



MINTO RENEWAL PROJECT

SOCIAL IMPACT ASSESSMENT

Main Report

Prepared for

NSW Department of Housing

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Glossary

ABS	Australian Bureau of Statistics
ATSI	Aboriginal or Torres Strait Islander
CCC	Campbelltown City Council
CD's	ABS Census Collectors Districts
CRG	Community Reference Group
DA	Development Application
DoH	NSW Department of Housing
DOP	Department of Planning (formerly Department of Infrastructure Planning and Natural Resources (DIPNR))
EP&A	NSW Environmental Planning and Assessment Act 1979
ESD	Ecologically Sustainable Development
GWS	Greater Western Sydney region
LGA	Local Government Area
MPMP	Minto Place Management Plan
MRA	Minto Renewal Area
MRP	Minto Renewal Project
MSB	Minto Suburb (Balance)
SEIFA	ABS Socio-Economic Index for Areas
SD	ABS Statistical Division
SIA	Social Impact Assessment

EXECUTIVE SUMMARY

The Department of Housing (DoH) proposes to redevelop the Public Housing Estate of Minto.

The Minto Estate was developed during the 1970's. A recent comparative needs study of public housing estates showed Minto to be one of the four metropolitan estates with the highest level of disadvantage, relatively high unemployment and many high-needs tenants. The Radburn design of the estate is problematic, many of the dwellings have a high cost of maintenance and do not meet the Departments current demand for 1 or 2 bedroom dwellings. The estates subdivision into "superlots" prevents the DoH from achieving tenure mix on the estate.

The DoH views the Minto Renewal Project as an opportunity to create a new sustainable, living community for the future and address longstanding problems associated with the area, which include:

- High levels of social and economic disadvantage;
- High levels of tenancy turnover relative to other areas;
- Poor property condition;
- Unusual street layouts and built form, based on 'Radburn' design principles, which have since proven to be unsuitable for public housing communities for a variety of reasons, including reversed dwelling orientation, poor vehicular access, unsafe rear lanes and inadequate surveillance of public spaces; and
- Townhouse dwellings that the DoH has identified do not suit the needs of many tenants – being badly designed, not suitable for families, hard to maintain, lacking privacy, and being difficult to access due to their Radburn layout. The estate subsequently has relatively high rates of vacancy, turnover and offer refusal. In contrast it is clear that this is not necessarily the case across all of the estate, as evident in the varying responses that have been provided in resident surveys.

The Departments vision for the redeveloped Minto is:

- to provide better social services and create new opportunities for residents in association with other government agencies and community organisations;
- to re-establish the internal and external community capabilities, linkages, networks and leadership that are essential within any robust and cohesive community; and
- to enhance the amenity and improve the houses and public areas of the original Estate and adjoining Council land.

There are three key strands to the Minto Renewal Project:

1. The Master Plan and associated physical renewal work;
2. The Place Management Plan, which will address social and community issues, via integrated planning and delivery of services; and
3. The Management of Rehousing and Core Business (which includes tenancy management and ongoing maintenance).

On 29 May 2002, Dr Andrew Refshauge MP, then Minister for Housing, publicly launched a project to regenerate the Minto Estate. Subsequent to the Ministers announcement a number of actions have occurred, primarily rehousing of tenants in Valley Vista and demolition of 89 townhouses and progressive rehousing and demolition of the Sarah precinct (123

townhouses). Departmental data indicates that a total of 230 properties have been demolished since the start of the project in 2002. Additionally project feasibility reviews, urban planning peer review, engineering investigations and community consultation have been undertaken.

In 2002 the estate provided 1007 dwellings. Upon completion, 1,092 blocks of land will have been developed, comprising:

- 49 existing DoH cottages will be upgraded and sold;
- 127 existing DoH cottages will be upgraded and retained as public housing dwellings;
- 197 new DoH public housing dwellings will be developed; and
- 719 new private sector dwellings will be developed.

Overall the project will take a further 10 years from lodgement of the masterplan for approval, in addition to the previous three years, and will proceed in 8 explicitly defined stages. This is to facilitate the continued functioning of the Minto community during the 10 years of the project life, retaining and fostering as far as possible the community networks currently in place between residents and amongst schools, community organisations, churches, and so on. This would not be possible if the estate were to be cleared and rebuilt in one step. Overall the project will occur as follows. Note that this timing is subject to change depending on approval timeframes.

- Relocation of tenants is expected to take place over a 4 ½ year period commencing in 2007.
- Construction activities are expected to commence in early 2007 and be completed in 2011. The precincts that are already vacant (ie Valley Vista, Eagleview, Sarah and Piggott) will be redeveloped first.
- Sales of new allotments will occur between March 2008 and October 2013.
- Upgrading of existing DoH cottages will occur in two phase, firstly between May 2007-May 2008 (for sale between November 2009 and May 2010) and secondly between May 2010 - October 2010 (for sale between May 2011 and November 2011).

The redevelopment of the Minto estate provides a number of potential benefits. The majority of these benefits accrue to the DoH and its operation, and to the future residents of the redeveloped estate. The negative consequences of the redevelopment are largely and disproportionately born by the existing residents of Minto.

As with any proposal, a diversity of views are held about the redevelopment in the community and between development precincts. As summarised in 'Leaving Minto', "*Whilst some residents viewed with considerable distress the imminent demolition of their homes and loss of neighbours whom they regarded as 'family', others were pleased that the Department's actions may lead to a 'fresh start' outside of the estate.*"

Minto is a community with significant strengths and capacities, though these are not evenly distributed across all residents, nor all precincts. It has strong resident organisations, services and voluntary groups. It is an ideal area for the location of public housing due to its excellent access to services, transport and shopping. It is highly valued by residents for these reasons, as well as the sense of community and attachment that many experience. Many tenants have developed an emotional attachment to their homes and ties to the Minto community.

Implementation of the next stages of the Minto Renewal Project will result in the displacement of up to 2,100 people or 650 households over a 4½ year period (beginning in May 2007 and ending in November 2011). 212 households (or an estimated 665 people) have already been directly affected by the proposal through resettlement. Further relocations are planned to commence in approximately 2 years.

This will have a significant and substantial effect upon the community, the impact of which cannot be understated. Resettlement is one of the key drivers of social impact from the project. Impacts of this aspect of the project occur not just on individuals and families, but also on the community itself, and by extension the government, non-government and informal social institutions which support them.

The largest impact from the redevelopment project will be on the families and individuals living in the renewal area. The redevelopment will have a substantial and significant impact on these groups. Some of the hardest hit are the many tenants in Minto who are established long-term residents with a strong sense of community and attachment to the area. Also hardest hit are children who don't have the internal resources to cope with the grief of relocation. A number of these impacts cannot be eliminated, but can be mitigated to a degree through the implementation process.

Past mistakes have been acknowledged by the DoH and the lessons learnt incorporated into the proposed project approach and package of mitigation mechanisms. The proposed development is now supported by a range of strategies, plans and measures to assist the community through the rehousing and redevelopment processes. It is acknowledged that not all impacts can be eliminated, rather mechanisms are being put in place to support residents through the process to make it as comfortable as possible.

The potential social impacts which can occur from the proposal have been identified in the following areas:

- potential impacts on residents and their social and psychological wellbeing, in terms of the:
 - impacts of project planning;
 - impacts of relocation/ resettlement;
 - impacts of demolition/ construction phase;
- potential impacts on vulnerable groups – Children and other groups;
- potential impacts related to the supply of public housing;
- potential impacts on social services and facilities;
- potential impacts on education facilities;
- potential impacts on the local economy;
- potential impacts of transitional phase related to the maintenance of viable communities;
- potential impacts related to the development of a new community;
- potential impacts on surrounding suburb of Minto; and
- potential benefits of the project.

The Department's primary means of mitigating the potential impacts include the:

- development of a Minto Place Management Plan (MPMP), to develop a coordinated interagency approach to service planning and service delivery in Minto;
- development of a new/revised Rehousing Plan; and



- introduction of a Rehousing Team whose role is to provide a sensitive and comprehensive approach to rehousing.

The Masterplan will also ensure that the service needs of the future community are adequately addressed.

1. INTRODUCTION

1.1 Purpose of SIA

The DoH and Landcom have prepared a development application seeking consent to development generally in accordance with the Master Plan explained in greater detail in **Section 3.1**. The process of preparing the Master Plan and the development application and the implementation of the development will have a social impact. The purpose of this report is to consider those impacts.

1.2 Methodology

There are many definitions of social impacts. Two definitions suitable to the present assessment are:

Significant events experienced by people as changes in one or all of the following:

- *Peoples way of life – how they live, work, play and interact with one another on a day to day basis;*
- *Their culture – shared beliefs, customs and values;*
- *Their community – its cohesion, stability, character, services and facilities.¹*

And

- *By social impacts we mean the consequences to human populations of any public or private actions-that alter the ways in which people live, work, play, relate to one another, organize to meet their needs and generally cope as members of society. The term also includes cultural impacts involving changes to the norms, values, and beliefs that guide and rationalize their cognition of themselves and their society.²*

Social impact assessment is the analysis of social changes and impacts on community that are likely to occur as a result of a particular development, planning scheme, or government policy decision.

The social impact assessment has involved the following methodology:

1. **Scoping.** Identify potentially affected groups and individuals and their issues of concern and the nature of the likely impact - what might happen where and to whom?
2. **Profiling.** Describe the nature of the groups and individuals likely to be affected.
3. **Prediction.** What are the social impacts associated with the development, who is affected and to what extent.
4. **Assessment.** Are these impacts significant given the priorities, policies and programs of Government

¹ "Social Impact Assessment for Local Government: A Handbook for Councillors, Town Planners and Social Planners" (1995) NSW Office of Social Policy.

² "Principles and guidelines for social impact assessment in the USA" by The Interorganizational Committee on Principles and Guidelines for Social Impact Assessment, Impact Assessment and Project Appraisal, volume 21, number 3, September 2003.

5. **Management, mitigation, monitoring and review.** How can we best manage the potential impacts of this development which we have identified?
6. **Recommendations.** What recommended strategies and actions will produce the best outcomes for the groups or individuals potentially impacted by the development?

Social impacts can be assessed on several geographic as well as societal levels. That is, potential impacts can accrue and thus need to be identified at –

- (i) the significant, direct and local level impact on the community of the Minto Renewal Area (MRA) (**Figure 4**), and to an extent the broader suburb of Minto (particularly the residents of the Campbellfield development) (**Figure 4**);
- (ii) the ‘broader community’ such as the Campbelltown Local Government Area (LGA) (**Figure 1**) or the Greater Western Sydney (GWS) region (**Figure 1**), in terms of broader social indicators and the flow on effects the proposal may have on the general population and capacities of related human services, particularly in light of the relocation of public housing proposed within the region; and
- (iii) further “communities of interest” which do not have a spatial basis (e.g. young people, or the Aboriginal or Torres Strait Islander (ATSI) community).

Each of these groups needs to be identified and described so that the potential impacts upon each can be assessed.

1.3 Layout of the Report

This report has been divided into two volumes. This Main Report outlines the project and its elements, describes the communities of Minto, identifies the likely impacts of the proposal and the actions the Department of Housing (DoH) will implement to mitigate these impacts. The second volume contains the detailed information and analysis undertaken in support of the Main Report.

Volume one is structured as follows –

- Section 1 Introduction**
 - identifies the purpose of the Social Impact Assessment and its methodology.
- Section 2 Background**
 - outlines the context within which the Minto Renewal Project is undertaken, including the overall objectives of the Minto Renewal Project, the location of the Minto Renewal Area, and the key issues.
- Section 3 The Project**
 - describes the key elements of the proposed redevelopment of the MRA, including the DoH’s mitigative responses.
- Section 4 Social and Community Issues**
 - describes the communities of Minto, their resources and facilities, and their issues.
- Section 5 Social Impact Assessment**
 - identifies the likely social impacts of the proposed redevelopment of the MRA.
- Section 6 Monitoring SIA Mitigation Mechanisms**
 - recommends additional strategies to further mitigate the likely social impacts identified.

2. BACKGROUND

This section outlines the context within which the Minto Renewal Project is undertaken.

2.1 Site and Location

The Minto Renewal Area (MRA) is located approximately 5 kilometres north of the Campbelltown CBD, about 45 km from the City of Sydney in the south west corridor of the City and one kilometre east of Minto railway station. The MRA is located within the suburb of Minto and surrounded by the suburbs of Ingleburn, St Andrews, Minto Heights, and Leumeah. **Figure 1** identifies the MRA's location with Campbelltown LGA, and **Figure 4** provides a map of the wider suburb of Minto.

The MRA is comprised of 8 public housing precincts (the area known as the 'Minto public housing estate'), and in addition contains 'Piggott' and 'Eagleview' precincts (for a total of 10 precincts). **Figure 2 (b)** identifies the MRA's precincts.

The 8 public housing precincts contain 50 hectares of residential areas, which include dwellings, common open space areas, and undedicated roads and accessways. The initial estate development made generous provision of land for public open space and community uses. The estate has 20 hectares of open space reserves, of which 6 hectares is within the Departments ownership.

Public housing dwelling numbers in the 8 public housing precincts in 2005 were:

Table 2.1: Existing Public Housing Stock

Precinct	Area (Ha)	Townhouses (Jan 2005)	Townhouses Demolished	Cottages (Jan 2005)	Total (Mar 2005)
Darcy	3.552	18	0	48	66
Erskine	3.645	80	4	0	80
Caroline	4.498	47	0	47	94
Sarah	7.047	0	123	0	0
Valley Vista	5.933	0	89	0	0
Goodwin	7.927	185	7	0	185
Friendship	9.045	21	0	110	131
Dunlop	7.927	221	7	0	221
Total	49.6	572	230	205	777

The MRA is bounded to the north by Benham Road, to the south by Westmoreland Road, to the east by Eagleview Road and to the west by Townson Avenue and Pembroke Road. With the exception of the northern boundary, all boundaries are main roads which provide strong boundaries to the area and effective separation from adjoining development and activities. The Public Housing Estate dominates the character, movement networks and land uses within the MRA. Areas of privately owned dwellings are focussed around Fenton Precinct and at the southern end of Guernsey Avenue in Campbellfield Precinct. Fenton or Campbellfield Precincts will not be directly affected by the project.

The built form of the Renewal Area comprises a mixture of detached dwellings and townhouses and a number of community buildings. The Area does not incorporate any type of entry statement to readily identify the place. The predominant detached dwelling type is single storey, brick veneer construction with a tile roof. Many dwellings were designed in

accordance with the Radburn principles. A clear contrast in quality and variety of housing, and associated streetscapes, is readily apparent when the public housing is compared to the privately owned dwelling areas.

On the western side of the Renewal Area is the Minto Mall, an enclosed shopping centre containing supermarkets and specialty stores. The Mall is surrounded by service industries and fast food outlets and anchors retail and commercial activities in this area which service the needs of residents. The MRA is also well served in terms of employment opportunities afforded by the adjoining Minto industrial area. Traditionally, whilst the Campbelltown Area has been perceived as detached and distant from the greater Sydney Metropolitan Area now many substantially improved regional roads throughout parts of Sydney have brought Minto closer to the City. Decreasing availability and increasing cost of land in the middle and inner suburbs has resulted in warehouse and manufacturing industries increasingly relocating to the outer suburbs of Sydney such as Campbelltown. These large amounts of affordable land are complimented by a road network that facilitates large vehicle movement. In this context the south west corridor, of which Campbelltown is part, has the potential to become an important component of Sydney's industrial heartland, providing employment, services and prosperity to its residents.

