

Bonnyrigg Living Communities Project

Section 5 Services Manual

5.4 Community Renewal Services Plan

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5.4.1 Bonnyrigg Partnerships Community Renewal Strategy

5.4.1.1 Our approach to Community Renewal

Bonnyrigg Partnerships understands the process in which we are engaged is a ‘community renewal’ process. Whether involved in master planning activities, physical works, the planning and development of new private and public housing, the management of tenancies, the development and management of services, or evaluation, we see the various strategies involved as leading toward a comprehensive, sustainable and integrated social and physical renewal of the Bonnyrigg Estate. Whilst this may seem an obvious point, it can be easy to overlook the central role of community engagement and empowerment in every aspect of renewal amid the complexities of such an enormous project.

The holistic approach we will adopt reflects:

The project ... is not just about the housing or the parks or the availability of services, but all those things that make for a sustainable and vibrant community. The project is also about community renewal, and how change is managed for the overall benefit of the community, with particular regard for the existing residents¹.

Consistent with this the objectives or ‘purpose’ of the public-private partnership. These are:

...to make the Estate a safer and more attractive place to live, especially by:

- Improving services and providing tenants with better opportunities;
- Supporting the local community to build its strengths, skills and overall capacity; and
- Renewing the housing and public areas, and achieving better integration of private and social housing within the community².

This section therefore responds to the RDP’s specification for the Community Renewal Services Plan as set out in RDP Vol IV, Schedule 5.4.6 p33, and Vol II, Section 6.3, pp. 28-29.

Our understanding of the Bonnyrigg community

Strengths of the Bonnyrigg community

We understand from what the community has said that the area has many strengths and that these positive attributes have led to high degree of commitment to remain in the area (Stubbs, Randolph and Judd 2005). These include the following:

- High-level of community cohesion between neighbours, and among and across specific cultural groups.
- Positive perceptions of safety relative to other housing estates.
- A relatively stable tenant profile.
- Less entrenched social disadvantaged than some other estates.
- A high level cultural diversity, including proximity to numerous places of worship, cultural groups and networks that make it a unique area.

¹ RDP, Vol.1 p.17

² RDP Vol.1 p.17.

- Relatively well serviced at the local level in terms of retail (particularly the Plaza), educational facilities and transport.
- The co-existence of public and private housing, with relatively high satisfaction expressed by both groups, and a high level of owner-occupancy in private housing on the estate.
- Excellent regional transport infrastructure (though expense limits use in some cases), including the T-Way linking Parramatta and Liverpool and the recently completed M7.
- Excellent opportunities provided by regional employment concentrations (e.g. Wetherill Park).
- Pedestrian and bicycle accessibility around the estate and along the T-Way.
- The development of Bonnyrigg Park with numerous ponds, recreational areas, and facilities.

Values held by the Bonnyrigg community

The following were noted as key ‘community values’ in consultation workshops conducted by consultants to the DOH over the past 18 months, and reported in the Final Report from *Our Bonnyrigg Dream: Telling the Planners What Really Matters*. We understand that these key values are:

- A ‘people place’
- A place for ‘nature’
- A place with a retail centre
- A place for recreation
- A safe place
- A cultural centre
- A mix of buildings and housing
- A place to stay
- A strong and vibrant community

Bonnyrigg Partnerships has considered these in the development of our principles and the approach we have taken to the Draft Concept Plan and preliminary social planning.

Aspirations held by the Bonnyrigg community

The community has already formally identified a range of hopes for the future in relation to the redevelopment. Again, we have factored these into the work that we have done to date on the various proposals outlined in this document. Key community aspirations include:

- Accommodation of all who want to stay (around 600 families on site).
- Maintenance of neighbourhood and community networks.
- Improved safety and security (physical and social, and particularly in relation to drugs, some forms of crime, and redesign of elements of the physical layout, especially walkways and under-utilised open space areas).

- Improved physical amenity of estate, especially public space and streetscape.
- Integration of public and private housing, socially and physically, including integration of new arrivals into existing community.
- 30% public housing on-site.
- Improved access to employment opportunities.
- Improved access to a range of human services.
- Improved housing and public domain maintenance.
- Opportunity for some public tenants to purchase a home at an affordable rate.
- Gradual redevelopment rather than a radical redevelopment, with selective retention of some areas or housing.
- Recognition and respect for existing strengths, networks and structures.

Gaps in the provision of services to the Bonnyrigg community

A preliminary 'gap analysis' has been conducted through initial interviews with key local services. This also informs the development of this *Draft Community Renewal Services Plan*.

The major areas of need identified by the preliminary gap analysis were: employment services, including for people from cultural and linguistically diverse backgrounds; youth services; employment, education and training services, especially outreach services to prevent young people entering a cycle of unemployment; crisis support services; family support; aged accommodation and support services; services related to disability including mental illness. Bonnyrigg Partnerships has been guided by this gap analysis in seeking and establishing an initial relationship with several key potential partners.

In accordance with our principles of Community Renewal outlined below, where possible we will seek preferred partners that have established a positive relationship with the community, or services based in the Bonnyrigg area or Fairfield/ Liverpool LGAs, which have a proven track record in addressing the key needs identified.

Our Vision for Community Renewal

The community has been engaged in a process of identifying and conveying its values and aspirations for community renewal for the past 18 months. We have therefore based our community renewal 'vision' for the Bonnyrigg Living Community Area directly on comments from *Our Bonnyrigg Dream*, one of the consultation processes in which the community has been engaged with DOH, Council and other stakeholders. It seems clear from these workshops that a widespread hope among the community is for:

'A vibrant, healthy, safe and friendly neighbourhood where everyone has opportunities'.

This community aspiration³ provides a valid starting point for the development of a community renewal vision for Bonnyrigg.

³ The draft vision statement is taken directly from the Final Report of *Our Bonnyrigg Dream* Residents' Masterplan Principles, p.48.

In order to achieve this vision we believe that our community renewal strategy must be developed in partnership with the community. It must be implemented in an integrated fashion in which the vision for the whole community guides the policies and practices underpinning every aspect of service delivery. This will require a **place management approach**, and Bonnyrigg Partnerships acknowledge the elements of good practice identified in Vol.2 of the RDP document. This includes the following.

- Improving services and opportunities, including:
 - Fostering a coordinated government and community response to the key social, economic and environmental issues affecting the community;
 - Implementing a range of strategic initiatives targeting key issues in the community;
 - Strengthening local partnerships and community networks that can address issues in an integrated way.
- Building community strengths, skills and capacity, through:
 - Building capacities, skills and leadership in individuals and groups in the community to provide a stronger and more sustainable response to community needs;
 - Supporting the strengths of the existing community so that they can play a constructive partnership role in the Project.
- Managing change, through:
 - Supporting individuals and the community to cope with significant levels of change;
 - Developing strategies to maintain and enhance social cohesion as the community changes.

However, Bonnyrigg Partnerships' commitment to place management will extend beyond the way in which we support and facilitate change within the community. It will also underpin the way in which we structure and undertake our business. The key ingredient of this approach will be the establishment of an umbrella management company that we have called **Bonnyrigg Management**. Bonnyrigg Management will ensure coordinated planning and management across all services, and unite all consortium members in a common commitment to community renewal.

Through Bonnyrigg Management, Bonnyrigg Partnerships will implement a comprehensive *Community Renewal Services Plan*, and oversee all operations to ensure that services are provided in a manner that is consistent with our community renewal principles.

The principles which underpin our approach to Community Renewal

A number of key principles underpin Bonnyrigg Partnerships' approach to community renewal at Bonnyrigg. These include the need to:

- Develop a **partnership** with the local community and other key stakeholders in all activities associated with the renewal of Bonnyrigg throughout the life of the project.
- Maximise **participation** by the community in all aspects of the renewal, but acknowledge and identify constraints to participation where necessary as part of honest and respectful communication.

- Acknowledge and **build upon existing strengths** of the local community, and start from an expectation of capacity, and respect for the cultural diversity and values of the community, in all interactions.
- Identify, nurture and **support existing partnerships**, structures and organisations operating within and around Bonnyrigg, and ensure as far as possible that they are involved in setting the agenda for all renewal activities in Bonnyrigg.
- Identify, manage and **mitigate all social impacts** arising from the renewal of Bonnyrigg in close consultation with the community and other key stakeholders, particularly those arising from high-impact processes related to physical redevelopment.
- Ensure all 'services' provided to the local community are integrated within a **comprehensive community renewal framework**, including facilities management, tenancy management, communication and consultation, community services, and management and integration services
- Ensure the development of an **integrated human service delivery** model that makes the best use of existing resources, and provides additional resources and support where gaps exist, and where this is supported by the community.
- Work within a **framework of social, economic and environmental sustainability**, which informs all aspects of the renewal of Bonnyrigg.

Bonnyrigg Partnerships considers that there are a number of key components of a sustainable urban environment, which it will build into the renewal program and processes. These include:

- Enhancing a **sense of place** through supporting local community culture and values, appropriate housing and estate design, and specific renewal strategies (e.g. public art, community festivals, and involvement of the community in specific renewal activities).
- Increasing **community integration** through a range of strategies related to:
 - Social and community integration (e.g. between existing and incoming residents through integrated service delivery and active engagement of new and existing residents in community renewal activities);
 - Housing and built form (e.g. ensuring public and private housing are indistinguishable);
 - Estate design and configuration (e.g. development of small clusters of public housing across all redeveloped precincts; ensuring improved amenity in public housing areas in the short term);
 - Relationship to external areas/communities (e.g. increasing opportunities for interaction through joint use of services and facilities, integration of physical 'interface' of the Bonnyrigg Living Communities Area with surrounding areas, improved pedestrian, cycle and vehicular links to areas outside the area).
- Maintain and increase community **satisfaction and stability** to ensure that current high levels of community cohesion are maintained (e.g. through adequate management and mitigation of adverse impacts, improved tenancy management and maintenance services, and increased community participation)
- Improve community **safety and security** (real and perceived) through increased community participation, and improved urban design and maintenance.

- Provide for a high level of **urban amenity** (e.g. through improvements to private and public open space, improved design management, maintenance of BLCA, and increased opportunities for community engagement).
- Ensure the development of a **balanced social profile** through increasing private mix whilst ensuring that BLCA continues to be accessible to a range of income, employment and age groups (e.g. through the development of a housing affordability strategy, an above-compliance level of ‘adaptable housing’, and development of a seniors precinct incorporating housing and support services appropriate to the needs of an increasing number of older people and those with a disability).
- Incorporate a high level of **environmental efficiency** into all aspects of housing and suburb design and operation (e.g. through ‘lifecycle costing’, above-compliance design of housing, private and public open space, and infrastructure, wherever possible, as well as through fostering community engagement through positive environmental programs, community gardening, and the like).
- Increase **employment and training opportunities** for existing and new residents (e.g. through the development and implementation of an employment, education and training plan in partnership with appropriate local and regional agencies).
- Encourage the development of a **well-serviced and supportive community** (e.g. through the development and implementation of an integrated community services plan in partnership with appropriate local and regional agencies;
- Give priority to community **celebration and play** (e.g. through allowing for adequate community recreation facilities and services in urban design, supporting expressions of positive community and cultural identity through festivals, community arts programs, and the like, and actively promoting a positive image of Bonnyrigg and its communities in the media and the wider community).

The role of ‘Bonnyrigg Partnerships’ in the Bonnyrigg Living Community Project

Bonnyrigg Partnerships will have a considerable impact on the Bonnyrigg community and is in a position to influence the social and cultural fabric of the community during the redevelopment. We will therefore have a significant responsibility to contribute positively to the development and implementation of strategies that will contribute to community renewal in partnership with the local community. This ‘community’ includes existing residents of public and private housing, future residents, those in surrounding areas, and relevant services, networks, and government agencies.

However, we do not believe Bonnyrigg Partnerships is solely responsible for the achievement of Community Renewal – this can only be done through the commitment of the whole community. Bonnyrigg Partnerships therefore understands its role to:

- Work collaboratively with other key stakeholders on the Bonnyrigg community and contribute to the development of an ongoing community renewal strategy.
- Show leadership and drive with respect to community renewal.
- Facilitate and coordinate the various parties in their commitment to implement community renewal objectives.
- Accept responsibility for the implementation of agreed community renewal activities.
- Invest resources in the achievement of community renewal objectives.

Relationship of the Draft Community Renewal Services Plan to the Community Renewal Plan

We also recognise that Council, DOH and other community organisations have developed a vision with the community and a plan to realise that vision through the *Bonnyrigg Community Renewal Plan: Initiatives and Action for 2005/2007* (CRP). We expect to take a leadership role in facilitating the implementation of the CRP and the regular review and revision of that CRP. It is understood that our CRSP is a rolling 3-year plan within the context of the wider CRP, and will support specific aspects of the CRP.

Following Financial Close we have entered into consultations with DOH, Fairfield Council and the community through structures including the Bonnyrigg Community Reference Group and other key groups to seek their advice before finalisation of our *Community Renewal Services Plan* (CRSP), and to integrate the Draft CRSP with the CRP. Simply put, we view our CRSP as the contribution we will directly make to realising some of the objectives of the CRP. That contribution will be:

- Direct - we will invest directly in some initiatives which are included or consistent with the CRP or our staff will take direct responsibility for their implementation;
- Indirect - we will invest staff time and resources in the process of community development, seeking to identify and negotiate with other organisations, both government and non-government, to accept responsibility for some of the initiatives identified by the community as priorities.

From this perspective we see that a strategic commitment by Bonnyrigg Partnerships will make the task of community development much easier over the long term. The establishment of the **Bonnyrigg Community Renewal Trust** as a charitable entity will establish a sound mechanism for attracting philanthropic, corporate and government resources for various initiatives. The **Multipurpose Community Centre** on the other hand will provide the physical infrastructure for many of the activities that will emanate from the plan.

There are also existing community organisations acting as key agents in the delivery of services to the Bonnyrigg community. We fully expect these agencies to continue to provide services and, where appropriate, to expand their role by providing services that will fill gaps identified in the *Community Renewal Plan*. Where there is insufficient capacity within existing organisations to fill gaps identified in the Plan, Bonnyrigg Partnerships anticipates new organisations (i.e. those not currently operating in Bonnyrigg) to come and provide such services. As noted above, we have completed a 'gap analysis' as part of our work on a *social impact assessment*, and held preliminary discussions with a range of agencies that may augment services. We will continue the development of this plan with the community. Key elements of this draft Plan, including potential partnerships, are outlined below.

Key strategies for achieving Community Renewal

Bonnyrigg Partnerships has identified 13 key strategies, which we believe are the foundation stones for a sound approach to Community Renewal. These key strategies have been elaborated in the form of a *Strategy Plan* and together they form the Bonnyrigg Partnerships *Community Renewal Services Plan*.

