

City for All Social Sustainability Policy and Action Plan - Adoption Post Exhibition

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Summary

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

The plan has been developed through engagement with the community and sector stakeholders, involving more than 2,400 people. It culminated in a 'people's summit' - a gathering of 200 randomly-recruited community representatives who were brought together to collectively determine the priorities for this plan. It directly reflects the community's priorities for social progress over the next decade.

On 16 April 2018, Council endorsed the Action Plan, and resolved for the integrated Policy and Action Plan to be placed on public exhibition for a period of four weeks (23 April to 25 May 2018). This presented a final opportunity for feedback from all.

The consultation included online engagement, printed materials and dissemination of public notices, media releases, media interviews and face-to-face opportunities at Redfern Community Centre. During this time the Inclusion (Disability) Panel was briefed and a one-on-one meeting was held with the Chair of the Inclusion (Disability) Panel. Letters and e-letters from the CEO were sent to the Inclusion (Disability) Advisory Panel, Aboriginal and Torres Strait Islander Advisory Panel, and key stakeholders. A social media campaign ran from 23 April to 4 May 2018 and attracted strong interest.

Members of the public were also able to comment through Sydney Your Say with the page attracting strong interest from the community during the public exhibition period. An engagement report is available at Attachment C.

As a result, the City received 17 submissions, reinforcing the positive support from key stakeholders for the plan. The consultation identified strong support for the approach taken to develop the plan, its directions and associated actions. In addition, many organisations welcomed the opportunity to collaborate with the City on delivery of the action plan.

Following analysis of the public exhibition consultation, all direct comments about the action plan were addressed and minor amendments to the draft action plan were incorporated.

The key findings of the consultation was strong support for the approach taken to develop the plan, its directions and associated actions.

A full summary and analysis of the submissions is available at Attachment B.

Adoption of this social sustainability action plan will complete the suite of four 'pillar' strategies that deliver on the integrated sustainability agenda set out in Sustainable Sydney 2030. It complements the Economic Development Strategy, Environmental Strategy and Action Plan, and Cultural Policy and Action Plan.

Recommendation

It is resolved that:

- (A) Council note the results and responses to the public exhibition of the Social Sustainability Policy and Action Plan, as shown at Attachment B to the subject report:
- (B) Council adopt the A City for All - Social Sustainability Policy and Action Plan 2018-2028, as shown at Attachment A to the subject report; and
- (C) authority be delegated to the Chief Executive Officer to correct any minor editorial amendments to the Social Sustainability Policy and Action Plan.

Attachments

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

Attachment B. Public Exhibition (2018) - Summary of Submissions - Social Sustainability Policy and Action Plan

Attachment C. Public Exhibition (2018) - Engagement Report - Social Sustainability Policy and Action Plan

Background

1. A City for All – the 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 over the next decade.
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 opportunities to realise their potential.
4. Strategies for strengthening community wellbeing involve actions 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 strong 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. It includes areas within Council's control, influence and concern.
6. The plan sets out targeted suites of actions across four strategic directions to deliver an inclusive, connected, liveable and engaged city. The primary agenda of A City for All is to enable inclusive economic growth, improve quality of life for all and enable all people to benefit from growth in ways that enable them to thrive in this city.
7. Focus areas include:
 - collaborating with businesses to deliver local social benefits;
 - supporting the growth of the social enterprise sector;
 - delivering affordable rental housing units 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 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 people with disability; and
 - delivering targeted strategies to reduce homelessness, poverty and food insecurity.

8. 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.
9. 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.
10. The City is also committed to deliver on and affirm the United Nation's 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.
11. The Social Sustainability Policy and Action Plan completes the suite of four 'pillar' strategies that deliver the City's quadruple bottom line sustainability agenda outlined in Sustainable Sydney 2030. It sits alongside the Economic Development Strategy, Environmental Strategy and Action Plan, and Cultural Policy and Action Plan.
12. This plan is a collective plan for action to be delivered with other levels of government, the business and not-for-profit sector and 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 benefit economic growth and productivity.
13. The impacts and outcomes of this plan will be measured and reported on through the evaluation framework set out in the document. This results-based accountability framework is linked with the City's Community Wellbeing Indicators, which track social progress at a broader population level.