The MRA is well connected to the adjacent arterial and feeder roadways. Pembroke Road and Ben Lomond Road on the western edge of the Renewal Area are key arterial roads connecting to both Liverpool and central city to the north direction, and Campbelltown to the south. Public transport links to regional centres are substantially provided by rail links. Minto Railway station is located approximately 5 kilometres from the furthest part of the MRA, providing links to Campbelltown, Liverpool and the Sydney CBD. Buses to Campbelltown from Macquarie Fields and Minto are not direct and involve long journey times.

2.2 Community Overview – Key Social Indicators

Section 4.1 analyses the current demographic composition of the Minto Renewal Area (MRA), the suburb of Minto, Campbelltown Local Government Area (LGA), and the Sydney Statistical Division (SD) based upon information drawn from the Australian Bureau of Statistics (ABS) 2001 Census. Key social indicators of the MRA, compared to these other area, are contained in the following table.

Table 1.1: Key Social Indicators (ABS 2001 Census)

Indicator	MRA (2001) ³	Minto Suburb (2001)	Minto Suburb Balance (2001)	Campbelltown LGA (2001)	Sydney SD (2001)
Total Population	4,127	11,333	7,206	145,861	3,997,321
Median age (years)	22	27	30	30	34
Age – 0-4 yrs	11.8%	9.8%	8.7%	8.0%	6.6%
Age – < 25 yrs	53.4%	45.8%	41.4%	42.5%	33.8%
Sole parents (w/ dependent children)	33.1%	19.9%	13.1%	8.9%	7.1%
Aboriginal & Torres Strait Islander residents	8.3%	4.4%	2.2%	2.5%	1.0%
Non English speaking background residents	16.0%	19.8%	22.0%	16.5%	23.0%
Unemployment rate	24.4%	13.1%	9.0%	8.5%	6.1%
Employment Participation rate	34.0%	48.5%	55.7%	57.5%	57.7%
Households earning less than \$300 per week	18.6%	13.6%	10.9%	9.3%	10.2%
Households earning less than \$600 per week	49.3%	38.2%	32.4%	28.2%	27.0%
Residents who completed year 12	21.1%	26.9%	29.9%	31.0%	44.4%
Residents w/ training beyond school level	15.5%	24.3%	28.7%	29.0%	38.7%
Household Occupancy Rate	3.49	3.12	3.00	3.07	2.68
Households without a car (persons)	30.5%	18.4%	12.2%	10.9%	13.1%
SEIFA* Disadvantage Score	647.7	823.7	926.5	940.6	1016.9

* ABS Socio-Economic Index for Areas

Several key issues are noted from the analysis undertaken in the preparation of the Social Impact Assessment (such as the demographic and tenant profiles in **Appendix 1**) which provide an overview of the Minto community -

- The MRA has significantly higher levels of socio-economic disadvantage⁴ than Campbelltown LGA or the non-public housing areas of the suburb of Minto. It is noted that the more homogeneous CDs tend towards the extreme SEIFA index scores.

³ The ABS Census Collectors Districts (CDs) used to define the MRA are identified in **Figure 5**. Note that these CD's do not exactly correspond to the boundaries of the DoH Minto Estate and consequently the data presented here is for an area slightly larger than the MRA itself.

⁴ The ABS has developed a summary tool, Socio-Economic Indexes for Areas (SEIFA), which provides four measures to rank areas based on their relative social and economic wellbeing. SEIFA utilises a statistical technique which summarises the range of questions asked in the Census into one summary figure. Essentially,

- Minto is a highly vulnerable population, with a range of social needs. The Renewal Area has a low level of employment, low household incomes and a high number of single parents. Issues affecting many residents include drug and alcohol, domestic violence, child protection, parenting skills and financial issues⁵.
- There are a number of particularly vulnerable groups within Minto, including high proportions of Indigenous residents and children. The resources available within the community to deal with impacts are relatively low.
- Minto is not one homogenous community. The variations evident (in household structure, age, economic and social resources) between precincts in terms of social and demographic structure points to a need for tailored responses and small area planning.
- Social Networks and Social Capital are well established. Many Minto residents have a strong connectedness to their place generated in part by high lengths of tenure (as identified in the 'Leaving Minto' resident survey, and examined in **Appendix 1 of Volume 2**). Whilst Minto has a high turnover in comparison to other DoH estates, surveys reveal that Minto has a core of long term residents in addition to a high turnover of short term residents. For these long-term residents it seems that the value and perceived benefits received from a connectedness to place outweigh the costs of problems which a short-term newcomer to Minto appears unwilling to accept. It is acknowledged that these networks and capital are not an experience shared by all residents, particularly those who have been in Minto only a short time.

2.3 Project Background/ History

The suburb of Minto has developed over a number of years since the 1950s. There were two main phases of development. During the 1950s and 1960s, residential development was concentrated around the railway station in the area west of Pembroke Road, north of Redfern Road and south of Minto Road. The urban form in this part of Minto follows a distinctly grid pattern and housing is primarily detached. During the 1970s and 1980s, development moved east of Pembroke Road towards the ridge along which runs Eagleview Road. Development occurred in stages with planned estates designed and built by the private sector and public housing authorities. The street pattern east of Pembroke Road is curvilinear with large areas reserved for public facilities and services such as schools, neighbourhood shopping and parks.

The Department of Housing's (DoH) Minto Estate was developed during this period in the 1970's. Around 1000 public housing dwellings were constructed on the estate, made up of approximately 800 townhouses and 200 cottages. There are other DoH houses in Minto outside the estate area but these are more dispersed throughout the suburb.

A recent comparative needs study⁶ of public housing estates showed Minto to be one of the four metropolitan estates with the highest level of disadvantage, relatively high unemployment and many high-needs tenants. DoH records indicate that the annual turnover of tenancies is 18%, almost double the metro average.

The housing was built using the Radburn design principles which includes the separation of pedestrian and vehicular access resulting in dwellings facing onto parks and walkways, with

the lower the number the more disadvantaged an area is in relative terms. Note that that a higher score reflects less disadvantage rather than higher advantage. The most general index is the Index of Disadvantage.

⁵ http://www.burnside.org.au/content_folder/content/MINTO%20COMMUNITY%20CARExxx%2Epdf

⁶ Source: DoH (2004) Minto Renewal Project: Options Review

access from car courts at the rear. Radburn designs have proven to be unsuitable for public housing communities because of poor vehicular access, unsafe rear lanes and inadequate surveillance of open spaces. Many of the dwellings have a high cost of maintenance and do not meet the Department's current demand for 1 or 2 bedroom dwellings. Road widths and drainage do not always meet current urban design standards. The estate is subdivided into "superlots" of hundreds of dwellings, rather than separate lots for each dwelling. This prevents the DoH from achieving tenure mix on the estate.

On 29 May 2002, Dr Andrew Refshauge MP, then Minister for Housing, publicly launched a project to regenerate the Minto Estate. Campbelltown City Council (CCC) requested that consideration be given to a combined development that included the land holdings of the Department of Planning (formerly DIPNR), CCC and Landcom as well as the Department of Housing. Subsequent to the Ministers announcement DoH reports a number of actions have occurred:

1. Tenants in Valley Vista were re-housed and the 89 townhouses were demolished;
2. Progressive rehousing and demolition of the Sarah precinct (123 townhouses) has commenced with completion due around the time of lodgement of the Development Application (DA);
3. Eminent urban planning practitioners conducted a peer review to ensure the master planning options met current planning objectives;
4. A project feasibility plan review, including high level social impact analysis, investigated a range of master planning options including:
 - repairing and upgrading the dwellings to current standards;
 - subdividing the estate to give separate title to all stock, and then selling off varying proportions to the private sector and using the proceeds to purchase replacement stock elsewhere, using various development methods;
 - exit from the estate by englobo sale as is, and using the proceeds to purchase replacement stock elsewhere;
5. The community has been consulted and issues raised have been considered in the feasibility plans. Independently, residents have commissioned a study of the social impacts of the Estate renewal⁷;
6. Engineering investigations have assessed the infrastructure costs involved in each of the options; and
7. Negotiations have been initiated with Council and Landcom regarding the nature and terms of partnership in the project.

Departmental data indicates that a total of 230 properties have been demolished since the start of the project in 2002. 18 of these have occurred in precincts other than Sarah or Valley Vista, and are attributed in part to property vandalism such as fires.

2.4 Project Objectives

Within the DoH's "Living Communities" vision of an enhanced community, improved services and improved housing, the project has a diverse range of social, community, financial and environmental objectives. The Minto Renewal Project Objectives include:

⁷ The *Leaving Minto: A study of the Social and Economic Impacts of Public Housing Estate Redevelopment* study produced by the Minto Residents Action Group (RAG) and Judith Stubbs in March 2005, a summary of which is contained in **Appendix 7 of Volume 2**.

- *Facilitate the provision of improved social services , creating new opportunities for residents in association with other government agencies and community organisations;*
- *Work with local communities to develop local skills enhance communication and strengthen neighbourhood networks;*
- *Enhance the amenity , improve and upgrade the housing , roads layout , open space and public areas across the Minto Estate and adjoining Council land; and*
- *Work with residents being rehoused to ensure that appropriate support services are provided, that needs are met, and that residents are assisted to integrate into their new communities.*

These objectives will be achieved through the implementation of a range of actions -

1. Facilitate the provision of improved social services, creating new opportunities for residents in association with other government agencies and community organisations.

Action

- Identify with the stakeholders the areas where the Minto community requires support from other agencies, NGO's, Govt Departments, local support groups;
- Document a Place Management strategy and timetable to meet these needs;
- Liaise with other Government agencies (eg schools, health) and local businesses (eg retail, transport) to minimise the disruption to their services during the life of the Minto project;
- Improved Dept of Housing provision of a range of support services- including ongoing Tenancy Management, Specialist Rehousing support team and Community Services; and
- Identify and manage social support-related risks.

2. Work with the local communities to develop skills, enhance communication and strengthen neighbourhood networks.

Actions

- Support and facilitate the development and operation of community organisations that engage local residents and reinforce community bonding;
- Include in the development, community facilities where groups can meet and interact, where services can be delivered. Link the new development with facilities in surrounding areas (eg schools, retail, libraries etc);
- Engage with stakeholders including peak housing groups, community groups, local advocates and other government agencies, to assess potential social impacts;
- Seek the participation of community representatives and relevant stakeholders in project related activities;
- Review of / decisions on alternative housing management models;
- Exploring affordable housing opportunities;
- Design of community facilities and open spaces;
- Creation of employment opportunities;
- Develop and implement a communications strategy that covers all stakeholders and gives consistency of message;
- Offer information in several formats to residents and stakeholders; and
- Identify and manage consultation related risks.

3. Enhance the amenity, improve and upgrade the housing, road layout, open space, and public areas across the Minto estate.

Action

- Plan, design and implement a viable, sustainable renewal of the Minto Estate that is responsive to community requirements;
- Align the renewal with local housing and social needs;
- Improve the integration of public & private households;
- Engage stakeholders in the planning process and gain endorsement of planning outcomes;
- Negotiate with Council to achieve viable guidelines for streetscapes, setbacks, services relocation etc;
- Design new dwellings that foster a vibrant community and reflect the principles of sustainable development;
- Stage development work to allow the estate to continue to function as a community throughout the project;
- Ensure funding is available and endorsed, confirming long term project financial feasibility for the project;
- Comply with all relevant statutory regulations, codes, standards etc (eg planning controls, design codes, safety standards etc);
- Comply with DoH standards and systems, eg: dwelling standards; OH&S requirements, QMS tender processes and systems; Specify quality standards for cottage upgrades and renewed areas (functional, image, infrastructure, community facilities etc);
- Pursue opportunities to enhance ecological sustainability (energy, water, BASIX etc);
- Identify and manage standard related risks (cost, time, project financial viability etc);
- To deliver the Minto project on time, on budget and to the agreed standard; and
- Identify and manage project-related risks.

4. Work with residents being rehoused to ensure that appropriate support services are provided, that needs are met, and that residents are assisted to integrate into their new communities.

Action

- Support relocating tenants during their move, and provide ongoing assistance to help them integrate into their new community;
- Establish a Specialist Rehousing team to support tenants in their move;
- Develop transparent principles to guide tenant retention and relocation decisions, give all tenants at least 12 months notice before rehousing them; and
- Develop and implement a communications strategy that covers all stakeholders and gives consistency of message.

3. THE PROJECT

There are three key strands to the Minto Renewal Project (see also diagram in **Figure 6**):

1. The Master Plan and associated physical renewal work;
2. The Place Management Plan, which will address social and community issues, via integrated planning and delivery of services and activities; and
3. The Management of Rehousing and Core Business (which includes tenancy management and ongoing maintenance).

3.1 The Master Plan

3.1.1 Key Features

The DoH proposes to redevelop the Public Housing Estate of Minto. In 2002 the estate provided 1007 dwellings. The masterplan will be implemented over a ten year period and has therefore been structured to easily respond to the changing property market conditions throughout this period. However, currently it is anticipated that upon completion 1,092 blocks of land will have been developed, comprising -

- 49 existing DoH cottages will be upgraded and sold;
- 127 existing DoH cottages will be upgraded and retained as public housing dwellings;
- 197 new DoH public housing dwellings will be developed; and
- 719 new private sector dwellings will be developed.

Table 3.1 provides a summary of the anticipated changes as a result of the project per stage.

Upon completion it is anticipated that 30% (currently 324 dwellings) of the final yield will be retained in public ownership. The Department will replace the public housing dwellings lost from the estate (currently 683) within the GWS region over the life of the project.

As a consequence of the development, 650 households will be relocated. This is in addition to the 212 already relocated prior to the demolition of dwellings in Sarah and Valley Vista. A further 601 dwellings are to be demolished.

The design will provide for a variety of built form, from detached dwellings to integrated housing positioned around open space as nodal points. Three character areas are proposed within the Master Plan, based on their locations' natural and built features -

- "The Ridge" area, larger allotment sizes maintain the ridge tops "green" character with development controls ensuring appropriate native landscaping and an architectural form sympathetic to this visually prominent location.
- "The Parks" area, higher density housing close to major amenities and adjoining public open space areas, contributing to the urban character of these areas and the safety of the parks.
- "The Hills" area, housing area of varying density depending on location which forms a transition between the denser parks areas to the large ridge top allotments.



Linked public open spaces will be the focus of each residential neighbourhood and will enhance the desired green and open character of Minto.

The Master Plan is founded on the principles of Ecologically Sustainable Development (ESD). An important method of achieving sustainability will be through the provisions of BASIX, which is the Building Sustainability Index. A new stormwater management system will be integrated into the open space network to enhance natural systems to create opportunities to encourage native flora and fauna in Minto. The principles of water sensitive urban design principles will be incorporated into the development.