This *Draft Plan* includes details of the following key strategies:

- Strategy 1: Social Impact Assessment and Mitigation
- Strategy 2: Management Integration

- Strategy 3: Community Development Funding
- Strategy 4: Multipurpose Neighbourhood Centre
- Strategy 5: Community Capacity Building
- Strategy 6: Integrated Community Services Strategy 7: Employment, Education and Training
- Strategy 8: Health and Well Being Strategy 9: Aged and Disability Accommodation and Services
- Strategy 10: Affordable Housing
- Strategy 11: Community Action for Sustainability
- Strategy 12: Intensive Tenancy Management
- Strategy 13: Monitoring and Evaluation

The Strategy Plans provided below are based on the advice of our community renewal experts which, in turn, is based on their interpretation of the feedback provided by the community through the DOH consultation, their significant experience in social planning, and their understanding of international trends in best practice in community renewal. They are also based on interviews with key services as part of a preliminary 'gap analysis' between November 2005 and February 2006.

Bonnyrigg Partnerships is therefore committed to a comprehensive and ongoing consultative process to review our Community Renewal Strategy in general and the Community Renewal Services Plan in particular. These Strategy Plans will be reviewed three-yearly, including as part of our Monitoring and Evaluation Strategy (Strategy 13).

The financial contribution from Bonnyrigg Partnerships

Bonnyrigg Partnerships believes that every activity its members undertake at Bonnyrigg must contribute to community renewal, including development of new and improved housing, physical estate improvements, tenancy management, or implementing the community consultation and the community renewal services plans. It is therefore incumbent upon us to ensure that every dollar spent by Bonnyrigg Partnerships in the community is spent in accordance with the vision for community renewal. The establishment of Bonnyrigg Management and the coordinating role it will take will provide an effective mechanism for monitoring this objective, and holding each party accountable for their respective contributions to this vision.

However, Bonnyrigg Partnerships also recognises the importance of community services, support and infrastructure to effective community renewal. We have therefore included in our bid resources for building strategic elements of community infrastructure in the belief that the strength of such infrastructure will provide the basis for the long-term sustainability of the community renewal strategy. This includes:

- Building the capacity of key community leadership groups such as the Community Reference Group and supporting the implementation of the Community Renewal Plan to assist us with the implementation of our various community renewal initiatives during the Mobilisation Period and for the first 5 years after Transition. This is in addition to funds to employ a senior Manager of Community Renewal who will be appointed after Transition and continue for the duration of the Project
- The construction of a Bonnyrigg Multipurpose Neighbourhood Centre: within the Bonnyrigg Living Community Area. It is expected that the community components of this centre would

form part of our V.P.A contribution to be provided as a consequence of the development. This will be negotiated with Fairfield Council. There have been further consultations during the Mobilisation Phase and these have revealed the need for a different configuration of this facility (e.g. some functions provided separately). There is some flexibility in this regard.

- Supporting the viability of the Community Centre: the Development Phase to support the employment of a community centre manager.
- Establishment of the Bonnyrigg Community Renewal Trust: establishing the BCRT and subsequently our Bonnyrigg Community Development Funding Strategy will provide for the Trust for specific activities related to community development and the mitigation of negative social impacts, such as:
 - Funding the employment of an Independent Tenant Advocate
 - Partnering with appropriate agency to provide a counselling and support service for residents that will assist them in dealing with the stress and anxiety generated by the physical redevelopment
 - Partnering with an appropriate Group Training Company to develop a targeted apprenticeship program targeted to young people and older people re-entering the workforce

While not included in our dedicated Community Renewal budget there are a number of other activities that we consider will contribute to community renewal:

- The Affordable Housing Strategy includes a commitment to deliver 5% of the properties in the first stage as affordable housing with Bonnyrigg Development providing the dwellings to St George Community Housing at a 10% discount to market price and St George committing to fund the acquisition out of their own funds. The estimated four dwellings provided under this commitment will have an estimated value of \$1.44M. In future stages Bonnyrigg Development are committed to providing St George with an option to acquire 5% of dwellings at a 5% discount to the market price.
- Community Action for Sustainability Strategy includes a commitment to community arts activities and works of public art; and for estate improvements and environmental works, including:
 - clean-ups, graffiti removal
 - open space embellishments, parks and playgrounds
 - community garden development
 - community including school education programs
 - greening and other environmental works
 - other public domain improvements/enhancements
- Resources dedicated to community consultation are also relevant to these activities as this is of itself a high impact community renewal strategy.

Bonnyrigg Management Company

The Bonnyrigg Management Company is a new special purpose entity established to ensure the effective coordination of the services provided by the four consortium members and to ensure that they are provided within the context of a community renewal framework.

Bonnyrigg Management is also the vehicle through which the consortium as a collective will plan and implement specific community renewal activities and so brings together the collective insight and experience of the individual members of the team. Furthermore, Bonnyrigg Management will engage expert consultants to guide the development and implementation of their community renewal strategy.

5.4.2 Bonnyrigg Partnership's Community Renewal Service Plan

The Bonnyrigg Partnerships *Draft Community Renewal Service Plan* comprises thirteen sub-plans or strategies. These strategies outline the areas where we anticipate Bonnyrigg Partnerships will make a more direct contribution to the implementation of the *Bonnyrigg Community Renewal Service Plan*. As noted above these sub-plans are:

- Strategy 1: Social Impact Assessment and Mitigation
- Strategy 2: Management Integration
- Strategy 3: Community Development Funding
- Strategy 4: Multipurpose Neighbourhood Centre
- Strategy 5: Community Capacity Building
- Strategy 6: Integrated Community Services
- Strategy 7: Employment, Education and Training
- Strategy 8: Health and Well Being
- Strategy 9: Aged and Disability Accommodation and Services
- Strategy 10: Affordable Housing Strategy
- Strategy 11: Community Action for Sustainability
- Strategy 12: Intensive Tenancy Management
- Strategy 13: Monitoring and Evaluation

The remainder of this section documents our proposed approach to the development of each of the draft strategies. They will be further developed through participation with key stakeholders including local residents. Though there is significant flexibility, they provide sufficient details to show our commitment to these types of service priorities, including commitment of resources and possible community partners. Strategy 1, the *Social and Economic Impact Assessment and Mitigation* outlines our commitment to continuously review the impact of the Project on the life of the community and to find ways to mitigate the negative impacts and take advantage of the positive opportunities.

Strategies 2-5 deal with community infrastructure. They aim to build capacity in the community that will underpin the initial success and ongoing sustainability of community renewal. They deal in

turn with the management, financial, physical and social infrastructure necessary to deliver a comprehensive approach to community renewal and leave the community with a legacy that will continue to provide the basis for a strong, empowered and well-resourced community long after the Bonnyrigg Partnership consortium members have left.

Strategies 6-11 deal with specific community service activities that have been identified in the initial *Social Impact Assessment & Mitigation Strategy* and to which Bonnyrigg Partnerships can make a positive and significant contribution. In all cases however our goal will be to facilitate a response that is owned by the community and sustainable over the long term, rather than impose a solution or throw resources at a 'quick fix' approach. In addition, throughout strategies 6-11, the potential involvement of specific community renewal partners is identified and described. Potential community partners with which Bonnyrigg Partnerships have held fruitful preliminary discussions regarding collaboration on renewal programs are:

- *Work Ventures* - employment and economic development services, group training and specialized public housing estate services
- *AMES* (adult multicultural education service) – employment and English language services
- *The Smith Family* –children and youth services
- *The Salvation Army* –youth services
- *Centre Care* – ‘Families First’ Program
- *Illawarra Retirement Trust* (IRT) – aged accommodation and services
- *Fairfield Community Resource Centre* – already providing a range of community services in Bonnyrigg
- Ethno specific services including the *Cambodian-Australian Welfare Council* and *Cambodian Welfare Association*
- *Fairfield City Council* - community and youth services
- *WorkLife* – employment services and infrastructure
- *Landcare* -community education and action for environmental improvement.

We are also aware of a range of other service partners with which DOH's Community Renewal Team has been developing positive relationships including Parks Community Network, Fairfield Community Resource Centre. As noted above, we are committed to developing relationships with existing agencies currently working in the area as a priority in the Mobilisation phase, and will talk with these services during mobilisation.

Strategy 12 intersects with our Tenancy Management Plan, and outlines our approach to Intensive Tenancy Management.

Strategy 13 sets out our proposal in relation to ongoing independent monitoring and evaluation of community renewal outcomes and processes.

5.4.2.1 Social and Economic Impact Assessment and Mitigation

Introduction

Bonnyrigg Partnerships understands that the risks to the community, and to the Project, arising from adverse social impacts are considerable, particularly during the Mobilisation Phase and the first Stages of the redevelopment.

We understand that negative social impacts upon the local community are unacceptable in themselves, and that every endeavour must be made to eliminate adverse social impacts. We also understand that social impacts translate to financial and economic impacts in a very real sense.

- In the case of **financial** impacts, these significantly increase the risk profile of the project, and thus the cost of the project to the Public and Private Partners. The financial bottom line of the project anticipates that most of the negative social impacts identified in the *Social Impact Assessment* will be mitigated in line with our identified mitigation strategies.
- In terms of **economic** impacts, a 'total cost to the community' approach is required to assess the relative merits of the project, and the extent to which a positive economic benefit to the community can be achieved relative to alternative scenarios. We have conducted a Preliminary Cost Benefit Analysis of our renewal proposal, which demonstrates the value of the Community Renewal Services provide in net economic terms to the Bonnyrigg community, and the wider community of NSW.

Guiding principles

The principles which guide the Bonnyrigg Partnerships Social Impact Assessment & Mitigation Strategy are:

- Identify, manage and **mitigate all social impacts** arising from the renewal of BLCA in close consultation with the community and other key stakeholders, particularly those arising from high-impact processes related to physical redevelopment.
- Ensure that financial risks are managed appropriately through the implementation and ongoing review of an appropriate Mitigation Strategy.

Ensure that benefits to the wider community of NSW are maximised through the renewal process.

(iii) *Overview of broad impacts identified*

In summary, the following potential negative social impacts/risks have been identified.

- Decreased community cohesion, loss of neighbourhood, friendship and family networks.
- Decreased attachment to area, and increased instability.
- Significant community opposition to release of Concept Plan (e.g. in relation to density and housing form).
- Physical impacts arising from development works.
- Social disruption, dislocation and trauma.
- More disadvantaged profile in social housing arising from increased turnover and government allocations policies.

- Concerns and experiences translated to reduced satisfaction with housing and provider.

The potential negative financial impacts identified include:

- Higher costs associated with increased turnover, vacancies, vandalism and the like.
- Negative impact on the image of Bonnyrigg, and on property values and sales rates.
- Increased crime, vandalism, nuisance and annoyance arising from higher turnover and increased instability.
- Withdrawal of community involvement in the public and private spheres (e.g. in relation to maintaining gardens, care for public space, volunteering in local services and networks).

Finally, the potential economic impacts are:

- Costs and benefits arising from our approach relative to the 'do nothing' option and base case, and the risk that the project will not provide a sufficient Cost Benefit Ratio to justify its funding and implementation;
- Specific costs and benefits arising from the various Services provided by Bonnyrigg Partnerships, and risks associated with providing only the 'base case'.

The process

Bonnyrigg Partnerships has engaged Judith Stubbs & Associates to prepare a *Social Impact Assessment and Mitigation Strategy*, and *Cost Benefit Analysis* to inform our proposed strategies and resource commitments.

We have based our assessments on the best available data, recent renewal literature and the direct experience of our consultants in their work with the Minto public housing community over the 3 years of redevelopment of that estate. It is also based on previous models that Judith Stubbs & Associates have developed for the NSW State Government⁴. These Mitigation Strategies have been 'fed through' to all aspects of Bonnyrigg Partnerships' engagement with the local community and service providers.

The full *Social Impact Assessment and Mitigation Strategy* will be revised regularly based on an evaluation of its effectiveness. An Independent Evaluation of the SIA has been conducted (see Strategy 13 below) and will also be picked up as part of the annual Customer Satisfaction Survey. Initially, however, its implementation is likely to be more closely monitored to ensure that there are no undue negative impacts upon the community (i.e. during the first Stage of the redevelopment, when many of the policies, procedures and strategies are being 'rolled out' for the first time).

We have cast the *Social Impact Assessment and Mitigation Strategy* within the sustainability framework that underpins our approach to renewal, as outlined in our Principles above.

Relationship to other strategies in our Community Renewal Services Plan

The *Social Impact Assessment and Mitigation Strategy* prepared by Bonnyrigg Partnerships informs much of what is outlined in other sections of our proposal, including the Staging and Rehousing Plans, Consultation and Communication Plan, proposed Masterplanning process, and approach to Tenancy Management, including draft policies and procedures.

⁴ See for example Stubbs & Storer 1996, and in their current work as providing peer review and evaluation of all Social and Economic Impact Assessments submitted to the NSW Department of Gaming and Racing.

However, it is the direct foundation of Strategies 2 to 11, which form the balance of our Community Renewal Services Plan. These strategies outline specific activities that Bonnyrigg Partnerships will implement to mitigate some of the potential negative impacts of the redevelopment.

5.4.2.2 Management Integration Strategy

Introduction

One of the key concerns of the community is a diminution and fragmentation of the services to be provided under the Project. Bonnyrigg Partnerships has taken this concern very seriously. We accept that community renewal will not be achieved if the members of our consortium act as independent uncoordinated service providers. The way in which we deliver the services will be equally as important as the services themselves.

We have developed a strategy to ensure that all services are not only provided in an integrated way but that they are also delivered within a community development framework. This will involve the establishment of a separate management entity, Bonnyrigg Management, to provide the legal and operational framework for achieving the goal of a seamless service delivery system.

Guiding principles

The principles which will guide our Management Integration Strategy are:

- An integrated service system where all components of service are accessible through a single point of contact.
- A highly visible and identifiable service provider easily accessible to all customers.
- Integration of all services within the service system to ensure maximum efficiency, co-ordination, flexibility and accountability.
- Commitment to participation by the local community, services and networks in the review and planning of all services.

Strategic approach

In order to realise these principles Bonnyrigg Partnerships will incorporate Bonnyrigg Management, a new vehicle that legally binds the consortium members together for the purposes of:

- Cultivating and promoting a vision for community renewal as the primary goal of the Bonnyrigg Living Communities Project.
- Ensuring oversight and coordination of the numerous services provided by Bonnyrigg Partnerships.
- Fostering a common service delivery culture that is permeated by the principles and practices of community development.
- Collective responsibility for the implementation of the Communication & Consultation Service.
- Collective responsibility for participating in the community renewal process and delivering the Community Renewal Service.

- Ensuring common branding of all services to present a ‘united face’ to the local community and develop trust through demonstrated commitment to the area by all partners.

Structure and role of Bonnyrigg Management

Bonnyrigg Management will be incorporated as a proprietary company limited by shares with each of the Bonnyrigg Partnerships members being shareholders⁵:

- Becton and Spotless will be equity shareholders each with the right to appoint one director to the Board.
- Westpac and St George will be non-equity shareholders with the right to appoint one director to the Board.

Bonnyrigg Management will be a not-for-dividend entity whose objectives are to:

- Provide integrated management for all Bonnyrigg Partnership services.
- Ensure a comprehensive and coordinated strategy for partnering with the Bonnyrigg community.
- Ensure all Bonnyrigg Partnership activities are directed toward and contribute directly to specific community renewal activities.

