

SHARING THE OPPORTUNITIES OF GROWTH FOR ALL

Socially Sustainable
Parramatta Framework

July 2017



CITY OF
PARRAMATTA

WELCOME

Socially Sustainable Parramatta Framework

Sharing The Opportunities Of Growth For All is City of Parramatta Council's Framework for advancing social sustainability in our local government area.

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





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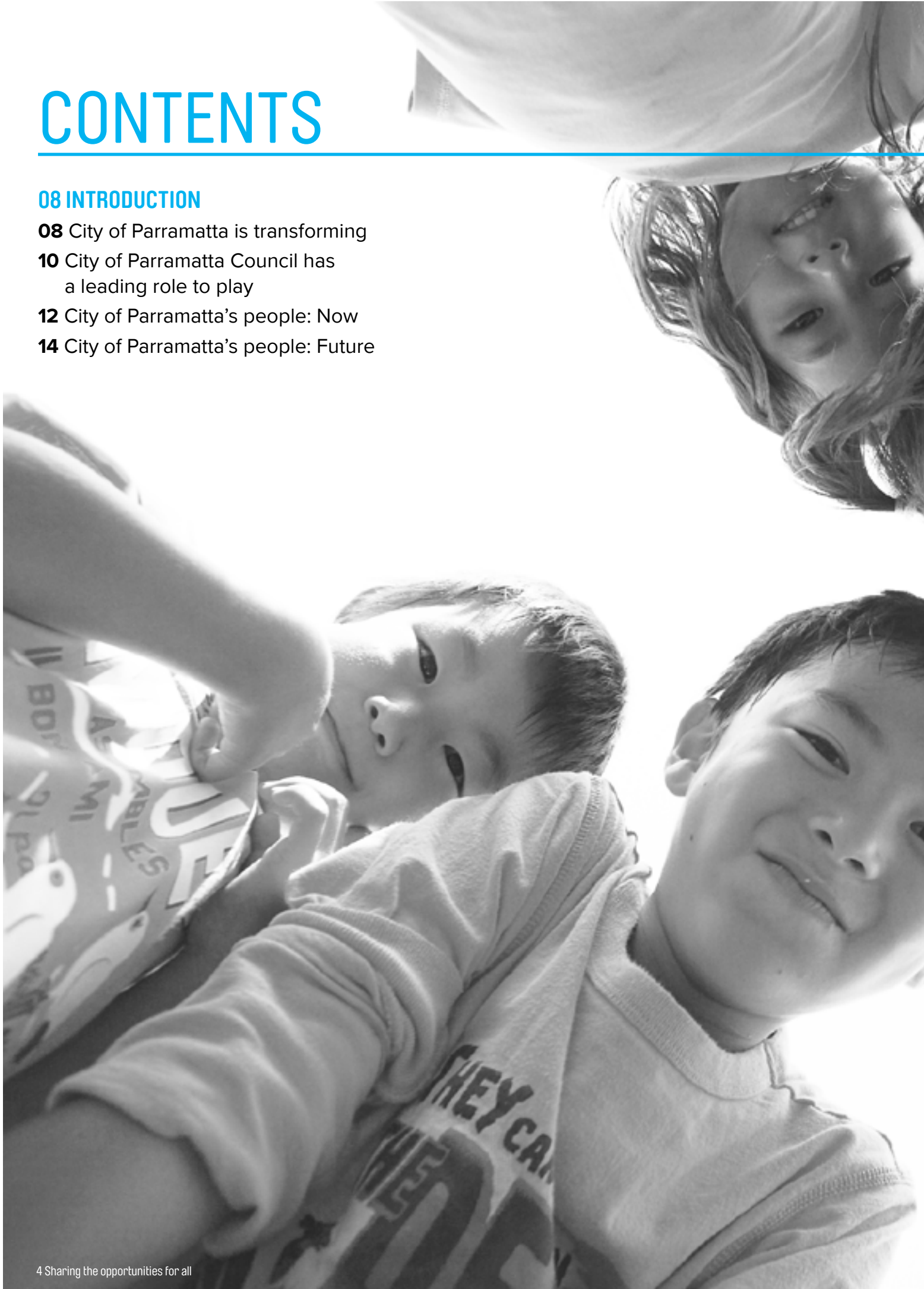
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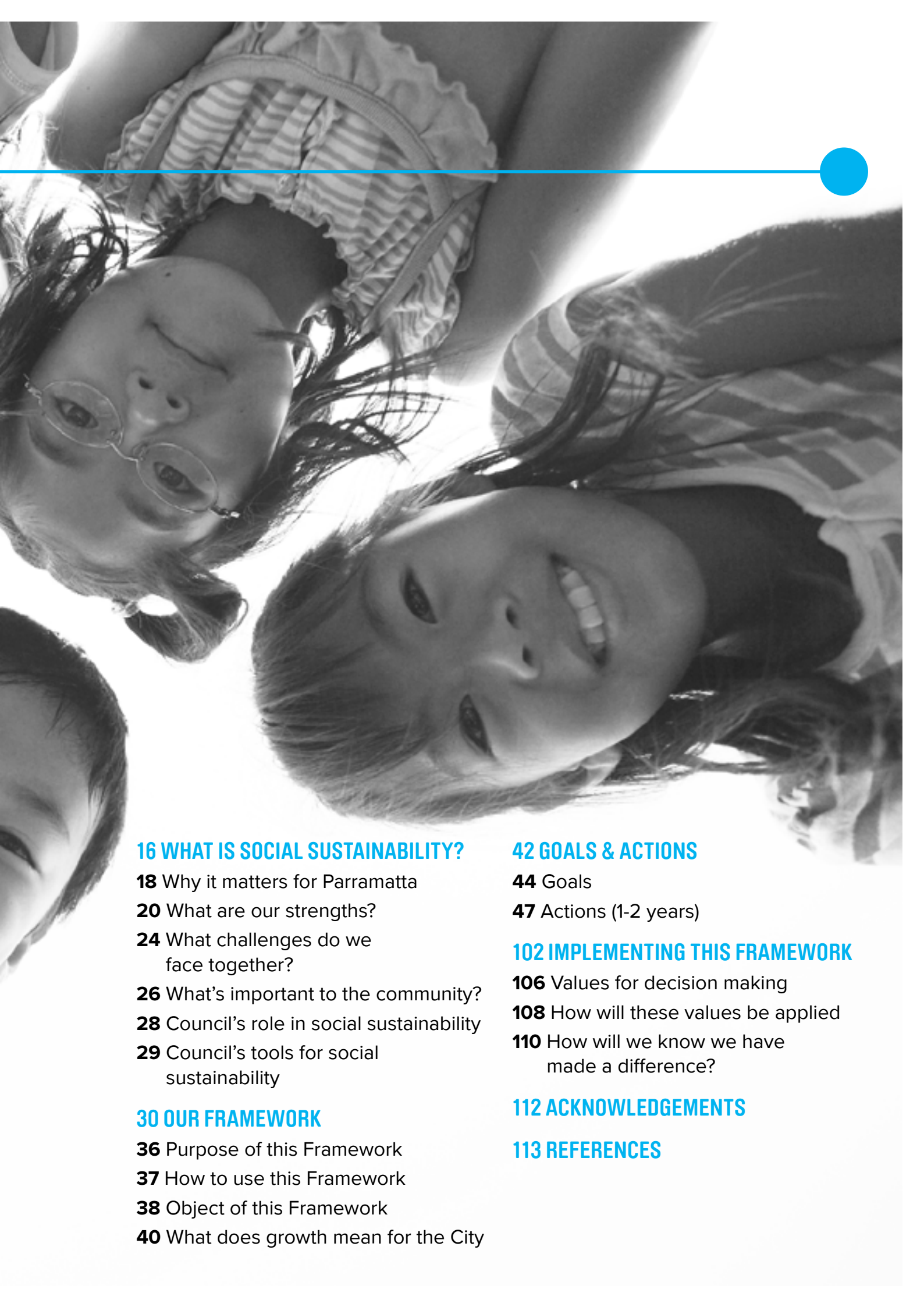
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RECOGNITION FOR THE DARUG PROPLES

City of Parramatta Council acknowledges the Traditional Owners and custodians 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 peoples 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. City of Parramatta's Reconciliation Action Plan is available to read on Councils website: cityofparramatta.nsw.gov.au





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.

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.

INTRODUCTION

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.

City of Parramatta LOCAL GOVERNMENT AREA MAP



**CITY OF
PARRAMATTA**



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 can be intensified if 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.

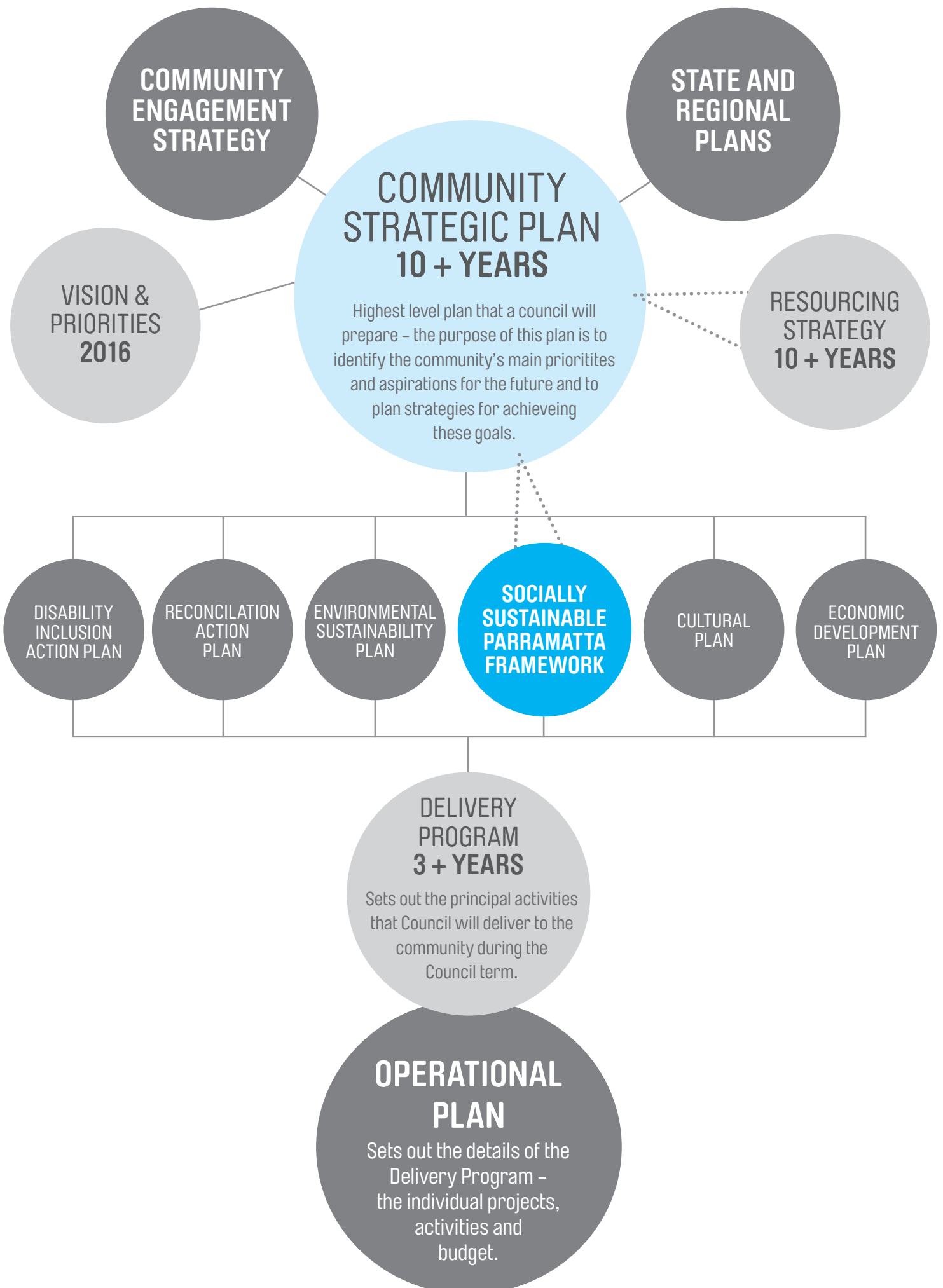
As the local government for Sydney's Central City,
Council is well-placed to be a vocal advocate for our
neighbourhoods, our City, and for Western Sydney
as a whole.

