

16 April 2018

At 5.00 pm

Item 8.3 - City for All Social Sustainability Policy and Action Plan



Council

Sydney 2030 Green Global Connected

City for All Social Sustainability Policy and Action Plan

File No: S120601.018

Summary

This report seeks Council endorsement for the public exhibition of the City's Social Sustainability Policy and Action Plan – A City for All. The plan sets out a roadmap for strengthening social justice and resilience in our city over the next decade.

The document is the outcome of extensive community and stakeholder engagement involving more than 2,400 people. This process culminated in a 'people's summit' – a deliberative democracy event through which a diverse group of 200 people were recruited as representatives of the wider community to collectively set the plan's priorities.

Following this summit, the City's inaugural Social Sustainability Policy was adopted by Council in July 2016; this sets out a vision and principles for social progress. Further work was then undertaken to develop the Action Plan, which is presented here as part of an integrated Policy and Action Plan document.

This plan presents targeted suites of actions across four strategic directions to deliver an inclusive, connected, liveable and engaged city. Its primary agenda is to strengthen social wellbeing and resilience through fostering inclusive economic growth, strengthening social capital and cohesion, sustaining quality of life, and enabling all people to access opportunities that enable them to thrive and participate in shaping Sydney's future. This agenda is today recognised as central to progressive global cities.

Focus areas for action include: leveraging the social impact agenda of city businesses to address local social issues; delivering affordable and diverse housing supply to address rising inequality and sustain socio-economic diversity; delivering innovative approaches to address entrenched poverty, food insecurity and disadvantage; providing affordable lifelong learning, recreational and cultural participation opportunities for all residents; improving social connectedness and the social integration of diverse communities; improving opportunities and strengthening cultural connections with the City's Aboriginal and Torres Strait Islander communities; increasing citizen participation in democratic processes; and strengthening governance for public benefit.

Publication of this Social Sustainability Policy and Action Plan will complete the suite of four 'pillar' strategies that deliver on Sustainable Sydney 2030, including the Economic Development Strategy, Environmental Strategy and Action Plan and Cultural Policy and Action Plan.

The plan establishes priorities for action over the next decade as determined by the community. It captures the range of current activities delivered by the City and its partners to strengthen social sustainability and articulates new approaches to emerging issues. It sets out an evaluation framework for measuring, monitoring and reporting on outcomes of these activities, aligned with the City's Community Wellbeing Indicators.

A City for All invites shared responsibility and collaborative action for delivery involving all levels of government, the not-for-profit sector and wider community.

Recommendation

It is resolved that:

- (A) Council approve the City for All Social Sustainability Policy and Action Plan, as shown at Attachment A to the subject report, for public exhibition for a minimum of four weeks; and
- (B) authority be delegated to the Chief Executive Officer to undertake minor editorial amendments prior to the exhibition of the Social Sustainability Policy and Action Plan.

Attachments

Attachment A. A City for All Social Sustainability Policy and Action Plan 2018-2028

Background

1. A City for All – this Social Sustainability Policy and Action Plan – represents a renewed commitment to a socially just and resilient Sydney. It sets out a roadmap for the next decade based on targeted suites of actions across four strategic directions for an inclusive, connected, liveable and engaged city.
2. The plan has been developed through deep engagement with the community and sector stakeholders throughout 2016, involving more than 2,400 people. It directly reflects the community's priorities for social progress.
3. Social sustainability is an agenda for strengthening the wellbeing and resilience of individuals and communities. It is an agenda for inclusive economic growth, through which the benefits of prosperity are widely shared, providing people with equitable opportunities to realise their potential.
4. Strategies for strengthening community wellbeing involve action across a wide range of areas, including ensuring access to affordable housing and services, lifelong learning and job opportunities, opportunities for creative expression and cultural participation, strengthening social networks, protecting the environment to support human health, and ensuring governing institutions deliver social justice, promote civic participation and protect the public interest.
5. The plan describes work already underway as well as new initiatives to present a holistic picture of action by the City and its partners to achieve this vision. This includes across areas within Council's control, influence and concern.
6. Focus areas for action include: collaborating with businesses to deliver local social benefits; supporting the growth of the social enterprise sector; delivering affordable rental housing for those priced out of the market; improving access to green open spaces and high quality community facilities and services for people on all incomes; fostering mutual respect, understanding and connections across cultures, including with Aboriginal and Torres Strait Islander living cultures; increasing opportunities for creative and cultural participation in the life of the city; improving the accessibility of the city for older people and people with a disability, and delivering targeted strategies to reduce homelessness, poverty and food insecurity.
7. The action plan reflects the contemporary sustainability agenda for global cities promoted by the United Nations, the World Bank, the Organisation for Economic Cooperation and Development and other global institutions. These institutions promote community wellbeing as the most important aspiration and barometer for social progress in global cities, rather than economic output.
8. The City has committed to deliver on the United Nations' Sustainable Development Goals 2016 through its community strategic plan, Sustainable Sydney 2030, and through its participation in the Rockefeller 100 Resilient Cities initiative. Community wellbeing and resilience is core to the City's broader sustainability agenda.
9. The City is also committed to deliver on and affirm the United Nations' Declaration of the Rights of Indigenous Peoples through this plan, together with our Reconciliation Action Plan. Through this work we recognise the historical grievances, contemporary challenges and socio-economic, political and cultural aspirations of the city's Aboriginal and Torres Strait Islander communities – and commit to progress these collaboratively.

10. The Social Sustainability Policy and Action Plan completes the suite of four 'pillar' strategies that deliver the quadruple bottom line sustainability agenda set out in Sustainable Sydney 2030. It sits alongside the Economic Development Strategy, Environmental Strategy and Action Plan, and Cultural Policy and Action Plan.
11. This plan is a collective plan for action to be delivered with other levels of government, the business and not-for-profit sector and the wider community. It reflects the fact that social sustainability is inherently a shared responsibility, with benefits for all members of society along with circular benefits realised through its potential to foster economic growth and productivity.
12. The impacts and outcomes of this plan will be measured and reported on through the evaluation framework set out in the document. This 'Result-based Accountability' framework is linked with the City's Community Wellbeing Indicators, which track wellbeing and social progress at a population level.
13. The City has committed to deliver this action plan to the community for public exhibition and subsequent adoption. This process will enable the City to complete the work it has undertaken with the community to deliver a contemporary agenda for social progress in our city – strengthening and sustaining Sydney, a city for all.

Key Implications

Strategic Alignment - Sustainable Sydney 2030 Vision

14. Sustainable Sydney 2030 is a vision for the sustainable development of the City to 2030 and beyond. It includes 10 strategic directions to guide the future of the City, as well as 10 targets against which to measure progress. This plan is aligned with the following strategic directions and objectives:
 - (a) Direction 1 – A Globally Competitive and Innovative City - A Globally Competitive and Innovative City: Social progress, rather than pure economic output, is today recognised as the best measure of a globally competitive and innovative city. This plan is fundamentally a plan for furthering social progress – and therefore Sydney's global competitiveness – through strengthening social justice and resilience and ensuring all people can contribute to, participate in and realise their potential through our economy and society.
 - (b) Direction 6 – Vibrant Local Communities and Economies – This plan recognises the inextricable links between local communities and economies and the benefits to the economy of strengthening community wellbeing and resilience. It sets out an agenda for action with real potential to benefit the economy locally through a stronger society in which more people are enabled to actively participate. Specific goals, such as supporting the growth of the local social enterprise sector, have potential to enhance the city's economic vibrancy and resilience. Increasing supply of affordable housing for essential urban service workers and others increasingly locked out of the inner city housing market is another key action area that directly benefits the city's social and economic sustainability and vibrancy.

- (c) Direction 7 – A Cultural and Creative City – This plan recognises the importance of our city’s cultural and creative vibrancy to people’s wellbeing, sense of self and sense of belonging. It promotes avenues for self-expression and active participation in the cultural life of the city, including through ensuring all people have opportunities to participate and contribute to shaping their city and community.
- (d) Direction 8 – Housing for a Diverse Population – This plan recognises the fundamental importance of housing supply diversity in underpinning social and economic diversity. It promotes increased supply of subsidised forms of housing – including social, affordable and supported housing – for those unable to access the mainstream housing market, to ensure they can choose to live in the city and the city is sustained as a city for all.
- (e) Direction 9 – Sustainable Development, Renewal and Design – Through the actions set out in the ‘liveable city’ strategic direction, this plan seeks to enhance quality of life for the community through responsible development. That is, development that is appropriate, sustainable and harnessed to deliver public benefit and sustain quality of life, including through provision of open spaces, social infrastructure and services. It promotes a public domain that is accessible, and the development of cycling and pedestrian infrastructure that supports healthy, active lifestyles. Sustaining a healthy natural environment and developing adequate community-based responses to climate change are central to the plan’s agenda of strengthening community wellbeing and resilience.
- (f) Direction 10 – Implementation through Effective Governance and Partnerships – The principle of shared responsibility underpins this plan, with actions primarily to be delivered collaboratively with other levels of government, the business and not-for-profit sectors and wider community. This will require strong leadership and advocacy by the City and a strengthening of its role as an enabler of community-driven change. Additionally, this plan is focused on enhancing responsible governance by institutions and building public trust through genuine engagement and collaboration with communities and furthering a policy agenda that represents broad public benefit.

Organisational Impact

- 15. The Social Sustainability Policy and Action Plan sets out an holistic agenda for collaborative action by the City with its delivery partners over the next decade. It captures business-as-usual activities across the organisation, as well as new activities planned for the next decade.
- 16. Business-as-usual activities include the delivery of community facilities; community safety initiatives; homelessness services; public domain amenity improvements; city greening and urban ecology initiatives; community engagement and advocacy activities, and broader social, economic and environmental programs and services. Organisational activities across these areas are aligned with the four strategic directions of this plan and will be evaluated in relation to their delivery on these outcomes.
- 17. Much of the investment associated with this plan – such as subsidising new affordable housing schemes; renewing and delivering new community facilities to meet growing demand; improving the accessibility of the public domain; improving the availability of Council information on the basis of ‘open data’ principles, and delivering free WiFi hotspots in the public domain; and delivering more green open spaces – is the subject of existing Council commitments.

18. Additional targeted activities, such as the development of a food business incubator in the city in response to rising food insecurity and entrenched economic disadvantage, have been funded or will be subject to rigorous investment decisions prior to proceeding through project implementation stages.

Risks

19. Through the extensive public engagement process during 2016 associated with the Social Sustainability Policy and Discussion Paper, the City committed to work with the community to develop and deliver an agenda for strengthening social justice and resilience over the next decade.
20. The resulting document – this Social Sustainability Action Plan – reflects the priorities that emerged through the ‘people’s summit’ of community representatives held at the culmination of the public engagement process, to synthesise the outcomes.
21. Successful delivery of this plan will rely on effective collaboration and advocacy with other levels of government, the business sector, the not-for-profit sector and the wider community. The City alone cannot deliver this broad agenda – as social sustainability is by nature a shared responsibility and the majority of actions are outside the City’s direct control.

Social / Cultural / Community

22. Delivering community benefit through Sydney’s growth and development is the central agenda of this plan. It aims to harness economic growth in a way that is inclusive and socially just, enabling more people access to opportunities to realise their potential.
23. Strengthening individual and community wellbeing and resilience is the essence of social sustainability. This plan aspires to achieve this through action across four strategic directions for sustaining an inclusive, connected, liveable and engaged city.
24. These outcomes have been endorsed by the community through the public engagement process as priority focus areas, in recognition of the fact that social progress – as is measured through community wellbeing – is affected by a range of factors, ranging from access to good quality food and housing, to financial security, education and job prospects, trust in governing institutions, and the strength of local social networks.

Environmental

25. This plan recognises the inextricable connections between environmental and human health and wellbeing. It promotes initiatives to sustain the health of the natural environment, as well as initiatives to provide people with access to the nature in the heart of our city, to sustain their own health.
26. Key initiatives include investment in further greening the city, providing communities with access to opportunities to green their own neighbourhoods, and access to leafy pedestrianised networks throughout the city.
27. This plan should be read alongside the City’s Environmental Strategy and Action Plan, to provide a fuller picture of the City’s integrated, quadruple bottom line sustainability agenda.

Economic

28. This plan promotes an agenda of inclusive economic growth. This agenda is manifested in a range of actions, from encouraging greater engagement of city-based businesses in local social issues, to fostering the growth of the social enterprise sector, to delivering targeted initiatives that aim to improve employment and opportunities for people who face disadvantage.
29. It includes substantial investment in activities such as subsidising affordable housing for the city's key workers and lower income earners to sustain socio-economic diversity, targeting the issue of current housing market conditions driving rising inequality, including intergenerational inequality.
30. These initiatives, which are central to this plan, deliver circular economic benefits as well as social benefits, in that it is now widely recognised that rising inequality is a brake on economic productivity and undermines the cities' economic competitiveness.

Budget Implications

31. The costs associated with the development and public exhibition of the Social Sustainability Action Plan are included within the Research, Strategy and Corporate Planning budget for 2017/18.
32. The delivery of this plan largely represents the alignment of business-as-usual activities with the outcomes in the plan – sometimes requiring a shift in focus or realignment of resources, but not requiring extensive new resources.
33. New areas of activity or initiatives proposed through this plan have been carefully considered and aligned with the City's long term financial plan and associated resourcing strategies and priorities.
34. As the plan is delivered over the coming decade, detailed planning for resourcing particular activities will be undertaken as part of the organisational budget planning process – including priority projects planned for 2018/19 and over the subsequent three years.
35. The plan is based on an agenda of shared responsibility and delivery in collaboration with other government and non-government stakeholders. As such, many of the actions will not require City resources beyond coordination or advocacy activities.

Relevant Legislation

36. Local Government Act 1993.

Critical Dates / Time Frames

37. The public exhibition of this Plan will commence following Council endorsement. A four week public exhibition period is proposed from 23 April to 25 May 2018.

Public Consultation

38. This integrated policy and action plan document is the outcome of an extensive public consultation process. This began with public exhibition of a Social Sustainability Policy and accompanying Discussion Paper during 2016.
39. More than 2,400 people were engaged through this process, including community members and stakeholders from across the government, not-for-profit and private sectors. This included targeted outreach engagement activities with key sectors of the community, including culturally and linguistically diverse communities, Aboriginal and Torres Strait Islander communities, children and young people, and residents in renewal areas.
40. The public engagement process culminated in a 'people's summit' – a gathering of 200 randomly-recruited community representatives who were brought together to collectively deliberate on and determine the priorities for this plan.
41. The work was strongly endorsed through the public engagement process – including the vision and principles in the policy and the four strategic directions for action set out in the discussion paper, which have become the basis for this plan.
42. A comprehensive report on the outcomes of the public consultation process was published, through Council, accompanying the final Policy for adoption.
43. The plan will now be subject to a further public exhibition period from 23 April 2018 to 25 May 2018, subject to Council endorsement.
44. During the public exhibition period, key sector partners and community members who have participated to date will have the opportunity to comment. Additionally, the wider community and sector stakeholders will be engaged through various channels, including online engagement and social media activities.
45. Feedback obtained during the public exhibition period will inform finalisation of the action plan, which will then be reported back to Council for adoption and publication.

KIM WOODBURY

Chief Operating Officer

Allison Heller, Manager Social Strategy

Attachment A

**A City for All Social Sustainability Policy
and Action Plan 2018-2028**



Sydney2030/Green/Global/Connected

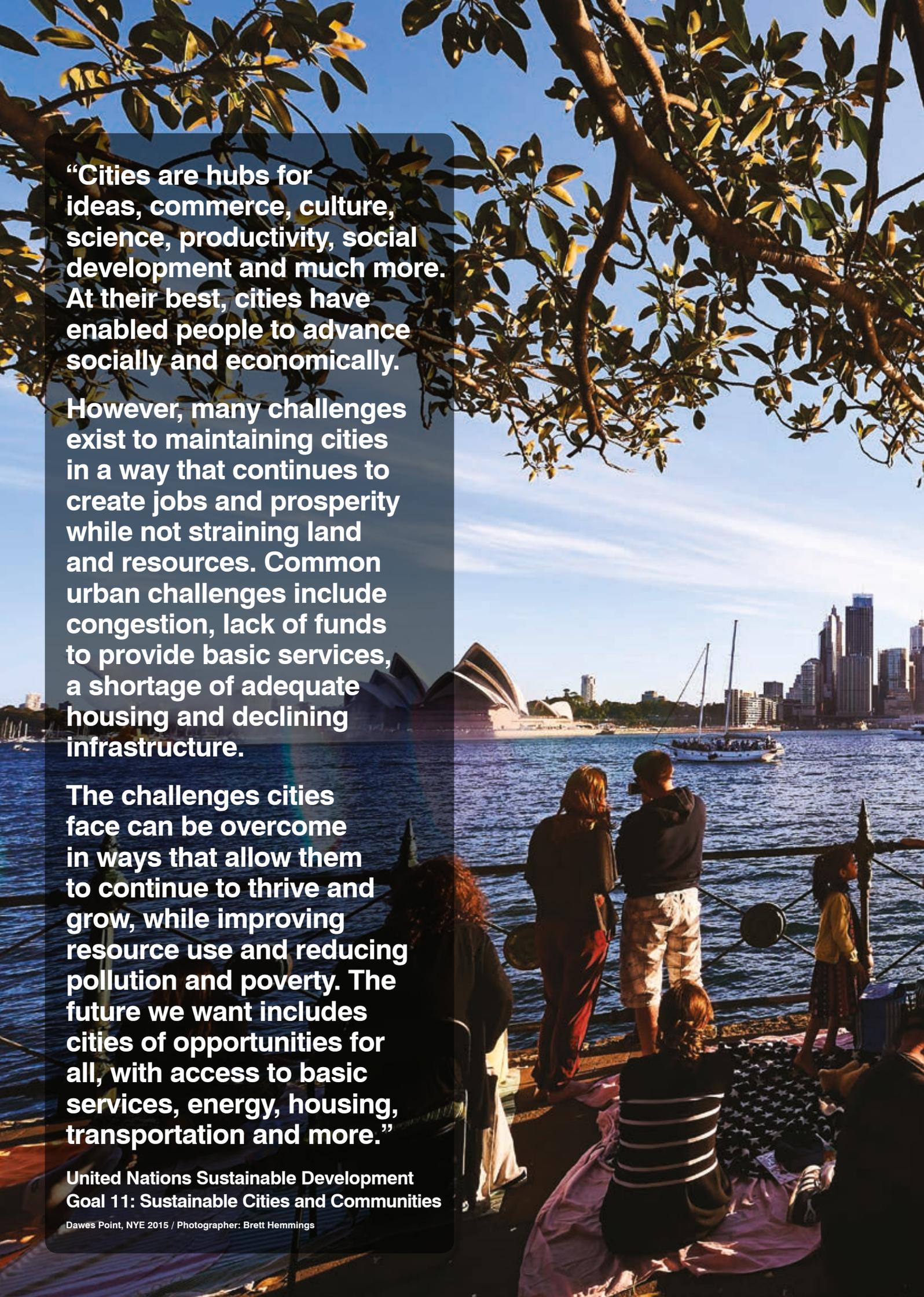


A City for All

**Towards a socially just
and resilient Sydney**

Social Sustainability Policy & Action Plan 2018-2028

city of villages



“Cities are hubs for ideas, commerce, culture, science, productivity, social development and much more. At their best, cities have enabled people to advance socially and economically.

However, many challenges exist to maintaining cities in a way that continues to create jobs and prosperity while not straining land and resources. Common urban challenges include congestion, lack of funds to provide basic services, a shortage of adequate housing and declining infrastructure.

The challenges cities face can be overcome in ways that allow them to continue to thrive and grow, while improving resource use and reducing pollution and poverty. The future we want includes cities of opportunities for all, with access to basic services, energy, housing, transportation and more.”

United Nations Sustainable Development Goal 11: Sustainable Cities and Communities

Dawes Point, NYE 2015 / Photographer: Brett Hemmings



Contents



01	Lord Mayor's Message	6	09	Direction 1 – Inclusive City: Social justice and opportunity	30
02	Acknowledging Aboriginal Sydney Elder Millie Ingram	7		What you said	33
				Action Plan	37
03	Executive summary	8	09	Direction 2 – Connected City: Diverse, cohesive communities	44
04	Introduction	14		What you said	47
				Action Plan	51
05	Background	15	10	Direction 3 – Liveable City: Quality places and spaces	56
06	Social Sustainability Policy	18		What you said	60
				Action Plan	63
07	Social Sustainability Action Plan 2018 – 2028 Strategic Priorities	22	11	Direction 4 – Engaged City: Good governance and active participation	70
08	Strategic framework	29		What you said	74
				Action Plan	77
			12	Evaluation Framework	
			13	Glossary of terms	73
			14	References	78

Lord Mayor's Message



We are renewing our commitment to sustaining Sydney as a city for all. A truly inclusive city. A city where progress is measured in terms of social justice and community resilience. A city that provides ongoing improvements to quality of life and wellbeing for everyone.

These are major challenges at a time when our population is growing fast and large scale urban transformation is underway, including through new rail and light rail infrastructure and new housing developments in the heart of our city.

The decisions we make today – about investing in new parks, community facilities and affordable housing schemes, planting new trees, and supporting communities to achieve their aspirations – will affect our children and our children's children.

Governments have a responsibility to protect the public interest and act on behalf of current and future communities. Yet ultimately, responsibility for our city's future lies with all of us.

This is the essence of sustainability. It is at the heart of the United Nations' Sustainable Development Goals 2016, to which we have committed through our Sustainable Sydney 2030 strategy. That strategy was initially adopted in 2008 following the largest community consultation in the City's history.

The issues the community raised then are similar to those raised through our recent public consultation on social sustainability – concerns about housing affordability and homelessness, rising inequality, a sense of safety and belonging in our neighbourhoods, access to green space for us and our pets, access to good public transport, and a sustainable natural environment that supports our health and wellbeing.

This Social Sustainability Policy and Action Plan 2018-2028 is the culmination of our work in deeply engaging with communities and our sector stakeholder partners to determine priorities for social progress in our city today and over the next decade.

The People's Summit we held during this public engagement process – which brought together 200 community members as representatives of the wider community – clarified our goals for an inclusive, connected, liveable and engaged city. These have become the basis for this plan.

