAN SYDNEY IS A DIVIDED CITY.

Based on existing trends, the majority of new housing in Sydney will be built in Western Sydney. While jobs growth in key industries, particularly the knowledge and innovation sectors, will happen in the eastern suburbs.¹²

There are only 84 jobs for every 100 people in Western Sydney¹³, and only 20 to 30% of metropolitan jobs are accessible within 30 minutes from the City of Parramatta.¹⁴ Residents have consistently raised improved accessibility, connectivity and improved transport as priorities for the future. Without significant investment in public transport it will remain difficult for people in Western Sydney to access high quality employment close to their homes. There are fewer hospital beds and cultural spaces in Western Sydney¹⁵. These trends are creating a metropolitan Sydney that is divided by economic opportunity, health and social outcomes.

Parramatta has an important role to play in shifting investment and growth westwards, and to share the benefits of growth for all – but the City is only on the first steps of the journey.

POPULATION GROWTH AND DEVELOPMENT ARE PUTTING PRESSURE ON OUR SHARED RESOURCES.

Parramatta's population is growing fast. There are already major social and cultural infrastructure deficits across the City of Parramatta, and increased density in core precincts will place stress on existing resources, such as parks, roads and community facilities.

Although the City is a metropolitan centre, we lack some of the infrastructure of other major cities - such as major cultural exhibition spaces. Although our community has told us they are optimistic about future growth and revitalised neighbourhoods, they are also anxious about the intensity of growth and change in their neighbourhoods. Protecting and improving green spaces, minimising traffic congestion, improving infrastructure and preventing “overdevelopment” are key concerns for our residents.

INEQUALITY IS AN ISSUE IN OUR COMMUNITY.

Excessive inequality is a problem for any society. It means that people have unequal ability to participate in educational and economic opportunities and share in the benefits of growth. Inequality undermines the strength of the community as a whole – leading to crime, poor health outcomes, decreased social mobility, lower levels of trust and happiness and economic instability.¹⁶

Although many members of our community are prosperous – with high incomes, well-paying jobs, home ownership and great life satisfaction, many members of our community are also doing it tough. In Parramatta, 15% of households live on less than \$600 per week, 6% of people are unemployed and looking for work, 13% of people don't have an internet connection at home, and 6% of people live in social housing. In January 2014, Parramatta had the highest rate of youth unemployment in NSW.¹⁷ Many people are in financial distress. 16% of residents couldn't raise \$2000 within two days if they needed to, and 6% have stated that at least once a month their household runs out of food and they can't afford to buy more.¹⁸ Income inequality cannot be tackled unless the underlying inequality of opportunities is addressed.¹⁹

Our Expert Reference Group identifies the following major challenges for social sustainability in Parramatta:

- Lack of open space
- Population growth putting pressure on resources
- Lack of social infrastructure
- High density development and diminished social cohesion
- Unemployment and transport access to jobs
- Poor outcomes for early childhood development and young people
- Unaffordable housing and homelessness
- Health inequity
- Lack of accessibility and inclusivity
- Safety issues

See page 28 for more information about the Expert Reference Group.

QUESTION: WHAT DO YOU THINK ARE THE CITY OF PARRAMATTA'S MAJOR CHALLENGES FOR IMPROVING SOCIAL SUSTAINABILITY?

COUNCIL'S ROLE IN SOCIAL SUSTAINABILITY

Some of the challenges that the City of Parramatta faces are “wicked problems.”

A “wicked problem” has complex, interconnected causes, is difficult to define and has no clear solution – or right answer.²⁰ Climate change, intergenerational poverty, obesity and housing unaffordability are examples of wicked problems.

Achieving social sustainability requires shared responsibility.

City of Parramatta Council is the custodian of our community. However, Council's control is limited over the overarching forces that shape our day-to-day lives, from tax settings to national immigration policy to climate change to globalisation. These policies are the responsibility of authorities and agencies at both State and Federal level.

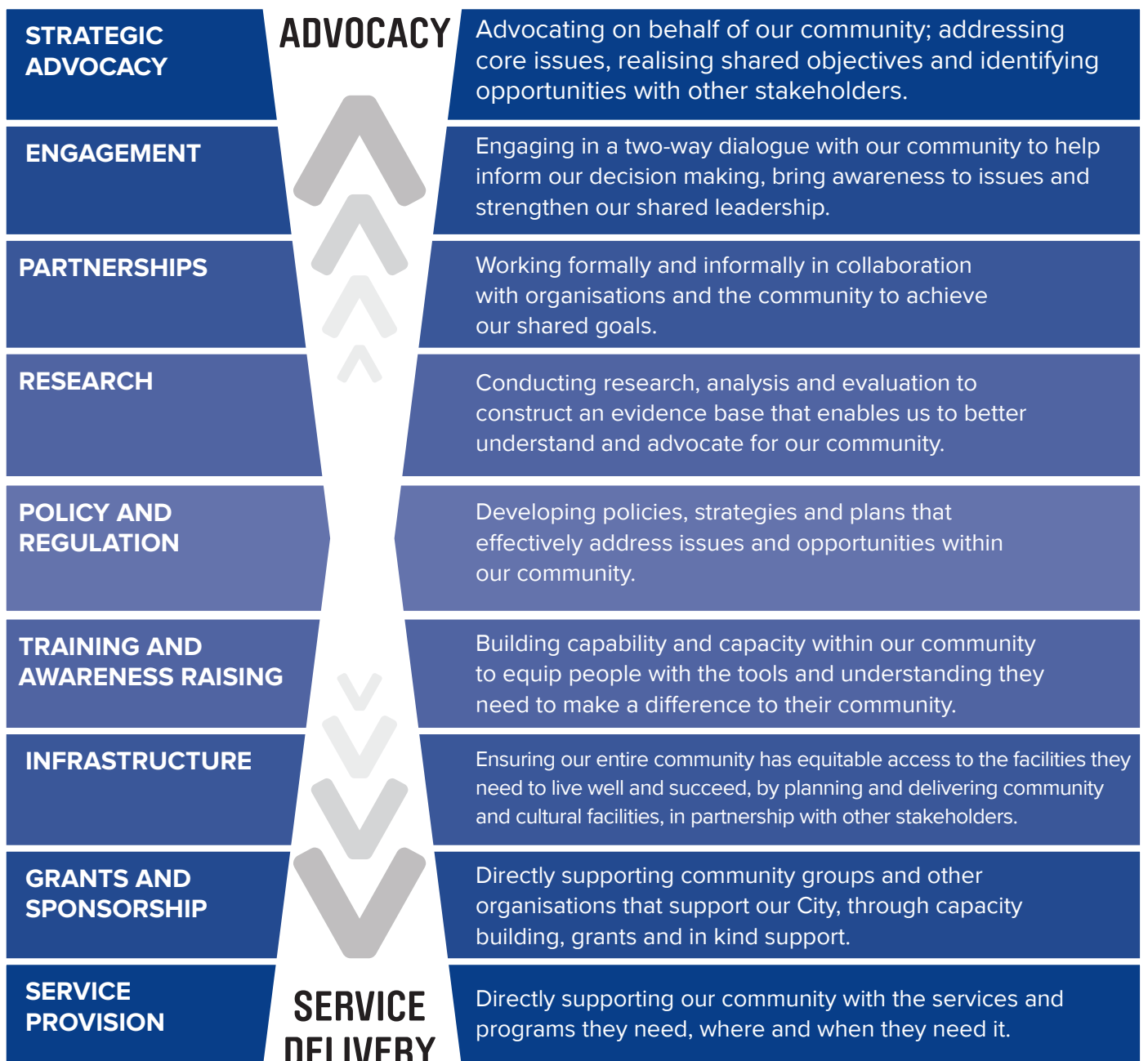
That's why we need to work in partnership with our communities, service providers, businesses, not for profits and State and Commonwealth Governments on shared issues, to coordinate resources and maximise our positive social impact.

