

SOCIAL SUSTAINABILITY STRATEGY

An equitable and resilient Parramatta

DRAFT FOR EXHIBITION - AUGUST 2023



| **PARRAMATTA**

2023 – 2032

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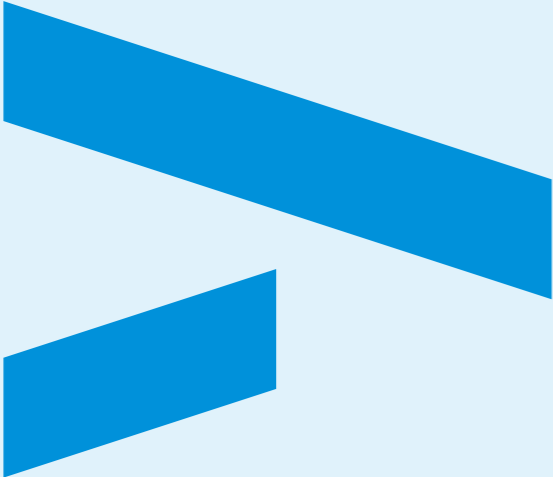
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FIRST NATIONS ACKNOWLEDGMENT

We respectfully acknowledge the Traditional Owners and custodians of the land and waters of Parramatta, the Dharug peoples.

Nunanglanungdyu baramada
gulbanga mawa naa Baramadagal
dharug ngurrawa badura
baramada dharug yura



City of Parramatta Council recognises the Dharug people as Traditional Owners, peoples of the oldest continuous living culture in the world.

For more than 60,000 years, Parramatta has been home to the Dharug people, the traditional custodians of the land we call the City of Parramatta today. The Dharug people care for and nurture the habitat, land, and waters and maintain an ongoing connection to Parramatta and its surrounding areas. A modern society and global city can learn from the resilience and community spirit of First Nations peoples to ensure a sustainable city for all.

Parramatta has always been an important meeting place for First Nations peoples, particularly the Parramatta River, which has provided life and vitality since the beginning of time. The name Parramatta is derived from the word Burramatta or 'place where the eels lie down' (breeding location for eels within the Parramatta River).

Parramatta Square has also always been a meeting place for Dharug clans, for other First Nations peoples, and for the many migrants who have come to call Parramatta home.

City of Parramatta recognises the significance of this area for all First Nations peoples as a site of early contact between First Australians and colonists, and Parramatta remains an important meeting place for First Nations peoples.

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

At City of Parramatta, we imagine a future where the cultures, histories, and rights of all First Nations peoples are understood, recognised, and respected by all Australians. City of Parramatta is committed to playing an active role in making this future a reality.

Since the implementation of Council's Stretch Reconciliation Action Plan (RAP) we have continued our support of the Dharug and broader First Nations community. Throughout 2020 - 2022, Council has continued its development and progression of major outcomes under the RAP including new cultural infrastructure and public art in Parramatta Square and the wider Local Government Area (LGA). This has also included use of Dharug language, with permission and protocol in place, in a major signage project that incorporates Dharug and First Nations perspectives in sustainable place-making.

Council also provided vital support to its First Nations community during the global pandemic which enabled the continuation of important language programs and had important social connection outcomes. We have also established a partnership with the Western Sydney Wanderers Football Club Foundation to increase First Nations children and young peoples' participation in sport.

Council has commenced meaningful dialogue with our First Nations community on the strategic direction of Council. The outcomes of these conversations have been integrated into key documents, including long-term processes such as the Community Strategic Plan.

City of Parramatta is proud to acknowledge the ongoing stewardship of Country by Dharug and is committed to the healing process of Reconciliation and to ensuring Parramatta remains a place of choice to live, work, and play for First Nations peoples.

LORD MAYOR MESSAGE

Message to be included after
adoption



STRATEGY AT A GLANCE

OUR VISION

Building on the long-term vision established in our Community Strategic Plan 2018-2038 (CSP), and further developed through consultation with our community and stakeholders, the Social Sustainability Strategy vision is an equitable and resilient Parramatta.

Through effectively managing the challenges associated with change and growth, Parramatta will be an equitable and resilient city, where residents are safe, socially connected, and have what they need to live with dignity and to thrive.

OUR PRINCIPLES

The Social Sustainability Strategy is founded on six principles. These principles guide the implementation of our actions:

- > **Equitable**
- > **Inclusive**
- > **Underpinned by a holistic understanding of health**
- > **Collaborative and democratic**
- > **Courageous**
- > **Transparent and accountable.**

OUR PRIORITIES

To achieve our vision of an equitable and resilient Parramatta, this Strategy establishes five priorities for the next 10 years:

- > **A socially connected community**
We will deliver high quality public spaces, facilities, and programs that allow Parramatta's residents can build strong social networks.
- > **A safe, inclusive, and welcoming City**
We will work to ensure all residents and visitors feel welcome, safe, and empowered to fully participate in our City.
- > **A community where people can live healthy lives**
We will deliver services as well as collaborate and advocate to improve the health and wellbeing of our residents.
- > **A City with affordable and diverse homes for all**
We will plan and advocate to ensure access to high quality and affordable housing that meets their needs of our residents at all stages of life.
- > **A City of learning and opportunity**
We will create opportunities for our residents to learn, grow, and thrive throughout all phases of their lives.

These priorities build on the strengths of our City, leverage ongoing growth and investment, set the direction for the future, and guide decision-making.

OUR ACTION PLAN

The action plan outlines detailed actions that Council will undertake over the span of this Strategy to help us reach the objectives within our priorities and position our City for continued success. The action plan will be monitored annually and updated after four years to ensure continued progress.

Council has developed indicators to measure progress towards the objectives established within each of the five priorities. Rather than tracking whether actions have been delivered, the indicators measure the outcomes of the Strategy's implementation.

INTRODUCTION

01



Parramatta will be an equitable and resilient city, where residents are safe, socially connected, and have what they need to live with dignity and to thrive.



Credit: City Of Parramatta

OVERVIEW

WHAT IS SOCIAL SUSTAINABILITY?

Social sustainability means strengthening cohesion within our diverse communities. A socially sustainable community allows all members to thrive, while being resilient to climate change, pandemics, and other stresses.

In a socially sustainable community, environment, 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 democratic and provide a good quality of life.¹¹

A socially sustainable community puts people first, and this is the core of our vision for City of Parramatta.

WHAT DOES AN EQUITABLE AND RESILIENT PARRAMATTA LOOK LIKE?

Through extensive community consultation and best practice research, Council identified a range of connecting factors that impact people's quality of life and sense of connection. These factors are 'social determinants of health' and have informed the development of this Strategy.

Social determinants of health are non-medical factors that impact health outcomes for our residents. These include:

- > **Access to community infrastructure and green open space**
Our residents have emphasised the significant value they place on shared spaces. Access to these spaces improves health outcomes and provide opportunities for social interaction. They also offer places to spend time without a requirement to spend money and provide access to important public amenities such as internet and toilets.
- > **Accessibility**
Every person, regardless of their age or ability should be able to fully participate in our City. This means hassle-free access to all places residents need to go in their everyday lives.

- > **Access to education and employment opportunities**
Education and employment options are essential for people of all ages to live good lives. Our community values lifelong learning and employment opportunities, but not all residents have equal access to these opportunities. Council will address the barriers to accessing education and employment in our City, including issues related to digital literacy, language, the availability of childcare, and support options for carers.
- > **Housing**
Access to adequate housing is a human right and a key social determinant of health. As more residents live in high density dwellings and continue to face cost of living pressures, Council recognises the need to ensure affordable and diverse housing options are available so residents can access appropriate housing options throughout their lives.
- > **Safety**
Positive experiences and perceptions of safety are essential for creating a welcoming and lively city.¹² While our community express that they tend to feel safe in our City, people from other areas still have negative perceptions of safety in Parramatta.



OUR JOURNEY

OUR JOURNEY SO FAR

Council's Socially Sustainable Parramatta Framework (SSPF) was endorsed in 2017 and established a new way for working for City of Parramatta Council which put people first. The framework identified specific goals and actions that ensured opportunities for growth could be shared equally by all people in the community.



Credit: Jason Nichol

PROJECTS

Our 'people first' approach is reflected in the delivery of several significant projects:

- **Funding to improve liveability:** Council was awarded over \$192 million through the WestInvest Community Grants program to deliver community infrastructure and improvement projects across the LGA.
- **PHIVE:** Parramatta's new library and civic hub opened in September 2022.
- **Community Infrastructure Strategy:** Council developed the Community Infrastructure Strategy 2020 to identify community needs and set the long-term direction for community infrastructure for our growing population.
- **Affordable Housing Policy:** This 2019 policy established Council's approach to facilitating the delivery of affordable rental housing, as well as the acquisition and provision of affordable rental housing.

- **Social Return on Investment (SROI) study:** An SROI evaluation was conducted in 2018 to quantify the social value of Council-owned parks and sportsgrounds and has been used to advocate for investment in high quality green spaces in our City.
- **The Parramatta Homelessness Street Count:** Conducted annually since 2010, the Street Count collects data on the prevalence of people experiencing homelessness across the LGA. Council has used this data to advocate to the NSW Department of Communities and Justice for an assertive outreach program in Parramatta.