Existing roads and services are retained where possible to minimise overall costs. A hierarchy of streets will provide safe and convenient access, assist in orientation and enhance and strengthen the character of the development. The streets will encourage alternative modes of transport including walking and bike riding, serving as public places in their own right.

The quality and amenity of the public domain and open space will be improved by the project. A number of new parks will be provided in appropriate locations and inefficient and unsafe vacant lands developed. Townson Oval will be relocated to the north-west corner of the site to assist with stormwater detention for the project. Kids Park is to be retained in the development. Redfern Park will create a community hub for the suburb of Minto and its surrounding area.

The childcare centres located nearby and existing aged persons units on Townson and Guernsey Avenues will be retained.

Table 3.1: Dwellings by Precinct (as at 8th June 2005)

Stage	Precinct	Existing Public Houses ¹	Demolitions to Date	Proposed Demolition	Retain and upgrade	New DoH Dwellings	Total DoH Dwellings	Retain and Sell	New non-DoH Dwellings	Total non-DoH Dwellings	Total Dwellings	% Public Housing ⁵
1	Valley Vista	89	89	0	0	15	15	0	73	73	88	17.05%
2	Part Sarah + Part Eagleview	77	77 ³	0 ²	0	45	45	0	120	120	165	27.27%
3a	Part Eagleview	0	0	0	0	0	0	0	11	11	11	0.00%
3b	Piggott	0	0	0	0	0	0	0	14	14	14	0.00%
4a	Erskine + Part Sarah	130	50	80	0	40	40	0	107	107	147	27.21%
4b	Caroline + Darcy	160	0	84	57	0	57	19	50	69	126	45.24%
5	Townson + Part Goodwin	15	0	15	0	12	12	0	52	52	64	18.75%
6a	Part Dunlop	139	7	132	0	30	30	0	75	75	105	28.57%
6b	Friendship + Part Goodwin	148	0	48	70	0	70	30	49	79	149	46.98%
7	Part Goodwin	160	7	153	0	35	35	0	104	104	139	25.18%
8	Part Dunlop	89	0	89	0	20	20	0	64	64	84	23.81%
		1007	230	601	127	197	324	49	719	768	1092⁴	29.67%

¹ Dwellings at start of Minto Renewal Project in 2002. The original stock number was 1019 in the mid 1980s.

² Existing dwellings accommodating community facilities to also be demolished but are excluded from demolition numbers.

³ Not all demolitions in Sarah Precinct are complete. It is understood that approximately 10 will remain at time of lodgement of the masterplan.

⁴ Number of new dwellings could be higher as some lots allow for dual occupancy.

⁵ Percentages of public housing only applies to Minto Renewal area. Proportions will be lower when spread across entire suburb.

3.1.2 Staging of Development

Overall the project is anticipated to take a further 10 years to complete from lodgement of the masterplan for approval, and will proceed in 8 explicitly defined stages (**Table 3.3** and **Figure 7**) in addition to the previous 3 years. The primary purpose of breaking the project into stages is to facilitate continued functioning of the Minto community during the 10 years of the project life, retaining and fostering as far as possible the community networks currently in place between residents and amongst schools, community organisations, churches, and so on. This would not be possible if the estate were to be cleared and rebuilt in one step. The development can be paced at a rate that matches the Department's ability to arrange and support the rehousing of public tenants in other locations on the one hand, and the real estate market's ability to absorb new blocks on the other.

The masterplan will be submitted as the first stage of a staged development application (DA) process. Subsequent DAs for subdivision work will be submitted for each stage of the project. This will also assist in ensuring that the project can respond to market conditions for residential development types.

As a result of the staging, the population of the renewal area is anticipated to change from 3,168 people living in 1007 dwellings in 2001 to around 2914 people at the projects completion in 2016. **Table 3.2** provides a summary of the projected population levels in the masterplan area throughout the project life.

Overall the project will occur as follows (this timing is subject to change depending on approval timeframes):

- Relocation of tenants will take place over a 4 ½ year period.
- Construction activities will commence in early 2007 and be completed in 2011. The precincts that are already vacant (ie Valley Vista, Eagleview, Sarah and Piggott) will be redeveloped first.
- Sales of new allotments will occur between March 2008 and October 2013.
- Upgrading of existing DoH cottages will occur in two phase, firstly between May 2007-May 2008 (for sale between November 2009 and May 2010) and secondly between May 2010 - October 2010 (for sale between May 2011 and November 2011).

The precincts that are already vacant (ie Valley Vista, Eagleview, Sarah and Piggott) will be redeveloped first. This allows time to consult with tenants in the occupied precincts and give the required 12 months notification before redevelopment commences.

The parks (especially Kid's Park) will be developed as early as possible to enhance the amenity and attractiveness of the new areas for both residents and prospective purchasers.

When Townson Oval is rebuilt in the Caroline precinct, the existing oval will be closed.

Landcom sales of redeveloped properties have been estimated to proceed at an average rate of 12 blocks of land per month, or around 140 to 150 blocks per annum. Additionally the DoH will receive an estimated 3 blocks of land per month (or around 36 blocks a year). This rate of sale is based on Landcom's estimate of the likely take-up rate achievable without over-supplying the local market, drawn from their experience in new release areas in west and south-west Sydney. At this rate the sales will continue over a period of around 6 years.

Landcom will sell only land, and not new homes. It is likely that other building firms will purchase blocks from Landcom and build completed homes for sale to the private market, particularly in prominent locations (such as around parks).

Table 3.2: Dwellings Over Time

	Demolitions	Cottage Upgrades	DoH Cottage Sales	New DoH Dwellings	New Non DoH Dwellings	Progressive Public Housing on Site	Progressive Total Dwellings on site	Off-Site Replacement Dwellings	Progressive Total Replacement	Total Public Housing (On & Off Site)
2002	0	0	0	0	0	1007	1007	0	0	1007
pre 2005	230	0	0	0	0	777	777	0	0	777
2005-06	0	0	0	0	0	777	777	0	0	777
2006-07	30	0	0	0	0	747	747	0	0	747
2007-08	185	0	0	7	73	569	642	40	40	609
2008-09	129	30	0	53	85	493	651	40	80	573
2009-10	158	46	19	40	110	356	643	60	140	496
2010-11	80	100	0	12	132	288	707	80	220	508
2011-12	19	0	30	30	102	269	820	60	280	549
2012-13	0	0	0	35	101	304	956	80	360	664
2013-14	0	0	0	20	116	324	1092	80	440	764
2014-15	0	0	0	0	0	324	1092	80	520	844
2015-16	0	0	0	0	0	324	1092	163	683	1007
Total	831	176	49	197	719			683		

Chart 3.1: Dwellings Over Time

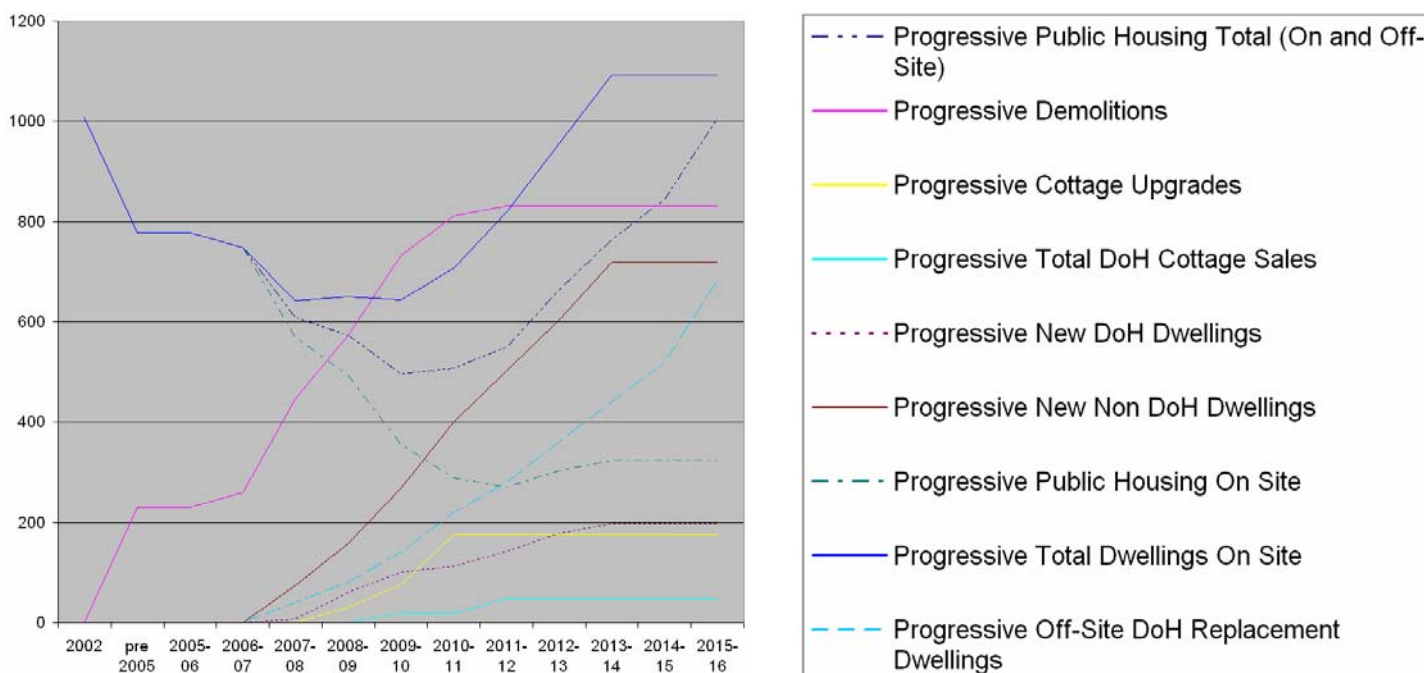


Table 3.3: Proposed Development Staging – Indicative Timeframe (as at September 2005)

NB: These timeframes are subject to change depending on the formal statutory approval timeframes. All tenants will receive formal written advice 12 months prior to being rehoused.

Stage	Precinct	Rehousing and Demolition Period	Cottage Upgrading Rehousing	Construction Period (Road Work)	Anticipated Sales Period
Stage 1, 2 & 3a+b	Valley Vista, Sarah, Eagle View, Piggot	Complete 2005	--	December 2006 – October 2007	March 2008 – July 2009
Stage 4a+b	Erskine, Darcy/Caroline	May 2007 – May 2008	June 2007- June 2008	May 2008 – April 2009 (Cottages April 2009 – October 2009)	June 2009 – April 2011 (Cottages December 2009- June 2010)
Stage 5	Goodwin (Townson oval)	August 2007 – November 2009	--	November 2009 – May 2010	December 2010 – March 2011
Stage 6a	Dunlop (South)	September 2007 – December 2009	--	December 2009 – September 2010	February 2011- January 2012
Stage 6b	Friendship + part Goodwin	September 2007 – December 2009	May 2010 – November 2010	December 2009 – September 2010 (Cottages September 2010 - March 2011)	May 2011 – September 2012 (Cottages May 2011 – November 2011)
Stage 7	Goodwin	December 2008 - March 2011	--	March 2011 – December 2011	August 2012 – May 2013
Stage 8	Dunlop (North)	August 2009 – November 2011	--	November 2011 – August 2012	April 2013- November 2013

3.1.3 Demolition

Development envisaged under the Master Plan requires the progressive and managed demolition of existing dwellings on the site. As with the construction phases, the demolition of existing dwellings will be staged as indicated in **Table 3.3**. In the next and final stage of the project 601 properties are to be demolished.

The demolition schedule is subject to refinement. Prior to large scale demolition commencing there will be a 12 month notice period. This means that within each precinct, the demolition

process will not commence until the 12 months notice period is completed. Some small scale demolition may occur sooner, where residents have decided to vacate their dwellings early.

Demolition will take place progressively within each stage. Residents will be progressively rehoused from May 2007 to November 2011, a period of 4.5 years. The Department will be establishing a rehousing team to assist tenants through this period (refer to **Section 3.3** for details).

The Department intends to retain 127 cottages in Friendship, Darcy and Caroline. These will be upgraded and existing tenants can remain. A further 49 cottages in these areas will be upgraded and sold.

As a consequence of the development, 650 households will be relocated in addition to the 212 already relocated prior to the demolition of dwellings in Sarah and Valley Vista.

3.2 Minto Place Management Plan

3.2.1 Introduction

As outlined above, the Minto Place Management Plan (MPMP) forms one of three key strands to the Minto Renewal Project, and will address social and community issues, via integrated planning and delivery of services. The MPMP relates to the other elements of the MRP as follows -

Relationship between the MPMP and the Master Plan

There are very clear links between the Master Plan and the Place Management Plan, and ongoing dialogue between these components of the project is essential. Having said this, to a large extent the Place Management Plan simply assumes the approval and implementation of the Master Plan, and seeks to work within this context.

Relationship between the MPMP and Rehousing and Core Business

Again there are very clear links between these two components of the project. The main distinction here is that, in a strict sense, housing provision and management are the sole responsibility of the Department (albeit in a social/community context and with support services being offered by other agencies). In contrast the Place Management Plan is intended to be partnership based. It will seek to bring stakeholders together to jointly agree on issues, needs, objectives, strategies and work plans.

Ongoing links between the three components of the Project will be made by the CRG, a number of project committees, and via informal relationships between the staff responsible for managing each of the components.

3.2.2 Purpose, Objectives and Key Elements of the Place Management Plan

The purpose of the Place Management Plan is to develop a coordinated approach to service planning and service delivery in Minto from 2006 to 2015, to achieve the following objectives:

Objectives

- Maximise the health, wellbeing and life opportunities of residents (via support for personal growth and the creation of a facilitative environment);

- Increase the comprehensiveness and effectiveness of, and coherence between, current and future services provided in Minto
- Maintain the strengths of the Minto Community through a period change; and
- Mitigate the potential impacts of the redevelopment on residents, service providers and businesses.

Key elements of the approach

- Partnership approach;
- Joint identification of key issues for residents and other stakeholders over the next 10 years, and beyond;
- Formation of working groups with diverse stakeholder representation to plan responses to key issues;
- Acknowledge and build on existing strengths, networks and informal relations;
- Design services from an 'outside in' rather than 'inside out' perspective (so that they are primarily designed to suit clients, not service providers);
- Support the development of stronger links with the broader communities of Minto and Campbelltown;
- Support the emergence and development of community leaders and community generated initiatives; and
- Support innovation and creativity.

3.2.3 Level of Targeting

The Place Management Plan will be targeted at 5 different levels:

1. Individual level;
2. Family/household level;
3. Interest group level;
4. Minto community level; and
5. Organisational (service provider and business) level.

Consideration will also have to be given to six different resident situations -

1. Current public housing residents who remain in Minto;
2. Current public housing residents who are rehoused outside Minto but return later;
3. Current public housing residents who are rehoused outside Minto and do not return;
4. Current private residents;
5. New public housing residents (including those who arrive during the project to take up temporary vacancies); and
6. New private residents.