We are excited to set out this shared agenda – an agenda for sustaining a strong and cohesive community that will thrive in the face of challenges and change. We look forward to your feedback and the opportunity to work with you – with other levels of government, businesses, social enterprises, not-for-profit organisations and communities directly – to build a stronger society in our beautiful city.

Clover Moore
Lord Mayor of Sydney

A handwritten signature in black ink that reads "Clover Moore". The signature is fluid and cursive, with a horizontal line underneath the name.

Acknowledging Aboriginal Sydney – Elder Millie Ingram



Sydney is on Aboriginal land, the land of the Gadigal people. We must acknowledge the thousands of generations before us who have lived here in a sustainable and harmonious way.

The City of Sydney must support a strong Aboriginal presence in Sydney, now and into the future. Aboriginal culture has always been important to our city. Aboriginal people like to share, and we invite all Australians to embrace our culture.

The Gadigal people were the first to feel the impact of colonisation in 1788. They suffered from the imported diseases of the British arrivals. Many tribes were decimated within the first years through disease and poisoned foods and waterholes. Despite these atrocities and because of the resilience of Aboriginal people, there is still a very strong Aboriginal presence in Sydney over two hundred years later.

Redfern's Aboriginal community has always been a leader in Aboriginal affairs. Aboriginal communities in Sydney can continue this trend through good working relationships with the City of Sydney.

There are many ways to strengthen connections to Aboriginal Sydney, ensuring Sydney is a city for all.

It is exciting to see Gadigal language being used in place-naming for streets and parks in our city. We need more. I would like to see the 29 Clans of the Eora Nation recognised across Sydney suburbs through signage. New technology can be used to share this important knowledge about our city. I would like to see public artworks that recognise Bennelong, Barangaroo and other brave Aboriginal leaders.

The City's Barani Barrabugu booklet, which maps Sydney's Aboriginal Journey, shows that Aboriginal people have a very strong contemporary history as well as pre-contact. The City's Eora journey initiative is about celebrating and strengthening our living cultures and our wellbeing into the future.

Local communities can play a role in strengthening connections to culture by getting involved in local events that showcase the work of Aboriginal artists, playwrights and musicians. Aboriginal film festivals are a way for people to enjoy the wonderful movies about Aboriginal stories made by Aboriginal directors, producers and actors.

These initiatives can connect people to each other through Aboriginal culture and foster greater understanding. They will also provide more business, employment and leadership opportunities for Aboriginal people.

The City of Sydney can showcase a progressive and inclusive society by celebrating all of its citizens, with special recognition of the resilience and strength of the living cultures of Aboriginal communities.

“The City of Sydney can showcase a progressive and inclusive society by recognising the resilience and strength of the living cultures of Aboriginal communities.”

Executive Summary

Introduction to this policy and action plan

A City for All – the City of Sydney’s Social Sustainability Policy and Action Plan – sets out a vision and agenda for action to sustain a socially just and resilient Sydney over the next decade.

This plan has been developed in collaboration with stakeholders across the government, private and not-for-profit sectors and the wider community – beginning with large scale consultation on a Discussion Paper in 2016.

A City for All responds directly to the United Nation’s (UN) SDGs – the suite of 17 aspirations for progressive societies globally, launched the same year. This plan focuses on those SDGs that will contribute to sustaining Sydney as a city for all: Good Health and Wellbeing (SDG 3), Decent Work and Economic Growth (SDG 8), Reduced Inequalities (SDG 10), Sustainable Cities and Communities (SDG 11), Peace, Justice and Strong Institutions (SDG 16) and Partnerships for the Goals (SDG 17).

We will track our progress against these goals as we implement this plan, measuring our social progress over the next decade.

Towards a socially just and resilient Sydney

Social sustainability is about strengthening our society to improve our individual and collective wellbeing and resilience.

It is about improving the quality of life our city offers for current and future generations, so that our community flourishes no matter what challenges we face.

Improving wellbeing involves many aspects of our lives, including housing, transport, education, jobs, income, governance, health, safety, relationships, sense of identity and belonging, creative expression and the quality of the environment in which we live.

Evidence shows that cities that are committed to social justice and inclusion do better – socially, economically, culturally and environmentally, so everyone thrives.

Our vision for Sydney as a city for all

The Social Sustainability Policy on pages 18 to 21 sets out our vision and principles for a city for all.

Our vision for Sydney is a socially just and resilient city where people from all walks of life can live, work, learn, play and grow. It is an inclusive and equitable city that offers all people opportunities to realise their full potential and enjoy a great quality of life.

It is a city that recognises First Peoples first – as the original custodians of the land we now call Sydney, acknowledging the unique contribution of 60,000 years of Aboriginal and Torres Strait Islander living cultures.

It is a vibrant, dynamic and inspiring city, where creative and cultural expression is valued and celebrated, supporting a sense of identity and belonging for all people.

It is a city where people are socially connected and have a shared commitment to the wellbeing of their community.

It is a city where people recognise that we’re all in it together and can work together for a stronger society.



Building connections with place and culture

Green Square sod turning / City of Sydney

Ten principles for a city for all

Putting people's wellbeing at the heart of our city is the essence of social sustainability. Sustaining a socially just and resilient society is vital to Sydney's progress.

Improving wellbeing requires a holistic approach across social, cultural, political, economic and environmental issues that influence our living conditions and quality of life.

This policy recognises that cities that are committed to social justice and inclusion as a shared vision and shared responsibility are cities that do better. Cities that work towards equity of access to opportunity and reducing the gap between rich and poor are cities where everyone thrives.

“Putting people’s wellbeing at the heart of our city is the essence of social sustainability. Sustaining a socially just and resilient society is vital to Sydney’s progress.”

The following principles represent our aspirations for a socially sustainable Sydney – a city for all.

- 1. Sydney is on Gadigal Country: we recognise First Peoples first**
- 2. Sydney is a just city that respects human rights and dignity**
- 3. Sydney’s communities’ strengths are valued and supported**
- 4. Sydney is a welcoming, socially connected city that embraces diversity**
- 5. Sydney is a vibrant city where creative and cultural expression is valued and celebrated**
- 6. Sydney is a safe and accessible city for people of all ages and abilities**
- 7. Sydney’s environment supports health and wellbeing**
- 8. Sydney is a democratic city where people can participate and influence local decisions**
- 9. Sydney’s governance is effective, balanced and accountable**
- 10. Sydney is a collaborative city where responsibility for community wellbeing is shared.**



A liveable city supports health and wellbeing

Sydney Park / Photographer: Katherine Griffiths

Social Sustainability Action Plan 2018-2018

The Action Plan on pages 22 to 81 sets out the goals and actions across four strategic directions, which together provide a roadmap for a socially just and resilient Sydney.

- **An inclusive city:** social justice and opportunity
- **A connected city:** diverse, cohesive communities
- **A liveable city:** quality places and spaces
- **An engaged city:** good governance and active participation.

The plan delivers on the vision and outcomes of the policy and the strategic framework for action shown on page 29.

Actions range from strengthening our programs and services to piloting projects and implementing new or expanded initiatives in many areas where we and our partners are active.

The evaluation framework on page 82 to 87 outlines how we will measure and monitor the impact of this plan in the context of the City's Community Wellbeing Indicators, which track social progress in the wider community over time.

Four strategic directions for action

The following summarises the four strategic directions and suites of actions to be delivered through this plan:

An inclusive city: social justice and opportunity

Vision

An inclusive city offers everyone an equal chance in life. Social justice is a guiding principle for city governance. People have pathways to prosperity through inclusive economic growth and diverse, quality job opportunities. There is a mix of housing for every budget. People have access to essential services and facilities, along with affordable community events and activities. Local services work together in partnership with the community to build on its strengths so it can flourish in the good times and grow stronger through the bad.

Outcomes and action areas

Inclusive growth and opportunities

- Lead by example as an employer committed to social justice and inclusion
- Collaborate with businesses to deliver positive local social impacts
- Foster the growth of the local social enterprise sector
- Monitor socio-economic inequality to inform local responses
- Prevent homelessness and reduce rough sleeping
- Improve social housing residents' wellbeing and access to opportunities

Social Sustainability Policy & Action Plan



Genuinely engaging communities in issues that affect them builds trust

Green Square consultations / Photographer: Damien Shaw

Diverse housing tenures and types

- Increase supply of subsidised social, affordable rental and supported housing
- Increase supply of housing universally designed for people of all ages and abilities
- Improve housing choices for renters

Affordable services, programs and facilities

- Provide affordable access to City community facilities, programs and services
- Improve low income earners' access to creative and cultural programs and events
- Facilitate low income earners' access to affordable veterinary services for pets

Strong empowered communities

- Enable community-led solutions to local social issues
- Promote volunteering among local community members
- Improve community wellbeing and health equity
- Reduce food insecurity
- Increase digital literacy and inclusion

Resilience and adaptive capacity

- Support communities to adapt to the impacts of climate change
- Strengthen communities' resilience in the face of shocks and emergencies

A connected city: diverse, cohesive communities

Vision

A connected city has diverse and cohesive communities that share a sense of connection – to each other and to the city. There is a rich and vibrant mix of people from diverse backgrounds, who respect each other and live peacefully together. People trust each other and help each other out. Neighbours know each other and welcome new residents – so everyone feels 'at home.'

Outcomes and action areas

Supportive social networks and trust

- Increase social connectedness among diverse communities
- Strengthen social networks in urban renewal areas
- Strengthen social connectedness in social housing precincts
- Improve community safety

Sense of belonging and connection to place

- Enhance sense of belonging among diverse communities
- Foster place-based connections among diverse communities
- Embed participatory placemaking approaches to urban renewal



Creating great places for children and families

Chloe and her daughter Amira / Photographer: Katherine Griffiths

Harmony and social cohesion

- Strengthen social cohesion among culturally diverse communities
- Improve social harmony in high density neighbourhoods
- Promote public spaces as shared spaces for all

Diverse thriving communities

- Encourage diverse communities' active participation in the cultural and creative life of the city
- Celebrate and promote Sydney as an inclusive global city - a welcoming city for all

Vibrant creative life

- Deliver place-based cultural and creative initiatives that enhance local neighbourhoods
- Increase community participation in the design and delivery of creative projects

A liveable city: quality places and spaces

Vision

A liveable city has great quality places and spaces that are planned and designed for people of all ages and abilities. Residents, workers and visitors can access jobs, services and facilities in vibrant local centres and distinctive neighbourhoods through well-connected transport networks. People can live healthy, active and safe lives, with ample quality green open spaces in harmony with the natural environment.

Outcomes and action areas

People focused urban design and planning

- Enhance personal amenity in the public domain for people of all ages and abilities
- Increase the positive social impact of urban development and renewal
- Renew social infrastructure to meet changing community needs and aspirations
- Improve the provision of shared spaces through new development and the public domain
- Enhance placemaking approaches to urban renewal
- Activate public and private spaces to deliver community benefits

Accessible places and spaces

- Improve the inclusiveness and accessibility of the public domain
- Collaborate with local businesses to improve their accessibility to people of all ages and abilities
- Enhance local transport choices for people of all ages and abilities

Quality natural environment and climate

- Improve local environmental conditions to support health and wellbeing

Healthy active living

- Enhance walking and cycling infrastructure to support active lifestyles
- Deliver inclusive sport, recreation, health and wellbeing programs through community facilities



In a city for all everyone is enabled to reach their potential

City of Sydney

Safe and secure communities

- Improve community safety in the public domain
- Improve the safety and amenity of social housing precincts

An engaged city: good governance and active participation

Vision

An engaged city is one where people actively participate in shaping their community. Governments are trustworthy and operate in the community's best interests. People have the capacity and the opportunity to get involved in, and influence, local decision-making and community life. People want to participate in shaping the city's future because they share a sense of civic values and responsibility.

Outcomes and action areas

Transparent, accountable governance

- Increase open access to City data
- Deliver Council information in a range of accessible formats

Balanced and inclusive local decision making

- Increase the use of deliberative and participatory engagement models
- Proactively engage with under-represented sectors of the community
- Engage diverse communities in broad conversations about Sydney's future

Civic knowledge and skills

- Empower communities to have a say on issues that affect them
- Strengthen young people's civic awareness

Public participation in civic life

- Enable broad community participation in the civic life of the city
- Increase civic participation among diverse sectors of the community

Collaboration and partnerships

- Co-design social programs and initiatives with communities
- Strengthen collective responses to complex local social issues
- Collaborate on community resilience agenda across metropolitan Sydney

Have your say

A City for All is on public exhibition from 23 April to 25 May 2018. We welcome your feedback through <http://sydneyyoursay.com.au> where you can view this document online.

You can also email: socialstrategy@cityofsydney.nsw.gov.au

Or write to:
Manager Social Strategy
City of Sydney
City of Sydney, Town Hall House
456 Kent Street, Sydney
NSW 2000

We encourage you – our partners in this shared vision – to send us your comments on this action plan and to work together with us to deliver it.

Introduction

Social sustainability in the city of Sydney – global, local and deeply personal

Urbanisation, the growing concentration of people in cities, is one of the defining features of our era. The diversity and opportunity offered by global cities like Sydney makes them deeply appealing. But rising inequality is a grave challenge to Sydney's social and economic progress.

Today we are witnessing inequality driving the fragmentation or polarisation of some Western democracies, and the rise of populist movements responding to the perceived erosion of quality of life, security and opportunities. Many young people in Australia now think they will be less well-off than their parents, questioning long-held assumptions of capitalist economies delivering continuous progress.

Social transformation

In Sydney, the rising cost of living and of higher education and the growing casualisation of the workforce are challenges borne heavily by young people. Above all, the price of housing is driving generational shifts in ownership patterns that may fuel impetus for larger scale structural social and economic transformations. We have yet to see what may come as political power shifts to 'Gen-Yers' and 'Millennials' from the 'Baby Boomers'.

In the immediate term, the current unprecedented rate of population growth and urban renewal in our city requires daily adaptation and resilience. Digital technology is also transforming our patterns of life and work.

Social justice and inclusion

Ensuring the basic needs of growing urban populations for shelter, food, and clean air and water will demand increasingly sophisticated strategies, even in a wealthy city like Sydney. Because meeting these needs demands more than practical approaches: it requires government policymaking to be guided by principles of social justice and inclusion. It requires institutions to protect the public interest.

Access to a safe, secure and comfortable home, to clean air and to affordable fresh fruit and vegetables is already beyond many Sydneysiders. These issues – central to

people's personal experiences of the impacts of rising inequality – are rooted in policy failure: the failure to ensure a just distribution of resources.

Wellbeing and resilience

Stressors on our cities and societies deeply affect our personal wellbeing and our ability to realise our potential. They risk our ability to live harmoniously in increasingly dense communities.

Likewise, the inseparable nature of individual and community wellbeing and resilience means that strong empowered communities provide individuals with a platform to thrive.

City as enabler of community-driven change

Striving for Sydney's future as a city for all requires action at state and federal government levels, as well as grassroots action by communities and by government and non-government partners.

This plan recognises the power of local government to act as a facilitator and enabler of community-driven change. We recognise that this requires deeper dialogue with communities towards ensuring a more equitable, inclusive future for all.

Aspirational future

Today, key global institutions and networks, such as the United Nations and the Organisation for Economic Co-operation and Development, are encouraging us to aspire to a future that supports ongoing improvements to quality of life and wellbeing.

This is the true meaning of social sustainability. Because we are social beings: an issue for one is an issue for us all. We need to recognise social justice and equity as basic principles that underpin our future survival.

This Social Sustainability Policy and Action Plan is the City of Sydney's contribution to strengthening the social fabric of our city and delivering on the aspiration of Sydney as a city for all. That is, Sydney as an inclusive global city that delivers the myriad benefits that allow people to enjoy and share their lives, to be healthy and productive, and to truly thrive.

Background

UN Sustainable Development Goals

The City of Sydney's City for All Social Sustainability Policy and Action Plan responds directly to the United Nation's (UN) SDGs – the suite of 17 aspirations for progressive societies globally, launched in 2016.

Hailed by then UN Secretary General Ban Ki-Moon as “a universal, integrated and transformative vision for a better world,”² the Global Goals address interconnected issues relevant to all sectors of society and its institutions, such as gender equality, economic inclusion, climate justice, responsible consumption and production, and partnership approaches for delivery.

Make cities and human settlements inclusive, safe, resilient and sustainable: SDG 11

These goals are designed for widespread participation. From national and local governments, to the business and not-for-profit sectors, through to local communities and neighbourhoods. We all have a role to play.

This plan focuses on those SDGs that will contribute to sustaining Sydney as a city for all: Good Health and Wellbeing (SDG 3), Decent Work and Economic Growth (SDG 8), Reduced Inequalities (SDG 10), Sustainable Cities and Communities (SDG 11), Peace, Justice and Strong Institutions (SDG 16) and Partnerships for the Goals (SDG 17).

We will track our progress against these goals as we implement this plan, measuring our social progress holistically over the coming decade.

UN Declaration of the Rights of Indigenous Peoples

The City for All Policy and Action Plan, together with the City's Reconciliation Plan, embody the City's commitment to the UN Declaration of the Rights of Indigenous Peoples, which codifies “Indigenous historical grievances, contemporary challenges and socio-economic, political and cultural aspirations.”

The City is committed to deliver on the UNDRIP's affirmations and articles adopted by the UN General Assembly in 2007 and endorsed by the Australian Government in 2009, including:

“The new agenda is a promise by leaders to all people everywhere. It is an agenda for people, to end poverty in all its forms – an agenda for the planet, our common home.”

Ban Ki-moon, former UN Secretary-General, 2016¹

Affirming that indigenous peoples are equal to all other peoples, while recognising the right of all peoples to be different, to consider themselves different, and to be respected as such.

Affirming also that all peoples contribute to the diversity and richness of civilizations and cultures, which constitute the common heritage of humankind.

Affirming further that all doctrines, policies and practices based on or advocating superiority of peoples or individuals on the basis of national origin, racial, religious, ethnic or cultural differences are racist, scientifically false, legally invalid, morally condemnable and socially unjust.

Reaffirming also that indigenous peoples, in the exercise of their rights, should be free from discrimination of any kind.

Recognising that respect for indigenous knowledge, cultures and traditional practices contributes to sustainable and equitable development and proper management of the environment.

Sustainable Sydney 2030

A *City for All* delivers the social agenda established through Sustainable Sydney 2030 – the City's overarching community strategic plan. Adopted in 2008 following extensive community consultation, SS2030 sets out the community's vision and the City's commitment to the sustainable development of our city – encompassing broad goals for the physical environment as well as Sydney's economy, society and culture.



Social sustainability is core to this vision of a “green, global and connected” Sydney, and this plan directly delivers on a number of strategic directions for SS2030 including: A globally competitive and innovative city (SD 1); Resilient and inclusive local communities (SD 6); A cultural and creative city (SD 7); Housing for a diverse community (SD 8), and Implementation through effective governance and partnerships (SD 10).

The plan also delivers on the goals for community wellbeing and resilience established for metropolitan Sydney through the Rockefeller Foundation’s global 100 Resilient Cities initiative.³ The City is committed to the aims of 100RC through hosting the initiative, which involves the metropolitan councils of Sydney, NSW Government, business and community partners.

A City for All delivers an agenda for strengthening the ability of local communities to survive, adapt and thrive in the face of uncertainties, shocks and stresses – aligned with the program’s goals of helping cities worldwide build resilience to the growing social, economic, and physical challenges of the 21st century.

Social Sustainability Discussion Paper

A City for All, the Social Sustainability Discussion Paper published in March 2016 with a background research paper, can be read alongside this Policy and Action Plan.

These documents set out the evidence we gathered on the challenges Sydney is facing and ways we might respond – “we” being government, businesses, community organisations and all community members.

The Discussion Paper showcases examples of how other global cities have responded to similar issues to those in Sydney, and suggestions or comments from local community members on how we can respond or are already responding.

The paper is based on extensive research into best practice nationally and internationally; guidance from an expert social sustainability taskforce of sector representatives and academics, and wider stakeholder and community engagement.

We published the Discussion Paper and the Social Sustainability Policy to seek feedback on the aspirational vision, principles and proposed strategic framework for sustaining a socially just and resilient Sydney – a city for all.

Public engagement process

Our Social Sustainability Policy and Discussion Paper were publicly exhibited from March to May 2016. The public engagement process was wide-ranging and included activities to gather the views of specific and under-represented sectors of the community. Engagement channels included a formal briefing and a sector forum for key stakeholders.

At the culmination of the public engagement period we hosted a “people’s summit,” a deliberative democracy-style forum attended by some 200 residents, who were randomly recruited as representatives of the broader community. They came together to prioritise actions and make suggestions for implementing the plan.

More than 2,400 people participated in the consultation. We received more than 470 responses through surveys and written submissions by organisations and individuals.



Fostering cultural vibrancy was a key issue raised by the community

Green Square Welcome Party / Photographer: Katherine Griffiths

Analysis of this feedback enabled us to finalise the policy and develop this action plan.

The amended policy was unanimously endorsed by Council in July 2016 – and this integrated Policy and Action Plan was subsequently developed.

Public engagement outcomes

The feedback we received through the public engagement process overwhelmingly endorsed the vision, principles and strategic directions set out in the policy and discussion paper. It also provided clear guidance on actions to strengthen the social wellbeing and resilience of our communities, through a framework of shared responsibility.

A range of issues emerged during public consultation that were seen as fundamental to a socially sustainable Sydney: housing affordability; sustaining social and economic diversity; sense of safety, respect and belonging; equity and fairness; fostering cultural vibrancy; providing accessible public spaces; safeguarding a healthy natural environment, and providing green, open spaces that support quality of life.

The responses indicated strong support for the actions the City is already taking to deliver on the vision.

They advised that this plan should focus on expanding our existing activities through partnerships with stakeholders and the wider community, and investment in initiatives with long-term impacts.

This work also draws on more than 8,000 residents' responses to the City's Community Wellbeing Survey 2015, reported through the City's Community Wellbeing Indicators.⁴

How to comment on this plan

We look forward to your comments on this City for All Policy and Action Plan, which sets out the City's vision and strategy for sustaining a socially just and inclusive Sydney over the next decade.

The City welcomes feedback during the public exhibition period 23 April 2018 to 25 May 2018.

Please provide your name and address or the details of the organisation you represent. We will not distribute your personal information without your consent.