We'll go further together.



COUNCIL'S TOOLS FOR SOCIAL SUSTAINABILITY

WE CAN WORK TO ENSURE PARRAMATTA IS A SOCIALLY SUSTAINABLE CITY THROUGH:





HOW DID WE DEVELOP THE DRAFT FRAMEWORK?

The draft Socially Sustainable Parramatta Framework has been developed as a collaboration between our community, stakeholders and Council.

The draft Framework draws on input from:

COMMUNITY ENGAGEMENT IN 2016.

Between June and November 2016, City of Parramatta engaged with over 9,000 people to develop Our Vision and Priorities. Many residents, workers and visitors in the City provided feedback over the phone, at pop-up kiosks, attending workshops or being part of focus groups; telling us what they wanted for the place they work, visit and call home.

SOCIAL WELLBEING SURVEY 2016.

City of Parramatta conducted a survey with a representative sample of over 600 residents to assess the levels of social wellbeing of the City (including financial stability, health and wellbeing, community connection, access to services and more).

EXPERT REFERENCE GROUP.

A cross-sector team of experts and Western Sydney advocates acted as a “critical friend” in developing this Framework, brainstorming, testing and refining the ideas of the project team. The members of the Expert Reference Group included:

- Allison Heller, Manager Social Strategy, City of Sydney
- Prof. Sue Holliday, Director of Discipline, Urban Policy and Strategy, University of NSW
- Christine Newman, Deputy Director Centre for Population Health/ Manager Health Promotion, NSW Health Western Sydney Local Health District
- Sarah Reilly, Director Cred Consulting and former Social Planning Chapter Convenor, NSW Planning Institute of Australia
- Danny Rezek, Managing Partner, Deloitte Western Sydney
- Billie Sankovic, Chief Executive, Western Sydney Community Forum

CITY OF PARRAMATTA STAFF.

The project team worked with over 70 staff to develop this draft Framework. Staff participated in workshops, reviewed drafts and provided their feedback on the Framework.

REVIEW OF BEST PRACTICE APPROACHES TO PLANNING A SOCIALLY SUSTAINABLE CITY.

The project team reviewed a range of local and international examples of cities where people come first.

The draft Socially Sustainable Parramatta Framework has drawn on the knowledge and experience of many staff from across Council who have a passion for socially sustainable communities.

Led by Council's City Strategy and Social and Community Services units, this document has been a shared effort.

OUR DRAFT FRAMEWORK

SHARING THE BENEFITS OF GROWTH FOR ALL

PURPOSE OF THIS FRAMEWORK

We need to change the way we do things.

The purpose of this Framework is to outline City of Parramatta Council's commitment to a socially sustainable Parramatta, in response to the very significant changes across the City.

Population growth, urban renewal, unprecedented public and private investment, climate change, Sydney's housing crisis, safety issues and high density living will leave their mark on Parramatta.

This draft Framework identifies what City of Parramatta Council proposes to ensure that the benefits of growth are shared equitably with all members of the community, resulting in a socially sustainable City of Parramatta.



WHAT IS A FRAMEWORK?

A FRAMEWORK IS A SET OF VALUES, AS WELL AS LONG TERM GOALS, WHICH ARE TAKEN INTO ACCOUNT WHEN DECISIONS ARE BEING MADE BY AN AUTHORITY WITH THE POWER TO DO SO.

HOW TO USE THIS FRAMEWORK

The Socially Sustainable Parramatta Framework will be a tool for the City of Parramatta Council and its partners. It outlines the long term outcomes we would like to achieve, and the actions we will take in the next 1-2 years to move towards being a more socially sustainable community.

Council and its partners will use this Framework when developing strategies, projects and plans that help to shape Parramatta's present and future.

This Draft Framework includes:

OBJECTIVE FOR THE FRAMEWORK.

Outlines Council's vision for a socially sustainable Parramatta.

GOALS FOR THE FRAMEWORK.

Identifies eight goals Council will work on with other stakeholders to improve social sustainability in the City of Parramatta.

ACTIONS (1-2 YEARS).

Identifies the key actions Council will focus on in the short term to implement this Framework.

IMPLEMENTING THE FRAMEWORK.

Identifies the ways that Council will work with partners to implement this Framework.

VALUES FOR DECISION MAKING.

Identifies Council's five values that are criteria for socially sustainable decisions in the City of Parramatta.

HOW WILL WE KNOW WE ARE MAKING A DIFFERENCE?

Identifies the targets Council will aim for, and how we will measure progress.

NEXT STEPS.

Invites readers to provide their feedback on the document in a number of ways.

This Framework embeds a commitment to social sustainability across City of Parramatta Council, and all the work we do. It is intended to be a tool for decision-making, and to acknowledge shared responsibility for social sustainability across all Council teams.

OBJECTIVE OF THIS FRAMEWORK

In a socially sustainable City of Parramatta, the benefits of growth are shared equitably with all people.

What does success look like?

