

# Parramatta Legal and Justice Sector



**CITY OF  
PARRAMATTA**



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# Executive Summary

## Executive Summary

Parramatta plays a pivotal role in the NSW economy, and this is set to accelerate as it entrenches its position as the Central City within Greater Sydney. The City is already a prominent centre in the State's judicial system, but a range of factors have anchored the overwhelming majority of legal services activity in the Sydney CBD. This geographic distribution should not persist in the future, at least not to the degree that it holds today. As the population continues to move west, equitable access to justice services becomes a critical consideration. Parramatta is a prime location for this investment.

SGS Economics and Planning has been commissioned by the City of Parramatta to understand the current scale, composition and economic contribution of the justice and legal services sector in Parramatta and provide recommendations to Council to grow the legal and justice sector in Parramatta. The economic pay-off could be considerable, given the knowledge and labour intensity of this sector.

Parramatta is home to the second-largest legal and justice precinct in Greater Sydney, behind the Sydney CBD.

In NSW, major courts and other justice facilities are clustered in a few major centres, including the Sydney CBD and Parramatta. The Supreme Court, which is the highest court of appeal, is located in the Sydney CBD, with a part time presence in various other centres across NSW.

Within the Parramatta Justice Precinct, there are 5 courts (District Court, Children's Court, Local Court, Family Court and Federal Court Circuit). There are just over 130 legal practices and 1,000 legal services jobs. Comparatively, the Sydney CBD Justice Precinct contains 10 courts and 16,000 legal services jobs. Legal firms and jobs are concentrated in the Sydney CBD (refer to Figure 1).

Parramatta is home to the second-largest legal and justice precinct in Greater Sydney, behind the Sydney CBD.



In 2016, 80 per cent of Barristers worked in the Sydney CBD compared to 6 per cent in Parramatta.

This concentration is driven by a range of factors including access to customers and professional service firms, availability of premium office space, high-quality amenity, perceived prestige, and the advantages of proximity to other legal firms.

In line with the concentration of legal employment in the Sydney CBD, many legal professionals live in Sydney's northern and eastern suburbs (refer to Figure 2). Accessibility from these locations to Parramatta contributes to the difficulty in attracting talent. However, this is shifting with a growing number of lawyers based in Western Sydney and investment in public transport.

Modern justice systems are designed to provide access to justice for as much of the population as possible.

The literature identifies a widening gap between the demand for services and the ability of the courts to respond efficiently and effectively. The operation of courts is changing. Technology is playing an increasing role in the delivery of court services, meaning that some hearings that would previously have required everyone to be present in the same location can now take place remotely.

Despite the increasing role of technology, many hearings still take place in person, including almost all District and Supreme Court hearings. Courts are supported by a wide range of staff and services including Barristers and legal professionals who participate in hearings.

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Modern justice systems are designed to provide access to justice for as much of the population as possible.

FIGURE 1: GREATER SYDNEY LEGAL JOBS LOCATIONS

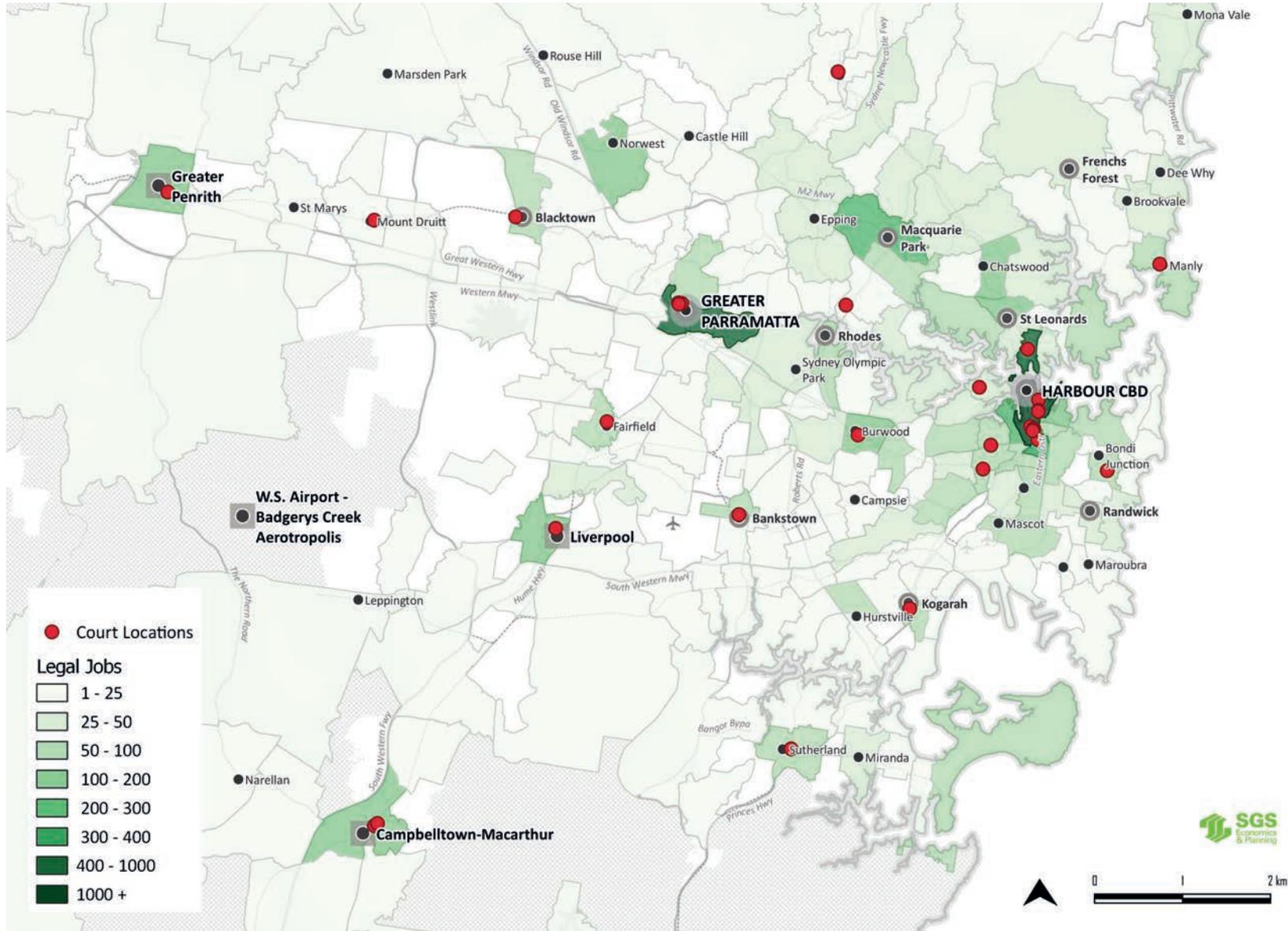
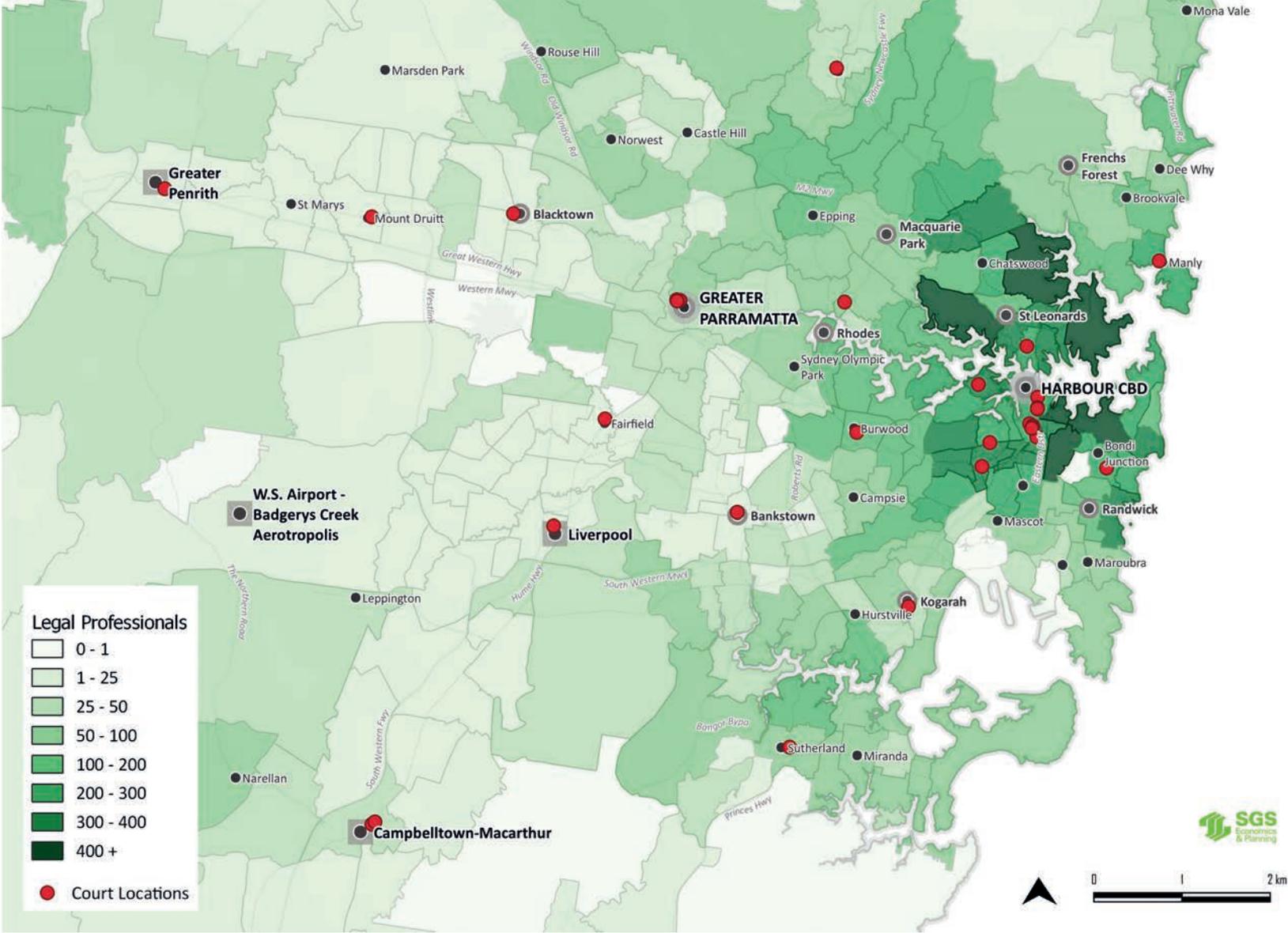


FIGURE 2: RESIDENT LOCATION OF LEGAL PROFESSIONALS



Source: SGS Economics and Planning, 2019



### Future population growth will increase demand for court services

As of 2016, Western Sydney contained over two million residents. The population of Western Sydney is set to grow faster than Eastern Sydney over the next 20 years. An additional 1 million residents are forecast in the west, relative to 700,000 in the east. Parramatta is located at the centre of this growth.

Based on NSW population growth, there is likely to be a 30 per cent increase in the number of court matters over the next 20 years.

There is potential demand up to 4,000 additional Supreme Court matters to be held in Parramatta CBD annually if a permanent judge was present.

### Consistency of judges and magistrates in Parramatta is a barrier for growth of the legal and justice precinct

The court infrastructure within the Parramatta Justice Precinct has sufficient capacity to cater for existing and future demand. However, the resourcing of the courts is a constraint on growth. This includes the number of judges and magistrates, availability and expertise. Lawyers advised that they file in the Sydney CBD because decisions are more predictable due to consistency of personnel, compared to Parramatta which relies on a rotating circuit of staff.

The Supreme Court should continue to be largely centralised. However, given the scale of growth, there is an opportunity to spatially disperse matters to better align with Sydney's overall population distribution. Moving additional judges or only a few hearings to Parramatta may have a limited effect by not encouraging the formation of the legal ecosystem needed for the efficient functioning of the Court and to capitalise on this investment.

Based on NSW population growth, there is likely to be a 30 per cent increase in the number of court matters over the next 20 years.

There is potential demand up to 4,000 additional Supreme Court matters to be held in Parramatta CBD annually if a permanent judge was present.

### The NSW Government is committed to supporting the growth of Parramatta and Western Sydney. This investment should be leveraged.

The ability to attract a talented legal workforce to Parramatta is a key constraint to the expansion of the legal sector. The perception that legal jobs outside the Sydney CBD are not as prestigious may lead people to underestimate the opportunities that Parramatta offers both as a business location and a place to work.

Despite these constraints, there are many opportunities for the expansion of both the legal sector and the courts in Parramatta. This is driven by Parramatta's position as the centre of Sydney's rapidly expanding West, its role as Sydney's second CBD and the existing court infrastructure in Parramatta.

The NSW Government is committed to supporting the growth of Parramatta and Western Sydney, reflected in both policy commitments as well as the relocation of several public service departments from the Sydney CBD to Parramatta.

### An increase in legal and other professionals in Parramatta will support the local economy and help to address the growing income gap

The opportunities for the legal sector in Parramatta are beginning to be realised with a number of small to medium-sized legal firms establishing in Parramatta. Its growing role as a centre for business services is illustrated by the presence of three of the big four accounting firms.

The number of legal services professionals practising within 30 minutes of Parramatta is predicted to almost double between 2016 and 2036. Improved public transport accessibility to the Sydney CBD will drive this growth. Population and employment growth in Parramatta and Western Sydney will also increase demand for legal services.

An increase in legal professionals in Parramatta would increase expenditure in the local economy. The annual incomes of legal professionals are high compared to other occupations.

Over 40 per cent of legal professionals who work within Parramatta earn over \$90,000 per annum. However almost 65 per cent of legal professionals employed within the Sydney CBD earn over \$90,000 per annum.

Building a cluster of legal and justice services within Parramatta may provide greater opportunity to increase the number and type of roles available, as well as broader opportunities for legal professionals in Parramatta. An increase in legal professionals based in Parramatta could increase average incomes and therefore expenditure in the local economy. This will further support other employment opportunities and help to address the growing income gap between East and Western Sydney.

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### Greater collaboration between universities and the legal industry will increase opportunities for the growing talent pool

A growing tertiary education precinct in Parramatta and an increasing pool of law students in Western Sydney has the potential to provide a strong basis for the growth of the legal and justice sector in Parramatta. There is a vibrant community of legal students within Western Sydney, and this is expected to continue to grow. Despite a significant justice presence, there is currently no law school in Parramatta.

Investment is required to grow the legal and justice precinct in Parramatta and provide more local employment opportunities for this growing talent pool. This includes greater collaboration between universities and industry to provide more training opportunities for students and internships, similar to those provided for medical students. This will help to build expertise in the region.

### The legal and justice sector in Parramatta will contribute to social and economic benefits

Currently, there are approximately 25,000 Local, District and Supreme Court matters heard across the Parramatta CBD legal precinct. This could potentially double, or even triple if Parramatta was to take a metropolitan role – including relocation of the Supreme Court to Parramatta CBD.

Co-location of services and infrastructure in justice precincts increases the efficiency of service delivery. It also provides the opportunity for improved access to justice through integrated and holistic service delivery.

Growth in the court services in Parramatta, addressing current capacity constraints, is expected to increase legal services employment and lead to job creation in related industries.