Submissions can be made to:

Manager Social Strategy

City of Sydney, Town Hall House
456 Kent Street, Sydney
NSW 2000

Email: socialstrategy@cityofsydney.nsw.gov.au

We also welcome comments on sydneyoursay.com.au where you can view the document online, including Accessible and Easy English versions. You can also request versions of this document translated into other languages.

We encourage you – our partners in this shared vision – to provide your response to this roadmap for the next decade 2018-2028 and to work together with us to deliver it.

Social Sustainability Policy

Introduction

Purpose of this Policy

This Policy sets out the City's aspirations for a socially sustainable City of Sydney.

It has been prepared in response to the critical challenges and opportunities facing the community as our city undergoes a period of significant urban transformation.

It recognises the imperative to seek to strengthen society in the face of change through deliberate policies and strategies.

The policy outlines our vision, guiding principles and role in strengthening the wellbeing and resilience of the community – the people who live, work, study in, and visit our local area.

Towards a socially just and resilient Sydney

Social sustainability is about strengthening our society to improve our individual and collective wellbeing and resilience.

It is about improving the quality of life our city offers for current and future generations, so that our community flourishes no matter what challenges we face.

Improving wellbeing involves many aspects of our lives, including housing, transport, education, jobs, income, governance, health, safety, relationships, sense of identity and belonging, creative expression and the quality of the environment in which we live.

Evidence shows that cities that are committed to social justice and inclusion do better – socially, economically, culturally and environmentally, so everyone can thrive.

Vision

Our vision for Sydney is a city for all

It is a socially just and resilient city where people from all walks of life can live, work, learn, play and grow. It is an inclusive and equitable city that offers all people opportunities to realise their potential and enjoy a great quality of life.

It is a city that recognises First Peoples first – as the original custodians of the land we now call Sydney, acknowledging the unique contribution of 60,000 years of Aboriginal and Torres Strait Islander living cultures.

It is a vibrant, dynamic and inspiring city, where creative and cultural expression is valued and celebrated, supporting a sense of identity and belonging for all people.

It is a city where people are socially connected and have a shared commitment to the wellbeing of their community. It is a city where people recognise that we're all in it together and can work together for a stronger society.

Principles

Putting people's wellbeing at the heart of our city is the essence of social sustainability. It recognises that sustaining a socially just and resilient society is vital to Sydney's progress and global competitiveness.

Improving wellbeing requires a holistic approach across social, cultural, political, economic and environmental issues that influence our living conditions and quality of life.

This policy recognises that cities that are committed to social justice and inclusion as a shared vision and shared responsibility are cities that do better. Cities that work towards equity of access to opportunity and reducing the gap between rich and poor are cities where everyone thrives. The following principles represent our aspirations for a socially sustainable Sydney – a city for all.

Ten principles for a city for all

Sydney is on Gadigal Country: we recognise First Peoples first

The Gadigal of the Eora Nation are the traditional custodians of this place we now call Sydney. The strength and resilience of Aboriginal and Torres Strait Islander communities' living cultures is acknowledged and celebrated. By recognising our shared past and shared future, we lay the groundwork for a city for all; a community based on mutual respect and shared responsibility for our land. By respecting and contributing to the social, cultural and economic success of Aboriginal and Torres Strait Islander communities, we all progress.

Sydney is a just city that respects human rights and dignity

Sydney is a socially just and respectful city that enables everyone to thrive. People's fundamental human rights and dignity are respected and protected. The city provides inclusive education and job opportunities, diverse affordable housing options, affordable services, facilities and events, and targeted support for people doing it tough. Equitable access to our city's resources and opportunities means that everyone can enjoy a great quality of life and reach their full potential.

Sydney's communities' strengths are valued and supported

People are recognised as experts in their own lives and their unique strengths, interests and aspirations inform our programs, services and facilities. Local communities are empowered to take greater control over their futures through access to information, skills and resources. Valuing and building on people's strengths enables them to make positive changes in their own lives and in their community.

Sydney is a welcoming, socially connected city that embraces diversity

Sydney is an open and tolerant city where everyone feels part of the community. People know their neighbours and support each other in times of need. People of all ages, abilities, incomes, cultures, languages, sexual orientations, gender identities, religions and lifestyles are welcomed. Our diverse communities are an asset that enriches the city's social fabric and enhances its vitality. Rich and diverse relationships and social networks build the city's social capital and strengthen our community's resilience.

Sydney is a vibrant city where creative and cultural expression is valued and celebrated

Sydney's diverse communities can access and contribute to the city's cultural life. Opportunities for creative and cultural expression enable people to share their ideas and values, to come together, to tell their stories, and to shape their city and community. The city's diversity brings opportunities for rich cultural expression and celebration, supporting social connection and sense of belonging and identity in everyday life.

Sydney is a safe and accessible city for people of all ages and abilities

Everyone has the right to use the city and to be safe and active in their daily life. People of all ages and abilities have the same opportunities to access the city's buildings and places, use local services, get information and take part in community life. Everyone feels safe, and is safe, in their homes and while out and about in the city. A safe, accessible Sydney enables everyone in our community to lead enriched, fulfilling and contributing lives.

Sydney's environment supports health and wellbeing

The urban environment supports people's wellbeing and quality of life. It brings opportunities for people to live healthy, active and connected lives. The natural environment is able to flourish, and green open spaces offer recreation, relaxation and respite. The city provides protection from the impacts of climate change and extreme weather events.

Sydney is a democratic city where people can participate and influence local decisions

Everyone in our community has the opportunity to have their say in, and influence, decisions that affect their lives and their community. People's views are genuinely considered and they can see and understand the impact of their participation. Genuine dialogue and transparent, inclusive and balanced participation improves local decision-making and builds a more informed and engaged community with a shared commitment to Sydney's future.

Sydney's governance is effective, balanced and accountable

Sydney's growth and development is supported by good governance. Institutions that govern the city are efficient and effective. They act honestly, ethically, fairly and transparently. Good governance increases public trust and confidence in governments, strengthens democracy, and upholds people's rights and responsibilities, contributing to Sydney's resilience.

Sydney is a collaborative city where responsibility for community wellbeing is shared

Sydney's future is recognised as a shared responsibility. Everyone has a role to play in improving wellbeing in our city – governments, businesses, community organisations and individuals alike. A collaborative Sydney means we work together on shared issues so our resources are used more efficiently, services are better coordinated and social outcomes for our community are improved.

The City's roles

The City has an important role in strengthening the wellbeing and resilience of our communities through our commitment to social justice and inclusion. Our local operations, activities and engagement means we are well placed to understand and respond to the particular needs and interests of our communities.

All local governments, including the City of Sydney, have specific responsibilities under the *Local Government Act 1993 (NSW)*. These include providing local services and facilities that meet community needs, and representing the interests of our community.

As a capital city government, we also seek to strengthen our city's social sustainability in the interests of improving Sydney's global competitiveness and resilience.

We will work to ensure Sydney is a city for all by taking or continuing to take the following actions.

Leadership

We will lead by example through socially responsible operations, coordinating and facilitating place-based initiatives, and demonstrating innovative solutions to social issues.

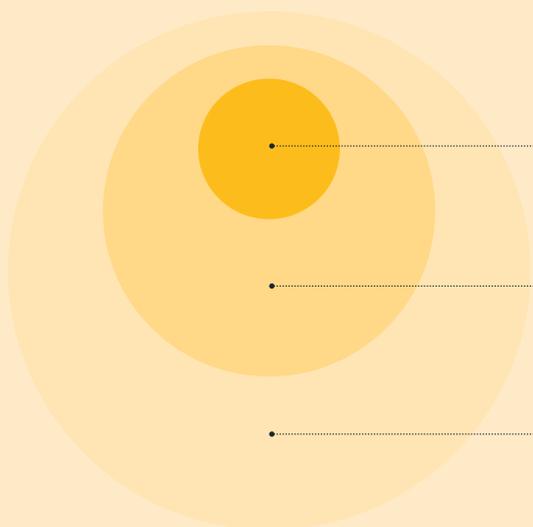
Social programs and services

We will continue to provide social services and support, including childcare services, homelessness services, support and lifestyle programs for young and older people, community transport, food services, diversity programs, support for international students, education and training programs, and other funded social activities.

Strategic advocacy

Advocacy is important to us. We will advocate on behalf of our community to other levels of government, statutory authorities and other agencies on shared issues, such as transport and affordable housing.

City government's spheres of influence



Control

Core business, statutory responsibilities, service provision. Council facilities and services, buildings and other assets.

Direct decision-making and action is possible (and necessary).

Influence

Areas of partial or shared responsibility or influence.

Advocacy, lobbying, education and communication are possible. Action may be possible in collaboration with other organisations/levels of government.

Concern

Wide range of issues of importance to the community.

Awareness/understanding important. Incorporated into strategic vision

(e.g. SS2030). Possible educative, advocacy, lobbying roles of government.

Policy development

We will produce policies, strategies and action plans that draw on evidence and international best practice to deal with local social issues, such as inclusion of people with a disability and homelessness.

Strategic planning

Our planning controls and guidelines must balance our community's social needs with economic, environmental and cultural considerations in local development. We will continue to protect this balance.

Community infrastructure

We will provide community facilities such as community centres (called 'City Spaces'), libraries, childcare centres, aquatic and leisure centres, along with parks, sporting fields and playgrounds.

Affordable housing

We will work on policy, advocacy, planning controls and guidelines, land use, property and levy programs to aid the delivery of affordable housing in the city.

Grants and sponsorship

We will provide financial and accommodation support for a wide range of community services, social and cultural programs, festivals and events.

Sustainable procurement

We will honour our commitment to the sustainable and socially responsible procurement of goods and services, directly and through our supply chain.

Events and festivals

Major annual events and celebrations run or supported by the City – such as New Year's Eve, Chinese New Year, NAIDOC Week, and Sydney's Gay & Lesbian Mardi Gras – will continue to receiving our backing.

Community health and safety

We will continue to provide initiatives and programs to keep people healthy, active, safe and well. Areas we cover include exercise classes and programs, harm minimisation initiatives, emergency preparedness, crime prevention campaigns, road safety and environmental health regulation.

Public domain programs and public art

We will make streets, CBD laneways and pedestrian walkways attractive, green and liveable, using living colour floral displays and public art.

Community engagement

We will provide information, customer service, community consultation and stakeholder engagement about our work and local social issues.

Research and monitoring

Our research, analysis and monitoring of community wellbeing will be ongoing. We will also continue seeking evidence about effective models.

Capacity building

Part of our job is providing information, education and resources to build capacity in individuals and the community to sustain positive social change. We will continue in this role.

Collaboration

We will always have formal and informal partnerships with government agencies, businesses and community organisations.

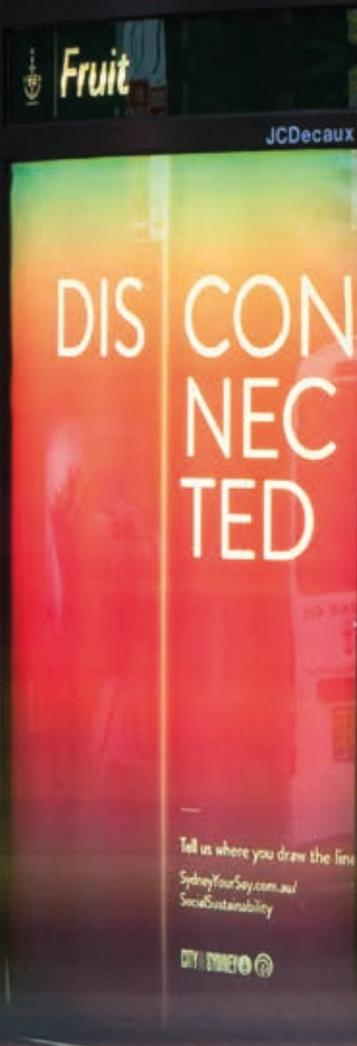
2018 – 2028 Strategic Priorities

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DIS CON
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Tell us where you draw the line
SydneyYourSay.com.au
SocialSustainability

CITY OF SYDNEY



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SocialSustainability

CITY OF SYDNEY



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ASIAN GROCERY MARKET

 Bathurst St
123 - 109A

ONE
WAY
←

BOOK NOW
STATE THEATRE

**Our city's future prosperity depends on us
tackling rising inequality today**

Social sustainability public engagement campaign / City of Sydney



Richard Denniss
The Australia Institute

Foreword

The fact that we can't see the future clearly, nor anticipate the passions or priorities of future residents, doesn't prevent cities making decisions today that enhance our collective tomorrow. A tomorrow that will be shared by current residents and new arrivals alike.

The city of Sydney's population has more than doubled over the past 20 years to around 200,000, and by 2030 it will likely have grown by almost another 40%. While no one knows who those new residents will be, where they will come from, or what they will want, history tells us they will be diverse, engaged and keen to make Sydney an even better place to live.

It is much easier to worry about the future than it is to plan for it. And when planning it is much easier to think about the big problems like where will people live than confront hard problems like 'how will people live'? But a city is so much more than the roads and rails that connect its homes and shops. A city is a culture, a community and a constantly evolving way of life.

Just as no one in 2004 could have pictured millions of commuters reading 'the papers' on their smart phones and skyping into video calls with their colleagues in Asia, no one today can picture clearly the way that driverless cars, 3D printing and a growing population will transform the way we commute, work, shop and live.

But not knowing which products will emerge to change our lives, or which industries will, like video stores and photo development labs, slip slowly from our streetscapes doesn't mean a city cannot make plans today that help it not just cope with tomorrow, but revel in it.

Resilience through relationships

All relationships, whether between families, communities, councils or companies, can be strengthened by crisis, or they can be torn apart. Not all friendships survive testing times, but those that do emerge stronger than they began.

How a city copes with change, or copes with a crisis, will not just be determined by its plans and procedures, but by the strength of the relationships that have already been built. Planning a resilient city begins with building a strong sense of community.

No matter what the world's economy or climate throws our way we already know what the city will need to cope. Sydney doesn't just need jobs for those who are looking for them and services for those in need of them, Sydney needs to bring its diverse cultures and villages together in a shared sense of tomorrow. Only then can it take advantage of the opportunities that are hurtling its way and cope with the unavoidable challenges beyond its control.

While Sydney is a global city, its playgrounds and community centres are quintessentially local. A city can't be open to the global economy unless it is accessible to every resident. No matter how large a city's population gets everyone wants good neighbours.

“How a city copes with change, or copes with a crisis, will not just be determined by its plans and procedures, but by the strength of the relationships that have already been built. Planning a resilient city begins with building a strong sense of community.”

Luckily, good neighbours, and engaged neighbourhoods, are the building blocks of a thriving city.

The fact that suburbs are held together by roads, rails, pipes and wires not only means that all of Sydney's citizens are connected to each other, it means that for the City of Sydney to move forward, as a culture, a community and an economy, it must move forward together. While the benefits of growth can be captured by a part of the city in the short term, in the long term the costs of increasing inequality are borne by the citizenry as a whole.

Equity supports growth

Ensuring that jobs, income, and housing are distributed fairly across a city is not just good for social cohesion, it is good for the growth of a city as a whole. While there are no simple solutions for ensuring housing is affordable and the distribution of opportunities equitable, the simple fact is that cities that turn their backs on such problems will not just cause harm to the most vulnerable members of the community, but to the strength, resilience and prosperity of the city as a whole.

Planning for the future is not about predicting it, or managing it, but preparing for the inevitable while building the trusting and resilient relationships needed to cope with the unforeseeable.

Sustaining Sydney as a city for all

Roadmap for a socially just and inclusive city

As people who are living, working and studying in Sydney, or are simply visiting, we face the big challenges as well as the heady opportunities common to many global cities today.

Over the next decade our wellbeing will continue to be challenged by rapid population growth and change and intensifying urban development, which are increasing pressure on infrastructure and services – and on social cohesion.

From both personal and community perspectives, we understand that quality of life cannot be measured in purely economic terms and that our wellbeing is affected by so many aspects of urban life.

We need to keep adapting in ways that strengthen our society, benefitting individual and collective wellbeing and boosting resilience. Responding to change positively relies on a shared vision and aspirations for a socially just and inclusive city – a city for all.

This document sets out our roadmap towards this goal. It is a road we will traverse with our government and non-government partners and the wider community.

This Social Sustainability Policy and Action Plan represents our renewed commitment to maintaining the wellbeing and resilience of the community from 2017 to 2027.

Our approach

Structure of this plan and action areas

We have designed this action plan to deliver on the vision and principles outlined in our Social Sustainability Policy. We have set out activities under four strategic directions – for an inclusive, connected, liveable and engaged city.

There is a chapter for each direction, suites of actions to deliver on the vision and desired outcomes, and the evaluation framework for measuring and monitoring their impact.

Actions align with the objectives set out in the strategic framework shown on page 27. They range from strengthening our programs and services to piloting projects and implementing new or expanded initiatives in many areas where we and our partners are active.

Approach to implementation

The concept of shared vision and shared responsibility is central to delivering this plan – as it is to social sustainability.

We are heartened by the support this proposal received during the consultation process for the policy and discussion paper. Many organisations and individuals expressed their desire to partner with us directly to realise this vision.

Four principles underpin the implementation of this plan:

- Collaborating closely with government and non-government stakeholders and the wider community to co-design and co-deliver the plan
- Using a strengths-based approach to delivery, recognising that community members are experts in their own lives and empowering them to engage directly in local initiatives
- Engaging with under-represented sectors of the community, including those who face language, accessibility or other barriers to participation
- Balancing the delivery of services and programs that are universally inclusive with those targeted at specific communities or at people who face barriers to social inclusion.

Outcomes focus: four strategic directions

Inclusive city: social justice and opportunity

See pages 30 to 43

An inclusive city offers everyone an equal chance in life through social justice and opportunity, a guiding principle for city governance. All residents see the benefits of economic growth in their own lives and have access to diverse education, training and job opportunities. There are affordable housing choices for people on a range of incomes along with essential services and facilities to support wellbeing and quality of life. There are also affordable opportunities for all people to participate in recreational and cultural activities. Institutions and communities work in genuine partnership to build on communities' strengths and enable them to thrive in good times and grow stronger through tough times.

Connected city: diverse, cohesive communities

See pages 44 to 55

A connected city is one in which diverse individuals and communities are socially connected and share in common values and aspirations for their city. People live harmoniously – with consideration, tolerance and respect for others. People trust each other and are willing to help each other out in times of need. They feel welcome in their city and a sense of belonging. They feel free to be who they are, inspired to actively participate in their community and contribute to the cultural and creative life of the city, which flourishes as a result.

Liveable city: quality places and spaces

See pages 56 to 69

A liveable city is one that supports high quality of life and wellbeing. It provides great places and spaces designed for people of all ages and abilities, enabling the social and cultural life of the city to flourish. Community members have ready access to a range of facilities and services to support their daily lives in vibrant local neighbourhoods, including libraries, parks, community centres, theatres, schools and pools. Well-connected public and active transport networks support healthy lifestyles and provide people with easy access to their jobs. People feel safe and secure in the city. They benefit from connecting with a beautiful, healthy natural environment.

Engaged city: good governance and active participation

See pages 70 to 81

An engaged city is one where people have opportunities to actively participate in shaping their city and community. Government is transparent and trustworthy and operates in the community's best interests, seeking to protect and deliver public benefit. People have the capacity and the opportunity to get involved in and influence the decisions that affect their lives. People choose to participate in shaping the city's future because they share civic values and a sense of personal responsibility and agency. Institutions and communities work through genuine collaboration towards shared goals and aspirations.

Measurement and evaluation

Measuring progress – community wellbeing indicators

Social progress is not the inevitable result of economic growth and it is important to track changes in society across a broad range of factors that contribute to community wellbeing and resilience.

The City tracks social progress through a suite of 100+ Community Wellbeing Indicators, ranging across four domains:

- Healthy, safe and inclusive communities
- Culturally rich and vibrant communities
- Democratic and engaged communities
- Dynamic, resilient local economies.

This framework reflects a broad range of factors that contribute to wellbeing, quality of life and material living conditions, including health, housing, work, income, education, social connections, safety and the quality of the physical and natural environment.

Evaluating the impact of this plan

Measuring the outcomes and impact of this Social Sustainability Action Plan will enable us to gauge our progress with regard to our population-level community wellbeing indicators and in realising the vision and principles of a socially sustainable Sydney – a city for all.

We will use Results-Based Accountability (RBA) to measure the action plan's impact. RBA asks three simple questions: "How much did we do? How well did we do it? Is anyone better off?"

Our evaluation framework is provided on page 80 of this plan and we will publish the results of this assessment to inform the ongoing development of this work.

“Innovative, whole system approaches to tackling old problems – such as intergenerational poverty and poor health and wellbeing – are only possible where communities are willing and able to collaborate with a variety of partners from different sectors – voluntary, statutory and private – at all levels. This requires confidence from and confidence in the community as equal partners in change.”

The Rank Foundation and Winston Churchill Memorial Trust, UK⁵

Strategic Framework

A city for all: a socially just and resilient Sydney

Inclusive city



**Social justice:
inclusive growth
and opportunities**

**Diverse housing
types and tenures**

**Affordable services,
programs and
facilities**

**Strong empowered
communities**

**Resilient adaptive
communities**

Connected city



**Supportive social
networks and trust**

**Sense of belonging
and connection
to place**

**Harmony and social
cohesion**

**Diverse thriving
communities**

Vibrant creative life

Liveable city



**People-focused
urban design and
planning**

**Accessible places
and spaces**

**Quality natural
environment
and climate**

Healthy active living

**Safe and secure
communities**

Engaged city



**Transparent,
accountable
governance**

**Balanced and
inclusive local
decision-making**

**Civic knowledge
and skills**

**Public participation
in civic life**

**Collaboration and
partnerships**

Direction 1 – Inclusive city: social justice & opportunity





Building skills and capacity empowers people to be leaders in their communities

Social housing tenants' Community Leadership Program graduates, Chippendale
Photographer: Katherine Griffiths

“I want to live in a vibrant, interesting and diverse place. Where all walks of life are welcome and have access to services, entertainment, and education. I want a thriving night life, excellent food and markets, music, art, and cultural experiences. I want the police to be friendly and trustworthy. I want housing to be somewhat affordable so I can actually save money while renting and the dream of owning property can exist. I want to live in a place where sustainability is the focus, so preserving and creating green spaces and prioritising public transport and cycling is the norm.”