- All Parramatta people have access to high quality education, employment, safe places to live, healthy food, opportunities to be active, great public transport, decent and affordable housing. All people are well-equipped to access high quality jobs and have the opportunity to be entrepreneurs, and participate in community life.
- Our neighbourhoods are diverse and cohesive communities, where people of many different cultures, sexualities, ages and socio-economic backgrounds thrive together.
- Structural barriers that entrench disadvantage, such as racism, gender inequality, age and ability discrimination and socio-economic inequality, are recognised and meaningfully addressed by Council and our communities.
- City of Parramatta Council is a leading socially sustainable organisation and a proud employer of choice for people with a disability, older people, women, Aboriginal and Torres Strait Islander people, and people from culturally and linguistically diverse backgrounds.

GOALS

WHAT ARE OUR GOALS?

The goals define what we want to achieve as a result of implementing this Framework.

These goals were developed in consultation with the Expert Reference Group and Council staff.

The goals are the key, long term changes that we want to see in our City to make Parramatta a more socially sustainable place.

The goals identify eight different ways that City of Parramatta Council will work in partnership to share the benefits of growth equitably for all.

Communities that share the benefits of growth are stronger, more liveable, more productive, more resilient, and more socially sustainable.

A more detailed discussion of the goals of the Framework can be found in the **Background Report**.

In a socially sustainable City of Parramatta, through Council's own efforts and in partnership with the community:

CHILDREN ARE OUR FUTURE

Work to ensure every child in Parramatta is healthy, nurtured, happy and will thrive.

DIVERSE, AFFORDABLE HOMES FOR EVERYONE

Deliver and expand a diverse range of affordable, high quality housing that meets the spectrum of housing needs in the community.

ALL PEOPLE CAN LEARN, SHARE AND GROW

Facilitate formal and informal learning opportunities at all ages, to help people improve their circumstances, reach their full potential and share their own knowledge, creativity and culture.

ALL PEOPLE CAN ACCESS A JOB THAT ENABLES THEM TO LIVE WITH DIGNITY AND SECURITY

Secure and retain decent jobs and access to enterprise for all Parramatta residents.

**GREEN, INCLUSIVE AND SAFE
PLACES TO SHARE**

Design, build and maintain public spaces and neighbourhoods that are green, safe and inclusive for all.

**ALL PEOPLE HAVE ACCESS TO THE RESOURCES
THEY NEED TO LIVE HEALTHY, ACTIVE LIVES**

Improve health outcomes, starting with disadvantaged groups in our community.

**WE TRUST EACH OTHER, ARE WELCOMING,
AND FEEL GOOD ABOUT BEING HERE**

Facilitate social connections to foster strong, culturally diverse, inclusive and empowered communities.

WE LEAD BY EXAMPLE

Improve City of Parramatta Council's social sustainability to enable Council to be an effective custodian of the current and future community.



SUMMARY

OF OUR GOALS & ACTIONS

A more detailed explanation of each goal can be found in the Background Report.

GOALS

SUMMARY OF NEEDS

CHILDREN ARE OUR FUTURE

Work to ensure every child in Parramatta is healthy, nurtured, happy and will thrive.

- A high number of babies and pre-schoolers live in the City.
- Many playgrounds and recreation areas for children and families require improvement across the City.
- The developmental vulnerability of the City's children is increasing. In 2015, almost one in four children in the City was not school ready.
- Early childhood is a vital stage of development, and investing in early years education and care improves social mobility, health and wellbeing and reduces the opportunity gap between children from high and low income families.

DIVERSE AND AFFORDABLE HOMES FOR EVERYONE.

Deliver and expand a diverse range of affordable, high quality housing that meets the spectrum of housing needs in the community.

- Many people in the City of Parramatta spend too much of their income just to put a roof over their heads. The affordability of the City for people on low and moderate incomes, such as teachers, emergency workers and nurses, is falling, and some people cannot access the private housing market at all. If housing is too expensive, people may need to move away from their homes, as well as their community connections, families and friends.
- Affordable, high quality and diverse housing options for everyone benefits the whole community: all people can live close to their workplaces, all people can meet basic living costs such as groceries and medical care, and our community can continue to be made up of a broad range of people.

COUNCIL'S ROLE

ACTIONS (1-2 YEARS)

- Council has an important role to play in ensuring every child in Parramatta is healthy, nurtured, happy and will thrive. Council currently does this through a range of approaches, including providing affordable and high quality childcare, delivering events for children and families, collaborating with the broader early years sector, providing play spaces and so on.
- Read more about Council's current role and contribution to this area in the Background Report.

Council will further expand and strengthen its contribution in this area by implementing the following action:

- Implement Wentworthville Early Childhood Development Initiative, collaborating with other organisations to minimise developmental vulnerability.

- Council already displays leadership in this area in a number of ways, including: directly providing affordable housing, advocating strongly for affordable housing targets, and planning for a diverse, affordable and inclusive housing mix.
- Read more about Council's current role and contribution to this area in the Background Report.

Council will further expand and strengthen its contribution in this area by implementing the following action:

- Develop and implement an Affordable Housing Policy to expand housing choice

GOALS

SUMMARY OF NEEDS

ALL PEOPLE CAN LEARN, SHARE AND GROW.

Facilitate formal and informal learning opportunities at all ages, to help people improve their circumstances, reach their full potential and share their own knowledge, creativity and culture.

- Our community is increasingly educated, and many residents share their knowledge with others through volunteering, mentoring and other opportunities.
- Formal and informal learning opportunities enable people to improve their circumstances, but many members of the community are not well prepared to take advantage of the opportunities of the future. As Parramatta becomes Sydney's Central City, it is important to ensure that local people have the skills and experience to take advantage of the benefits of growth.
- Many people in the City experience digital disadvantage. More than 1 in 10 people have no access to the internet at home and cannot participate in the learning, social networking, or job searching that takes place online.

ALL PEOPLE CAN ACCESS A JOB THAT ENABLES THEM TO LIVE WITH DIGNITY AND SECURITY.

Secure and retain decent jobs and access to enterprise for all Parramatta residents.

- Parramatta's largest population group is working age people who actively contribute to the growth of the local economy. However, many members of the community experience barriers to participating in the economy, such as a lack of qualifications, lack of English skills and transport disadvantage.
- Parramatta's economy is growing, but rising GRP alone may not be enough to improve the living standard of local people. Successful economic development in the City will share the benefits of growth with all people, including low income earners.
- Many Parramatta residents experience long commutes to access employment in other centres across Metropolitan Sydney. Time spent driving, or in traffic, is time that can't be spent with your family, pursuing your hobbies, or staying active - but many community members rely on cars, and lack access to fast, frequent and convenient public transport.