Contractually, Bonnyrigg Management will be a sub-contractor of Spotless and held accountable for the Project Services it is responsible for through that sub-contract.

Bonnyrigg Management provides the ‘glue’ for the Project. It will bind the parties to a common vision, core values and agreed goals for the community and a community development approach to service delivery. It will also provide a mechanism for balancing those aspects of the project that reflect private housing concerns and those which reflect public housing concerns.

Operational lines of accountability in Bonnyrigg Partnerships

One of the important roles of Bonnyrigg Management is to ensure each of the Bonnyrigg Partnerships members is accountable to each other on a day-to-day basis for the quality of their services and the coordination between the services.

The primary strategy for achieving this is the appointment of a General Manager who will not only be directly responsible for the Bonnyrigg Management staff engaged to implement the Communications & Consultation and Community Renewal services, but also hold authority for the day-to-day performance of the on-site service managers from consortium members. This is represented diagrammatically in Figure 1.

The key accountabilities of the General Manager who will be retained for the full duration of the Project are:

- Accountable to the Bonnyrigg Management Board for the strategic and financial oversight of the company.
- Accountable to the Bonnyrigg Partnerships Board and Bonnyrigg Partnerships Project Director for the performance of the service providers under their service contracts.

⁵ A full description of the structure of Bonnyrigg Management is found in Section 5.4.2.

- Provide leadership in the achievement of the mission of Bonnyrigg Management and the Bonnyrigg Partnerships vision for the project.
- Responsible for ensuring the provision of seamless services to Bonnyrigg Management customers and an integrated management system for all Project activities.
- Provide the public face of Bonnyrigg Management to the community and represent the company and its members to community stakeholders.
- Specific duties will include: provision of monthly reports to Board and Project Director; chair Management Team meetings; coordination of performance reporting to Project Director in respect of all services; public relations; active participation in the Community Reference Group; and management of BMC.

All consortium members and Bonnyrigg Management will trade under the Bonnyrigg Partnerships brand. This means that all staff operating from the Bonnyrigg Partnerships office will be identified as members of the Bonnyrigg Partnerships team not their own employer.

Key accountabilities of Bonnyrigg Management staff

It is proposed that in addition to the General Manager, Bonnyrigg Management will employ 3 staff during the Development Phase and 2 during the Operational Phase.

The key accountabilities of these staff are summarised below.

- Manager, Community Renewal (this position will be retained by Bonnyrigg Partnerships for the full duration of the Project):
 - Provide leadership within Bonnyrigg partnerships and the Bonnyrigg community in the development and implementation of strategies to encourage community renewal
 - Participate in the Community Reference Group and/or other relevant forums and actively participate in the development and implementation of the Community Renewal Plan
 - Oversee the development and regular review of the Social Impact Assessment & Mitigation Strategy
 - Develop and annually review the BP Community Renewal Services Plan
 - Manage the implementation of the BP Community Renewal Services Plan
 - Manage the Community Renewal Trust
 - Manage relationships with all agencies funded under the CRSP
 - Support the engagement of all Participants in 'community renewal'
- Manager, Community Consultation (this position will be retained by Bonnyrigg Partnerships for the duration of the Development Phase):
 - Develop and regularly review the Communications & Consultation Protocol and Plan
 - Establish and maintain effective relationships with all community stakeholders
 - Liaise with the Community Reference Group and other relevant groups

- Oversee the implementation of the Communication & Consultation Plan
- Manage contracts with external consultants appointed to undertake community consultation projects
- Administrative Assistant (this position will be retained for the duration of the Project but will go from full time to half time at the completion of the Development Phase):
 - Provide administrative assistance to the General Manager, particularly with respect to reporting
 - Manage the Bonnyrigg Partnerships office
 - Oversee financial management for BMC including bookkeeping, accounts, and financial reports.

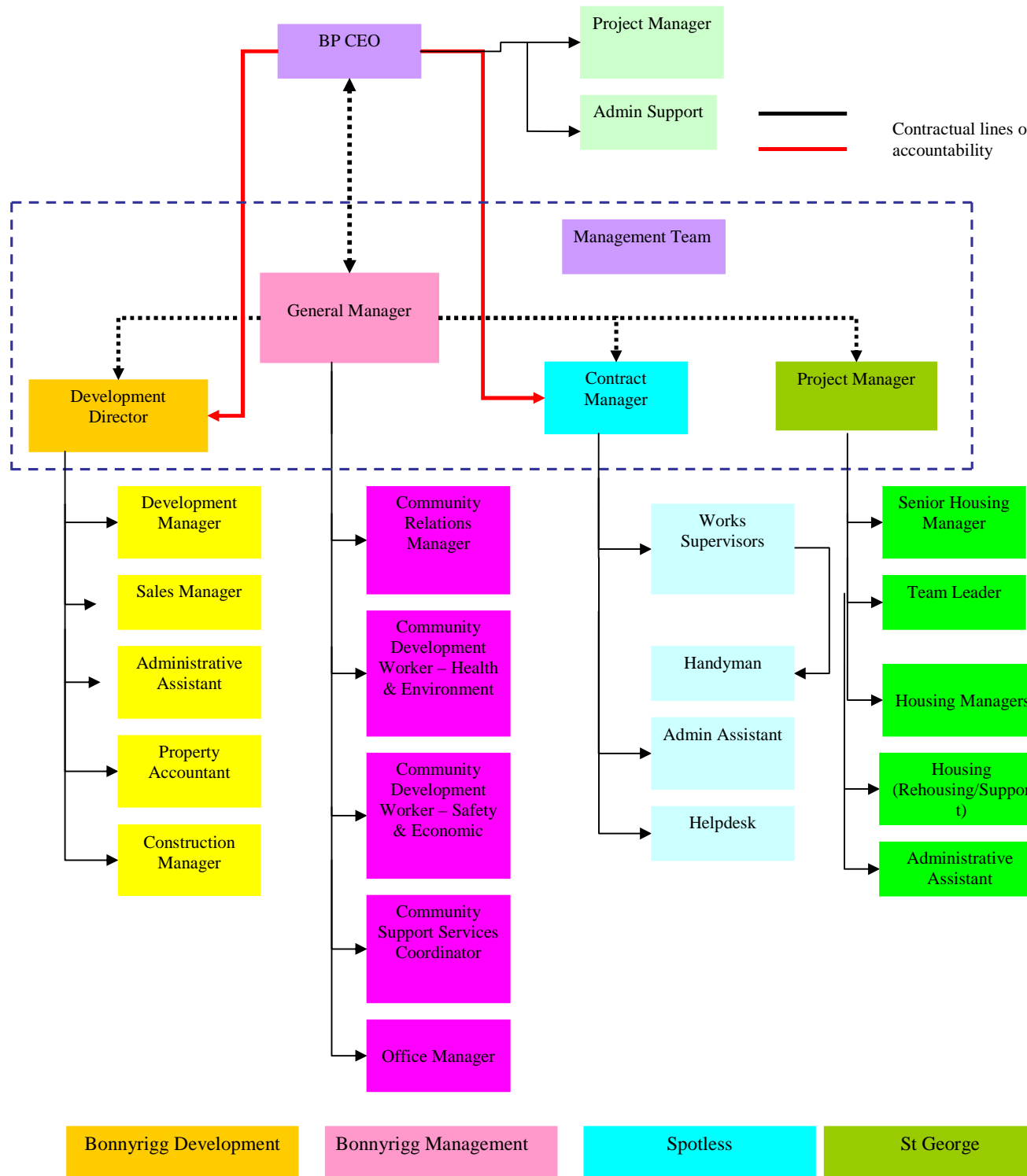


Figure 1: Bonnyrigg Partnerships organisation structure during the Development Phase

5.4.2.3 Bonnyrigg Community Development Funding Strategy

Introduction

The Bonnyrigg Project provides a unique opportunity to channel some investment into specific community renewal strategies. Bonnyrigg Partnerships is committed to maximising the contribution that can be made to such activities through the redevelopment process.

However, we believe that our greatest legacy will be to establish a mechanism which will not only be a conduit for the investment we make, but can also attract other sources of social investment during the term of the Project and continue to raise funds for community development type activities long after we are gone.

For this reason Bonnyrigg Partnerships will establish the Bonnyrigg Community Renewal Trust for the specific purpose of raising funds to invest in community renewal activities in Bonnyrigg in perpetuity.

(i) *Guiding principles*

The principles which underpin our Community Development Funding Strategy are:

- A large-scale urban redevelopment such as Bonnyrigg should include an appropriate financial investment in social infrastructure.
- Development funding invested in social infrastructure should be allocated through a transparent process.
- Funds should be invested in projects, which are consistent with the vision for community renewal outlined in a recognised community renewal plan.
- Funding decisions should be informed by the advice and priorities of the community expressed through recognised community representative organizations.

Objectives of the Trust

The conceptual purpose of the Trust, which will be incorporated in the Trust Deed and which will therefore define the limitations to the funding provided by the Trust, is:

To support initiatives which seek to alleviate the social, emotional and physical hardship suffered by poor and disadvantaged members of the Bonnyrigg community; and

To support activities which are directed toward the development of the economic, social and environmental well being of the Bonnyrigg community.

The first of these purposes will ensure that the Trust can be registered as a Tax Concession Charity and increase its chances of achieving Public Benevolent Institution status.

Funding for the Trust

Bonnyrigg Partnerships believes there will be at least four funding sources for the Trust.

Bonnyrigg Partnerships

As part of our bid we have committed to contribute to the Trust for activities directly related to the enhancement of the well-being of the residents of Bonnyrigg Living Communities Area.

Note: In addition Bonnyrigg Development will contribute toward a Bonnyrigg Multipurpose Community Centre.

Private corporations and philanthropic trusts

With TCC and PBI status the Trust will become an attractive vehicle for corporations and charitable trusts to contribute funding for community service events, programs and social infrastructure. These funds can then be used to leverage other contributions from government sources.

Fairfield City Council

We believe the terms of the Trust Deed and the capability of the Trustee will be such as to obtain the support of Council who might favourably consider contributing funds to activities consistent with the Bonnyrigg Community Renewal Plan where there is the commitment from the Trust to partially fund such activities.

State and Federal Government agencies

We also believe the Trust and FCC will be able to leverage both state and Federal funding for capital projects and worthy program funding. In both cases the funding may or may not be granted to the Trust. This is of little concern however as the major purpose of the Trust is to leverage support for community renewal activities in Fairfield.

Allocation of funds

The allocation of the funds will be at the discretion of the Trustees. In general however, most funds are raised for specific projects promoted by a Trust and we fully expect this to be the case for the BCRT.

In the first instance four initiatives have been committed as part of the BP, namely:

- the employment of an independent tenant advocate;
- the implementation of a counselling and support service for residents of the Bonnyrigg Living Community Area;
- the implementation of a Local Employment Strategy; and
- conducting community events and support of community groups.

Other funds may be raised and directed to the Trust on the understanding that they will be invested in particular projects. For example Bonnyrigg Partnerships may get Council approval for the allocation of V.P.A funds being invested in the Trust for the specific purpose of constructing a community centre. This will precipitate the Trust in pursuing contributions from other sources – Council, State government, local businesses and other local service organisations.

The key principles underpinning the allocation of funds will be:

- the project must be consistent with the Trust Deed;
- the project should be consistent with the Bonnyrigg Community Renewal Strategy;
- funds given for a specific project must be allocated to that project;
- the Trustee will seek advice from the community before allocating funds.

The appointment of Trustees

Bonnyrigg Partnerships will be the founder of the Trust and will appoint Bonnyrigg Management as Trustee for the duration of the Development Phase. This will be essential to protect the integrity of any Community Development Funding transferred to the Trust as a result of a VPA with Fairfield Council.

At the conclusion of the Development Phase, however, Bonnyrigg Partnerships will appoint another independent community organisation with formal and recognised links to the Bonnyrigg community to take over the role. This will ensure that the Trust remains for the benefit of the Bonnyrigg community in perpetuity.

Role of the Bonnyrigg Community Reference Group and Other Groups

Bonnyrigg Management, as Trustee, will consult with the Community Reference Group and other relevant groups in relation to their priorities for social investment for the community. It is assumed that all funding would be directed towards projects which:

- Contribute to community renewal and/or community building goals.
- Are consistent with Community Renewal Plan.
- Are located in the City of Fairfield, particularly Bonnyrigg.
- Are either for capital and operational projects.

Governance of the Trust

Bonnyrigg Partnerships will be the Founder of the Trust. The role of the Founder is to determine the purposes of the Trust and provide the initial settlement (funding) for the Trust.

The terms of the Trust deed will be drafted to ensure that the Trust qualifies as a Tax Concession Charity and preferably as a Public Benevolent Institution.

The purposes of the Trust will be to support initiatives which contribute to community renewal / community building in the City of Fairfield and particularly in the Bonnyrigg community.

The Trust will have the powers to invest in initiatives that require recurrent or capital funds.

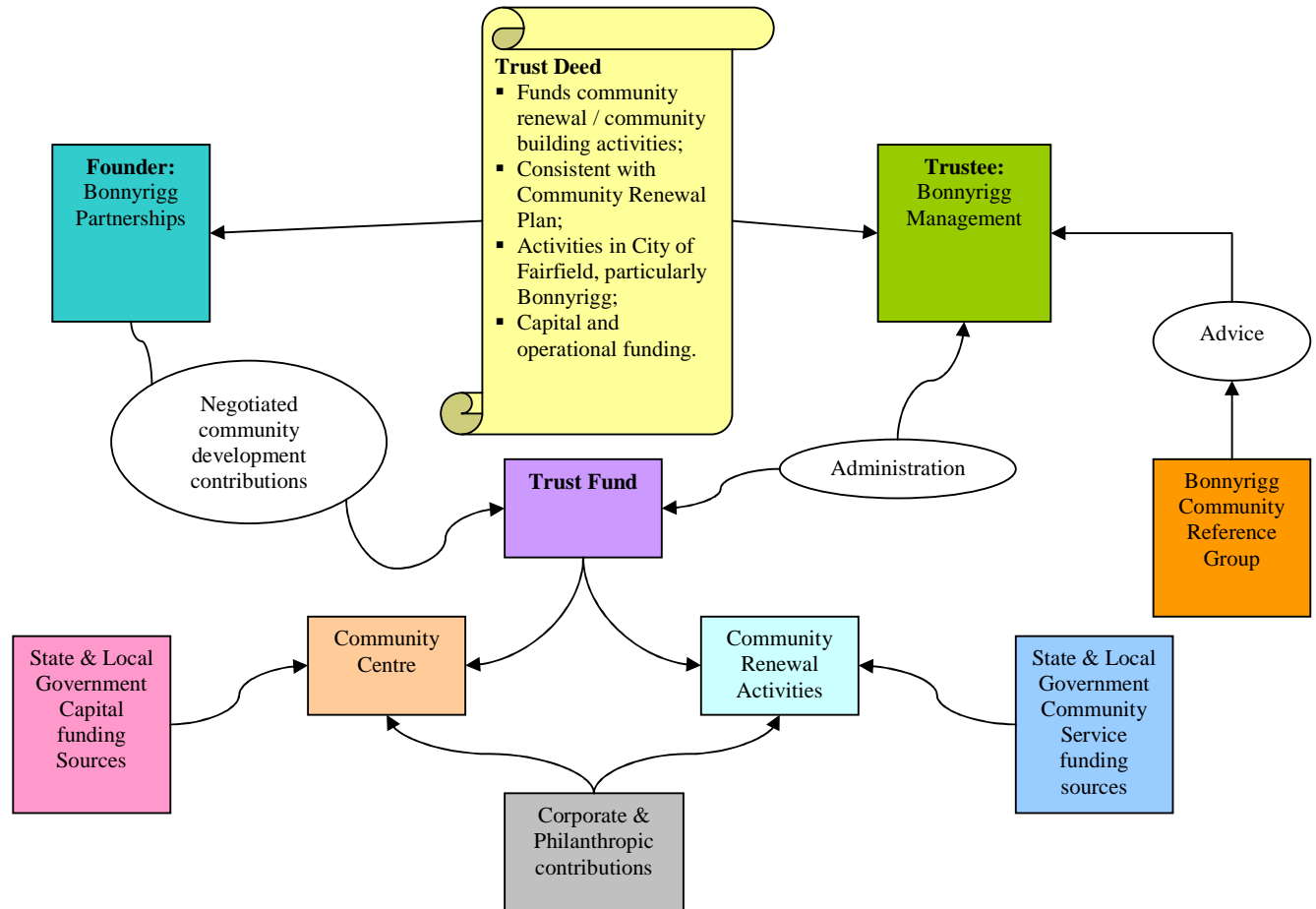
The Founder will appoint the first Trustee, namely Bonnyrigg Management. However, having done so it will then consider the appointment of Fairfield City Council as the Governor of the Trust. The Governor has the powers to replace the Trustee in the event that the Trustee ceases to exist or is not administering the Trust in accordance with the terms of the Trust Deed.