Resident, Newtown, Community Wellbeing Survey, 2015

Opportunities to thrive

“Cities are the hubs of global innovation, power, and economy. That positions them perfectly to lead the charge for a more equal society.”

Brookings Institution, US⁶

An inclusive city – in a socio-economic sense – is one where everyone has access to opportunities to learn, grow and thrive.

It is a city where everyone can afford the essentials that support wellbeing and quality of life: housing, nutritious food, as well as accessible and affordable education, health services, and opportunities for cultural and creative expression and participation.

It is a city where people can choose to live and work in the neighbourhood where they grew up, where they feel they belong. It is a city where people are not forced to move to the fringes because they can no longer afford to buy or rent a home, to eat well or to access education and culture.

It is a city that offers a diverse range of job and career prospects for people with varying education and skill levels, allowing them to live a fulfilling and dignified life.

“When handled properly, urbanisation has the potential to create opportunities for a better life, provide a pathway out of poverty and act as an engine of economic growth. But while urbanisation is moving the global economy forward, rising inequality and exclusion within cities can derail development progress.”

World Bank⁷

Today Sydney, along with other global cities, is grappling rising inequality and its corrosive impacts on society and the economy.

Poverty is policy failure

Issues such as entrenched poverty and growing homelessness in a prosperous city like Sydney are the result of government policy failures, not a lack of resources. They show that economic growth is not being harnessed effectively to deliver improved quality of life for all.

The macro-economic policies of national and state governments – including those relating to income, taxation and other levers that enable effective wealth distribution and provide pathways to prosperity and a social safety net for society’s most vulnerable and disadvantaged – hold the key to addressing rising inequality.

But local government, the private and not-for-profit sectors and the wider community do have an important role to play in responding to the impacts of rising inequality.

“Where you live, what you have, and what you do all have an impact on your health. The opportunity for health begins in our families and our neighbourhoods.”

South Eastern Sydney Local Health District⁸

Influencing inequality

Housing affordability is vital to ensuring ongoing social and economic diversity in the inner city. People on a range of incomes must be able to buy or rent a home, and subsidised affordable rental and social housing must be available for those who need it.

Today, the world’s great global cities, including London and New York, are characterised by their rich social diversity, which can only be sustained through housing supply diversity.



Entrepreneurs are the city's creative lifeblood; lack of affordable housing forces many out

Foley Street creative entrepreneurs / Photographer: Katherine Griffiths

Ensuring Sydney does not become a city where only the wealthiest can afford to live was a resounding message from the public consultation on our social sustainability policy. Governments at all levels must act on this critical issue – indeed, a commitment to far greater action is needed across the Sydney metropolitan area.

Affording life's essentials

Beyond this, an equitable society is founded on all people, no matter their income, being able to afford the essentials of daily life. These include fresh, healthy food, services such as health care and education, and other items, such as heating in winter. In a progressive global city, we would also expect recreational and cultural pursuits to be accessible and affordable to all.

This is not necessarily the case in Sydney today. More action is needed in these areas if this is to be a truly inclusive society.

Strengthening society

Strengthening social justice and resilience in Sydney will rely on actions by all parts of society – governments, businesses, social enterprises, community organisations and the wider community.

Entrenched poverty and disadvantage must be addressed, as well as unequal access to opportunities due to gender, race, religion, sexual preference, age or disability.

Beyond this, a truly inclusive city will be sustained by strong communities of people empowered to find creative solutions to these issues – people with aspirations for this city's future.

“True community empowerment is the result of a strong partnership between citizens and the state, built on trust and collaboration.”

The Rank Foundation and Winston Churchill Memorial Trust, UK⁹

What you said:

Affordable housing

“A city where people of all incomes can afford to live, including families with children, essential service workers, students from low-income backgrounds and artists. A tolerant community that respects everyone and where the weakest members of the community are not disadvantaged and ignored.”

Resident, Darlington, Community Wellbeing Survey, 2015

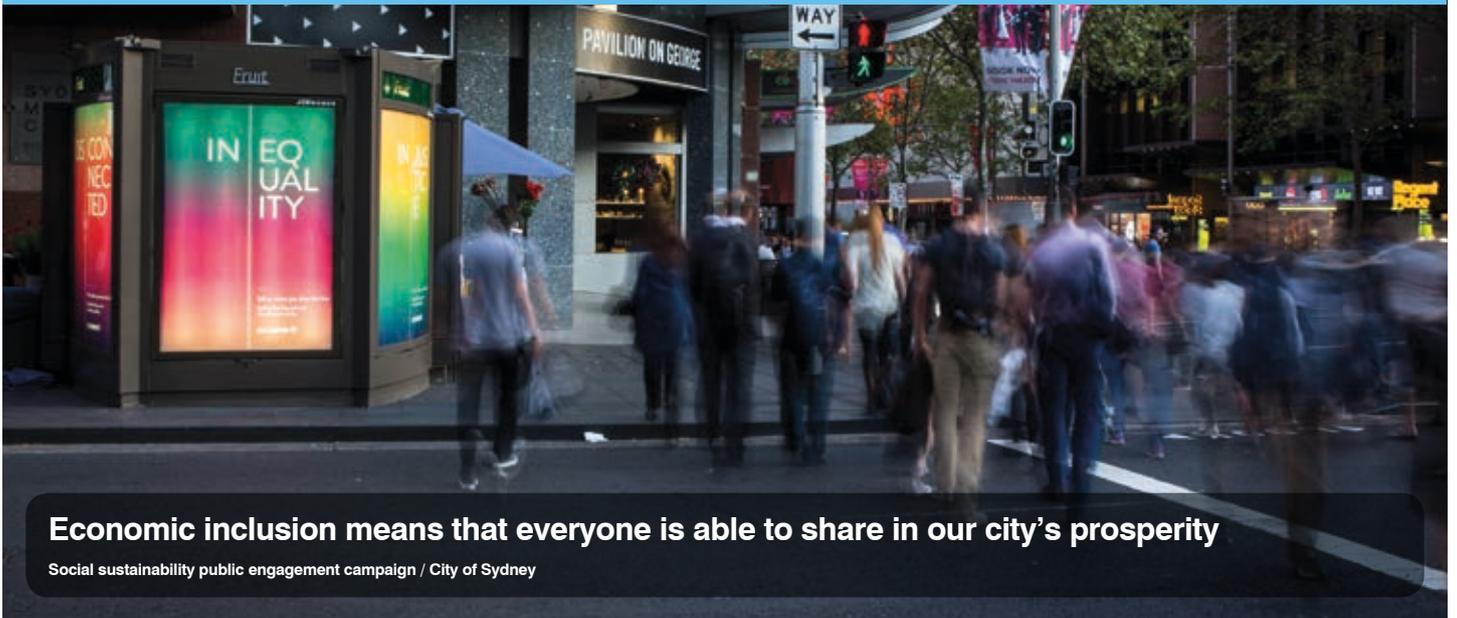
Housing affordability in Sydney was a dominant theme in our consultations, with many comments reinforcing the view that a fair and inclusive city must have a mix of housing options, so that people of all incomes can afford to live here.

Comments revealed deep concerns about the impact of declining housing affordability in our city. It is widening and entrenching social and economic inequality, impacting poverty and homelessness, undermining social diversity and forcing people to leave communities where they have always lived. One resident commented:

“As a tenant of public housing I am crippled with fear of eviction because of its CBD location and truly feel that economic diversity plays a huge role in the vibrancy of an area. The profound gratitude I feel for the opportunity for my daughter and I to remain in the area we have lived all our lives, but could in no way afford to remain in otherwise, is deeply felt.”

Resident, Woolloomooloo, Community Wellbeing Survey, 2015

Aboriginal and Torres Strait Islander participants in the consultation expressed concern about the effect of housing affordability and gentrification on their communities and the social dislocation it's causing.



Economic inclusion means that everyone is able to share in our city's prosperity

Social sustainability public engagement campaign / City of Sydney

There was broad support for increasing affordable housing in the City of Sydney and for protecting social housing as vital community infrastructure for preventing disadvantage.

“I want to know that, in this increasingly wealthy and conservative city, there are opportunities for people who aren't wealthy or conservative, and that we're all mixing together. Housing in central suburbs for workers, a greater cultural, racial, socio-economic mix, and affordable spaces for incubating enterprise and for enabling arts participation.”

Resident, Potts Point, Community Wellbeing Survey, 2015

Some participants suggested many different approaches for tackling housing affordability. These included providing more social housing and mandating that new developments must include a quota or percentage of affordable housing. Others suggested that levies on development could be used to increase social and affordable housing, citing London as a best-practice model.

There were concerns that foreign investment in the local housing market was driving unaffordability. It was suggested that protections were needed to ensure that locals could afford to live in the city. Many people also expressed concern about the lack of security for renters in NSW and called for developers to offer sustainable, long-term leases. One participant called for government to:

“Tackle the housing affordability problem, with the housing market providing shelter as its primary outcome instead of being the biggest driver of inequality as it is now.”

Resident participant, public consultation, 2016

Social justice and equity

“All levels of government must work together to ameliorate poverty among Sydney city residents. Relocating those residents to the outer suburbs as a form of social cleansing is as odious as it is counterproductive. Sydney city needs to be a home for all types of people. On the matter of the entrenched problem of homelessness, Council can lead policy change here to support evidence-based models of support as well as advocate to address the causative issues that lead people to be sleeping rough.”

Resident participant, public consultation, 2016

Concern was consistently raised that poverty and disadvantage were increasing in Sydney. The concepts of fairness and equity were also raised many times throughout the consultation. There was strong awareness of and concern about homelessness in the city. The young children we spoke to in particular identified helping homeless people as important.

Participants also emphasised that a fair and just city supports and protects vulnerable and disadvantaged people, and also enables and empowers them to access opportunities and reach their full potential.

Some participants spoke of the importance of equitable and inclusive economic growth for addressing disadvantage. The City's Aboriginal and Torres Strait Islander panel and advisory panel for people with disability called for more inclusive job opportunities. Other participants suggested that more education and training opportunities be made available to socio-economically disadvantaged people and young people, to support them into jobs. One commentator said,

“You simply can't put First People first in name only. There must be less tokenism and patronising and far greater inclusion.”

Resident participant, public consultation, 2016



Homelessness is a growing concern requiring new collaborative responses

Rough sleeper in the city / Photographer: Katherine Griffiths

Effective service delivery

Community members agreed that local government's familiarity with local issues and concerns positions it well to deliver social programs and services that strengthen communities, build resilience and empower people to make positive changes.

However, some community members said we should consider how new and different service models might work more effectively than our current traditional models. Technological advances and disruption, and changing community trends and priorities, mean we must be able to innovate. We must be able to adapt to evolving expectations about how we deliver local government services.

Some community members suggested that we base our services on robust evidence and community data, while maintaining a strong customer service focus. Others suggested that we involve the community in service planning and delivery, and that we establish community think tanks to help deliver local solutions to social problems.

"Federal and state governments have the most important role and should be part of this discussion – it needs to be a joint effort."

Sector stakeholder, public consultation, 2016

Some comments focused on our limitations when we work alone to address complex social issues. Other comments said we will need to build partnerships, working with other levels of government and industry, and across geographic boundaries, to deliver our social sustainability vision.

We have an opportunity to be an advocate and leader on behalf of our community, and to aid collaboration with a range of partners.

One commentator suggested that an intergovernmental taskforce be established to address homelessness across Sydney. Another recommended:

"That the city has an advocacy strategy towards state government to achieve the bigger picture, e.g. a business advocacy strategy for flexible employment for people who live far from work."

Sector stakeholder, public consultation, 2016

There was also a suggestion that enhanced collaboration with other metropolitan councils on issues of shared interest or responsibility would increase the influence of local governments and give them a more powerful voice.

"I'd like more public housing made available to end homelessness around Sydney. Taxpayers' money should be used to develop viable long term solutions."

Resident, Surry Hills, Community Wellbeing Survey, 2015



Free and affordable facilities support everyone to participate in community life

Open Day, Andrew Boy Charlton Pool / Photographer: Katherine Griffiths

People’s Summit recommendations

Affordable housing and the role of housing in facilitating social and economic inclusion featured prominently in discussions about this strategic direction. Other key themes included:

- Food trucks and outlets selling low-cost fresh fruit and vegetables to address disadvantage
- Using community think tanks to engage locals in developing practical solutions to problems, while also building skills, confidence and capacity
- The role volunteering plays building inclusive, cohesive and connected communities
- The importance of education and training for building skills and self esteem.

We gave participants a list of possible actions we could adopt to create a more inclusive city, asking them to identify which they supported the most. The most support was given to us working with government and non-government organisations to increase the delivery of affordable rental housing in our local area. There was also strong support for us to play a brokering role, encouraging businesses to share skills and resources with community organisations. Participants also said they want us to support the development of community think tanks to design and create solutions to local problems.

We asked participants what other actions could be taken to build an inclusive city. They gave the greatest support to mandating affordable housing targets in new developments and acknowledging Aboriginal and Torres Strait Islander history and culture in the City of Sydney.

Many proposed actions focused on reducing homelessness, supporting low-income earners and addressing racism and discrimination. These included:

- Improving the rights of tenants by campaigning for better leases
- Supporting the social enterprise sector, to encourage innovative responses to social issues
- Researching the impact of short-term letting, gentrification and high housing standards on housing availability and affordability
- Building partnerships with other community organisations to advocate for support services
- Fostering connections between the City of Sydney and metropolitan Sydney to tackle issues of shared interest such as housing supply.

Direction 1 – Actions

An inclusive city: social justice and opportunity



Supporting inclusion and diversity make cities more resilient

2017 Young Australian of the Year Sara Mansour, Resilient Sydney City Talk, Nov 2016 / Photographer: Katherine Griffiths

Previously announced commitments

Delivering new affordable and supported housing developments in the inner city

Addressing the housing needs of lower-income earners and people experiencing homelessness is fundamental to sustaining a socially just and inclusive city.

We will seek to partner with the NSW Government and housing and support services to deliver new supported housing for people experiencing homelessness, and social and affordable rental housing for people on lower incomes.

Schemes would be designed to reduce homelessness by providing long-term, stable accommodation and on-site social services to help people to maintain their tenancies. This 'Housing First' model recognises that having a secure home is vital for accessing opportunities and improving wellbeing.

We have already committed to a number of actions to create a more inclusive city, including:

- Strengthening the social impact of businesses in the local area by collaborating on shared social responsibility and local investment priorities
- Maximising our corporate social responsibility by implementing best practice in sustainable procurement, equitable jobs, workforce diversity and inclusion, staff wellbeing, volunteering and workplace giving schemes
- Increasing access to our facilities and services for people experiencing financial hardship by waiving fees
- Using our festivals and events sponsorship program to improve access to local arts and cultural events for people on low incomes, and enhance community information about subsidised tickets and discount programs
- Promoting economic participation and social inclusion for refugees and asylum seekers by creating an internship program and developing job forums and other initiatives in partnership with key not-for-profit organisations representing asylum seekers' interests
- Strengthening community capacity in socially and economically disadvantaged areas by introducing a community leadership program to help build skills and capabilities

- Supporting vulnerable local communities, including older people and people experiencing poverty, to adapt to the impacts of climate change.

Strengthening and expanding our current approaches

Housing affordability and diversity: the foundation for social progress

A diverse supply of housing types and tenures is the foundation of a socially just and inclusive city – a city for all.

This supply must include subsidised affordable housing for lower-income earners and key services workers, such as nurses, teachers and administrative staff, who are essential to the economic productivity of Sydney.

It must also include subsidised social housing and supported housing for the lowest-income earners and people who are disadvantaged or at risk of homelessness.

Housing supply diversity also means having a range of market housing that meets the changing needs of households over time. This includes sustainable, well-designed apartments large enough for inner-city families and housing suitable for older people and those with mobility issues.

Governments play a critical role in ensuring this diversity of housing supply, through planning legislation, regulation, taxation levers and direct investment in supply.

Market housing supply in the inner city is heavily investor-driven and unaffordable for younger people and lower-income earners, who are forced to the fringes. Countering this trend presents a complex policy challenge for governments that want to avoid entrenching socio-economic inequality intergenerationally and geographically, across the Greater Sydney region.

Additionally, the long-term benefits to society of governments' investing in social housing must be recognised. Evidence shows that housing stress, poor quality housing and insecure tenure damage the wellbeing of households and communities,¹⁰ and increase intergenerational inequality.

We will continue to use the levers we control to aid affordable housing supply. These include planning policies and investment in new developments. But substantially increasing supply will require concerted action at state and federal government levels. We will continue to advocate for this on behalf of inner-city communities.

Capacity building for social housing tenants

We have a long and proud history of being home to people of all social and economic backgrounds. We have more than 9,700 social housing properties in our local area, one of the largest concentrations in Australia.

In the inner city, growing socio-economic polarities between residents of social housing estates and those living in surrounding gentrified neighbourhoods pose a risk to community cohesion.

While the NSW Government and community housing providers deliver and manage social housing, we work with social housing tenants to support them to be agents of change. We do this by fostering improved community capacity and wellbeing in and around social housing precincts.

We are the only local government in Australia to employ a dedicated social housing project manager, who uses community development approaches to build social cohesion and to participate in government decision-making processes.

Our programs focus on strengthening social networks with the potential to build community capacity. This can help communities to mobilise to address local crime issues and increase safety and wellbeing.

We have partnered with the Department of Family and Community Services and NSW TAFE to deliver a community leadership program for social housing tenants. The program featured two one-day workshops with tenants in Redfern, Camperdown, Waterloo, Woolloomooloo, Glebe and Surry Hills.

Training focused on building the potential of participants to become advocates in their community. It provides them with skills including conflict resolution, relationship management, public speaking and governance.

Participants in the 2016 program varied in age, educational levels and cultural backgrounds, reflecting the diversity of the social housing community. The program will be evaluated for future potential. Indicators of its success include high levels of satisfaction among participants, some of whom have been inspired to pursue further educational opportunities.

Building resilience: social determinants of health

Evidence shows that socio-economic status affects people's health and wellbeing. According to the World Health Organisation (WHO), the social determinants of health are the conditions in which people are born, grow, work, live and age, and the wider forces and systems shaping daily life.¹¹

Issues such as food security, education and employment, pollution, urbanisation, natural resources depletion, social isolation and working conditions all contribute to the health of a community. They are strongly linked to disadvantage and health inequities, and can be addressed through social interventions.

Through our broad service remit and closeness to community, we can influence community health outcomes. We will do this by providing open spaces, recreation facilities, and walking and cycling infrastructure to encourage active living; monitoring air quality; regulating food safety; adopting urban planning and design that makes communities safer; delivering programs that address social isolation; and creating strategies for combatting drug and alcohol use.

Our approach to influencing communities' health and wellbeing involves actions that tackle complex social issues that lead to problems such as homelessness, social isolation and alcohol-fuelled violence.

We are committed to preventing these issues through community-based programs and partnerships that build the resilience of our communities.

Developing emergency response protocols for rough sleepers

Recent events, both in Australia and internationally, have demonstrated that severe weather events harm the health and wellbeing of vulnerable communities, particularly those sleeping rough. The effects can include illness, injury, psychological distress, isolation and even death. They can also include damaged or lost possessions and temporary or permanent destruction of the public spaces rough sleepers use.

Our Homelessness Unit provides support for homeless people and coordinates responses in the public domain. During severe weather, we work with several specialist homelessness services to support people. This collaboration has led to the development of a local emergency response plan, the Homelessness Severe Weather Sub Plan, to support the homeless community.

New responses to entrenched and emerging issues

Establishing a food business incubator

It is proposed to pilot a Sydney Food Business Incubator in the city as a three-year pilot project involving the University of Sydney, federal and state government and social enterprise sector partners.

A food business incubator is a scheme that supports people who are disadvantaged to establish food-based startup businesses. This is through vocational education and training in value-added food production, along with business development skills. The initiative fosters the development of a sustainable network of businesses that increase the wider community's access to healthy and affordable food.

This model for addressing food insecurity – along with its underlying causes of economic exclusion and rising inequality – is being established in cities across the world, most notably Detroit and other US cities. The Sydney incubator proposed by the University of Sydney is based on these best practice models.

The initiative is planned to become one of the suite of responses by the City and its partners to food insecurity in our prosperous city, which affects 8.5% or approximately 17,000 of our residents – and rising (Community Wellbeing Indicators, 2016).

It will enable residents' participation in the city's vibrant food economy and contribute to the growth of the city's ecosystem of sustainable food-based enterprises. It will support some of the Sydney's most vulnerable people to feed themselves, while delivering broader food security, social justice and community resilience outcomes. Residents will be engaged to participate in the scheme through the city's networks of social housing communities, Aboriginal and Torres Strait Islander communities, and refugee and asylum seeker communities.

This three-year pilot offers Sydney the opportunity to actively participate in national and global food justice networks, to share learnings from the rigorous research and evaluation that will be a core component of this federal research pilot, and to deliver direct positive social impacts in the local area. The pilot project brings potential to scale up across the city's urban renewal areas – bringing longer term social and economic benefits.

Supporting socially responsible small businesses

Many businesses, small and large, are trying to have a positive impact on their local communities. This trend is growing through the concept of 'shared value', which recognises opportunities to deliver business and community benefits. Work practices, environmental sustainability and investment in local community activities or infrastructure play a significant role in the growth and liveability of cities.

We can also play a role, connecting businesses with our local communities and supporting small businesses to deliver on their social impact and corporate responsibility goals. We will investigate initiatives that help businesses improve their impact on our communities and celebrate successes.

We will focus on small businesses, which comprise 85 per cent of all businesses in the local area. We will support small businesses (including social enterprises) to:

- Deliver positive social impacts in the local area
- Strengthen their corporate responsibility and economic inclusion outcomes through specific projects, programs or initiatives
- Improve their socially responsible procurement and work practices.

Co-design for effective service delivery

We are committed to supporting more effective, co-ordinated delivery of social services in the local area to better meet the needs of people who use them. Local social programs and services need to be flexible and responsive to changing local issues, to improve community resilience and adaptive capacity.

We are collaborating with government and non-government organisations to develop a better understanding of complex service delivery issues. We will work together to pilot an approach to problem solving in design that puts the community at the centre of the design process and of effective service delivery of projects.