Public Consultation

14. This integrated policy and action plan 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.
15. More than 2,400 people were engaged through that process, including community members and stakeholders from across the government, not-for-profit and private sectors. It culminated in a 'people's summit' - a gathering of 200 randomly-recruited community representatives who were brought together to collectively determine the priorities for this plan.
16. The work was strongly endorsed through the public engagement process, including the four strategic directions and actions proposed in the discussion paper, which have become the basis for this action plan.
17. A comprehensive report on the outcomes of the public consultation process accompanied the final Policy for adoption.
18. Following Council endorsement, the ten year action plan was subject to a public exhibition period from 23 April 2018 to 25 May 2018.

19. A strategic approach to public exhibition ensured that a range of approaches and activities were utilised to invite feedback from stakeholders. The consultation included online engagement, printed materials and dissemination of public notices, media releases, media interviews and events.
20. During the public exhibition period, key sector partners and community members who had been engaged on the development of the policy and action plan were given a further opportunity to comment. Additionally, the wider community and sector stakeholders were engaged through various channels, including online engagement and social media activities.
21. Letters and e-letters from the CEO were sent to stakeholders on 23 April 2018, inviting participation in the consultation as follows:
 - (a) Key stakeholders – 273 recipients;
 - (b) Inclusion (Disability) Advisory Panel – 10 recipients;
 - (c) Aboriginal and Torres Strait Islander Panel – 14 recipients; and
 - (d) People’s Summit – 164 recipients.
22. Briefings and events were used to promote the consultation as follows:
 - (a) 18 April 2018 – Briefing of the Inclusion (Disability) Advisory Panel;
 - (b) 8 May and 15 May 2018 – Presentation to community members at Redfern Community Centre;
 - (c) 17 May 2018 - Meeting with Mark Tonga, Chair of the Inclusion (Disability) Advisory Panel; and
 - (d) 28 May 2018 – Interview on Koori Radio.
23. The Inclusion (Disability) Panel advised they supported the policy and action plan and were pleased to see the City had considered and included their previous advice and that the draft had been made available in a range of accessible formats. The Chair congratulated the City on developing a plan which focussed on the future, harnessing opportunities around inclusion and equity and went beyond improving the public domain. The Panel welcomed the City’s commitment to inclusive and accessible adaptable housing, a continued focus on mental health and wellbeing programming within community centres, a focus on accessible public domain and ensuring opportunities to 'have a say' are accessible to all. The panel were keen to understand how the City would ensure progress on actions and report outcomes achieved. City staff advised that a social outcomes report would be produced and made public every two years to demonstrate progress against the plan and that progress on more specific actions and outcomes will be measured in related plans such as the Inclusion (Disability) Action Plan. The panel requested the City ensure mental health peak bodies and organisations be engaged during the public exhibition period and that consideration be given to providing more images of people with disability throughout the action plan. The City ensured mental health peak bodies and organisations were engaged during the consultation process including the NSW Mental Health Commission. The policy and action plan were reviewed to ensure images of people with disability were reflective of our community.