GREEN, INCLUSIVE AND SAFE PLACES TO SHARE.

Design, build and maintain public spaces and neighbourhoods that are green, safe and inclusive for all.

- The City is undergoing rapid growth and change, as the area transforms from a suburban centre to Sydney's Central City. Population growth, high density development and urban renewal are putting pressure on shared resources, such as parks, community centres, libraries and schools. Many residents have told us they are concerned about managing the impacts of growth, such as lack of parking, lack of open space, traffic and increased crime.
- Public spaces provide great places for the community to meet each other, recognise and respect difference, and celebrate the things that are important to us. Great public spaces are increasingly important for high density communities.
- Our community have told us they want to create and protect green spaces throughout their neighbourhoods. They want the opportunity to connect with nature through trees, water and sunlight in their public spaces.

COUNCIL'S ROLE

ACTIONS (1-2 YEARS)

- Council has an important role to play in facilitating formal and informal learning opportunities. Council already contributes to this area by providing affordable or free access to learning opportunities in community facilities, including libraries; by supporting community organisations that train, mentor and build community capacity and by providing free WiFi and other digital infrastructure in some Council venues.
- Read more about Council's current role and contribution to this area in the Background Report.

Council will further expand and strengthen its contribution in this area by implementing the following action:

- Continue to implement lifelong learning programs across all libraries and community centres

- Council is already working in partnership to expand the range of employment opportunities available in the City, including by building the capacity of small businesses throughout the City, attracting investment and jobs to the City and by revitalising local centres to promote business growth.
- Read more about Council's current role and contribution to this area in the Background Report.

Council will further expand and strengthen its contribution in this area by implementing the following actions:

- Continue to implement Parramatta Skills Exchange, to improve access to jobs and learning opportunities
- Implement ATSI Employment Strategy
- Develop and implement Economic Development Plan to support inclusive jobs growth
- Implement Social Investment Action Plan
- Advocate to NSW Government on light rail to connect people with employment and destinations

- Council is already working with our community and partners to improve and connect the range of public and open spaces throughout the CBD and neighbourhoods, particularly in the context of urban renewal and increased density. For example by undertaking land use planning to develop integrated neighbourhoods, by activating major public spaces and by preparing master plans for open spaces and community facilities.
- Read more about Council's current role and contribution to this area in the Background Report.

Council will further expand and strengthen its contribution in this area by implementing the following actions:

- Continue to implement Parramatta Square to improve civic identity in the City
- Develop a Social Infrastructure Plan to increase access to community facilities, open space and recreation facilities
- Develop and implement Parramatta Ways to improve walkability and connect green spaces across our neighbourhoods
- Develop a Night Time Economy Strategy that supports safety, vibrancy and inclusiveness
- Develop a formal partnership with NSW Department of Education and Communities, to expand community

GOALS

SUMMARY OF NEEDS

ALL PEOPLE HAVE ACCESS TO THE RESOURCES THEY NEED TO LIVE HEALTHY, ACTIVE LIVES.

Improve health outcomes, starting with disadvantaged groups in our community.

- Western Sydney performs more poorly on health indicators than the eastern suburbs, including increased levels of obesity, heart disease and asthma. Many people do not undertake recommended amounts of physical activity, nor do they eat recommended amounts of fresh fruit and vegetables.
- Our community is also feeling the impacts of climate change. There were 16 days over 35 degrees in 2015, compared with six in the City of Sydney. Older people, ill people and young children are vulnerable to heat stress on hot days.
- Health and wellbeing underpin the ability of people to make a good life for themselves. Healthy people are happier, more resilient and more capable of achieving their goals.

WE TRUST EACH OTHER, ARE WELCOMING AND FEEL GOOD ABOUT BEING HERE TOGETHER.

Facilitate social connections to foster strong, culturally diverse, inclusive and empowered communities.

- The City is rapidly changing and growing, which poses challenges for social cohesion. Parramatta is a lonely and isolating place for some people in our community.
- Our community is made up of diverse cultures, faiths, languages, age groups and life experiences, and we value diversity as a strength.
- Strong, empowered communities are made up of socially connected, active people who provide support to one another and reach out to people in their times of need.
- Feeling like we belong, and are connected to our communities, is vital for our wellbeing, and for the resilience of our community in the face of 21st century challenges, such as climate change, terrorism and decreasing trust in public institutions.

WE LEAD BY EXAMPLE.

Improve City of Parramatta Council's social sustainability to enable Council to be an effective custodian of the current and future community.

- City of Parramatta Council is a new organisation for a new community with a diverse range of needs. The community is experiencing dramatic growth and change, and the Council needs to be prepared as an organisation to manage growth and development to share the benefits of growth equitably for all people.
- City of Parramatta has the opportunity to lead businesses, residents, community organisations and other stakeholders in our community, as an innovative, accountable and transparent Council working in partnership as the custodian of the Parramatta community, now and into the future.

COUNCIL'S ROLE

ACTIONS (1-2 YEARS)

- Council is already working to reduce health risk factors by providing opportunities for residents to live healthy, active lives, participate in their communities and eat healthy fresh food. For example by: expanding the network of walking and cycling trails across our neighbourhoods, upgrading recreation facilities, and providing preventive and wellness programs.
- Read more about Council's current role and contribution to this area in the Background Report.

Council will further expand and strengthen its contribution in this area by implementing the following actions:

- Implement Cool Parramatta to reduce heat stress
- Implement Mobile Active Health Project to improve health outcomes of disadvantaged groups in the community
- Continue to undertake actions to make Parramatta River swimmable

- Council already plays a major role in strengthening social connections, and continuing to develop Parramatta as a centre of diversity, inclusion and celebration for all cultures, including by: designing public spaces where people can come together, programming events and activities where people can celebrate together, and providing grants to support organisations that develop leadership in local communities.
- Read more about Council's current role and contribution to this area in the Background Report.

Council will further expand and strengthen its contribution in this area by implementing the following actions:

- Develop and implement the Cultural Plan, including a range of cultural celebrations and events
- Scope concession pricing policy for Council's fees and charges to increase access to Council services for vulnerable groups
- Implement City of Parramatta Youth Forum to empower young people
- Expand the Let's Dine Out Pilot to enable vulnerable people to connect with their community
- Continue to improve Council's community grants program to build leadership in local communities

- Council is already working to improve our social sustainability to ensure we are an effective custodian of the current and future community, for example, by requiring social impact assessments for major development, undertaking social research and needs analysis, and implementing strategies to promote a diverse workforce.
- Read more about Council's current role and contribution to this area in the Background Report.