This process involves engaging with stakeholders to draw on logic, imagination and intuition to explore the possibilities, creating results that benefit not only the community but all stakeholders.

This approach will enhance our capacity for innovation and help us to improve service delivery by developing collaborative service models that create shared responsibility and a shared vision for all stakeholders.

Outcomes	Objectives / Actions	Direct Action	Collaboration	Advocacy
Inclusive growth and opportunities				
	Lead by example as an employer committed to social justice and inclusion			
1.1	Commit to social justice through implementing workplace diversity and inclusion policies and practices; supporting workforce wellbeing; promoting gender equality, and providing apprenticeship, traineeship and broader employment opportunities for people who are disadvantaged.	X	X	X
	Collaborate with businesses to deliver positive local social impacts			
1.2	Encourage and support businesses to deliver positive social impacts locally through their corporate responsibility agenda, including through their employment and procurement practices and collaborative initiatives with government, community groups, not-for-profit organisations, universities and social enterprises.	X	X	X
	Foster the growth of the local social enterprise sector			
1.3	Encourage and enable the growth of the social enterprise sector locally through supporting networking and collaboration; sector specific research, monitoring and reporting; through the City's procurement practices, and through raising awareness of the sector's potential to deliver economic and social benefits.		X	X
	Monitor socio-economic inequality to inform local responses			
1.4	Research, monitor and publicly report on inequality in the local area and its impacts on society and the economy, to inform effective responses - both through direct action and collaboration with government and non-government organisations.	X	X	X
	Prevent homelessness and reduce rough sleeping			
1.5	Lead and participate in collaborative and innovative approaches to address homelessness and rough-sleeping, including rapid response models, early intervention and preventative one-stop-shop models, and through working with other government and non-government organisations to advocate, provide advice and referrals, and support for people sleeping rough in the public domain.	X	X	X
	Improve social housing residents' wellbeing and access to opportunities			
1.6	Support and enable social housing residents' improved wellbeing, including through education, training and facilitating their access to opportunities through capacity-building programs, community development initiatives, and initiatives to support their effective engagement in state government-led estate renewal projects.	X	X	X

Outcomes	Objectives / Actions	Direct Action	Collaboration	Advocacy
Diverse housing tenures and types				
1.7	<p>Increase supply of subsidised social, affordable rental and supported housing</p> <p>Implement a range of strategies to increase the supply of subsidised housing for lower income earners - including through subsidised land sales and grants to the community housing sector; the use of planning and property mechanisms (eg levies); research, monitoring and advocacy activities, and other collaborative initiatives with government and non-government organisations.</p>	X	X	X
1.8	<p>Increase supply of housing that is universally designed for people of all ages and abilities</p> <p>Pursue opportunities to increase the supply of housing that is accessible, adaptable and suitable for people of all ages and abilities - including Gold standard housing under Australian Liveable Housing Design Guidelines - through the City's planning framework and advocacy activities.</p>	X	X	X
1.9	<p>Improve housing choices for renters</p> <p>Advocate and collaborate to deliver improved housing choices and conditions for renters, including long term rental tenancy options</p>		X	X
Affordable services, programs and facilities				
1.10	<p>Provide affordable access to City community facilities, programs and services for people on all incomes</p> <p>Ensure City community and recreation facilities, venues and associated programs and services are affordable to community organisations, low income earners and people facing financial hardship, including through fees and charges discounts, waivers and subsidies.</p>	X	X	
1.11	<p>Improve low income earners' access to creative and cultural programs and events</p> <p>Promote and pursue opportunities to increase access to free and affordable creative and cultural programs and events for low income earners in the local area.</p>	X	X	X
1.12	<p>Facilitate low income earners' access to affordable veterinary services for pets</p> <p>Collaborate with animal welfare organisations and veterinary practices to provide free or discounted services for low income earners and residents facing financial hardship.</p>			X

Outcomes	Objectives / Actions	Direct Action	Collaboration	Advocacy
Strong empowered communities				
	Enable community-led solutions to local social issues			
1.13	Enable and support local communities and community groups to design and implement projects that improve social inclusion and wellbeing in local neighbourhoods		X	
	Promote volunteering among local community members			
1.14	Collaborate with government and non-government organisations to encourage and promote volunteering among local community members.		X	X
	Improve community wellbeing and health equity			
1.15	Collaborate with government and non-government organisations in the health sector to deliver programs and initiatives aimed at improving community health and wellbeing, including in relation to mental health and identified local priority issues such as domestic and family violence, youth mental health, and harm minimisation for substance misuse.	X	X	X
	Reduce food insecurity			
1.16	Collaborate with local businesses, government agencies and not-for-profit organisations to address food insecurity, including through initiatives that address entrenched social and economic disadvantage; increase the affordability and accessibility of healthy and nutritious food, and provide nutrition education for the community.		X	X
	Increase digital literacy and inclusion			
1.17	Improve digital literacy and inclusion through facilitating community members' access to affordable digital technology and equipment; access to education, training and lifelong learning opportunities, and through other initiatives to counter digital exclusion among target sectors of the community, including among older and unemployed people.	X	X	X
Resilient, adaptive communities				
	Support communities to adapt to the impacts of climate change			
1.18	Deliver targeted initiatives to support communities' adaptation to climate change impacts, including support for residents identified as vulnerable to heat stress; providing access to community facilities for respite in extreme weather events, and other local collaborative initiatives with government and non-government organisations.	X	X	X
	Strengthen communities' resilience in the face of shocks and emergencies			
1.19	Deliver targeted initiatives to enhance communities' capacity to recover and thrive in the face of shocks and emergencies, including economic shocks and unforeseen events, through supporting community capacity-building, neighbourhood-based social networks and emergency preparedness initiatives.		X	

Direction 2 – Connected city: diverse, cohesive communities





**Recognising First Peoples first allows us all
to share in thousands of years of culture**

Bujari Gamarruwa signage launch, Redfern / Photographer: Katherine Griffiths

“I want to continue living in a village environment where people connect to their local area. I want to live in an area that celebrates diversity and where all members of the community are valued. I don’t want to live in an area where, due to gentrification, people no longer feel welcome in their own environment.”

Resident, Redfern, Community Wellbeing Survey, 2015

Social connections sustain wellbeing

Humans are by nature social beings. Our wellbeing is fundamentally sustained through our connections with other people. This helps explain the deep appeal of urban life in global cities like Sydney; they are social melting pots that offer stimulation and connection.

Facing big challenges

Social isolation and exclusion pose deep risks to our individual and collective wellbeing. If issues like racism or gender inequality are not confronted, they can erode social cohesion, which can fracture society when times get tough. Social, environmental or economic shocks or stressors can result in communities breaking down rather than being united and resilient in the face of shared challenges.

It’s particularly important to tackle these challenges at times of rapid population growth and change, as this is when tensions can surface. In Sydney today, people are feeling the pressure of crowded streets and trains; witnessing the changing face of much-loved neighbourhoods; or resenting being locked out of a housing market that is driving intergenerational inequality.

“Social integration means ensuring people of different ethnicities, faiths, cultures, age groups, sexual orientation and incomes don’t just tolerate each other, but live truly interconnected lives – meaningfully interacting with one another as neighbours, citizens, friends ... working together, playing together, studying together; interacting on a level playing field and not being socially excluded because of their socio-economic position.

“It means having a shared set of common values and laws that are clear, progressive and tolerant and around which communities can unite.”

Sadiq Khan, Mayor of London, 2016¹⁰

Striving for unity

During tough times, we need to strive for unity and common goals for our community and city. Resilience also relies on performing simple acts of kindness and patience in our daily lives, on recognising our common humanity and the benefits of social connectedness – for ourselves and others.

“Community resilience building is a long term process that begins in the community and is born out of the strength of the networks, relationships and assets within it.”

The Rank Foundation and Winston Churchill Memorial Trust, UK¹¹

Strengthening the social fabric through strategies that build social inclusion and foster social connectedness among diverse strangers, neighbours, cultural communities, age groups, families and friends is an essential – yet sometimes seemingly intangible – aspect of social sustainability. We can achieve this through targeted strategies and approaches to urban renewal and governance. These strategies are by nature grassroots, supported and enabled by governments and institutions.

Social justice foundation

At the institutional level, a commitment to human rights, social justice, equity and inclusion in the way our city is developed and governed is fundamental. It requires genuine commitment from all levels of government, and the private and not-for-profit sectors.

A framework of respect for human rights, social justice and inclusion for all, lays the groundwork for a cohesive and connected society. But to achieve this in a city as diverse as Sydney, the real work is at the grassroots community level.

Local government is well placed to enable and support this process.



Celebrating diversity empowers people to feel proud of who they are

Wear It Purple Day 2016, Newtown / Photographer: Katherine Griffiths

Experiencing belonging

“When it comes to the character and the values of our society, it really is up to us. We can have a powerful influence on the state of the various communities we belong to – in the neighbourhood, the workplace, the sporting association, the book club.... How we contribute to the miniatures of life – in our own family, street, suburb or town – will ultimately help to determine the big picture.”

Hugh Mackay, Australian social researcher, 2017¹²

In practice, what does a truly inclusive and connected inner-city Sydney look and feel like? It may be experienced by walking, riding or travelling in a wheelchair or mobility scooter down a local street, with whomever you like, dressed however you like, and feeling safe and comfortable.

It may involve being welcomed at a new local café; chatting with a neighbour, new parents at your child’s school, or with a newcomer to the off-leash dog park or local community garden.

Calling Sydney home

A connected city is essentially one where people feel a sense of belonging; they feel ‘at home’.

We can call Sydney home when we can share our strengths and challenges, cultures, histories, identities and personal stories with those around us. It feels like home when we feel safe and welcome, and have a sense of belonging – to our local community, our neighbourhood and the wider city.

What you said:

Public spaces

A key theme that emerged from the consultations was the role high quality public spaces and community facilities play in connecting people in an increasingly busy and disconnected city.

Many participants said public spaces and social infrastructure were important for encouraging and supporting diversity. They pointed to the need for spaces and facilities that respond to the many different needs of our communities, and that welcome people of all ages, cultures, abilities, socio-economic backgrounds and ideologies.

By bringing together diverse social groups, public spaces encourage mutual understanding and respect. One commentator told us they want to live in a city with:

“Public spaces where people are invited and encouraged to use the space and interact with each other, no matter what their socio-economic status is.”

Resident, Woolloomooloo, Community Wellbeing Survey, 2015

Facilities such as community and recreation centres were identified as essential social infrastructure, as were green and open spaces. People said they want spaces with facilities that encourage interaction, such as play equipment and barbecues. They also acknowledged the importance of informal interaction. Several people talked about the role of pets in connecting strangers:

“Community space is very important, such as green parks that are well used and looked after, e.g. markets, places designed for pets and a mix for ages.”

Sector stakeholder, public consultation, 2016



Community organisations are key partners for supporting social sustainability

Australian Indigenous Mentoring Experience stall, NAIDOC Week 2016 / Photographer: City of Sydney

Some participants said that as apartment living becomes more common, there is a risk that residents will become isolated and disconnected, making access to spaces that encourage community building and socialising important.

“I want to walk through my neighbourhood and feel the ‘Good Morning’ and ‘How are you?’ connection between my neighbours. Neighbours need to connect at the micro level to create a stronger supportive community.”

Resident, Newtown, Community Wellbeing Survey, 2015

We also heard that it’s important that public spaces and community facilities are multifunctional, to meet the needs of our diverse and changing community. The number of facilities available could be increased by providing access to schools, libraries and community centres outside business hours.

Many people said that technology creates opportunities to bring people together and fosters connections, and that online social networking platforms could help neighbours connect with each other. Similarly, many people told us they wanted more access to technology and free WiFi in public places, such as parks.

Inclusivity and diversity

Many people described Sydney’s diversity as one of its greatest assets. They said the community is richer and more dynamic because it is made up of people of many nationalities and cultures, ages, incomes, abilities and sexual orientations. This is recognised as a great strength of Sydney’s.

There were calls for more recognition and celebration of the city’s diversity, seeing it as important for welcoming and including different groups, and for promoting harmony and cohesion.

Some participants expressed concern that some groups are vulnerable to exclusion or need protection from discrimination and stigmatisation. Specific concerns were raised about people from culturally and linguistically diverse (CALD) backgrounds; members of the lesbian, gay, bisexual, transgender and intersex (LGBTI) community; and older people.

“I want to live in a strong local community where locals know each other. One that welcomes visitors and happily shares the fabulous place we live in with others. Vibrant and energetic. Respectful of our history. Where a broad cross-section of society represented. A community that is tolerant, supportive, open-minded.”

Resident, Millers Point, Community Wellbeing Survey, 2015

Some people said that events and opportunities that celebrate diversity, support cross-cultural understanding and encourage mutual respect are important for engaging and including marginalised or vulnerable groups. There were also calls for more opportunities to recognise and celebrate the history and living cultures of Sydney’s First Peoples.

“Sydney is becoming a city of extremes: extreme wealth and extreme poverty. There’s no longer any ability for the middle class/middle-income earners who make the community more vibrant and have the time and energy to put into community-building activities.”

Resident, Alexandria, Community Wellbeing Survey, 2015

Maintaining and increasing social and affordable housing were also identified as critical for maintaining diversity, so that Sydney isn’t just a city for the wealthy.

There were grave concerns about responding to the social impacts of urbanisation and gentrification, which can lead to the social dislocation or exclusion of longstanding communities. These include people living in inner-city social housing and members of Aboriginal and Torres Strait Islander communities.



Events that celebrate Sydney's cultural diversity build awareness and understanding

Chinese New Year Festival 2016, Circular Quay / Photographer: Damian Shaw

Local community-building

Many comments were made in support of community events, programs and activities as a means of connecting neighbours, and activating and building communities. People told us that the City has a role as architects of opportunities for these neighbourhood connections. We can do this by providing our own events and activities that bring different groups of people together, and by supporting and empowering communities to deliver their own events. There was a strong focus on neighbourhoods. One person said,

“There needs to be large, medium and small events to celebrate the community.”

Sector stakeholder, public consultation, 2016

Suggestions included neighbourhood dinners, street parties, community gardens and art programs.

People told us that while there is strong support for community-run events, regulation can make these challenging to develop and deliver. They want it to be easier to get great ideas off the ground with funding and grants. They also want better access to community venues and community-building toolkits that support residents and strata managers to plan and deliver their own community events and activities.

Some comments highlighted the importance of tying the funding of community events, activities and programs to deep and long-term community benefits. Again, many people talked about the importance of events that celebrated diversity and inclusion, and promoted shared understanding. Suggestions included events that make CALD community members feel more welcome, community concerts, and community gardens that can foster intergenerational and inter-cultural social connections.

“I feel we need more community hubs, such as parks, farmers’ markets and boutique festivals with food and music. More community vegetable gardens; perhaps we could have backyard garden kits for apartments. Maybe have a community day. Street parties where neighbours bring a plate.”

Resident participant, public consultation, 2016



Pets are an integral part of urban life – bringing joy and connecting people

Green Square Community Day / Photographer: Katherine Griffiths

People’s Summit recommendations

Discussion at the City-organised summit focused on what could be done to build more connected communities, and the barriers and red tape that get in the way. The key themes from the summit were:

- Bringing neighbours together through activities and events such as parties and neighbourhood days, and having communal gathering places
- Connecting people through pets, recognising the importance of pet-friendly places
- Encouraging intergenerational connections through community gardens and programs
- Funding and supporting communities to deliver their own local events, activities and programs.

We suggested actions to create a more connected city, and participants showed the most support for using neighbourhood social networking platforms to help local communities to connect with one another – online and offline.

There was also support for community-building toolkits that residents and strata managers could use to plan and deliver their own community-building projects in residential apartment schemes. Another popular suggestion was that we support residents to host their own street parties and community-run events.

When summit members were asked to propose their own actions, the three that received the strongest support were providing free Wi-Fi across the city; making public spaces and buildings multifunctional and accessible to the public after hours; and including community infrastructure such as schools, public transport and parks in new developments.

Additional ideas related to community art programs, free shuttle bus services, and facilitating stronger connections with local Aboriginal and Torres Strait Islander communities, people living with disability and non-residents who visit the city.

“I want to live in a neighbourhood that is open, inclusive and supportive. Where the passion and initiative of the community is supported and enabled by the City and the culture of community can thrive.”

Resident, Redfern, Community Wellbeing Survey, 2015

Direction 2 – Actions

Connected city: diverse, cohesive communities



Initiatives that bring neighbours together strengthen community safety

Good Neighbourhood BBQ, Surry Hills / Photographer: Katherine Griffiths

Previously announced commitments

Supporting community connectedness through digital inclusion

We are committed to Sydney becoming a more digitally connected and inclusive city, and to ensuring that no one misses this opportunity, whether they lack access to technology, can't afford technology, or lack the skills and capability to use it.

Providing free Wi-Fi in the public domain, such as in squares and parks, is an effective way to make online connections accessible to a cross-section of society, given the widespread use of mobile devices.

We will improve liveability and social connectedness by providing more free Wi-Fi hotspots in community centres and in the public domain. We are also increasing free access to computers and Wi-Fi through technology upgrades and the installation of new computers in our libraries.

We have already committed to a number of actions that will improve community connectedness, including:

- Supporting residents in new high-density neighbourhoods to feel more connected to each other and their neighbourhood through a community-strengthening and capacity-building program delivered in partnership with strata managers and committees
- Using our public art program and collection to support communities' connection to place and sense of belonging, including by running dedicated programs, and guided and self-guided public art tours
- Using our public art program to provide opportunities for young people to directly shape the urban environment by involving them in the design and creation of temporary public artworks
- Providing opportunities for members of diverse groups to meet and connect with each other through a greater range of broad-based social programs and initiatives that will appeal to different cultures, ages and interests
- Ensuring our community facilities continue to respond to changing community needs and preferences by analysing user trends, emerging unmet demands and opportunities to improve delivery.

Strengthening and expanding our current approaches

Welcoming new residents

Sydney faces the challenges presented by a rapidly growing and changing community, with many new residents moving here from other parts of the country and from overseas. Our community is also highly mobile: at every five-year Census, around half of our residents are new.

We need to find ways to strengthen social connections between new and established residents, and we need to enable stronger social networks and trust between people. By facilitating neighbourhood connections between people of diverse cultures, we aim to foster a welcoming society that celebrates and embraces diversity.

We will continue to develop a range of targeted welcome programs and initiatives for new residents, including sharing information on local programs, services, community facilities and groups in local neighbourhoods, to help them build community- and place-based connections.

One such initiative is the Welcome Dinner Project. We partnered with not-for-profit organisation [joiningthedots](#) to create the project, which arranges dinners, hosted by local residents, to bring strangers together over a meal. This creates a platform where people feel safe to come together. The guests are eight established Australians and eight newly arrived residents, including asylum seekers, migrants, refugees and international students.

We have collaborated with the non-profit organisation [joiningthedots](#) to hold welcome dinners at Redfern Community Centre and Green Square Community Hall, and will continue to support this and similar initiatives to connect new communities.

Power of public art

Public art and other avenues for cultural and creative expression make a vital contribution to the life of a city. Aside from the economic value of cultural production, art has intangible value that is tied to our human condition.

Temporary and permanent public artworks are powerful catalysts for the physical and social transformation of neighbourhoods. Artworks can connect communities with each other and with place; communicate and explore the social issues of the day; and respond to our deep human need to comprehend, resolve and realise meaning, values and identities.

Through our public art program, we are committed to identifying opportunities for artists to contribute to community life and the built environment. We seek to collaborate with government and non-government

organisations and businesses to place artists at the forefront of the design process, allowing them to influence approaches in the public domain.

We are also committed to enabling communities to participate in shaping our city, through being involved in the design of public artworks. This approach to public art, which will include children and young people, also aims to strengthen social connections between new and established residents by fostering social networks that increase trust.

Creating neighbourhood connections between people of diverse cultures and communities will enable communities to build the resilience they need to adapt to changing local issues. Ultimately, this contributes to the development of a welcoming society that celebrates and embraces diversity.

New responses to entrenched and emerging issues

Vertical communities: strengthening social connectedness in apartment buildings

Supporting social connectedness among apartment dwellers is increasingly important for sustaining social wellbeing and cohesion in the local area. Most city residents now live in apartments; around half are renting, and an increasing number are young families.

Through regular resident surveys, we know that only around half of our residents strongly feel ‘part of the community’ and just over half think they could get help from neighbours – even though the vast majority say they would help their neighbours. Our research also shows that residents of apartment buildings see the other people in their building as ‘their community’, just as much as those in their neighbourhood.

So, there is a great need and great potential to build ‘vertical communities’.

We plan to work with owners’ corporations, strata committees, developers, universities and apartment residents to strengthen social connectedness using targeted vertical community-building strategies.

The City will develop pilot programs based on best-practice approaches in other Australian and overseas cities, and test the results with a view to rolling out successful models. We will experiment with ‘community concierges’ and ‘vertical block parties’, and will enable the delivery and activation of indoor and outdoor communal spaces in new developments.

We plan to distribute information across the city on how to run successful strata committees, to encourage residents to strengthen their own communities, bringing long-term benefits.

Aboriginal and Torres Strait Islander discovery rangers

We plan to pilot a program for Aboriginal and Torres Strait Islander discovery rangers to promote greater connection to country through our parks and open spaces.

The program will support greater cultural awareness and connections between Aboriginal and non-Aboriginal staff and community members, fostering cross-cultural understanding and engagement.

The land on which the city stands is the land of the Gadigal of the Eora Nation. There is much to learn about the resilience of Aboriginal and Torres Strait Islander living cultures. We also need to foster cultural understanding and respect among new and longstanding immigrants, who may not be familiar with the roots of this place we now call Sydney.

Aboriginal rangers will deliver a practical and immersive approach to strengthen communities’ connection to Sydney’s beautiful and sacred environments. It will offer an important opportunity to learn about Aboriginal people’s social resilience and environmental management practices, which have been honed over thousands of years.

Strengthening our multicultural society

When it comes to multiculturalism, social integration and inclusion, Sydney has great strengths to build on. More than 85 per cent of local residents surveyed in 2011 approved of the local area being home to “people from different cultures and communities”.

This reflects Australia-wide attitudes to a multicultural society. Australians generally support cultural diversity and continued immigration, and believe that multiculturalism has been good for Australia.²⁰ Cultural diversity is seen to enable greater tolerance and understanding of different cultures by providing exposure to many faiths, ethnicities and languages.