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

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

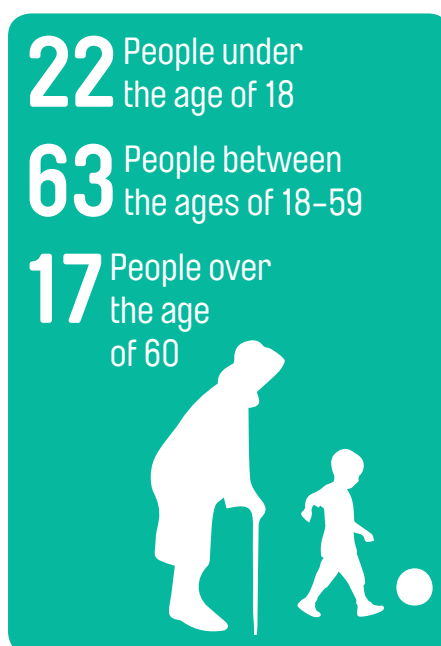
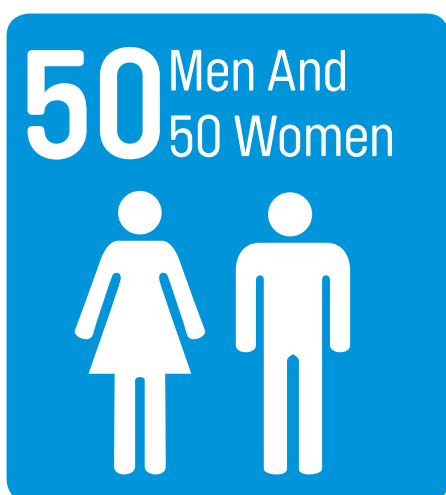
**For more information about Council's documents
visit: cityofparramatta.nsw.gov.au**

**Sharing the Opportunities of
Growth for All 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:



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.³

- 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?

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.”⁵

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.

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.

**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.”⁶*



These drawings were completed by young people at City of Parramatta's inaugural Youth Forum. They show what young people want to see in the City's future.

Researchers⁷ 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.

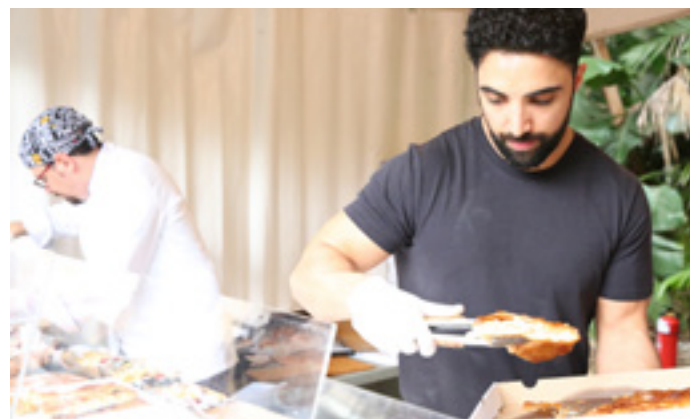
Children get a great start in life when their families can access quality early childhood education and care and young people thrive when they can access engaging and well-resourced schools.

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 feel 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 opportunities of growth for all.



OUR VISION & PRIORITIES

In 2016, City of Parramatta engaged over 9,000 people across the City to develop a statement of Vision and Priorities as a starting point for the preparation of a draft Community Strategic Plan. The community identified the following priorities:

**Promoting Green Spaces
and the Environment**

**Creating a Strong Economy
with a Strong City Centre**

Having a Community focus

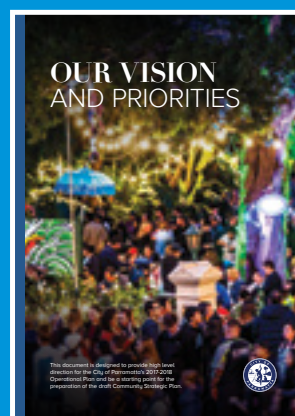
**Supporting Arts and Culture
Celebrations and Destinations**

**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?

We've got great strengths...

Parramatta is Sydney's Central City.

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.⁸

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."⁹

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."¹⁰





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 opportunities of growth can be
shared with all people, making our City
stronger, more resilient,
and more liveable for
everyone.





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.¹¹

There are only 84 jobs for every 100 people in Western Sydney¹², and only 20 to 30% of metropolitan jobs are accessible within 30 minutes from the City of Parramatta.¹³

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 also fewer hospital beds and cultural spaces in Western Sydney¹⁴. 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.¹⁵

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.¹⁶ 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.¹⁷ Income inequality cannot be tackled unless the underlying inequality of opportunities is addressed.¹⁸

Our Expert Reference Group identified 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

Read more about our Expert Reference Group on page 30.

WHAT'S IMPORTANT TO OUR COMMUNITY?


During our public exhibition period, between April and May 2017, we heard from many members of our community about their priorities.

People want to feel safe in public space.
– Participant, Drop in session

Watching new things come up is exciting, but things have changed. It's only good if we go together and help each other.
– Participant, Drop in session

Taking care of lower income individuals and families, as well as those who can't earn a higher income... I worry that development may not be undertaken with them in mind and they will be pushed out of the area...
– Survey respondent

Neighbourhoods need more facilities – not just concentrated in the CBD.
– Participant, Drop in session



Jobs for people who live here – investing in the community, spending in the community and contributing to the local economy.

– Participant,
Drop in session

I like my reserve. I play footy with my brother and my sister and my mum and my dad. – Boy, 5 years,
Engagement at Council
Early Learning
Centre

Cultural diversity – gives identity to neighbourhoods in the area and has exposed me to new experiences and ideas.

– Survey
respondent

What about people who can't afford to participate in the "new" Parramatta? Parramatta will lose its identity, diversity, difference. Affordable housing is very important.

– Participant,
Drop in session

We need better public transport. Buses to our neighbourhoods are few and far between.

– Participant,
Drop in session

COUNCIL'S ROLE IN SOCIAL SUSTAINABILITY

Achieving social sustainability requires shared responsibility.

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.¹⁹ Climate change, intergenerational poverty, obesity and housing unaffordability are examples of wicked problems.

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.

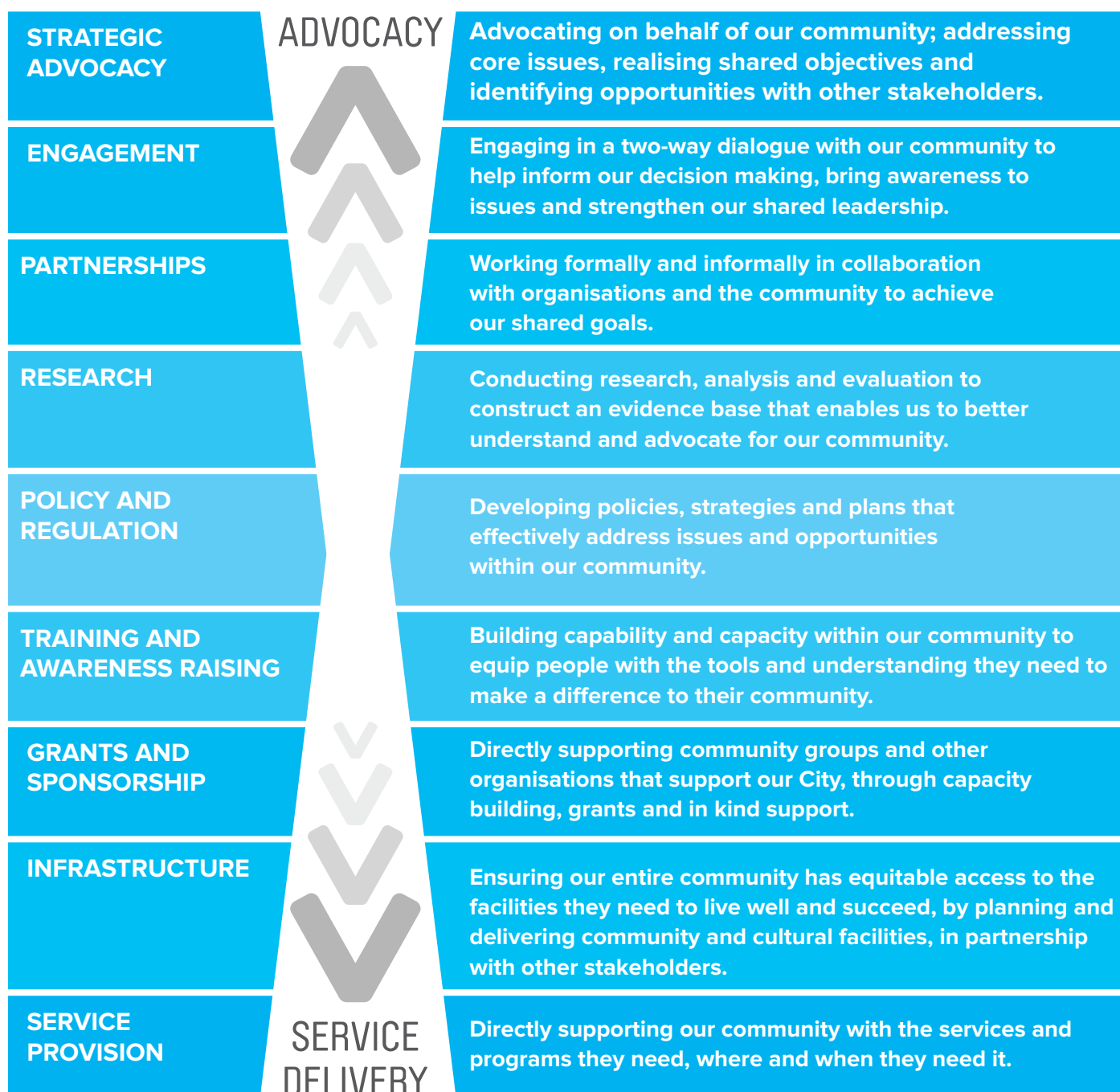
That's why we need to work in partnership with our communities, service providers, businesses, not for profits and State and Commonwealth Governments on shared issues, to coordinate resources and maximise our positive social impact.



We'll go
further
together.