The terms of the Trust will require the Trustee to consult with the community prior to making decisions on the allocation of funds and we consider the Bonnyrigg Community Reference Group could provide a suitable advisory body.

Structure of the Bonnyrigg Community Renewal Trust

The structure of the Trust is represented diagrammatically in Figure 2 below.

Figure 2: Structure of the Bonnyrigg Community Renewal Trust



5.4.2.4 Bonnyrigg Multipurpose Neighbourhood Centre Strategy

Introduction

A central component of BP's Community Renewal Services Strategy is the development of a Bonnyrigg Multipurpose Neighbourhood Centre (BMNC) with a high level of physical accessibility from all parts of the BLCA.

Preliminary discussions with community agencies on the form and function of such a centre have been positive, and provide the basis for our proposed approach. The following is relevant from our 'gap analysis'.

- Rental in the Plaza is seen to be expensive for small or micro-businesses, and there is currently a lack of room for services like childcare, a medical centre, and other commercial services. We will seek to include these services as part of the commercial component of the MPCC.
- There appears to be a need for additional space for centre-based and out reach community services to this area, which is likely to increase with forecast population increases over the 15 years of redevelopment and beyond. The anticipated first homebuyer market for private development, and increased aged and disabled population forecast, indicates that there will be a need for service expansion in a number of service areas. However, the range of programs that can be offered at the Community Centre in the Plaza is limited due to cost and space restrictions⁶. Space for community meetings and activities is also seen as highly desirable. We will aim to provide a range of community spaces as part of the centre as detailed below.
- There is also a need to provide an integrated service by the members of Bonnyrigg Management, particularly related to tenancy management, maintenance and repairs, and services related to community renewal and community consultation. The importance of a one-stop-shop approach to service delivery and a single identity has been noted elsewhere. The MPCC will provide the opportunity for co-location of relevant services provided by Bonnyrigg Management in a third component of the community centre.

Guiding Principles

The principles which will guide our approach to the Multipurpose Neighbourhood Centre are:

- The centre should be at the heart of the community and seek to be a magnet for all residents irrespective of economic circumstances, cultural background or religious affiliation.
- The centre should be accessible for all existing and new residents in terms of design and location.
- The centre should include a one-stop-shop providing access to all Bonnyrigg Partnership services.
- The Centre will be designed to maximise interaction;
- The centre should not seek to compete with Bonnyrigg Plaza, but provide a convenient place to meet some of the everyday needs of residents as well as attend to the social and civic life of the community.

⁶ See for example Interview with the Community Development Worker funded by Fairfield Community Resource Centres and based at Bonnyrigg Community Centre in the Plaza cited in the SIA.

- Any services provided at the centre should be based on comprehensive and consultative assessment of the needs of existing and new residents, with service delivery provided through a partnerships approach with existing services, and augmented by external services where necessary (based on a service ‘gap analysis’).
- Any services provided at the centre should encourage community integration and cohesion (in partnership with existing services and networks where appropriate).

Strategic approach

It is proposed that the Centre be located on the corner of Tarlington Pde and a new street which connects with Badgery Way and Hosking Way so as to be accessible to all residents in the Bonnyrigg Living Communities Area via pedestrian pathways and cycleway, with services and activities relevant to the needs of existing and new residents. It will be provided in the early stages of the development.

Bonnyrigg Partnerships proposes to include three components to the MPCC – BP office, community facilities and commercial activities. This is represented in the Figure 3 which also indicates some of the activities which might be provided in those spaces. It is stressed that the MPCC will be designed in close consultation with the community, and with potential community services and private sector/commercial partners.

Figure 3: Proposed occupancy of the Bonnyrigg Multipurpose Neighbourhood Centre (BMNC)

Bonnyrigg Partnerships Office	Bonnyrigg Community Centre	Bonnyrigg Commercial Services
Tenanted by: <ul style="list-style-type: none"> Bonnyrigg Partnerships Bonnyrigg Management Bonnyrigg Development Spotless St George 	Includes: <ul style="list-style-type: none"> Hall Counselling room Small offices Medium Offices Large office Clinical/First aid room <ul style="list-style-type: none"> Outreach e.g. baby health/community health – requirement Kitchen Medium designated space Equipment room Toilets Storage 	Targeting: <ul style="list-style-type: none"> Convenience store Café Medical surgery Childcare Other as identified through further consultation

Bonnyrigg Partnerships Office

The first component of the neighbourhood centre is the Bonnyrigg Partnerships office. This will house the entire on-site personnel of the different organisations that form part of the consortium, in a form that demonstrates that they are part of an integrated management team. All staff based within the office will operate under the banner of Bonnyrigg Partnerships.

It is anticipated that at its peak the office will accommodate 26 staff and require a total area estimated at approximately 350 square metres.

The office will be accessible, have a welcoming aspect, present as an informal and open area and be designed to high ESD standards.

The office will be:

- Funded by Bonnyrigg Partnerships;
- Owned by DOH and leased to Bonnyrigg Management for a period of 30 years at peppercorn rent of \$1 per annum;
- Managed by Bonnyrigg Management;
- Maintained throughout the Contract by Spotless on behalf of Bonnyrigg Partnerships.

Bonnyrigg Community Centre

- The second component of the BMNC will be the Bonnyrigg Community Centre. This will represent part of the Bonnyrigg Development contribution to community infrastructure and will be a legacy to the community for the long term, well after the development has been completed and indeed beyond the 30-year term of the Project.
- The Community Centre is to provide a resource and focal point for social and civic life for Bonnyrigg. It is anticipated that it will comprise a number of functional meeting spaces including a larger auditorium suitable for celebrations, performances and large community gatherings. Additional meeting places for groups of 50 and 25 are also to be included.

The Centre will present to the open space at the rear which will incorporate recreational spaces such as a barbecue area, playground, and basketball rings / half-court facilities, and other amenities which complement the functions of the Multipurpose Centre.

In addition the centre will include offices that can be serviced by Bonnyrigg Management. These would be used for out-reach staff from community service agencies such as an employment and training service provider, mental health, family support workers and the like.

The total area is estimated at approximately 621 sq mts.. Subject to consultation, it is likely to include:

- Hall
- Counselling room
- Small offices
- Medium Offices
- Large office

- Clinical/First aid room
- Outreach e.g. baby health/community health
- Kitchen
- Medium designated space
- Equipment room
- Toilets
- Storage

However, it is noted that BP will have to engage in a process of negotiation with Council regarding the appropriate apportionment of V.P.A funding to the community and Bonnyrigg Management areas of the BMNC, with appropriate floor space and functional requirements.

The Community Centre will be:

- Funded in part by Bonnyrigg Development through the Bonnyrigg Community Renewal Trust, subject to agreement with Fairfield Council with the balance from appropriate local and state government sources.
- Owned by and managed by Fairfield City Council.
- Managed in partnership with Bonnyrigg Management.

Bonnyrigg Commercial Services

The third component of the neighbourhood centre is to be a small retail area anticipated to comprise services that have been identified as lacking in Bonnyrigg. We will be actively seeking to include:

- Convenience store – small store (such as an IGA or food co-op) providing basic household items.
- Café – a small café combining take-away foods and light sit-down snacks and lunches including external seating with aspect to the park. This may be located adjoining the ITC Centre, so that a well-managed Internet Café could be offered to complement the employment and training strategy, as well as to improve community access to information technology.
- Child Care – a commercially operated centre operated by a not-for-profit provider.
- Medical clinic – a small outpost of a larger medical clinic offering bulk billing consultations.
- Incubator space for micro-businesses.
- Laundromat – some residents may not be able afford to buy washing machines; a Laundromat also provides an effective social hub.

These services would be built only following a positive feasibility study which demonstrates that they are commercially viable, and/or sufficient interest from relevant private sector partners. They will therefore be designed in such a way that they can be constructed independently of the office and community centre. It is estimated that the built area of the commercial component of the centre will be approximately 1000 square metres.

The commercial facilities will be:

- Developed by Bonnyrigg Development;
- Owned by private investors;
- Leased to small business operators.

5.4.2.5 Community Capacity Building

Introduction

As well as contributing to the physical, financial and management infrastructure of the community a key element of community capacity building is the contribution Bonnyrigg Partnerships can make to social capital. Social capital is directly related to the strength of community networks, the quality of the relationships between community stakeholders, the level of trust between different interest groups and the quality of leadership within the community to assume control of community initiatives and ensure their long term sustainability. Bonnyrigg Partnerships is committed to working with the community to foster, strengthen and grow existing social capital within Bonnyrigg.

5.4.2.6 Guiding principles

The Bonnyrigg Partnerships approach to community capacity building will be guided by the following principles:

- Sustainable community renewal will only be achieved if the residents of the community take ownership of and participate in the process.
- Community participation requires the establishment and support of recognised community representative bodies through which the community can negotiate preferred outcomes.
- Every community has potential leaders – their capacity to exercise that leadership will be enhanced if recognised, encouraged and supported through relevant training.
- The effectiveness of community participation will be enhanced when the quality of relationships between the members of the community are strong and respectful.
- Social capital will be greatly enhanced when initiatives to check the potential misuse of an imbalance in power are instigated as a matter of course.
- Ensuring recognition of the special needs and contribution of people from culturally and linguistically diverse backgrounds is also a vital part of harnessing the strengths of this diverse community.

Key initiatives

With these principles in mind Bonnyrigg Partnerships proposes to implement a number of community capacity building initiatives under three headings:

- Recognising and relating to representative and consultative bodies
- Encouraging and supporting participation in community life
- Resourcing a tenant's advocacy service.

Recognising representative community bodies

Bonnyrigg Partnerships proposes to work closely with key representative community bodies, including:

- **Bonnyrigg Community Reference Group:** The CRG has been established to provide a point of reference for DOH and FCC as they plan for the implementation of the Bonnyrigg Living Communities Project. We will respect the foundation on which the relationship between DOH and the community has been built and will, in consultation with DOH and the community, continue to identify the CRG as a primary source of advice and direction for the Project. The Manager Community Renewal will be expected to be a very active participant in the CRG and to support its activities. We also understand that there is a need to work with the CRG on its role, structure and composition during Mobilisation and beyond, to ensure that it functions as a legitimate point of reference that can truly represent the need and aspirations of the whole community. It is likely that BMC will convene the BCRG, particularly in the early stages to provide support and build capacity.
- **Bonnyrigg Public Tenants Group, and Private Owners Group:** Bonnyrigg Partnerships will ensure that it establishes an excellent working relationship with these representative groups as a further way of listening to and supporting capacity building in the community.
- **Key language groups** with which the Department has been developing a relationship will also be a key part of our consultation strategy. We recognise the opportunities available to BP from the best practice in multi-lingual consultation and community education already in place, including the multi-lingual BCE model, and will build on the strengths of this model in our work with these communities.
- **Bonnyrigg Tenants Advisory Group:** Bonnyrigg Partnerships will also establish a Tenants Advisory Group to specifically advise us on our tenancy management and facilities management policies and practice. This will be resourced by the tenancy management team provided by St George Community Housing.

Supporting participation in community life

In addition to recognising these groups Bonnyrigg Partnerships has allocated a budget for the duration of the Development Phase to supporting initiatives that promote participation in community life. These funds will be directed through the Bonnyrigg Community Renewal Trust and are expected to support:

- Social networks and events
- Training programs to foster local leadership
- Opportunities for volunteering in the community

Resourcing a Tenants Advocacy Service

Bonnyrigg Partnerships accepts that public housing tenants may not have the skills or life experience to enable them to effectively negotiate with us, particularly when they feel aggrieved. In addition to the complaints and appeals processes outlined elsewhere, we will fund an independent Tenants Advocacy Service. A sum has been set aside for the duration of the Development Phase in our community renewal budget. These funds will be directed through the Bonnyrigg Community Renewal Trust to an independent agency with the capacity to provide Bonnyrigg public housing

residents with the assistance they need to navigate our complaints and appeals mechanisms or to take the matter up elsewhere. We will also investigate the suitability of the current model being used by DOH as part of establishing this service from Transition onwards.

5.4.2.7 Integrated Community Services Plan

Introduction

Bonnyrigg Partnerships recognise that Council, DOH and other community organisations have developed a vision with the community and a strategy to realise that vision through the *Bonnyrigg Community Renewal Plan: Initiatives and Action for 2005/2007* (CRP). We expect to take a leadership role in facilitating the implementation of the Plan and the regular review and revision of that Plan. It is understood that our CRSP is a rolling 3-year plan within the context of the wider CRP, and will support specific aspects of the CRP. We will integrate these plans in consultation with DOH, FCC and the community during Mobilisation.

We acknowledge that this Plan is premised on a place management approach that emphasises coordinating and integrating the efforts of many different government departments and community organisations to ensure the greatest benefit to the community and quality of services from limited resources. We also understand that the existing Community Renewal Services Plan Steering Committee is an important resource to us, and we will ensure that this group is a key point of consultation when we are reconciling our plan with the wider renewal Plan.

Our own *Integrated Community Services Plan* will seek to identify the ways in which Bonnyrigg Partnerships can support and contribute to the implementation of this approach.

Guiding principles

In line with best practice the development of the Integrated Community Services Plan will be guided by the following principles and approach to service planning, development and delivery.