RECOGNITION

Council's projects and teams have been recognised for leadership and excellence, receiving the following awards:

- **Project of the Year** at Boomtown! 2022 Property & Infrastructure Awards - PHIVE.
- **Community Project of the Year** at Boomtown! 2022 Property & Infrastructure Awards - PHIVE.
- **Place Leadership Award** at the 2022 Place Leaders Asia Pacific Awards - City of Parramatta's Place-Making Team.
- **Excellence in Social Impact Measurement Award** at the 2020 Social Impact Measurement Network of Australia's (SIMNA) Awards - SSPF Indicator Framework.
- **Innovation in Social Impact Measurement Award** at the 2019 SIMNA Awards – Social Return on Investment (SROI) evaluation of Council-owned parks and sportsgrounds.

OUR JOURNEY AHEAD

There have been significant changes since we developed the SSPF in 2017. Our City is in the midst of this change, with the population increasing more than 12% between 2016 and 2021, and Parramatta Square coming to life. Our community has also been impacted by COVID-19, unprecedented lockdowns, and increasingly severe weather events.

LOCAL GROWTH AND CHANGE

The level and rate of growth is bringing change to Parramatta. There is significant NSW Government investment, a growing population, shifting demographics, and increasing housing density. This presents challenges as we work to meet the needs of an estimated 446,000 residents by 2041. For example, our ability to create new green spaces in our City is limited, due to the lack of available Council land to convert to open space and the cost of acquiring land. To meet growing community need for outdoor space we must use innovative approaches to community infrastructure.

Investment and growth have brought significant benefits to Parramatta, including increased access to employment and tertiary education opportunities. However, we recognise that many residents face barriers

to full participation in these offerings. In City of Parramatta, 16.5% of households live on less than \$800 a week, 4.2% live in social housing, and 5.7% of residents are unemployed. We must work to reduce inequity within our community to ensure our City is a place where all people can thrive.

EXTERNAL FACTORS

Whilst our City faces some unique challenges, it is also impacted by broader issues that affect both Greater Sydney and Australia. These issues include, climate change, COVID-19, the rising cost of living, increasing interest rates, and the rental housing crisis. Environmental and economic stressors threaten the social sustainability of our community and disproportionately impact vulnerable residents.

FUTURE OPPORTUNITIES

This Strategy aims to improve Council's approach to achieving social sustainability, including:

- Taking a more proactive and strategic approach to advocacy on critical social issues outside of Council's remit, particularly those that fall under state government policy responsibilities.
- Supporting improved health outcomes for First Nations residents.
- Broadening the way we talk about and understand diversity within our communities.



HOW WE DEVELOPED

COMMUNITY AND STAKEHOLDER ENGAGEMENT

Council conducted extensive engagement with the community and key stakeholders using a combination of face-to-face and online engagement. This included pop-ups in each ward of the LGA, community workshops (including some targeting harder to reach groups), and engagement via the online community platform, Participate Parramatta. Engagement with

stakeholders involved interviews, focus groups, and detailed action planning with Council delivery teams and key external partners.

The following challenges and opportunities were identified through the community and stakeholder engagement process:

CHALLENGES

- There is not enough green, open space to meet community needs as the population grows and high-density living is becoming more prevalent.
- Rapid population growth and increased housing density is putting pressure on existing infrastructure, including schools.
- Housing is not affordable, and the cost of living is high. Previously, people moved to Parramatta because it was more affordable, but this is no longer the case.
- There are challenges associated with parking and increasing traffic congestion.
- More support is needed for vulnerable community members, including people experiencing homelessness or domestic and family violence, and people with disability.
- More needs to be done to protect the natural environment now and into the future.
- There is concern about the sustainability of the area, particularly for future generations.

OPPORTUNITIES

- Improve existing parks and open spaces across the LGA through upgrades and supporting infrastructure, such as toilets and playgrounds. These upgrades would make people more inclined to visit and stay longer.
- Deliver a variety of activities, events, and programs across the LGA, not just in the Parramatta CBD.
- Ensure programming is inclusive and affordable so all people can participate and reap the benefits.
- Increase opportunities for community connection particularly as more residents live in high density dwellings.
- Improve connectivity and accessibility including access to public transport and active transport links.
- Celebrate Dharug peoples and culture, recognising that they are the Traditional Owners of the land that we call Parramatta.
- Recognise and embrace cultural diversity as City of Parramatta's strength.
- Improve Council's communications including providing updates on how community feedback has impacted decision making.

THIS STRATEGY

BEST PRACTICE RESEARCH

We conducted extensive research and engagement with residents and key stakeholders to develop the Social Sustainability Strategy. This ensures that the Strategy addresses the key challenges faced by our community.

To develop an evidence-based Strategy, Council conducted research to identify best practice, including:

- **Literature review:** We conducted research on the factors that contribute to wellbeing, social sustainability, and liveable cities. Key insights were applied to the Parramatta context, informing the Strategy's principles and priorities.
- **Social strategy review:** We reviewed similar strategic documents from other local governments, both in Australia and abroad, to identify the strengths and weaknesses of the strategies.



STRATEGIC CONTEXT

Council reviewed existing policies and initiatives, on a local and global scale, to inform the Strategy. These policies and initiatives continue to influence, guide, and support this Strategy, contributing to our work towards an equitable and resilient Parramatta.



LOCAL

- Parramatta LGA
- > Integrated Planning and Reporting Framework (featuring Community Strategic Plan, DPOP)
 - > Local Strategic Planning Statement
 - > Local Housing Strategy
 - > Council's other strategies, policies, and plans.

REGIONAL

- Dharug Nation (dotted)
Central District Plan (blue)
- > Central City District Plan
 - > Resilient Sydney Strategy
 - > Six Cities Region Discussion Paper.

STATE

- > State Environmental Planning Policy (Housing) 2021
- > NSW Housing Strategy 2041
- > Ageing Well in NSW: Seniors Strategy 2021-2031
- > NSW Disability Inclusion Plan
- > NSW Homelessness Strategy.

NATIONAL

- > National Agreement on Closing the Gap
- > The National Plan to End Violence against Women and Children 2022-2032
- > National Children's Mental Health Strategy 2021
- > Australia's Disability Strategy 2021-2031.

GLOBAL

- > United Nations (UN) Declaration of Human Rights
- > UN Declaration on the Rights of Indigenous Peoples
- > UN Convention on the Rights of the Child
- > UN Sustainable Development Goals.

Figure 1: Local to global policies and initiatives that influence, guide, and support this Strategy.

HOW WE PLAN

INTEGRATED PLANNING AND REPORTING

All planning at Council is conducted within the Integrated Planning & Reporting (IP&R) framework – a mandatory framework for all NSW councils.

City of Parramatta's Community Strategic Plan 2018 – 2038 (CSP) is the leading plan in this framework. The CSP sets out the City's long-term goals and outlines our vision to become:

"Sydney's Central City: sustainable, liveable and productive – inspired by communities".

COUNCIL'S ROLE

Council plays a very broad role in delivering strategy across the City, and our level of control over outcomes can vary. To support clarity around our levels of responsibility, this Strategy uses a 'deliver, partner, advocate' model.

> DELIVER

Council delivers a wide range of programs and services including waste collection, libraries, childcare, maintenance of local roads and public spaces, recreation facilities and programs, community care, special events, and regulatory functions.

Example - We can drive social sustainability outcomes through planning and delivering community infrastructure, services, programs for our residents, where and when they need it.

The Social Sustainability Strategy has been developed in response to the CSP and addresses the challenges currently facing the community. It supports our CSP vision by establishing further priorities and action areas that foster an equitable and resilient Parramatta.

> PARTNER

Council builds strategic partnerships with federal and state government agencies, the private sector, community organisations, and a range of other stakeholders that will contribute to delivering the Strategy's objectives.

Example - We can partner with other organisations to collaboratively work towards shared goals and deliver long-term projects that are beyond the remit of Council alone, including in the areas of health, schools, housing, and people experiencing homelessness.

> ADVOCATE

When we are not in partnership or do not have direct control over an issue, Council gives voice to the needs and aspirations of the community through advocacy. We advocate for action or policy change to government and industry to bring about the best outcomes for our community.

Example - We can advocate for planning and legislation changes at state or federal government levels to better address housing affordability for our local community.