COUNCIL'S TOOLS FOR SOCIAL SUSTAINABILITY

WE CAN WORK TO SHARE THE OPPORTUNITIES OF GROWTH FOR ALL BY:



HOW DID WE DEVELOP THE FRAMEWORK?

The Framework drew 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).

Sharing the Opportunities of Growth For All was developed as a collaboration between our community, stakeholders and Council.

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.

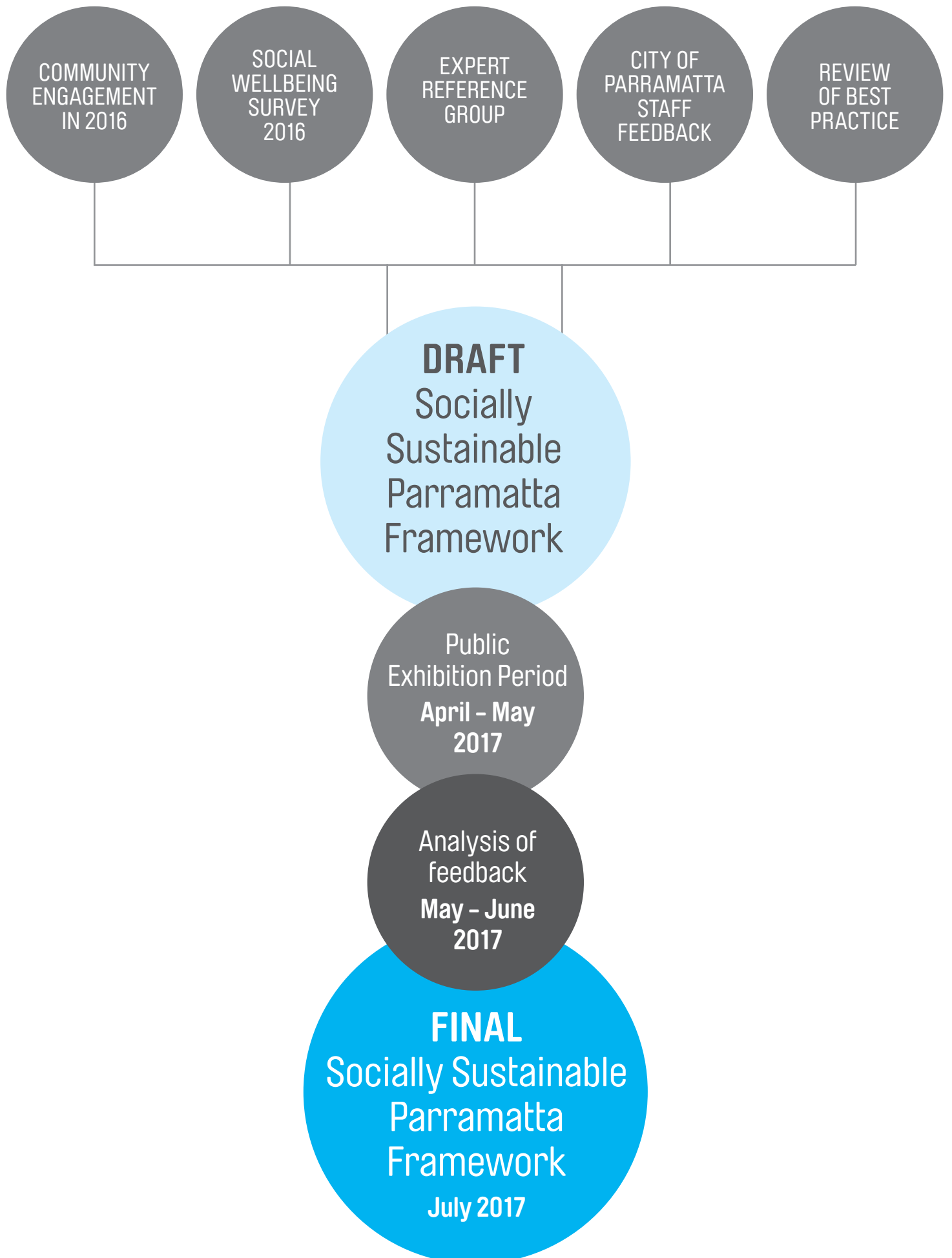
The project team worked with over 70 staff to develop this draft Framework. Staff participated in workshops, reviewed drafts and provided their feedback on the Framework.

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.

Feedback from the community on the draft Framework.

In April and May 2017, we spoke to over 600 members of the general public to get their feedback on the draft Framework and hear more about their priorities.



DURING THE PUBLIC EXHIBITION PERIOD, WE SPOKE TO MANY RESIDENTS, VISITORS AND WORKERS IN THE CITY OF PARRAMATTA.

1800 organisations, businesses, and community service providers were sent links to the Framework.

500 people attended three drop in sessions in the Parramatta CBD.

117 people provided comments on the Draft Framework at drop in sessions and via an online survey.

84 children aged 3 – 5 years participated in engagement activities at Council's Early Learning Centres.

61 young people provided feedback on the concepts of the Framework at Council's inaugural City of Parramatta Youth Forum.

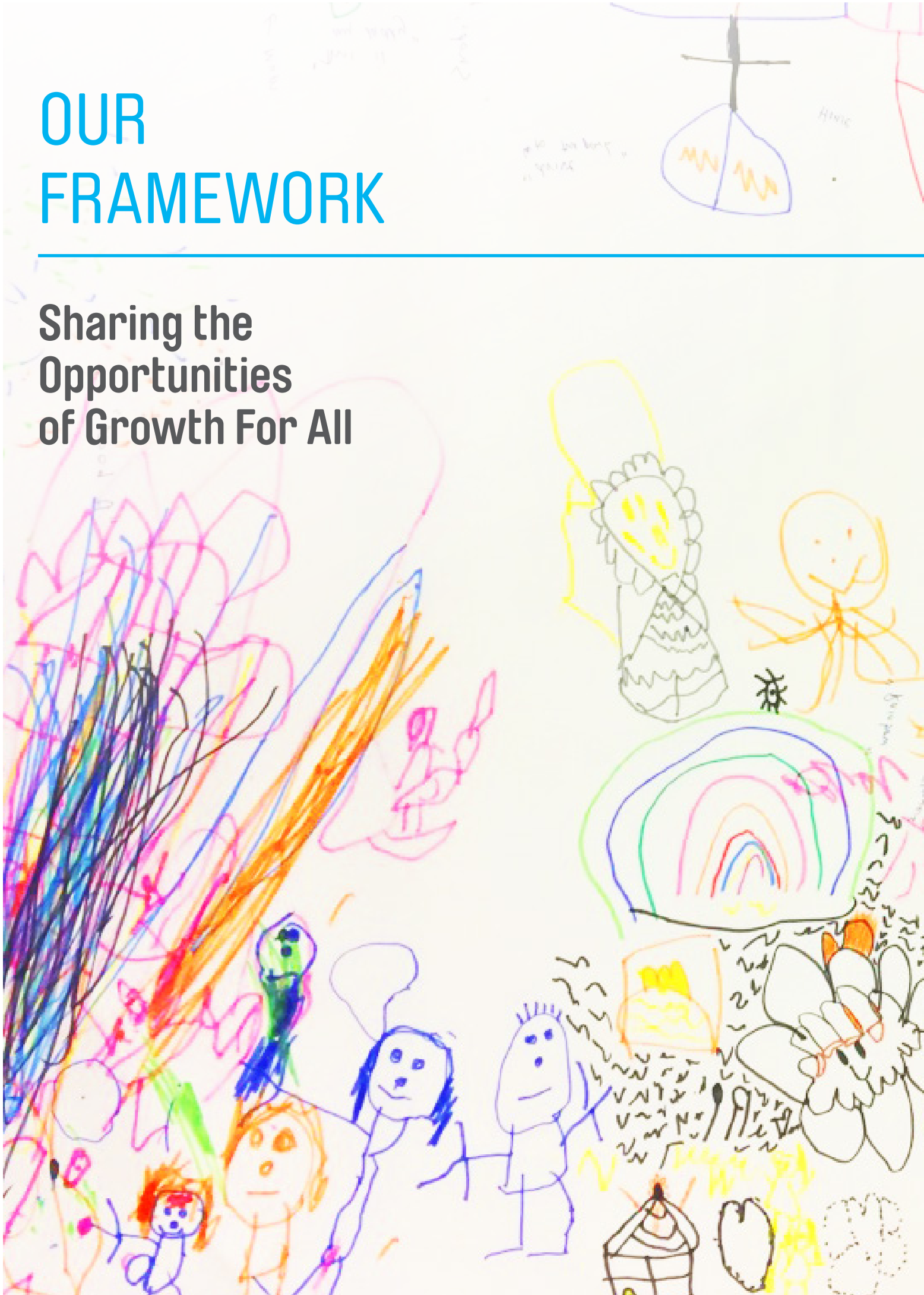
FLIERS, AND COPIES OF THE FRAMEWORK WERE DISTRIBUTED AT COUNCIL'S LIBRARIES, COMMUNITY CENTRES AND EARLY LEARNING CENTRES.

A SUMMARY OF THE FRAMEWORK WAS PRESENTED TO FOUR OF COUNCIL'S COMMITTEES: the Access Committee, Darug Reference Panel, Former Councillor Representation Committee and Local Resident Advisory Committee.



OUR FRAMEWORK

Sharing the
Opportunities
of Growth For All





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.

This drawing was made by a group of 3-5 year olds at Council's Jubilee Park Early Learning Centre. Children were asked to draw their favourite place. Friendship, parks, being outside and family were common themes.

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 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 Framework identifies what City of Parramatta Council proposes to ensure that the opportunities of growth are shared equitably with all members of the community to strengthen the social sustainability of the City of Parramatta.



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.

HOW TO USE THIS FRAMEWORK

This framework is a tool for City of Parramatta Council and its partners.

It outlines the long term goals 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 the City's present and future.

This 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.



OBJECTIVE OF THIS FRAMEWORK



In a socially sustainable City of Parramatta, the opportunities 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, and celebrate their diversity.

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.



WHAT DOES GROWTH MEAN FOR THE CITY?

New opportunities and new challenges.

From a low scale, suburban centre, Parramatta is transforming into Sydney's central city: the strategic centre of services, infrastructure and employment for Western Sydney.

Growth brings new opportunities and investment to the City. New employers move into the area bringing jobs and economic activity. Investment in new infrastructure brings new opportunities, including a new museum, schools, an expanded hospital and stadium, improved public transport and upgraded entertainment facilities at Sydney Olympic Park. There are more options for shopping, dining and entertainment, as demand increases for inner city lifestyles. New development, where appropriate, can offer wider housing choice, including higher density living options.

For Council, a growing population, more investment and a stronger rates base means increased capacity to improve the lives of our residents. A more powerful voice in advocacy with other levels of government, a deeper rates base providing more resources to upgrade and expand essential facilities, and more scope to provide a broader range of high quality services and events to improve the social sustainability of our community.

Our community has told us that ensuring growth is well managed one of their top priorities. Ineffectively managed growth has led to traffic and parking congestion in some neighbourhood

centres, pressure on shared resources, such as sportsgrounds, community facilities and parks, and major issues with infrastructure gaps, especially around schools and open space. High rise development in suburban neighbourhoods has also been contentious.