Council will further expand and strengthen its contribution in this area by implementing the following actions:

- Develop measures and targets for evaluating the impact of the Socially Sustainable Parramatta Framework
- Review Council's land assets to evaluate their potential to improve social sustainability
- Scope a Parramatta Community Fund
- Develop and implement Disability Inclusion Action Plan
- Revise Council's measures and reporting mechanisms to encourage the consideration of social sustainability in Council decision making
- Develop and implement Reconciliation Action Plan

OUR ACTIONS (1-2 YEARS)

City of Parramatta Council already works on a number of projects, programs and policies that strengthen social sustainability in the local area.

The following section recognises this work in the context of social sustainability and improved community wellbeing. It also identifies a number of new actions that Council can take to strengthen our work in this area.

ACTIONS (1 - 2 YEARS)

The following actions have already been costed, with funding identified either through project or operational team budgets. The actions are in various stages of implementation. These actions are listed in the Draft Socially Sustainable Parramatta Framework to highlight their contribution to improving social sustainability in the City.

As part of implementing this Framework, Council will develop a set of meaningful measures and targets for measuring the impact of this work (see page 60).

MEDIUM TO LONG TERM ACTIONS (3 - 5 YEARS)

Council will work with our community and stakeholders to identify medium and longer term actions as part of implementing this framework, including funding sources.

ACTIONS (1-2 YRS)

WHAT IS THIS?

CHILDREN ARE OUR FUTURE

Implement Wentworthville Early Childhood Development Initiative (WECDI) collaborating with other organisations to minimise developmental vulnerability

WECDI is an innovative, structured, cross-sectorial collaboration between City of Parramatta Council, Cumberland Council, Fams, the local business community, local service providers, NSW Department of Education and Communities, NSW Family and Community Services, NSW Health, philanthropy and residents of Wentworthville and Constitution Hill to test and implement programs that could be applied in the rest of the Local Government Area (LGA) to improve early childhood developmental outcomes and achieve significant and lasting social change.

WECDI seeks to significantly decrease early childhood developmental vulnerability in Wentworthville by supporting and empowering families and community to ensure children thrive and are happy, healthy and school ready by the time they start school. This initiative has been funded by the NSW Government through the Stronger Communities Fund.

DIVERSE AND AFFORDABLE HOMES FOR EVERYONE.

Develop and implement Affordable Housing Policy to expand housing choice

City of Parramatta is an affordable housing provider in the local government area. The City's existing Affordable Housing Policy was adopted in 2009 and requires revision.

The focus of the Affordable Housing Policy 2017 will be to expand the share of affordable housing in the City of Parramatta, improve housing choice across the City, and champion investment in affordable housing by private, not for profit and government sectors.

ALL PEOPLE CAN LEARN, SHARE AND GROW.

Continue to implement lifelong learning programs across all libraries and community centres

City of Parramatta Council has well-established and well-regarded lifelong learning programs across all of its branch libraries and community centres. Some of these programs include Story Time, English classes, Computer Pals for Seniors, community health talks. City of Parramatta also provides opportunities for informal learning activities, such as access to WiFi, e-books and other e-resources, books, toys and study help.

The City's new civic facility at 5 Parramatta Square will include a 21st century library, right at the centre of the CBD.

Council is also working on delivering new community facilities for Wentworth Point, and considering how all community facilities can be most effective in delivering programs in neighbourhoods (e.g. by preparing Don Moore Park Master Plan).

ALL PEOPLE CAN ACCESS A JOB THAT ENABLES THEM TO LIVE WITH DIGNITY AND SECURITY.

Continue to implement Parramatta Skills Exchange to improve access to jobs and learning opportunities.

City of Parramatta is working with TAFE NSW to establish the Parramatta Skills Exchange (PSX) to provide industry-based training opportunities for young, unemployed and under-employed workers.

PSX is an education, training and pre-employment program that will provide opportunities to work on some of the biggest developments in the City. Participants will have the opportunity to work on development sites with values in excess of \$50 million and receive on the job training as they go.

The initiative forms a key part of a three-year Memorandum of Understanding (MoU) to strengthen local jobs growth and foster a closer partnership between City of Parramatta and TAFE NSW.

Implement ATSI Employment Strategy

Council's ATSI Employment Strategy outlines key actions to employ and retain Aboriginal and Torres Strait Islander people. This is to ensure Council is culturally competent and that we provide a plan to address certain areas of Indigenous disadvantage.

Council staff are committed to implementing the Strategy and to addressing a history of discrimination of Aboriginal and Torres Strait Islander peoples. The Strategy seeks to increase the number of Indigenous staff within Council and to retain and support Indigenous staff. The Strategy also recommends structural and process changes to ensure Council is culturally appropriate in its policy and projects.

ACTIONS (1-2 YRS)

Develop and Implement Economic Development Plan 2017 - 2021 to support inclusive job growth

WHAT IS THIS?

City of Parramatta has been earmarked for development and jobs growth by a number of state government agencies.

The Economic Development Plan 2017 – 2021 is being prepared to support these aspirations and provide direction on how new jobs targets will be achieved.

Implement Social Investment Action Plan

City of Parramatta's Social Investment Action Plan outlines a number of short and medium term actions and strategies for Council to continue to be a leader in social investment activity and to foster innovative practice in the community. The Plan contains strategies related to community-business partnerships, social procurement and social enterprises.

Advocate to NSW Government on light rail to connect people with employment and destinations

Parramatta Light Rail is one of the NSW Government's major infrastructure projects. City of Parramatta is a key stakeholder in the delivery of this project, and is working closely with the NSW Government to ensure that the Parramatta Light Rail delivers great social sustainability outcomes.

Light rail will create new communities, connect great places and help both locals and visitors move around and explore what the region has to offer. The route will link Parramatta's CBD and Train Station to the Westmead Health precinct, Parramatta North Urban Transformation Program, the new Western Sydney Stadium, the Camellia Precinct, the relocated Powerhouse Museum, the private and social housing redevelopment at Telopea, Rosehill Racecourse and three Western Sydney University campuses. Planning work for Stage 2 of the project from Camellia to Strathfield via Sydney Olympic Park is being developed in collaboration with Sydney Metro West.

GREEN, INCLUSIVE AND SAFE PLACES TO SHARE.