24. The consultation was promoted via a social media campaign which ran from 23 April to 4 May. The campaign attracted strong interest from the community with results as follows:
 - (a) 111,454 total reach (people);
 - (b) 259,168 total impressions (how many people saw our ads);
 - (c) 2,443 total link clicks from Facebook to Sydney Your Say; and
 - (d) 369 total social actions (likes, comments and shares).
25. A project page on Sydney Your Say was set up which included an electronic copy of the plan and a link to other key information about the consultation. It received a high level of interest and a significant number of people engaged over the consultation period, as follows:
 - (a) 3,200 visits by unique subscribers; and
 - (b) 818 downloads of the action plan.
26. The Sydney Your Say page received 17 submissions. Overall feedback received during the exhibition period was positive and demonstrated strong endorsement for the plan, its directions and actions. Responses were received from various stakeholders including:
 - (a) local government –The Southern Sydney Regional Organisations of Councils and Canterbury Bankstown Council;
 - (b) support services and agencies – Physical Disability Council of NSW and Australian Design Centre;
 - (c) industry organisations – Green Building Council of Australia and Home for Homes; and
 - (d) individual community members.
27. Feedback obtained during the public exhibition period has informed finalisation of the action plan, which is now being presented to Council for adoption.
28. In response to feedback received from the Greater Sydney Commission, a paragraph has been included highlighting the alignment of the plan with the Commission's, 'A Metropolis of Three Cities - The Greater Sydney Region Plan'.
29. In response to comments from the Physical Disability Council of New South Wales, two amendments have been made. Action 1.11 has been amended to include the promotion of free and affordable creative and cultural programs and events in a range of accessible formats and Action 1.17 has been amended to include improving digital literacy and inclusion for people with disability.

Key Implications

Strategic Alignment - Sustainable Sydney 2030 Vision

30. 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: 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 participate in and contribute to our society and economy.
 - (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 great 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 is another key action area that directly benefits the city’s social and economic 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 – development that is appropriate, sustainable and that is harnessed to deliver public benefit, such as 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: a principle of shared responsibility underpins this action 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 strong 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

31. The Social Sustainability Policy and Action Plan sets out a holistic agenda for collaborative action by the City with its community and sector stakeholder partners over the next decade. As such, it captures business as usual activities across the organisation aligned with this agenda, as well as new activities and targeted initiatives planned for the next decade.
32. Business as usual activities include the delivery of community facilities, community safety initiatives, homelessness services, public domain improvements, city greening initiatives, community engagement campaigns, 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.
33. 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.
34. 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

35. 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.
36. The resulting document – this Social Sustainability Action Plan – reflects the priorities determined through the ‘people’s summit’ of community representatives held at the culmination of the public engagement process.
37. Successful delivery of this plan will rely on effective collaboration and advocacy with other levels of government, the business sector, not-for-profit sector and 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

38. 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 arising to realise their potential.
39. Strengthening individual and community wellbeing and resilience is the essence of social sustainability. This plan sets an agenda for improving wellbeing encompassing actions across four strategic directions for an inclusive, connected, liveable and engaged city.
40. 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 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 one's social networks.

Environmental

41. This plan recognises the inextricable links between environmental and human health and wellbeing. It promotes initiatives to sustain the health of the natural environment, as well as to provide people with access to the natural environment in the heart of our city, to sustain their health.
42. Key initiatives include investment in further greening the city, providing communities with access to opportunities to green their own neighbourhoods, and access to green pedestrianised networks through the city for people to get around.
43. 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

44. This plan promotes an agenda of inclusive economic growth - growth harnessed for the benefit of all.
45. This agenda is manifested in a range of actions, from engaging businesses based in the city in delivering positive social impacts locally, to fostering the growth of the social enterprise sector, to delivering targeted initiatives that aim to improve economic participation and opportunities for people who are disadvantaged.
46. It includes major investment in activities such as subsidising affordable housing for the city's key workers and lower income earners to sustain socio-economic diversity and address one of the key drivers for rising inequality in our city today – the investor-driven housing market.
47. These initiatives, which are central to this plan, deliver circular economic as well as social benefits, in that it is now widely recognised that rising inequality is a brake on economic productivity and undermines the economic competitiveness of cities in the long run.

Budget Implications

48. 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.
49. 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.
50. 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.
51. The plan is based on 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

52. Local Government Act 1993.

Critical Dates / Time Frames

53. The Social Sustainability Policy and Action Plan will be reviewed at the end of the first five years of being implemented.

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