With a greater metropolitan role there is potential for Parramatta CBD to attract between 230 to 2,200 additional legal jobs within the Parramatta CBD. This represents a doubling of the current number of legal sector professionals. These jobs would represent between \$36 and \$350 million in value add to the local economy.

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# Introduction

## Introduction

Parramatta plays a pivotal role in the NSW economy and this is set to accelerate as it entrenches its position as the Central City within Greater Sydney.

The City is already a prominent centre in the State's judicial system, but a range of factors have anchored the overwhelming majority of legal services activity in the eastern Sydney CBD. This is most likely tied up with the presence of flagship legal institutions, the Parliament and the traditional legal houses in the Sydney Cove district.

This geographic distribution should not persist in the future, at least not to the degree that it holds today. As the population continues to move west, questions of equitable access to justice services become critical considerations.

To the extent that Parramatta can enhance access to justice services, the economic pay-off could be considerable, given the knowledge and labour intensity of this sector.

SGS Economics and Planning has been commissioned by the City of Parramatta to understand the current scale, composition and economic contribution of the justice and legal services sector in Parramatta, and identify opportunities for an expanded justice and legal services sector in the City Centre.

The report is structured as follows:

- **Section 2 Legal and justice precincts** provides an overview of policy relating to legal and justice precincts as well as the NSW legal system.
- **Section 3 Parramatta legal precinct** profiles the existing legal and justice services within the Parramatta City Centre and compares Parramatta to the Sydney CBD.
- **Section 4 Demand forecasting** provides estimates of future demand for legal and justice services across the state and options for Parramatta to increase its share of services..
- **Section 5 Benefits of an expanded justice precinct** identifies benefits of an expanded Parramatta Justice Precinct, drawing on consultation and literature the future opportunities for Parramatta are identified. The potential economic impacts are estimated.

# Legal and Justice Precincts



This section contains a review of policy and literature relating to the location of legal and justice services, and provides an overview of strategic policy direction relating to Parramatta and the NSW legal system.

2.1 Strategic context

Existing policies governing the future spatial form of Greater Sydney and Parramatta will influence where growth occurs in the future and where courts should be located.

Greater Sydney Region Plan

The Greater Sydney Region Plan is the NSW Government’s planning strategy for the Greater Sydney Region. It outlines a vision for the growth of Sydney over the next 40 years which is intended to inform planning for land uses and infrastructure across the Region.

The Greater Sydney Region Plan envisions Sydney’s future as a metropolis of three cities: the Eastern Harbour City, the Central River City and the Western Parkland City. The Eastern Harbour City is centred on the Sydney CBD, the focus of the Central River City is Parramatta and the Western Parkland City is intended to be organised around the future Badgerys Creek Aerotropolis and the existing centres of Liverpool, Penrith and Campbelltown-Macarthur.

The three cities vision reflects on the distribution of population in Greater Sydney, with almost half of the population residing west of Parramatta and continued population growth intended for Western Sydney. The Central River City is planned to grow substantially, capitalising on its location as the geographic centre of Greater Sydney. This is to be facilitated by a substantial investment in infrastructure, aligned with land use planning, to accommodate planned growth.

Metropolitan centres, including Greater Parramatta and the Harbour CBD, are to be the primary locations in Greater Sydney for services and knowledge jobs. Rebalancing access to economic opportunities and services is intended to promote access to these centres within 30 minutes by public transport to increase proximity to high value employment opportunities. This aspiration for Greater

Sydney to be a 30-minute city is at the core of the Greater Sydney Region Plan and highlights the importance of providing services in Greater Parramatta and other Western Sydney centres as well as in the Harbour CBD.

Infrastructure Plans

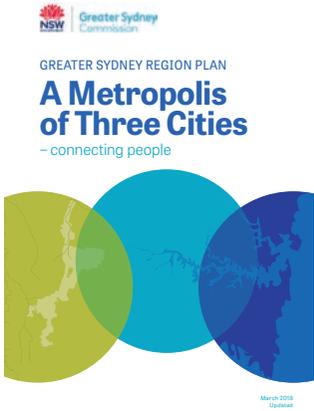
The three cities vision is reinforced in NSW’s long-term transport masterplan Future Transport 2056 and in the NSW State Infrastructure Strategy, the roadmap for future infrastructure requirements to service NSW’s growing population.

Future Transport 2056’s initiatives for Greater Sydney are structured around connecting the metropolitan centres of the Harbour CBD, Greater Parramatta and the Badgerys Creek Aerotropolis to each other. This connection is implemented through proposed infrastructure projects including new direct mass transit connections between the Harbour CBD, Greater Parramatta and the Badgerys Creek Aerotropolis and other Western Sydney centres.

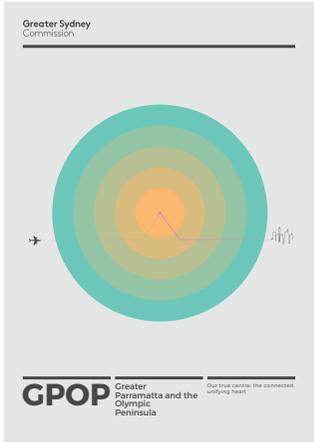
The NSW State Infrastructure Strategy commits to infrastructure funding to make Greater Sydney a metropolis of three cities by 2056. It also commits the NSW Government to ensure that justice infrastructure can meet the evolving needs of the community. The strategy includes actions to prepare a long-term 20-year justice infrastructure strategy, to prepare business cases to address court capacity, and to review asset management across the NSW Government Justice Cluster. These actions create an opportunity to consider the alignment of justice facilities including courts within NSW Government planning policies and with the future locations of population growth.

Greater Parramatta to the Olympic Peninsula (GPOP)

The Greater Parramatta to the Olympic Peninsula Vision is the Greater Sydney Commission’s vision for the corridor stretching from Westmead through Parramatta to Olympic Park. This vision sees Greater Parramatta to the Olympic Peninsula (GPOP) as the future city at “Greater Sydney’s true centre” and responds to the significant and growing population west of Parramatta. With improved transport connections in every direction, the vision considers GPOP to have the ability to attract people from all parts of Greater Sydney.



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The GPOP vision was developed through collaboration with a range of stakeholders and is supported by a range of committed infrastructure investments. These include the Parramatta Light Rail stages 1 and 2, an upgrade of Westmead Hospital, new schools and new cultural infrastructure. The resulting role of GPOP is reinforced by *The Central City District Plan* commits to a growth infrastructure compact, a process by which development would be matched by further infrastructure investment.

As well as being supported by the *Western City District Plan*, the GPOP vision has been adopted by the NSW Department of Planning, Industry and Environment (DPIE) for the Greater Parramatta Growth Area. DPE has produced an *Interim Land Use and Infrastructure Plan* for the GPOP corridor which anticipates growth of at least 113,000 jobs and 72,000 dwellings by 2036. This Plan must be considered when planning controls are amended.

### NSW Government Offices

The NSW Government has committed to moving several public service offices out of Sydney CBD to Parramatta and other locations in Sydney. According to Property NSW, the Government is on track to occupy 250,000 sqm of office space in Parramatta by 2022, matching the government presence in Sydney CBD. There is already a significant NSW government presence in Parramatta, including Sydney Water, the Greater Sydney Commission and the Department of Education, with plans for NSW DPIE to move before the end of 2019.

The NSW Government presence in Parramatta includes justice offices and services. The NSW Police Headquarters and most of the Department of Justice are located in Parramatta, as well as the second-largest court complex in Sydney. The NSW Industrial Relations Commission moved to Parramatta in early 2019.

### City of Parramatta policies

City of Parramatta's vision for the future of Parramatta is established in the *Parramatta Community Strategic Plan 2018-2038*. This vision is for Parramatta to be Sydney's liveable, sustainable and productive central city and a centre of services and infrastructure driving employment and growth for the whole Western Sydney Region.

City of Parramatta sees major projects as the catalyst to transform Parramatta. Parramatta Square, a major commercial development precinct overseen by City of Parramatta, will deliver a large amount of premium office space and is expected to be completed by 2022. This is one of several projects underway in Parramatta CBD which is identified in the *Parramatta Community Strategic Plan 2018-2038*, along with the Parramatta Light Rail and Westmead Innovation Precinct.

City of Parramatta's efforts to increase the presence of businesses and services in Parramatta are also elaborated in other Council Policy documents such as the *Parramatta Economic Development Plan 2017-2021*, which establishes a direction and actions to grow jobs and transform Parramatta into Sydney's Central CBD.

### University presence

Western Sydney University (WSU) opened its high rise Parramatta CBD campus in 2017. The 14-storey high rise building contains 26,500 square metres of A grade floorspace within the Parramatta Square precinct. The Master of Laws (International Governance) is taught at the Parramatta CBD campus. Undergraduate law degrees are taught at the Parramatta South Campus (Rydalmere). A new Engineering Innovation Hub has been proposed in Parramatta which will be delivered through a joint venture between WSU and UNSW.

Other universities located in Parramatta include University of New England and Swinburne University of Technology. However, these campuses do not have a law school.

Alongside the Parramatta CBD campuses, there is also a strong University of Sydney presence at Westmead.



**WESTERN SYDNEY**  
UNIVERSITY



## 2.2 NSW Legal System

Figure 3 shows an outline of the legal and court system in NSW. Federal courts have jurisdiction over issues arising from federal law, including family law, federal crimes, federal taxation, intellectual property and some commercial law. State courts have jurisdiction over issues arising from state laws. Most criminal and civil disputes in NSW which go to court are heard in state courts.

The federal courts which sit in NSW are:

- The Federal Circuit Court, which is the lowest federal court and has jurisdiction over matters such as family law, migration, consumer protection and the judicial review of administrative decisions by the Commonwealth.
- The Family Court, which has jurisdiction over custody of children, divorce and the separation of couples' property.
- The Federal Court, which hears appeals from other state and federal courts and has jurisdiction over matters arising from commonwealth law not covered by the federal circuit or family courts. These include administrative law, taxation, intellectual property, admiralty and federal crimes.
- The High Court of Australia, which is the highest court of appeal and which hears cases related to the application of the Australian constitution. The High Court is based in Canberra but also sits in other locations throughout Australia.

NSW State Courts include the Supreme Court, district court, local court and several specialist courts and tribunals. The broad roles of the non-specialised state courts are:

- The Local Court hears minor civil proceedings with involving values less than \$10,000 and the majority of criminal cases.
- The District Court hears more serious criminal matters and civil cases involve monetary values up to \$750,000 as well as appeals from the local court.
- The Supreme Court hears appeals from lower courts, all civil matters concerning monetary sums over \$750,000 and the most serious criminal matters (murder and treason). The supreme court also has jurisdiction over some legal issues such as building disputes, inheritance and wills.

While there are local and district courts at locations throughout NSW, the supreme court and most specialist courts are located in and around Sydney CBD.

### Location of justice infrastructure

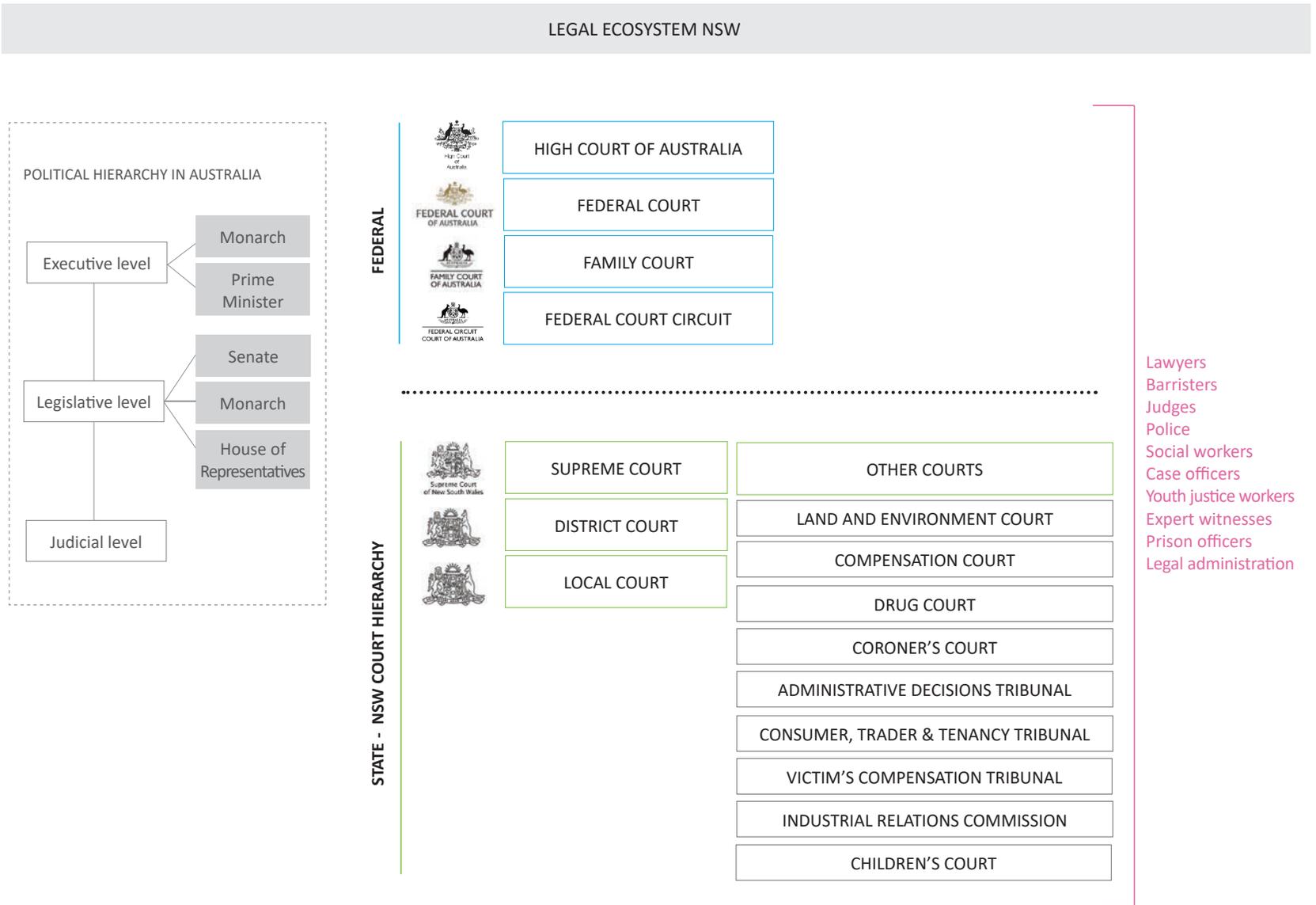
There is currently no publicly available policy or strategy governing where NSW Governments courts are located or how justice infrastructure and facilities are managed in the long term.

The NSW Government committed to preparing a Justice Infrastructure Asset Management Strategy in 2018. This document is not publicly available.

The *Justice Infrastructure Baseline Report* (2012) written for Infrastructure NSW discussed the sufficiency of justice infrastructure in NSW and how trends across the sector would impact on infrastructure requirements. This review found that existing infrastructure generally has enough capacity, with some constraints at individual facilities.

Demand for services was predicted to become less dependent on physical locations in the future as ICT plays a more active role in court processes.