- Identify existing community services, networks and structures providing services to Bonnyrigg.
- Acknowledge the contribution and value of these services and networks to the local community.
- Strengthen existing community services, networks and structures that currently provide services, support and assistance to the Bonnyrigg community.
- Consult with these services and networks including staff of FCC to identify unmet community needs across the full range of service areas, building on the preliminary ‘gap analysis’ conducted as part of the *Social Impact Assessment*.
- Work with them to identify opportunities to enhance and contribute to those aspects of service delivery that work well in meeting community needs, and assist to fill gaps in current service provision where these exist.
- Identify opportunities to improve service co-ordination between existing organisations, networks and structures, and ensure this is factored into the framework for integrated service delivery.
- Encourage participation of, or where appropriate, partner with external services not currently working in Bonnyrigg, and where there is agreement from existing local service providers and networks, in order to fill specific gaps identified (e.g. the Westpac partners consulted in the

preparation of this Draft Plan including The Smith Family, The Salvation Army and Work Ventures).

- Facilitate partnering relationships between existing and new services wherever possible.
- Provide physical infrastructure and resources to assist co-ordination and improved service provision through the development of the Multipurpose Neighbourhood Community Centre, and establishment of the Bonnyrigg Community Renewal Trust fund.
- Work with services, networks and the local community to develop and regularly review the integrated *Community Renewal Plan*, including the allocation of physical and financial resources such as use of the community centre, priorities for the Bonnyrigg Community Renewal Trust resources brought by external service partners, etc.

Preliminary 'Gap Analysis'

A number of key services were interviewed during the preparation of our proposal to determine their current activities in the area, perceptions of local needs and gaps in service provision, their capacity to meet these needs and resources needed to do so, as well as other issues related to improved service provision and co-ordination.

We will build on this preliminary gap analysis during the Mobilisation Phase and beyond.

Key Components of the Integrated Community Services Plan

Our preliminary 'gap analysis' has identified some key service priorities:

- Employment, Education and Training - this is dealt with in Strategy 7. Health and Well Being - this is dealt with in Strategy 8. Aged and Disability Accommodation - this is dealt with in Strategy 9.
- Affordable Housing Strategy - this is dealt with in Strategy 10.
- Environmental Sustainability - this is dealt with in Strategy 11.
- Youth recreation, support and early intervention programs

As noted above, we will develop our approach to support or augment youth services and facilities in close consultation with FCC Staff, and youth services operating from the Bonnyrigg Youth Centre. For example, there will be youth-appropriate design of public open space areas (e.g. the need for two basketball half-court facilities adjacent to the Multipurpose Centre has been identified by several services). Young people will also be a key target of our *Employment, Education and Training Strategy* and will be included in our planning for other service activities.

We also note the important contribution that DOH, FCC and resident volunteers have been making in youth recreation activities, including the regular youth basketball tournaments, and plans to develop this into a graded competition. We will continue to support this worthwhile endeavour.

▪ **Family support**

We are aware of the severe level of disadvantage experienced by many families on the estate, and that the tighter targeting of public housing will increase rather than reduce levels of disadvantage and incidence of complex needs among public housing tenants in the future. As noted above, we are also aware of the potential of the physical redevelopment process to disrupt existing support systems upon which some rely heavily, as well as exacerbating insecurity and emotional stresses.

These will affect some families, including children, despite the best efforts to mitigate these effects⁷. Our approach will include the following:

- Further investigate and support existing services and programs where appropriate (e.g. through provision of physical infrastructure, resources, etc).
- Develop partnerships with appropriate agencies to augment services where appropriate. As outlined in the *Social Impact Assessment*, we have already conducted discussions with Centacare, who provides a comprehensive range of services to the local community, some of these under the Families First program. Centacare is already engaged with public housing tenants in Bonnyrigg on the impacts of the renewal process so far (e.g. in running change management-related groups for women who are experiencing stress arising from the announced redevelopment). They provide a wide range of services related to family support, early intervention, aged and disability services, children and youth. They have existing support agreements with St George Community Housing on SAAP-funded programs. Their multidisciplinary team based at Sedevic Cottage in Cabramatta West provides a range of services to surrounding areas including family support, specialist support to families where there is an intellectual disability, an early intervention team including physiotherapists, speech therapists and counsellors, play therapy and the like. Opportunities for Centacare's involvement as a partner with Bonnyrigg Partnerships are currently being explored in a range of areas relevant to identified needs in the Bonnyrigg. Consistent with our approach, this will also be subject to community consultation before such an arrangement is entered into and resource commitments are finalised.
- Seek to develop special family support programs in the Child Care Centre to be developed as part of the Commercial section of our Multipurpose Neighbourhood Centre, or in relation to any services offered in this Centre (e.g. supported playgroups, etc) pending a feasibility study.

▪ **Ethno-specific access and equity programs**

The current and projected demography of Bonnyrigg, set out in the *Social Impact Assessment*, indicates that access to ethno-specific services and equity programs will continue to be important as the area is redeveloped, for both public tenants and private owner-occupiers and renters. In addition to the range of access and equity measures set out in the *Communication and Consultation Services Plan*, our approach is likely to include the following:

- Wherever possible, employment of core staff in Bonnyrigg Management and other renewal related activities who are bi-lingual in relevant community languages. It should be noted that St George already has a significant complement of bi-lingual staff, who assisted with the *Bonnyrigg Talk About* day.
- Provision for interpreters and translations in our budget for all community renewal-related activities.
- Comprehensive consultation with the range of ethno-specific services operating in the area, to develop a *Services Plan* specifically related to the range of major and minor cultural groups on the estate. We have already conducted preliminary interviews with key services as part of our gap analysis, and identified key issues including:

⁷ See for example Stubbs et al 2005.

- Lack of resources for those who are no longer ‘new arrivals’ under DIMIA classification, despite their ongoing barriers to participation in employment and general community life.
 - Language and literacy barriers to employment and training opportunities.
 - Lack of access to mainstream services for specific cultural groups.
 - Low levels of school completion for specific groups, which goes against a trend of relatively high access to tertiary studies for other groups (e.g. the Cambodian-Australian Welfare Council identified the special barriers of Khmer young people due to low levels of functional literacy among parents who lived through the Pol Pot years).
 - Due to the composition of the estate, St George will also seek to increase its complement of Indigenous staff, including an indigenous trainee to work in Bonnyrigg.
- The Special Needs of Men

We will also continue to support initiatives that support men of all ages, who are often difficult for mainstream services to access. In particular, we will continue to support the Men’s Shed initiative in the BLCA.

- Engagement of the ATSI Community

BP is also aware that the ATSI community can be particularly difficult to reach through mainstream activities and processes. We will therefore give priority to working with local groups and networks regarding the best way to engage and work with this community as part of our CRS Plan.

5.4.2.8 Bonnyrigg Employment, Education and Training Strategy

Introduction

Key urban renewal literature consistently finds that increasing employment and training opportunities to disadvantaged communities provides one of the most important avenues for community participation for marginalised groups and individuals, and integration into mainstream society.⁸

Bonnyrigg Partnerships understands that residents of Bonnyrigg have particular needs arising from the high concentration of unemployed and underemployed tenants, marginally employed young people and older workers, sole parents, residents with a disability, and those from different cultural and linguistic backgrounds. Though special needs among existing public housing tenants will be addressed as a priority, it is also likely that many private households will have members who are marginally or under-employed. This is related to historical industry restructuring, cultural and linguistic barriers to education and training, and problems with access to the ‘core’ labour market for young people, older workers and those with a disability, even among the family members of private purchasers.

The literature also notes that creating employment opportunities where these are not merely ‘displacement’ will yield a substantial community benefit in social and economic terms, and will form a net benefit in the project proposal’s Cost Benefit Analysis⁹.

⁸ See for example Stubbs & Storer 1996.

⁹ See for example Stubbs & Storer 1996.

As such, we will be placing a high priority on the development of access and equity programs for existing and future residents of Bonnyrigg as an integral part of our *Community Renewal Services Plan*.

Principles and Approach

- We will ensure that we work with existing services and networks to develop a comprehensive Employment, Education and Training Plan, and have begun to form potential partnerships to this end. These partnerships will be subject to community consultation and community ‘sign-off’, as is all aspects of our *Community Renewal Services Plan*.
- We will target our activities to local people who are most disadvantaged in the labour market as a priority, with a particular focus on social housing tenants.
- We will also ensure that programs are accessible to private and public residents, which may include those areas immediately surrounding Bonnyrigg, in recognition of the needs of residents in areas which make up the primary catchment for private housing, and in the interests of social integration.
- We will provide the physical infrastructure (the Bonnyrigg Multipurpose Neighbourhood Centre), which enables the development of a hub for integrated service delivery, in partnership with a range of complementary service providers.
- We will ensure that renewal activities maximise opportunities for local employment and training wherever possible, including in construction works, housing and estate maintenance, property and tenancy management, and employment arising from services, and particularly the aged care facility and associated services which provides for a high proportion of entry level jobs.

Preliminary Service Priorities Identified

Our consultations to date, and previous work by our consultants¹⁰, indicate that there are a number of priority target groups, which will be a particular focus of our strategy. These include:

- Existing public housing tenants of the BLCA, including priority for the following:
 - Up-skilling of older workers and those from different cultural and linguistic backgrounds. This will include assisting those with non-recognised qualifications, prior learning and skills to re-enter the workforce, who will require special forms of support (e.g. English classes, linkage programs, supported apprenticeships or traineeships);
 - Young people at risk of early school leaving who would benefit from a supported apprenticeship or traineeship, and a mentoring relationship;
 - Sole parents who will often be re-entering the workforce, but require particular forms of assistance with access and retraining (e.g. childcare, mentoring, personal support);
 - People with a disability who require particular forms of support to make the transition to training and employment (e.g. special mentoring and personal support programs);

¹⁰ See for example Stubbs 2000.

- Long-term unemployed, particularly young people, indigenous people, and those from different cultural and linguistic backgrounds, to enter core labour market positions through special support, incentive and equity provisions.
- New (private) purchasers and renters who are under-employed or unemployed, with a particular focus on:
 - Young people at risk of leaving school or marginally attached to the labour market, including assisting them with school completion, pre-vocational training and support, mentoring and access to structured training arrangements (apprenticeships and traineeships);
 - Women and older workers from different cultural backgrounds, including assisting them with English competency, other pre-vocational training and support, equity measures such as childcare and family support, access to structured training arrangements (apprenticeships and traineeships) and/or recognition of prior learning and experience/skills;
 - Older workers disadvantaged by industry restructuring to enhance skills, retrain and re-enter the workforce.

Key components of our strategy

Increased employment and training opportunities will form a core component of Bonnyrigg Partnerships' *Community Renewal Services Plan*.

Employment and training outcomes will also form part of Bonnyrigg Partnerships success measures in the Independent Evaluation (see Strategy 13 below), particularly given the significant social and economic benefits to the community arising from improved outcomes, and the priority placed on these issues by the local community.

Preliminary discussions have been held between Bonnyrigg Partnerships and several key organisations about different types of service provision arrangements under this Strategy. We have reached in-principle agreements that they will partner with us on the provision of employment, education and training services on-site, with details to be worked out in consultation with the community.

Preliminary discussions have been held with Robert Critchley of WorkLife International Pty Ltd, who has extensive experience in working with complex labour market issues, including the return to work and re-skilling of large workforces made redundant by downsizing and technological change. He is ideally suited to taking on the challenges presented by the level of long-term unemployment and labour market exclusion experienced in Bonnyrigg and surrounding suburbs. Robert is also an Executive Director of Becton, and so has a long term commitment to the project. He will be consulting to Bonnyrigg Partnerships on the development of our Employment and Training Centre, and may provide the framework for the development of the Centre as an integrated services hub.

Our approach will focus on the development of an *Employment and Training Centre as part of the Multipurpose Centre*. This will incorporate the following:

- **Labour market programs**

It is likely that labour market programs will be provided by two partnering organisations. Each of these organisations is a specialist in the types of programs and activities most needed by the Bonnyrigg community, and we will negotiate further with these agencies in the Mobilisation Phase.

- AMES Employment and AMES NESB Employment, based in Fairfield CBD, is the largest specialist employment agency working with people from different cultural and linguistic backgrounds in Australia, with four star rating as a Job Network provider. AMES offers a wide range of employment, training and support services including job search support, intensive support, English classes, vocational training courses and traineeships in Retail Operations, Aged Care, Childcare, Office Administration, Information Technology and Advanced English accounting for Recognition of Prior Learning, mentoring programs, and community programs including volunteer programs, small business start-up and special programs for refugees. It is proposed that AMES would play a role in extending such services to the BLCA, making use of the social infrastructure provided on site, as well as additional resources that are available or leveraged through the Trust Fund;
 - Work Ventures is already a Westpac partner but does not currently operate in Fairfield LGA. However, Work Ventures does operate special programs in 5 public housing estates, as well as providing IT Centres, a Group Training Company, Small Business Incubator, and a range of employment support and job seeker programs. These and other services they offer would be extremely valuable in Bonnyrigg, and also appear to be ‘gaps’ in existing service provision¹¹.
- **An Information Technology and Telecommunications Access Centre** as part of the Employment Centre.
 - Work Ventures has a computer re-use program that Westpac contributes to by donating super-seeded IT equipment for refurbishment. These computers are available to disadvantaged people and not-for-profit organisations to access at an affordable price.
 - The proposed location of the IT&C Access Centre adjacent to the café (or potentially run in tandem with the café) provides the opportunity to run related employment and training programs, as well as providing for community access to the internet for the significant number of households who do not own a computer. There is the added bonus of using this space as a homework and research centre for School and TAFE students (see below).
 - **Access and Equity programs**
 - Our preliminary interviews with local services indicates some significant issues related to access and equity, particularly for groups who have come to Australia as refugees, and for people from Aboriginal and Torres Strait Island backgrounds. These needs will be incorporated into our strategy.
 - Programs related to access and equity will also be developed, including mentoring programs, English classes, literacy and numeracy, and related programs such as family support, assistance with access to childcare, and the like. The development of the various components of our Multipurpose Centre provides us with the opportunity to integrate a range of support mechanisms to members of the community using particular services.
 - **Programs to meet the special needs of young people**

¹¹ For example, our interview with GROW Employment Council indicated a lack of appropriate Group Training Company structures in the region suited to what we are proposing.