Continue to implement Parramatta Square to improve civic identity in the City

Parramatta Square is one of the largest urban renewal projects in Australia. It is set to transform the Parramatta CBD's core into a vibrant mixed-use hub, accommodating a substantial new public domain, new Council facilities, Western Sydney University, and new commercial and government tenants. Located in the heart of the CBD, beside Parramatta Station, the three hectare site is set to reinforce Parramatta's position as a central city for Sydney, and will be a focal point for civic identity in the City.

ACTIONS (1-2 YRS)

Continue to implement Parramatta Square to improve civic identity in the City

WHAT IS THIS?

Parramatta Square is one of the largest urban renewal projects in Australia. It is set to transform the Parramatta CBD's core into a vibrant mixed-use hub, accommodating a substantial new public domain, new Council facilities, Western Sydney University, and new commercial and government tenants. Located in the heart of the CBD, beside Parramatta Station, the three hectare site is set to reinforce Parramatta's position as a central city for Sydney, and will be a focal point for civic identity in the City.

Develop a Social Infrastructure Plan to increase access to community facilities, open space and recreation facilities

Despite the pace and scope of growth in the City, City of Parramatta Council currently has no formally endorsed, comprehensive plan for the provision of social infrastructure across the City.

The City has commenced work to undertake an audit and needs analysis of all existing and planned social infrastructure (including community facilities, parks, recreation and aquatic facilities, community halls and so on) in the Parramatta CBD and neighbourhoods.

This work will form the basis of a Social Infrastructure Plan for the City of Parramatta, which will guide planning and investment for expanded and new social infrastructure to keep up with population growth and the diversity of needs in the City.

Develop a Night Time Economy Strategy that supports safety, vibrancy and inclusiveness

Research has commenced to develop a Night Time Economy Strategy for the City of Parramatta. The Strategy will bring together businesses, residents, visitors and other stakeholders to work on strategies and actions that will support a safe, vibrant and inclusive night time economy.

Develop and implement Parramatta Ways to connect green spaces across our neighbourhoods

Parramatta Ways is a plan to improve walkability across the City of Parramatta. Walkability is a measure of how pleasant and attractive an area is to walk. Internationally, it is recognised as one of the key aspects that make a place liveable.

Parramatta Ways is focused on improving the amenity of our streetscapes and green corridors to create a great network of walking and cycling paths that connect people with the destinations they need to access day-to-day, such as work, school, local shops and recreation opportunities.

Develop formal partnership with NSW Department of Education and Communities to expand community access to open space.

Council is seeking to establish a Memorandum of Understanding with the NSW Department of Education (DEC) to explore opportunities for shared use of school facilities by Council and the Parramatta community.

The focus of this work will initially be increasing access to open space and recreation facilities. In the future, we will also seek to work with DEC to expand learning opportunities in the community.

ALL PEOPLE HAVE ACCESS TO THE RESOURCES THEY NEED TO LIVE HEALTHY, ACTIVE LIVES.

Implement Cool Parramatta to reduce heat stress

Cool Parramatta is an ongoing communications program to assist the City of Parramatta prepare for, respond to and recover from extreme summer temperatures. The program includes a website with resources and health information, a series of health talks, the installation of water refill stations in three Council libraries and awareness-raising media outreach activities.

Implement Mobile Active Health Project to improve health outcomes for vulnerable groups

The Mobile Active Health Project will be committed to providing opportunities for residents, workers and visitors to improve their health and wellbeing and prioritise issues such as promotion of healthy active lifestyles.

This project will assist in facilitating access to activities and information and will enable individuals to link back into their community and / or provide a platform for new residents to engage with their neighbours. The initiative would be targeting a wider population including: youth, families, over 55's, ATSI, CALD and workers. Initially we would concentrate on the suburbs of Telopea and Wentworthville due to existing gaps in service provision, low SES demographics and the need to provide targeted activity.

Activity will be conducted through a well-equipped vehicle with specialised equipment with staff qualified in sport / recreation, social work, health promotion and education. This initiative has been funded by the NSW Government through the Stronger Communities Fund.

Continue to undertake actions to make the Parramatta River swimmable

City of Parramatta Council is a member of the Parramatta River Catchment Group, an alliance of councils, government agencies and community groups working together to improve the Parramatta River and the creeks that flow into it. Their mission is to make the Parramatta River swimmable again by 2025.

A swimmable river is about more than just swimming. It is a clean and healthy river, with vibrant and active spaces that everyone can easily access and enjoy. A healthy river supports and enhances life in many ways. It makes the area more liveable by introducing greater biodiversity, better air quality and access to activities such as swimming, picnicking, cycling or just relaxing.

In January 2015, City of Parramatta Council reopened Lake Parramatta for swimming, and it is now a popular spot, and is patrolled by lifeguards on weekends, public holidays and during school holidays from November to March. Work is underway to identify further locations for swimming along the Parramatta River.

WE TRUST EACH OTHER, ARE WELCOMING AND FEEL GOOD ABOUT BEING HERE TOGETHER.

Develop and implement the Cultural Plan, including a range of cultural celebrations and events

The new Cultural Plan will prepare our City for the opportunities and challenges that growth brings. Culture invites us and others to celebrate Parramatta as a cosmopolitan global city that is rich in diversity and history. It showcases what we are passionate about, what we value, who we are.

The Cultural Plan will champion the role that culture plays in city building. Culture is key to activating, celebrating and promoting our changing City. Culture encourages participation, social inclusion and innovation and strengthens the distinctive identity of a city.

The Plan will work to infuse culture in the everyday, so that all people can experience culture, including by watching, exploring, making, creating, playing and participating, in a range of settings, with a range of people.

One of the key actions of the Plan will be to continue Council's annual program of signature events and festivals. The way we activate our City is an expression of the diversity of community, and reflects the wealth of cultural knowledge, traditions, religions and contemporary practices in Parramatta. Council hosts and showcases cultural celebrations including Parramasala, Lunar New Year Festival, Loy Krathong, and large scale community events such as New Year's Eve and Australia Day.

Introduce concession pricing policy for Council's fees and charges to increase access to Council services for vulnerable groups

Over the next four years, Council will introduce concession pricing to make its schedule of fees and charges more simple, consistent and equitable. People on low and modest incomes (Centrelink payment recipients), community organisations and not for profit organisations will pay a fixed percentage of market rates for the use of Council's costed services and facilities.

This approach will be progressively introduced across the City of Parramatta Council, starting with fees and charges levied by Council in the Social and Community Services area in 2017-18.