FIGURE 3: THE COURTS SYSTEM IN NSW



## 2.3 Justice Precincts

In New South Wales, major courts and other justice facilities are clustered in a few major centres, including Sydney CBD and Parramatta CBD. This is in line with the recommendations of the *Justice Infrastructure Baseline Report (2012)*, which found that the value of justice assets could be maximised by better integrating the different parts of the justice system and by co-locating different facilities in precincts. The Report discussed the potential for resulting agglomeration benefits and for the development of specialty centres.

The Law and Justice Foundation of NSW's *Legal Australia-Wide Survey: Legal Need in NSW Wales* discussed the need for integrated and holistic justice service delivery in response to the vulnerability of disadvantaged populations to multiple legal problems. The clustering of legal services in legal precincts is one approach to this integration of service delivery.

Justice precincts in NSW predominately contain courts with a population serving focus, including the Local Court, District Court and Family Court. As most legal disputes are resolved in these courts, they should be accessible to different segments of the population to provide access to justice. Better access would be facilitated by more localised courts. However, the *NSW Department of Justice Corporate Plan* discusses the need for efficient delivery of services, which would likely require larger and fewer facilities, which are less distributed to multiple centres of population.

Legal firms in NSW and Australia are highly concentrated in capital cities and in CBDs. This centralisation is driven by the agglomeration benefits available to professional services firms which locate in the centres of cities.

The factors driving legal firm location include:

- **Accessibility to a highly skilled and specialised labour force:** Sydney CBD is the focus for the public and private transport network in NSW and is accessible from many of the parts of the city in which high numbers of lawyers live.
- **Accessibility to customers:** this is important for service firms to be accessible to their customers, which for large legal firms are predominately businesses. Members of the public are also legal customers, increasing the value of locations accessible to many people.
- **Supply chain links:** the supply chains of legal firms include other legal firms, justice facilities such as courts, specialised and independent legal professionals such as barristers and professional legal networks. This strongly favours firms locating in places with high existing concentrations of firms, such as Sydney CBD. Sydney CBD also contains a large number of professional service organisations such as accountants which also provide services to legal firms.
- **Availability of premium-grade office space:** space which is large enough to accommodate large firms is required. Sydney CBD is by far the largest office market in Greater Sydney and contains substantial amounts of premium floorspace.
- **High-quality urban amenities:** these make a location more attractive for employees. CBDs and other centres provide large concentrations of cafes, restaurants, bars, gyms, parks and retail facilities.
- The **perceived prestige of office locations:** for high-status law firms, historically prestigious locations may be perceived to be a part of the firm's brand and an indicator of their success, helping to attract and retain clients.

Parramatta also has many of the attributes discussed above. However, it does not currently have the concentration of professional services firms contained in Sydney CBD or the quantity of prestige office space (A Grade) afforded by a Sydney CBD location.

## 2.4 Access to Justice

Modern justice systems are designed to provide access to justice for as much of the population as possible. The Productivity Commission's *Access to Justice Arrangements Report (2014)* discusses policy responses which have been adopted to improve access to justice in a variety of jurisdictions across Australia.

### Australian Government

In *A Strategic Framework for Access to Justice in the Federal Civil Justice System*, the Australian Government recognises that the rule of law is fundamental to a functioning democratic society and that broad access to justice is important to uphold the rule of law. It identifies that poverty and exclusion pose barriers to accessing justice, which reinforces existing socio-economic disadvantage.

The Australian Government's Strategic Framework emphasises the importance of using a broad concept of justice and of improving access to information and alternative dispute resolution as well as access to courts. It identifies a methodology by which access to justice principles should be translated into policy, including:

- **Information:** enabling people to understand their position, the options they have and deciding what to do
- **Action:** intervening early to prevent legal problems from occurring and escalating
- **Triage:** enabling matters to be directed to the most appropriate destination for resolution
- **Outcomes:** providing a pathway to fair and equitable outcomes, including ensuring that court processes are accessible, fair, affordable and simple
- **Proportionate cost:** ensuring that the cost and method of resolving disputes is proportionate to the issue
- **Resilience:** building resilience in individuals, the community and the justice system
- **Inclusion:** directing attention to real issues for people who experience legal events.

### New South Wales Government

While the NSW Department of Justice does not have an overarching policy governing access to courts and legal services, its *Corporate Plan 2017-2020* identifies providing better services as one of six focus areas for the organisation. This includes the need to provide equitable access to services.

The *NSW Department of Justice Annual Report 2016-2017* identifies a widening gap between the demand for services and the ability of the courts to respond efficiently and effectively. It discusses a new courts business model being developed to deliver efficient and sustainable courts and tribunals, fair and equitable access to justice and improved confidence in the justice system.

### Legal Need in New South Wales Survey

The Law and Justice Foundation of NSW's *Legal Need in New South Wales Survey* discusses the demand and supply of justice services across NSW as well as factors which impede access to justice.

According to the Survey, 50 per cent of people in NSW experienced one or more legal problems in the 12 months prior to the study and 28 per cent reporting that legal problems had a moderate or severe impact on their life.

Disadvantaged people are particularly vulnerable to legal problems, and the incidence of multiple legal problems was high: 9 per cent of people accounted for 66 per cent of legal problems.

Most legal problems are resolved outside the formal justice system. Only 10 per cent of problems resolved through court or tribunal proceedings and 9 per cent by formal dispute resolution. An integrated approach to justice was seen to be required, including:

- Accessible legal services
- Integration of services tailored to specific problems and demographic groups, and
- The availability of legal information, education and self-help strategies.

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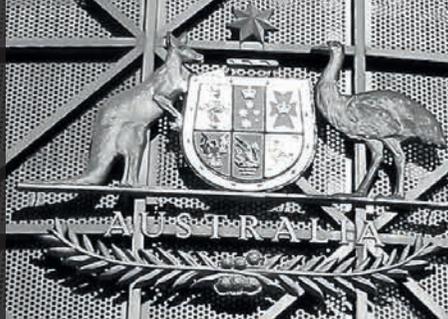
The study reported that people sometimes need to travel large distances for face-to-face consultations. In this way, the concentration of the offices of a variety of legal professionals and major courts in Sydney CBD can be a barrier to accessing justice in other parts of Sydney.

## 2.5 Summary

A review of broader government and justice sector policy suggests there is a significant opportunity to grow the Parramatta CBD legal and justice precinct. Key points include:

- Parramatta is one of the three metropolitan city centres of the three cities of *Greater Sydney in the Greater Sydney Region Plan*. Along with Sydney CBD and the future Badgerys Creek Aerotropolis, it is intended to be one of the primary locations for services and knowledge jobs in Greater Sydney.
- Major infrastructure investment is planned around Parramatta to support its growth and intended role in Greater Sydney. This includes the Sydney Metro West, Parramatta Light Rail, an upgrade of Westmead Hospital and new schools and cultural infrastructure.
- City of Parramatta supports Parramatta’s envisioned role and is facilitating the development of premium office space in Parramatta Square. Some of this space will be occupied by the NSW Government, which has already moved many public service offices to Parramatta, including most of the Department of Justice.
- There is no NSW government policy guiding the number or location of legal courts, but the Government has committed to writing a Justice Infrastructure Asset Management Strategy.
- The policies of the Australian and NSW Governments recognise the importance of access to justice in the design of a modern court system. It is important to use a broad concept of access to justice which recognises different barriers to accessing the legal system. Poor accessibility to physical courts is one potential barrier.
- Legal problems are widespread in the NSW population, with approximately 50 per cent of people experiencing one or more legal problems in a 12-month period and 28 per cent reporting that these problems had a moderate or severe impact on their lives. The size of these percentages emphasises the potential impacts of barriers to accessing justice, and the need for legal and court services to be accessible to most of the population.
- Co-location of justice services and courts in justice precincts increases the efficiency of service delivery and provides the opportunity for improved access to justice through integrated and holistic service delivery.
- There is a tension between the provision of more courts that are accessible to the population and the need for efficient service delivery.
- Legal firms in NSW are highly concentrated in Sydney CBD. This is driven by a range of factors including access to customers and professional services firms, availability of premium office space, high-quality urban amenities, perceived prestige, and the supply chain advantages of proximity to other legal firms.
- Population serving courts are distributed throughout NSW, with a large cluster in Parramatta. Specialised courts and the Supreme Court, which is the highest court of appeal, are centralised in Sydney CBD. This is further analysed in the following chapter.

# Parramatta Justice Precinct





This section profiles the Parramatta Justice Precinct and compares it to the Sydney CBD precinct and broader metropolitan network in terms of the number of courts, legal jobs and access to legal services.

### 3.1 Parramatta Justice Precinct

The Parramatta Justice Precinct is identified in Figure 4 based on the concentration of both courts and legal practices.

The Parramatta Justice Precinct is home to five courts providing both NSW and federal court services. The combined Parramatta Local and District Court, Children's Court and Local Court, and the federal Family Court and Federal Circuit Court are housed in the adjacent Commonwealth Law Courts building.

The Precinct also incorporates a range of NSW Government agencies including NSW Department of Justice, Office of the Director of Public Prosecutions and Legal Aid NSW, among others.

In addition, Parramatta is a hub for at least 132 legal practices. According to the 2016 Census, the City of Parramatta LGA contained just over 1,800 jobs in legal and justice services. These core legal services jobs are further supported and integrated with many other local jobs including police, social community workers, public administration, regulatory services, consulting services, accounting, retail and hospitality. This broader employment ecosystem represents over 40,000 (or one third) of Parramatta's local jobs<sup>1</sup>.

The Parramatta Justice Precinct is well serviced by major public transport and is located 500 metres from the Parramatta Railway Station which offers frequent services to Sydney CBD. In addition, new public transport infrastructure investments have been announced which will improve access to the precinct. The proposed Parramatta Light Rail route runs through the centre of the core legal precinct and it is anticipated that stage 1 will be completed by 2023<sup>2</sup>.

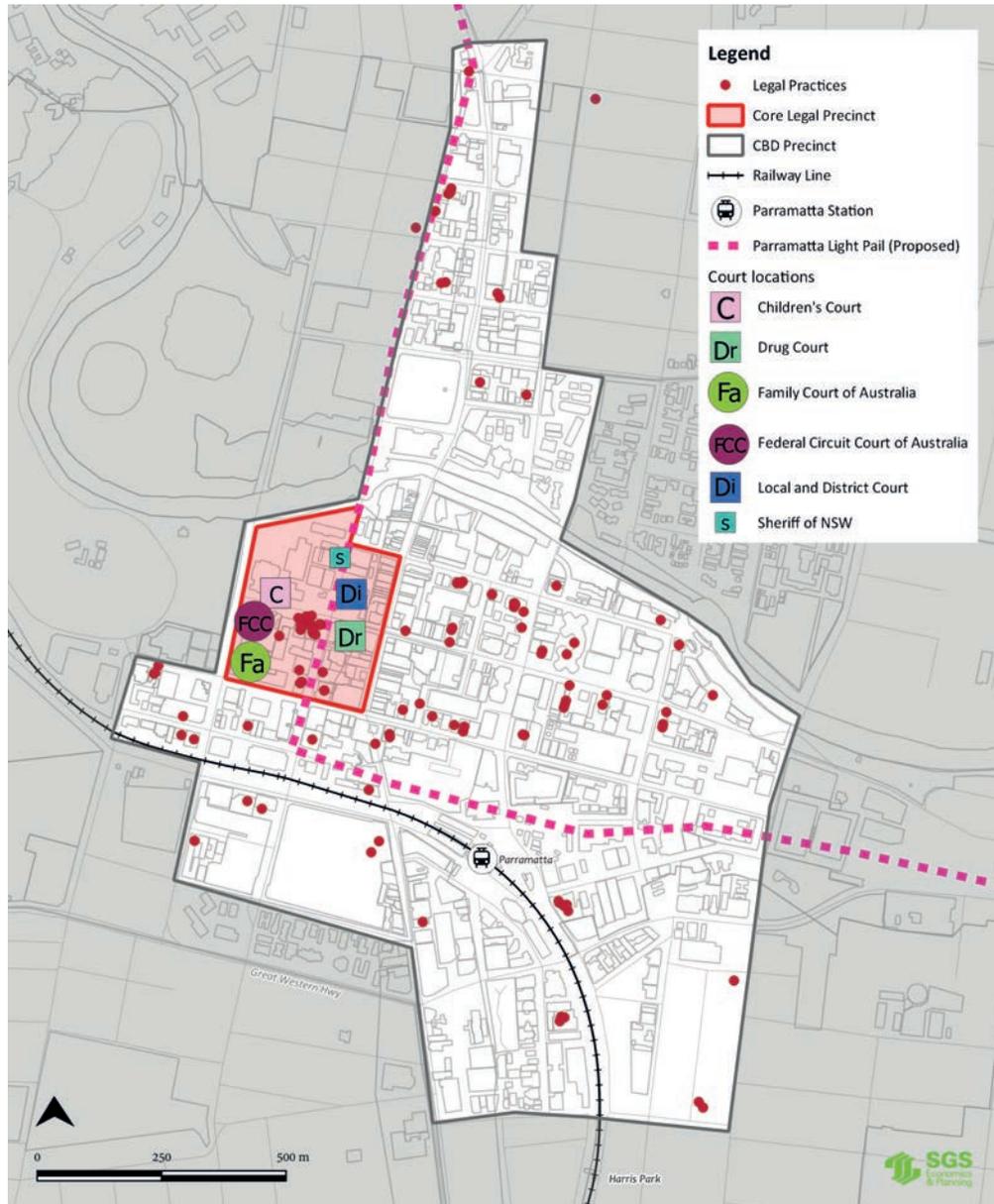
Sydney Metro West will be an underground metro line linking Parramatta to Sydney CBD and communities in between<sup>3</sup> in order to cater for a rapidly growing population in the west of the city. It is currently in the planning stage.