- Our preliminary gap analysis has identified the need to extend programs to young people identified as ‘at risk’ of leaving school without obtaining a recognised qualification. This includes the need for an extension of high staff-to-teacher ratio programs like Links to Learning, Jobs Pathways, etc, to Bonnyrigg. There is the potential to offer these types of programs in partnership with the Bonnyrigg Youth Centre and other local organisations including Bonnyrigg High School, AMES, Cambodian Australian Welfare Council, Khmer Community Centre (which offers a range of educational access and equity services from the Khmer Temple adjacent to the BLCA), and the NSW Department of Education and Training. However, as noted elsewhere, we are aware that the Youth Centre has recently recommenced full operation with a range of outreach service partners. We would ensure that we complement rather than duplicate the activities of this Centre, and may support their efforts with additional resources where this is appropriate. In other cases, we would seek to extend services to our Multipurpose Centre on an outreach basis.
- We have also held preliminary discussions with another Westpac partner, The Smith Family, who is willing to extend their education-focussed activities to the BLCA. The Smith Family’s philosophy and approach is similar to our expressed approach. In the 45 sites in which they work across Australia, The Smith Family takes a facilitative role with local communities and existing services, where they identify and broker in required resources. We will further negotiate with them during Mobilisation regarding the types of service which they can provide or extend to the BLCA which may include the following:
 - Communities For Children - this program has a focus on 0-5 year olds which identifies and brokers in services and resources to assist young children facing particularly disadvantage or barriers;
 - Learning for Life – this program focuses on increasing educational opportunities for children, including literacy and mentoring support, and a scholarship program which aims to increase school participation and completion. A key focus is also on building the capacity of the community, rather than a single focus on individual young people.
 - The development of a homework support centre is also a priority identified as part of our preliminary ‘gap’ analysis (see *SIA*). As noted above, it is proposed that this function could be linked to our IT&C Access Centre, and resourced as part of our Employment and Training Centre;
 - Similarly, The Salvation Army, also a Westpac partner, run support programs for young men and women (‘Youthlink’) that could potentially be extended to young people in Bonnyrigg. These include the *Vitel* Program, which aims to help build self-esteem through outdoor adventure activities, positive role modelling and the building of positive social networks. Again, we will seek the commitment of the Salvation Army to extend this program to Bonnyrigg.

▪ **Targeted Apprenticeships Program**

Bonnyrigg Partnerships recognises that employment programs, and even early intervention with ‘at risk’ young people, can only go so far toward *real* employment opportunities and long-term employability. As such, will develop a Targeted Apprenticeship Program, based on work already conducted for Australian Business Limited and the Federal Government and one of our consultants¹². We will seek to ‘roll out’ models that have been funded in the Illawarra among highly disadvantaged communities, involving a high level of mentoring, job readiness support,

¹² See for example Stubbs 2000; and Stubbs & Storer 2001.

prevocational skills training, and a higher than average level of business subsidy and support. Opportunities provided by the redevelopment include the following:

- Direct employment of local tenants in renewal activities, including creating apprenticeships and traineeships in a range of areas (Spotless in maintenance; St George in tenancy management and support, Becton in construction; and Westpac in finance and business services e.g. cadetships, scholarships).
- Partnering with a local Group Training Company to develop a targeted apprenticeship scheme for local tenants and other residents, where jobs will not necessarily be related to renewal activities.
- Seeking funding through GROW Employment Council for an economic development (Regional Partnerships) matched grant (e.g. for the development of a small business centre/incubator) (also see below).

▪ **Encourage and Support Entrepreneurial Activity in the Community**

We are aware that GROW Employment Council (Federal Regional Development Board) and Fairfield City Council have already developed a partnership, and are engaged in some very positive work in this area. There is a current application from Council to DOTARS under its Regional Partnerships program to fund a Bonnyrigg Economic and Business Feasibility Study, which is supported by a previous Community Study. We will discuss how we can support this study with Council during the Mobilisation Phase.

We have discussed the Employment and Training Centre to be provided as part of Bonnyrigg Partnerships approach to Community Renewal, and agreed that there would be benefit from any opportunities for collaboration between Council, GROW, Bonnyrigg Partnerships and the community to further develop and implement the outcomes of the fully developed CR Plan, as well as any recommendations arising from Council's Feasibility Study. It may also be possible to link into the Liverpool GROW home business plan.

We will actively seek to provide the following as part of the development:

- Provision of incubator space, and/or seed funding for local micro-business or entrepreneurial activity in the Commercial Component of the Multipurpose Centre (e.g. funded in partnership with FCC and GROW Employment Council).
- Development of home based business and other opportunities as part of the review of Councils Environmental Planning Instruments (e.g. zoning amendments to the LEP, and/or provision for home-based business activities as part of a place-based DCP).
- We will also investigate and implement other innovative partnership and models including with:
 - HIA Youth Build;
 - Macarthur Group Training Company;
 - Fairfield Business Education Partnership
 - Seed funding through the Meyer Foundation.

BPs degree of success in increasing the employment, skills and employability of local people and particularly social housing tenants will be monitored through our longitudinal evaluation (see CRS Strategy 13 below).

Dealing with Disincentives to Employment for Tenants

We also realise that a tension arises from the fact that tenants seeking employment face a significant disincentive to enter the labour market and improve their situation due to their concerns that this will result in the loss of benefits, increase in rental or even fear that they may lose their housing. Such disincentives are well-documented, and have some basis. We are also keen to ensure that tenants gaining employment, who also provide valuable role models, are retained in the community.

We will implement and continue to explore ways that we can reduce employment disincentives among public housing households to enter the labour market.

Bonnyrigg Partnerships via St George Community Housing will continue to implement and promote the Tenant Employment Incentive Scheme (TEIS) to all tenants who are unemployed and considering joining or re-entering the workforce.

Under the Tenant Employment Incentive Scheme (TEIS) a tenant or their partner who commences employment is entitled to a grace period of up to 12 weeks of non-adjustment of their subsidy to the new income level within a financial year provided.

We will communicate with tenants and help tenant understand the relationship between employment, rental subsidy calculation and status of tenancy. St George Community Housing will work with individual tenants who are willing to enter the labour market to develop an individual Support Plan to address their employment concerns. The referral of appropriate services will be captured in the Support Plan.

Creative approaches will be needed and include:

- Ensuring that tenants are aware to the extent that their housing is not under threat should they have a successful outcome from our programs;
- Encouraging such tenants to consider entering our affordable housing pilot, including supported home purchase, shared equity or affordable housing rental;
- Using more flexible tenancy arrangement through St George Community Housing for tenants who gain apprenticeship or traineeships related to the redevelopment;
- Ensuring that there is adequate provision for part-time, job share and casual employment and training opportunities taking into account threshold income, as well as other potential disincentives, e.g. the cost of child care.

5.4.2.9 Health and Well Being

Introduction

The health and well being of the community is of the highest importance to Bonnyrigg partnerships. We recognise that the disruption caused by the redevelopment will create significant stress and anxiety for most residents. At the same time we recognise that changes in public housing targeting policies have increased the proportion of public housing tenants who have more complex needs, including mental health issues. We are therefore committed to implementing strategies to mitigate the additional stresses of the redevelopment.

Guiding principles

In moving forward Bonnyrigg Partnerships will adhere to the following principles:

- Change always creates stress and anxiety, particularly for those who have little influence over the options for and timing of change.
- Stress and anxiety can be alleviated through initiatives to keep people informed, consult them on the process of change, provide as many choices as possible within the constraints of external factors and generally treat people with respect.
- The provision of specific support services to people experiencing significant anxiety will assist in alleviating that anxiety and enabling a successful transition.

Key initiatives

Bonnyrigg Partnerships is committed to contributing to the health and well being of the Bonnyrigg community. We propose:

- Ensuring high levels of health and safety

All members of the consortium are committed to the highest levels of OH&S. The social, physical, economic and psychological risks associated with the project are outlined in our Draft SIA, on which we will do more work during Mobilisation.

- Implementing a Counselling and Support Service

There will be a budget for the provision of a counselling and support service to residents within the Bonnyrigg Living Community Area. This funding will be directed through the Bonnyrigg Community Renewal Trust to a qualified community organisation to provide a combination of appropriate Stress Management courses and individual and family counselling on coping with the anxiety and stress of change precipitated by the redevelopment.

- Augmenting Mental Health services

We are aware that mental health is a key service priority, and is likely to increase in importance with the tighter targeting of public housing, as well as potential exacerbation of existing mental health issues and general stress arising from redevelopment and relocation. We are also aware of the special needs experienced by some migrant communities on the estate, who have already experienced major trauma related to torture and/or dislocation as refugees. For some, the estate has offered their first permanent housing after years of displacement¹³.

- We will give priority to attracting appropriate service partners to provide outreach services from the Multipurpose Community Centre where this is appropriate, and mitigate social impacts to residents to the greatest extent possible, as identified elsewhere in this proposal, and in the SIA.
- We are also aware that there is already a range of service protocols or agreements in place in Bonnyrigg, including the Joint Guarantee of Service between DOH and the Area Health Service/Community Health team; and the Human Services Accord as a framework for co-ordinated service delivery. Service agreements include one-on-one services to DOH tenants, wider community support and development activities. Where these exist, we will ensure that

¹³ See for example Stubbs, Randolph and Judd 2005.

these arrangements continue and that these relationships are developed with or transferred to Bonnyrigg Partnerships, who will take up DOH role where appropriate.

- We have also begun to explore a range of partnerships with local agencies, which could augment services provision in this service area.

5.4.2.10 Aged and Disability Accommodation and Services Strategy

Introduction

The *Housing Market Study* and the *Demographic Overview* for the *Social Impact Assessment* prepared by Judith Stubbs & Associates indicates that there will be a significant increase in older people in BLCA and in a number of the surrounding suburbs which are likely to form the primary catchment of the private development, during the Development period. In some suburbs, the projected aging of the population is extreme, particularly by 2016. This brings with it an increasing level of physical and psychosocial disability. However, much of the existing and newly constructed stock in areas surrounding Bonnyrigg does not reflect the demographic changes forecast. Much of the surrounding newer development is large housing on separate blocks, and is often not affordable to an older market that is seeking to free up capital held in housing as they age. Importantly, there are few remaining sites in Sydney as large and well located as BLCA to provide the economies of scale necessary to develop multi-level care accommodation for older people.

This renewal of Bonnyrigg Living Communities Area provides an opportunity to address the current mismatch of housing supply, in relation to both public and private housing. Our proposed *Aged and Disability Accommodation and Services Strategy* also has the potential to significantly increase the provision of services across the estate and surrounding areas through a proposed partnering arrangement with an established not-for-profit provider. As such, it also fulfils the aims of improving service provision, and increasing integration between private and public residents and areas.

Guiding Principles

The principles which will underpin the Bonnyrigg partnerships approach to the development our *Aged and Disability Accommodation and Services Strategy* include:

- Ensure that opportunities to provide a closer match between demand and supply of housing are realised through the redevelopment of BLCA.
- Ensure that the community, including residents and relevant services and networks, are involved in the development of the full *Aged and Disability Accommodation and Services Strategy*.
- Seek to engage an appropriate not-for-profit partner who can assist in the integrated development of housing and services for older people and those with a disability;
- Ensure that the needs of older people from CALD groups are met through this Strategy.

Our Proposed Approach

Bonnyrigg Partnerships proposes to develop a Seniors Living Precinct in close proximity to Bonnyrigg Plaza and public transport. While there is considerable flexibility in our approach, at this stage it is proposed that such a Precinct consists of:

- 150 Independent Living Units (ILUs), which would be sold to private buyers under various sale /cost arrangements.

- A 110 place low and high care facility (80 high care beds, and 30 low care beds, which may not be provided in the one residential facility). Access to this facility would be via the usual assessment and allocations methods, so that it would be available to residents outside Bonnyrigg as per Federal Government funding requirements. There are also likely to be as many as 50% of places allocated to 'concessional' clients (those who are unable to pay the upfront cost of entry), which would open a significant proportion up to former public housing tenants.
- An 80-unit public housing complex targeted to older people and those with a disability.
- A further 80 units available on the private market to a mix of age ranges, but which are also likely to attract older (and younger) singles and couples seeking a smaller, more manageable and well-located unit.
- Appropriate facilities and services including the provision of Community Aged Care Packages and Extended Care Packages, shared community spaces and reading rooms, well-designed open space, provision for community garden, outdoor seating, BBQ areas and the like.
- Explore provision of ethno-specific services and facilities as part of our older persons precinct, including partnerships and funding from relevant groups and funding sources.

The ILUs and aged care facility will be developed under the SEPP Senior Living. The extent of integration between public and private residents in the unit development will need to be carefully considered regarding strata title arrangements, and other legal and management considerations. However, we are committed to ensuring that the public and private dwellings are designed to a high standard and are visually indistinguishable.

We have commenced negotiation with a preferred partner, the Illawarra Retirement Trust (IRT), one of the largest not-for-profit aged services providers in Australia. Again, there is considerable flexibility in how the partnership may work. Potentially, they will be involved in the construction, sale and management of the Retirement Village, including private ILU's, and the high and low care facility, and develop a package of services that will be provided from the Village. This is their role in relation to a range of other multi-level care developments that they currently manage.

The Illawarra Retirement Trust may also take on a management role in relation to the public housing ILU's in Partnership with Bonnyrigg Partnerships and St George Community Housing. This will be examined further in relation to what provides the best outcome for tenants. The IRT already manages a mixed public and private aged complex in Peakhurst for the NSW Department of Housing and report that this works well.

At this stage, the Board of the IRT has provided in principle support to partnership in developing such a Senior Precinct, and service model. Other issues will also need further work during the Mobilisation Phase, including funding of the residential places by the Federal Department of Health and Aging, and potential amendments to Fairfield Council planning instruments. This will be subject to further negotiation during Mobilisation.

5.4.2.11 Bonnyrigg Affordable Housing Strategy

Introduction

Bonnyrigg today is known as a suburb where people reliant on low income feel socially accepted. There is an expressed desire within the community to retain that attitude – social cohesion is valued.

However an aim of the project is to build community capacity and one way to achieve this is to increase social diversity within the resident population. By significantly growing the availability of private housing it is anticipated that there will be a much higher proportion of people participating in the labour market and a significant increase in owner-occupiers.

The community has recognised the danger that such a large increase in private housing (from 10% of all housing to 70% of all housing in the post-development phase) could result in a social polarisation of the community between a remaining minority of public tenants reliant on very low incomes and a majority of middle income earners residing in their own two storey four bedroom “McMansions”.

Bonnyrigg Partnerships is very sensitive to the concerns and aspirations of the existing community. We agree that social cohesion is not only an important social objective but will in fact underpin the commercial success of the ‘redevelopment’. Bonnyrigg Partnerships is therefore committed to a development strategy which avoids the feared polarisation and aims for a graduated market place which retains the character of an affordable place to live – a place where low to moderate income earners will be able to secure quality accommodation in the private market as well as middle income earners.

Our ‘graduated mix’ approach is also supported by the *Housing Market Study* completed by Judith Stubbs & Assoc as part of the research that underpins our bid. This shows that there is a significant and growing ‘gap’ market in the suburbs most likely to provide the primary catchment for the private housing developed on site. We have calculated the number of families who are currently excluded from the new home purchase market due to the lack of supply of suitable housing and financing products. Providing home purchase opportunities for this segment of the market through careful attention to price point provides both economic and social benefits to Bonnyrigg and to the surrounding suburbs in Fairfield LGA. We will provide opportunities for low to moderate income groups to purchase homes in the development however these endeavours will not be at any cost to the bid, i.e. resulting in a lower return to the public housing enterprise.