To improve the lives of our residents, the opportunities of growth need to be equitably shared with all people, including those experiencing disadvantage, without compromising the diversity, inclusiveness and vibrancy that makes our community strong.



OUR GOALS AND ACTIONS





GOALS

WHAT ARE OUR GOALS?

The goals are the key, long term changes 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 opportunities of growth equitably for all.

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

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 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 CAN LIVE HEALTHY ACTIVE LIVES.

Improve health outcomes, starting with people experiencing disadvantage in our community.

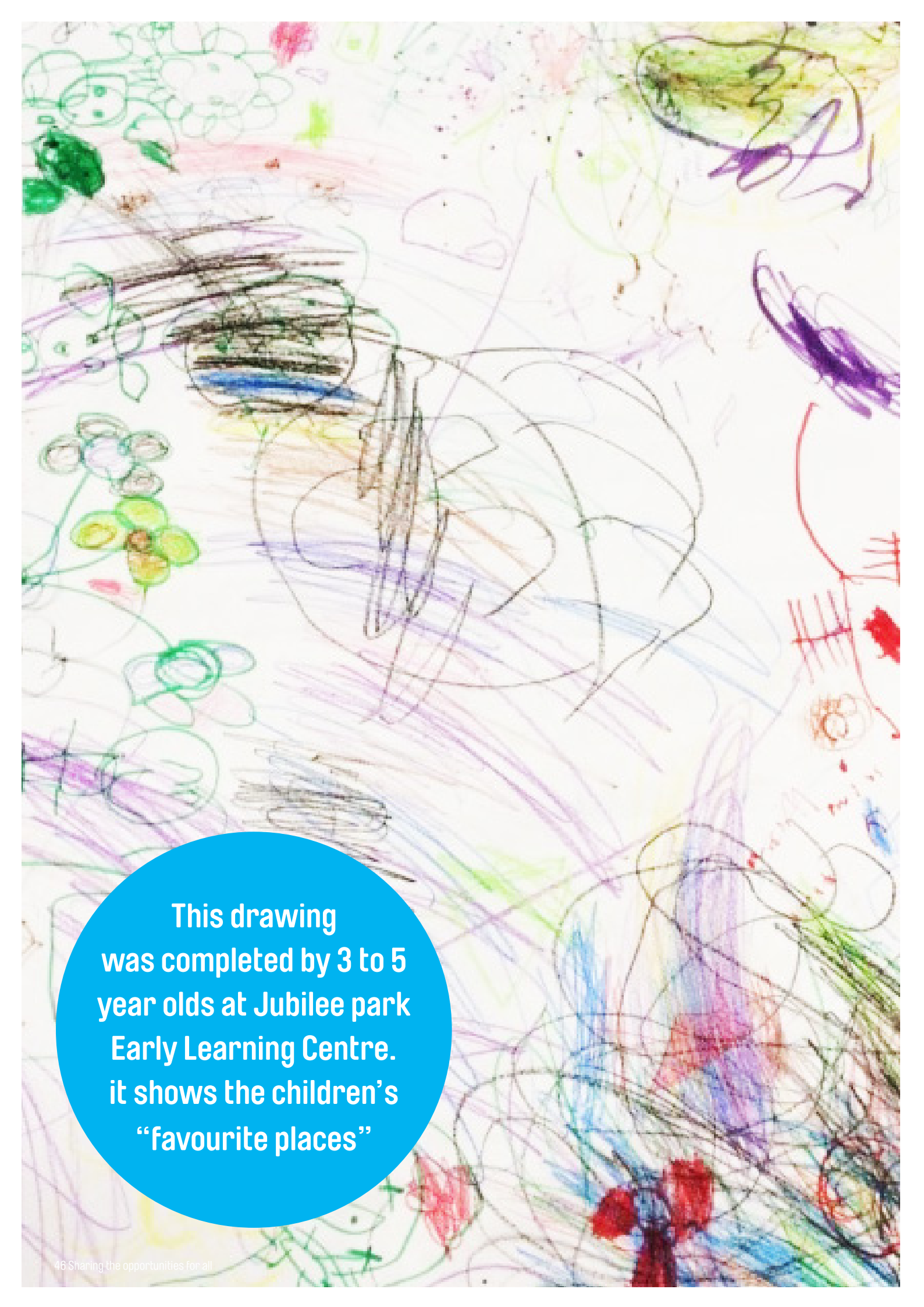
WE TRUST EACH OTHER, ARE WELCOMING, AND FEEL GOOD ABOUT BEING HERE TOGETHER

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

WE LEAD BY EXAMPLE

Improve Council's policy and practices to enable a more socially sustainable City of Parramatta.





**This drawing
was completed by 3 to 5
year olds at Jubilee park
Early Learning Centre.
it shows the children's
“favourite places”**

ACTIONS



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.

Our Framework recognise 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.

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 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 104).

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.

When developing this Framework, Council commissioned a range of portraits of Council staff working with the community to strengthen our social sustainability as a City. Everyone in Council, and in our community, has a role to play in reaching our goals – and we'll go further together.

**CHILDREN ARE
OUR FUTURE**





Council operates five childcare centres, providing affordable places for children from diverse social and cultural backgrounds. Kym Higgins is Coordinator of Council's Early Learning Centre in Ermington. By providing quality early learning opportunities and care for children in the community, Kym and her team help to close the opportunity gap between children from high and low income families.

GOAL: CHILDREN ARE OUR FUTURE

Work towards ensuring every child in Parramatta is healthy, nurtured, happy and will thrive.

A high number of babies and pre-schoolers live in our City. In 2011, 6.8% of people in the City of Parramatta were aged 0 to 4 years old. By 2036, this will increase to 7.0%, or an additional 14,115 children. This is the equivalent of 14 new primary schools.

The developmental vulnerability of children in the City is increasing. In 2015, more than 24% of children were developmentally vulnerable across one or more domain, compared with 21.5% in 2012²⁰. This means that almost one in four children in Parramatta is not school-ready by the time they start kindergarten, and are behind before they begin.

Why is this important?

Early childhood is a vital stage of development. If we get it right in children's early years, we can expect children to thrive in school and throughout their lives. Investing in children's early years leads to increased social mobility, improved lifetime wages, improved university graduation rates, reduced income inequality and improved health and wellbeing. Investing in children assists the whole community to

succeed by overcoming the opportunity gap between children from low and high income families, to end intergenerational disadvantage.

What did you tell us?

Throughout 2016, Council undertook extensive community engagement. During this process, we heard that continuing to provide facilities and services that enable children to thrive is an important priority for our community. Specifically:

- There are long waiting lists for Council-run childcare centres across the City of Parramatta.
- Council should continue to provide children and families-focused activities and facilities for the community.
- Expanded and improved schools are required to keep up with Parramatta's growing population.
- Children growing up in high density will need places to play outside their homes, and families will need places to walk to and relax. More green spaces are needed for the social and developmental needs of growing children, and parents do not want their children growing up in entirely urban landscapes.²¹
- Children's playgrounds require improvement across the City of Parramatta. Parents and carers would like more and safer places to take their kids to play and socialise with other kids and families, including in playgrounds, green and open spaces, and bike paths.²²
- Playgrounds also need to be more inclusive for children with disabilities and their carers. Accessible parking, accessible toilets and personal care areas, opportunities to connect with nature and all-abilities play equipment are required to make a great all-abilities playground – and parents are willing to travel to access a high quality playground for their kids.²³



- More affordable community spaces are required for playgroups and other children’s activities.
- During the public exhibition period, Council engaged with 84 Children about what is important to them. Children told us they love spending time with friends and family playing in parks, and they much prefer outdoor play. For many children, the local park was their “favourite place.”
- Children also love visiting the library to borrow books.
- Supporting, connecting and collaborating with community organisations that help children and families; through grants, sponsorship and in kind support.
- Advocating with other levels of government to develop and implement child-friendly public policy, including the development of design guidelines for childcare centres.
- Engaging with children and young people when designing public spaces, program and services, and being accountable for what they have to say.
- Researching the impacts of high density living on children, and advocating with developers to cater for children in high rise development.
- Working with health services to promote the benefits and availability of early education and care services, such as local playgroups.

What is Council’s current role and contribution?

Many of the factors that cause developmental vulnerability for Parramatta’s children are beyond local government control, such as childcare subsidies for low income families, preschool funding, provision of schools and paid parental leave policies.

Nonetheless, Council has an important role to play in ensuring every child in Parramatta is healthy, nurtured, happy and will thrive. Our current approaches include:

- Expanding opportunities for early learning by facilitating delivery of childcare places through the development process.
- Expanding Council’s role as a childcare service provider, with a focus on families experiencing disadvantage.
- Delivering events, programs and projects with a focus on children and families, including Family Fun Days, Paint Parra REaD, Riverside Kidspot Festival, Kidtopia Festival, Tropfest Junior, Sydney Festival and many others.
- Ensuring a supply of high quality open spaces, play spaces and community facilities to support children to be active, healthy and connect with others.

ACTIONS

1-2 YEARS

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

- Implement Wentworthville Early Childhood Development Initiative, collaborating with other organisations to minimise developmental vulnerability.
- Undertake research into the health impacts of high density living on 0-5 years old, in partnership with NSW Health Western Sydney Local health District.
- Develop a toolkit for engagement with 0-5 year olds to build the capacity of Council services to engage with children.
- Continue to work with FACS in the implementation of the Targeted Early Intervention Program reforms so that vulnerable children have the best chance of leading a full and happy life within life-long, stable families and in communities which cherish them.

Further actions for the next 3 to 5 years will be developed in consultation with the community.

A photograph of a woman and a man at a playground. The woman, on the left, is wearing a black jacket and black pants, and is smiling while holding a young child on a swing. The child is wearing a pink long-sleeved shirt and grey pants. The man, on the right, is wearing a blue and white striped long-sleeved shirt and dark blue pants, and is also smiling. They are standing on a red rubber safety mat. In the background, there are palm trees and other people at the playground.

If we invest in children's early years, we can make sure they thrive now and in the future. Phil Scott (Community Place Development Officer, CoP) and Margarita Videla (Community Migrant Resource Centre), are working together with other stakeholders to deliver the Wentworthville Early Childhood Development Initiative, to improve early years outcomes in one of our most vulnerable communities.

Homes are about much more than shelter. Maurice Higgins (Property Services and Space Management, CoP), Mark Egan (Social Outcomes, CoP) and Lucy Burgmann (Community Housing Ltd) (L to R), work together to deliver high quality, affordable rental housing for members of our community in housing stress. Diverse and affordable housing means our community can be socially sustainable as it grows.

DIVERSE, AFFORDABLE HOMES FOR EVERYONE.



GOAL: 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.

Population growth, Parramatta's increasingly attractive inner city lifestyle and demand for investment properties is driving housing costs in the city – and this trend is hitting low and moderate income households hardest.

Many people in Parramatta have to spend too much of their income just to put a roof over their heads.

Parramatta's price advantage for moderate income earners, such as teachers, police officers, cleaners and other key workers, is falling. In 2010, housing in Parramatta was around 8% more affordable than Greater Sydney. By 2014, this price advantage had dropped to 2%. 12.3% of households across the City are in housing stress, meaning that they pay an unacceptably high share of their income towards housing.