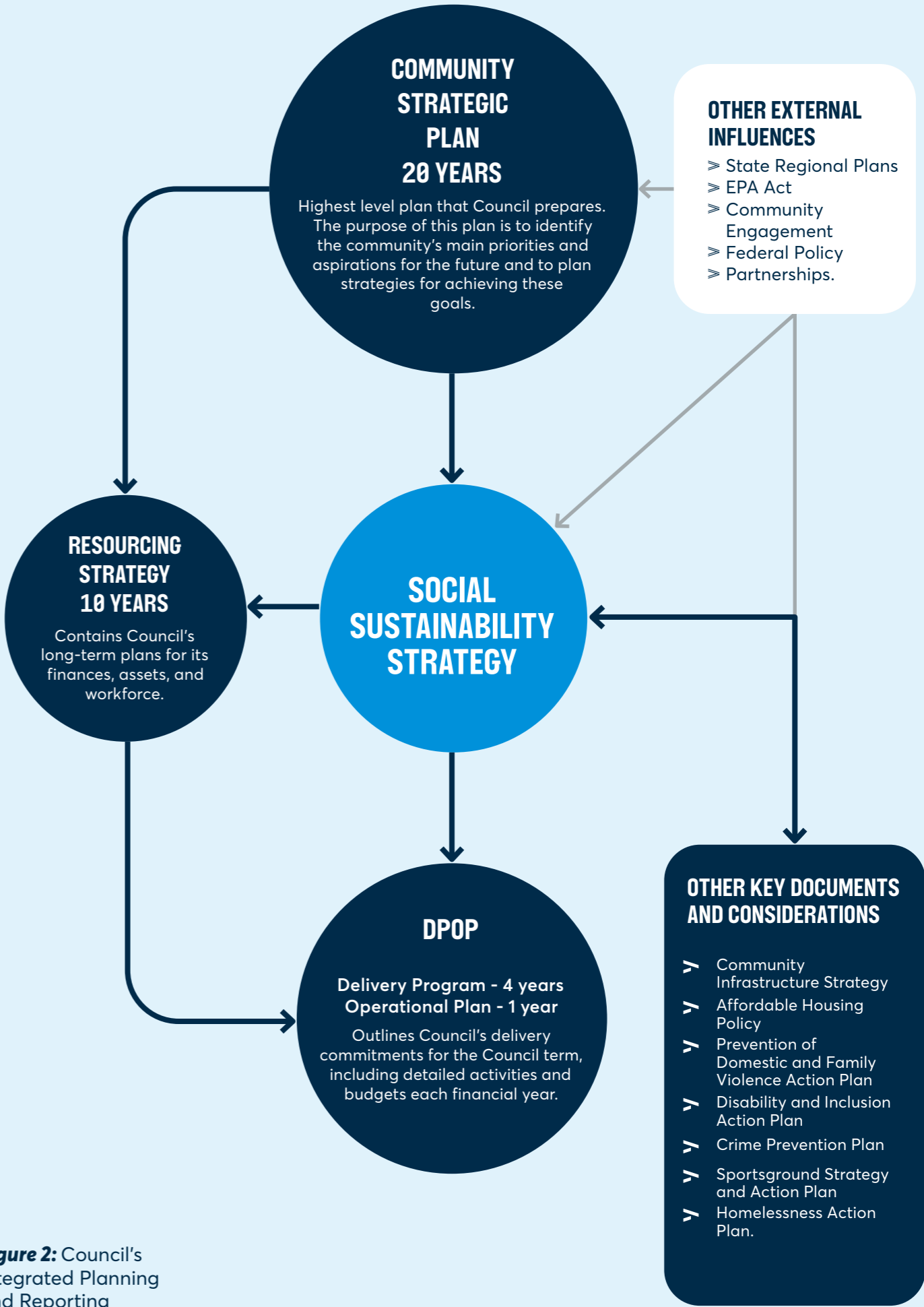


Figure 2: Council's Integrated Planning and Reporting Framework

PEOPLE & PLACE

Credit: City Of Parramatta

02

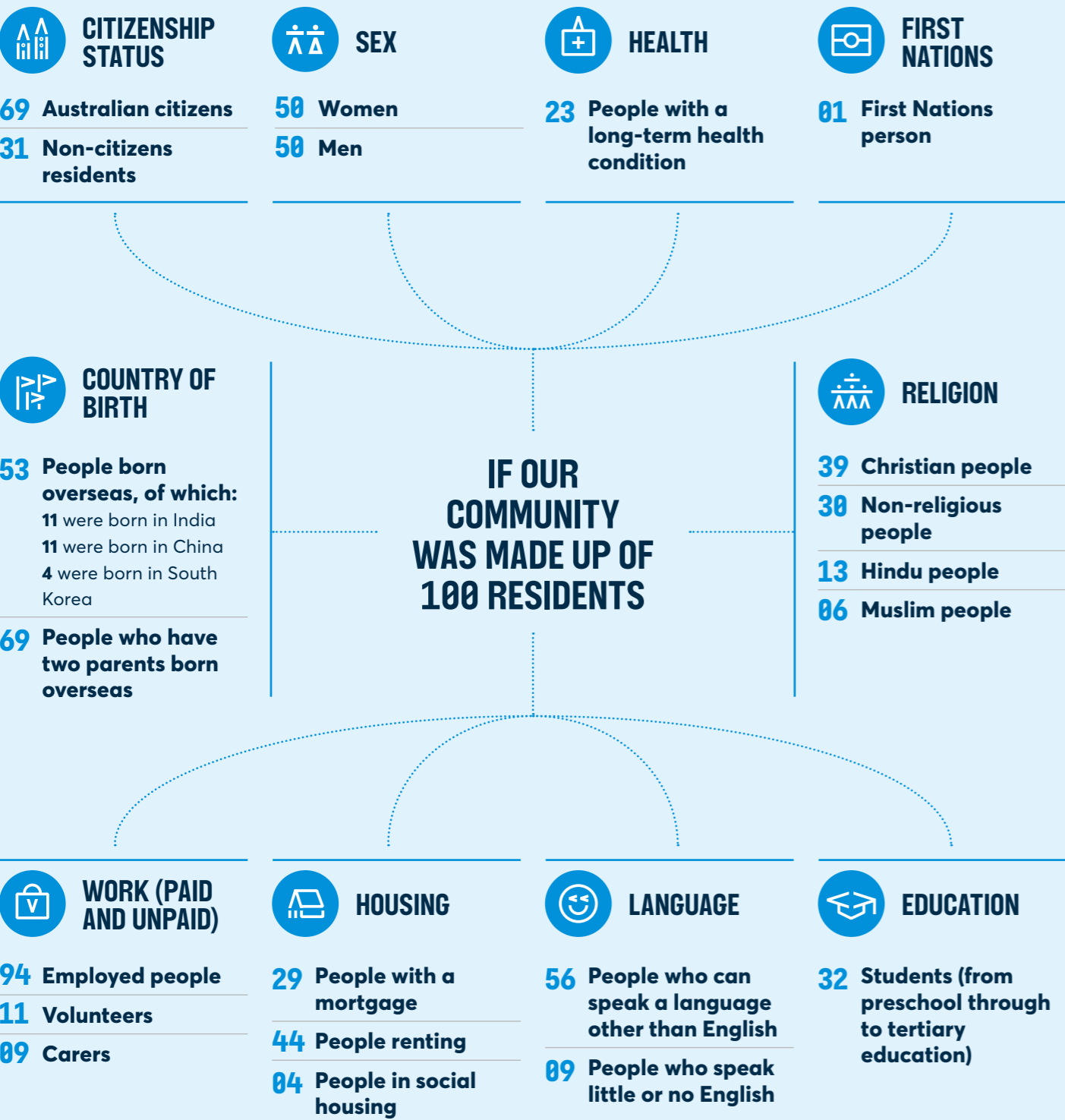


Equity means no one gets left behind.



OUR COMMUNITY

CITY OF PARRAMATTA'S COMMUNITY NOW



CITY OF PARRAMATTA'S COMMUNITY IN THE FUTURE

OUR POPULATION WILL CONTINUE TO BE YOUNG AND FAST-GROWING

In 2041, it is estimated that 446,000 people will be living in Parramatta, with Camellia and Melrose Park projected to have the highest population increases. By 2041, 21% of the population are forecast to be under the age of 18 (+38,731 people between 2021 and 2041).

OUR CITY WILL CONTINUE TO BE HOME TO DIVERSE FAMILY COMPOSITIONS

In 2041, a third of households are forecast to be couples with children (+22,524 households between 2021 and 2041), with a quarter lone person households (+21,570 households). This will see a reduction in the average household size from 2.66 in 2021 to 2.56 in 2041.

OUR RESIDENTS WILL CONTINUE TO BE WELL-EDUCATED, WITH THE CITY BEING HOME TO A SIGNIFICANT PROFESSIONAL WORKFORCE

Since 2016, there has been an increase of 24,200 residents with a university qualification and an increase of more than 11,300 residents working as managers and professionals. The industries that employ the highest proportion of our residents include health care and social assistance (14.2%), professional, scientific, and technical services (12.9%) and retail trade (8.5%).

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

Each neighbourhood is different and requires a unique and tailored approach. Parramatta and Western Sydney will continue to be a centre of immigration for Australia, and a place where people are likely to settle.