<sup>1</sup>Based on Australian Bureau of Statistics 2016, Census of Population and Housing

<sup>2</sup><http://parramattalightrail.nsw.gov.au/>

<sup>3</sup>[https://www.sydneymetro.info/sites/default/files/document-library/Project\\_overview\\_newsletter\\_September\\_2018.pdf](https://www.sydneymetro.info/sites/default/files/document-library/Project_overview_newsletter_September_2018.pdf)

FIGURE 4: PARRAMATTA CITY CENTRE LEGAL PRECINCT CONTEXT

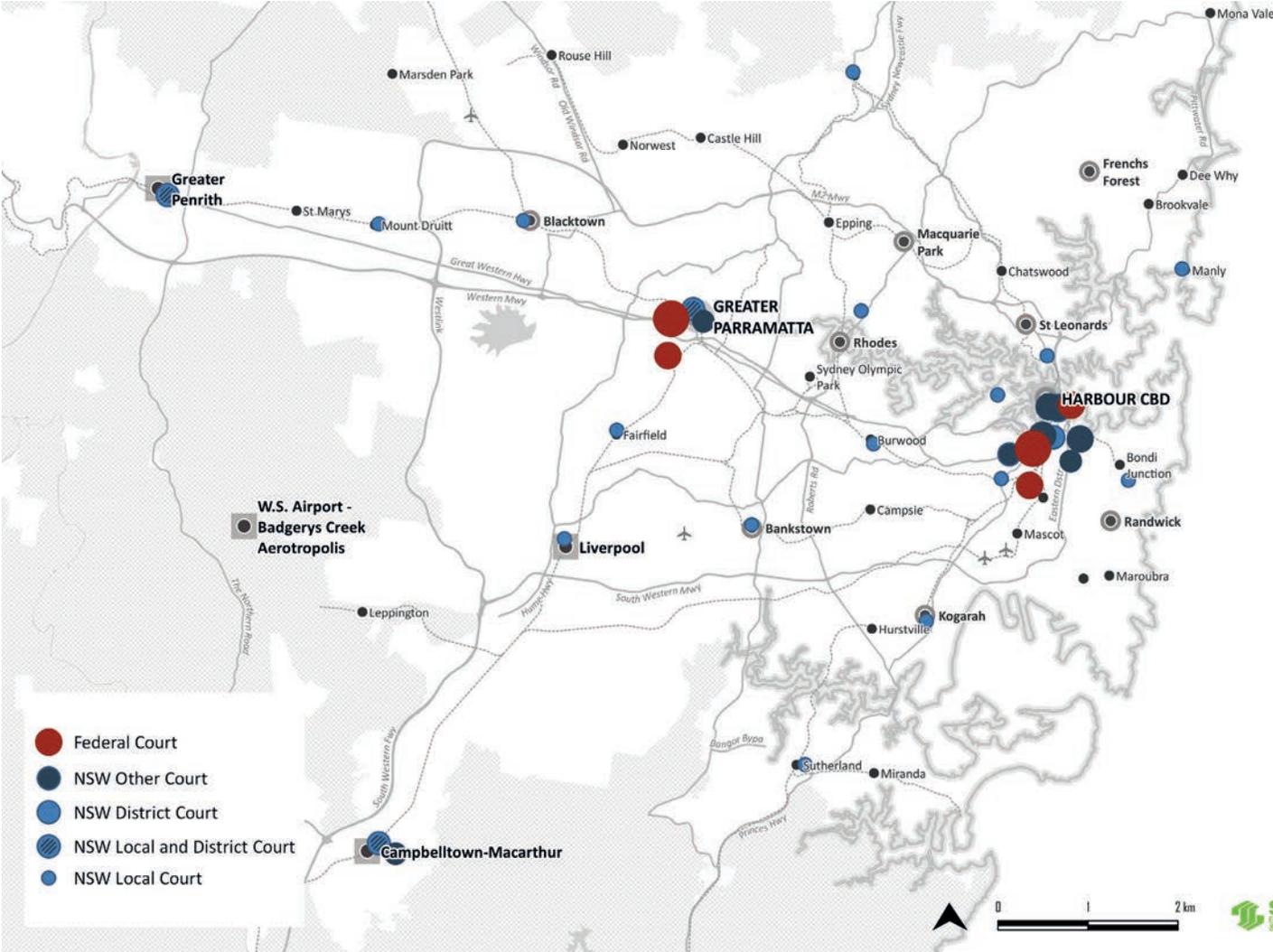


Source: SGS Economics and Planning, 2019 (using various sources)

3.2 Metropolitan legal and justice context

The Parramatta legal precinct has the second-highest concentration of courts outside the Sydney CBD precinct, hosting both State and Federal facilities (Figure 5 and Figure 6).

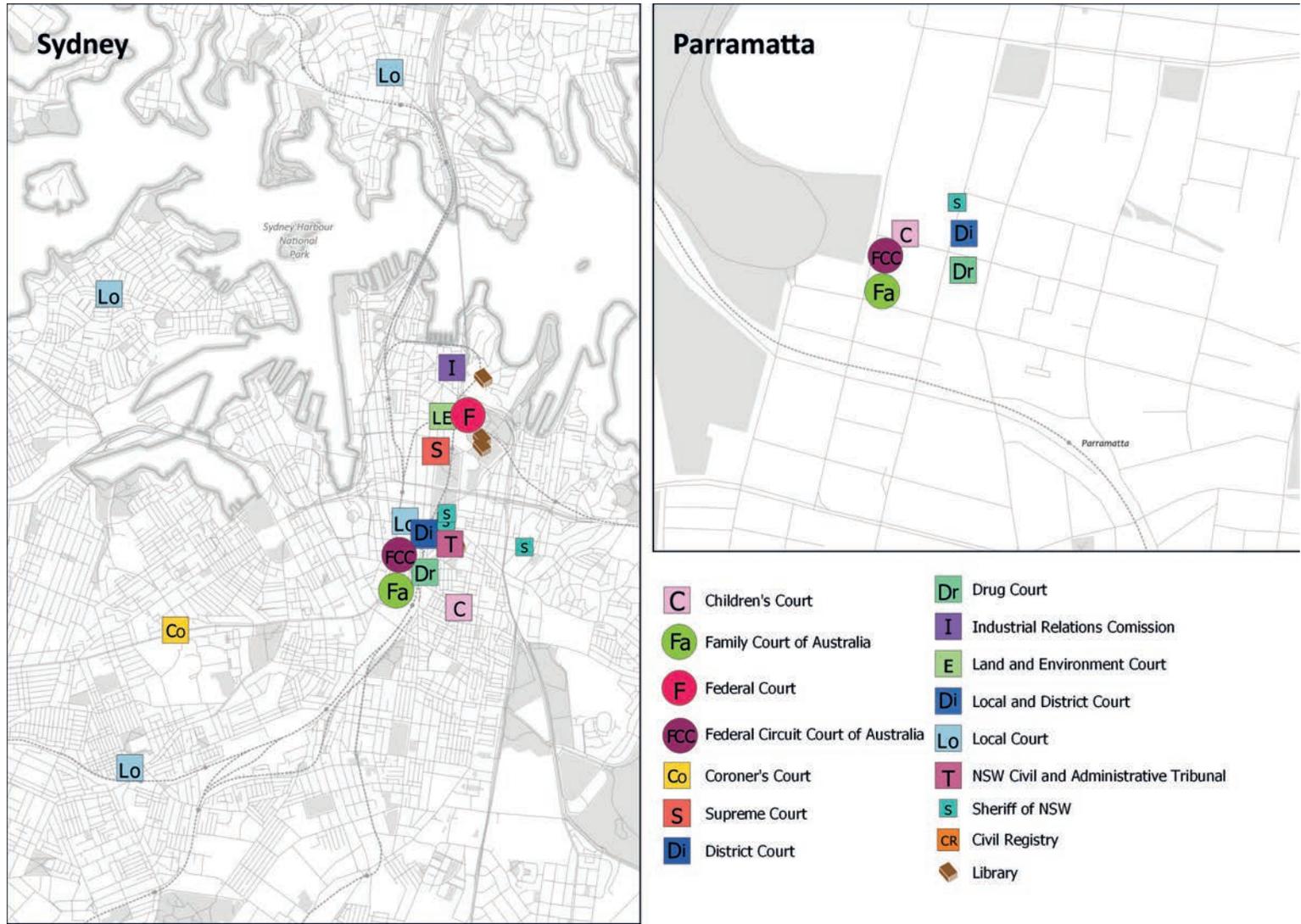
FIGURE 5: GREATER SYDNEY COURT LOCATION



Source: SGS Economics and Planning, 2019

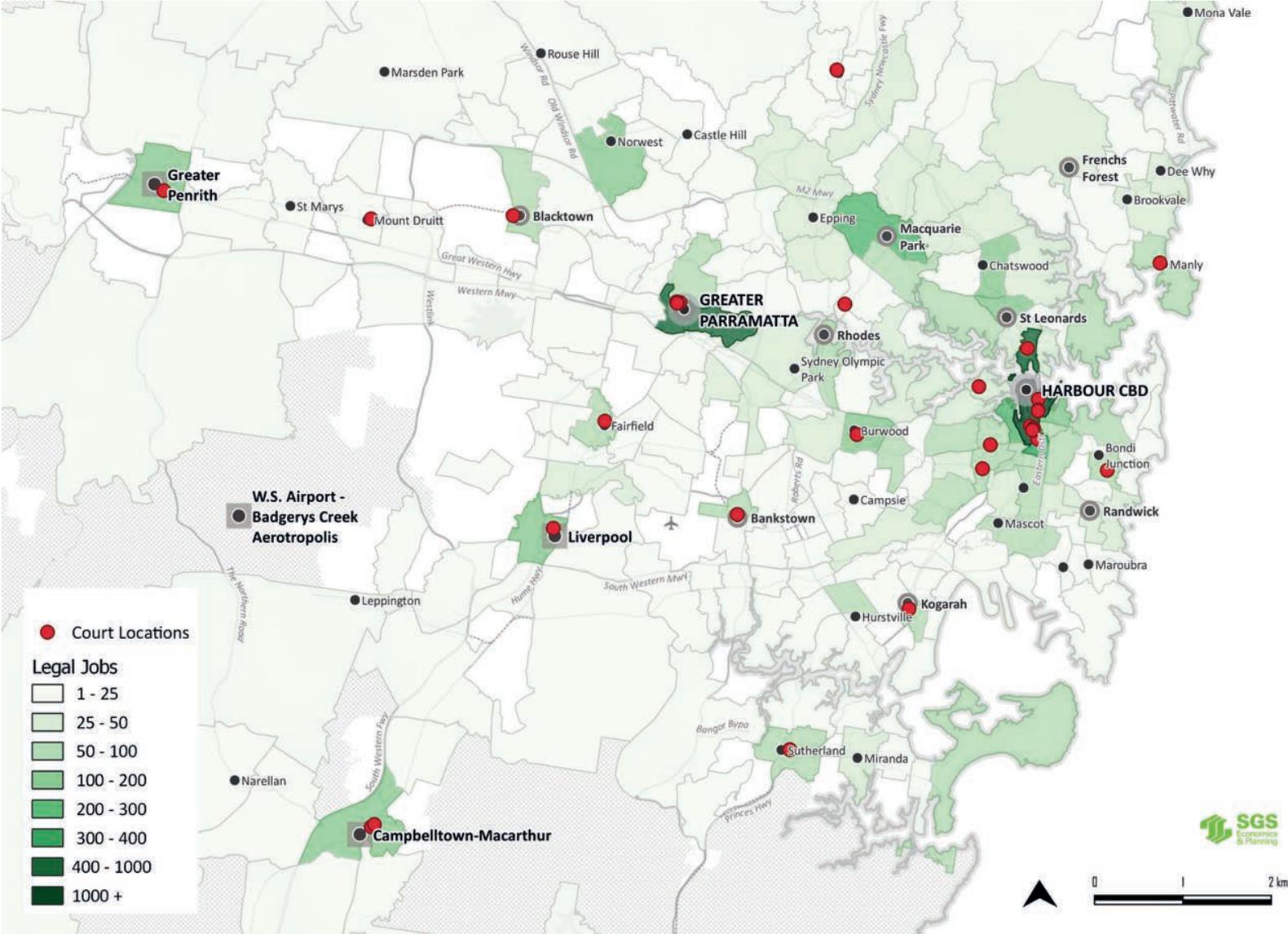
No similar concentrations of state and federal court services exist within Sydney outside of these two precincts. The Parramatta legal precinct contains five courts including a combined Local and District Court, while the wider Sydney CBD cluster contains nine, as well as other tribunals and commissions.

FIGURE 6: PARRAMATTA AND SYDNEY LEGAL PRECINCT COURT LOCATIONS



Along with courts, Parramatta has the second highest concentration of legal jobs within Greater Sydney as show in Figure 7.

FIGURE 7: GREATER SYDNEY LEGAL JOBS LOCATIONS



Source: SGS Economics and Planning, 2019



Although Parramatta is the second largest legal precinct in Greater Sydney, as shown in Table 1, it comprises only a small fraction of Greater Sydney’s legal jobs (5 per cent) relative to Sydney CBD (71 per cent). This primacy of the Sydney CBD in the region is also seen across a range of other professional services.

TABLE 1: LEGAL JOBS IN PARRAMATTA AND SYDNEY LOCAL GOVERNMENT AREAS

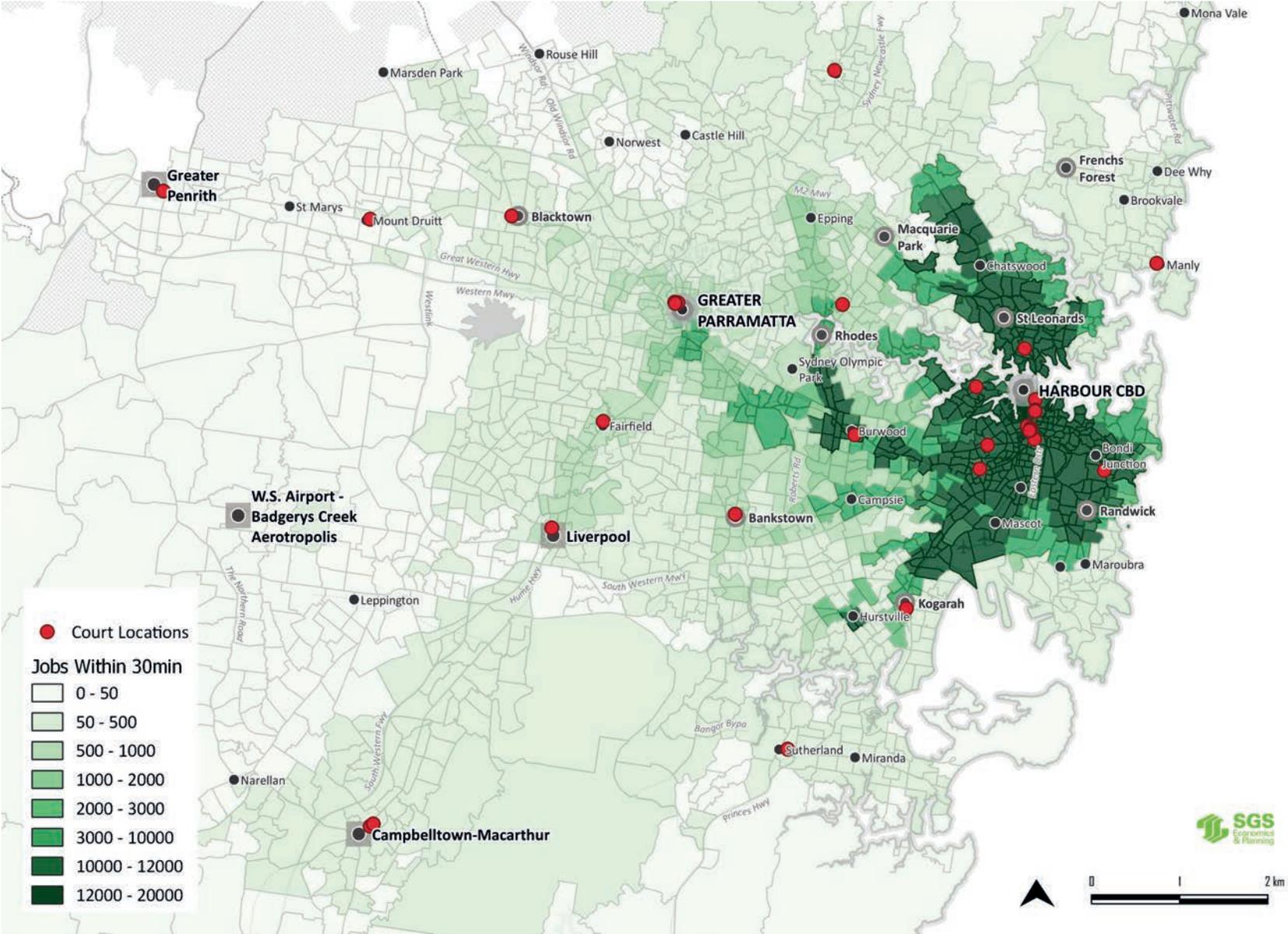
Profession	Sydney CBD	Parramatta CBD	Greater Sydney	Sydney % of Greater Sydney	Parramatta % of Greater Sydney
Barristers	1,787	124	2,188	82%	6%
Judicial and Other Legal Professionals	1,618	186	2,459	66%	8%
Solicitors	12,665	756	18,136	70%	4%
Legal Professionals, Not Defined	99	6	140	71%	4%
Total	16,170	1,076	22,922	71%	5%

Source: ABS Census 2016

Note: Profession derived from Australian and New Zealand Standard Classification of Occupations (ANZSCO) four-digit level legal professionals.