As the cost of housing continues to rise, it will become harder for individuals and families to stay in the neighbourhoods that they grew up in, where their social networks and community connections are. The cost of living will also continue to rise, as the costs of energy, fuel and water increase. Many people in Parramatta can't afford to access the private rental market, or own their own home. 6% of people live in social housing, and the waiting list for social housing in the Parramatta area is five to ten years.

Homelessness is also on the rise in our community. In 2016, 319 homeless people were counted in Parramatta's Homeless Street Count, including 43 rough sleepers, compared with 303 total homeless people in 2015.

Why is this important?

The right to housing is about more than shelter.²⁴ The affordability, quality and security of our homes is crucial to our wellbeing.

Affordable*, high quality and diverse housing is fundamental to the vibrancy, productivity and liveability of a great city. When housing is available across the spectrum of housing needs in our community, the whole City benefits:

- All people can choose to live close to their workplaces, and businesses can attract and retain a diverse workforce.
- People can meet other basic living costs such as food, clothing, transport, medical care and education.
- Our community can continue to be made up of people from a broad range of incomes, backgrounds and aspirations – strengthening the vitality and dynamism of our City, and allowing



people to stay close to their neighbourhood bonds and networks throughout their lives.

Great cities also care for their most vulnerable residents, including homeless people. Homelessness has high costs for both the individual and the entire community. Investing in quality programs and accommodation for people experiencing homelessness is not only humane, it reduces demand for costly support services in the long term.

What did you tell us?

Throughout 2016, Council undertook extensive community engagement, including about housing and residential development. Specifically, people spoke about:

- Needing to manage the impacts of growth on the existing local character of local centres throughout the City, and ensuring that high density urban renewal is supported by appropriate infrastructure, such as parks, schools, public transport and so on.²⁵
- 85% of respondents agreed or strongly agreed with the statement “affordable rental housing is important for the community.”
- Only 14% of respondents consider the City of Parramatta affordable for first home buyers.
- 93% of respondents felt that Council should work to improve affordable rental housing.²⁶

What is Council’s current role and contribution?

Although many of the factors that contribute to housing affordability are outside Council’s control – such as housing and planning policy from other levels of government, tax incentives for investors, and development industry trends – Council already displays leadership in a number of ways; including:

- Directly providing affordable housing. Council owns a growing number of affordable housing properties, which are managed by a community housing provider and rented to low and moderate income households at below market rates.
- Planning and regulating the housing mix available in our City, ensuring that growth is inclusive, and happens in the right locations, especially through our Local Environment Plan (LEP) and Development Control Plan (DCP).
- Advocating strongly for affordable housing targets with our partners on major urban renewal projects, such as the Parramatta Road Urban Renewal Area, Parramatta North Urban Transformation, Sydney Olympic Park, Camellia and Wentworth Point and advancing the affordable housing targets and recommendations for inclusionary zoning identified in the draft West Central District Plan.
- Conducting research into housing needs.
- Working with our partners to coordinate our response to homelessness in the City.
- Working to improve the outcomes of local services designed to reduce the risk of homelessness or to provide sustainable pathways out of homelessness.
- Working with residents and community organisations to reduce energy costs for households, for example, by promoting affordable solar panels, and other precinct-level energy projects.

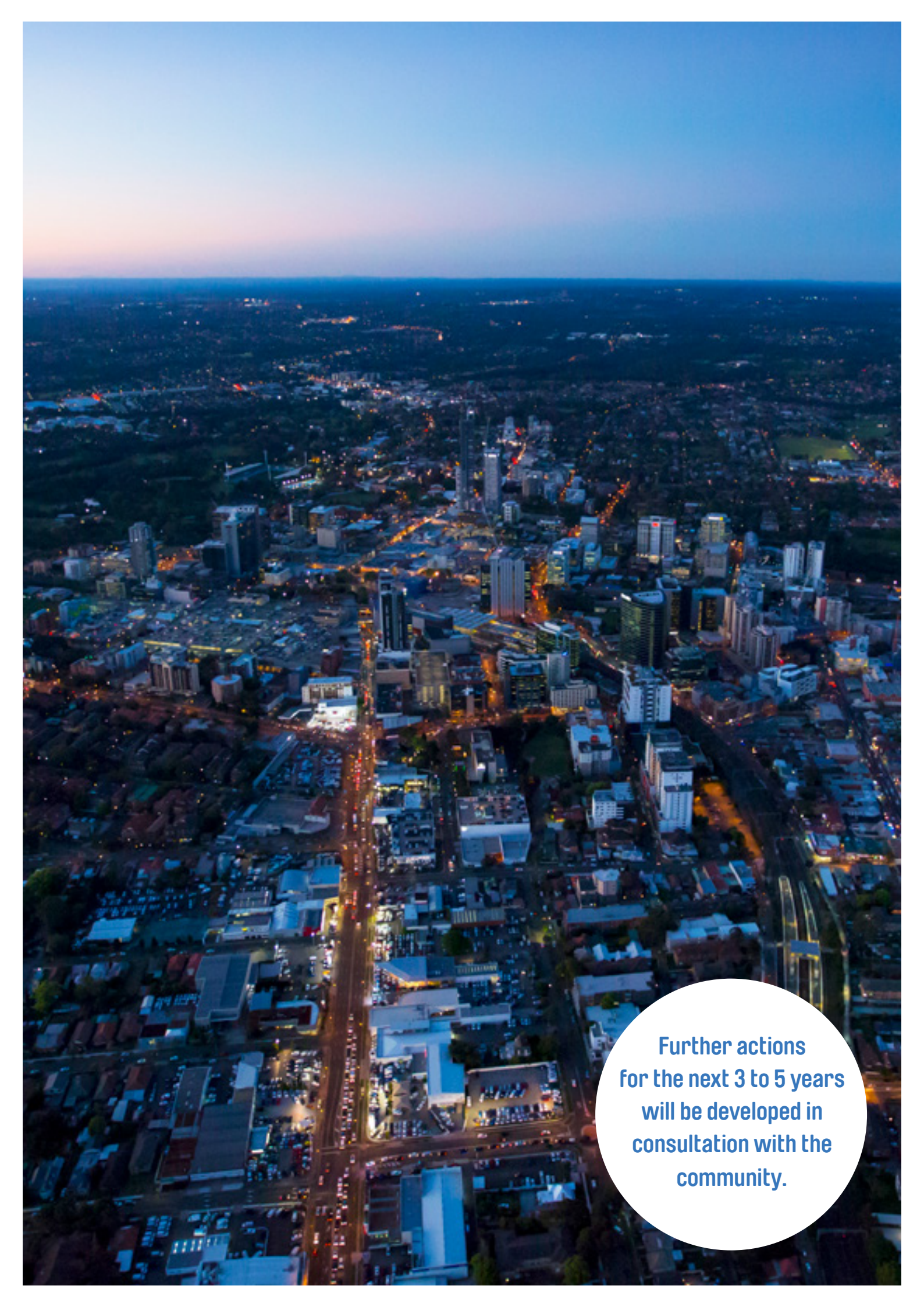
**Housing affordability is achieved when households on low and moderate incomes can afford to pay for their housing costs without having to pay more than 30% of their household income.*

ACTIONS

1-2 YEARS

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

- Implement an Affordable Housing Policy to expand housing choice and improve community access to affordable rental housing.
- Ensure new residential development is consistent with dwelling mix requirements within Council's planning controls.
- Continue to use the best available demographic information to inform the dwelling mix of the new developments to meet the needs of the new communities in the city.
- Continue to use demographic information to ensure an appropriately diverse housing mix is delivered through precinct renewal.
- Implement new initiatives to help prevent homelessness and maintain the Homeless Protocol as significant growth occurs across the City of Parramatta.

An aerial night photograph of a city skyline, showing a dense urban area with numerous buildings and streets illuminated by city lights. The sky is a deep blue, suggesting dusk or dawn. A prominent white circular callout box is overlaid in the bottom right corner, containing text in a dark blue font. The city's layout is visible, with a central corridor of taller buildings and surrounding residential or commercial areas.

**Further actions
for the next 3 to 5 years
will be developed in
consultation with the
community.**

**ALL PEOPLE CAN LEARN,
SHARE AND GROW.**

Learning is important throughout our lives, and helps us to understand and respond to the opportunities of the future. Matthew, a volunteer at Parramatta Library, shares his knowledge, experience and skills to empower participants in Council's Computer Help for Seniors Class. Katherine Mitchell, Information Access Librarian, facilitates and supports the group.



GOAL: ALL PEOPLE CAN LEARN, SHARE AND GROW.

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

Our community is increasingly well educated. In 2011, nearly a third (31.7%) of people had earned a bachelor's degree or higher, giving employers a highly qualified local workforce to draw on.

Many people have also earned diplomas or advanced diplomas (9.6%) and vocational qualifications (12.1%). Schools are being built and expanded in growth areas across the City, including the redevelopment of Arthur Philip High School as one of Sydney's first vertical public schools. Many of our residents are increasingly well prepared to participate in the 21st century economy.

Many of our community members also share their

knowledge, experience and skills to empower others. Over half of residents (55%) have been actively involved with community support groups in the past year, including parenting and child support services, service clubs and education and training at local schools or TAFE.

Almost 1 in 2 residents also provided teaching, coaching and practical advice to family, friends and/or colleagues beyond their own household.²⁷


Despite growth and investment in our City, there are many members of our community who are not well prepared to take advantage of the opportunities of the future. 35.3% of our community members do not have formal qualifications of any kind. 13.6% of people have no internet connection at home, and therefore cannot easily participate in learning, social networking or job searching that takes place online.

Although Council provides free WiFi in many of its venues, free WiFi is not widespread across the City. 7.9% of people don't speak English well or at all, and will find it difficult to access work that requires these skills, or engage with the whole community.

Why is this important?

Knowledgeable and informed people are an essential building block in a thriving and empowered community and local economy. Learning is important throughout our lives and helps people better understand the world that they live in, empowering them to make informed decisions about their lives and give back to their communities.

Early learning gives children a great start in life, that they then carry through school all the way to adulthood. Adult learning, whether at a formal institution, such as a university or TAFE, or informally, through public libraries or community organisations,



helps people to maintain their employability throughout life, improve their circumstances and reach their full potential.

What did you tell us?

in 2016 and 2017, Council undertook extensive community engagement. During this process, we heard about people's need to access learning throughout their lives. Key themes included:

- Council should continue to provide children and families-focused activities and facilities for the community. Many Council-run childcare centres have long waiting lists, but many other residents aren't aware of Council's children's services.
- Expanded and improved schools are required to keep up with Parramatta's growing population, especially in key growth areas.
- 9 in 10 library users are very satisfied or satisfied with library services in the City of Parramatta. However, our older libraries are struggling to keep up with demand, as more people use libraries as a place to study, work and access the internet – rather than to just borrow a book.
- Library users want to see improved layout and more space for library activities, increased accessibility, with longer opening hours.
- Council needs more affordable community spaces where local people can connect with each other for play groups, signing groups and other activities.
- Many over 55s in our community are active participants in learning and sharing activities, ranging from book clubs, to computer classes, to learning new languages. Many over 55s are looking for more ways to participate in learning, to improve their independence, health and wellbeing, and to meet new people.

What is Council's current role and contribution?