3.3 Rehousing Plan and Core Business

3.3.1 Rehousing Process for the Minto Renewal Project

The DoH acknowledges that the impact of relocation on tenants can be extremely stressful and therefore the negative effects of relocation need to be reduced. The DoH acknowledges that its processes need to be improved to ensure long-term positive outcomes for families experiencing resettlement. The DoH has revised its rehousing processes as a result of lessons learnt from both Valley Vista and Sarah precincts and in response to input from the community. Some of the feedback included:

- Poor delivery of maintenance and improvement in new dwellings;
- Poor removalist experiences;
- Inadequate consultation;
- Unclear entitlements;
- Poor communications and relationships between Department staff and tenants;
- Varied understanding of Minto by DoH officers off-site in terms of priority of re-housing; and
- Lack of follow-up and support after tenants have moved.

The Department has responded to these issues by:

1. Reviewing its rehousing process and developing a rehousing plan;
2. Establishing a rehousing team; and
3. Ensuring that information about tenant entitlement and information is available.

3.3.2 Review of the Rehousing Process

The Department is in the process of reviewing its processes by interviewing a selection of residents who have been rehoused. This will identify not only the negative aspects of the relocation but also the aspects of relocation that were successful. The DoH will also work with community organisations supporting tenants in the housing process to further identify needs and strategies. The review process will assist in further developing the rehousing plan for the MRA.

3.3.3 Rehousing Team

The DoH is establishing a rehousing team which will consist of skilled specialist support staff who will develop and maintain positive relationships with tenants who are to be relocated. The team will:

- Work with tenants in a consultative, respectful way to identify tenant rehousing needs and to assist tenants to have a positive relocation experience;
- Ensure tenants are clear about their entitlements during the rehousing process. A revised rehousing policy has been established to incorporate all key entitlements;
- Provide the main source of rehousing information for tenants to ensure that clear, accurate and regular information is received early;
- Undertake a comprehensive assessment of all tenants to be relocated. This will include identifying families in need of additional support;

- Work cooperatively to develop a relocation plan;
- Ensure ongoing personal contact with tenants during their relocation process;
- Where tenants have a need to move out of the Macarthur area the rehousing team will identify areas outside of the Macarthur area in liaison with the tenants and ensure the properties are identified and the required and agreed maintenance is completed within the given timeframe;
- Negotiate with removalists and ensure the moving process is conducted timely and professionally; and
- The team will also provide follow up to tenants who have been relocated to ensure they have settled into their new homes and to ensure the agreed maintenance and improvements have occurred. The follow up will be provided directly after the tenants move and then approximately three months later.

The Department, with input from the community, has revised their rehousing policy so that it clearly highlights tenant entitlement. The policy is currently being finalised by the local DoH team. Key elements of the policy are contained in the “Minto Renewal Project: Your Questions Answered” question and answer sheet ((contained in **Appendix 10** in **Volume 2**).

In addition the Department has developed a stakeholder communication to keep stakeholders informed. The communications document will be continuously updated to ensure the information about the rehousing and the general progress of the project is correct.

3.3.4 Return to Minto Policy

The Department has recognised that individuals and families may wish to return to Minto. It is therefore in the process of developing a ‘Return to Minto Policy’. Tenants are able to indicate their desire to return to Minto by placing their name on a register, which will be managed in accordance with the Return to Minto Policy.

3.3.5 Maintaining a sense of continuity during the demolition and rehousing process

The demolition and rehousing program will occur over the next 6-7 year period (2005-2012, depending on approval timeframes). Tenants will be rehoused in a staged process per neighbour hood area. As a result the Department of Housing (Local Minto Team) will continue to support tenants and proactively carry out the ongoing maintenance and property/tenancy support in the area throughout the life of the project. The local team will also work closely with the Specialist Rehousing Team to ensure the tenants receive a comprehensive and supportive service during a period of change. The draft DoH Maintenance guideline is currently being finalised by the local DoH team.

3.4 Stakeholder Communications

The following outlines the communication objectives and activities targeting the key stakeholders in the Minto Renewal Project; and will guide the development and distribution of targeted information to those stakeholders, to advise what is going to happen during the Concept Plan phase.

Residents, the general community and stakeholders of Minto require clear, consistent and up-to-date information on the Project.

There are a range of support channels for residents in the Minto redevelopment area including:

- a specialist Rehousing Team, set up by the Department to assist residents in the rehousing process;
- an independent Tenant Advocate is employed by South West Regional Tenants Association (SWRTA) and is funded to provide free support to residents, to ensure they have a say in where/ how they are relocated, and are treated fairly in the process;
- a Residents Action Group, made up of Minto residents, supports other tenants in the redevelopment process;
- a Community Reference Group (CRG) was created by the Department and is made up of tenants, representatives from community organisations, the Department of Housing and other agencies; it ensures the needs, interests and views of the Minto Community are understood and heard; and
- a community consultation project manager has been employed to develop community activities with key stakeholder groups and develop a Place Management Plan.

A Communications Group has been established and meets regularly with the specific task of developing and communicating information for stakeholders in the Minto Renewal area, in particular to advise what is going to happen during the Concept Plan phase.

The Department will be holding Community Meetings for Minto residents to give them information about what is happening on the Minto Renewal Project and the plans for the different areas of the suburb. A letter will be sent to all residents in the redevelopment area to invite them to the meeting.

Local meetings will also be held, and communication developed, for each precinct so residents can find out more details about their area (eg cottages in Friendship and Darcy, and townhouses in Dunlop).

The stakeholder communications hopes to:

- Create awareness amongst Minto public housing residents about the Concept Plan and the main staging / timelines for the redevelopment, including timing of rehousing, demolitions and roadworks
- Create awareness amongst the broader Minto community and stakeholders about the Concept Plan and the main staging / timelines for the redevelopment, including timing of rehousing, demolitions and roadworks
- Create awareness amongst tenants about the ongoing availability of services and support they are entitled to throughout the project
- Encourage tenants to become involved in community meetings and other activities/events from October 2005 - October 2006

4. Social and Community Issues

This section describes the communities of Minto, their resources and facilities, and their issues. More detailed analysis is contained in the relevant Appendices.

4.1 Demographic Overview of MRA

Appendix 1 of **Volume 2** describes the demographic composition of the Minto Renewal Area (MRA) drawn from the 2001 Australian Bureau of Statistics (ABS) Census. Comparative information is provided for other geographical areas where relevant, including the suburb of Minto. Also analysed in this appendix are DOH tenant information records, supplied from the 'IHS Stripfile'⁸, to provide more detail on the existing and past residents of the MRA to aid in the identification of issues and vulnerable groups within the community which may be affected by the proposal, and to allow comparison between the ABS data and the DOH collected data.

The following points summarise the demographic characteristics of the Minto Renewal Project Area (MRA) community in 2001⁹: -

- There were a total of 1,234 dwellings and 4,127 persons in 2001. The Census identified 834 of these households renting from a housing authority (an additional 110 households did not state their tenure);
- The population has declined slightly from 1996 – 2001 (115 people, 2.7%) and a slight reduction in the number of dwellings;
- 57.2% of the population were recorded as living at the same address five years previously. Despite Minto having a reputation of a highly mobile population, this figure is similar to that recorded for the suburb of Minto as a whole and for Campbelltown. DoH Tenant records suggest shorter lengths of tenure however;
- The population is youthful with 36.1% of the population under the age of 15 compared with 25.0% in Campbelltown and 20.0% in Sydney. Those aged over 50 years were less well represented as compared with Campbelltown and Sydney. This finding is supported in the DoH tenant records;
- Within the MRA, the largest age groups were 5-9 years at 13.6%, 0-4 at 11.8%, –10-14 at 10.7% followed by 15-19 at 9.8%. Significantly one-quarter of the MRA population is under the age of 10, yet this is a decline on the same age group for 1996, which recorded 26.9%. This decline is also suggested in school enrolment data;
- A high proportion of residents (8.3%) are indigenous Australians;
- The percentage of residents born overseas and from non-English speaking countries was greater in the Minto suburb, but smaller in the MRA than for Campbelltown. 40% of people are bi- or multi-lingual compared with 36% in Campbelltown LGA. This suggests a multi-generational migrant community.

⁸ Data from three time points has been collated – from December 2001 (to facilitate direct comparison to the ABS data), March 2002 (to indicate the composition of the MRA at the time of the projects announcement), and at March 2005 (the most current data).

⁹ Note that the ABS Census Collectors Districts used to define the MRA do not exactly correspond to the boundaries of the DoH Minto Estate and consequently the data presented here is for an area slightly larger than the MRA itself.

- 59.8% of the MRA adult population had never been married or were divorced or separated, significantly higher than recorded for Campbelltown and Sydney (51.9%, 45.4% and 43.1% in Minto suburb, Campbelltown and Sydney).
- The most common forms of family unit were couple families with children and one-parent families – 38.5% of households were one parent families in MRA (versus 24.5% in Minto suburb and 17.2% in the Campbelltown LGA);
- 1 in 4 people of working age were unemployed (24.4% unemployed MRA, 9.8% Minto suburb, 8.5% Campbelltown LGA in 2001);
- Individual and household incomes are significantly lower than in Campbelltown and Sydney (34.8% of MRA individuals earned less than \$200 per week, versus 31.2% Minto suburb, and 27.6% Campbelltown LGA);
- Occupations in production, transport and labouring occupations are the most common form of occupation with 19.6%. Clerical and service work is a comparatively high form of occupation in both the MRA and Campbelltown LGA, with approximately 30 – 35% of the workforce employed in such positions. In contrast, the white-collar professions (managerial, professional, administration) were less well represented among the residents of the MRA being 14.0% in 2001, compared to 26.8% for Campbelltown LGA and 42.0% for the Sydney SD;
- Residents of the MRA have low levels of qualifications compared to the Sydney average (although at rates similar to the Campbelltown LGA), with 51.6% not proceeding past year 10 at school (49.5% Minto suburb, 49.4% Campbelltown LGA). Over two-thirds of the MRA residents report to have no post school qualifications; and
- 30% of residents do not have access to a car (18.4% Minto suburb, 10.9% Campbelltown LGA).

Variations between the demographic structures of precincts are clearly evident in the DoH tenant records, supporting a finding that Minto is not one homogenous community.

A number of limitations have been identified with the DoH tenant data. The *Leaving Minto: A Study of the Social and Economic Impacts of Public Housing Estate Redevelopment* report produced by the Minto Residents Action Group (RAG) and Judith Stubbs in March 2005, details a tenant survey taken for the report. The survey provides an opportunity to compare the respondent profile results (identified as having a high degree of statistical validity) to the DoH records to assist a determination of the weight which should be attributed to an analysis of the DoH data. This analysis has been detailed in **Appendix 1 of Volume 2** and suggests that in addition to a high turnover of short term residents, there is a core of long term residents, as identified in **Section 2.1**. It has been anecdotally suggested that a number of tenants have moved internally within Minto over the years.

4.2 Community Facilities and Services

Appendix 4 of Volume 2 maps the current provision in Minto for various service target groups, and **Table 5.11 in Appendix 5 of Volume 2** provides a brief summary of the number of services currently available to the residents of the Renewal Area, either from within Minto, in the Campbelltown City Centre, or other locations surrounding the suburb of Minto. The analysis identifies that Minto's Community facilities are located at four 'hubs' –

- Surrey Street group at the old town centre of Minto near the railway station;
- Burnside centre (including the Youth Centre) in the Renewal Area;
- PCYC on Minto Road to the north of the Renewal Area; and

- Sarah Redfern Primary and High Schools.

The key community facilities identified within the Renewal Area and just outside the Renewal Area in the Suburb of Minto, include –

Table 4.1: Key Community Facilities

Minto Renewal Area	Suburb of Minto
Minto Family Care (Burnside) (Guernsey Avenue)	The Police and Community Youth Club (PCYC) (Minto Road)
Minto Youth Centre (Guernsey Avenue)	South West Multicultural Community Centre (within PCYC)
Minto Library (grounds of Sarah Redfern School)	Minto Community Centre and Hall (Surrey Street)
Sarah Redfern Community Hall (Sarah Redfern School).	Macarthur District Temporary Family Care.

There are many service providers working within or for the residents of Minto, which aim to help those who may be socially or economically disadvantaged. The assistance of the key service providers in Minto is summarised in the following table. It is noted that the following table is not comprehensive, detailing the key service providers in Minto, and reference should be made to **Appendix 4 of Volume 2**.

Table 4.2: Summary of Assistance Offered by Key Service Providers and NGOs to the Minto Community related to the MRP

Service Provider	Services
Independent Tenant Advocate (SWRTA)	<ul style="list-style-type: none"> ▪ Provides ongoing support to tenants during relocation, educates tenants regarding the process, its implications and their rights, and advocate on their behalf with the Department and service providers.
Residents Action Group Minto	<ul style="list-style-type: none"> ▪ A critical conduit to the community and advocate of community issues.
Burnside	<ul style="list-style-type: none"> ▪ <i>Minto Community Care</i> a skills development program which focuses on building a better community for the residents of Minto. ▪ <i>Minto Family Centre</i> delivers services which aim to build families confidence and skills and to make Minto a supportive, safe and friendly place to bring up children.
Franciscan Friars	<ul style="list-style-type: none"> ▪ The Friars informally act to improve community strength and social capital through community based initiatives (eg BBQs, emotional support, Soup Kitchen at KoKo's Place every Wednesday night, etc).
Brown Sisters	<ul style="list-style-type: none"> ▪ The Sister's act similarly to the Friars and offer assistance to those who need their help.
South West Multicultural and Community Centre	<ul style="list-style-type: none"> ▪ The Centre also provides community development services (including for NESB) and provides emergency services, including food and basic necessities.

Service Provider	Services
Macarthur Diversity Services	<ul style="list-style-type: none"> ▪ Provide outreach to the Renewal Area including Pacific Islander communities.
The Daystar Foundation	<ul style="list-style-type: none"> ▪ Providing support for children and an opportunity for children to discuss their concerns with volunteers and teachers present at breakfast clubs.
Kids Community Park	<ul style="list-style-type: none"> ▪ Events which bring the community together (eg Christmas in the Park);
Animation Project (St Vincent de Paul Society)	<ul style="list-style-type: none"> ▪ Encourages communities to help initiate positive social change ▪ Provides support and resources to encourage those who may be socially disadvantaged to raise awareness within the community and make their voices heard.
Remembering Minto Project (auspiced by ICE (Information and Cultural Exchange))	<ul style="list-style-type: none"> ▪ Community development activities, built around assisting the community compile and record the memories of those living in the public housing communities in Minto.