We focus on using collaborative strategies to sustain communities’ resilience to cultural intolerance and to be vigilant about racism and discrimination. These behaviours can undermine social cohesion, especially during tough times and periods of rapid population growth and change.

The City will collaborate with the Australian Human Rights Commission and other sector- and community-based partners to deliver targeted initiatives that promote racial and cultural tolerance, and shared responsibility for addressing racial discrimination. We will use programs such as the national ‘Racism. It Stops with Me’ campaign, which invites individuals and organisations to take a public stand and highlights the importance of the ‘bystander approach’. This approach encourages people to consider their own role in responding to racism they witness.

Outcomes	Objectives / Actions	Direct Action	Collaboration	Advocacy
Supportive social networks and trust				
	Increase social connectedness among diverse communities			
2.1	Deliver services, programs and initiatives to strengthen social connectedness and trust in our diverse communities, including through community-based programs that appeal to a diverse range of people; initiatives targeted at people at risk of social isolation; initiatives that strengthen social connectedness in local neighbourhoods, and intergenerational initiatives that foster connections across age groups.	X	X	
	Strengthen social networks in urban renewal areas			
2.2	Collaborate with government and non-government organisations to deliver services, programs and initiatives to strengthen social connectedness among new residents in urban renewal areas and connections with existing and surrounding residents.	X	X	X
	Strengthen social connectedness in social housing precincts			
2.3	Collaborate with government and non-government organisations to deliver services, programs and initiatives to strengthen social connectedness, trust and sense of safety among residents in and around social housing precincts.		X	X
	Improve community safety			
2.4	Collaborate with government and non-government organisations to deliver programs and initiatives that support safety and perceived safety in the community, including through building the capacity of businesses, residents and visitors to prevent crime.	X	X	
Sense of belonging and connection to place				
	Enhance sense of belonging among diverse communities			
2.5	Deliver programs and initiatives that strengthen sense of belonging among residents and workers, including through initiatives targeted at specific sectors of the community such as new immigrants, people from culturally and linguistically diverse backgrounds and international students, and initiatives that support local businesses to connect with local residents.	X	X	
	Foster place-based connections among diverse communities			
2.6	Deliver place-based programs, projects and initiatives in the public domain that reflect and strengthen awareness, understanding and sense of connection to the city's diverse communities.	X	X	
	Embed participatory placemaking approaches to urban renewal			
2.7	Collaborate with government and non-government organisations and communities to deliver participatory placemaking approaches to urban development and renewal projects that integrate physical and social development.	X	X	X

Outcomes	Objectives / Actions	Direct Action	Collaboration	Advocacy
Harmony and social cohesion				
	Strengthen social cohesion among culturally diverse communities			
2.8	Foster cross-cultural awareness, tolerance, understanding and connections among people from diverse cultural backgrounds, including through services, programs, events and targeted initiatives.	X	X	X
	Improve social harmony in high density neighbourhoods			
2.9	Deliver programs and initiatives that promote tolerance, respect and harmonious living among residents in high density areas, including through collaborative initiatives with strata managers, committees and communities that build skills and understanding among residents of strata apartment schemes.	X	X	X
	Promote public spaces as shared spaces for all			
2.10	Promote the role of public spaces in the social life of the city, including through access and activation by diverse people and communities.	X	X	X
Diverse thriving communities				
	Encourage active participation in the cultural and creative life of the city			
2.11	Deliver, promote and support community-based, cultural and creative programs, events and initiatives that appeal to diverse people, and seek to increase active participation among sectors of the community who may face barriers.	X	X	X
	Celebrate and promote Sydney as an inclusive global city – a welcoming city for all			
2.12	Collaborate with government and non-government organisations and communities to realise and promote the benefits of social and cultural diversity as a defining competitive strength of Sydney.	X	X	X
Vibrant creative life				
	Deliver place-based cultural and creative initiatives that enhance local neighbourhoods			
2.13	Promote and support the delivery of cultural and creative programs and initiatives that enhance the quality and identity of local neighbourhoods.	X	X	
	Increase community participation in the design and delivery of creative projects			
2.14	Provide and support opportunities for community members to deliver and actively participate in cultural and creative projects in the local area, including public art projects and community-based arts and cultural events.	X	X	X

Direction 3 – Liveable city: quality places and spaces





Quality open spaces support healthy and active lifestyles

Observatory Hill Park, Millers Point / Photographer: Katherine Griffiths

“I want to live in a city with great parks and frequent public transport with good transport links. Markets and events. Cafes and bars and restaurants. Affordable housing. Lots of cultural events and public art. Ideally, I would like more ways of bringing communities together. I don’t know any of my neighbours and something like a street festival would be cool. It’s harder to get to know your neighbours when you live in an apartment.”

Resident, Alexandria, Community Wellbeing Survey, 2015

Sustaining quality of life

A liveable city is one that supports our quality of life and wellbeing. A city where we benefit from the air we breathe; the spaces where we live, work and play; the facilities and services that sustain our daily lives; the nature and art that nurtures and inspires us.

Sustaining liveability is a fundamental challenge for global cities today facing rapid population growth and increasing congestion and urban densities. People’s quality of life needs to be proactively planned, protected and funded. It cannot be taken for granted.

“It is difficult to design a space that does not attract people. What is remarkable is how often this has been achieved.”

William H. Whyte¹³

Urban renewal at scale and speed

Today, inner Sydney is undergoing urban transformation at an unprecedented scale and speed. This is a critical period of redevelopment, as large tracts of former industrial land are transformed into residential areas such as Green Square, Ashmore in Erskineville, the Central to Eveleigh corridor, Barangaroo and the Bays Precinct.

Throughout the city centre, cranes signal new A-Grade office developments that are attracting global business brands. In addition, older-style commercial buildings in the southern CBD are being transformed into residential developments for those prepared to pay a premium for the amenity of inner city living.

Shaped by global trends

The transformation of our city is heavily defined by global economic, social and political trends, and Sydney’s interconnectedness in the web of global brands and movements of workers.

It is defined by the expectations and aspirations of our increasingly globalised residential population, as well as the changing needs and aspirations of longstanding residents.

Its transformation is also increasingly defined by the impacts of climate change and the need to adapt our environment to ensure it provides people with comfort and respite in extreme weather.

Wise use of land

Arguably, a defining factor for our city – against which the social infrastructure that contributes to liveability must be planned and delivered – is the constrained supply and value of land.

We must deliver the parks and open spaces, community facilities, schools, hospitals, public squares and footpaths that sustain our quality of life. This must be achieved against the pressures of maximum development value, or highest and best use of land. Successful delivery demands determination.

Public land, public benefit

“Social sustainability is largely neglected in mainstream sustainability debates. Priority has been given to economic and environmental sustainability in the context of planning, housing and communities.”

Social Life, UK¹⁴

The commitment of our government institutions to providing public benefits through public land and development processes is key to sustaining our quality of life. And it comes at a cost, so its value to society must often be defined in financial, as well as social, terms.

Mechanisms for supporting the social life and wellbeing of our city are many and varied. They range from approaches to sharing the profits from land value increases resulting



Accessible places and spaces make the city more welcoming and inclusive

Braille tactile signage, CBD / Photographer: Katherine Griffiths

from renewal between the public and private sectors to fund social infrastructure to direct investment by governments at all levels in the services, community facilities and social housing needed to meet a growing community's needs.

Effective use of these mechanisms to generate investment in social infrastructure requires governance in the interests of the wider community – for current and future generations.

Sydney's precious qualities

Of course, people's experiences of inner city social services may vary, depending on our age, cultural background and perhaps gender. But fundamentally, for us all, a beautiful park, a fun playground, handy local shops and services, and great galleries, theatres and public art to inspire us are major contributors to our quality of life. We also love to see ourselves – our culture and identity – reflected in the places in which we live.

When picnicking under a tree in a harbourside park on a balmy summer's evening, we intuitively understand what liveability in inner Sydney means.

It can be experienced cycling home from work and stopping off for a swim at the local pool; strolling down a leafy street on a Saturday morning for a cup of coffee; or taking time to chat with neighbours, watch the dogs running around the park and children playing on the swings ... the embodiment of quintessential inner-Sydney liveability.

Government's responsibility

Communities must expect their governments to behave responsibly on their behalf to protect these qualities for the long term. In our beautiful harbourside city of limited land, trees and open spaces that are destroyed for roads are gone forever.

A socially sustainable city requires strong and visionary sustainable land use, planning and urban design policies, and committed investment in social infrastructure for current and future generations.

“Community spaces that are shaped and created by the communities that live in them help to reinforce a sense of identity and can help to drive urban development and regeneration.”

The Rank Foundation and Winston Churchill Memorial Trust, UK¹⁵



Activating public space provides opportunities for people to come together

Sydney Rides Festival / Photographer: Katherine Griffiths

What you said:

Public spaces and places

“I would like to see apartment living in the city become much more sociable, where facilities are shared with the whole community rather than privatised and the anonymity of high-density living broken down.”

Resident, Camperdown, Community Wellbeing Survey, 2015

Many of the comments during public consultation focused on the importance of high quality public places and spaces. People told us they wanted Sydney to remain dynamic, vibrant and liveable. One commentator called for:

“More open spaces, more natural parks, community gardens, better community housing designs, better new suburb designs to incorporate social communal spaces.”

Resident participant, public consultation, 2016

A common theme was that Sydney needs spaces that provide sanctuary from urban life, places of rest and respite to retreat from the noise and bustle and connect with nature. The comments suggested there aren't enough such places in the city. There were calls to establish quiet zones in busy areas of the CBD and to make better use of rooftops as community gardens and recreation spaces.

Many comments raised the importance of open and green spaces, and the need to ensure these are protected from development as the city continues to densify. People also told us developers should be encouraged to provide shared spaces in projects, to support social connectedness and quality of life.

In workshops we ran in schools, children said the CBD lacks child-friendly spaces and more needs to be done to create places where children and families feel welcome. They also said liveable spaces are ones that children of all ages and backgrounds can use; they combine technology and nature and inspire fun, creative play.

Design and planning

Another key theme that emerged across the consultations was the importance of high quality design and urban planning to improve the amenity and safety of the city, and to encourage people to connect, meet, be active and have fun.

Many submissions expressed concern about the effects of urbanisation and emphasised the importance of urban planning and design as the city moves towards higher density living. One commentator said they wanted to live in a city where:

“The aesthetic value of spaces and amenity are kept in mind. Where medium- to high-rise development is offset by setbacks, spaces in between, landscaping that is maintained. Streets that are kept clean, where amenity is renewed and where it is assumed that renewal will be ongoing.”

Resident, Alexandria, Community Wellbeing Survey, 2016

People also emphasised the importance of maintaining the heritage value of the city and protecting open and public space from development. It was also recommended that our policies align with the UN's Sustainable Development Goals, a framework for making “cities and human settlements inclusive, safe, resilient and sustainable”.



High density living

With an increasing number of people living in high density and high rise communities, there was a focus on the growing pressure this will place on the city's public spaces and community facilities. This shift towards living in denser, smaller spaces means that having access to shared facilities and spaces in buildings and in the public domain is critical for supporting health and wellbeing and reducing social isolation. As one commentator noted:

"Apartments need fabulous public spaces e.g. the centre of Paris, New York, and an appreciation of 'strolling'. Public spaces give relief to being holed up in an apartment."

Sector stakeholder, public consultation, 2016

Some participants proposed that we increase the availability and accessibility of public space in the city through agreements with private owners of open spaces. They also suggested organising days where streets are closed to cars and used for play.

Transport connectivity and mobility

The subject of transport elicited a strong response across our consultations, with many seeing its role in activating cities and making them more accessible and connected. Overall, the comments indicated that people want to live in a city with fewer cars, and in which it is easy to travel by foot, bike and on public transport.

"The public transport system must undergo vital changes in order to accommodate more passengers, by increasing trains/buses/ferries frequency. Also, public transport fares should be fair. Sydney currently has higher ticket rates than any other city in Australia."

Resident participant, public consultation, 2016

While comments highlighted the importance of public transport, there was a sense that Sydney's public transport network could be made more accessible and affordable.

There were calls for better planning and integration to accommodate increasing demand. This was especially so in urban renewal areas, where rapidly increasing populations are putting pressure on the network. People also said they wanted the public transport network expanded, with more routes, more frequent services and late-night services to help activate the city.

The affordability of Sydney's public transport was a concern, with calls for cheaper fares and more free shuttle buses and community transport options.

People told us they want a city that is walkable and that encourages cycling. One commentator said:

"It's important to put pedestrians before cars and this is a safety issue. State government needs to be more supportive and trial car-free zones."

Sector stakeholder, public consultation, 2016

We received many comments supporting bike lanes, and calling for more cycling infrastructure, to encourage more cycling and to make it safer for bike riders.

"We need more bicycle lanes. Sydneysiders are healthy and often prefer to take the more active route to work, however, on many roads it simply isn't safe to ride your bike to work. I believe this is in part due to the aggressive nature of many drivers; European roads are designed for all classes of vehicles and there is a more collaborative mindset among drivers. More bicycle lanes, and perhaps an awareness campaign related to driving being a team effort among all road users, rather than a battle field."

Resident participant, public consultation, 2016



Great public spaces provide for diverse communities

Friendship Bridge Tai Chi group, Zetland / Photographer: Katherine Griffiths

People’s Summit recommendations

There was a wide-ranging discussion at the summit about what participants thought could be done to make Sydney a more liveable city. Key themes included:

- Ensuring developers deliver communal spaces, green spaces and liveable places
- Reinforcing the role of urban planning and design in creating liveable spaces for people
- Providing quiet zones for respite from the noise and bustle of city life, for people of all ages
- Using rooftops for recreation and socialisation, and making them more accessible to building residents/tenants and the general public
- Encouraging cycling and improving infrastructure for bike riders
- Providing mobile charge points and increasing access to Wi-Fi in public spaces.

Our proposed actions in this area weren’t as well supported as other directions; however, contributors engaged heavily with the subject, suggesting many additional actions. About one third of these actions related to transport, with a focus on improving the city’s walkability, supporting affordable and sustainable public transport and increasing cycling infrastructure. Other actions focused on improving communal and outdoor spaces, and making sure they are safe.

“I want to live in a community where we are continuously improving our sustainability and our connection with the natural environment, despite living in the centre of Australia’s largest city — through community composting; parks to incorporate community gardens, and promotion of energy saving initiatives in apartment buildings.”

Resident, Pyrmont, Community Wellbeing Survey, 2015

Direction 3 – Actions

Liveable city: quality places and spaces



Green and quiet spaces offer rest and respite in the city

Blight Street Green Wall, CBD / Photographer: Richard Payne

Previously announced commitments

Improving central Sydney for children and families

We are developing a new play space in the heart of our city. It will be a new destination for local children and visitors, providing extended recreation and play opportunities in a convenient location.

Ensuring the CBD is welcoming and accessible for people of all ages and abilities is important to us, particularly given the growing numbers of young families living in the city. The popularity of the Darling Quarter family playground demonstrates the demand for more free play spaces for visitors and residents in the city centre.

We have already committed to creating a liveable city with actions that include:

- Increasing the social benefits of new developments through 'liveability toolkits' promoting best practice design approaches to ensure the city continues to be safe, welcoming and accessible for people of all ages and abilities, and enables healthy active lifestyles.
- Increasing the availability of information in the public domain, such as current events and live updates, using digital signage in select locations in central Sydney
- Ensuring people can safely and easily navigate the city using new and emerging technologies that complement our wayfinding system, such as apps to help people with a vision impairment
- Increasing community access to open spaces not managed by the City through partnerships and formal agreements with other institutions that can accommodate recreation uses after hours and on weekends, such as schools
- Collaborating with the NSW Government to improve community access to local health facilities and services.

Strengthening and expanding our current approaches

Protecting public space

Public spaces are the living rooms of cities, places where people of all ages, cultures, abilities, socio-economic backgrounds and ideologies come together. Sharing these spaces promotes harmony and mutual understanding, and bridges social divisions.

Public spaces are important for leisure and socialising, but they are also political domains where people participate as citizens.

For marginalised or disadvantaged groups, public spaces can provide opportunities to participate equally in the community. This is especially important for people experiencing homelessness, who rely on public spaces and facilities.

The privatisation and commercialisation of public spaces has risen with the densification and gentrification of cities.²³ As communities are reshaped by redevelopment, there is a risk that the communities that have used the spaces will be excluded.

This has led to concerns that our city's public spaces are becoming 'less public'. Certain activities, groups and practices may be shunned from spaces based on preconceptions, prejudices and fear of potential harm rather than real danger.²⁴

We will be vigilant in protecting and enhancing our public spaces, and will deliver new ones. This includes a new large public square at Town Hall in Sydney's CBD – a long term vision of the City's, to be realised following long term planning and property acquisitions.

Renewing community facilities to support growth

We are committed to investing in new and renewed community facilities in local villages and neighbourhoods. These facilities will be designed to be responsive to changing community needs.

As the population grows, so will the number, nature and role of our libraries and community centres in supporting quality of life. For example, the role of libraries has evolved from 'books on shelves' to centres of creativity, lifelong learning and 'community living rooms', where visitors enjoy quiet contemplation, socialising or access to free technology.

Community centres are essential for community cohesion. They are local spaces where diverse communities can freely access services and programs, and come together to meet, grow, learn and play.

We plan for ongoing renewal of our network of community facilities. Our social planning considers the quantity and quality of existing facilities; the impacts of new development, population growth and change; and community views.

We are always seeking opportunities to deliver new facilities in urban renewal areas, including through direct investment and partnerships with developers and other levels of government.

We will continue to comprehensively research, analyse and monitor changing patterns of demand for facilities across the city, to inform delivery plans. And we will work to ensure that services and programs offered in community facilities are informed by research and best-practice evidence, including by regularly engaging with communities to understand and respond to their changing needs and aspirations.

People-focused placemaking

Placemaking is a progressive approach to planning and development that supports socially sustainable cities. It captures the social and physical aspects of development – the tangible and intangible. In addition to planning for civil and social infrastructure, placemaking addresses the more elusive attributes of place, including community spirit, lifestyle and character.

We are committed to placemaking as an enlightened approach to urban development and renewal. For example, the placemaking strategy for the Green Square urban renewal area includes providing new community facilities and services, parks and public artworks, delivering public space activation and other community engagement initiatives, ongoing community development work, and monitoring social cohesion through longitudinal surveys. The urban fabric will reflect the histories and cultures of the communities that have lived, or continue to live or work, there – the people aspects of place.

Similarly, the ‘city of villages’ concept that is embedded in our strategic planning for urban neighbourhoods seeks to recognise and enhance the qualities that make neighbourhoods unique and with which communities strongly identify.

We will continue to strengthen our placemaking strategies to deepen communities’ connections to place and each other. We will continue to champion planning approaches that embed connections with communities – past, present and future – in the ongoing design and development of our city.

New responses to entrenched and emerging issues

Promoting shared spaces through new development

With more than half of the City’s residents living in apartment buildings, and more than 40 per cent of households being single person households (both of which are forecast to rise in the coming years), building in opportunities for social interaction through the design of apartment schemes is increasingly important.

In fact a survey of residents of the City’s Green Square urban renewal area indicated that people perceived the residents in their building to be a ‘community’ with which they feel connected. It follows that providing shared indoor and outdoor facilities and spaces to foster these connections by providing opportunities for casual social interaction is a practical way to support residents’ quality of life and wellbeing and reduce social isolation.

Many apartment schemes throughout the city already provide shared facilities such as gyms, pools and rooftop terraces; many older buildings provide shared laundries. In other cities across the world, apartment buildings also often provide general indoor recreation rooms and meeting rooms for hire for parties and get-togethers.

The City will explore avenues to encourage residential developers to provide shared spaces, including through its planning guidelines. The activation of these spaces and the development of ‘vertical communities’ is a concurrent focus of the City’s planned work with residents, strata managers and committees – discussed on page 53.

Liveability toolkits to improve social outcomes

We will work to improve the social outcomes of developments by creating liveability toolkits for developers, architects and planners. The toolkits will promote best-practice planning frameworks for universal design, healthy, safe built environments, and age-friendly and child-friendly cities.

Liveability and inclusion are vital for city living and can be strongly influenced by urban design. Many buildings and public spaces in the local area embody best practices in people-centred design, and there are options to expand this further.

This project aims to integrate people-centred design into projects at the earliest possible stage. The toolkits will provide guidelines for key liveability and social sustainability issues, including designing child friendly streets and public places, and family friendly apartment buildings. Ultimately, we want the toolkits to help shape a more people-centred, socially sustainable city.