Many individuals, organisations and institutions have a role to play in supporting all people to learn, share and grow throughout their lives. Council already contributes in the following ways:

- Providing affordable or free access to learning opportunities in community facilities, such as libraries, childcare centres, youth spaces and over 55s leisure and learning centres.
- Providing free and low cost events and programs for informal learning activities, for example through Parramatta Artist Studios, Riverside Theatres, libraries and in public spaces.
- Directly funding or supporting community organisations that train, mentor and build the capacity of the community.
- Advocating to the NSW Government and communities for provision of schools to meet the needs of growing communities and requiring planning proposals to consider their impact on the need for new school places.
- Providing free WiFi, charging stations and other digital infrastructure in the Parramatta CBD and in our other libraries and community centres.
- Demonstrating leadership in our own organisation by providing inclusive learning and mentoring opportunities for our staff, including the long-running student project officer program.

ACTIONS

1-2 YEARS

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

- Continue to implement lifelong learning programs across all libraries and community centres.
- Continue to improve and expand City of Parramatta Council's network of libraries and community centres.
- Continue to revise Council's MOU with Western Sydney University to ensure shared opportunities for learning and research.
- Continue to work to secure affordable community spaces through planning controls and negotiations with developers.
- Continue to expand young people-focused events and programming, including undertaking a youth music event, and establishing a partnership with MCA Genext to foster the creativity of local young people.

Further actions for the next 3 to 5 years will be developed in consultation with the community.



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

Ensuring all members of our community have access to decent jobs is a core part of social sustainability. David Moutou (Community Capacity Building, CoP), Ron Wright and Jo Nolan (TAFE NSW) (L to R) are working in partnership to deliver the Parramatta Skills Exchange, a program to provide industry-based training opportunities for young, unemployed and under-employed workers. Participants get the chance to work on some of the biggest developments in the City, and receive training as they go.



GOAL: 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.

There's no doubt Parramatta's economy is growing – but is rising GRP alone enough to improve the local population's living standard?

Many members of our community are high income earners, poised to take advantage of Parramatta's continued growth. Our largest population group is working age adults between 25 and 50 years, who actively contribute to the growth of our local economy – as workers, participants and consumers. Population growth will continue to improve local businesses' access to workers, and the growing size of local markets will allow businesses to prosper. Many members of our community experience barriers to participating in the local economy, and will not be able to take advantage of Parramatta's growth without support:

- 6.0% of people are unemployed and looking for work
- 7.8% of people don't speak English well or at all
- 35.4% of people over 15 years have no tertiary qualifications
- 6.5% of young people (15 – 24 years) are in neither education nor employment
- 4.0% of people need assistance with daily living activities due to a disability
- 11.0% of households don't have a car

Many Parramatta residents also experience long commutes to access employment in other centres across Metropolitan Sydney. There are only 84 jobs for every 100 people in Western Sydney,²⁸ and only 20% to 30% of metropolitan jobs are accessible within 30 minutes from the City of Parramatta.²⁹ Time spent driving, or in traffic, is time that can't be spent with your family, pursuing your hobbies, or staying active. However, many community members rely on cars to access their jobs, and lack access to fast, frequent and convenient public transport.

Why is this important?

In great cities, growth and investment is leveraged to create inclusive, equitable local economies which offer secure, quality job opportunities for people to support their families and to live with dignity and security.

Parramatta faces a great challenge – how can Parramatta's continued economic growth provide pathways to improved wellbeing for our people? How can local economic development foster equitable and inclusive economic growth and a diverse range of quality employment opportunities for local people?

Successful economic development in Parramatta will share the benefits of growth with our low income earners, for example through improved training opportunities and better access to high quality employment. Inclusive economic growth will benefit the whole City, as “societies with smaller income differences between rich and poor are more cohesive: community life is stronger, levels of trust are higher and there is less violence. The vast majority of the population seem to benefit from greater equality.”³⁰

What did you tell us?

In 2016 and 2017, Council undertook extensive community engagement. We heard that our



community is excited about the economic strength of the City, and Parramatta's future at the CBD for Western Sydney. People wanted to see:

- More employment opportunities in the Parramatta CBD, rivalling the opportunities offered in the Sydney CBD.
- Continued support for the local economy, from both the community and Council.
- Improved accessibility and transport throughout the City, including connections to jobs and employment centres. In particular, improved public and active transport throughout the city was a priority.
- Strong local centres with their own unique local identities and businesses, with the financial sustainability to maintain their unique characteristics into the future.
- Priorities opportunities to connect local young people, and other people experiencing disadvantage, with jobs.

People also accepted that economic strength is important – but not the Council's only focus. The financial performance of the Council should be balanced with a community focus, and spread beyond the Parramatta CBD.³¹

What is Council's current role and contribution?

Tackling issues such as income inequality, unemployment and the changing nature of work are complex challenges. Increasing and retaining the number and quality of jobs for local people isn't something Council can achieve alone. However, Council already shows leadership in the following ways:

- Building the capacity of small businesses throughout

the City of Parramatta.

- Attracting investment and jobs to the City through marketing activities, events and programs.
- Marketing the City of Parramatta's heritage, cultural, sport and entertainment assets to build a vibrant, safe and sustainable visitor and cultural economy.
- Revitalising local centres to promote business growth through land use planning.
- Providing education and training opportunities, especially for vulnerable people, such as disengaged young people, long term unemployed people, refugees and new migrants. Council has partnered with TAFE NSW to develop the Parramatta Skills Exchange, which will offer training and skills development to workers on construction sites across the City.
- Working with other government agencies to advocate for a Parramatta Light Rail that reduces transport disadvantage, especially for vulnerable residents, and connects people with jobs, learning, and the services they need to live well (such as medical care or local shops).
- Providing affordable childcare, that enables women to re-enter into the workforce, and providing affordable housing that enables key workers to continue living close to their places of work.
- Collaborating with local social enterprise to implement the Social Investment Action Plan, and supporting social enterprise to succeed through grants and other support.
- Modelling socially sustainable business practices, starting with a diverse and empowered workforce and socially sustainable procurement practices.
- Balancing the need to protect employment generating commercial and industrial land uses with demand for residential development.

ACTIONS

1-2 YEARS

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

- Continue to implement Parramatta Skills Exchange in partnership with TAFE NSW, and support similar programs to improve access to jobs, skills and learning opportunities.
- Implement ATSI Employment Strategy and Disability Inclusion Action Plan to ensure a diverse workforce for Council.
- Develop and implement Economic Development Plan to support inclusive jobs growth.
- Implement Social Investment Action Plan to strengthen the social enterprise sector in the City of Parramatta.
- Support delivery of Stage 1 Parramatta Light Rail, to ensure that active transport connects to light rail stops and that high quality amenity is provided for user comfort.
- Continue to advocate for major public transport initiatives such as Parramatta Light rail and Sydney Metro West Link to connect people with employment and destinations.



**Further actions
for the next 3 to 5 years
will be developed in
consultation with the
community.**

Devan Moodley (Project Manager), Troy Holbrook (Open Space & Natural Area Planner) and John Graham (Supervisor Landscape Architecture) (L to R) work together to deliver great public places. Jubilee Park playground was built in 2016, and is the backyard for many children and their families who live in the neighbouring apartments. The playground is packed every day after school with children and their families.

GREEN, INCLUSIVE AND SAFE PLACES TO SHARE.



GOAL: GREEN, INCLUSIVE AND SAFE PLACES TO SHARE.

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

Our neighbourhoods are changing. Population growth, high density development and urban renewal are putting pressure on our shared resources, and in many neighbourhoods across the City, parks, community centres, libraries, schools and roads are struggling to keep up with growth.

Many residents have told us they are concerned about the impacts of a growing population, including the lack of parking, traffic congestion and perceived increasing crime.³²

1 in 4 of our residents (26.6%) live in high density, which offers a different lifestyle compared with separate suburban housing. Residents in high density neighbourhoods have great access to local shops, services and public transport; however, they also have less private open space, may feel more isolated, and may be in conflict more often with their neighbours.

Green, inclusive and safe places are a great way to deliberately strengthen the social fabric of our community. The community has told us that protecting and promoting the natural environment is one of their top priorities. In particular, green spaces, with their many physical and mental health benefits, are needed to support higher density

neighbourhoods with opportunities to relax, or be active, or connect with friends and family.

Safety is also a fundamental baseline for social sustainability, and is a concern for any public space or neighbourhood. Although crime rates are decreasing across the City,³³ many residents and visitors report that they continue to feel unsafe in some parts of the City, particularly at night. Homeless people, and anti-social behaviour is present in any great city, and policy works to minimise the negative impacts in shared public spaces. This is a particular concern for our growing nightlife, especially in the Parramatta CBD.

Why is this important?

Great cities are designed for people. Our wellbeing is highly influenced by our physical and built environment, and the ways we move through the City. Our community is very diverse and great places provide opportunities for our community to meet each other, recognise and respect difference, and celebrate what is important to us. When we are proud of where we live, we feel part of the community and participate in events and support each other. If we live somewhere that is attractive to us and creates a sense of harmony, we are more likely to feel safe and be proud of our community and neighbourhood.

In high density areas, public space also needs to function as backyard or living room, meeting place, play space, space for exercise and events, and be adaptable to different uses and needs from different groups. Increasingly, streets are public spaces.

Great public spaces and neighbourhoods are accessible to all people, regardless of their ability, age or cultural background. They make all



people feel welcome and connected and provide opportunities to meet up with your neighbours and friends. Places for all people are universally accessible, inclusive of children, older people, people from all cultural backgrounds, people with a disability, and vulnerable people. They offer opportunities to connect with nature and each other and enable many different uses. Great places are open to everyone for free – without needing to buy a coffee or meal, or participate in shopping.

What did you tell us?

In 2016 and 2017, Council undertook extensive community engagement. Our community spoke about the spaces, buildings and connections in their neighbourhoods. Residents had the following priorities:

- Increasing the amount of green space across all neighbourhoods of the City. Residents and visitors alike have said they want to see more parks, reserves and natural places to relax, socialise and play.
- Effectively managing the impacts of growth across the City. Ensuring that high density urban renewal is supported by appropriate infrastructure such as parks, schools, public transport and community spaces. Increasing accessibility and connectivity is the cornerstone of supporting future population growth, and more fluid and convenient public and private transport options are needed.³⁴
- Children told us that they love to visit parks in their neighbourhoods with their family and friends. Local parks are often their “Favourite place.”
- Safety is a core concern for residents, and our community wants to see safety improve across the City.³⁵ Local libraries and neighbourhood streets are the places that people feel safest, outside of

their own homes. Many people feel unsafe at night and around anti-social behaviour..³⁶

- More community spaces are needed to accommodate growth in high density development. Community spaces and facilities strengthen a sense of belonging for our people.³⁷
- Maintain and strengthen the unique character of local centres.
- While young people generally feel welcome in the Parramatta CBD, new development activity is making young people feel increasingly excluded from public spaces in the CBD, and some young people have experiences of being moved on from public space.³⁸
- Modelling universal design standards that encourage designers and planners to consider the needs and convenience of all members of the community, regardless of age or ability, so that they do not inadvertently create barriers to participation for anyone is important.³⁹
- Construction has been disruptive for all people who use the city’s streets.

What is Council’s current role and contribution?