OUR DIVERSE NEIGHBOURHOODS

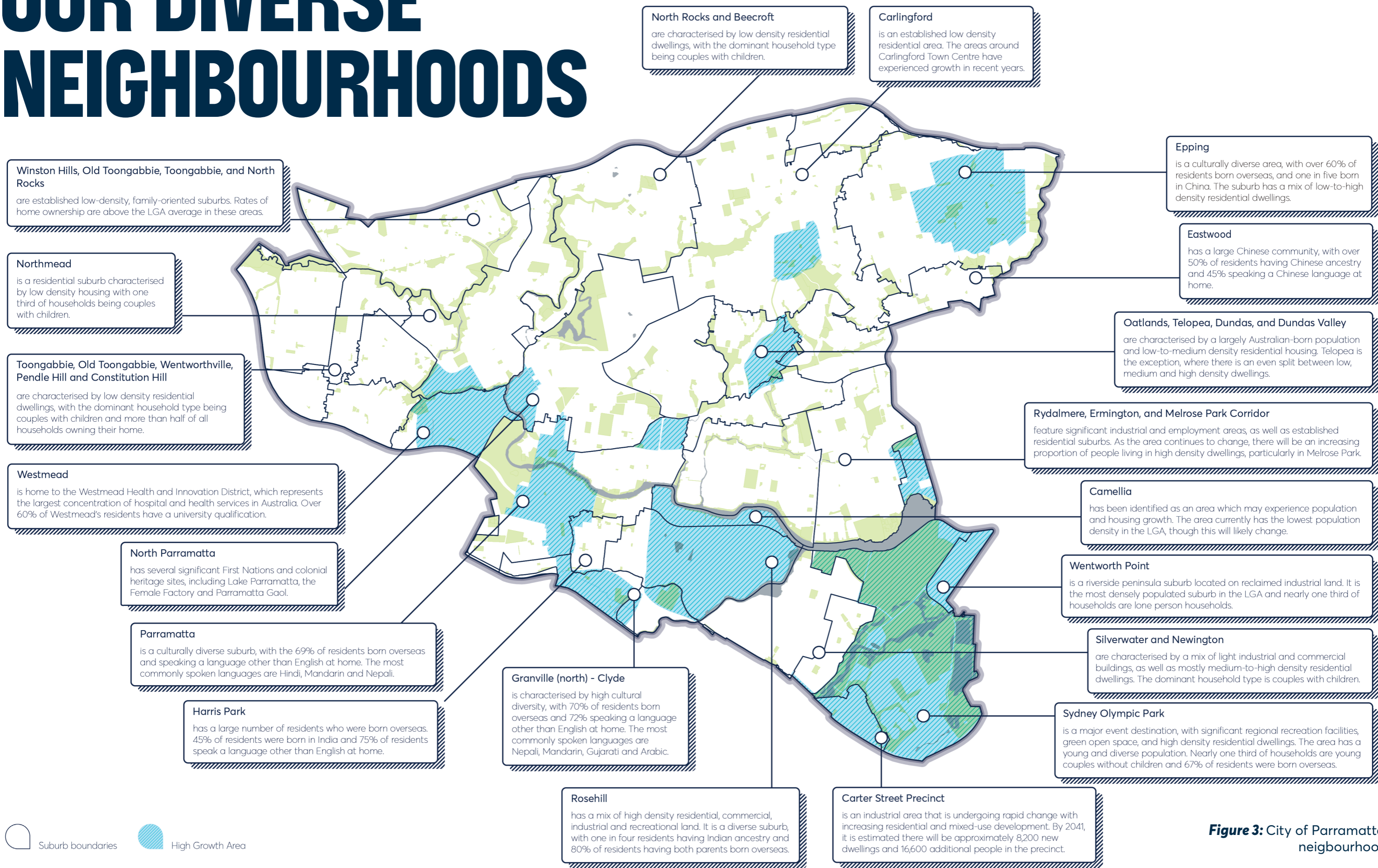


Figure 3: City of Parramatta's neighbourhoods

THE STRATEGY

03

Y

We want to build a Parramatta that is equitable and resilient. At the heart of this vision is a 'socially sustainable' community.

A

Credit: Cassandra Hannagan

OUR VISION & PRINCIPLES

OUR VISION

AN EQUITABLE AND RESILIENT PARRAMATTA

We want to build a Parramatta that is equitable and resilient. At the heart of this vision is a 'socially sustainable' community, where the environment and relationships 'actively support the capacity of current and future generations to create healthy and liveable communities. Socially sustainable communities are equitable, diverse, connected, democratic, and provide a good quality of life'.ⁱⁱⁱ

Our goal is to manage the challenges associated with change and growth, so that individuals and communities can remain socially connected and can live with dignity and thrive.

While investment and growth have brought opportunities and benefits to Parramatta, we recognise these are not experienced by all residents equally. We also know that some people do not have access to the necessary resources to foster resilience, meaning some groups are less equipped to deal with hazards and other stressors.^{iv} To become a more equitable city we must support our diverse communities, including those experiencing disadvantage. This support will ensure for all

people, that Parramatta is a great place to live, work, learn, and play. Equity means that no one gets left behind.

Our community is faced with challenges as we continue to recover from the ongoing impacts of COVID-19, and grapple with increasingly frequent and severe weather events driven by climate change. To become a more resilient city, we aspire to be a place where people feel socially connected, secure, and equipped to survive and thrive in the face of change.

On our journey towards an equitable and resilient Parramatta, we must prioritise becoming:

- A socially connected community
- A safe, inclusive, and welcoming City
- A community where people can live healthy lives
- A City with affordable and diverse homes for all
- A City of learning and opportunity.

OUR IMPLEMENTATION PRINCIPLES

The Social Sustainability Strategy is founded on six core principles established through best practice research. We aim to be a role model for change and leadership in our community. As the local government for Sydney's Central River City, we are 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 address our shared challenges and move towards becoming a more equitable and resilient city.

In delivering this Strategy, we are leading by example by ensuring our decision-making and actions are:

EQUITABLE

Equity means equal access and opportunity. This can be achieved by addressing systemic inequalities and the diverse barriers that different people face. We help those who need it most, strengthening the community as a whole and enabling everyone to thrive.

INCLUSIVE

An inclusive city is a place where everyone is 'enabled and empowered to fully participate in the social, economic, and political opportunities that are on offer'.^v We work to enhance inclusion for individuals and groups who experience greater barriers to participation in our City.

UNDERPINNED BY A HOLISTIC UNDERSTANDING OF HEALTH

We build strong communities by prioritising the health and wellbeing of our residents. We adopt a holistic understanding of health, recognising that health is not merely the absence of disease. It is a state of complete physical, mental, and social wellbeing. We know that a range of non-medical factors contribute to people's health and quality of life. We seek to improve conditions of daily living where possible.

COLLABORATIVE AND DEMOCRATIC

A healthy city ensures all individuals and communities can be involved in shaping decision-making on issues that affect them and the places they live, work, and play.^{vi} We work with the community and key stakeholders across public, private, and not-for-profit sectors to develop solutions to address challenges and leverage opportunities.

COURAGEOUS

Council embraces the challenge and responsibility that comes with governing our City. We are not afraid to take action on our most complex problems. We are at the forefront of innovation, adopting creative approaches to address our challenges.

TRANSPARENT AND ACCOUNTABLE

Council implements transparent and inclusive engagement processes to inform our decision-making. We clearly communicate how and why decisions are made.

OUR PRIORITIES

STRATEGIC DRIVERS

The Strategy responds to the big issues, challenges, and opportunities to support social sustainability through the following strategic drivers:

COMMUNITY RESILIENCE

The need to ensure that our community is prepared and has the capacity to positively respond or adapt to external shocks and stresses such as pandemics, unanticipated changes, and climate change.

EQUITY

The need to ensure that all residents have what they need to thrive and recognise that prioritising equitable outcomes is vital for a healthy and prosperous community.

SOCIAL DETERMINANTS OF HEALTH

The need to holistically address the health and wellbeing of our residents, recognising that health is not merely the absence of disease, but also impacted by the non-medical factors that contribute to quality of life.

PRIORITIES

Our priorities provide long-term directions and a framework for guiding Council to support our community, businesses, and City in achieving our vision. Our five priorities are:

- > **A socially connected community:** We will deliver high quality public spaces, facilities and programs that allow Parramatta’s residents can build strong social networks.
- > **A safe, inclusive, and welcoming City:** We will work to ensure all residents and visitors feel welcome, safe, and empowered to fully participate in our City.
- > **A community where people can live healthy lives:** We will deliver services as well as collaborate and advocate to improve the health and wellbeing of our residents.

- > **A City with affordable and diverse homes for all:** We will plan and advocate to ensure access to high quality and affordable housing that meets their needs of our residents at all stages of life.
- > **A City of learning and opportunity:** We will create opportunities for our residents to learn, grow, and thrive throughout all phases of their lives.

Each priority delivers city, community and organisational social sustainability solutions that are relevant to Parramatta as a place, supported by best practice research, and aligned with our community’s aspirations.

BY 2032 WE WILL TRANSITION INTO...