Access to green open space and a healthy natural environment are essential to wellbeing

Sydney Park Wetlands / City of Sydney

Outcomes	Objectives / Actions	Direct Action	Collaboration	Advocacy
People focused urban design and planning				
	Enhance personal amenity in the public domain for people of all ages and abilities			
3.1	Enhance amenity and opportunities for rest and respite in the public domain, including through increased provision of street planting; public seating and water fountains; footpath widening in the city centre; areas for quiet respite in libraries, community facilities and public parks; designated 'green' pedestrianised walking routes throughout the local area; public noticeboards in local neighbourhoods, and personal amenity provisions such as free public WiFi hotspots, mobile phone and mobility scooter charging points.	X	X	
	Increase the positive social impact of urban development and renewal			
3.2	Enhance the positive social impacts of new developments through collaboration with the planning, urban design and development sectors to deliver placemaking approaches that integrate physical and social development; implement best practice for liveability; design for all ages and abilities; deliver social infrastructure, and apply social impact assessment and health impact assessment approaches to improve community wellbeing outcomes.	X	X	X
	Renew social infrastructure to meet changing community needs and aspirations			
3.3	Renew social infrastructure across the local area to meet growing and changing community needs and aspirations over time, including through planning the provision of City libraries, community centres, open space, cultural and recreation facilities, and through collaboration with state government and the development sector to deliver infrastructure through urban renewal schemes - including schools and health facilities.	X	X	X
	Improve the provision of shared spaces through new development and the public domain			
3.4	Enhance the amount and quality of shared spaces available to support social connectedness and sustain quality of life in an increasingly dense urban environment – including through provision of public open spaces and shared or communal indoor and outdoor spaces in new developments.	X	X	
	Enhance placemaking approaches to urban renewal			
3.5	Deliver and encourage the use of placemaking approaches to urban renewal by the urban design and development sector to foster social as well as physical development.	X	X	X
	Activate public and private spaces to deliver community benefits			
3.6	Collaborate with government and non-government organisations to activate land and buildings to deliver economic, social and cultural priorities identified by the community, including supporting the growth of key employment sectors, and enabling cultural and community-based activations.	X	X	

Outcomes	Objectives / Actions	Direct Action	Collaboration	Advocacy
Accessible places and spaces				
	Improve the inclusiveness and accessibility of the public domain			
3.7	Improve the accessibility of the public domain for people of all ages and abilities - with a focus on children and young people, older people, and people with a disability - including through the delivery and improvement of inclusive and accessible public spaces, amenities and facilities; and through harnessing new technologies to assist people with a disability to get around more easily.	X	X	X
	Collaborate with local businesses to improve their accessibility to people of all ages and abilities			
3.8	Encourage and support businesses to be more inclusive and accessible for people of all ages and abilities, with a focus on retail, hospitality and entertainment businesses in the local area.		X	X
	Enhance local transport choices for people of all ages and abilities			
3.9	Collaborate with government and non-government organisations to deliver improved transport availability and accessibility throughout the local area for people of all ages and abilities, with a focus on people with a disability, low income earners and people who experience other forms of disadvantage.	X	X	X
Quality natural environment and climate				
	Improve local environmental conditions to support health and wellbeing			
3.10	Enhance the environment through a range of approaches in collaboration with government and non-government organisations and communities, including greening streets; delivering green roofs and walls on new developments; delivering community gardens and verge gardens; increasing green pedestrian networks, and improving environmental quality - including levels of air, noise and light pollution.	X	X	X
Healthy active living				
	Enhance walking and cycling infrastructure to support active lifestyles			
3.11	Deliver high amenity, green walking routes and separated cycleways throughout the local area to encourage active transport modes that support wellbeing and social connectedness.	X	X	X
	Deliver inclusive sport, recreation, health and wellbeing programs through community facilities			
3.12	Deliver a range of sport, recreation and community health and wellbeing programs to support healthy living, including targeted initiatives for older people, people who are disadvantaged, and people at risk of social isolation.	X	X	

Outcomes	Objectives / Actions	Direct Action	Collaboration	Advocacy
Safe and secure communities				
3.13	<p>Improve community safety in the public domain</p> <p>Improve public safety and perceptions of safety through a range of approaches in collaboration with government and non-government organisations, including space activations; public domain management; lighting and CCTV upgrades; applying Safer by Design principles to space planning; emergency preparedness planning, and other targeted initiatives for sectors of the community more likely to feel unsafe or be a victim of crime.</p>	X	X	
3.14	<p>Improve the safety and amenity of social housing precincts</p> <p>Collaborate with NSW Government, community organisations and community members to improve the safety, amenity and quality of social housing precincts, including through targeted initiatives to reduce crime and fear of crime; activating shared spaces, and improving property management and maintenance.</p>		X	X

Direction 4 – Engaged city: good governance and active participation





Deliberative engagement models enable communities to directly inform Council decisions

People Summit, May 2016 / Photographer: Katherine Griffiths

“To feel part of a community, people need to feel engaged – involved and contributing. This does not happen with stand-and-stare events like fireworks and light shows – it happens where people feel like they are doing something with their hands, participating in and contributing to a social event.”

Resident participant, public consultation, 2016

Genuine dialogue

What is an engaged city? Quite simply, it is one where communities and the institutions that govern and serve them are engaged in genuine and honest dialogue, shaping the future collaboratively.

“In many cases, the very people for whom planners and local governments are building cities are not included in the conversation. Changing this means collaborating across platforms, sectors, agendas, and interests. Because ultimately, it’s in everyone’s interest to ensure that no one is left behind.”

Angel Gurría, OECD Secretary General¹⁶

It relies on trust that government decision-making is in the public interest. This fosters active participation in democratic processes and community-based activities among citizens, who are confident that they can truly influence the world around them and policies that affect their lives.

Unfortunately, trust in government institutions is at a low ebb in Australia today. Many people feel they lack opportunities to participate in decision-making about their cities and communities, or that the opportunities that do exist are shallow and tokenistic.

“What Australian’s want is greater political accountability, open and devolved government, and consensual decision making in the national interest and not just economic growth, but inclusive growth.”

University of Canberra Institute for Governance and Policy Analysis, Australia¹⁷

Vested interests, public interest

There is a strong and growing sense that governments are acting on behalf of vested interests, rather than for the broader public interest. People are disengaging from mainstream political processes, democratic institutions and civil society, increasing the risk that only the loudest, most powerful voices in our society are heard.

Concurrently, community-led grassroots movements are on the rise globally, influencing political and institutional outcomes through direct action and activism. Social media has fuelled the reach of these movements, effecting rapid change – as we have seen with some superannuation funds’ divestment from businesses involved in socially or environmentally damaging ventures.

“An inclusive city needs to guarantee equal rights and participation of all, including the most marginalised. Recently, the lack of opportunities for the urban poor, and greater demand for voice from the socially excluded have exacerbated incidents of social upheaval in cities.”

World Bank¹⁸

Digital transformation

Digital technology is transforming engagement and opening new channels of communication among and between communities and governments. The trust and transparency generated by access to open data and information has peaked people’s interest and grabbed headlines the world over, as have issues with the privacy of our personal information.

As a capital city government representing the interests of global and local communities, our daily engagement with myriad stakeholders is constantly evolving.



Genuine engagement builds trust and respect between government and communities

Strategic planning engagement / City of Sydney

Strengthening public trust

Ultimately, communication channels are only a tool; the means to an end. The key to building public trust and strengthening dialogue between government and communities is the existence of real opportunities for people to participate in shaping their city.

A city for all is a city where people can influence decisions. And even if they don't support the outcomes, our community members understand how difficult decisions are made and competing priorities are weighed.

In practice, engaging with our communities can be challenging, requiring constant commitment and evolution of ideas. Our population is highly mobile and more than half of our residents were born overseas. This means that the process of engagement starts with enabling people to understand national and local democratic processes and how to access information they can comprehend.

Empowering citizens

There are three key factors that help create a strong, successful city. First, such cities attract and keep talented people. Second, these cities have robust economic opportunities, which materialise when we break down socio-economic divides and create new connections between neighbours. And third, strong cities have connected and civically engaged citizens.

“Successful cities require buy-in from their citizens. When they buy in to talent, opportunity, and engagement as pillars of their city, citizens can make a difference for themselves and for their fellow community members.”

Knights Foundation, US¹⁹

Effective engagement requires constantly reaching out to the quieter voices and drawing them into the process. It also requires reaching out to children and young people who are not naturally included in democratic processes.

It means engaging people deeply in processes such as urban planning and development, to enable deeper participation and contribution, rather than seeking comments on a preconceived outcome.

In a city where people often lead busy lives and work long hours, it means opening channels of communication that are flexible, accessible and available after hours.

Genuine collaboration and empowering people to contribute to shaping their city and their lives are essential to building a city for all.

“I want to live in a city where community is fostered by community gardening; community events; responsible management of our local businesses; promotion of ethical and environmental sustainability practices, and proper consultation on local changes.”

Resident, Erskineville, Community Wellbeing Survey, 2015



The City's international student ambassadors program engages students as citizens

Sydney Town Hall / Photographer: Katherine Griffiths

What you said:

Information and education

“You need to build the capacity of people and get rid of the fear they might have in sharing their opinions.”

Sector stakeholder, public consultation, 2016

Knowledge and empowerment were emphasised as essential for engaging the community in effective and meaningful local decision-making. Many participants in the public consultation process said people engage more deeply when they understand the issues, the decision-making process and the extent of their influence, leading to better results.

There were many comments about how we could improve the availability and accessibility of information and data, to empower people to participate in decision-making. We received a loud message that to better engage and inform the community, we need to increase and diversify our channels for sharing information.

Suggestions for doing this included using emails and websites, and digital noticeboards in public areas like train stations, schools and parks. However, some participants said traditional means of communication, such as newsletters and community noticeboards, were still important.

Some participants called on the City to make our own data more available to the public. They said this would encourage businesses and community organisations to suggest their own evidence based and data-driven solutions to social issues.

It was also suggested that we offer education and training programs to improve people's understanding of decision-making processes, increasing their capacity and confidence to participate.

Participants also emphasised the importance of making information easier to access and understand, even when it was available to the public. Suggestions included providing simplified versions of Council documents and displaying local information and updates through digital noticeboards in public areas like train stations, schools and parks.

Engagement processes

Trust was identified as being fundamental to meaningful engagement. This is won with transparent decision-making and by engaging with and informing the community at all stages of the process. Participants said many people were disengaged from local decision-making because the results of the engagement process either weren't shared, or they felt it hadn't led to meaningful action. One commentator said:

“A lot of the time, consultation takes place but then nothing happens – you lose trust.”

Resident participant, public consultation, 2016

People said that telling the community the results of engagements and demonstrating how their feedback was used would build trust and prevent cynicism and disillusionment in the process.

“You need to engage marginalised people – go directly to them. Engage them in their own space. Don't make it corporate. Friendly, warm and in their space. You have to keep going back to build their trust. Make sure you follow through/respond to their suggestions.”

Sector stakeholder, public consultation, 2016



All community members should have opportunities to participate in civic life

Cook & Phillip playground consultation with children, Nov 2016 / Photographer: Katherine Griffiths

There was also a call to ensure that local decision-making represents the diversity of the community, and not just the 'squeaky wheels' whose voices can dominate or disproportionately influence the process. Participants said engagement processes should allow for a wide range of voices and address the barriers to some groups being involved. Efforts should be made to ensure that marginalised and harder-to-reach communities are heard. This could be achieved by designing engagement processes that adapt to different people's needs and circumstances, and make them feel comfortable about taking part.

Children told us it is important that their voices are heard, "because children are the future of the city." They said it's important to consult people of all ages during decision-making because this leads to more issues and perspectives being considered, ultimately leading to more representative decisions and, "making more people happy."

Technology provides innovative opportunities for engaging the community in decision-making. There were suggestions for using interactive apps and online tools for more effective engagement.

Partnerships and collaboration

A common theme that emerged throughout the consultations was the community's desire to be deeply engaged in finding solutions to social disadvantage. They emphasised the importance of collaboration to address complex social problems. Many organisations explicitly offered to help us deliver social sustainability.

The community also supported collaborative engagement approaches. It was suggested that we make greater use of deliberative democracy approaches such as the People's Summit we used for this action plan.

“Social issues such as poverty, homelessness, unemployment and worklessness are too complex for any one agency or sector to tackle alone. The social and economic costs of these issues have implications for each sector of society and are therefore, arguably, the responsibility of the community at large, with all players having a role in delivering solutions.”

Stanford Social Innovation Review, US²⁰



The City's People's Summit enabled community dialogue

Social sustainability public consultation, 2016 / Photographer: Katherine Griffiths

People's Summit recommendations

Discussions about this strategic direction were the most robust at the summit. Participants expressed strong sentiments about having a role in local decision-making, community-led solutions to local issues and the City governance.

Much of the discussion focused on the importance of informed decision-making. There was support for improving the availability and accessibility of information by making Council documents easier to understand and by using digital noticeboards, apps and visual aids.

People also emphasised the need for Council decisions to be transparent, and for citizens to understand how local government works, and how they can be involved in decision-making.

Other key themes that emerged from the summit included:

- Diversifying engagement methods and techniques, including using participatory democracy panels, surveys, mail-outs and interactive apps, and involving the community in deliberating and voting on decisions
- Improving access to our data and information
- Using technology and the internet to support a more engaged city

- Introducing civic education – in schools and in the community – to build understanding about governance and decision-making
- Increasing transparency so the community can see the information that comes through the engagement process and how it influences decisions.

Of the actions we proposed, the most popular was for an interactive app to aid more direct engagement with the community. There was also support for more frequent participatory panels to engage the community in developing our policies and strategies, and for installing digital noticeboards across the local area to share information and updates.

“I want transparent and accountable government: all policies should be examined to see whether they are for the public good and the originators of such policies declared: whose policy is it? Names and rationale please.”

Resident, Glebe, Community Wellbeing Survey, 2015

Direction 4 – Actions

Engaged city: good governance and active participation



Societies are strengthened when people have opportunities to voice their views as citizens

Chalk Your Support Refugee Week campaign at Sydney Town Hall / Photographer: Katherine Griffiths

Previously announced commitments

Community participation in decision-making

Giving people a say in decisions that affect them and their community is fundamental to a strong, democratic society and to effective local programs and services.

We are committed to providing meaningful opportunities for people to participate in our planning, service delivery and decision-making. We will expand our use of innovative participatory models to more effectively engage with our community. This will include holding a people's summit about how to make our city more socially just and resilient. The summit will bring together many randomly recruited residents. It will combine deliberative methods with interactive digital technology to coproduce a shared vision and options for strengthening Sydney's social sustainability.

Deliberative engagement models, such as citizens' juries and people's summits, are designed to enable deeper engagement with the community on important and sometimes contentious issues. They can build community knowledge and skills, and lead to more robust and transparent engagement processes. We have successfully trialled these approaches on issues such as climate change and safe city nightlife.

We have already committed to a number of actions that will create a more engaged city, including:

- Promoting digital inclusion and lifelong learning by ensuring our future digital initiatives consider digital literacy. They must also consider access to the internet, devices and software as well as relevant, quality online content
- Helping communities' access our information by providing online and print content in community languages and accessible formats
- Increasing the benefits to the community of our social programs and services by strategically realigning them with the directions for social sustainability set out in this paper
- Increasing residents' civic knowledge and skills so that they can have a greater say in shaping our city. To do this, we will introduce an action-learning education program in partnership with local schools and community groups

- Providing children and young people with more opportunities to have a voice in our decision-making through engagement models such as innovation challenges and by using digital engagement platforms
- Responding more effectively to complex social issues, such as homelessness and community safety, by using place-based collaborations with other levels of government, and the private and not-for-profit sectors.

Strengthening and expanding our current approaches

Engaging young people in decision-making

Intergenerational equity focuses on the rights of future generations to inherit the same diversity in natural, cultural, health and economic resources enjoyed by previous generations.

So, planning for a socially sustainable city should consider those with the greatest stake in its future: young people. Sydney faces many complex issues – including housing affordability, wealth and income inequality, climate change adaptation and taxation reform – that will affect future generations. Because of this, young people should be involved in decision-making and in finding solutions to these issues.

However, research shows that young Australians feel that politicians aren't interested in issues that are important to them. This has led to fewer young people participating in politics. When they do participate, however, they are often more active than older people.²¹

Young people engage deeply with specific issues or causes they care about and want to change at a local or global level. But they don't expect to do this using traditional political institutions or processes. They are digital citizens whose participation has been transformed by the internet, new media and evolving technologies that bring them together into new communities of interest. These communities give them more equitable and accessible platforms to engage in issues, build networks, blog and deliberate.

We are committed to ensuring that young people are a part of discussions about Sydney's future, so we need to understand that they are digital citizens. We recognise they are our bridge to the future and our city's greatest resources. They are the very people for whom we are planning the future today.

New responses to entrenched and emerging issues

Supporting digital inclusion: the city as a platform

Local governments' greatest assets include the wealth of knowledge and experience of residents and workers, who can contribute to solutions to social and economic problems. Rapid advances in digital technology are changing how cities engage citizens and creating new opportunities to use collaboration and co-design approaches to solve problems.

Traditional concepts of cities as geophysical spaces governed by conventional political and bureaucratic structures are also evolving as people expect to be more connected.²² Open networks, online cooperation and open data create opportunities for cities to foster economic growth, urban development, social inclusion and political participation. These resources increase opportunities for engaging people in setting policies and agendas, and for harnessing knowledge and expertise to solve problems and improve governance. In addition, they make it easier for city administrators and politicians to engage citizens in feedback loops.

Cities are opening up to citizens, providing access to data and new pathways for digital inclusion, such as through participatory crowdsourcing and interactive collaboration. Open data allows citizens and businesses to engage more deeply with their local government, inviting cross-sector collaboration and partnerships.

But while digital inclusion creates huge opportunities for city governance and decision-making, it also means that traditional top-down political and governance structures and processes are being disrupted, requiring adaptation. Cities need to develop new infrastructure and policies that enable digital inclusion.

We are committed to using digital technology to transform our organisational capacity and engagement with stakeholders, and to improve service delivery to the community.

Co-designing community solutions

We are responsible for ensuring all views in the community are heard and for increasing people's ability to engage in future design processes. By using co-design methods, we can include the community at the concept design stage of projects.

When designing or renewing parks and community facilities, we plan to use tools for creativity and communication to engage with community members. We will do so throughout the development process – from concept to completion. Partnering with users ensures they are involved in generating ideas and developing concepts for projects where the goal is to make sure they are best served.

The results of these methods differ significantly from the results of interviews, surveys or observations. They move beyond 'asking' to meaningful participation and the creation of shared value. Co-design also cuts across barriers, leading to a shared language. It moves away from an 'us' and 'them' approach, making it appealing to diverse sectors of the community.

The City is committed to empowering communities to develop the solutions to their own identified issues through creative co-design models.

Encouraging 'impact volunteering': citizen partners

Citizen engagement is a critical foundation of democracy and public life. Citizens who are involved in their community and engaged in public issues are more satisfied. By working with others, including governments and businesses, they are also helping to build strong and healthy communities.

Cities around the world are realising the potential of 'impact volunteering' for engaging their community in local issues, and building social capital and cohesion.

Unlike traditional models of volunteering, where individuals contribute their time and efforts to a single project, impact volunteering enables people to engage more deeply with their community. It is a participatory process in which citizens partner with public officials to develop a shared vision, set long and short term goals, and work together to achieve community-level outcomes. We plan to foster impact volunteering to further these goals.

The impact volunteering model is characterised by three elements:

- **Deliberation:** citizens communicate between themselves about issues of shared concern to enhance their understanding, negotiate different values and positions, and to build a consensus on action
- **Collaboration:** citizens cooperate across different sectors, and with government and civic leaders
- **Connection:** citizens forge ties and bonds of loyalty, trust and hope, contributing to stronger communities.

Other positive aspects of impact volunteering include:

- Gaining new skills and social networks
- Embedding a culture of trust and collaboration
- Empowering people to demand and expect transparent, effective and responsive governance, which fosters greater civic participation.

Direction 4 | Engaged City – active participation and good governance

Outcomes	Objectives / Actions	Direct Action	Collaboration	Advocacy
Transparent, accountable governance				
	Increase open access to City data			
4.1	Increase the availability of Council data to enable government and non-government organisations and communities to identify, analyse respond to local social issues.	X	X	
	Deliver Council information in a range of accessible formats			
4.2	Provide information in a range of languages and formats widely accessible and appealing to diverse audiences, including online and through the public domain, such as information on how communities can participate in and influence Council decisions.	X		
Balanced and inclusive local decision making				
	Increase the use of deliberative and participatory engagement models			
4.3	Facilitate broad community participation in City decision-making through participatory engagement models, including deliberative democracy models for deep engagement to inform decisions about projects, programs and services.	X	X	
	Proactively engage with under-represented sectors of the community			
4.4	Enable increased participation in decision-making among diverse sectors of the community who are under-represented, through proactively reducing barriers to their participation and undertaking outreach engagement activities.	X	X	
	Engage diverse communities in broad conversations about Sydney's future			
4.5	Engage diverse communities in broad conversations about significant global, national and city issues affecting their lives to inform the development of strategic policies, plans and programs by the City and other organisations.	X	X	X
Civic knowledge and skills				
	Empower communities to have a say on issues that affect them			
4.6	Proactively enable and support community members to have a say and influence Council decisions, including through education and training provided through community centres.	X	X	
	Strengthen young people's civic awareness			
4.7	Collaborate with organisations in the youth and education sectors to raise young people's awareness and understanding of civic processes and engagement opportunities.	X	X	

Outcomes	Objectives / Actions	Direct Action	Collaboration	Advocacy
Public participation in civic life				
	Enable broad community participation in the civic life of the city			
4.8	Deliver civic engagement activities in ways that enable greater and broader participation among community members, including through activities in the public domain, in community centres, and out of business hours.	X	X	
	Increase civic participation among diverse sectors of the community			
4.9	Collaborate with government and non-government organisations to identify and address barriers that prevent diverse sectors of the community from participating in civic life, including people from culturally and linguistically diverse backgrounds.	X	X	X
Collaboration and partnerships				
	Co-design social programs and initiatives with communities			
4.10	Utilise co-design models to engage with communities in the development and delivery of social projects, programs and initiatives that address identified local social issues.		X	X
	Strengthen collective responses to complex local social issues			
4.11	Collaborate with government and non-government organisations through interagency forums, partnership initiatives and collaborative pilot projects - as a lead or partner organisation - to develop, deliver and evaluate effective collective responses to priority local social issues.		X	X
	Collaborate on community resilience agenda across metropolitan Sydney			
4.12	Collaborate with government and non-government organisations on community resilience-building initiatives across the Sydney metropolitan area through the Resilient Sydney Strategy - both as a project lead and partner organisation.		X	X