Council has a major role to play in designing, building and maintaining public spaces, and regulating the planning and building of private developments. Council’s existing strategies to develop green, safe and inclusive places for all people include:

- Land use planning to develop integrated, well-connected and accessible neighbourhoods, and working with our private and public partners to enable socially sustainable urban renewal.
- Designing, building, maintaining and activating

major public spaces, such as Centenary Square and Parramatta Square in the Parramatta CBD, as well as local streets and laneways.

- Implementing a placemaking approach to local neighbourhoods and areas of urban renewal, to facilitate inclusive and collaborative urban change.
- Auditing and researching community facilities, recreation facilities and open space provision across the whole City of Parramatta, to identify gaps and develop directions for future provision. Financing and building an expanded network of community facilities, parks, sportsgrounds and recreation facilities to meet our community's needs and aspirations.
- Preparing master plans that guide the provision and design of open space to ensure the appropriate delivery of a diverse range of connected, quality open space.
- Implementing universal design standards so that public spaces are accessible to all people, and modelling them for other developers.
- Working with NSW Government partners and others to guide the development of the Parramatta Light Rail to ensure it connects and strengthens our community.
- Activating spaces with events and programming so that they are safe and welcoming at all times of the day and night.
- Advocating to the NSW Government regarding improved public transport.
- Requiring social impact assessments for proposed development to include addressing how new infrastructure will be delivered and how existing infrastructure and open space will be embellished.
- Maintaining and improving our natural environment to ensure our community can connect with nature, e.g Bushcare, Get into Nature Program and the River Keeper Network.

ACTIONS

1-2 YEARS

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

- Develop a Social Infrastructure Strategy to increase sharing and access to community facilities, open space and recreation facilities.
- Continue to revitalise the public domain, including Parramatta Square, Civic Link, and the City River Foreshore, to improve civic identity, liveability and vibrancy of public life in the parramatta CBD.
- Develop a Night Time Economy Strategy that supports diversity, inclusiveness and great experiences.
- Develop a formal partnership with NSW Department of Education, to expand community access to open space.
- Implement Parramatta Ways to connect green spaces across our neighbourhoods and improve walkability by greening our streets and improving shading and amenity.
- Implement Council's active travel strategies including Bike Plan and CBD Pedestrian Strategy, to improve the accessibility and amenity of our City, while reducing car reliance.
- Review the Parramatta Safety Plan 2014-2018 to improve safety outcomes for all people in our City.

Further actions for the next 3 to 5 years will be developed in consultation with the community.





Health underpins a person's quality of life. David Kuhle (Natural Resources), Craig Bajraktarevic-Hayward (Civil Assets) and Luke Wolstencroft (Environmental Outcomes) (L to R) work together to plan, design and deliver local recreation and active transport opportunities. Walking and cycling in beautiful natural settings, like the Ermington Bay Nature Trail, improves both physical and mental health, giving us a chance to relax, restore and connect with nature and each other. Walking in particular is a low cost and accessible way to exercise.

ALL PEOPLE CAN LIVE HEALTHY, ACTIVE LIVES.



GOAL: ALL PEOPLE CAN LIVE HEALTHY, ACTIVE LIVES.

Improve physical and mental health outcomes, starting with groups experiencing disadvantage.

Western Sydney as a whole continues to lag behind the eastern suburbs on health indicators, such as diabetes, deaths attributable to high body mass, coronary heart disease, circulatory disease and asthma.

The physical and mental health of many people in City of Parramatta is poor, and worse than some areas in Western Sydney. For example, 51% of people in the City are overweight, compared with 43% of Western Sydney. 16% of people experience psychological distress, compared with 12% in Western Sydney.⁴⁰ 48% of people do not do adequate physical activity, compared with 53% in Western Sydney. Although 95% of residents stated that fresh fruit and vegetables were readily available, less than half of people ate adequate daily serves of fruit (48%), and less than 1 in 10 ate enough vegetables (7%).⁴¹

Our vulnerable residents are more at risk. For example, low income residents and those without qualifications reported they had less “healthy days” in a month, compared with more affluent residents.⁴²

Climate change is also having an impact on the health of the City. There were 16 days over 35 degrees in 2016, compared with six in the City of Sydney. Older people, ill people and young children are vulnerable to heat stress on very hot days.

Open space, recreation facilities and access to the natural environment supports physical and mental wellbeing. Council provides a network of recreation facilities, parks, sportsgrounds, walking and cycling tracks and recreation activities to support people to live healthy active lives. However, many facilities and programs are already at capacity and continued population growth will make it difficult for Council to keep up with demand.

Why is this important?

Health underpins the ability of people to make a good life for themselves. Healthy people are happier, and more capable of achieving their goals. In turn, improving the health and wellbeing of residents of Parramatta is critical to the continued development of a prosperous and socially sustainable City and community.

More densely populated areas, like Parramatta CBD, can also become more vulnerable to communicable diseases, and immunisation and other health promotion activities are needed to prevent the spread of disease.

What did you tell us?

In 2016 and 2017, Council undertook a range of community engagement initiatives. Some of the key things that we heard are:

- Residents and visitors want City of Parramatta to be green, with more parks, reserves and natural places to relax, socialise and play.⁴³



- Many people like to walk for exercise, leisure and transport, but due to the gaps in the active and public transport networks, it can be difficult, unpleasant and unsafe for people to walk.
- At the City of Parramatta Youth Forum, young people raised mental health, in particular, depression and anxiety, as major priorities.
- Children growing up in high density will need places to play outside their homes, and families will need places to walk to and relax. More green spaces are needed for the social and developmental needs of growing children, and parents do not want their children growing up in entirely urban landscapes.⁴⁴
- Residents want more walking and cycling paths which meaningfully connect with the places they want to go, and enable them to connect with nature. Residents feel that the City undervalues the pedestrian experience – and would like to see more shade, higher quality footpaths and improved safety measures for walking.⁴⁵
- Working with NSW Health Western Sydney Local Health District on a range of partnership projects to improve the health of local residents, including planning for environmental disasters, pandemics and chronic disease such as obesity.
- Providing preventative and wellness programs, such as dance, yoga, tai chi and other classes.
- Council supports mental health in the community through its programs to reduce social isolation, grants for organisations with a focus on improving mental health and cultural competency programs for frontline staff. Council also supports improved mental health for employees through workplace mental health programs.
- Planning for integrated neighbourhoods with convenient access to health and recreation facilities, and opportunities to connect with nature.
- Regulating local businesses to ensure smoking bans and food safety standards are upheld.
- Fair pricing policies and concessions that make Council facilities and services affordable to all people.
- Connecting people with fresh and healthy food at local farmers' markets.

What is Council's current role and contribution?

Although other levels of government and organisations provide healthcare, hospitals and other health infrastructure, Council has a commitment to enabling people to live healthy, active lives. Council's existing approaches include:

- Expanding our network of walking and cycling trails across the whole City to improve the physical and mental health of local people, while reducing traffic congestion, carbon emissions and facilitating social connections.
- Managing and upgrading recreation and aquatic facilities.

ACTIONS

1-2 YEARS

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

- Implement the Environmental Sustainability Strategy to create more connected, healthy and resilient communities in the face of extreme weather events, including increased flooding, heat stress and rising energy costs.
- Implement Mobile Active Health Project to improve health outcomes of groups experiencing disadvantage by offering mobile access to fitness activities, health and nutrition advice.
- Undertake a range of actions to cool the City and protect people and communities from heat stress, including continuing to implement the Cool Parramatta Initiative.
- Continue to undertake a range of actions to make Parramatta River swimmable, to improve water quality and amenity, and increase community access to natural experiences.
- Develop and implement Council's Domestic and Family Violence Action Plan to improve the health and safety of women and children in our community.
- Work with local sports clubs to improve their collaboration and sustainability.
- Continue to scope opportunities for a Parramatta CBD Aquatic Facility.
- Continue to undertake research into the Health Impacts of high density living on City of Parramatta residents, in partnership with NSW Health Western Sydney Local Health District.



**Further actions
for the next 3 to 5 years
will be developed in
consultation with the
community.**





Albert Gittany, Events and Public Activation Site Supervisor at Centenary Square, works with his team to program and maintain public space in the Parramatta CBD. Albert's team doesn't just make sure the space is clean, well-activated and busy during the day and night – they help provide a place where all members of the community can come together, meet each other and celebrate together – for free.

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



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

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

Our community is very diverse, and our community values diversity as a strength. In the City, almost half of residents (46%) speak a language other than English at home and more than 1 in 4 residents (27%) moved to Australia from overseas less than five years ago. 0.8% of our residents are from Aboriginal or Torres Strait Islander backgrounds, and our residents practice many different faiths.

82% of residents agree or strongly agree that “it is a good thing for society to be made up of people from many cultures.” 71% of residents agree that their “local community is welcoming of people of different cultures”.⁴⁶ Additionally, many of Council’s cultural events are well attended, and our community relishes the opportunity to celebrate our cultural richness.

Strong, empowered communities are made up of socially connected, active people who provide support to one another, and can reach out to people in their times of need. Many of our residents have high social wellbeing: they are politically engaged, participate in social and community groups, provide

support to others, and are resilient to stresses and shocks in their community. 82% of residents feel that they at least “sometimes” have the opportunity to have a say on the issues that are important to them, and 31% of residents are a member of a group that makes decisions.

Although the City is rapidly changing and growing, and high density living is posing challenges for community cohesion, the majority of residents are very connected to their homes, streets and neighbourhoods. Feeling a positive connection to place contributes to social wellbeing.

For a small minority of residents, however, the City can be a lonely and isolating place. 2% of residents did not participate in any social activities in the past month, and 10% of residents did not help anyone in the last year. Less than a third (31%) of residents felt they could ask for help from a local council or government service in a time of crisis. Many community services are also struggling to remain in the City as rents increase.

Why is this important?

Feeling that we belong is vital to our wellbeing. Feeling welcome enables us to relate to others and feel connected. A strong sense of belonging is associated with better physical and mental health. If we feel like we belong, we are more likely to trust and engage with those around us and feel more valued.

Diverse, empowered and connected communities are fundamental to facing the challenges of the 21st century, from climate change to terrorism, to decreasing trust in public institutions. If individuals and groups face barriers to participating fully in their community, it can lead to social isolation, loneliness, intolerance and even radicalisation.



Vulnerable people, including asylum seekers, refugees, homeless people, low incomes earners, new migrants, Indigenous people and people living with a disability can face multiple barriers to participating in their community, and feeling like they belong. Diversity is fundamental to Parramatta's identity and celebrating our cultural and social diversity and richness is core to who we are as a community.

What did you tell us?

Throughout 2016 and 2017, Council undertook extensive community consultation. People spoke to us about their desire to connect with each other and belong, and the importance of diverse communities. Key themes included:

- Many people believe diversity is Parramatta's greatest strength, and that the wisdom and experiences of many cultures come together in the City.
- Many of our residents are proud to live in the new City of Parramatta. Experiences and events that bring the community together play a vital role in helping people to feel like they belong.⁴⁷
- Each suburb has its own identity and sense of place, rooted in its particular history. This identity should be respected and strengthened by its community members. The needs of the whole City need to be reflected in event programming, facilities and investment.⁴⁸
- Our multicultural communities are proud of their cultural identity, and being able to share it with others is important.
- People want more connections with one another and to have opportunities to express themselves creatively.
- Young people come to the Parramatta CBD to hang out with their friends, and want more public spaces

to congregate with friends in a positive way.⁴⁹

- Children (3-5 years) love spending time with their friends and families - playing in parks, attending events and being part of the community.
- Young people, in particular are concerned about gender inequality, discrimination against LGBTQI people and racism in their communities.