Implement annual City of Parramatta Youth Forum to empower young people

This year, City of Parramatta is hosting the inaugural City of Parramatta Youth Forum, which will be an annual engagement event for 12 to 25 year olds who live, work and study in the City. The objectives of the Forum are to assist the City in:

- Delivering public space, services and policies that are inclusive and welcoming of young people
- Increasing Council's accountability for how the contributions of young people influence Council's operations and strategy
- Seeking out a diversity of voices of young people;
- Building the capacity of young people to exercise leadership and practice active citizenship in the life of the City.

ACTIONS (1-2 YRS)

Expand the Let's Dine Out Program pilot to enable vulnerable people to connect with their community

WHAT IS THIS?

City of Parramatta Council is offering a new flexible meal service to all people currently receiving Meals on Wheels and other people who need assistance with meals.

For the cost of a standard meal package with Meals on Wheels, a customer can be issued with a \$15 voucher that can be redeemed at participating restaurants and cafes that have partnered with the City of Parramatta.

The program enables vulnerable people to dine outside their home, and connect with their community at an affordable price point. The program is currently being piloted, and will be expanded in 2017.

Continue to improve Council's community grants programs to build leadership in local communities

Council currently makes approximately \$500,000 available to the community through a variety of Community Grants programs. Council regularly reviews the design of these programs to ensure they are meeting the needs of the community in an effective, efficient and ethical way.

Council grants support building the capacity of leaders from culturally diverse groups, and education and recreation opportunities of people from many different cultural backgrounds.

WE LEAD BY EXAMPLE.

Develop measures and targets for evaluating the impact of the Socially Sustainable Parramatta Framework

A set of meaningful measures and targets are required to support the implementation and evaluation of the Socially Sustainable Parramatta Framework.

In the next 12 months, the City of Parramatta will work collaboratively with staff, the community, researchers, community organisations and the private sector to develop a set of relevant, and robust measures and targets for the Framework.

Develop and implement Reconciliation Action Plan

A Reconciliation Action Plan (RAP) has been developed for the City of Parramatta, as part of Reconciliation Australia's RAP program. The 'Stretch' RAP commits the City to a three year process, that simultaneously acknowledges previous work with the ATSI community and commits the City to aspirational targets around employment, public art, cultural infrastructure and programming, social investment, innovation, procurement, cultural awareness training and internal policy processes .

Review Council's land assets to evaluate their potential to improve social sustainability

City of Parramatta Council is a major landowner across the City of Parramatta. Redevelopment of some of Council's many land assets may have the potential to improve the social sustainability of the local community.

Scope a Parramatta Community Fund

Council is investigating the establishment of a Parramatta Community Fund (PCF). Many companies and individuals are keen to contribute to the broader wellbeing of local communities through regular or one off donations of funds and expertise.

A community fund is an independent philanthropic organisation that enables local donors to contribute cash, skills and resources to fund community projects that benefit a specific geographic area. The PCF would be a philanthropic vehicle, managed by Sydney Community Foundation, established in association with the Sydney Community Foundation, that will encourage giving amongst local businesses and residents for local purposes.

Develop and implement Disability Inclusion Action Plan

Council is currently developing a Disability Inclusion Action Plan (DIAP). The DIAP provides a public statement of Council's commitment to accessibility and inclusion and puts into practice the principles outlined in the Disability Inclusion Act 2014 and NSW Disability Inclusion Plan.

For people with a disability, Council's DIAP will facilitate greater access to, and inclusion in Council services, the public domain, community facilities and employment, as well as opening other opportunities that Council can influence.

Revise Council's measures and reporting mechanisms to encourage the consideration of social sustainability in Council decision making

Currently, internal Council reports and processes do not routinely include consideration of social impact or consideration of how decision making could maximise the social sustainability of the community. Council's internal reporting mechanisms will be revised to assess the social sustainability of Council's programs, policies and activities, and highlight opportunities to maximise positive social impacts. In turn, this will build knowledgeable Council teams who have the capacity to apply the lens of social sustainability to their decision making.

In 2016, 2015 and 2013, Council ran a Social Wellbeing Survey. There is potential to expand the scope of this survey and revise it, with consideration to Community Strategic Plan reporting, and options for a wellbeing index.

QUESTION:
**WHAT ACTIONS
DO YOU THINK
COUNCIL SHOULD
TAKE TO MAKE CITY
OF PARRAMATTA
MORE SOCIALLY
SUSTAINABLE?**

IMPLEMENTING THIS FRAMEWORK

To advance social sustainability in the City, Council and our partners will need to work together to implement the Socially Sustainable Parramatta Framework.

We plan to implement the finalised Framework in the following ways:

- Developing a yearly implementation plan to progress the actions identified in the Framework.
- Consulting the community about medium and longer term actions.
- Using the values for decision making identified in this Framework to assist Council and others to make socially sustainable decisions.
- Developing a meaningful set of targets and measures to evaluate the progress of this Framework.
- Regular monitoring progress of the Framework.
- Reviewing the Framework every three years.



VALUES FOR DECISION MAKING

This Framework is a working document. The values for decision making are designed to help Council and others make socially sustainable decisions across all areas of business.

Everyone has a role in improving community wellbeing, and our values all have a “doing” element.

We recognise that applying these values will require an organisational shift in some areas, and will be hard work.

These values were developed in consultation with the Expert Reference Group and Council staff.

City of Parramatta Council's values for social sustainability

To work towards social sustainability, the City of Parramatta Council will apply these values to decision making:

IN OUR WORK, ARE WE BEING...

COLLABORATIVE

We work together to achieve social sustainability, recognising that everyone has a role to play. Social sustainability is a whole-of-Council and whole-of-community responsibility.

EQUITABLE

First and foremost, we help those who need it most. By working for an inclusive and socially just Parramatta, we strengthen the whole community and enable everyone to thrive.

COURAGEOUS

We will take fearless decisions for our community, and implement them, where it is the right thing to do. We accept the challenge and responsibility to address our most complex problems.

HONEST

We act openly, transparently and ethically. We listen to our community, uphold their rights and responsibilities and make effective decisions based on evidence.

RESPECTFUL

Diversity is our strength, and everyone is welcome here. We recognise that the differences within and between our communities enrich our people and this place as a whole.

DETAILED EXAMPLES OF HOW THESE VALUES CAN BE PRACTICALLY APPLIED TO COUNCIL DECISION MAKING CAN BE FOUND IN THE BACKGROUND REPORT.



HOW WILL WE KNOW WE HAVE MADE A DIFFERENCE?

Developing a meaningful set of measures and targets will require more work.