Guiding principles

The principles which will underpin the BP’s approach to the creation of an affordable housing market include:

- Social cohesion is a prerequisite to the commercial success of any housing development
- Social cohesion will be achieved by maximising community integration through a graduated mix of residents in terms of income, occupation, industry sector, and age and lifecycle stage
- Sustainable community will result from the provision of a range of housing products which are affordable to the diversity of household types and incomes
- Sustainable community will be enhanced by stable population – owner occupiers and public tenants tend to be more stable in their housing arrangements and every opportunity should therefore be made to encourage a high proportion of these household types
- Housing is made affordable through a combination of design, finance and subsidy – an effective affordable housing strategy will combine affordable designs, affordable home loans and appropriate subsidies from State and Commonwealth Governments where they are available
- Opportunities should be created to enable public tenants with the capacity and aspiration to move from public housing to home purchase

Strategic approach

In order to meet these principles BP will implement a threefold strategy to ensure Bonnyrigg remains an affordable suburb:

- Private housing will include a range of products at a diversity of price points beginning with those affordable to moderate income earners up to middle income earners
- Westpac, as a major Australian bank, provides a range of home loan products that are appropriate for first home buyers seeking to purchase in an affordable price range
- Bonnyrigg Partnerships will also pursue specialised affordable housing products designed to enhance the affordability of home purchase that may become available in the mortgage market and, where they are demonstrated to be effective, will be promoted to low to moderate income earners, including those in existing public housing who may aspire to acquire their own home.
- A proportion of private housing will be provided under an option for affordable rental housing for low to moderate income earners subject to the development of appropriate financing arrangements.

Affordable price point for market housing

Becton have undertaken extensive market research on behalf of Bonnyrigg Partnerships. Our conclusion is that there is a very strong market for a diverse range of housing products in the price range \$300,000 to \$600,000. Through Bonnyrigg Development we will provide a range of products to meet this market including small apartments (one bedroom plus study) through to large freestanding dwellings (four bedrooms, two bathrooms). This will make the development affordable in the Sydney market where the median Sydney house price is approximately \$560,000.

This approach will ensure that there are market opportunities for households with a diverse range of incomes. We estimate that first home purchasers employing a standard variable rate loan over 25 years with 10% deposit would require an income in the range \$68,000-113,000pa to be able to afford these products. This is summarised in the Table A.

Table A: Summary of housing product types at Bonnyrigg

Indicative price (\$2006)	Annual payment assuming 90% LVR and repayment over 25yrs @ 6.5%	Minimum annual income required for first home purchase assuming repayments @ 30% max of income
275,000	20,290	67,635
330,000	24,348	81,162
315,000	23,242	77,472
385,000	28,407	94,689
445,000	32,834	109,445
460,000	33,940	113,134

Affordable home purchase loan product

Westpac provides, as part of its home loan range, a range of features specifically designed to make home purchase easier and more affordable for first homebuyers and low-income earners. These features are supported by Westpac's competitive rates and responsible lending criteria.

- 100% Home Loan Option, allowing customers to borrow up to 100% of the purchase price of their home if they can show 3% Personal Genuine Savings
- Options allowing customers to borrow 97% of the purchase price of their home, if they can show a 5% Personal Genuine Saving History
- No Genuine Savings Option, allowing customers to borrow up to 97% of home purchase price, (specific Lenders Mortgage Insurance Premiums apply)
- Low documentation home loans, for customers who are self-employed
- Family Guarantee Option allowing First Home Buyers to use the equity in their Parents Home as security, reducing the costs to borrow

Westpac provides customers with a dedicated, experienced Home Finance Manager, to assist them in understanding the process, from the initial interview to the time they move in. Westpac can also process customers' First Home Owners Grant Application on their behalf.

In addition Bonnyrigg Partnerships will pursue specialised affordable housing products that become available in the mortgage market. We have sourced the following information about a proposed new financing product from specialist mortgage broker Monash Capital Group (MCG). MCG is not affiliated with Westpac Banking Corporation, and neither Westpac nor the Bonnyrigg Partnerships make any representation or warranties regarding MCG or its products

Monash Capital Group is a specialist property financier that has developed a unique financing solution for Bonnyrigg Partnerships. It is intended that a pool of funds will be made available to St George Community Housing to enable selected low to middle income owners to finance the purchase of a home. From those families who are unable to secure conventional finance, St George will select those who qualify for a Monash Affordable Home Loan. The qualifications are based on merit and the capacity to meet reduced financial criteria.

The characteristics of a Monash Affordable Home Loan are that the repayments are lower than a conventional loan, and escalate in response to CPI increases. As most social pensions and payments are inflation adjusted, borrower's payments will always represent a constant percentage of their income. Similarly, the amount of loan principal is also adjusted for CPI increases, and the borrower will benefit from any increases in the property's value above the rate of inflation. Australia has a history of strong growth in housing values, and this financing technique will enable many more people to participate in the benefits of home ownership. At any time a borrower can refinance their Monash Affordable Home Loan with a conventional home loan.

St George will assist in selecting applicants and providing ongoing support to the borrowers to ensure that they meet their financial obligations and to assist with managing any financial setbacks that may occur along the way. For the Bonnyrigg project, the goal is to offer home loans to selected people with income levels down to \$45,000 per annum.

Table B: Summary of housing product types at Bonnyrigg and the household income necessary to purchase these using the proposed MCG product

Indicative price (\$2006)	Initial annual payment assuming 100% opening LVR and an expected LVR in 25 years of 30%.	Minimum annual income required for first home purchase assuming repayments @ 30% max of income
275,000	13,500	45,000
330,000	16,500	55,000
315,000	15,900	53,000
385,000	19,500	65,000
445,000	22,500	75,000
460,000	23,100	77,000

Sales staff based in the Bonnyrigg Partnerships (Bonnyrigg Development) Sales Office will provide information to all potential purchasers on loan products available from Westpac and Monash Capital Group.

Affordable rental housing option

The third component of the Bonnyrigg Partnerships affordable housing strategy is a commitment by Bonnyrigg Development to provide St George with an option to acquire 5% of all private housing in each Stage for use as affordable rental housing. St George's capacity to take up this option will be contingent on suitable financial arrangements being put in place.

The key elements of the approach are:

- Bonnyrigg Development provides St George Community Housing with an option to purchase 5% of dwellings in any stage under an agreed price basis.
- In Stage 1 the agreed basis is retail price less 10%.
- In subsequent Stages the agreed basis is retail price less 5%.
- St George Community Housing finances the purchase from a combination of GST rebate (St George is a Tax Concession Charity and will therefore be eligible for a GST rebate provided it provides the housing at less than 75% of market rental), surplus funds from general operations, grants secured from governments, community organisations or the private sector and debt financed from the net rental income stream generated from the dwellings.
- St George will take up the Bonnyrigg Development option if it is able to secure sufficient capital funding from its surplus funds, the Centre for Affordable Housing or other government, community or private sector source such that the loan repayments on the balance can be met from net rental income (after allowing for all tenancy and property management expenses including life cycle maintenance costs).
- Loan finance may be arranged by Monash Capital Group which has developed a loan product specifically tailored to Housing Associations. Prior to any commitment to MCG, however St George will test the competitiveness of the new product against major residential lenders.

- St George will own the properties. A covenant will be placed on the title to ensure that St George cannot sell the property during the term of the Project for any reason other than satisfying the terms of any mortgagor.
- St George will rent the dwellings to households that meet the low to moderate-income criteria determined by the Centre for Affordable Housing at 74.9% of the market rent.
- St George may engage Spotless to provide a comprehensive maintenance service for the dwellings for the term of the Project at the same price as charged for the Developed Housing (for DOH).

Stage 1 is anticipated to comprise approximately 100 dwellings of which 71 will be for private sale. St George will therefore have an option on 3.55 dwellings. If we assume it takes up the right to acquire 4 dwellings in a multi-family dwelling comprising two 3BR properties and two 2BR properties with an average market value of \$360,000 then the estimated financial arrangements are summarised in the Table C and D below. These outcomes have been based on the assumption that the interest rate will be 6.5% and the loan repaid over 30 years.

Table C: Funding the acquisition of affordable rental housing in Stage 1

Market value of dwellings	\$1,440,000	Assume average of \$360k per property
Purchase price of dwellings	\$1,296,000	Assume developer contribution of 10%
GST rebate	\$117,818	Rebate of 9%
Loan funding	\$510,000	Amount that can be serviced from net rental income stream – see Table D
Equity funds required by St George	\$668,182	From St George's surplus funds, CAH or other government, community or private social investors

Table D: Financial performance of the affordable rental housing in Stage 1

Market rent	\$57,600	Assume rent return of 4% pa
Affordable rent	\$43,200	Assume 74.9% of market rent
Tenancy management costs	0	Tenancy management provided by St George staff at Bonnyrigg
Property management costs	\$7,360	Based on the average cost for DOH housing provided by Spotless
Rates & insurance	\$7,200	Based on 0.5% of market value
Loan repayments	\$28,640	The loan repayments will increase with CPI and will repay the loan in 30 years at an interest rate of 6.5%

If St George were to take up the option in subsequent stages then, assuming a similar size stage and average dwelling value, the funding that St George would be required to raise before taking up the option would be increased to \$825,636.

5.4.2.12 Community Action for Sustainability Strategy

Introduction

Community Action for Sustainability (CAS) Projects will form an integral component of both the Community Renewal and the Communication & Consultation Strategies. The core objectives of CAS are:

- Facilitate processes that assist people to maintain interest and emotional investment in the maintenance and improvement of their existing homes and neighborhood areas, particularly in existing areas that will not be physically redeveloped until stages 6-18.
- Mobilise active community involvement in the estate redesign and renewal at the street or neighborhood level on a stage by stage basis to build capacity, empower residents and promote a sense of ownership, enhance well-being and maximise the suitability of the redevelopment for residents.
- Increase safety and security (actually and in terms of resident perceptions), through participation in the program generally, and through specific activities to increase estate safety.

Specifically, CAS Projects will actively involve 'street communities' within the 18 identified 'stages' in the design and implementation of physical estate improvements to public and private spaces such as streetscape improvements, community gardening and food swaps, community arts activities, environmental education activities such as drain stenciling and public open space maintenance and improvement. These activities will be undertaken with a range of community partners including local residents, Landcare, Westpac, Schools and Fairfield City Council.

Guiding principles

- A number of integrated community projects aimed at empowering the community will build upon our general approach to community renewal, by focusing on building social capital, fostering community cohesion (and diversity at the same time) and empowering people to work together to create healthy and happy homes and suburbs.

- Implementation of this strategy will reflect that the BLCA is home to people from a diverse mix of cultural backgrounds. Cross-cultural learning exchanges will be fostered, and where necessary, interpreters will be engaged to ensure that the program is truly accessible to anyone who would like to join.
- The program will be open to anyone living within the BLCA, with the 'street communities' being identified through geographic and social connections and the emergence of 'street leaders'. People of all ages, from different cultural backgrounds, private and public housing will be encouraged to join together to form 'street communities'.

Based on previous experience with similar projects in other areas, residents will forge new skills and friendships and strengthen old ones through a communal focus on shaping a desirable future.

Strategic approach

- Projects will be tailored according to where different areas sit within the staging plan, and being governed by a 'human scale approach', will focus on renewal at the geographically and socially identified 'street community' level.
- CAS Projects will enhance a range of core redevelopment activities, acting as a mechanism for or catalyst to community consultation and engagement and will also dovetail with and enhance other community renewal activities including the Management and Integration Strategy, and Employment and Training Plan.
- CAS Projects will work on 2 'geographic levels': the home environment and the street or neighbourhood environment, and recognise the inextricable linkages between personal wellbeing, social relationships and the physical environment.

Key Components of the CAS Strategy

Strategy goals for people living in areas that will be redeveloped in stages 1-5 span the pre and post development activities and include¹⁴.

Years 1-10

- Facilitating meaningful and rewarding participation in design aspects at the neighborhood level of the redevelopment.

Years 1-10

- The creation of 'street community' sustainability projects which will include community garden projects, streetscape plantings, open space revegetation.

Years 3-10

- 'Community Classrooms' which may cover interesting and practical topics such as 'Green Cleaning for a Healthy Family', 'Building Frog Ponds and Bird Boxes to increase Backyard Biodiversity', 'Creating an Energy Smart Home' and 'Waste Not Want Not'.

Strategy goals for existing homes that will be redeveloped in the later stages of the RDP (Stages 6-18) focus on pre-development activities and include:

Years 1-5

¹⁴ Timeframes indicated here are indicative only to show that the strategy will be rolled out according to where the community is placed within the staging plan.

- ‘Community Classrooms’ to encourage improvements to individual and household sustainable living behaviors to reduce resource use by up to 20%. (i.e. reductions in water, waste and energy use/generation);

Years 1-10

- The creation of ‘street community’ driven communal sustainability projects which will include community garden projects, involvement in school environmental improvement projects, food swaps and international food festivals to engage with others in their neighbourhood and involvement in open space revegetation;

Years 10-20

- Facilitating meaningful and rewarding participation in design aspects at the neighborhood level of the redevelopment;

Years 13-20

- ‘Community Classrooms’ which will cover interesting and practical topics such as ‘Green Cleaning for a Healthy Family’, ‘Building Frog Ponds and Bird Boxes to increase Backyard Biodiversity’, ‘Creating an Energy Smart Home’ and ‘Waste Not Want Not’.

Projects

Community action for sustainability projects that will form part of the Urban Renewal Strategy include:

- **Westpac Operation Backyard** - Westpac supports Landcare through ‘Operation Backyard’, a program that provides funding to local environmental projects involving Westpac employees as volunteers. Landcare administers the program for Westpac to help link volunteers with projects that tackle issues such as revegetation, erosion prevention and the restoration of ecological balance and habitat. It is proposed that a significant community project involving the revegetation of open spaces and streetscapes within the BLCA with local native species in partnership with Landcare and Westpac will be presented as an idea to the Sustainability Street communities. If the communities embrace the idea, ‘street leaders’ would be the key community drivers of the project with Landcare providing expert guidance and training, and Westpac employees volunteering their labour to the project. Other community workshops could be run in conjunction with this revegetation project which focus on the creation of ‘backyard biodiversity’ such as bird box building, the creation of lizard lairs and frog ponds;
- **Community food gardens** – Street communities will be invited to drive the creation of one or more community food gardens (in suitable designated areas identified through the master planning process) based on sustainable gardening practices or permaculture principles. Garden design and management workshops will be provided and ‘trainers’ will include local residents from diverse ethnic backgrounds with extensive market gardening experience. Educational resources provided by the Department of Agriculture will also be utilized to assist the community to learn about sustainable gardening practices. In addition to a community garden, some participants are likely to be inspired to grow fruit, herbs or vegetables in their backyards and swap surplus produce with their neighbours and friends. This will build on current practices among existing residents in this regard.
- **Community artwork installations** – this project will involve working with local artists and interested community members generally to create murals, mosaics, sculptures and other expressive works around the multi-purpose centre and other communal areas of the BLCA identified through the Street community forum;

- **Employment and training program** - people engaged in this program will also be able to develop skills through involvement in the design and implementation of community projects identified through the Street community consultation process such as the construction of raised garden beds, compost bays, community garden signage and art installations.
- **Earth Helpers** – to foster intergenerational learning exchanges and broad community involvement in community action for renewal programs, it is proposed that an 8- 9 week education for sustainability program be rolled out in Bonnyrigg, St Johns Park and Kings Park Primary Schools, involving development of school environmental management plans (EMPs)¹⁵, problem solving and the design and implementation of student driven projects which enhance or restore an aspect of their school or local environment. Parents and extended family of students, will be invited to assist with certain aspects of the student environmental improvement project, and that students from these schools will be invited to participate in the BLCA open space revegetation program. If embraced by the School Community, this program could be run once a year with Stage 2 students for the first 5 years of the RDP.
- **Community Visit to the Fairfield City Farm** – this local attraction includes wildlife shows, farm demonstrations and City Landcare’s ‘In Your Own Backyard’ Permaculture Garden. Visiting the farm may spark ideas and inspire Bonnyrigg residents to adopt a diverse range of sustainable living practices in their own backyards and neighbourhood.