In summary, an analysis of the current provision of community services and facilities indicates –

- The Renewal Area is relatively well serviced by a wide range of community services and facilities, particularly in terms of children’s services;
- There are many NGOs working hard to support and develop the Minto community. Their efforts and relationship with and understanding of the community need to be recognised and accessed by the DoH.
- A fair proportion of Renewal Area residents are excluded from facilities beyond walking distance due to either access issues or cost of travel (low car ownership).
- The Burnside Family Centre in particular is identified as a key community facility, particularly for the public housing estate. It is well located, being well linked to other services and community facilities, and is well regarded. However its premises are in poor condition. There is an incorrect public perception that it is a facility solely serving the needs of public housing tenants. The name “KoKos” has social significance and value to the local community.
- Sarah Redfern School offers a unique combination of educational and community services with community use of the library, hall and playing fields. It is well located, well regarded, and readily identified as a community focal point.
- Some facilities are not ideally located. There are few facilities close to Minto Mall, the focal point of the suburb. Some facilities such as those in the vicinity of Surrey Streets or the PCYC, whilst being close to the railway station, are separated from the main residential areas of Minto. Notwithstanding this, the PCYC is well-patronised.
- The MRP provides an opportunity to rationalise and/or relocate community facilities in the area. Facilities can be planned and located to meet the needs of Minto as a whole rather than a particular part of the suburb such as the Department of Housing estates. Campbelltown City Council is currently completing a review of youth facilities and services

in the LGA, both government and non-government. It is understood that this review will recommend the rationalisation of Councils physical assets due to their high number and unsustainable ongoing cost, and the development of a new model of service delivery which involves utilising a central point of administration for services. Minto is seen as an opportunity to implement this new model of provision.

- Whilst a variety of services and recreational activities operate from the PCYC (including the South West Multi-Cultural Centre) there is physical room for expansion.
- Burnside is well located to provide ongoing community support during the transition period through the implementation of the masterplan. Existing public housing tenants of the Renewal Area and other residents can continue to utilise services from those facilities which can provide a sense of stability during a period of change. New residents can use the services provided which can then adapt over time to the needs of new residents.
- Changes to the population and demographic composition of Minto, and consequently the community's needs, will have a number of impacts for services and facilities which are explored in **Section 5** of this report. There are implications for many providers in the area, including commercial operators, Government departments, community services and non-Government organisations (NGOs). During consultation, it was apparent that many service providers were focussed on assisting the community with the immediate relocation phase and had not considered the impacts of the MRP on the services they provided beyond this phase. If not addressed, this may result in a 'gap' between service provision and community need in the future.

4.3 Community Issues

The community has experienced a high level of consultation to date over an extended period about the future of the Minto area. All stakeholders agree that the community has been over-consulted, and that further discussion of the issues will not be accepted by the community. The communities' views and issues are well known and strongly advocated by its representatives. For this reason, rather than engage with the broader community, the SIA has adopted an approach which involves the review of past consultation outcomes, combined with discussions with key stakeholders to confirm the understanding this review imparts of the issues and impacts associated with the MRP.

Appendix 7 in **Volume 2** contains a detailed assessment of the DoH's involvement processes to date. The key lessons learnt from these initial consultation experiences have been identified and acknowledged by the DoH and a Communications Strategy has been prepared to guide the Departments actions through the remaining stages of the MRP.

As with any proposal, a diversity of views are held about the redevelopment in the community and between development precincts. As summarised in 'Leaving Minto', "*Whilst some residents viewed with considerable distress the imminent demolition of their homes and loss of neighbours whom they regarded as 'family', others were pleased that the Department's actions may lead to a 'fresh start' outside of the estate.*"

The key issues raised by the community since announcement of the redevelopment and demolition of the Valley Vista and Sarah precincts can be broadly summarised as follows.

- The locational attributes (shops, transport, schools, or work) are highly valued aspects of living in Minto. Also highly valued is the quality of these services. Access to these services will be impacted.

- Minto is an established community. Residents place a high value on the people, the current sense of community of Minto, take pride in its strengths and have high levels of attachment to this experience. Minto has strong resident organisations, services and voluntary groups. It is these strengths which the community sees the proposed redevelopment as destroying to their great distress.
- Many residents are long-term residents (a significant proportion¹⁰ more than 20 years) with strong connections to the area (such as having family living in other parts of Minto). Many had planned to make Minto their home for a 'long time'. Residents value their long-term association with their area, and are concerned about the loss of the social networks they have established in this time. Of those that wish to stay, the majority would like to return to Minto post-redevelopment.
- There were high levels of uncertainty in the community about the MRP during previous phases.

It is noted that this list is not comprehensive, focussing rather on the 'macro' concerns raised. A range of community concerns have been identified at the family and individual level due to relocations (eg dislocation, relocation of children and schooling, loss of friends and neighbours, community instability, personal or family stress, uncertainty, community safety, etc). These are numerous and are identified and discussed as relevant in the impact assessment section of the SIA. Community concerns include -

- Retention of public housing stock numbers, (ie replacement of all stock to be demolished in Minto) in the Macarthur area.
- Retention of a minimum level of public housing stock within the Minto estate area.
- Provision of affordable housing within the project, apart from the public housing component.
- The desire to see upgrading, rather than redevelopment, of cottage precincts.
- Concern over the lack of an initial Social Impact Assessment to inform the development of the masterplan and relocation/ demolition process.
- The lack of smaller area planning, based on precincts or cluster of streets within each precinct, particularly when developing the implementation details for the MRP.

Residents have a strong expectation that they will be involved in the decision making process for the project. The CRG are concerned the findings of the "Leaving Minto" report and community feedback from the CRG are not being taken into consideration in project development.

¹⁰ 23% of respondents to the "Leaving Minto" resident survey.

5. SOCIAL IMPACT ASSESSMENT

5.1 Anticipated Final Population Profile of the MRA

The Minto Renewal Project will result in the progressive demolition and replacement of existing dwelling stock with a mix of public and private housing. Estimates of population change within the public housing estate have been made and are shown in **Table 5.1**. Detailed information of the projections and assumptions is contained in **Appendix 8** of **Volume 2**. As can be seen, the population is expected to decline in the short term before rising as the demolitions decline and the redevelopment gains momentum.

Table 5.1: Population Estimates

Year	Dwellings	Population
2001	1007	3168 ¹¹
pre 2005	777	2340
2005-06	777	2314
2006-07	747	2201
2007-08	642	1871
2008-09	651	1876
2009-10	643	1833
2010-11	707	1994
2011-12	820	2287
2012-13	956	2637
2013-14	1092	2979
2014-15	1092	2947
2015-16	1092	2915

Assumptions have been made on the age structure of the new population based on the DIPNR age based population projections for NSW released in 2005. **Table 5.2** indicates the predicted population in relevant age groups. This means that relative to Campbelltown, Minto will remain a more youthful population as a consequence of the development proposed with the Minto Renewal Project and other potential development in the locality.

Table 5.2: Projected Age Structure of the MRA

Age Category	2001		2011		2016	
	No.	%	No.	%	No.	%
0-4	311	9.8%	224	11.2%	328	11.3%
5-9	327	10.3%	236	11.8%	338	11.6%
10-14	297	9.4%	182	9.1%	260	8.9%
15-19	287	9.1%	177	8.9%	237	8.1%
20-44	1155	36.4%	699	35.1%	1038	35.6%
45-65	623	19.7%	386	19.4%	551	18.9%
65+	170	5.4%	90	4.5%	162	5.6%
Total	3170		1994		2914	

¹¹ ABS Occupancy Rate for MRA (3.15) applied to number of DoH dwellings

The key characteristics of the demographic profile of the MRA following redevelopment have been predicted based on details regarding proposed dwelling mix, split of public and private housing and target markets provided by the Department of Housing and Landcom. Upon completion of all stages in 10 years the demographic structure is likely to be as follows:

- The population size is expected to remain static or decline marginally.
- With a continued emphasis on young couples and families, the age profile is predicted to remain biased towards the younger age and less significant towards the older age groups in comparison to Campbelltown and Sydney.
- The high proportion of people born overseas or from culturally and linguistically different backgrounds will remain significant. However from experience from the Campbellfield Estate it is possible that this demographic characteristic will be defined by people of a particular cultural origin.
- Household structure will change, with a fall in the proportion of single unemployed parents and an increase in other household types.
- The strong emphasis on blue-collar occupations will remain, but it is likely that residents will be more educated and in higher positions, resulting in residents with higher income levels.
- Children are more likely to remain at school for longer and obtain more qualifications.
- It is likely that more money will be available to spend on transport leading to an increase in car ownership and funds for travel by public transport modes.

This suggests a population profile closer to that of the Campbelltown LGA. The existing MRA demography noted in this report is likely to be typical for at least the medium term. Many existing needs will continue to exist in the short to medium term. Open space and in particular community services and facilities should be flexible enough to adapt to the changes as and when they occur.

5.2 Assessment of Social Impacts - Summary Table

This section of the report identifies the likely social impacts of the proposed redevelopment of the Minto Renewal Area. The key issues and scoping of potential impacts is based on background research (such as a literature review), compilation of a demographic profile, a review of key policies and relevant reports, and the outcomes of previous community consultation activities supplemented by interviews with key informants. This SIA has followed an iterative process, whereby impacts have been identified, mitigation measures have been developed, and these have been included in the description of the proposal in **Section 3**.

The initial Stages of the MRP resulted in a number of social impacts related to the planning and initial implementation of the project to date. These impacts have been included in the following table with their associated mitigative mechanisms in acknowledgement that if the implementation of the project is not adequate, these impacts would reoccur. These past mistakes have been acknowledged by the Department and the lessons learnt incorporated into the proposed project approach and package of mitigation mechanisms.

A basic summary of the social impacts identified and their associated mitigation responses is contained in the following table. The content of the table is necessarily brief and readers are encouraged to refer to **Appendix 8** in **Volume 2** for further details and discussion.

ISSUE	POTENTIAL IMPACTS	MITIGATION MEASURES PROPOSED
Potential impacts on residents and their social and psychological wellbeing, in terms of the - ▪ potential impacts of project planning		
Availability of information and communication during previous stages of the MRP	<ul style="list-style-type: none"> ▪ Problematic which created a range of impacts, and exacerbated those impacts which occurred ▪ Constrained the ability to respond with adequate mitigation mechanisms ▪ Bred frustration and cynicism about the project ▪ Resident withdrawal from the official process ▪ Diverse nature of the Minto community has not been reflected in forums ▪ Initial absence of a publicly released Masterplan created a lack of certainty, conflicting information and confusion ▪ Inability to plan lives and futures with certainty 	<ul style="list-style-type: none"> ▪ Past mistakes have been acknowledged and lessons learnt incorporated into the proposed project approach and package of mitigation mechanisms ▪ Formal release of Masterplan combined with commencement of a detailed communications and awareness strategy to answer the 'who, what, when, where, and how' questions held by residents ▪ Consistent updates to the community

ISSUE	POTENTIAL IMPACTS	MITIGATION MEASURES PROPOSED
Working relationship between tenants and the DOH	<ul style="list-style-type: none"> ▪ Damaged by initial process (2002-2004) which led to mistrust and cynicism in the community 	on progress. <ul style="list-style-type: none"> ▪ Rebuilding trust so partnerships can be established ▪ Process commenced with initiatives such as the “Imagining Our Common Purpose Workshop” (6 May, 2005). ▪ Appointment of an Independent Tenant Advocate. ▪ Continuation of the established Community Reference Group. ▪ Attendance of the Department officers at a range of forums (such as the More than Bricks and Mortar conference). ▪ Communication and Relationships workshops with DoH staff and tenants have commenced. ▪ Minto Place Management Plan under development.
Potential impacts on residents and their social and psychological wellbeing, in terms of the - <ul style="list-style-type: none"> ▪ potential impacts of relocation/ resettlement 		
Planning and notification of relocation	<ul style="list-style-type: none"> ▪ Initial uncertainty ▪ Loss of self esteem and control over lives – disempowerment/ feelings of helplessness ▪ Fear of the unknown ▪ Stress – individual and families (in some cases leading to mental health impacts, such as increased use of antidepressants) ▪ Limited knowledge of rights and assistance available to assist during the process ▪ Possible acceptance of an unsuitable property due to 	<ul style="list-style-type: none"> ▪ Formation of a dedicated DoH Rehousing Team to ensure that rehousing offers are well matched to tenant needs, and that properties are prepared to a standard suitable for the new tenants requirements ▪ DoH Rehousing Team providing support to the resident in terms of advice and information, responding to the ‘who’, ‘what’, ‘when’, ‘where’

ISSUE	POTENTIAL IMPACTS	MITIGATION MEASURES PROPOSED
	<p>uncertainty</p> <ul style="list-style-type: none"> ▪ Possible lack of choice of rehousing options due to limited supply of housing stock. 	<p>and 'how' type questions.</p> <ul style="list-style-type: none"> ▪ Ongoing funding of Independent Tenant Advocate role to assist residents. ▪ Provision of regular updates to tenants regarding progress in locating a new property. ▪ Coordination of all stakeholders and service agencies in the planning of relocation and resettlement.
<p>Relocation and resettlement</p>	<ul style="list-style-type: none"> ▪ Displacement of up to 2,100 people or 650 households over 4½ years. 212 households already impacted. ▪ Loss of a home (emotional attachment) and loss of investment made into the home, both financial and emotional ▪ Loss of ties to the Minto community ▪ Potential loss of proximity to other family members. ▪ Loss of established social networks - friendship, extended family and support networks ▪ Impact on social capital – ongoing viability of resident organisations, services and voluntary groups. ▪ Loss of connection to social and community services and facilities. ▪ Community severance and dislocation ▪ Potential loss or reduction of amenities in new location ▪ Possible lack of choice of rehousing options due to limited supply of housing stock. 	<ul style="list-style-type: none"> ▪ Relocation Teams will undertake a form of local area planning during their assessment processes to ensure where possible friendship groups within precincts are resettled within proximate localities and within similar timeframes. ▪ Extensive planning and preparation will be undertaken over the next 2 years, to ensure a strategic and efficient approach to relocation and resettlement. ▪ Implementation of Place Management Plan to assist residents to develop skills to cope with the resettlement process, and also promote broader life skills and employment training ▪ Involvement of local support organisations – NGOs, church groups, etc. ▪ Respect and sensitivity throughout

ISSUE	POTENTIAL IMPACTS	MITIGATION MEASURES PROPOSED
		process <ul style="list-style-type: none"> ▪ 127 dwellings in two cottage precincts will be retained.
Ongoing adjustment into new community	<ul style="list-style-type: none"> ▪ Potential social isolation, as it can be difficult to build networks into new communities ▪ The need to re-establish connections to a range of social, health and community services ▪ Possible reduction in quality of social and community services and facilities (shops, human services and facilities, public transport and employment) ▪ Possible alteration in the size or form of housing offered - impacts on resident lifestyle and the often complex household structures ▪ Possible relocation away from employment, necessitating increased travel times and costs ▪ Possible unexpected financial costs increasing financial stress in households ▪ Potential problems with the condition of dwellings to which resettled ▪ The amount of public housing stock to be replaced in Minto will not match the demand from resident return 	<ul style="list-style-type: none"> ▪ Rehousing Team will ensure new dwellings are ready for occupancy, confirming that outstanding maintenance issues have been addressed ▪ Proactive, prompt and coordinated Responses from the DoH to resident problems, in particular rent transfers. ▪ Ongoing support of residents to assist them to settle in to both their new homes and their new community. DoH will seek assistance from outside agencies. ▪ Development of a Return to Minto Policy.
Potential impacts on residents and their social and psychological wellbeing, in terms of the - <ul style="list-style-type: none"> ▪ potential impacts of demolition/ construction phase 		
Amenity related	<ul style="list-style-type: none"> ▪ Further 601 properties are to be demolished. ▪ Increased noise, dust and vibration - can also exacerbate health problems ▪ Potential road closures affecting access and disrupting community life. ▪ Poor visual amenity generated by Cyclone fencing of demolished areas. ▪ Increased instances of rodents or pests. 	<ul style="list-style-type: none"> ▪ DOH to create and implement a <i>Construction Management Plan</i> ▪ <i>Construction Management Plan</i> to outline safety precautions for worksites ▪ Compliance with DoH Quality Assurance and work requirements ▪ Supported by contractual