Evaluation Framework

Key objectives	Key performance measures (City activities and impacts)	Population level measures (Community Wellbeing Indicators)
Inclusive city		
Inclusive growth and opportunities		
Lead by example as an employer committed to social justice and inclusion	<ul style="list-style-type: none"> #/% City employees recruited from target sectors of the community Gender pay gap at the City (% difference in pay among males/females) # targeted social justice and inclusion initiatives delivered 	Resident employment and education – <i>Community Wellbeing Indicators</i> NSW and national gender pay gap – gender pay gap statistics – <i>Australian Workplace Gender Equality Agency</i>
Collaborate with businesses to deliver positive local social impacts	<ul style="list-style-type: none"> # and type of local social impact initiatives in which the City collaborated % City-supported business social impact initiatives that achieved identified outcomes 	#/% of businesses delivering social impact/corporate social responsibility agenda, programs and initiatives in the local area (<i>proposed data development project</i>)
Foster the growth of the local social enterprise sector	<ul style="list-style-type: none"> # and type of social enterprise sector initiatives supported by the City \$ value of City investment in the social enterprise sector (eg grants and sponsorships) 	<ul style="list-style-type: none"> # and type of social enterprises operating in the local area \$ economic output of that sector # people employed in that sector (<i>proposed data development project</i>)
Prevent homelessness and reduce rough sleeping	# homeless people housed or prevented from becoming homeless through City-funded and supported services and collaborative initiatives	<ul style="list-style-type: none"> # of rough sleepers in City LGA – <i>City Homelessness Street Count</i> Causes and impacts of rough sleeping – <i>Inner Sydney Registry Week Survey</i> # people on NSW social housing waiting list (Sydney District) – <i>NSW Government</i>
Diverse housing types and tenures		
Increase supply of subsidised social, affordable rental and supported housing	<ul style="list-style-type: none"> # social, affordable and supported housing initiatives supported/ promoted by the City \$ value of City investment in social, affordable rental and supported housing initiatives # City-supported social, affordable rental and supported housing dwellings initiated and completed 	Housing affordability – <i>Community Wellbeing Indicators</i> # social and affordable housing units in LGA and % of total housing supply Mix of dwelling types and sizes in the local housing market Property development activity – <i>Community Wellbeing Indicators</i>
Increase supply of diverse housing types and tenures to meet the needs of a diverse community	<ul style="list-style-type: none"> #/% one, two and three bedroom units delivered through the City's planning framework # innovative and diverse housing schemes/units enabled by the City (initiated and completed) 	<ul style="list-style-type: none"> #/% of housing types and tenures, including the amount of aged care housing in the local area – <i>Housing Audit (including DA) data</i> # cooperative housing schemes in the local government area # supported housing schemes in the local area for people who are homeless or at risk

Social Sustainability Policy & Action Plan

Key objectives	Key performance measures (City activities and impacts)	Population level measures (Community Wellbeing Indicators)
Increase supply of housing that is universally designed for people of all ages and abilities	#/% housing supply delivered through City's planning framework that meets Liveable Housing Design Guideline Silver, Gold and Platinum standards	% housing in the local area that delivers Liveable Housing Design Silver, Gold and Platinum standards
Affordable services, programs and facilities		
Provide affordable access to City community facilities, programs and services for people on all incomes	#/% attendees at City facilities accessing concession rates #/% fee waivers or discounted fees/charges granted for City venue hire	Leisure and recreation opportunities to participate – <i>Community Wellbeing Indicators</i> People experiencing financial hardship – <i>Community Wellbeing Indicators</i>
Improve low income earners' access to creative and cultural programs and events	#/% City-delivered or supported free cultural and creative events/initiatives #/% City-delivered or funded ticketed events/initiatives, for which low cost or free tickets are available	Arts and Cultural Engagement: opportunities to participate/active engagement/attendance – <i>Community Wellbeing Indicators</i> People experiencing financial hardship – <i>Community Wellbeing Indicators</i> Financial barriers to participation (<i>proposed data development project</i>)
Strong, empowered communities		
Enable community-led solutions to local social issues	# community-led initiatives to address social wellbeing and inclusion supported by the City (including through grants and sponsorships)	Community engagement: opportunities to have a say – <i>Community Wellbeing Indicators</i> Community engagement: decision-making involvement – <i>Community Wellbeing Indicators</i>
Promote volunteering among local community members	# volunteers participating in City programs, services and initiatives	Volunteering: volunteering rates among residents – <i>Community Wellbeing Indicators</i>
Improve community wellbeing and health equity	# health and wellbeing initiatives delivered by the City in collaboration with other agencies % participants reporting improved wellbeing	Subjective wellbeing: health outcomes – psychological distress; health risk factors – <i>Community Wellbeing Indicators</i>
Reduce food insecurity	# City-delivered and supported programs/initiatives that respond to food insecurity # participants and % participants reporting benefits	Nutrition and exercise – fruit and vegetables in diet – <i>Community Wellbeing Indicators</i> People experiencing financial hardship – <i>Community Wellbeing Indicators</i> Subjective wellbeing: health outcomes: psychological distress; health risk factors – <i>Community Wellbeing Indicators</i>
Increase digital literacy and inclusion	# participants in City digital literacy programs % participants in City digital literacy programs who report improved skills and confidence % City libraries that provide free access to computers/ WiFi	Education services: proportion of households with internet access at home – <i>Community Wellbeing Indicators</i> Level of digital inclusion in Australia – <i>Australian Digital Inclusion Index</i>

Key objectives	Key performance measures (City activities and impacts)	Population level measures (Community Wellbeing Indicators)
Resilience and adaptive capacity		
Support communities to adapt to the impacts of climate change	<p># City-delivered and supported initiatives targeted at building community resilience and adaptive capacity in relation to climate change</p> <p># City-delivered and supported initiatives targeted at reducing the impacts of climate change on vulnerable communities</p>	<p>Environment indicators – <i>Community Wellbeing Indicators (unpublished)</i></p> <p># identified vulnerable people/communities (<i>proposed data development project</i>)</p>
Connected city		
Supportive social networks and trust		
Increase social connectedness among diverse communities	<p># participants in City-delivered and supported programs/initiatives targeted at strengthening social connectedness</p> <p>#/% participants in City-delivered and supported programs/initiatives reporting improved social connectedness</p>	<p>Community connectedness: feeling part of the community; sense of belonging trust – <i>Community Wellbeing Indicators</i></p> <p>Social support – help from neighbours: <i>Community Wellbeing Indicators</i></p> <p><i>Scanlon-Monash Index of Social Cohesion</i></p>
Strengthen social networks in urban renewal areas	<p># participants in City-delivered and supported programs/initiatives targeted at strengthening social connectedness</p> <p>#/% participants in City-delivered and supported programs/initiatives that report improved social connectedness</p>	<p>Community connectedness: feeling part of the community; trust – <i>Community Wellbeing Indicators</i></p> <p>Community cohesion and trust – <i>Green Square, Ashmore and surrounds Community Survey</i></p>
Sense of belonging and connection to place		
Foster place-based connections among diverse communities	<p># City-delivered and supported programs/initiatives that promote connection to place and community</p> <p>#/% participants in these City-delivered and supported programs/initiatives reporting increased connection to place and community</p>	<p>Community connectedness: feeling part of the community; trust – <i>Community Wellbeing Indicators</i></p> <p>Appreciation of diversity – <i>Community Wellbeing Indicators</i></p> <p>Attendance at Aboriginal and Torres Strait Islander arts and cultural activities – <i>Community Wellbeing Indicators</i></p> <p>Attitudes towards social diversity and cohesion – <i>Scanlon-Monash Index of Social Cohesion</i></p>
Embed participatory placemaking approaches to urban renewal	<p># participants in City-delivered and supported placemaking initiatives delivered through City-led urban renewal precincts</p> <p>#/% people living and working in City-led urban renewal precincts reporting increased connection to place and community</p>	<p>Community connectedness: feeling part of the community – <i>Community Wellbeing Indicators</i></p> <p>Sense of belonging and connection to place – <i>Green Square, Ashmore & surrounds Community Survey</i></p>
Harmony and social cohesion		
Strengthen social cohesion among culturally diverse communities	<p>#/% participants in City-delivered and supported programs/initiatives reporting increased social connectedness to people from diverse cultural backgrounds</p>	<p>Appreciation of diversity – <i>Community Wellbeing Indicators</i></p> <p>Attitudes towards social diversity and cohesion – <i>Scanlon-Monash Index of Social Cohesion</i></p>

Social Sustainability Policy & Action Plan

Key objectives	Key performance measures (City activities and impacts)	Population level measures (Community Wellbeing Indicators)
Improve social harmony in high density neighbourhoods	<ul style="list-style-type: none"> # programs/initiatives targeted at improving social cohesion in high density neighbourhoods #/% participants in City-delivered and supported programs/initiatives reporting increased social connectedness to people in their neighbourhood 	<ul style="list-style-type: none"> Community connectedness – <i>Community Wellbeing Indicators</i> Social connectedness and sense of belonging – <i>Green Square, Ashmore and surrounds Community Survey</i>
Vibrant creative life		
Deliver place-based cultural and creative initiatives that enhance local neighbourhoods	# City-delivered and supported cultural and creative events/initiatives in local neighbourhoods	<ul style="list-style-type: none"> Arts and culture perceptions: overall satisfaction – <i>Community Wellbeing Indicators</i> Creative expression in the public domain – <i>Community Wellbeing Indicators</i>
Increase community participation in the design and delivery of creative projects	#/% City cultural and creative projects/initiatives that involve communities in their design and delivery	<ul style="list-style-type: none"> Arts and cultural engagement: opportunities to participate – <i>Community Wellbeing Indicators</i> Arts and cultural engagement: active engagement – <i>Community Wellbeing Indicators</i> Arts and cultural engagement: attendance – <i>Community Wellbeing Indicators</i>
Liveable city		
People focused urban design and planning		
Enhance personal amenity in the public domain for people of all ages and abilities	<ul style="list-style-type: none"> # public domain amenity improvements \$ City investment in improvements 	<ul style="list-style-type: none"> Subjective wellbeing – <i>Community Wellbeing Indicators</i> Sustainable environment: open space – <i>Community Wellbeing Indicators</i>
Renew social infrastructure to meet changing community needs and aspirations	<ul style="list-style-type: none"> \$ City investment in new and renewed community facilities # renewed community facilities % increase in resident satisfaction with community facilities 	<ul style="list-style-type: none"> Health risk factors: nutrition and exercise – <i>Community Wellbeing Indicators</i> Leisure and recreation: opportunities to participate – <i>Community Wellbeing Indicators</i> Leisure and recreation: access to sports and recreational facilities – <i>Community Wellbeing Indicators</i>
Improve the provision of shared spaces through the development and the public domain	<ul style="list-style-type: none"> # amount of new shared public space (sq.m/Ha) delivered in the local area (public) # amount of new shared indoor and outdoor spaces for residents in new developments (private) \$ City investment in new public/open space 	<ul style="list-style-type: none"> Health risk factors: nutrition and exercise – <i>Community Wellbeing Indicators</i> Leisure and recreation: opportunities to participate – <i>Community Wellbeing Indicators</i> Subjective wellbeing and self-reported health – <i>Community Wellbeing Indicators</i> Access to shared spaces – <i>Green Square, Ashmore and surrounds Community Survey</i>

Key objectives	Key performance measures (City activities and impacts)	Population level measures (Community Wellbeing Indicators)
Accessible places and spaces		
Improve the inclusiveness and accessibility of the public domain	% footpaths throughout the City's Liveable Green Network with kerb ramps #/% signalised pedestrian crossings in the local that are in braille and raised letter signs (tactile sign network) # City-supported events/activities in the public domain open to diverse communities	Leisure and recreation: opportunities to participate – <i>Community Wellbeing Indicators</i> Leisure and recreation: access to parks and open space – <i>Community Wellbeing Indicators</i> Leisure and recreation: access to sports and recreational facilities – <i>Community Wellbeing Indicators</i>
Quality natural environment and climate		
Improve local environmental conditions to support health and wellbeing	% local area covered by urban tree canopy # (sq.m)/\$ new or upgraded public domain landscaping in the local area	Sustainable environment: urban ecology (vegetation cover, vegetation communities, community gardens) – <i>Community Wellbeing Indicators</i>
Healthy active living		
Enhance walking and cycling infrastructure to support active lifestyles	# (km) cycling infrastructure throughout the LGA (cycleways/shared paths) \$ investment in footpath upgrades, new pedestrian crossings and additional footpaths # people participating in City cycling programs/courses #/% participants in City-delivered and supported walking/cycling programs who reported healthy active lifestyle benefits	Health risk factors: nutrition and exercise – <i>Community Wellbeing Indicators</i> Leisure and recreation: opportunities to participate – <i>Community Wellbeing Indicators</i> Subjective wellbeing and self-reported health – <i>Community Wellbeing Indicators</i>
Deliver inclusive sport recreation, health and wellbeing programs through community facilities	#/\$ investment in City-delivered and supported sport and recreation and health and wellbeing programs % participants in City-delivered and supported programs reporting health and wellbeing benefits	Leisure and recreation: opportunities to participate – <i>Community Wellbeing Indicators</i>
Safe and secure communities		
Improve community safety in the public domain through diverse space activation	# community safety programs/initiatives delivered through the public domain #/% participants reporting improved social connectedness and perceived safety outcomes	Personal safety – <i>Community Wellbeing Indicators</i> Sydney local area crime statistics – <i>Crime and Safety Survey, NSW Bureau of Crime Statistics and Research (BOCSAR)</i> <i>City of Sydney Perceptions of Safety survey of residents</i>

Social Sustainability Policy & Action Plan

Key objectives	Key performance measures (City activities and impacts)	Population level measures (Community Wellbeing Indicators)
Engaged city		
Transparent, accountable governance		
Deliver Council information in a range of accessible formats	% City documents produced in accessible formats % City documents produced in community languages	Community engagement: decision making involvement – <i>Community Wellbeing Indicators</i>
Balanced and inclusive local decision making		
Increase the use of deliberative and participatory engagement models Proactively engage with under-represented sectors of the community	# types of engagement channels used during public consultation on key City policies/strategies/ initiatives – including deliberative and participatory models % City <i>Customer Satisfaction Survey</i> respondents reporting satisfaction with the City’s community engagement activities	Community engagement: opportunity to have a say – <i>Community Wellbeing Indicators</i> Community engagement: decision making involvement – <i>Community Wellbeing Indicators</i> Satisfaction with democracy – <i>Community Wellbeing Indicators</i>
Civic knowledge and skills		
Empower communities to have a say on issues that affect them	# people participating in City-delivered and supported civic education programs, including through schools, libraries and community centres % participants in civic education programs reporting increased knowledge, skills and confidence	Community engagement: opportunity to have a say – <i>Community Wellbeing Indicators</i> Voter engagement and turnout – <i>Community Wellbeing Indicators</i>
Public participation in civic life		
Increase civic participation among diverse sectors of the community	# opportunities available to the community to have a say in Council decision-making (<i>Customer Satisfaction Survey</i>) # people reached through SydneyYourSay online consultations #/% public consultations on key City policies/strategies/ initiatives that include outreach activities with target sectors of the community % new City policies/strategies/ initiatives for which consultation was undertaken with City Advisory Panels (Inclusion Panel; Aboriginal & Torres Strait Islander Panel) and local interagency groups (eg homelessness and multicultural/ culturally diverse groups)	Community engagement: opportunity to have a say – <i>Community Wellbeing Indicators</i> Community engagement: decision making involvement – <i>Community Wellbeing Indicators</i> Voter engagement and turnout – <i>Community Wellbeing Indicators</i>
Collaboration and partnerships		
Strengthen collective responses to complex local social issues	# formal partnerships/strategic initiatives with government and non-government organisations in which the City participated in response to complex local social issues #/% community initiatives supported by the City (eg through grants and sponsorships) that involve collaborative approaches – and % reporting benefits of collaboration in delivering social benefits	Subjective wellbeing and self-reported health – <i>Community Wellbeing Indicators</i> Health outcomes: psychological distress – <i>Community Wellbeing Indicators</i> Health risk factors: <i>Community Wellbeing Indicators</i> # of people who are sleeping rough – <i>Homelessness Street Count</i> Other data on complex issues as available

07 Glossary of Terms

Access/accessibility (relating to disability inclusion):

The absence of physical or social / attitudinal barriers that may restrict people with disability from fully participating in society.

Bystander approach: An approach to building shared individual and community responsibility for responding to and preventing violence by encouraging people not directly involved in violence – as a victim or perpetrator – to take action; recognised for its potential to foster positive social change.

Climate justice: A term used to frame climate change as an ethical and political issue as well as an environmental one. By linking human rights and development it seeks to protect vulnerable people from the impacts of climate change and share the impacts equitably.

Co-design ('participatory design'): A collaborative creative process that engages consumers and users of products and services in designing products, services or processes, with the goal of ensuring that these stakeholders' needs are well met.

Collective impact: A structured approach to tackling complex or large scale social problems, which brings together a range of cross-sector stakeholders to work on common goals that will deliver significant and lasting social change.

Community housing ('affordable rental housing'): Rental housing delivered and managed primarily by community housing providers for lower income earners, including key workers essential to a city's economic sustainability and social diversity. Rent is typically capped at less than 30% of a lower income household's income or 20% below market rent.

Community wellbeing indicators: A broad suite of factors recognised as contributing to social progress that are statistically monitored as a means of tracking change in a community over time and benchmarking against other communities. Attributable to individuals or communities, these typically encompass a wide range of metrics including employment and employment prospects, education, perceived job security, financial security, access to housing and social services, physical and mental health, perceived safety, sense of belonging, social inclusion, connectedness and trust.

Corporate social responsibility (CSR): The responsibility of an organisation for the impacts of its decisions and activities on society and the environment, in the interests of operating ethically and contributing to sustainable development.

Digital inclusion: An approach to digital technology based on social inclusion and sharing the benefits of technology equitably, starting with recognition that not all people have access to technology and that digital disadvantage is typically linked to other forms of social and economic disadvantage.

Gender diversity: A term primarily used to refer to how males and females are represented in a relevant setting; it may also refer to those who fall into non-binary categories of gender, including people who are transgender and intersex.

Health equity: The concept that all people should have equitable access to opportunities to attain their full health potential.

Health Impact Assessment (HIA): A means of assessing the health impacts of policies, plans and projects in diverse economic sectors using quantitative, qualitative and participatory techniques.

Human capital: The knowledge, skills and attributes an individual or community possesses and regards as a resource or asset, encompassing education, training, health and creativity, along with other attributes linked to productivity.

Human rights: Moral principles that recognise the inherent value of each human being and the rights to which they are equitably and universally entitled, regardless of their nation, language, gender, age, religion, ethnicity or any other status. They inform standards of behaviour based on principles of dignity, equality and mutual respect that are shared across cultures and widely protected through law. Respect for human rights is recognised as foundational to a strong, inclusive society.

Impact investing: A growing field of investment that intentionally generates positive social or environmental impacts along with financial returns.

Inclusive economic growth: Growth that delivers opportunities for all members of society and distributes the benefits of growth equitably.

LGBTI: An inclusive acronym encompassing minority sexual and gender identities and biological characteristics: lesbian, gay, bisexual, transgender, intersex.

Open Data: Research data that is freely available on the internet, permitting any user to download, copy, analyse, and in other ways use without facing financial, legal or technical barriers.

Placemaking: A multifaceted approach to the planning, design, development and management of places that involves communities collaboratively and takes account of social and cultural as well as physical characteristics. It aims to harness a local community's assets and aspirations to create places that sustain wellbeing.

Resilience: The capacity of individuals, communities, institutions, businesses and systems within a city to survive, adapt, grow and thrive no matter what kinds of chronic stresses and acute shocks they experience.

Social capital: The networks, connections and relationships in a society that enable its members to trust each other and work together. High levels of social capital are characteristic of a well-functioning, socially sustainable society.

Social cohesion: A core feature of an inclusive, socially sustainable society indicated by positive relationships and strong bonds among its members, measured through levels of generalised trust, reciprocity and sense of belonging.

Social determinants of health: The conditions in which people are born, grow, work, live and age, and the wider set of forces and systems shaping the conditions of daily life that impact health and wellbeing.

Social enterprise: A business created to further a social purpose in a financially sustainable way. Social enterprises – whether for profit or not-for-profit organisations – apply business principles and practices to deliver positive social impacts.

Social housing: Rental housing provided for low income earners and people experiencing disadvantage, owned and managed by government and not-for-profit organisations.

Social impact: The net effect of an activity on a community and the wellbeing of its members.

Social Impact Assessment (SIA): The processes of analysing, monitoring and managing the intended and unintended social consequences, both positive and negative, of planned interventions (policies, programs, plans and projects) and any social change processes affected by those interventions.

Social infrastructure ('community infrastructure'): Infrastructure assets that deliver social services and other community uses, including schools, hospitals, child care centres, libraries and sport and recreation facilities. The term can also be used to broadly encompass the networks of facilities, places, spaces, programs, projects and services that sustain a communities' quality of life and wellbeing.

Social integration: The integration of minority groups, such as cultural minorities, into mainstream society. An inclusionary (not a forced) process based on mutual respect for human rights and shared goals for a cohesive, socially just, and resilient society.

Social justice: A framework for assuring the protection of equal access for all to human rights and freedoms and for meeting the needs of the most disadvantaged members of society. It may be understood as a form of 'social contract' whereby members of society have certain rights and are expected to abide by shared social responsibilities.

Social sustainability: A core aspect of sustainability (along with environmental, economic and governance aspects) that encompasses the social conditions of life and societies' potential to meet the needs of current generations without compromising those of future generations.

A socially sustainable city or society is one that sustains individual and community wellbeing and resilience (see definitions), providing people with equitable opportunities to thrive. It describes a range of factors that impact wellbeing, quality of life and people's ability to realise their potential, including universal and equitable access to quality housing, education and employment opportunities, health services and other social infrastructure, human rights and good governance, opportunities for civic participation, levels of social inclusion and connectedness, trust and sense of belonging. The term may also be used to describe intentional, people-centred processes or approaches to sustaining a flourishing society through physical or social (community) development.

Tactical urbanism: A term used to describe a collection of temporary, typically low cost, scalable projects/ interventions in urban neighbourhoods that are designed to improve quality of life, inspire creativity and potentially catalyse longer term change.

Target sectors of the community ('target groups'): Refers to members of society who may face barriers to full social and economic participation. This may include people with disability, people from culturally and linguistically diverse backgrounds, refugees and asylum seekers, Aboriginal and Torres Strait Islander people, the young, the old, LGBTI communities, and people experiencing homelessness.

Universal Design: The design of an environment that is useable by all, regardless of age or ability. Universal design focuses on ease of access and safe mobility. In terms of housing, it refers to homes that meet the changing needs of occupants over their lifetime and that enhance quality of life through safer, user-friendly design features.

Wellbeing: A positive state of being for individuals or communities, taking account of a range of social, environmental, economic and psychological or perception-based factors that impact quality of life, social progress and resilience. Wellbeing may be measured through 'community wellbeing indicators' (see definition above) – a broad suite of factors typically including financial security, employment and education, health, social connectedness, perceptions of safety and belonging, and perceptions of access to opportunities to prosper and flourish.

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“Community resilience building is a long term process that begins in the community and is born out of the strength of the networks, relationships and assets within it.”

The Rank Foundation and Winston Churchill Memorial Trust, UK

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