01 A SOCIALLY CONNECTED COMMUNITY

From providing quality community spaces > ... to understanding and caring for one another so we feel at home in our City

02 A SAFE, INCLUSIVE, AND WELCOMING CITY

From celebrating our diversity > ... to embedding diversity into who we are, empowering all people to be themselves

03 A COMMUNITY WHERE PEOPLE CAN LIVE HEALTHY LIVES

From valuing health and wellbeing > ... to implementing health equity

04 A CITY WITH AFFORDABLE AND DIVERSE HOMES FOR ALL

From a community that is transitioning towards high-density living > ... to a community where no one experiences housing stress

05 A CITY OF LEARNING AND OPPORTUNITY

From a well-educated community > ... to whole-of-life learning opportunities

PRIORITY 01

A SOCIALLY CONNECTED COMMUNITY

We will deliver high quality public spaces, facilities, and programs that allow Parramatta’s residents to build strong social networks.

WHY IS IT IMPORTANT?

City of Parramatta continues to change and grow. Our population is projected to reach 446,000 by 2041 with an increasing proportion of residents living in high density housing. These changes in combination with other economic and health stressors mean our shared spaces and programs are more important than ever.

Social connection is about fostering strong relationships and positive interactions. In City of Parramatta, the shift toward higher density living and the impacts of COVID-19 lockdowns have exacerbated social isolation and loneliness. In 2020, 8% of residents said they felt lonely, with a higher prevalence of loneliness reported

by younger respondents, people living with a disability, people from culturally and linguistically diverse communities, and people from lone person households.^{vii}

Council plays an important role in delivering infrastructure and programs that support social inclusion and connection within our community. These include community spaces such as parks, playgrounds, libraries, and programs such as digital literacy classes and story time sessions. We must provide the right opportunities for people to interact and build relationships, and ensure people are aware of the services provided by Council. These spaces must be universally accessible and should not require people to spend money to be there.

Community infrastructure allows formal and informal opportunities for social interaction, whilst also enabling public access to amenities



Credit: City of Parramatta

such as internet, toilets, and air-conditioning. ^{viii} Additionally, green space plays an essential role in providing an opportunity to connect with nature and each other. Council’s parks and sportsgrounds generate significant social benefits for the community, including enhanced social connections, belonging, and improved emotional wellbeing.^{ix}

Residents who live in high density dwellings have less access to open space at home. These residents are more reliant on our City’s green spaces and community facilities, which function as a shared backyard or lounge room. 45% of residential dwellings in City of Parramatta are high density dwellings. This means a growing proportion of our residents live in apartments. There is a strong link between higher density living and a reduced sense of connection to community.^x

WHAT COUNCIL IS ALREADY DOING

Through our social inclusion program, Council supports residents who are at greater risk of social isolation, including older people, people living with disability, and their carers. The program supports people to meet their individual goals, which may include reconnecting with family and friends, joining a club, participating in learning opportunities, or connecting with a volunteer that shares a common interest.

WHAT WE HEARD

Our community has told us that:

- > Parks are an important place for social gathering, which was highlighted in the context of COVID-19 lockdowns
- > Higher density living, increased development, and a growing population are putting pressure on our community infrastructure
- > There needs to be more green space in Parramatta CBD
- > The City should be designed for people - not cars and corporations
- > There is a need for more affordable and inclusive programs and activities.

In 2021, two out of three residents felt that they belong to their local community and 84% had helped another member of the community that does not live with them within the previous 12 months.

Our City My Life Survey (2021)

For every dollar invested in City of Parramatta's parks and sportsgrounds, \$10 of social value is experienced by parks and sportsground users and other stakeholders over a year.

City of Parramatta's Social Return on Investment Evaluation (2018)

CASE STUDY

INNOVATIVE WAYS TO CREATE PUBLIC OPEN SPACE: PRAHRAN SQUARE, MELBOURNE

Prahran Square was a \$60 million project that transformed an above-ground car park into a parkland. Increasing the provision of open space was a priority for the City of Stonnington as it had the second lowest provision in Victoria.^{xi} The Council-owned car park on Cato Street was converted into almost 10,000m2 of multi-functional urban parkland that sits atop a 500-space carpark.^{xii}

Opened in 2019, Prahran Square has created much needed open space for recreation, events, festivals, and markets, whilst also providing a 20% increase in parking spaces.

WHAT WE WILL DO

These are Council's objectives and expected outcomes relating to a socially connected community. Further detail can be found in the action table at Section 04.

OBJECTIVES	OUTPUTS
1.1 Our community has access to quality green spaces and community facilities that enable social interaction and foster a sense of belonging	Update planning for Council's community infrastructure Improve understanding of innovative approaches to delivering new public spaces and enhancing existing public spaces
1.2 Our community has access to programs, services, and information that enable social interaction and foster a sense of belonging	Improve awareness of existing community infrastructure and services offered in City of Parramatta through communication Create opportunities for intergenerational interactions and connections within the community

OBJECTIVES	INDICATORS	TARGETS
1.1	Percentage of residents living within 400m of useable green spaces	95% in 2025
	Total area of community facilities per 100,000 residents	80,000m² per 100,000 residents
1.2	Percentage of residents who are satisfied with Council's library services	80% in 2025
	Percentage of residents who feel they belong to the local community	75% in 2025



A SAFE, INCLUSIVE, AND WELCOMING CITY

We will work to ensure all residents and visitors feel welcome, safe, and empowered to fully participate in our City.

WHY IS IT IMPORTANT?

The diversity of City of Parramatta is its strength. As the population continues to grow and change, Council must work to better understand the varied experiences and needs of the diverse groups within our community. This understanding will inform the way we plan for a more inclusive Parramatta.

Great cities celebrate their diversity, enabling all people to feel welcome. This means that people of all cultures, languages, abilities, socioeconomic status, diverse sexualities, and gender identities are safe and empowered to be themselves.

Cultural and linguistic diversity is fundamental to Parramatta’s identity, with 53.3% of our City’s residents born overseas and 56.4% speaking a

language other than English at home.^{xiii} Our City is enriched by its diverse communities. 90% of residents agree or strongly agree that it is a good thing for society to be made up of people from different cultures. 84% of residents think that their local community is welcoming of people of different cultures.^{xiv}

Positive experiences and perceptions of safety are essential for creating a thriving city. Overall, our community feels safe, but some have concerns, particularly that Parramatta CBD feels unsafe at night. A variety of factors can shape people’s perceptions of crime, including their gender, age, where they live, and their previous experiences of crime.^{xv} In our City, negative perceptions of safety are felt most acutely by people experiencing homelessness, women, young people, and social housing tenants.^{xvi}

The importance of feeling safe extends to private spaces such as the home. Domestic violence is a



significant issue in Australia. In 2022, there were 800 incidences of domestic violence related assault in our City. This equates to 307 instances per 100,000 people.^{xvii} Council must continue to address gender inequity and work to prevent and end domestic and family violence in our community.

An inclusive and welcoming city allows all individuals and communities to participate. This means informing residents about the decisions that affect them and the places where they live, work and play.^{xviii} Council is committed to best practice community engagement to ensure that the needs and aspirations of our residents are at the core of what we do. We recognise some groups are harder to engage or experience barriers to having their say or being taken seriously.

Children and young people have the right to voice their opinions and be heard on issues

that affect them. However, the views of children and young people are often not given proper consideration in decision-making.^{xix} It is important to elevate the voices of children and young people and childrenh so their perspectives can inform planning and decision-making for the future of our City.

WHAT COUNCIL IS ALREADY DOING

City of Parramatta is a proud supporter of the LGBTQIA+ community and is one of four Councils in NSW to join the Welcome Here program. This program supports businesses and services throughout Australia year-round to create and promote safe spaces for the LGBTQIA+ community.

WHAT WE HEARD

Our community has told us that:

- > There should be continued focus on cultural community events in both Parramatta CBD and neighbourhoods.
- > Community members from diverse cultural backgrounds are often not aware of services available in the area.
- > There are still negative perceptions of Parramatta, but this often changes once people have visited the area.
- > Anti-social behaviour and poor lighting contribute to feeling unsafe at night, particularly in Parramatta CBD.
- > There is a need for more domestic and family violence support services, particularly culturally sensitive support programs that ensure people are safe in their homes.
- > There is a need for improved disability access and sensory safe places.

CASE STUDY

AMPLIFYING THE VOICES OF YOUNG PEOPLE - Y4Y ACTION TEAM, CENTRAL COAST COUNCIL

Central Coast Council established its Y4Y (Youth for Youth) action team in 2018 to improve engagement with young people and empower them have their voices heard.^{xx}

The Y4Y action team is made up of 12 young people aged 14 to 24, who live, work or study on the Central Coast. Y4Y team members are elected for 15-month terms, to represent young people and youth-related issues on the Coast.^{xxi}

Y4Y team members engage in leadership and skills development opportunities, empowering them to act, advocate, and advise on local matters. They are also involved in running an annual youth forum and organising local youth-focused programs.

City of Parramatta residents rated feeling safe as the most important aspect of a good place to live.

.id (2022)

"Sydney is considered to be one of the most multicultural cities in the world, and Parramatta might just be at the centre of it."