ISSUE	POTENTIAL IMPACTS	MITIGATION MEASURES PROPOSED
	<ul style="list-style-type: none"> ▪ Increased vehicle movements. ▪ Tenants whose cottage housing is to be upgraded face a separate range of impacts due to disruption within their homes. 	<ul style="list-style-type: none"> arrangements in contractor agreements ▪ Post demolition, precincts are to be treated to improve appearance (open space character). ▪ Rehousing Team identify those residents susceptible to noise and dust impacts and incorporate needs into plans. ▪ Dust suppression. ▪ Rehousing Team to manage temporary access arrangements, resident communications, and service continuity. ▪ Rehousing Team to work with those residents whose houses are being upgraded to obtain their input and to provide support.
Community Safety	<ul style="list-style-type: none"> ▪ Increased heavy vehicle movements conflicting with residents, especially children. Narrow roads for trucks and associated earthworks machinery. ▪ Potential for increased vandalism and burnout of empty dwellings ▪ Potential increase in personal and property crime from decrease in informal surveillance ▪ Increased fear of crime ▪ Potentially dangerous nature of building sites and the attraction of children to these sites ▪ Potential for squatters entry into vacant dwellings 	<ul style="list-style-type: none"> ▪ Phasing of relocations and demolitions within stages so each block is vacated similarly, based on a principle of ensuring occupied dwellings are surrounded by other occupied dwellings; ▪ Addressed during demolition through increased lighting, police patrols, and ongoing repair of vandalism damage ▪ Safety specifications included in DoH tender documents. ▪ Monthly resident safety committee meetings on-site during demolition phases. Extension of Sarah Precinct

ISSUE	POTENTIAL IMPACTS	MITIGATION MEASURES PROPOSED
		committee. <ul style="list-style-type: none"> ▪ Where possible demolition traffic will travel through fenced sites. ▪ For demolitions near schools, major work will be scheduled to occur outside school times. ▪ Management of external services (eg emergency services) whilst redevelopment takes place.
Potential impacts on vulnerable groups – Children		
Relocation and resettlement	<ul style="list-style-type: none"> ▪ Similar impacts to adults. Additionally as a particularly vulnerable group – ▪ Loss of a home, for some children the only home they have known; ▪ Loss of established social networks - friends and extended family and sports clubs. ▪ Parental stress passed to children ▪ Difficulties in comprehending why this is happening ▪ Potential social isolation, as it can be difficult to build new friendship networks ▪ Separation from proximity to family networks – some extended families live in the estate and relocation to the same area may not be possible ▪ Complex family and access relationships due to proximity of both parents, with children concerned about deciding who they should live with after move. ▪ Anxiety, such as from changing schools (sometimes mid-year) ▪ Development of expectations about what awaits which do not meet reality ▪ Loss of stability ▪ Damage to educational progress from disruption ▪ Witnessing relocations and demolition of houses or special 	<ul style="list-style-type: none"> ▪ Relhousing Team to identify families with high support needs, and plan to meet these needs ▪ Relhousing team to provide support to lessen the impact of uncertainty within families ▪ Develop links with other service providers and work towards supporting vulnerable groups ▪ Provision of adequate notice periods to allow planning for children's special requirements to occur. ▪ Work with schools to ensure support services currently available to students (such as at Sarah Redfern Primary) are available at new school. ▪ The MPMP will seek to identify needs such as these, and develop coordinated, interagency responses.

ISSUE	POTENTIAL IMPACTS	MITIGATION MEASURES PROPOSED
	places in their neighbourhoods	
Potential impacts on vulnerable groups – Other Groups		
Various project stages, including relocation and resettlement, etc.	<ul style="list-style-type: none"> ▪ Elderly have less mobility, health issues, and are less able to cope with change. ▪ Aboriginal and Torres Strait Islander and Pacific Islanders, who have differing social needs and face cultural dislocation from resettlement away from their community. ▪ Disabled, who have differing housing needs. ▪ Mentally ill, who are very vulnerable with differing issues and support requirements, and who it is understood comprise a reasonable proportion of estate residents. 	<ul style="list-style-type: none"> ▪ Specific needs of these groups is to be identified by the Rehousing Team and incorporated into the resettlement planning process ▪ MPMP
Potential impacts on social services and facilities		
Shift in the socio-economic structure of the Renewal Area	<ul style="list-style-type: none"> ▪ This will place differing demands on the social services in the Renewal Area, Minto and in the broader Campbelltown area ▪ Firstly on the types of services and facilities required over time <ul style="list-style-type: none"> ○ during initial phases ○ in later phases regarding the development and maintenance of a new community ▪ Secondly on the manner and location of service delivery ▪ Longer term reduction of concentration of disadvantage and need ▪ Consultation suggests agencies are yet to look beyond resettlement period and its implications for their services 	<ul style="list-style-type: none"> ▪ Services will need to examine their role in a future Minto in the context of the projected changes and the level of servicing the suburb will require ▪ A Services and Facilities Strategy to be developed in conjunction with all stakeholders as a component of the Place Management Plan ▪ Possible opportunity to rationalise and/or relocate community facilities, such as to a new flexible multi-purpose community centre ▪ Current community facilities be retained as long as possible in order to maintain continuity and familiarity. ▪ Temporary community facilities to be provided if permanent facilities are unavailable due to physical works.

ISSUE	POTENTIAL IMPACTS	MITIGATION MEASURES PROPOSED
Reduction in population during initial stages	<ul style="list-style-type: none"> ▪ Implications for the maintenance of essential services – eg bus services, and local community services ▪ Loss of such services would incur impacts, such as increase in social isolation ▪ 18 month transition phase between demolition and construction of new community facilities. 	<ul style="list-style-type: none"> ▪ A Services and Facilities Strategy to be developed in conjunction with all stakeholders as a component of the MPMP. ▪ MPMP to devise strategies to manage transition period.
Potential impacts on education facilities		
Reduction in population during initial stages	<ul style="list-style-type: none"> ▪ Since the early 1990's public school enrolments have been in decline in Minto area ▪ Considered likely that at some point in the future the provision of educational facilities in the Minto area would be subject to some form of rationalisation, regardless of the Minto Renewal Project ▪ Impact of the demolition of Valley Vista and Sarah precincts on school enrolments unclear ▪ Estimated that by 2007-2008 the school age population (5 to 14 years) will decline by 190 ▪ Any decline in enrolments from the proposal will potentially have several impacts on surrounding schools – <ul style="list-style-type: none"> ○ Closure and rationalisation of educational facilities; ○ Loss of staffing resources; ○ potential loss of specialist services within schools (eg special needs classes, speech pathologist, etc), primarily Sarah Redfern Primary School. ▪ Relocation of students into schools which may not meet their needs. 	<ul style="list-style-type: none"> ▪ Support for maintenance of educational services during resettlement phases ▪ Lobbying NSW DET for school preservation in the area until situation is clearer. ▪ Supporting residents to speak to schools to negotiate educational issues related to relocation.
Ongoing reduction in population of final development's community	<ul style="list-style-type: none"> ▪ The number of school aged children on completion of the project in 2016 project to decrease by approximately 135 persons ▪ The socio-economic profile of the families from which students are drawn will alter markedly after the redevelopment, which 	<ul style="list-style-type: none"> ▪ Key objective is to seek a moratorium on change in local schools resources until such time as what is happening in Minto in terms of children's enrolments is known.

ISSUE	POTENTIAL IMPACTS	MITIGATION MEASURES PROPOSED
	<p>may in turn alter the proportion of special needs students attending schools in the area</p>	
Potential impacts related to the supply of public housing		
<p>Reduction in level of public housing stock</p>	<ul style="list-style-type: none"> ▪ Impact of loss at a time of overall shortage in NSW ▪ Increases the time those in need spend waiting for a tenancy ▪ Placement of those in need into emergency housing will also be more problematic 	<ul style="list-style-type: none"> ▪ Undertaking that there will be no net loss of public housing in Greater Western Sydney arising from the development. ▪ Undertaking that 30% of dwellings in the redevelopment area will be public housing. ▪ Undertaking that a component of the development will provide affordable housing.
<p>Current housing stock condition, location and form</p>	<ul style="list-style-type: none"> ▪ Allows replacement of older, underperforming poor quality housing stock ▪ Allows realignment to better match current and future housing demands ▪ Allows supply of dwelling stock to be tailored to special needs tenants ▪ Provides an opportunity to locate the new dwellings in areas of high public housing demand 	<ul style="list-style-type: none"> ▪ Upgraded stock which will be retained in the redevelopment will meet the principles relating to standards and amenity contained in the Masterplan.
Potential impacts on the local economy		
<p>Reduction in population during initial stages</p>	<ul style="list-style-type: none"> ▪ Potential reduction of viability of any presently marginally operating local businesses/ loss of commercial services from loss of approximately 300 households ▪ Likely to disproportionately accrue to the smaller sole trader operators ▪ Flow on risk to local employment, lower skilled service jobs which particularly employ women and young people 	<ul style="list-style-type: none"> ▪ The opportunities for the DoH to manage or mitigate potential impacts on local businesses are few. ▪ The shopping centre site has been considered during the masterplan process and proposals developed for improvements ▪ Examine the provision of business

ISSUE	POTENTIAL IMPACTS	MITIGATION MEASURES PROPOSED
		advisory assistance to local businesses to assist them to plan for the impact of the redevelopment <ul style="list-style-type: none"> ▪ Replacement dwellings be constructed as quickly as practical to minimise impact ▪ Social and economic initiatives to be implemented, based on the MPMP ▪ MPMP will develop local employment and training opportunities ▪ Provision of clear timeframes to facilitate better business planning
Changing socio-economic status of new residents post redevelopment	<ul style="list-style-type: none"> ▪ New population moving into the area with a possible increase in disposable income ▪ Demand for types of local retail businesses is also anticipated to change, perhaps resulting in the closure of some businesses. ▪ Existing Minto Mall retail shops may have to relocate due to potentially higher rents after the redevelopment 	<ul style="list-style-type: none"> ▪ The opportunities for the DoH to manage or mitigate potential impacts on local businesses are few. ▪ Project information will be provided to allow business planning to be undertaken. ▪ The potential to encourage/support small business through the MPMP will be examined.
Potential impacts of transitional phase related to the maintenance of viable communities		
Maintenance of viable, stable and sustainable communities during transition	<ul style="list-style-type: none"> ▪ From commencement of rehousing to the completion of demolition is scheduled to take a period from one to just over two years per precinct, however demolition will also be ongoing on other precincts and other civil works over the life of the project. ▪ If incorrectly managed, potentially community dysfunction, the creation of a poor physical fabric, the loss of social networks and increased social isolation, decreases in community safety. ▪ During the transitional phase, there is the potential for 	<ul style="list-style-type: none"> ▪ Management of vacancies as they arise and treatment of vandalised properties (in line with maintenance policy) ▪ Longer term tenancies will be replaced. Short term tenancies may be let to community housing groups. ▪ DoH to review local allocations policy, to ensure that those placed

ISSUE	POTENTIAL IMPACTS	MITIGATION MEASURES PROPOSED
	<p>stigmatisation and non-integration of the public and private areas, leading to a polarisation of the community. This issue is discussed in the next section.</p>	<p>have the skills required to deal with two moves, and the skills to enable them to live in a situation of ongoing uncertainty.</p> <ul style="list-style-type: none"> ▪ Further detailed planning undertaken by the DoH to identify how best to phase relocations within a precinct ▪ DoH is also adopting a 'business as usual' approach implementing an improved, more responsive maintenance program and increased tenancy management. DoH maintenance program based on how long a dwelling will remain. ▪ A key component of the MPMP will relate to Neighbourhood Life – which will include the provision of various community activities intended to foster social cohesion and community networks. ▪ The continued funding of HCAP (Housing Communities Assistance Program) for the next 3 years ▪ Remain in touch with those residents who have been relocated in order to maintain their connection to Minto via mechanisms detailed in MPMP.
<p>Community cohesion in the longer term</p>	<ul style="list-style-type: none"> ▪ Potential for stigmatisation and non-integration of the public and private areas 	<ul style="list-style-type: none"> ▪ Community cohesion and a sense of community will be maintained via a range of Minto Place Management Plan activities ▪ A new community centre will be

ISSUE	POTENTIAL IMPACTS	MITIGATION MEASURES PROPOSED
		<p>established to consolidate a range of services to assist the transition process.</p>
Potential impacts related to the development of a new community		
<p>Development of a new community</p>	<ul style="list-style-type: none"> ▪ Complicated by the staging (where new dwellings are to be occupied as other stages are demolished) and social mix issues. ▪ Potential stigmatisation and non-integration of public and private residents leading to a polarisation of the community 	<ul style="list-style-type: none"> ▪ Accepted suite of community establishment approaches are to be deployed by Landcom and the DoH, including new resident information packs, a Welcome Programme of neighbourhood events, and an on-site community development worker. ▪ Development of a mix of tenures (public, private and affordable) in each redeveloped precinct ▪ Newly constructed homes will not be distinguishable from private housing ▪ Through its design, the masterplan seeks to promote community cohesion by developing a strong sense of place and distinctive local identity; building on the existing community facilities to ensure a full range of services is available; providing legible, inclusive spaces which foster social interaction; facilitating a diversity of public spaces, providing for a range of uses and user groups needs; and establishing focal areas within the site which encourage a sense of community ownership.

ISSUE	POTENTIAL IMPACTS	MITIGATION MEASURES PROPOSED
Potential impacts on surrounding suburb of Minto		
Potential Impacts	<ul style="list-style-type: none"> ▪ A range of impacts similar to that detailed elsewhere, in terms of - <ul style="list-style-type: none"> ○ Potential loss of education facilities ○ Potential loss of community facilities ○ Impacts associated with construction and demolition activities 	<ul style="list-style-type: none"> ▪ As detailed elsewhere.
Potential Benefits	<ul style="list-style-type: none"> ▪ A more improved urban form with greater permeability and a more compatible appearance, improved community safety and urban design, more accessible open space, and new as well as improved community facilities and services. 	<ul style="list-style-type: none"> ▪ n/a

5.3 Potential Benefits of the Minto Renewal Project

The redevelopment of the Minto estate provides a number of potential benefits. The majority of these benefits accrue to the DoH and its operation, and to the future residents of the redeveloped estate. The negative consequences of the redevelopment are mainly born by the existing residents of Minto. In the longer term the realignment of the Departments housing stock will benefit those on the waiting list for public housing.