Figure 8 and Figure 9 illustrated legal jobs accessible by public and private transport respectively. Although the primacy of the Sydney CBD is prominent, Parramatta stands out with good transport links. New infrastructure, including Parramatta Light Rail and Sydney Metro West, are anticipated to strengthen access to the Parramatta legal precinct.

FIGURE 8: NUMBER OF LEGAL JOBS WITHIN 30 MINUTES BY PUBLIC TRANSPORT

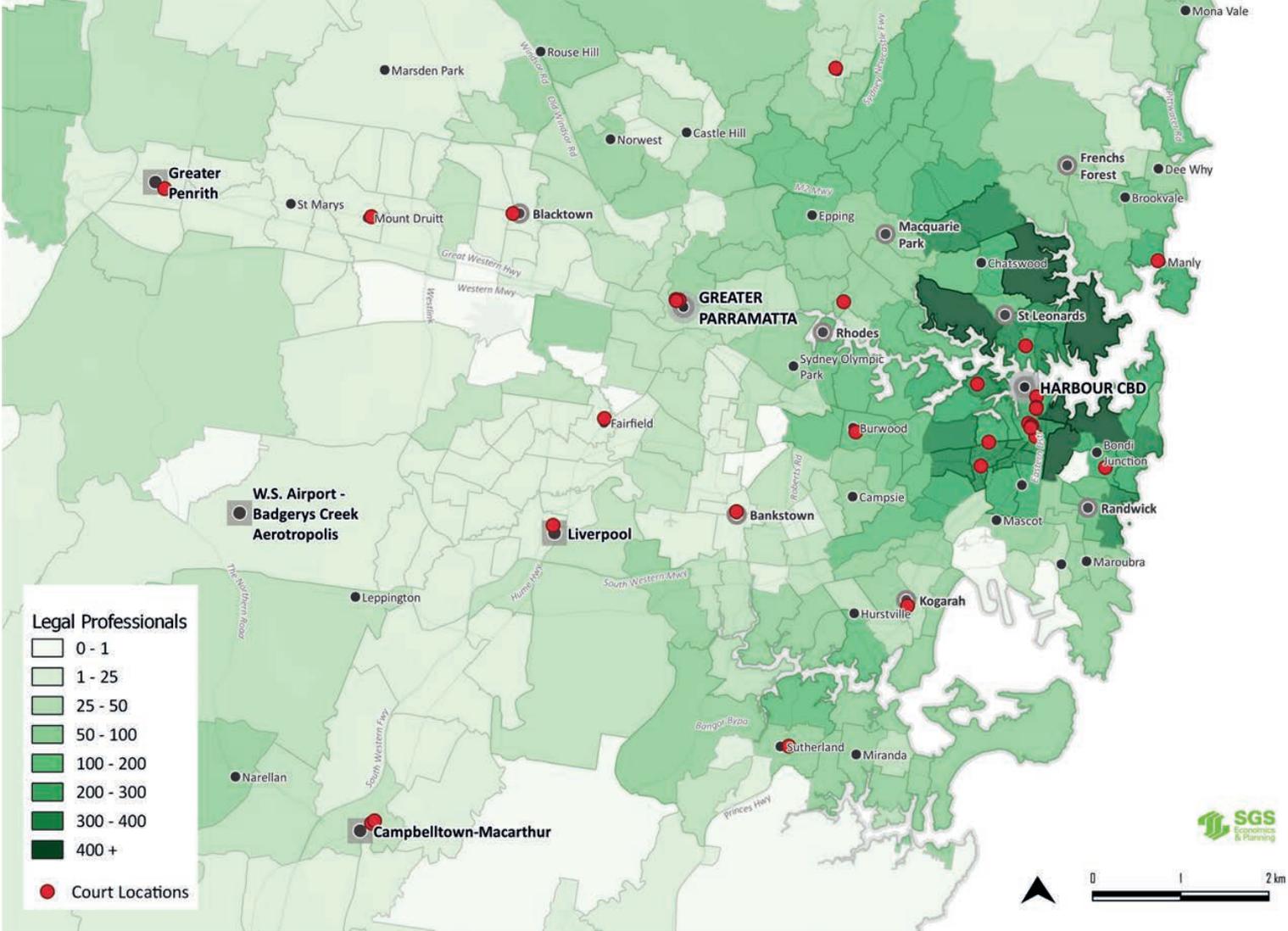


Source: SGS Economics and Planning, 2019



The residential location of legal professionals is closely aligned within proximity to employment, with concentrations in the inner east and north of the city (Figure 10).

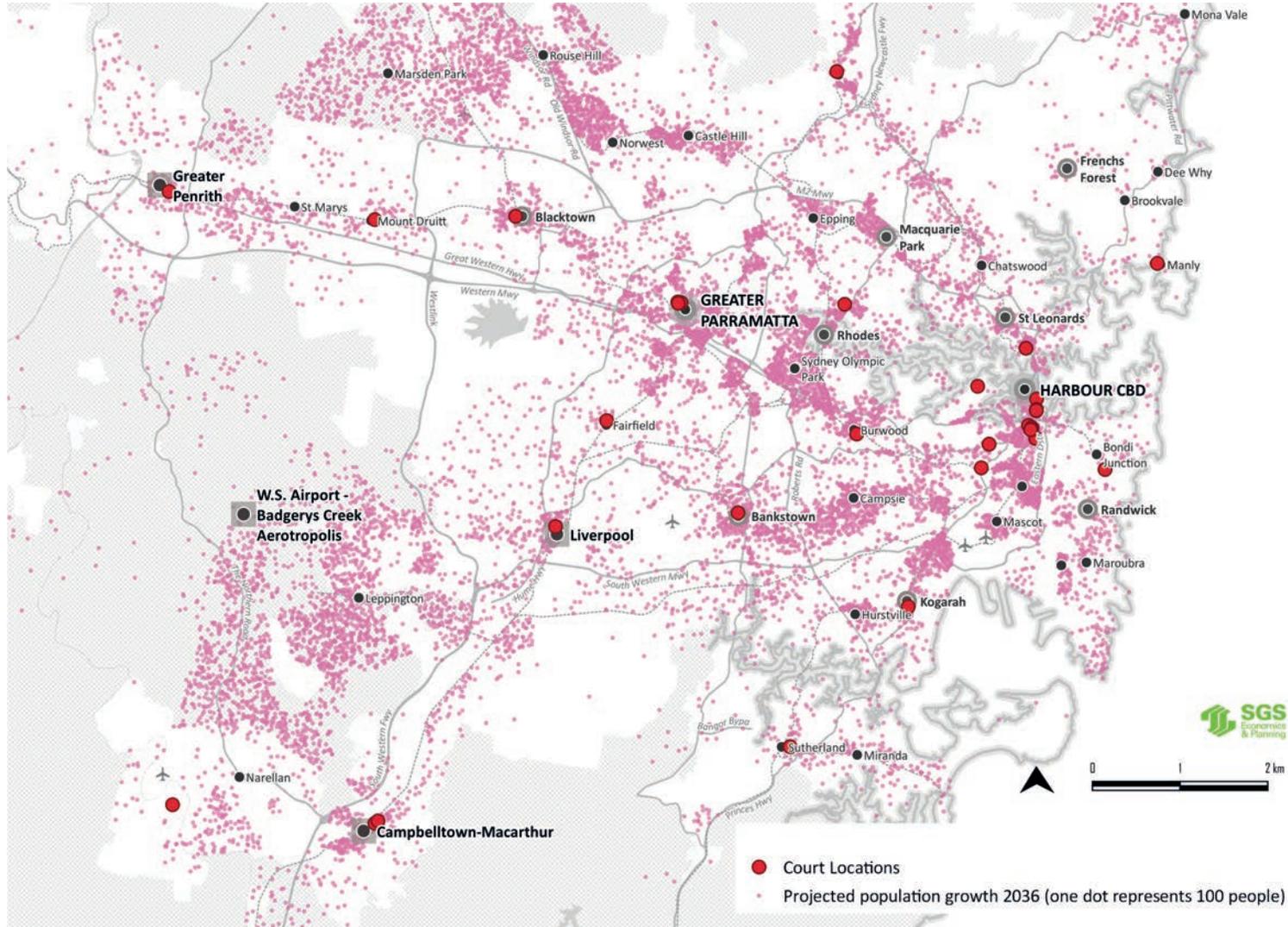
FIGURE 10: RESIDENT LOCATION OF LEGAL PROFESSIONALS



Source: SGS Economics and Planning, 2019

As of 2016, Western Sydney is home to over two million residents. The population of Western Sydney is set to grow faster than Eastern Sydney. Over the next twenty years, approximately one million additional residents are forecast in the west relative to 700,000 in the east. Parramatta is located at the centre of this projected growth (Figure 11).

FIGURE 11: POPULATION GROWTH IN GREATER SYDNEY (2036)



Source: SGS Economics and Planning, 2019, based on NSW Transport and Performance Analytics (TPA) population forecasts



### 3.3 Current court capacity

Consultation was undertaken with stakeholders to understand the current court capacity in Parramatta. The following trends were identified:

- Family law matters are on the rise and this has increased demand for matters to be heard at the Family Court.
- There is a backlog of cases in the Family Court of Australia. Delays are reportedly between 18 months to 2 years.<sup>4</sup>

- The court infrastructure in Parramatta has sufficient capacity to cater for demand. However, the key capacity constraint is the resourcing (number of judges).
- There is not an overall shortage of judges, but rather there is a shortage of judges who are willing to work permanently in Parramatta.
- The Parramatta District Court is under-resourced. Some lawyers do not file in Parramatta District Court because the matters take a long time to be heard. In addition, the precinct has a rolling Judge which means that it is difficult to predict the Judge that will hear the case and their expertise. This uncertainty has led to lawyers choosing to file in Sydney CBD.

The court infrastructure in Parramatta has sufficient capacity to cater for demand. However, the key capacity constraint is the resourcing (number of judges).

There is not an overall shortage of judges, but rather there is a shortage of judges who are willing to work permanently in Parramatta.

<sup>4</sup>Refer to <https://www.smh.com.au/politics/federal/what-the-family-court-shakeup-really-means-for-families-20180814-p4zxf.html>

# Legal and Justice Sector Forecasts



This section estimates the future legal and justice service requirements for Parramatta CBD based on anticipated population growth for Parramatta, the wider metropolitan region and state of NSW.

#### 4.1 Forecasting method

There are no official forecasts of demand for court services for NSW. Therefore, SGS has completed high-level forecasting analysis based on per-capita rates of the number of matters by the three main state court jurisdictions.

Forecast demand for federal court services or specialised courts has not been quantified for this report. Similar to other courts, demand is also predicted to increase broadly in line with population growth. There will continue to be an opportunity to locate some of these services in Parramatta.

#### Forecasting aggregate demand

The demand forecasts show the anticipated number of additional matters to be dealt with by various courts due to population growth across different regions of NSW.

Historical numbers of civil and criminal matters dealt with were sourced from the annual reviews for various courts within NSW. Forecasts were derived by applying a constant ratio of court matters dealt with in 2017 per head of population to forecast population growth.

#### Identifying spatial gaps and demand at Parramatta CBD

Spatial allocation of demand was mapped for district and local courts using a model which allocates residents to the nearest court facility until it reaches capacity, where it then allocates residents to the next closest court, and continues until all capacity has been exhausted.

The maps highlight a scenario where no increase in court capacity is made as the population increases, showing in spatial detail areas where residents must travel long distances to attend a court with capacity, or where residents are left without services because capacity has been exhausted. Although unlikely to represent the true travel pattern for all residents, this method effectively highlights the locations in the catchment experiencing the most pressure.

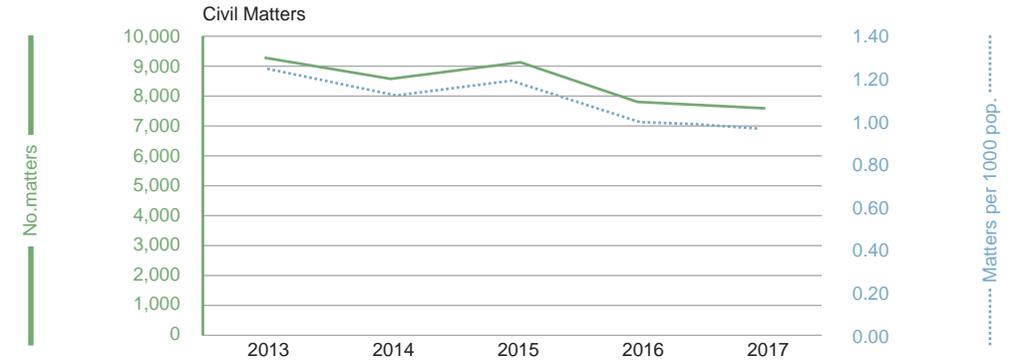
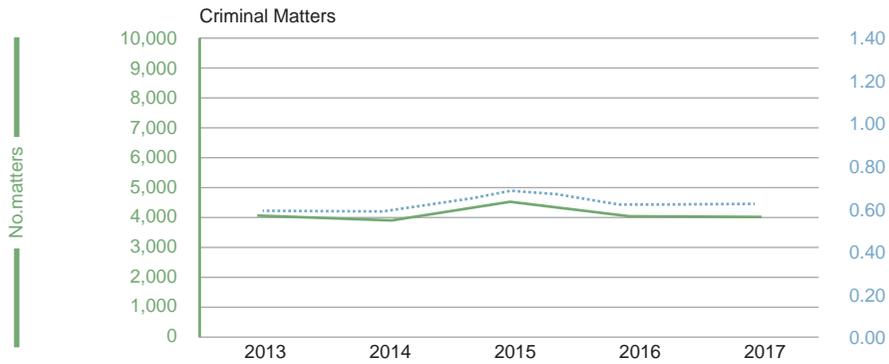
The capacity for spatial allocation was based only on the number of criminal matters dealt with at each court, as it was found that the Sydney CBD dealt with most civil cases at all jurisdictional levels.