Community workshop participant

WHAT WE WILL DO

These are Council's objectives and expected outcomes relating to a safe, inclusive, and welcoming City. Further detail can be found in the action table at Section 04.

OBJECTIVES	OUTPUTS
2.1 Our City welcomes everyone and is enriched by its diversity	<div>Improve understanding of the experiences and needs of the LGBTQIA+ community in our City</div> <div>Improve understanding of the communication and program needs of culturally and linguistically diverse individuals in our City</div> <div>Improve cultural considerations in the design of Council's facilities and programs</div> <div>Ensure that programs are available for people of all abilities, backgrounds, and socio-economic circumstances</div>
2.2 Our community and visitors feel safe in our City, in both public and private spaces	<div>Explore opportunities to expand safety initiatives</div> <div>Continue action to prevent and address domestic and family violence in City of Parramatta</div> <div>Ensure that child safety is embedded in Council's leadership, governance, and culture</div>
2.3 Our community is empowered to have their say and shape the future of our City	<div>Improve engagement with young people to inform planning and decision-making for the future of our City</div>
2.4 Our City is designed to make young people feel welcome	<div>Investigate opportunities to deliver spaces that meet the Investigate opportunities to deliver spaces that meet the needs of young people</div>

OBJECTIVES	INDICATORS	TARGETS
2.1	Percentage of residents who feel welcome living in our City	85% in 2025
2.2	Percentage of residents who feel comfortable in public places in our LGA	85% in 2025
2.3	Percentage of residents who feel that Council acts on their behalf	65% in 2025
2.4	Percentage of young residents who feel that our City provides opportunities for them to live well	70% in 2025

A COMMUNITY WHERE PEOPLE CAN LIVE HEALTHY LIVES

We will deliver services as well as collaborate and advocate to improve the health and wellbeing of our residents.

WHY IS IT IMPORTANT?

Good health underpins a person’s ability to live a happy life, making them better equipped to achieve their goals. However, there is inequity in health outcomes of our residents. Improving the health and wellbeing of all residents of Parramatta, particularly the most vulnerable, is critical to the continued development of an equitable and resilient Parramatta.

Some City of Parramatta residents enjoy better health than others. This inequality can stem from non-medical factors. For example, residents may have varied access to infrastructure, services, and opportunities. We refer to these differences as health inequity. Health inequity is the ‘systematic differences in the opportunities groups have to achieve optimal health, leading to unfair and avoidable differences in health outcomes’.

xxii Disadvantaged groups often experience poorer health outcomes. This can be caused by a combination of factors, including language barriers, discrimination, lack of culturally appropriate services, and poverty.

Health inequity is particularly prevalent for First Nations residents. In Parramatta, 17% of First Nations people live with a mental health condition, compared to 5% of the general population.^{xxiii} All levels of government have a role to play in improving outcomes for First Nations peoples as established in the National Agreement on Closing the Gap, which addresses areas such as health and wellbeing, education, safety, and housing. To ensure all residents can live healthy lives in Parramatta, we must work to address health inequities within our community and better support First Nations residents.



Experiences of disadvantage can increase the risk of harm that contributes to poorer health outcomes. For example, whilst the negative impacts of gambling can be experienced by anyone, evidence suggests that socio-economically disadvantaged groups are disproportionately impacted.^{xxiv} Negative health impacts associated with electronic gaming machines range from short term effects such as headaches from extended periods of screentime, to longer term impacts such as exacerbated chronic diseases like diabetes and depression. Additionally, gambling is linked to risk factors for health such as alcohol consumption, cigarette smoking, and poor nutrition.

Whilst City of Parramatta is a young community with a median age of 35 (four years younger than the NSW median) with 22% of our residents over the age of 54. Healthy cities enable people to age in place. They support older residents to live independently and work to reduce experiences of social isolation as people age.^{xxv}

WHAT COUNCIL IS ALREADY DOING

Council works to increase our residents’ awareness of the benefits of an active lifestyle. We also provide opportunities for exercise and community connection. The Active Parramatta Van delivers free community health programs that promote healthy lifestyles for people at all life stages, including programs for early childhood development, Mums N Bubs, primary school-aged children, young people, adults, and over 55s.

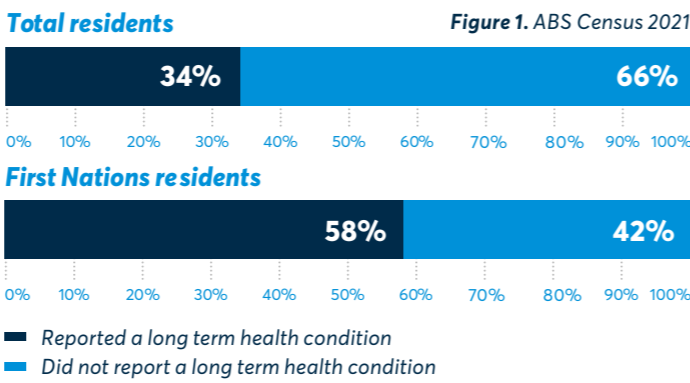
WHAT WE HEARD

Our community has told us that:

- > The City should be designed for people, not cars and corporations.
- > Nature is important for good health and wellbeing especially as we live in increasingly population-dense environments.
- > There needs to be better support for mental health.
- > There should be more active transport opportunities, such as separated cycle paths and recreational walking links.

"Supporting people's health has a big impact on their social wellbeing and ability to contribute in the community."

Community workshop participant



CASE STUDY

COMMUNITY FOOD RELIEF, CITY OF MELBOURNE

City of Melbourne has identified food insecurity as a growing health, social and economic issue which has largely been driven by poverty.xxvi Experiences of food insecurity and inequity of food access have been exacerbated by the COVID-19 pandemic. Between 2019 and 2021, food insecurity increased by 7.5% and demand for food relief increased by 47%.

To address this health inequity issue, City of Melbourne aimed to develop and deliver initiatives and programs to provide food relief to vulnerable community members and improve local food production by supporting communities to grow their own food.

Community Food Relief 2021 - 2025: Planning for a food secure city, was endorsed in December 2021. This plan outlines Council's role and commitment to improving access to food relief services through:

- > Partnerships with food relief and other charities to provide groceries and meals to vulnerable residents
- > Investigations of community food enterprise models, to redirect surplus food that would otherwise go to waste
- > Advocacy directed at state and federal government to raise income support above the poverty line and increase investment in social housing.

WHAT WE WILL DO

These are Council's objectives and expected outcomes relating to a community where people can live healthy lives. Further detail can be found in the action table at Section 04.

OBJECTIVES	OUTPUTS
3.1 Our City is designed and programmed to support the health and wellbeing of residents	Explore ways to encourage active travel between public spaces and facilities Improve Council's approach to assessing and managing the social impacts of developments on our community
3.2 Our community has improved health outcomes due to decreased disadvantage	Investigate opportunities to improve health outcomes for First Nations residents Increase understanding of health and wellbeing issues relating to socio-economic disadvantage in City of Parramatta, to inform action and advocacy
3.3 Our City provides opportunities for older people to live well	Continue delivering services to older people and investigate opportunities for the expansion of services

OBJECTIVES	INDICATORS	TARGETS
3.1	Community sentiment regarding the degree to which our City provides facilities to live an active life	75% in 2025
	Residents' self-reported mental health status	78% rating their mental health 7+ out of 10
3.2	Percentage of residents who (either themselves or a member of their household) find it difficult to access health services	5% in 2025
3.3	Percentage of older residents who feel that their local area provides opportunities for them to live well	70% in 2025

"Health is a state of complete physical, mental, and social wellbeing and not merely the absence of disease."

World Health Organization

A CITY WITH AFFORDABLE AND DIVERSE HOMES FOR ALL

We will plan and advocate to ensure access to high quality and affordable housing that meets the needs of our residents at all stages of life.

WHY IS IT IMPORTANT?

Access to adequate housing is a human right and a key determinant of health outcomes. Individuals and households have varied needs throughout their lives in terms of cost, dwelling type, size, and tenure. Our City must provide a range of affordable and diverse homes to ensure that residents can continue to have their needs met within our LGA.

Housing affordability is a key challenge in City of Parramatta, with many residents spending a significant proportion of their income on housing costs. In 2021, 31.1% of rental households and 23.9% of mortgage households were paying more than 30% of their income on housing

costs.^{xxvii} The cost of housing means that people are being priced out of the private rental market, with 4.2% of households living in social housing and waiting list for social housing in the Parramatta area ranging from 5 to 10+ years.^{xxviii} Consequently, it becomes harder for individuals and families to stay in the same neighbourhoods where they grew up. This can have an impact on the maintenance of social networks and community connections, as well as access to work and study. Whilst many of the policy tools available to influence housing affordability are outside of Council's control, we recognise the significant impact that the housing affordability crisis has on quality of life and the need for Council to demonstrate leadership in this space.