The DoH views the Minto Renewal Project as an opportunity to address longstanding problems associated with the area and create a new sustainable, living community for the future. The Departments vision for the redeveloped Minto is:

- to provide better social services and create new opportunities for residents in association with other government agencies and community organisations;
- to re-establish the internal and external community capabilities, linkages, networks and leadership that are essential within any robust and cohesive community; and
- to enhance the amenity and improve the houses and public areas of the original Estate and adjoining Council land.

5.3.1 Improved Residential Amenity

Minto is a community which has been let down by unsuitable housing and problems with the streets and public areas.

The Minto Estate was developed in the 1970's and after 25 years much of the estate is in poor condition, with low levels of amenity. Many of the dwellings require substantial upgrading having exceeded their economic life and also due to poor maintenance or substandard construction. The estate was built on 'Radburn' design principles which have since proven to be unsuitable for public housing communities for a variety of reasons, including reversed dwelling orientation, poor vehicular access, unsafe rear lanes and inadequate surveillance of public spaces. The estates open spaces are poorly planned and utilised. The DoH has identified that many of the estates problems relate to the inappropriate estate planning and housing form of this Radburn design.

The DoH has identified that townhouses do not suit the needs of many tenants – being badly designed, not suitable for families, hard to maintain, lacking privacy, and being difficult to access due to their Radburn layout. The estate subsequently has relatively high rates of vacancy, turnover and offer refusal. The worst townhouse precincts have poor reputations and are therefore highly stigmatised.

In contrast it is clear that this is not the case across the entire estate however, with some small 'pockets' highly valued by their residents (as demonstrated in the Stubbs survey). In the main these appear to be the cottage precincts which with their more conventional layouts have fewer problems, more stable populations and better amenity.

The MRP provides one opportunity to develop more appropriate stock and dwelling conditions which are reflective of community expectations as well as improve other areas of the public domain to address amenity issues. It will improve the quality and choice of housing

in the area, reconfigure poorly designed areas, and make better use of underutilised land. Through the implementation of crime prevention through environmental design (CPTED) principles, the redevelopment will facilitate safer neighbourhoods (for example, improved visibility, removal of alleyways, improved lighting, increased casual surveillance from houses facing the street).

5.3.2 Improved Social Amenity

The MRP seeks to improve the social amenity of the Minto estate by “re-imagining the estate” and providing for a more mixed community.

Minto is a community with significant strengths and capacities. However a recent comparative needs study of public housing estates also showed Minto to be one of the four metropolitan estates with the highest level of disadvantage. There is relatively high unemployment, higher crime rates, high tenant turn over and many high-needs tenants in Minto. The annual turnover of tenancies is 18%, almost double the metro average. Of the six public housing estates in the GWS region, Minto has the lowest average household income, the youngest age profile, and along with Claymore, the highest turnover rates (median length of tenure at 3.7 years, compared to 6.6 years in Macquarie Fields and 8.0 years in Bonnyrigg)¹². The DoH has identified a combination of factors about the estate which create a set of dynamics that perpetuate disadvantage.

The DoH seeks to reduce this concentration of disadvantage through a process of tenure diversification. Through the provision of a balanced range of public, social, affordable and private housing and residents in Minto, the Department seeks the flow-on social and environmental benefits of a ‘conventional’ suburb. A more mixed tenure in the estate is sought to assist in achieving a more socially mixed environment and more sustainable, stable community.

As discussed in the Stubbs report, evidence regarding the positive impacts of tenure diversification (social mix) in public housing estates is mixed. Tenure diversification works best when supported by other policies activities and programs, such as those that assist residents into employment. Such support is a key outcome sought by the MPMP currently under preparation by the Department. The MPMP will seek to develop life opportunities for residents such as increased access to training, learning and employment opportunities.

The MRP will also provide an opportunity to improve local community facilities and services, providing these in a manner more relevant to community needs (such as open space).

5.3.3 Improved DoH Portfolio Alignment

The MRP provides a number of benefits to the DoH in this regard, including -

- Minto currently has a high proportion of 3 and 4 bedroom dwelling units, reflecting demand at the time of construction. This does not match current housing demand, which is mainly for 1 and 2 bedroom dwellings. The MRP allows realignment of the metropolitan

¹² As discussed in **Appendix 1 of Volume 2**, the DoH tenant data is not considered wholly accurate. However, it is likely that the same issues relate to all DoH data across estates, which suggests that a broad comparison between estates would remain valid.

housing stock to better match the dwelling size and features required by higher demand tenant categories.

- MRP will result in an improvement in tenant satisfaction with the housing stock, resulting in lower tenant turnover.
- The MRP provides an opportunity to create more flexible housing stock more appropriate to changing needs, such as from, for example, elderly residents.
- Provide for reduced recurrent maintenance costs on the estate in the longer term.
- Provides for better alignment of stock to demand through the development of replacement housing in higher demand areas in other parts of Sydney.
- Allows the Department to tailor the dwellings to special needs tenants, eg frail aged or those with mobility restrictions.
- Enables the DoH to learn a number of lessons which can be applied to its future operations.
- Improved urban design and revitalised open space.

6. MONITORING SIA MITIGATION MEASURES

The development of this Minto Renewal Project has followed an iterative process, in that where social impacts have been identified, mitigative responses have been considered, and incorporated into the project plan, as outlined in **Section 3** and various appendices to this report. Various mitigative approaches have been also discussed where appropriate in the previous Section. The following additional strategies are recommended to further mitigate the likely social impacts identified, and incorporate community aspirations.

6.1 The Departments' Three-Tiered Approach

As detailed in **Section 4**, there are three streams to the DoH approach to project implementation -

1. *The Implementation of a Place Management Plan (Section 3.2)* - the Department is developing a plan to work with residents to make the neighbourhood a safer and more attractive place to live and to improve local community services, education and employment opportunities. The MPMP is focused on the suburb of Minto, and therefore includes those who are staying, those who are leaving, and the new community arriving.
2. *The Development of a Rehousing Team and Plan (Section 3.3)* - through this team the Department will engage in a process of intensive tenant support. A key role is the clear identification of the individual needs of all tenants and how they can be met through the relocation process. The team will focus on resettlement and support from the outset, in order to minimise upheaval in 2 or more years time. The Rehousing Team will implement an approach to the relocation process based on small area analysis, where possible (within the limitations of available housing stock) for example relocating friendship groups or extended families within close proximity to one another.
3. *A 'Business-as-Usual' Approach to DoH Operations (Section 3.3)* – the DoH is implementing an improved and more responsive maintenance program and increased tenancy management in recognition that a number of houses will remain in use for up to 6 years before their demolition.

6.2 Ongoing Monitoring

Formal evaluation of the project (both process and outcome based) will be undertaken at regular intervals. A comprehensive monitoring and evaluation framework will be developed by DoH, which will include:

- Periodic, independent evaluation.
- Ongoing regular monitoring of each aspect of the project (the MPMP, the Rehousing Process, and DoH operations).
- Ongoing informal feedback from the Independent Tenant Advocate (ITA), CRG and others to the DoH.
- The provision of reports and updates to the CRG and other appropriate groups/forums which include non-Government stakeholders. Feedback to the community would occur via the CRG.
- Regular tenant surveys (internal and independent).

Evaluation will include progress towards the provision of replacement housing off-site. A number of indicators will be developed to guide the measurement of the success or otherwise of the implementation process and will be detailed following further discussion with stakeholders. Indicators could include qualitative measures such as post-relocation 'satisfaction' surveys and quantitative measures such as the number relocated within agreed timeframes, or number of complaints received.

In addition, a number of issues have been raised which require close monitoring during the implementation of the MRP.

Concern has been expressed regarding the Departments ability to meet what the community considers to be an ambitious resettlement target. Between February 2004 and May 2005 (a period of 16 months) approximately 113 households were relocated in the Sarah Precinct, an average of 7.1 households each month. It is planned under the MRP that residents will be progressively rehoused from May 2007 to November 2011, a period of 4.5 years. 650 households remain to be relocated. This will require an average of 12.0 relocations per month. During this time it is also possible that the Department could be relocating tenants from the Airds and Bonnyrigg estates due to their own renewal process. The community is concerned that this could place tenants under significant pressure to move to inadequate housing because of the Departments masterplan development deadlines. The DoH is currently preparing a detailed resettlement strategy to guide the projects implementation which will demonstrate how these targets will be achieved, there is a clear need to transparently monitor this issue. The forecast rehousing timeframes provide 2 years preparation for the DoH Rehousing Team to identify residents' needs and locate properties in advance of requirements. Nevertheless it is important that progress be closely monitored.

In addition to formal evaluation processes which involve stakeholders, it is important that mechanisms be established by which the community can provide feedback to the Department if the process is not going well for residents. It is suggested that this include -

- *Community Reference Group* - The continuation of the Community Reference Group is recommended as a critical element of any such monitoring process as a conduit to the community and what is happening on the ground. This continuation would best occur under a reformulated Terms of Reference and assessment of the most appropriate membership representation in recognition of the progress from planning phase to implementation. The Community Reference Group will ensure the needs, interests and views of the Minto Community continue to be heard and understood.
- *Ongoing Support for the Independent Tenant Advocate* - a key resource for impacted tenants, the ITA provides ongoing support to tenants during relocation, educates tenants regarding the process, its implications and their rights, and advocate on their behalf with the Department and service providers.

Such external monitoring mechanisms will assist the community to press for action in those areas where the Project commitments are not being achieved.

6.3 Other Issues

6.3.1 Precinct-based Social Impact Analysis over the Life of the Project

As identified in the demographic analysis (**Section 4.1**), the Renewal Area is not a single homogeneous community. Rather it has a complex social structure with great variations between precincts amongst the character and needs of its residents.

Whilst this SIA has identified the range of impacts which could potentially arise from implementation of the project, and establishes an overall policy framework within which to address those impacts, the likelihood and severity of these impacts will differ between each precinct due to the influence of this varied demographic and social structure.

The mitigation strategies proposed will be refined and finalised at the precinct level, based on the outcomes of rehousing interviews with every affected tenant in a precinct. A 'one-size-fits-all' strategy will not be applied. This will entail undertaking a "mini-SIA", if you will. This would not be contracted out to a consultancy but is rather seen as the core objective of the DoH Rehousing Team.

6.3.2 Resettlement Evaluation

The CRG has requested that a more detail evaluation of the resettlement processes implemented to date be undertaken. It is considered that whilst the Department has already informally incorporated a range of feedback from stakeholders, a number of valuable lessons could remain to be learnt from such an evaluation. The consequences of not identifying an issue for tenants are considered to be too great. A series of focus groups (up to 3) should be convened with those tenants who have been relocated to date to identify problems with the process issues and discuss suggestions for improvements. The DoH should undertake to act on any outcomes and incorporate relevant feedback into its relocation policy framework.

6.3.3 Personal Support

A number of residents are reported to be experiencing severe psychological distress due to the proposal. A number of residents are reported to be on antidepressants, or have experienced relationship breakdowns. A number of children are also being affected who have limited access to support structures. The Department should examine as part of the MPMP facilitating the provision of formal counselling services to those residents and families in most need. The MPMP will bring service providers together to look at what can and cannot be delivered locally, what referral procedures might be required (whether local or not) and how any gaps in provision could be met.

6.3.4 Home Purchase Assistance

Currently the standard DoH assistance package (ie stamp duty) is available to those tenants of Minto wishing to purchase their property. Under the MRP 49 cottage properties are proposed to be upgraded and sold to the private housing market. This offers an opportunity for the Department to assist some tenants to enter the private property market and remain in their community. Consideration should be given to the development of an economic assistance programme to assist existing Minto tenants beyond the standard purchase assistance package.

6.3.5 Training and Employment Register

The MRP will seek to maximise those benefits which are available to the local community where possible. One opportunity presented is the creation of local jobs and training opportunities during the development / construction phases. The MPMP will examine this issue, and methods to assist local involvement. This could include examining the creation of a jobs register, available skills matrix, training needs analysis to capitalise on opportunities, and information on training providers and funding processes.

6.3.6 Ongoing Transparency of Processes

The DoH will endeavour to be transparent in its decisions and processes to rebuild the trust of the community.

6.4 Assistance from other Agencies

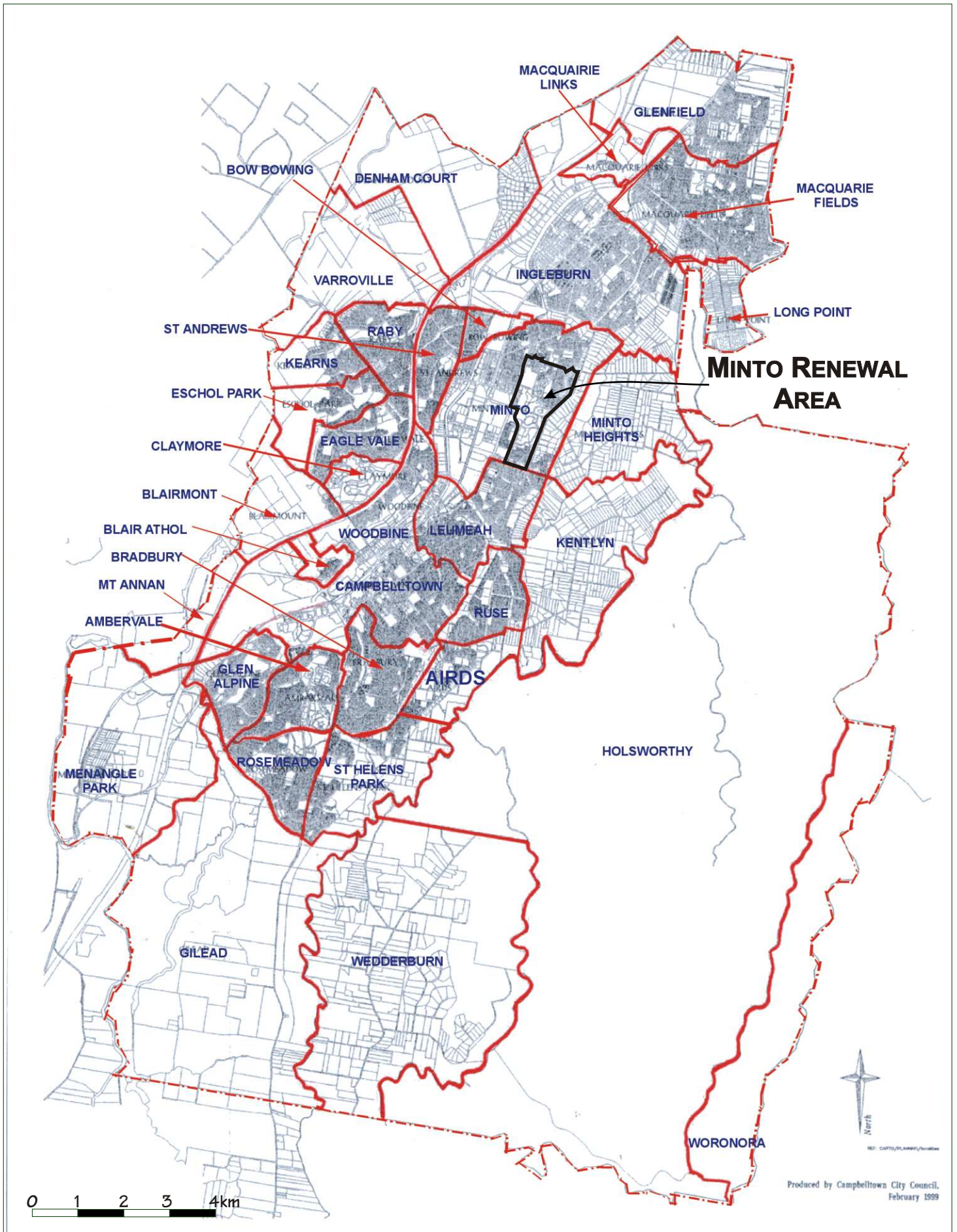
Consultation with key stakeholders throughout this SIA identified the immediate impacts of the rehousing process on tenants and residents of the Minto Estate. Additionally, the consultation process identified that the DoH is not alone in Minto, that it is not the only resource or support provider available to the community. There are many service providers working within or for the residents of Minto, which aim to help those who may be socially or economically disadvantaged. The key service providers contacted, commonly NGOs or charities – some of which are outlined in detail in **Appendix 4 of Volume 2**, outlined a range of specific services and facilities they provide to aid residents with the move and rehousing process in addition to the normal services they provide. These mitigation measures have been summarised in **Table 4.2 above**.