One of the actions of this Framework is to develop a set of meaningful measures for the evaluation of the Framework itself.

We propose to work collaboratively with Council staff, the community, community organisations and the private sector to develop a set of relevant, and robust measures and targets over the next 1 to 2 years.

QUESTION:
**WHAT MEASURES
OF SOCIAL
SUSTAINABILITY
ARE RELEVANT
FOR YOU?**

NEXT STEPS

WE WANT TO HEAR FROM YOU!

We want to hear your feedback about the draft Socially Sustainable Parramatta Framework.

Improving social sustainability requires a shared commitment from Council, our stakeholders and our community.

GUIDE TO MAKING SUBMISSIONS

City of Parramatta Council welcomes submissions from the public on the draft Socially Sustainable Parramatta Framework. There is no set format and feedback can be electronic or handwritten.

If you would like to speak with someone in person, we can also arrange for a verbal submission.

Some questions you may choose to consider in providing your submission include:

- What do you think are our community's greatest strengths?
- What do you think are our community's greatest challenges?
- Do you disagree with any parts of this draft Framework? What do you think is missing from this document?
- How could this draft Framework be improved?
- What do you think are meaningful measures of social sustainability?
- What actions do you think would improve social sustainability in the City of Parramatta?

We welcome your feedback and look forward to the discussion. Submissions will close on 8 May 2017.

How do I make a submission?

SUBMISSIONS CAN BE MADE ONLINE:

<LINK tbc>

SUBMISSIONS CAN BE POSTED TO:

Manager Social Outcomes,
City of Parramatta Council
PO Box 32, Parramatta NSW 2150

SUBMISSIONS CAN BE EMAILED TO:

sociallysustainable@
cityofparramatta.nsw.gov.au

YOU CAN ALSO CALL US ON:

02 9806 5050

If you have accessibility concerns, please contact the National Relay Service on <http://relay.service.gov.au/> and provide them with the City of Parramatta number you want to call (eg 02 9806 5050)

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

What happens to my submission?

All submissions will be reported to Council and carefully considered by senior staff before preparing our Socially Sustainable Parramatta Framework for further consultation. Letters of acknowledgment will be provided for written submissions.



- ¹ Forecast prepared by .id demographic consultants, <http://forecast.id.com.au/parramatta>
- ² PWC 2016, Parramatta 2021: Unlocking the Potential of a New Economy, prepared for City of Parramatta Council, October 2016, p.6-7, <http://www.cityofparramatta.com.au/wp-content/uploads/2016/11/Parramatta-2021-Unlocking-the-potential-of-a-new-economy1.pdf>
- ³ City of Parramatta Council 2016, "Aboriginal and Torres Strait Islanders," <https://www.cityofparramatta.nsw.gov.au/living-and-community/aboriginal-and-torres-strait-islanders>
- ⁴ Applied the Australian average of same sex couples (0.7% of all couple families in 2011 Census) to City of Parramatta, <http://www.abs.gov.au/ausstats/abs@.nsf/Latestproducts/2071.0Main%20Features852012%E2%80%932013?opendocument&tabname=Summary&prodno=2071.0&issue=2012%E2%80%932013&num=&view=>
- ⁵ ACOSS (Australian Council of Social Service) 2015, Inequality Factsheet, http://acoss.wpengine.com/wp-content/uploads/2015/06/ACOSS-POVERTY-IN-AUSTRALIA-FACT-SHEET_FINAL-WEB-July-7-2015.pdf
- ⁶ McKenzie, S 2004, Social Sustainability: Towards Some Definitions, Hawke Research Institute Working Paper Series No. 27, University of South Australia, <http://dnr.wi.gov/topic/SmallBusiness/documents/sustainability/SocialSustainabilityTowardsSomeDefinitions.pdf>
- ⁷ Resilient Sydney 2016, Preliminary Resilience Assessment 2016, published by City of Sydney, http://www.cityofsydney.nsw.gov.au/__data/assets/pdf_file/0005/263975/2016-503932-Report-Resilient-Sydney-PRA-FINAL-ISSUED.pdf
- ⁸ Chan, E & Lee, G 2008, "Critical factors for improving social sustainability of urban renewal projects," in Social Indicators Research, 85,p. 243-256.
- ⁹ PWC 2016, Parramatta 2021, p.6.
- ¹⁰ Micromex Research 2017, Parramatta Social Wellbeing Survey 2016, prepared for City of Parramatta Council, January 2017.
- ¹¹ Micromex Research 2017, Parramatta Social Wellbeing Survey 2016.
- ¹² Committee for Sydney 2017, Adding to the Dividend, Ending the Divide # 3, Issues Paper 14, January 2017, <http://www.sydney.org.au/wp-content/uploads/2015/10/CfS-Issues-Paper-14-Adding-to-the-Dividend-Ending-the-Divide-3-1.pdf>
- ¹³ O'Neill, P 2016, Addressing Western Sydney's Job Slide: Release for Comment, prepared for Centre for Western Sydney at Western Sydney University and .id demographic consultants, http://www.uws.edu.au/__data/assets/pdf_file/0019/1064701/JTW_report_complete_7April.pdf
- ¹⁴ WSROC 2016, "Fewer than 20% of jobs accessible by 30 minute car trip," Media release Tuesday 31 May 2016, <https://wsroc.com.au/media-a-resources/wsroc-news-stories/fewer-than-20-of-jobs-accessible-by-30-minute-car-trip-2>
- ¹⁵ Email communication with Sarah Reilly, Expert Reference Group member, March 2017.
- ¹⁶ The Equality Trust 2017, Impacts, <https://www.equalitytrust.org.uk/about-inequality/impacts>
- ¹⁷ Brotherhood of St Laurence 2014, Australian Youth Unemployment: Snapshot, February 2014, http://library.bsl.org.au/jspui/bitstream/1/7060/1/MyChanceOurFuture_Youth_unemployment_snapshot_Feb2014.pdf
- ¹⁸ Micromex Research 2017, Social Wellbeing Survey 2016.
- ¹⁹ United Nations 2017, Sustainable Development Goals: Goal 10: Reduce Inequality Within and Among Countries, <http://www.un.org/sustainabledevelopment/inequality/>
- ²⁰ Rittel, HWJ & Webber, MM 1973, Dilemmas in a General Theory of Planning, Policy Sciences, vol.4, pp.155-169.

Photographer credit: George Gittany
Artist Credit: Anna McMahon and
Anna McKinnon, Garden of 1000 years,
Parramatta Lanes, Page 15



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