Housing diversity is necessary to meet the needs of different individuals and households. The shift towards higher density living has



impacted the availability of dwelling sizes, with the proportion of three-bedroom dwellings in our City decreasing between 2016 and 2021. We must ensure that high density dwellings are designed to meet the needs of larger households, including families with children. Our City must also provide adaptable housing options to ensure that housing responds to the evolving accessibility needs of individuals throughout their lives.

Great cities care for their most vulnerable residents, including people experiencing homelessness. Homelessness is a complex issue that has significant costs for both the individual and the community. Investing in quality programs and accommodation for people experiencing homelessness improves outcomes for everyone and reduces demand for costly support services in the long term.

WHAT COUNCIL IS ALREADY DOING

Council conducts the Parramatta Homelessness Street Count each year to monitor homelessness in our local area. This data supports advocacy for increased service delivery and assists in determining the most appropriate strategies to reduce the prevalence of homelessness.

Council also works to increase the supply of affordable rental housing stock in the City through negotiating voluntary planning agreements with developers.

WHAT WE HEARD

Our community has told us that:

- > Housing affordability and the cost of living are significant issues impacting quality of life.
- > People cannot afford to live close to where they work, increasing commute times.
- > The perceived increase in people experiencing homelessness in City of Parramatta is a concern.
- > Council should play a greater role in addressing housing affordability and homelessness in City of Parramatta.
- > Overdevelopment and overcrowding are key issues.

"Diverse and affordable housing is important but needs state and federal support."

Community workshop participant

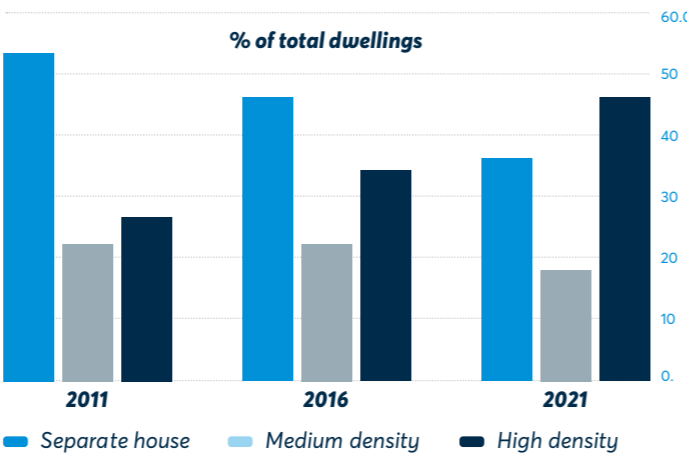


Figure 2. ABS Census 2011, 2016, 2021

WHAT WE WILL DO

These are Council's objectives and expected outcomes relating to a City with affordable and diverse homes for all. Further detail can be found in the action table at Section 04.

OBJECTIVES

OUTPUTS

4.1 Our community has access to a diverse range of housing that meets their needs	Embed considerations of family and child-friendly high density living in planning for the City Improve understanding of emerging trends in the delivery of housing in City of Parramatta to inform action and advocacy
4.2 Our community has access to a range of affordable housing options	Increase action and advocacy on housing affordability in City of Parramatta
4.3 People experiencing homelessness have access to services and support in our City	Improve coordination and response to people experiencing primary homelessness in City of Parramatta

CASE STUDY

GREEN SQUARE AFFORDABLE HOUSING PROGRAM, CITY OF SYDNEY

City of Sydney's Green Square Affordable Housing Program aimed to increase the supply of affordable rental housing to ensure that urban renewal did not erode social diversity in the area.

The program sought to increase the supply of affordable rental housing in Green Square through inclusionary zoning. Inclusionary zoning is a planning mechanism that mandates developer contributions towards affordable housing. Contributions can be provided in-kind (through dedicating units as affordable housing) or as a monetary contribution (held in a state government affordable housing fund to procure affordable housing in accordance with the relevant Affordable Housing Program). The following affordable housing contributions applied to developments in Green Square until June 2021:^{xxx}

FOR RESIDENTIAL DEVELOPMENTS

On-site: 3% of the total residential floor area must be provided as affordable housing	OR	Monetary: \$299.58 per square metre of the total residential floor area towards affordable housing fund
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FOR NON-RESIDENTIAL DEVELOPMENTS

On-site: 1% of the total non-residential floor area must be provided as affordable housing	OR	Monetary: \$99.82 per square metre of the total non-residential floor area towards affordable housing fund
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In 2018, City of Sydney reported that 327 affordable housing dwellings had already been provided in Green Square and that, at that time, more than 60% of the projected development was still to occur.^{xxxi}

Since July 2021, contributions for developments in Green Square have been collected through a broader City of Sydney Affordable Housing Program, to ensure consistence with the approach to rates across the City.

OBJECTIVES

INDICATORS

TARGETS

4.1	Percentage of households living in housing stress (rental and mortgage stress)	TBC
	Percentage of people who feel secure in their housing situation	90% in 2025
4.2	Percentage of residents who feel that our City offers diverse housing options	50% in 2025
4.3	Number of people experiencing homelessness per 10,000 people in City of Parramatta	10 per 10,000 people in 2025

In 2021, housing affordability in Western Sydney which was rated as being 'acceptable' to 'affordable'. In 2022, this rating deteriorated to being 'moderately unaffordable' to 'acceptable'.

SGS Rental Affordability Index ^{xxix}

A CITY OF LEARNING AND OPPORTUNITY

We will create opportunities for our residents to learn, grow, and thrive throughout all phases of their lives.

WHY IS IT IMPORTANT?

Access to learning opportunities significantly influences quality of life and health outcomes. However, many members of our community experience barriers to accessing education.

From childhood through to older age, access to quality education and safe learning environments are essential for enabling people to live good lives. Lifelong learning helps people better understand the world they live in, empowering them to make informed decisions and give back to their community.

Our community is increasingly well educated. In 2021, 44.2% of residents had earned a bachelor's degree or higher, increasing from 37.2% in 2016.^{xxxiii} However, many residents experience barriers to accessing learning opportunities. Barriers include language, disability, disengagement from formal education and employment, caring responsibilities, financial hardship, and digital literacy. We recognise the need to address these barriers to better support our residents to reach their potential and to ensure Parramatta becomes a more equitable city.

Early childhood is a vital stage of development. If we can provide good education in early childhood, we can expect children to thrive in



Credit: Maja Baska

school and throughout their lives. Investing in a child's early years leads to increased social mobility, improved lifetime wages, reduced income inequality, and improved health and wellbeing.

Investing in children benefits our community. When we overcome the opportunity gap between children from low- and high-income families, we take important steps toward ending intergenerational disadvantage. Council plays a key role in supporting vulnerable children in our community through the provision of early learning centres, which offer quality care and a variety of educational programs.

WHAT COUNCIL IS ALREADY DOING

Council provides lifelong learning opportunities through its range of library program offerings. The Tech Savvy Seniors program, which offers classes in both English and Mandarin, helps to build skills and confidence using computers, tablets, and smartphones. It equips older people with foundational digital skills, including cyber safety, how to use the internet and QR codes, and how to shop and bank online.

WHAT WE HEARD

Our community has told us that:

- > Schools in City of Parramatta are overcrowded.
- > Residents want more opportunities to learn from other cultures.
- > Council could increase awareness of volunteering opportunities in City of Parramatta.
- > More learning opportunities for adults are needed.

"It would be nice to learn from each other in a diversity-rich community."

Community workshop participant

CASE STUDY

GLENROY COMMUNITY HUB

Glenroy Community Hub in Victoria is an integrated health and lifelong learning centre designed to support, educate, and inspire locals at all stages of their life.^{xxxviii} It is 'a one-stop shop' for residents to access Council and community-based services. This includes an early years centre, kindergarten, maternal child health, community health, neighbourhood learning activities, customer service centre, and a community garden.

This holistic and integrated approach to service provision recognises that the early years of a child's life – from birth until eight years old – are critical to forming the child's cognitive, emotional, and physical behaviour in later life. Families alone cannot meet all needs of a child during this period, and the community hub plays two critical roles. First, it acts as a social hub, providing a local place where families can go, build social networks, and get support from other parents with young children. It also acts as a service hub, providing access to a wide range of services that

support parents in developing positive parenting practices and assist in the early identification of health or developmental concerns.^{xxxix} Early research suggests that this approach may contribute to children achieving positive outcomes, particularly those from disadvantaged backgrounds.^{xl}

It is not just children who benefit from the integrated model. The co-location of these vital community services brings together diverse groups of people and encourages inter-generational connections. It also offers opportunity for life-long learning: the 'Neighbourhood House' at Glenroy Community Hub offers courses on topics such as employment skills and parenting techniques, as well as health and fitness activities and fun activities for kids and their families.

WHAT WE WILL DO

These are Council's objectives and expected outcomes relating to a City of learning and opportunity. Further detail can be found in the action table at Section 04.