During the consultation process it has become apparent that (rightly given the phase of the project) service providers are not looking past the demolition and rehousing stages of the project to an understanding of what is required in a future Minto. An active step towards future service provision is the initiation of the MPMP, which will seek to bring service providers together to identify needs, assess gaps in current service provision, and develop coordinated responses. This is likely to occur through a series of interagency planning forums. This mitigation process will help to ensure that services are maintained for those who may require assistance as well as plan for new services provided for the incoming population.

Some of the physical buildings occupied by these services may be rebuilt as part of the redevelopment, and the timing demolition and rebuilding of these must be carefully addressed in the service workshop, to ensure service provision is continuous throughout the redevelopment.



FIGURES



SOCIAL IMPACT ASSESSMENT
MINTO RENEWAL PROJECT

Figure
1

CAMPBELLTOWN
LGA

Prepared for Department of Housing
By BBC Consulting Planners

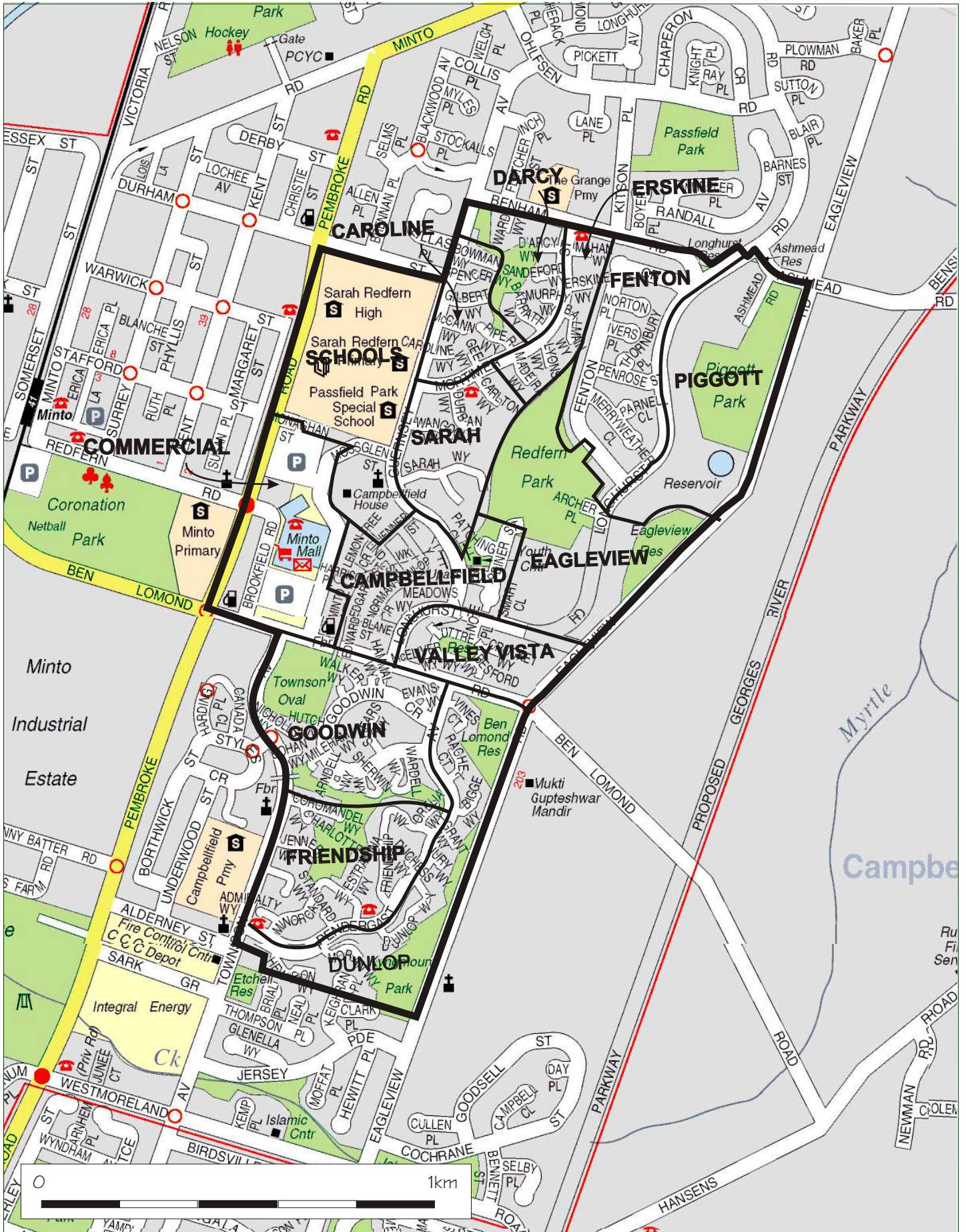


SOCIAL IMPACT ASSESSMENT
MINTO RENEWAL PROJECT

Figure
2a

**MAP OF
THE MINTO
RENEWAL AREA**

Prepared for Department of Housing
By BBC Consulting Planners



SOCIAL IMPACT ASSESSMENT
MINTO RENEWAL PROJECT

Figure
2b

**MAP OF THE
MINTO RENEWAL
AREA PRECINCTS**

Prepared for Department of Housing
By BBC Consulting Planners

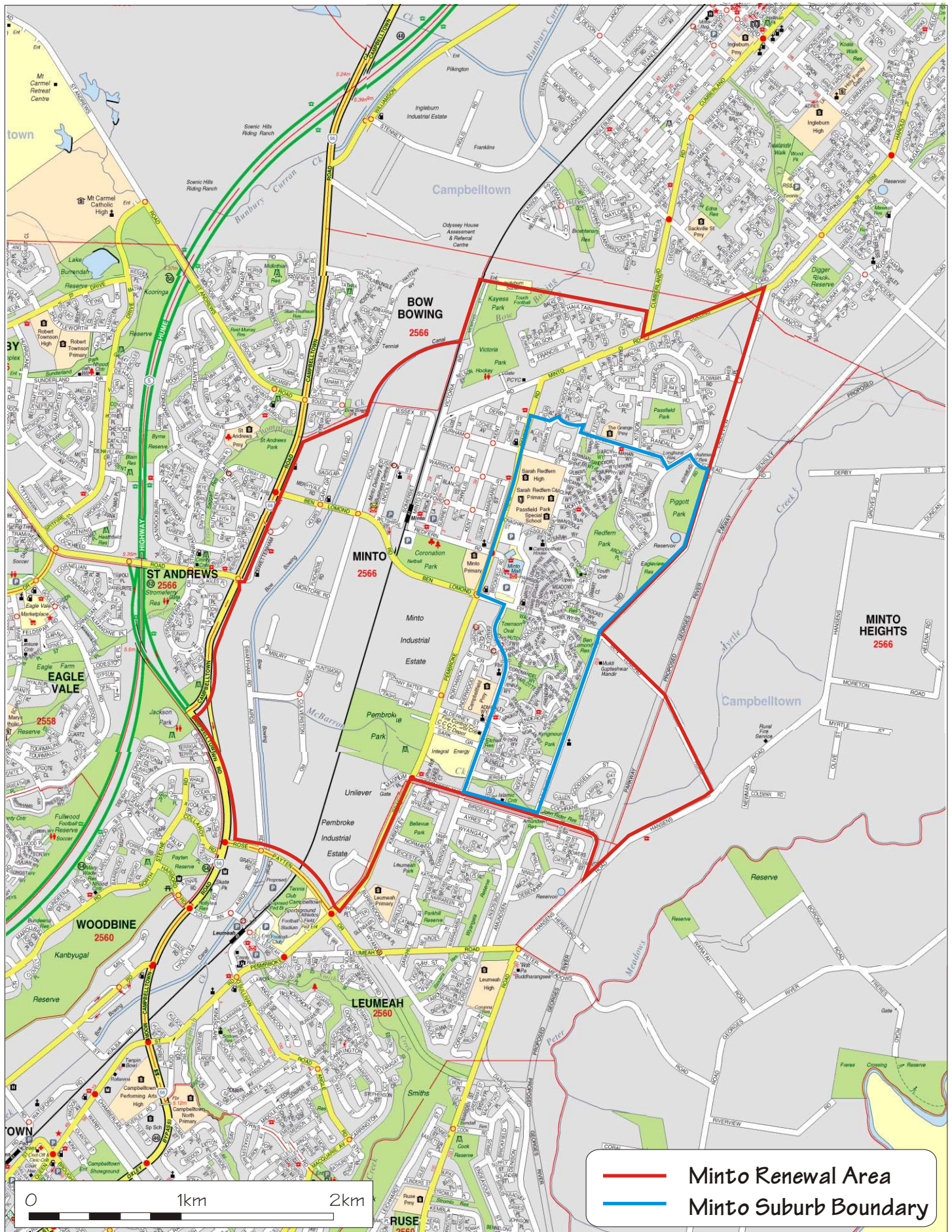


SOCIAL IMPACT ASSESSMENT
MINTO RENEWAL PROJECT

Figure
3

**AERIAL PHOTO OF
THE MINTO RENEWAL
AREA PRECINCTS (March 2002)**

Prepared for Department of Housing
By BBC Consulting Planners

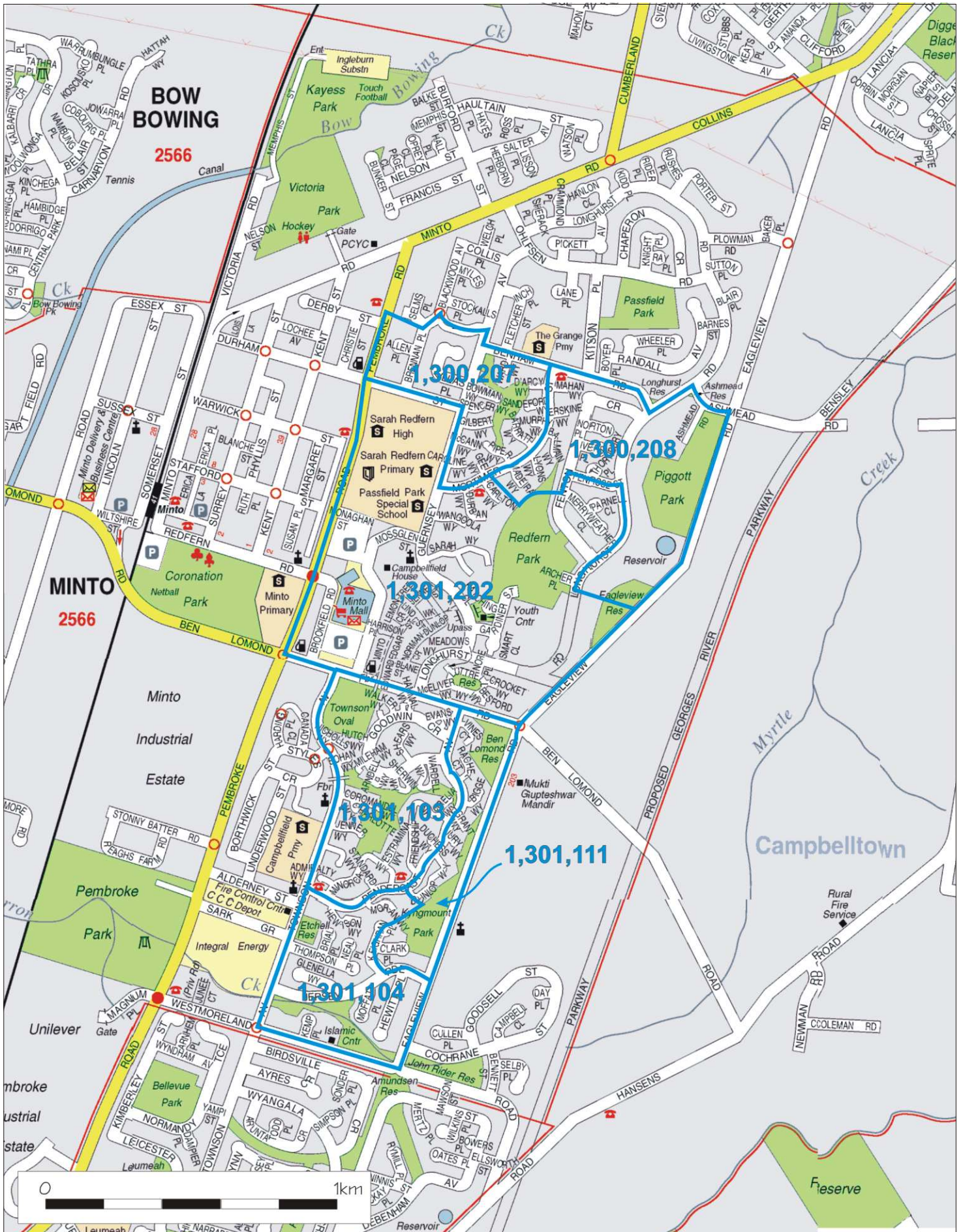


SOCIAL IMPACT ASSESSMENT
MINTO RENEWAL PROJECT

Figure
4

IDENTIFICATION OF
THE MINTO RENEWAL AREA
& THE SUBURB OF MINTO

Prepared for Department of Housing
By BBC Consulting Planners



SOCIAL IMPACT ASSESSMENT
MINTO RENEWAL PROJECT

Figure
5

ABS COLLECTOR
DISTRICTS WITHIN THE MINTO
URBAN RENEWAL AREA



May 2005 -



SOCIAL IMPACT ASSESSMENT
MINTO RENEWAL PROJECT

Figure
6

**MINTO RENEWAL
MASTERPLAN**

Prepared for Department of Housing
By BBC Consulting Planners



May 2005

SOCIAL IMPACT ASSESSMENT
MINTO RENEWAL PROJECT

Figure
7

**MINTO RENEWAL
STAGING PLAN**

Prepared for Department of Housing
By BBC Consulting Planners