#### 4.2 Historical trends in court service provision

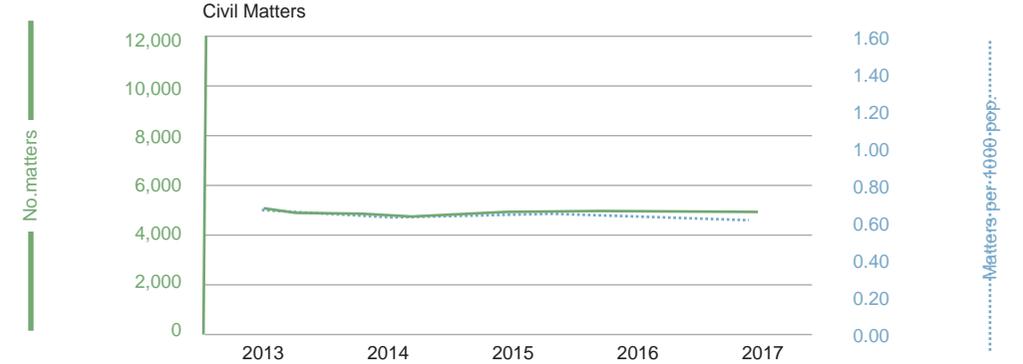
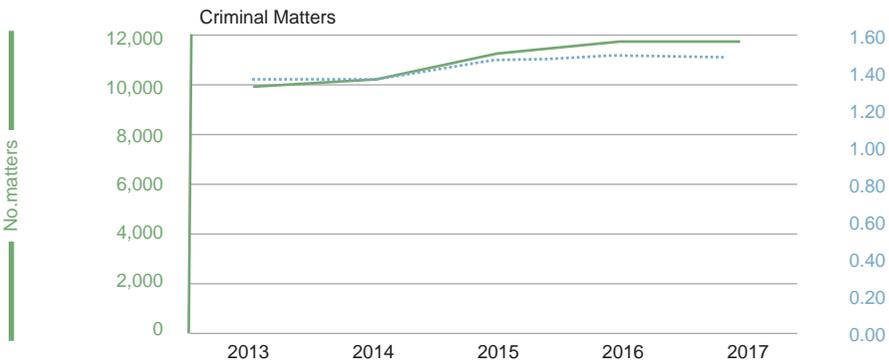
The number of civil matters dealt with has declined, while the number of criminal matters has increased, although at a slower rate (refer to Figure 12). This suggests that the number of criminal matters dealt with is more sensitive to population growth, while the number of civil matters is subject to fluctuation depending on procedural, policy and other factors.

FIGURE 12: NUMBER OF MATTERS DEALT WITH BY COURTS OF NSW (2013 – 2017)

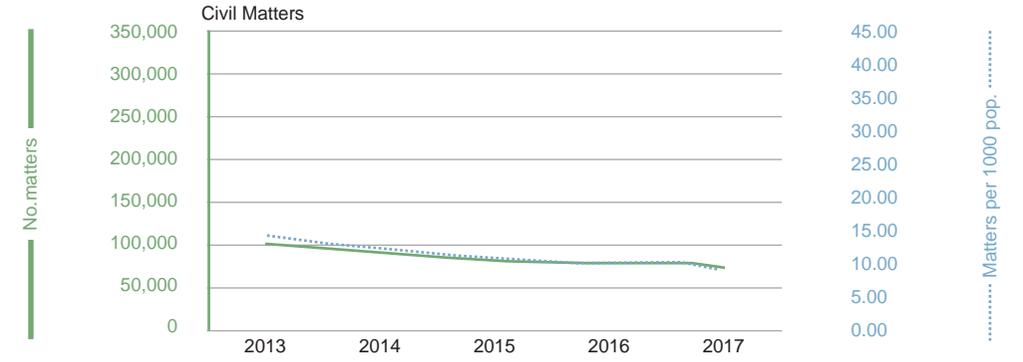
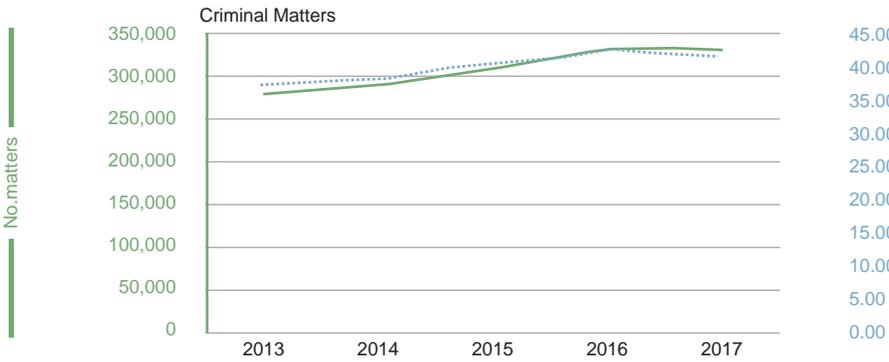
**SUPREME COURT**



**DISTRICT COURT**



**LOCAL COURT**





### 4.3 NSW demand forecast

More court services will be required across NSW as the population continues to grow.

Table 2 shows the number of additional matters to be dealt with annually by 2036 at each level of the NSW court system. Table 3 provides a further breakdown by Criminal and Civil matters.

Overall this represents a 30 per cent increase in caseload requiring either establishment of new facilities or increased staffing, hours or improved processing efficiency at existing courts.

In addition to the forecast demand for supreme, district and local court matters there will be demand for additional federal and specialised courts matters.

It should also be noted that many other factors beyond population can contribute to demand for court services and some specific matters may not be directly linked with population at all. These forecasts should be considered as high level and used for strategic purposes only.

TABLE 2: PROJECTED GROWTH IN ANNUAL COURT MATTERS, NSW

	Matters per ('000) people	2016	2026	2036	2016-36
Population		7,733,000	8,845,000	9,926,000	2,193,000
Supreme Court	1.6	12,200	13,900	15,600	3,400
District Court	2.1	16,500	18,900	21,200	4,700
Local Court	52.7	407,800	466,500	523,500	115,700

Source: SGS Economics and Planning, 2018

Between 2016 and 2036 there will be an additional 3,400 Supreme Court matters, 4,700 District Court matters and 115,700 Local Court matters heard across NSW.

TABLE 3: PROJECTED GROWTH IN ANNUAL COURT MATTERS BETWEEN 2016 AND 2036 IN NSW

	No. additional matters by 2036		Comments
	Criminal	Civil	
Supreme Court	1,300	2,200	This represents a 30% increase in the caseload of the supreme court.
District Court	3,300	1,400	This represents 21 regional sized district courts, OR nearly two additional Parramatta district court OR a 65% increase in CBD court capacity.
Local Court	92,800	22,700	This represents 40 additional local courts.

Source: SGS Economics and Planning, 2018

### District Court demand

The District Court hears serious criminal matters and civil cases with monetary values up to \$750,000 or appeals from the Local Court. While still largely centralised, there are 29 District Courts operating across NSW. The Sydney CBD is the largest, followed by Parramatta CBD.

It is estimated that currently 4,300 matters (26 per cent of NSW) are derived from the Central and Western Sydney districts. This will increase to 6,500 matters (31 per cent) by 2036 based on the strong population growth projected in Western Sydney. Over half of this Central and Western Sydney district growth is within 30 minutes of Parramatta CBD.

Based on the optimal allocation approach, Figure 15 shows the spatial allocation of demand for District Court services in the Sydney Metropolitan region. The current district court facilities at Parramatta service a wide catchment (green area), greater than a 30-minute journey by car (black outline). It also highlights how the Sydney CBD (yellow area) provides a state-wide role well beyond the 30-minute catchment area (orange outline).

With capacity remaining unchanged by 2036, the catchment of all District Courts would shrink leaving potential unallocated demand, or service provision gaps for those furthest away from facilities. These gaps are largely in Western Sydney around new growth areas (refer to Figure 16).

Based on this, the Sydney CBD District Courts may provide a more regional role in the future, predominately servicing the eastern districts of Greater Sydney.

Parramatta CBD District Court could provide an increased regional role to address gaps in Western Sydney, while still remaining proximate to legal services largely located in the east of Sydney. Parramatta CBD District Court is well placed to accommodate the unallocated growth given its proximity to both the North West and South West of Sydney where these gaps are prominent.

This growth in demand in Western Sydney could require a doubling of the Judge capacity of the District Court equivalent to the existing service offer at Parramatta CBD today.

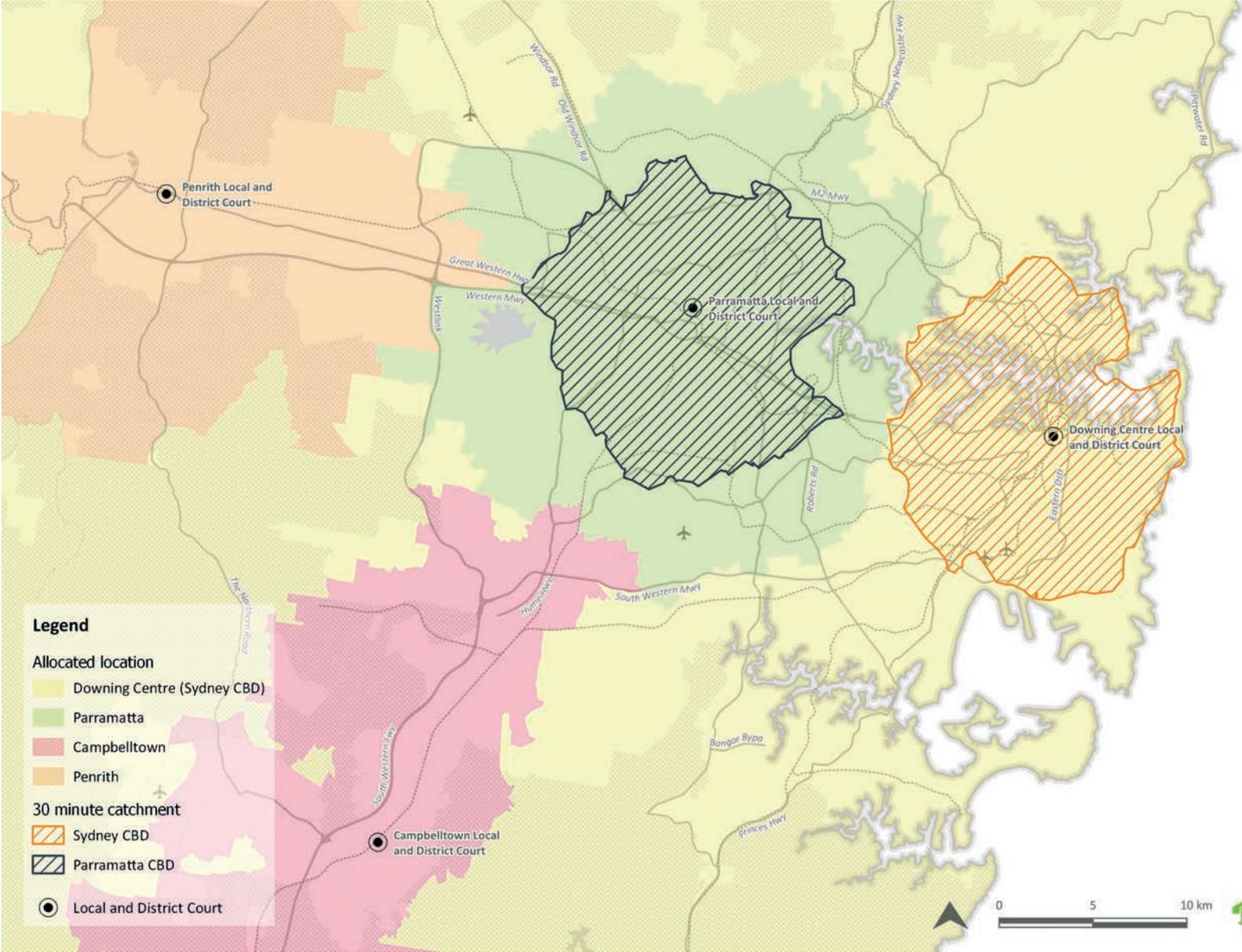
Parramatta CBD District Court could provide an increased regional role to address gaps in Western Sydney

This growth in demand in Western Sydney could require a doubling of the Judge capacity of the District Court equivalent to the existing service offer at Parramatta CBD today.

FIGURE 14: NUMBER OF ANNUAL DISTRICT COURT MATTERS, 2016-36

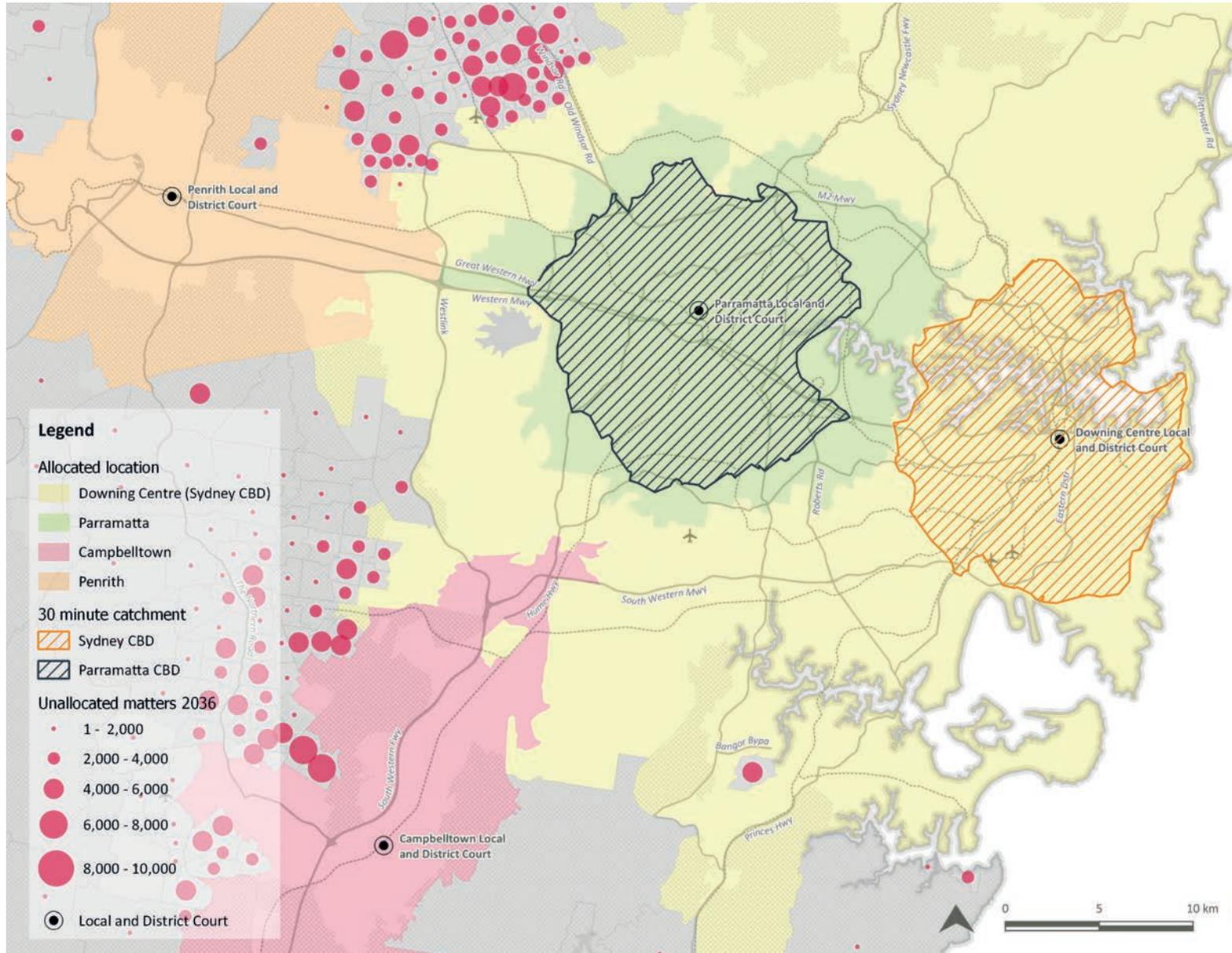


FIGURE 15: SPATIAL ALLOCATION OF DISTRICT COURT SERVICE DEMAND, SYDNEY METROPOLITAN REGION 2016



Source: SGS Economics and Planning, 2019

FIGURE 16: SPATIAL ALLOCATION OF DISTRICT COURT SERVICE DEMAND, SYDNEY METROPOLITAN REGION 2036



Source: SGS Economics and Planning, 2019

### Local Court demand

The Local Court hears minor civil proceedings and the majority of criminal cases. For many people involved in the justice system, this is their first point of contact. There are over 150 Local Courts located across NSW.