OBJECTIVES	OUTPUTS
5.1 Everyone is supported to access learning opportunities to reach their full potential	Improve understanding of overcrowding in schools in City of Parramatta to inform advocacy Continue to expand and enhance Council's network of libraries and community hubs Improve communication of volunteering opportunities
5.2 Children have equitable access to early childhood development opportunities	Investigate opportunities to expand and enhance Council's support for vulnerable children Improve the quality of early learning centres in the City
5.3 Our City provides valuable opportunities for organisations that enhance social outcomes	Improve support for organisations that provide social benefit within our community

OBJECTIVES	INDICATORS	TARGETS
5.1	Percentage of residents who feel that our City provides opportunities for people of all ages to learn and develop skills at any age	60% in 2025
5.2	Percentage of residents who feel that the City of Parramatta contributes to thriving children	65% in 2025
	Percentage of developmentally vulnerable children across one or more domains according to the Australian Early Development Census	17% in 2025
5.3	Percentage of sustainable procurement within Council's spending	TBC
	Percentage of organisations that found Council's support valuable	80% in 2025

ACTION PLAN

04

Y

This plan details the actions that will drive progress towards Strategy objectives over the next four years and beyond.

A

Credit: Ken Leanfore

PRIORITY 01

A SOCIALLY CONNECTED COMMUNITY

NO.	ACTION	HORIZON	RESPONSE TO CSP	COUNCIL'S ROLE
1.1	Our community has access to quality green spaces and community facilities that enable social interaction and foster a sense of belonging			
1.1.1	Evaluate and update Council's Community Infrastructure Strategy (CIS)	H2	Fair	D
1.1.2	Develop an integrated community infrastructure process for Council projects, that encompasses strategy, planning, delivery, operation, and ongoing maintenance	H2	Fair Innovative	D
1.1.3	Undertake gap analysis of open space across the LGA to identify areas that require additional provision, to improve amenity and recreation outcomes	H2	Fair	D
1.1.4	Develop a framework for facilitating community access to open space and community facilities in cases of joint use (Council owned) and shared use (Department of Education owned) arrangements	H1	Fair	P
1.1.5	Conduct research on innovative ways to address the challenge of limited/no opportunities for new open space and community facilities in Parramatta LGA, to inform the Open Space Strategy	H2	Fair Green Innovative	D
1.2	Our community has access to programs, services, and information that enable social interaction and foster a sense of belonging			
1.2.1	Propose strategic partnership with Sydney Olympic Park Authority to improve communication around access to facilities	H1	Fair	P
1.2.2	Trial an intergenerational connections project that links older Australians and children that are enrolled in Council's early learning centres	H1	Fair Welcoming	D

HOW TO READ THE ACTION PLAN

Horizons will be used to identify the timeframe in which the action will be implemented:

- > Horizon 1 (H1): 1-2 years
- > Horizon 2 (H2) : 2-4 years

Response to CSP reflects the relevant CSP goal that this work will contribute to (Fair, Accessible, Welcoming, Green, Thriving, and Innovative).

Council's role refers to the Deliver (D), Partner (P), Advocate (A) model of work adopted in the CSP.

PRIORITY 02

A SAFE, INCLUSIVE, AND WELCOMING COMMUNITY

NO.	ACTION	HORIZON	RESPONSE TO CSP	COUNCIL'S ROLE
2.1	Our City welcomes everyone and is enriched by its diversity			
2.1.1	Undertake research on the experiences of local LGBTQIA+ communities in our City's public spaces to inform Council's future action	H2	Welcoming	D
2.1.2	Conduct research on the cultural and linguistic needs of our community to better understand barriers to communication and improve the reach of our library programs	H1	Fair	D
2.1.3	Conduct research on cultural considerations to inform the design of Council's facilities, using Epping Aquatic Centre as a case study	H2	Fair Welcoming	D
2.1.4	Develop a new program that focuses on inclusive and accessible programs at Council's aquatic and wellness facilities by addressing barriers to participation	H1	Fair Accessible	D
2.1.5	Develop a socioeconomic inclusion framework to guide Council's work in improving outcomes for those experiencing the greatest barriers to social and economic participation in our community	H1	Fair	D
2.2	Our community and visitors feel safe in our City, in both public and private spaces			
2.2.1	Investigate opportunities to fund increased high visibility policing in Parramatta CBD	H1	Welcoming	D
2.2.2	Refresh the Crime Prevention Plan 2019-2023	H1	Fair Welcoming	D
2.2.3	Establish baseline for community attitudes towards violence against women in Parramatta, to inform targeted policy and interventions	H1	Welcoming	D
2.2.4	Develop a Child Safe Policy in line with the Child Safe Standards	H1	Fair Welcoming	D
2.3	Our community is empowered to have their say and shape the future of our City			
2.3.1	Develop a framework to inform the way Council engages with young people	H1	Fair	D
2.4	Our City is designed to make young people feel welcome			
2.4.1	Evaluate the provision of youth-friendly spaces in Parramatta CBD to identify gaps and inform future action	H2	Fair	D

PRIORITY 03

A COMMUNITY WHERE PEOPLE CAN LIVE HEALTHY LIVES

NO.	ACTION	HORIZON	RESPONSE TO CSP	COUNCIL'S ROLE
3.1	Our City is designed and programmed to support the health and wellbeing of residents			
3.1.1	Undertake research to improve understanding of transport equity considerations in City of Parramatta to inform advocacy and action	H2	Accessible	D A
3.1.2	Update Council's Social Impact Assessment (SIA) Guidelines to address contemporary considerations	H1	Fair Accessible Innovative	D
3.1.3	Develop partnerships to enhance the existing Active Parramatta program	H1	Fair	D P
3.2	Our community has improved health outcomes due to decreased disadvantage			
3.2.1	Conduct research on opportunities for Local Government to improve health outcomes for First Nations residents to inform future action	H1	Fair Welcoming	D
3.2.2	Conduct research on the harms associated with electronic gaming machines (EGMs) in City of Parramatta to inform future action	H1	Fair Welcoming	D A
3.3	Our City provides opportunities for older people to live well			
3.3.1	Evaluate Council's services and programs for older people to identify and respond to gaps in provision	H2	Fair	D

PRIORITY 04

A CITY WITH AFFORDABLE AND DIVERSE HOMES FOR ALL

NO.	ACTION	HORIZON	RESPONSE TO CSP	COUNCIL'S ROLE
4.1	Our community has access to a range of affordable housing options			
4.1.1	Update Council's Affordable Housing Policy	H1	Fair	D
4.1.2	Evaluate and update the Affordable Housing Action Plan (AHAP)	H2	Fair Innovative	D
4.2	Our community has access to a diverse range of housing that meets their needs			
4.2.1	Develop principles relating to healthy higher density living, in support of a future Parramatta DCP amendment	H1	Fair Innovative	D
4.2.2	Review existing Parramatta DCP dwelling mix requirements to inform potential amendments	H1	Fair	D
4.2.3	Conduct research on the delivery of build to rent housing in City of Parramatta to inform advocacy and action	H1	Fair	D A
4.3	People experiencing homelessness have access to services and support in our City			
4.3.1	Review the Homelessness Action Plan (2019-2023)	H1	Fair	D

PRIORITY 05

A CITY OF LEARNING AND OPPORTUNITY

NO.	ACTION	HORIZON	RESPONSE TO CSP	COUNCIL'S ROLE
5.1	Everyone is supported to access learning opportunities to reach their full potential			
5.1.1	Undertake spatial mapping of current and future schools to identify gaps in meeting the needs of the future population to inform future advocacy	H1	Fair Innovative	D A
5.1.2	Advance planning to expand library capacity in Carlingford and Epping	H1	Fair	D
5.1.3	Develop a centralised webpage of Council's volunteering opportunities	H1	Fair	D
5.2	Children have equitable access to early childhood development opportunities			
5.2.1	Investigate opportunities for Council's Early Learning Centres to deliver additional support for vulnerable children	H1	Fair	D
5.2.2	Review Council's evidence base for best practice in childcare to inform updated Parramatta DCP childcare controls	H2	Fair Innovative	D
5.3	Our City provides opportunities for organisations that enhance social outcomes			
5.3.1	Review Council's procurement policy and update to include a provision around social impact as a criteria for selection	H1	Fair Innovative	D
5.3.2	Renew the Social Investment Action Plan to support innovative approaches to delivering positive social outcomes	H1	Fair Innovative	D



SUPPORTING INFORMATION

GLOSSARY

TERM/ACRONYM	DESCRIPTION
CBD	Central Business District
Our City / The City	All areas within the City of Parramatta local government area
Our Community	All residents of the City of Parramatta local government area
CSP	Community Strategic Plan
DCP	Development Control Plan
Equity	Equity is about ensuring equal access and opportunity through addressing systemic inequalities and the diverse barriers that different people face
LGA	Local government area
LGBTQIA+	Lesbian, gay, bisexual, transgender, queer, intersex, and asexual
Resilience	Resilience is '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.'
	Co-location refers to key organisations being located in close proximity to one another to provide opportunities for collaboration
Social sustainability	A community is 'socially sustainable' when its environment 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 democratic and provide a good quality of life.'

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Resilient Sydney
Sydney Olympic Park Authority
Greater Cities Commission
Committee for Sydney
Western Sydney Community Forum

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