What is Council's current role and contribution?

Increasing social connections, empowering our community and ensuring individuals feel welcome in our City are important goals. However, Council must collaborate with many other community organisations, individuals, businesses and government agencies to maximise our impact in this space.

Council's existing approaches to facilitating social connections include:

- Well-designed and maintained public spaces where people can come together as a community.
- Year long calendar of events and activities that encourage people to get out, get active and celebrate together, such as Sydney Festival, Parramasala, Loy Krathong, Australia Day, Parramatta Lanes and others.
- Working to empower members of our community to speak up when they see or experience racism and discrimination.
- Grants to support and grow organisations that develop leadership in local communities.
- Community capacity building activities with community organisations to connect, strengthen and empower local leaders and organisations to

make change in their communities.

- Social media, marketing and community newsletters to keep our people informed about activities and opportunities through the City.
- An extensive program of community engagement for major projects, including with “harder to reach” groups, such as young people and culturally and linguistically diverse communities.
- Events, spaces and programs that enhance the City’s liveability, and showcase the talents of the community, such as Parra Vision, Parramatta Day, Riverside Theatre and Parramatta Artist Studios.
- Supporting events and activities that celebrate the perspectives of our LGBTQI communities, including the International day Against Homophobia and Transphobia, Mardi Gras Film Festival, Beyond The Square and the annual Queer Forum.
- Promoting gender equity by providing grants to organisations working to prevent violence against women, delivering the Celebrating Girls In Sport Event and ensuring Council is an employer of choice for women.

ACTIONS 01

1-2 YEARS

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.
- Expand concession pricing policy for Council's fees and charges to increase affordable access to Council services for groups experiencing disadvantage.
- Implement annual City of Parramatta Youth Forum to empower young people.
- Expand the Let's Dine Out Pilot to enable socially isolated people to connect with their communities.
- Continue to improve Council's community grants program to build leadership in local communities.

Further actions for the next 3 to 5 years will be developed in consultation with the community.





**WE LEAD BY
EXAMPLE.**



Socially sustainable organisations are welcoming and open to their customers. Mick Chenhall, Operational Support Officer, welcomes visitors, staff and residents to the Rydalmere Operations Centre, Council's depot. Great customer service and being accessible and transparent to our community and stakeholders, is one of the most important ways Council can show leadership.

GOAL: WE LEAD BY EXAMPLE.

Improve Council's policies and practices to enable a more socially sustainable City of Parramatta.

The City is changing, and Council needs to be prepared as an organisation to manage growth and development to share the opportunities of growth equitably for all people.

City of Parramatta's existing and new communities are made up of people with a diverse range of assets, needs and aspirations – and the City cannot be a great Central City for Sydney without thriving residents, workers and visitors.

We recognise that the answers to our most pressing social issues lie in our community, and connected communities are at the heart of great civic institutions.

To become a great Central City for Sydney, Council needs to invest in the social sustainability of our current and future community and of our organisation.

Why is this important?

As a major service provider, advocate and employer in the Parramatta community, Council can demonstrate its leadership to a broad range of stakeholders by

investing in social sustainability, and encouraging our partners to do the same. Council, inspired by its communities, needs to work with our people and stakeholders to co-design solutions to address our challenges and take advantage of opportunities.

Council can advocate strongly for the wellbeing of our community with other stakeholders, while also modelling socially sustainable work practices for other businesses and organisations in the area.

What did you tell us?

In 2016 and 2017, Council undertook extensive community engagement. Many people spoke about their desire to see a stronger, more innovative Council for our community's future. Key issues included:

- Ensuring that Council provides high quality services and projects that meet the needs of our community whilst being open, transparent and financially prudent.
- Engaging and communicating with our community about our plans and progress and ensuring that we continue to provide inspirational leadership and good governance.
- Providing responsive regulatory functions that address community issues.
- Being at the forefront of innovation by harnessing leading-edge technology.
- Ensuring Council is accountable to the community, including when managing the impacts of growth and development across the City.
- Communication from Council is a concern for many residents.⁵⁰
- Ensuring that Council advocates effectively for improved and expanded infrastructure to support growth.



What is Council's current role and contribution?

Council's existing approaches to leading our community as a socially sustainable organisation include:

- Requiring social impact assessments for proposed major new developments.
- Advocating for community needs in urban renewal projects, including with state government partners.
- Social research and needs analysis, including the Social Wellbeing Survey, Community Safety Survey and other research tools.
- Demographic analysis, to support planning for development and adequate social infrastructure provision.
- Strategies to promote a diverse workforce, including ATSI Employment Strategy and the forthcoming Disability Inclusion Action Plan.
- Implementing HR Policies aimed at minimising disadvantage and enabling vulnerable groups, such as the Domestic Violence Leave Policy.
- Developing and implementing the draft Socially Sustainable Parramatta Framework, to enable Council to make informed decisions about resources and priorities, to ensure that the benefits of growth are shared by all people.
- Implementing a whole-of-Council approach to reconciliation, through developing and implementing a Reconciliation Action Plan.
- Maximising Council's own land assets to derive affordable housing, and other social infrastructure.
- Requiring consideration of social impacts in Executive Team Briefing Notes.
- Introducing the use of citizen juries and

other innovative engagement techniques to empower our community to make decisions about their future.

ACTIONS

1-2 YEARS

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.
- Implement the 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.
- Implement Reconciliation Action Plan to improve organisational integrity and reduce discrimination against Aboriginal and Torres Strait Islander people.
- Develop a series of toolkits to build the capacity of Council staff to deliver positive social outcomes through their work, for example in land use planning.
- Expand use of citizen juries and other innovative engagement approaches to empower the community in decision making.



In a socially sustainable community, civic institutions are open, engaged and empowering for citizens. Grant Davies, Service Manager Governance Infrastructure, and Stephen Pearson, Administration Support Officer, help to coordinate Council meetings, empowering our community by ensuring all citizens have a voice in formal democratic processes.

Further actions for the next 3 to 5 years will be developed in consultation with the community.

IMPLEMENTING THIS FRAMEWORK





IMPLEMENTING THIS 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 and stakeholders 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.
- Regularly monitoring progress of the Framework.
- Reviewing the Framework every three years.

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



Great cities are designed for people. Working collaboratively with a team of urban designers and architects, Kim Crestani (City Architect) provides high quality urban design advice to improve the built form of the City. When we are proud of where we live, we are more likely to feel safe, included and welcome in our community, strengthening our social fabric.

VALUES FOR DECISION MAKING

City of Parramatta Council's values for social sustainability.

To work towards social sustainability, 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.

WHAT DOES THIS LOOK LIKE IN PRACTICE?

- Engaging meaningfully with our communities, and actively collaborating for better social outcomes.
- Working in partnership, including with businesses, other levels of government, community organisations, Aboriginal and cultural organisations.
- Building the capacity and capability of the community

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.

WHAT DOES THIS LOOK LIKE IN PRACTICE?

- Our neighbourhoods are equitably resourced.
- All people have equitable access to resources and opportunities in Parramatta – which means targeted support for people doing it tough.

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.



WHAT DOES THIS LOOK LIKE IN PRACTICE?

- Taking a stand to ensure the wellbeing of our community.
- Advocating strongly with other levels of government and the private sector for the infrastructure we need to support a growing City.
- Interrogating the evidence to make sure our decisions are effective.

HONEST

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

WHAT DOES THIS LOOK LIKE IN PRACTICE?

- Actively engaging with our community of citizens – advising them early, acknowledging the downsides of some decisions, and acting on feedback.
- Council is clear and open about its decision making processes, and officers act with integrity.

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.

WHAT DOES THIS LOOK LIKE IN PRACTICE?

- Events, programs and spaces that celebrate and foster cultural and linguistic diversity, e.g. Loy Krathong, Parramasala.
- Translation of Council information into community languages.
- Application of universal design processes to buildings, planning, communications and so on, that are inclusive of all people, regardless of age, ability, cultural background.
- Working in partnership with Aboriginal organisations.

HOW WILL THESE VALUES BE APPLIED?

Below are a series of examples which demonstrate how the values could be applied to dilemmas for the City.

EXAMPLE 1: Council has received a complaint from a local business owner about teenagers loitering in nearby public space. The business owner wants Community Safety Officers to be asked to move teenagers on from public space in the Parramatta CBD.

VALUE	HOW WAS THE VALUE APPLIED?
COLLABORATIVE	In addressing this issue, did we work with teenagers, neighbouring businesses, local youth services and other community members? Did we engage with other related units of Council?
EQUITABLE	Teenagers have as much right to be in public space as anyone else. Due to their age and financial disadvantage, they don't often have other places to spend time with friends. If we ask Community Safety Officers to move them on, is this an equitable outcome?
COURAGEOUS	Some community members and business owners feel that teenagers in public space make other people feel uncomfortable and unsafe. However, the teenagers don't engage in anti-social behaviour. Will we defend their right to be in public space? Is it more effective to have a difficult conversation with those who are asking us to move them on?
HONEST	Did we implement a transparent and inclusive engagement process around this decision? Did we listen to all the voices in this debate? Have we been clear about how a decision is being made?
RESPECTFUL	Does this decision respect the different members of our community? Does it celebrate the right to be different, and for all people to feel welcome in our public spaces? Can we explore options to offer alternative activities for young people where they can have fun and showcase their talents?

EXAMPLE 2: Council recently undertook an Open Space Audit and Needs Analysis which indicated that more parks, sportsgrounds and other open space would be required to cater for the growing population. During recent community engagement, residents and visitors told Council that managing the impacts of growth and creating, protecting and maintaining green spaces for the community to enjoy is very important to them. Council is considering several options for increasing the amount of green space across the City of Parramatta, including shared use of school facilities, improving connections to existing open space and the purchase of properties to create new open space. Council has resolved for one high growth area to purchase six identified residential properties for the purposes of a new public park. Council would purchase the identified properties following a request from the owner/s, if they were advertised for sale on the open market or through a compulsory acquisition.

VALUE	HOW WAS THE VALUE APPLIED?
COLLABORATIVE	Does this option respond to the need for improved and expanded parks and green space identified through community engagement?
EQUITABLE	Will acquisition of land, and investing funds into purchasing land, act as a corrective action to the lack of open space and past planning in the area? Will acquisition of land benefit the community as a whole?
COURAGEOUS	Does this option reflect the need to take a long term view of community needs?
HONEST	Is this Council decision based on evidence of need for new green space for the community? Have all other options to provide open space been explored. In addressing this issue, did the City keep key stakeholders informed? Did Council staff provide a dedicated contact person to residents? Did the City provide adequate options and support to residents?
RESPECTFUL	In designing and embellishing the park in the area, has the City listened respectfully to the input that was received from the local community about what they would like in the new park?

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.

These drawings were completed by young people at City of Parramatta's inaugural Youth Forum. They show what young people want to see in the City's future.



ACKNOWLEDGMENTS FOR THE FRAMEWORK

This 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.

To support the key messages of this Framework, Council commissioned Michael Amendolia Photography to complete a series of portraits of Council staff contributing to social sustainability through their work. Michael's photographs can be seen throughout the document.

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