It is estimated that 107,000 matters (26 per cent of NSW) are currently derived from the Central and Western Sydney districts. Based on population growth, this will increase to 161,300 matters (31 per cent) by 2036. Approximately half (67,700 matters in 2036) is estimated to be within a 30-minute drive of the Parramatta CBD.

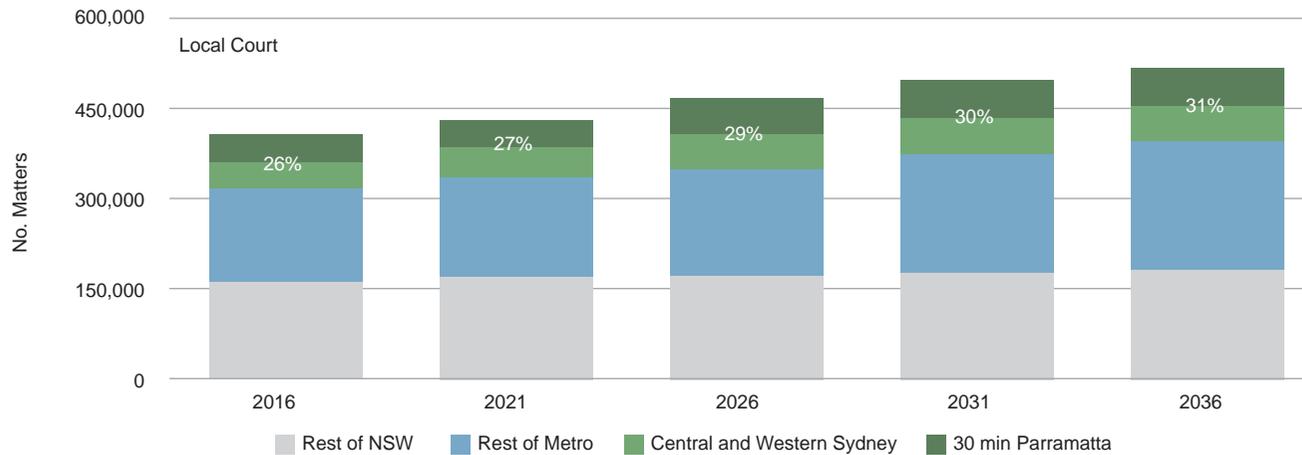
Figure 18 shows the spatial allocation of demand for local court services within proximity to Parramatta CBD. Again, like the District Courts, this map shows the area serviced by the Parramatta Local Court (green) shrinking in 2036 (refer to Figure 19). This highlights pressure on services from population growth to the direct north and east of the city.

The unallocated growth in demand within the Central and Western Sydney districts represents a caseload of around twenty additional local courts.

The unallocated Local Court demand from Central and Western Sydney could be allocated to the existing Parramatta Justice Precinct due to its a central location in Greater Sydney. This would increase the number of matters heard in the Parramatta Local Court.

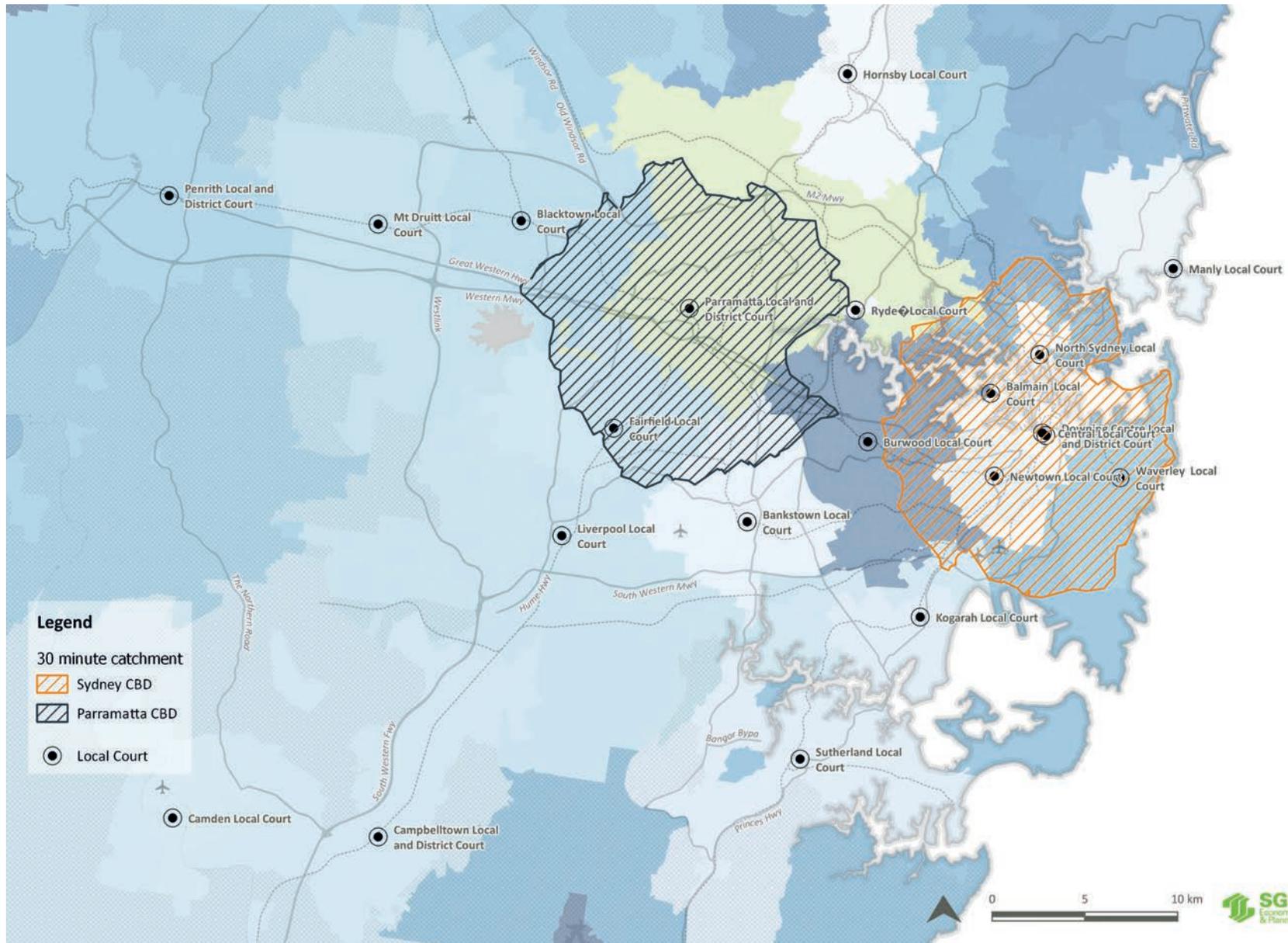
The unallocated Local Court demand from Central and Western Sydney could be allocated to the existing Parramatta Justice Precinct due to its a central location in Greater Sydney. This would increase the number of matters heard in the Parramatta Local Court.

FIGURE 17: NUMBER OF ANNUAL LOCAL COURT MATTERS, 2016-36



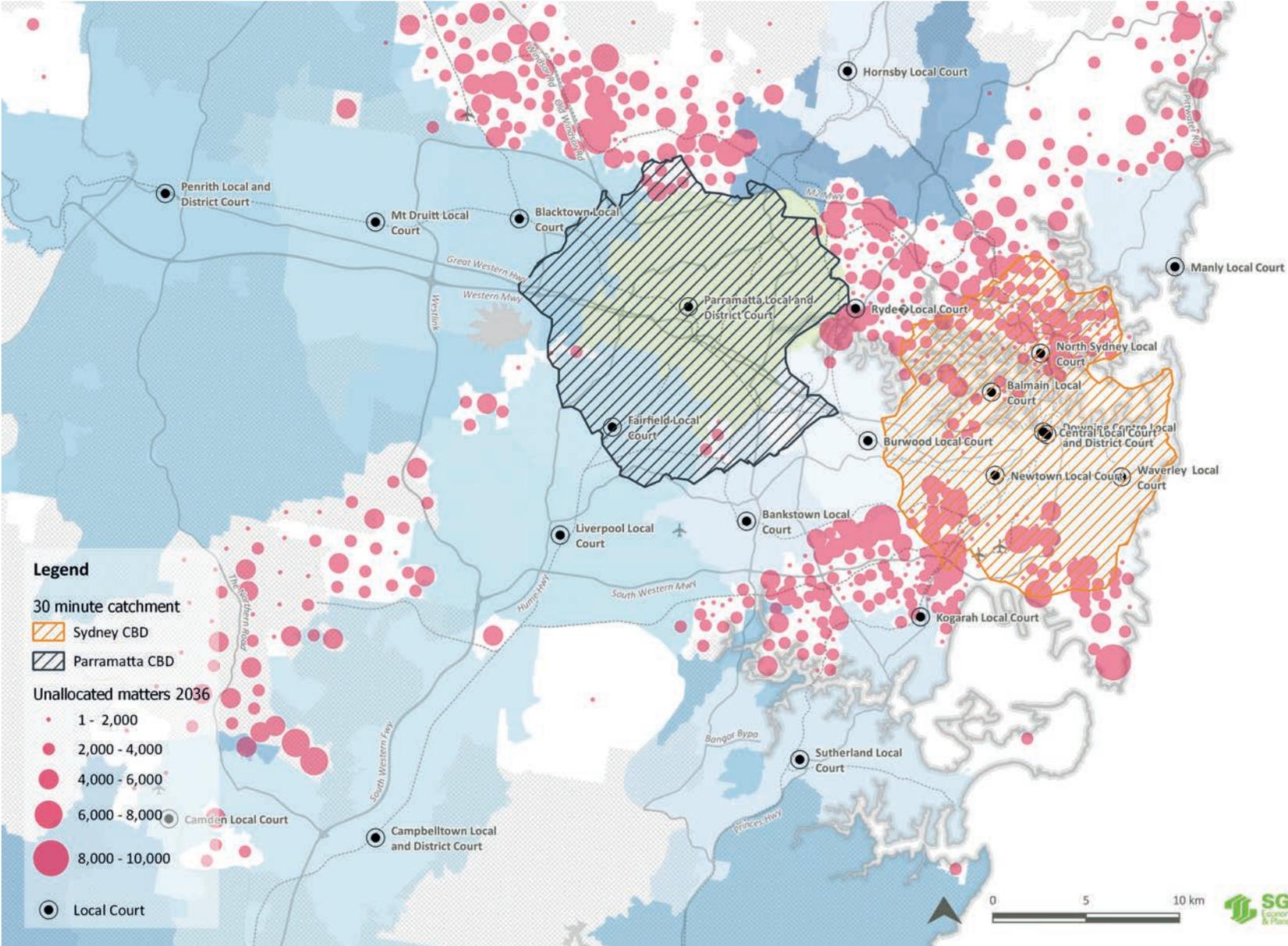
Source: SGS Economics and Planning, 2018

FIGURE 18: SPATIAL ALLOCATION OF LOCAL COURT SERVICES DEMAND, PARRAMATTA 2016



Source: SGS Economics and Planning, 2019

FIGURE 19: SPATIAL ALLOCATION OF LOCAL COURT SERVICES DEMAND, PARRAMATTA 2036



Source: SGS Economics and Planning, 2019

### 4.4 Growth in legal professionals

The role of Parramatta in the professional services economy is set to strengthen over the next twenty years. The number of legal professionals practising within 30 minutes of Parramatta is predicted to almost double between 2016 and 2036 (Table 4). This forecast growth is driven by good public transport links to the Sydney CBD and continued development in Parramatta and to Western Sydney.

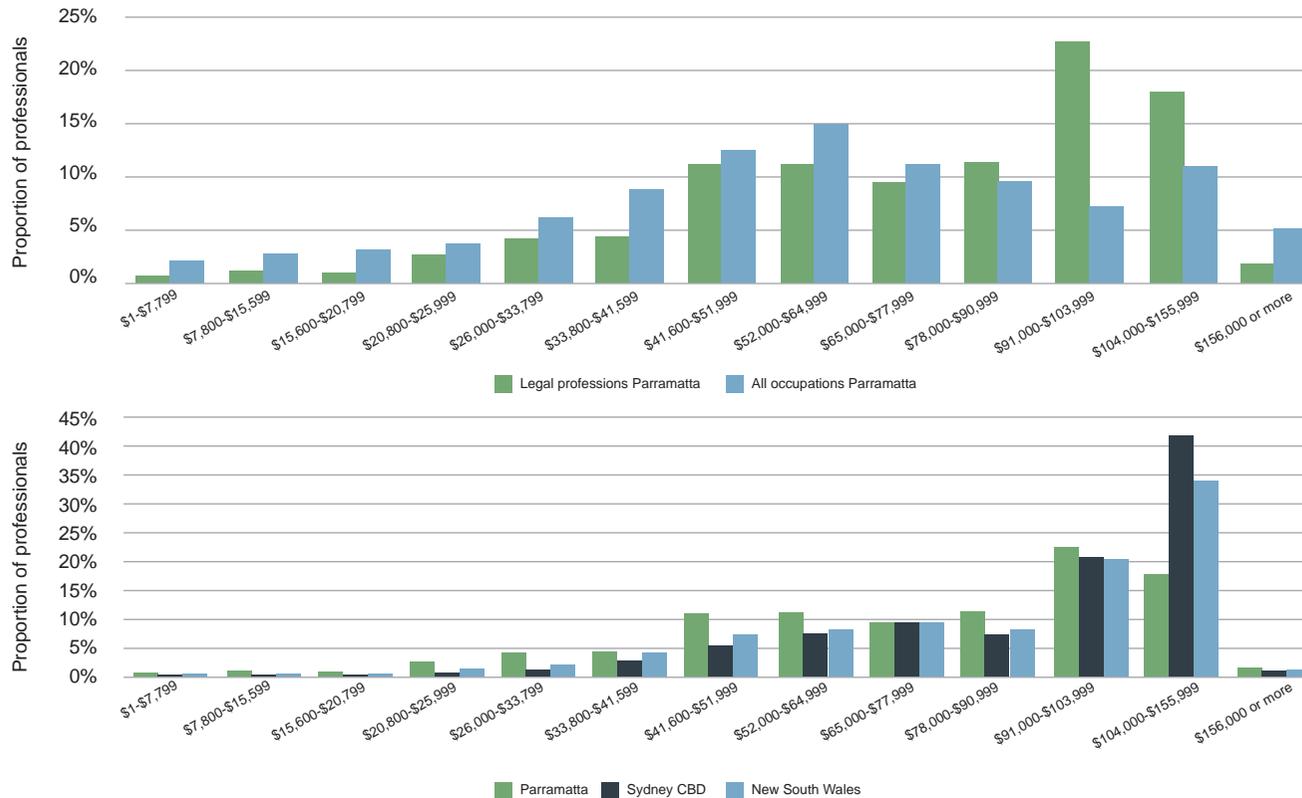
With this growth will come an increase in expenditure in the local Parramatta economy. The annual incomes of legal professionals are high compared to other occupations. Over 40 per cent of legal professionals who work within Parramatta earn over \$90,000 per annum (refer to Figure 20). This compares to 23 per cent across all other occupations.

However, compared to the Sydney CBD legal professional incomes are generally lower for workers in Parramatta. For example, almost 64 per cent of legal professionals employed within the Sydney CBD earn over \$90,000 per annum (refer to Figure 20).

The role of Parramatta in the professional services economy is set to strengthen over the next twenty years. The number of legal professionals practising within 30 minutes of Parramatta is predicted to almost double between 2016 and 2036

Over 40 per cent of legal professionals who work within Parramatta earn over \$90,000 per annum. This compares to 23 per cent across all other occupations.

FIGURE 20: ANNUAL INCOME FOR LEGAL PROFESSIONALS, 2016



Note: Australian and New Zealand Standard Classification of Occupations (ANZSCO) 3 Digit classification- Legal Professionals is used. Parramatta = City of Parramatta and City of Sydney = Sydney CBD.

Source: SGS Economics and Planning, 2019 using Australian Bureau of Statistics, 2016



TABLE 4: PROFESSIONAL SERVICES AND LEGAL JOBS WITHIN 30 MINUTES OF PARRAMATTA

	Professional Services		Legal Services	
	2016	2036	2016	2036
Number of jobs accessible in 30 min from Parramatta by car	32,100	54,400	2,500	4,300
Number of jobs accessible in 30 min from Parramatta by public transport	26,500	44,800	5,100	8,700

Source: SGS Economics and Planning, 2019 based on NSW TPA Travel Zone projections

The higher incomes for legal professionals employed within the Sydney CBD may be due the number of legal jobs available, the type of roles and competition. These higher paying roles are likely to be an inhibitor to attracting legal professionals to Parramatta for employment.

Building a cluster of legal and justice services within Parramatta may provide greater opportunity to increase the number and type of roles available, as well as broader opportunities for legal professionals. An increase in legal professionals based in Parramatta could increase average incomes and therefore expenditure in the local economy. This will further support other employment opportunities.

Benefits  
of an  
Expanded  
Justice  
Precinct

GARFIELD BARWICK  
COMMONWEALTH  
LAW COURTS BUILDING

Family Court of Australia  
Federal Circuit Court of Australia



This section of the report identifies benefits of an expanded Parramatta Justice Precinct, drawing on consultation and literature the future opportunities for Parramatta are identified. The potential economic impacts are estimated.

### 5.1 Benefits of an expanded justice precinct

This study has further highlighted the lack of public information regarding the barriers and opportunities to expanding the Parramatta Justice Precinct. The City of Parramatta Council's role is to advocate on behalf of its community to address gaps in current access to legal and justice services. In light of this, the core recommendations of this study are:

- Strengthen partnerships with local legal firms, WSU and other universities and NSW Law Society
- Work directly with the NSW Department of Communities and Justice to build the case for expansion of the Parramatta Justice Precinct
- Lobby for expansion the Parramatta Justice Precinct including a greater Supreme Court presence, which will increase the role of the Parramatta Justice Precinct in providing access to legal and justice services for the NSW population.

The benefits of an expanded Parramatta Justice Precinct are described below.

#### Future population growth will drive demand for court services

As of 2016, Western Sydney was home to over two million residents. The population of Western Sydney is set to grow faster than Eastern Sydney over the next twenty years<sup>5</sup>.

Approximately one million additional residents are forecast in the west relative to 700,000 in the east, with Parramatta located at the centre of projected growth.

The operation of courts is changing. Technology is playing an increasing role in the delivery of court services, meaning that some hearings that would previously have required everyone to be present in the same location can now take place remotely. This is expanding the access to justice but diminishing the importance of the physical location of courts. This trend is likely to continue and to be encouraged by government policy.

Despite the increasing role of technology, many hearings still take place in person including almost all District and Supreme Court hearings. Courts are supported by a wide range of staff and services including Barristers and legal professionals who participate in hearings.

Moving one judge or only a few hearings to Parramatta may have a limited effect by not encouraging the formation of the legal ecosystem needed for the efficient functioning of the court ecosystem.

#### Consistency of judges and magistrates in Parramatta is a barrier for growth of the Parramatta Justice Precinct

The court infrastructure in Parramatta is sufficient to cater for demand. However, the key capacity constraint is the resourcing of the courts including the not only the number of judges and magistrates, but also availability and expertise. Lawyers will file in the Sydney CBD over Parramatta as the consistency in the Sydney CBD means that decisions are more predictable. Addressing this gap does not require investment in infrastructure but rather a shift in the servicing of the Parramatta Justice Precinct.

Based on NSW population growth there is likely to be a 30 per cent increase in the number of matters over the next 20 years. There is potential demand for up to 4,000 additional Supreme Court matters to be held in Parramatta CBD annually if a permanent judge was present.

The Supreme Court should continue to remain largely centralised. However, given the scale of growth, there is an opportunity to spatially disperse matters to better align with Sydney's overall population distribution. Moving additional judges or only a few hearings to Parramatta may have a limited effect by not encouraging the formation of the legal ecosystem needed for the efficient functioning of the court.

<sup>5</sup>NSW Transport and Performance Analytics (TPA) population forecasts

### Investment in the Parramatta Justice Precinct will be supported by already committed investment in infrastructure

The ability to attract a talented legal workforce to Parramatta is a key constraint to the expansion of the legal sector. Most legal services and higher courts are highly concentrated in the Sydney CBD. Its prestige and advantages for business services firms lead many large law firms to locate there, and most ambitious legal professionals to work there.

By contrast, the perception of Parramatta may lead people to underestimate the opportunities that it offers both as a business location and a place to work. In line with the concentration of legal employment in the Sydney CBD, many legal professionals live in Sydney's northern and eastern suburbs.

Despite these constraints, there are many opportunities for the expansion of both the legal sector and the courts in Parramatta. Parramatta is well positioned to accommodate growth due to its:

- Accessibility to a highly skilled and specialised labour force in Western Sydney.
- Accessibility to customers with a growing population in Western Sydney.
- Supply chain links with the presence of substantial existing court infrastructure.
- Availability of premium-grade office space with the development of substantial new A grade office space at Parramatta Square.
- High-quality urban amenities with significant investment in Parramatta Square which will contain cafes, restaurants, bars, gyms, parks and retail facilities.
- The perceived prestige of Parramatta which is growing with the substantial investment in development and supporting infrastructure.

The position of Parramatta as the centre of Sydney's rapidly expanding West, its role as Sydney's second CBD and the existing court services in Parramatta, in addition to the above attributes, provide a compelling offer for investment in the growth of the Justice Precinct.

The NSW Government is committed to supporting the growth of Parramatta and Western Sydney, reflected in both policy commitments as well as the relocation of a number of public service departments from the Sydney CBD to Parramatta.

### An increase in legal and other professionals in Parramatta will support the local economy

The opportunities for the legal sector in Parramatta are beginning to be realised with a number of small to medium legal firms establishing in Parramatta. Its growing role as a centre for business services is illustrated by the presence of three of the big four accounting firms.

The number of legal services professionals practising within 30 minutes of central Parramatta is predicted to almost double between 2016 and 2036. This forecast growth is driven by good public transport links to the Sydney CBD and continued development in Parramatta and Western Sydney.

An increase in legal professionals in Parramatta would increase expenditure in the local economy. The annual incomes of legal professionals are high compared to other occupations. Over 40 per cent of legal professionals who work within Parramatta earn over \$90,000 per annum. However almost 65 per cent of legal professionals employed within the Sydney CBD earn over \$90,000 per annum.

Building a cluster of legal and justice services within Parramatta may provide greater opportunity to increase the number and type of roles available, as well as broader opportunities for legal professionals in Parramatta. An increase in legal professionals based in Parramatta could increase average incomes and therefore expenditure in the local economy. This will further support other employment opportunities.

## Greater collaboration between universities and the legal industry will increase opportunities for the growing talent pool

In addition, a growing tertiary education precinct in Parramatta and an increasing pool of law students in Western Sydney will provide a strong basis for the growth of the legal and justice sector in Parramatta. There is a vibrant community of legal students within Western Sydney and this is expected to continue to grow.

Investment is required to grow the legal and justice precinct in Parramatta and provide more local employment opportunities for this growing talent pool. This includes greater collaboration between universities and industry to provide more training opportunities for students, similar to those provided for medical students (see case study below).

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### CASE STUDY: WESTMEAD HEALTH PRECINCT



The University of Sydney has established a presence at Westmead. It is home to around 1,600 students undertaking classes, research or clinical placements<sup>6</sup> within the health precinct. The campus comprises three major medical research institutes, two large-scale University of Sydney teaching hospitals (Westmead Clinical School and The Children's Hospital at Westmead Clinical School) and a large pathology service.

In 2018, a partnership between University of Sydney, Western Sydney Local Health District and Sydney Children's Hospitals Network was signed. This will further facilitate investment in this precinct and demonstrates a commitment to the growth of Westmead by these stakeholders<sup>7</sup>.

This is an example of a strong collaboration between a university and industry. Something similar to this could be facilitated for the Parramatta Justice Precinct. This could build connections between law students and industry and provide training opportunities in courts and legal firms.

There is a role for City of Parramatta Council to facilitate collaboration between university and industry to build these connections and opportunities.

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<sup>6</sup><https://sydney.edu.au/about-us/campuses/campus-locations/westmead.html>

<sup>7</sup><https://sydney.edu.au/medicine-health/news-and-events/2018/08/17/historic-westmead-partnership-agreement.html>

### The legal and justice sector in Parramatta will contribute social and economic benefits

Currently, there are approximately 25,000 Local, District and Supreme Court matters heard across the Parramatta CBD legal precinct. This could potentially double, or even triple if Parramatta was to take a metropolitan role – including hearing 30 per cent of Supreme Court cases and an increased share of District and Local matters.

Co-location of justice services and courts in justice precincts increases the efficiency of service delivery and provides the opportunity for improved access to justice through integrated and holistic service delivery.

Growth in the court services in Parramatta, addressing current capacity constraints, is expected to increase legal services employment and lead to job creation in related industries.

A combined additional 700 to 1,400 legal jobs within the Parramatta CBD is possible with investment by the NSW Government to increase the service capacity of the Parramatta Justice Precinct. This represents a doubling of the current number of legal sector professionals. These jobs would represent between \$110 and \$225 million in value add to the local economy.

### 5.2 Policy scenarios and economic impacts

The above analysis indicates there is potential for significant growth in the number of legal matters heard in the Parramatta Justice Precinct with investment from the NSW Government. If additional facilities are established to hear these matters, there will be direct and indirect flow-on employment and economic benefits for Parramatta and the surrounding region.

There is limited data available on the relationship between the number of legal matters heard and the jobs associated with these matters. Therefore, only a high-level estimate is possible. Three policy scenarios have been tested:

- **Scenario 1:** Parramatta CBD Legal Precinct maintains current share of District and Local matters, incrementally growing to support local population growth only.
- **Scenario 2:** Parramatta CBD Legal Precinct increases its role in the region serving all Local matters within 30mins, 31% of District and Supreme Court matters. This represents all demand generated within the Central and West Districts. This would see a permanent Supreme Court facility located in Parramatta CBD with cases likely split between various Lists.
- **Scenario 3:** Parramatta CBD Legal Precinct increase its role in the region as per Scenario 2, while the entire Supreme Court relocates to Parramatta CBD by 2036.

### Direct employment and economic impact

As of 2016, there are 30,000 solicitors in NSW. Between 28 and 43 per cent of their time is associated with litigation<sup>8</sup>. It is assumed that approximately 25 per cent of this time is linked to Supreme, District or Local Court matters. This represents approximately 60 matters per solicitor per year across NSW.

Currently, there are approximately 25,000 Local, District and Supreme Court matters heard across the Parramatta CBD legal precinct. Under the three policy scenarios we could see that increasing from 30% to 300% under Scenario 3 by 2036.

On this basis growth in the Parramatta CBD legal precinct could directly generate between 150 and 1,500 additional local solicitor jobs. There would also be a requirement for judges and other legal/administrative support staff. Applying a nominal 50 per cent uplift for these other jobs suggest a combined additional 230 to 2,200 jobs within the Parramatta CBD. This represents a potential doubling of the current number of legal sector professionals.

A combined additional 700 to 1,400 legal jobs within the Parramatta CBD

These jobs would represent between \$110 and \$225 million in value add to the local economy.

This represents a potential doubling of the current number of legal sector professionals.



These additional jobs would represent between \$36 and \$353 million in value add to the local Parramatta CBD economy.

It should be noted these are not likely to be new jobs to the overall Sydney economy as these services would still be required somewhere to support the future population. This employment and economic output largely represent a potential redistribution from other parts of Sydney (most likely East) which will help to support the growth of Parramatta CBD and Western Sydney.

TABLE 5: DIRECT EMPLOYMENT AND ECONOMIC IMPACTS

	2016	2036 (S1)	2036 (S2)	2036 (S3)
Matters heard in Parramatta (Local, District, Supreme)	25,000	37,900	79,100	89,800
Additional direct jobs		230	1,520	2,210
Additional value-add		\$36.5m	\$242.3m	\$353.4m

Source SGS Economics and Planning

### Indirect employment and economic impact

This direct employment would, in turn, support a broader ecosystem of production and consumption-based employment in the local economy. For example, accountants, IT support, security staff and expert consults. The workers will also spend money in the local economy with thriving café and restaurant precincts often found in close proximity to legal precincts.

These flow-on employment effects could be as high as 250 to 2,420 additional jobs based on Input-Output modelling<sup>9</sup>. While this represent a potential benefit to the local Parramatta CBD economy, these are likely to be jobs redistributed from other parts of the greater Sydney economy. It should also be noted there are limitations to Input-Output modelling as it considers the economy as static and therefore typically overestimates flow-on effects.

These additional jobs would represent between \$36 and \$353 million in value add to the local Parramatta CBD economy.

<sup>9</sup>The range of 250 and 2,420 is dependent on the number of direct jobs assumed. At the lower end, 230 direct jobs will generate 250 indirect jobs and at the higher end, 2,210 direct jobs will generate 2,420.

## Flow on Economic Impacts

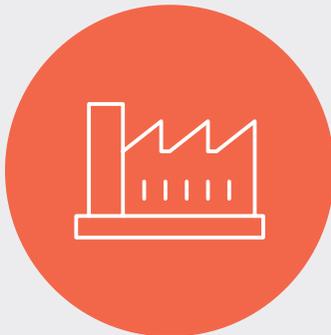
**Direct impact**  
New legal jobs



**Indirect 'flow-on' impacts**

### Production induced

This is generated from a firm spending money in the local economy. The new company will have to source a range of goods and services from local firms which will generate additional 'flow-on' growth for local business.



### Consumption induced

This is generated from staff spending their wages in the local economy. New staff will now go spend some of their wages in the local economy generating additional 'flow-on' growth for local business.





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