5.4.2.13 Community Safety and Crime Prevention Sub-Strategy

Community safety and crime prevention is an important concern within the community and to external stakeholders. This is in terms of both actual issues related to safety, and perceptions about and image of the area. This will become more important as the project rolls out for several reasons:

- Perceptions of safety and security ('image') will affect the commercial viability of the project, particularly in relation to housing sales and extent to which the area is settled by owner-occupiers. The image of an area and any stigma attached to it also has more indirect effects on tenants' quality of life, including employment opportunities, self-esteem and levels of satisfaction with the project. Whilst the literature indicates that any community renewal activity undertaken in an area like Bonnyrigg is likely to have immediate benefits upon 'perceptions' of crime and safety (see for example Stubbs & Storer 1996), there are also significant risks in a redevelopment /rehousing process related to deterioration of resident experiences, disturbance to the physical environment and social fabric, and hence resident stability and commitment to their area (see Stubbs et al 2005, Leaving Minto in this regard). A gradual maturation of the population profile (or retention of more mature families and long-term tenants) has been identified in the literature as an important factor in significantly reducing nuisance and annoyance. Much of these problems at the neighbourhood level can be attributed to the presence of young, bored, and often unemployed young males. Reducing turnover and increasing or maintaining resident stability is an important factor in 'settling down' problem areas in the medium to long-term, and/or maintaining a settled community in the short-term (Stubbs & Storer 1996).
- The need to actively engage in measures that **actually** improve (or maintain) safety and security are also vital. These include appropriate housing and urban design; directly addressing the source of crime nuisance and annoyance; implementing measures to increase resident stability and reducing turnover; and above all, increasing participation of residents in all aspects of community renewal. The latter includes increased engagement at the street and precinct level in activities designed to increase community interaction between neighbours, and

¹⁵ EMPs are required as part of the school curriculum in accordance with NSW Department of Education & Training 'Environmental Education Policy for Schools' 2001

between people and their physical environment, and has been identified consistently as among the most effective strategies (see literature reviewed in Stubbs and Hardy 2000; and Stubbs and Storer 1996).

We have dealt with strategies that aim to address these issues through environmental, urban and housing design and physical planning elsewhere in our proposal. These strategies seek to increase community interaction, improve personal privacy and security, and reduce opportunity crime. The implementation of CPTED principles, attention to connectivity, and creation of spaces that encourage community interaction, are some important aspects of our design strategies.

In terms of **perceptions** of safety and security, the following social strategies are also important.

- Our C&C Plan, and in particular our Media Strategy outlined elsewhere, will focus on real examples of positive change occurring in Bonnyrigg. It will have a significant effect on perceptions of the area, internally and externally. This will have very real flow on benefits, including increasing resident satisfaction and commitment to remaining in and contributing to their community. In this sense, success builds up success.
- The reassurance offered through our clear and consistent messages, communicated to tenants and other stakeholders throughout the Mobilisation Phase, will also reduce the ‘flight’ of residents from Bonnyrigg following the announcement of the preferred bidder, concept plan release and tenancy transfer. These have been identified as a significant risk during this phase. Such reassurance will also increase tenant satisfaction and stability, as noted above has a demonstrable impact on safety and security.
- Our tenancy policies and procedures, also outlined elsewhere, will ensure a smooth and painless transition process. This is also vital in ensuring that tenants in particular remain positive about the renewal experience.

In terms of **real reduction** in crime, nuisance and annoyance, the following are also crucial.

- Our proactive tenancy management policies will have a significant impact upon a major cause of crime, nuisance and annoyance at the street level – the small minority of tenants who pose problems for others in their neighbourhood. Strategies proposed elsewhere by St George Community Housing indicate a proactive approach to such matters. This includes;
 - Sensitive and appropriate allocations strategy which will assist in minimising conflict between tenants, reduce nuisance and annoyance, and improve tenants satisfaction and thus stability
 - Swift action on the small minority that constitute ‘problem tenants’ and particularly those operating ‘drug houses’ from which the majority of break and enter activity, and much of the nuisance and annoyance, emanate.

Likewise, our community participation strategies will have a significant impact on crime, nuisance and annoyance. As noted above, successful community participation strategies are regarded as the single most important contributor to these issues across a range of evaluations. In particular, we highlight the following.

The various components of our Community Action for Sustainability (CAS) Program are key tools in improved community safety through increased community engagement and ownership at the street and neighbourhood level.

As outlined above, CAS Projects will actively involve ‘street communities’ within the 18 identified ‘stages’ in the design and implementation of physical estate improvements to public and private

spaces such as streetscape improvements, community gardening and food swaps, community arts activities, environmental education activities such as drain stenciling and public open space maintenance and improvement. These activities will be undertaken with a range of community partners including local residents, Landcare, Westpac, Schools and Fairfield City Council. An important outcome of these types of programs and engagement processes is tangible and perceived increases community safety and security (Lewis 1980; Foster and Hope 1993).

- We will also facilitate the development of a Community Safety Committee made up of key government and community agencies to conduct activities in actual or potential trouble spots during key phases of the redevelopment, including conducting safety audits and risk analysis, making recommendations on strategies to increase safety including agencies responsible, and encouraging co-ordinated action on issues as they arise.
- Other resident participation activities such the current successful Neighbourhood Watch Committee will also be encouraged and supported.

5.4.3 Intensive Tenancy Management

Bonnyrigg Partnerships will create similar programs and activities to those currently provided by the Corporation as part of its Intensive Tenancy Management program.

BP will work closely with the Corporation in particular the Bonnyrigg Project Team and Intensive Management Team to identify effective programs being delivered via its Intensive Management in the Mobilisation phase.

BP has resources to ensure a smooth transition to deliver or fund identified programs after the Transition Date. We will avoid service interruptions that may cause tenant stress and anxiety.

The identified effective programs include but not limited to:

- Independent Tenant Advocate
- Providing a visible presence on the estate
- Proactive tenancy management and early intervention by our tenancy workers based within the estate;
- Counselling and support; and
- Other community renewal services that will significantly augment existing services

5.4.3.1 Monitoring and Evaluation Strategy

Overview

There are essentially 3 parts to BP's Monitoring and Evaluation Strategy:

- Annual customer satisfaction survey with relevant KPIs against which we are required to report regarding performance on tenancy management, client service, maintenance and repairs, and the like. This is dealt with elsewhere in this services manual.
- Longitudinal outcome-based evaluation by an independent evaluator (UNSW partnership).

- Proposed process based monitoring and feedback in the form of a 3-year PhD Scholarship offered by UWS to a student already engaged by DOH and FCC in community consultation and community renewal activities.

5.4.3.2 Customer Satisfaction Survey

Bonnyrigg Partnerships will conduct a comprehensive annual Customer Satisfaction Survey (CSS). The CSS will provide an evaluative tool to measure the performance of BP against a range of KPI's, as well as providing an indication of community perceptions about our performance and the renewal process taking place. The CSS forms part of our continuous quality improvement. This data will also provide valuable opportunities for us to understand some of the less tangible aspects of the process from the community's perspective as well, and inform the ongoing review of other strategies, including our *Draft Community Renewal Services Plan* and *Draft Communication and Consultation Plan*.

5.4.3.3 Proposed Longitudinal Evaluation of the Project: Supplementary material

The redevelopment of Bonnyrigg also provides a unique opportunity for government, industry, policy analysts and academics to understand broader outcomes of the Bonnyrigg Living Communities approach to community renewal. This includes quantifiable outcomes such as changes in the crime rate, educational and employment outcomes, land values, and population profile and mix, to more experiential outcomes, including perceptions of changes in safety and security, quality of life, and other issues important to stakeholders. Such an evaluation would also examine the impacts from the perspective of a range of stakeholders including tenants and private householders, surrounding neighbourhoods, services, government agencies and others.

Findings from an outcome-based longitudinal evaluation of this nature can then inform the way in which such renewal processes are implemented in the future in other housing estates. Such an evaluation will also be valuable in providing an independent review of the outcomes of the project from inception to Operational Phase for the Department of Housing and BP, and an important source of information and accountability for the Key Stakeholder Group. Together with the CCS outlined above, this Independent Longitudinal Evaluation will also provide opportunities for improvements in processes and programs as the project progresses.

Proposed University Partner and Outline of Their Capabilities

The independent nature of the research requires a highly-credentialed academic partner. For this reason, the City Futures Research Centre at UNSW has been approached and has agreed to design and conduct the Independent Longitudinal Evaluation.

Approach To Evaluative Research With Communities in Process of Change

City Futures considers that evaluative research is integral to community renewal activity. It considers that the evaluation should be carefully designed in conjunction with key stakeholders to ensure maximum effectiveness and participation. As noted by the New Economics Foundation,

Evaluations of community projects that are done to the community, not by the community, can easily reduce the overall impact of the project. This may be due to questionnaire fatigue, suspicion of outsiders or lack of timely feedback. It is especially likely in deprived neighbourhoods that may well already have experienced such treatment ... Conversely, there is growing evidence that the act of measuring, done correctly, can itself contribute to the aims of the project (NEF, 2000, p.7)

City Futures understands that community renewal involves communities as contributors and participants in locally initiated projects, rather than simply recipients, and that this is central to the success of those projects and programs. This extends to the key role to be played through monitoring and evaluation activity – the process itself is a key facilitator towards intended outcomes of the programs and interventions being evaluated. Arguably as a key tool in building engagement and participation, the success of the program is in part influenced by the success of evaluation processes.

To be effective, the evaluation needs to work in strong collaboration with BP Community Renewal team, other key stakeholders (e.g. BCRG and Key Stakeholder Group), and partner agencies on the ground. The approach advocated cautions against ‘researchers’ going in, somewhat detached from context, or otherwise seeking to facilitate community engagement where existing networks, schemes and programs will be already in place or being initiated through the community regeneration program itself. This close working relationship understandably provides a number of strengths to the evaluation process, nevertheless, it is important that distinction remains between ‘monitoring and evaluation’ and ‘community renewal’ activities.

It is also possible to make residents integral to the research process, with local teams recruited and trained to undertake aspects of fieldwork. There are a number of positives to this blurring between ‘researcher’ and ‘researched’, not least in building trust, providing employment, commitment and shaping those networks considered an integral element of social capital. There are also, inevitably, a number of difficulties raised, including perceived or actual issues with objectivity and confidentiality, training and professionalism. These factors will need to be weighed up when determining the extent to which residents participate in the design and implementation of such evaluative research.

Relevant Research

City Futures has a strong track record in research related to program evaluation, with a particular focus on urban renewal and public housing communities. Several current and recent research projects for the NSW Department of Housing are relevant to the proposed Evaluation of Bonnyrigg Community Renewal.

- Bonnyrigg Benchmark Survey

In 2005, City Futures Research Centre in association with Judith Stubbs & Associates, carried out the Bonnyrigg Baseline Survey, one of the most comprehensive surveys of a public housing community on the cusp of significant change undertaken in Australia. The study was commissioned by the NSW Department of Housing to inform its planning for Bonnyrigg estate. It formed a part of the Department’s consultation strategy following the announcement of the redevelopment of Bonnyrigg by the NSW Minister for Housing, the Hon. Carl Scully, in December 2004.

The study provided a timely opportunity for both private and public housing residents in Bonnyrigg to put forward their experiences, views and aspirations about their community in general, and the future redevelopment of their area in particular. A further advantage of conducting the survey at this time is that it can provide both geographically and temporally comparative data. In terms of temporal comparisons, the survey provides an opportunity to undertake a longitudinal study of the effects of estate renewal on Bonnyrigg; for example, on any changes in the perceptions and life experiences of residents as their community changes, or they are relocated to other areas (changes in what may be termed ‘social cohesion’).

The Baseline Survey provides a useful methodology and data to inform the development of a more comprehensive approach to evaluation proposed here.

- **Building Stronger Communities Monitoring and Evaluation Framework**

City Futures Research Centre has recently been contracted by DOH to develop a comprehensive monitoring and evaluation framework for its 5-year Building Stronger Communities Strategy. This aims to guide activity which will provide primary location communities, the Department of Housing, cross agency partners and NSW Government with an objective assessment as to whether the program is making a difference where it counts, in a way which enables lessons and good practice to be shared.

This study is premised on an acknowledgement that tackling community disadvantage and building stronger communities is a long-term endeavour but that the communities, practitioners and policymakers involved need to know that progress is being made at all stages. As such the framework encompasses both short-term and long-term measures, and utilises a range of research and analytical methods to bring out the key outcomes, messages and experiences from both residents and those involved in the delivery of community regeneration.

This framework shares clear parallels and provides flexibility for adaptation to a more in-depth study in Bonnyrigg Community Renewal proposed here. The Bonnyrigg redevelopment is a unique process in the Australian context, and it requires particular research attention. Input from key stakeholders to adapting the research design is also crucial.

- **MOSAIC**

The methodological framework for monitoring and evaluation of the Building Stronger Communities Strategy is aligned to the MOSAIC framework currently being developed by the Department of Housing in partnership with the City Futures team at UNSW. MOSAIC – Measurement of Social and Asset Investments in Communities – offers a Department-wide framework for measuring the outcomes and impacts of interventions and actions on public housing estates. This research is supported by an ARC linkage award over a 3-year period which includes 2 full-time PhD students, the first focusing on the development of social cost benefit analysis for public estate interventions and the other exploring innovative techniques for measuring and interpreting the spatial impacts of those interventions.

The framework will identify a set of indicators tied to key corporate objectives and relevant to all programs and initiatives and act as a comprehensive data repository and series of research tools from which individual programs can draw on to monitor and evaluate change against individual program focused objectives. By offering a broad platform applicable across different programs, yet aligned to the core objectives and strategies at the corporate level, MOSAIC underpins individual program evaluations and enables consistency and comparability between different programs.

Again, this is an important platform upon which to build a specifically tailored, comprehensive evaluation framework for Bonnyrigg community renewal process.

Indicative Program and Costings

City Futures and Bonnyrigg Partnerships have conducted two workshops prior to Commercial Close in order that the consultants can get a better understanding of the project. They are currently developing a more detailed proposal which will be considered by Bonnyrigg Partnerships at the end of January 2007. Following refinement it will be submitted to DOH for their consideration and approval.

It should be noted that research methods will be diverse, including but not limited to a stakeholder survey, compilation of quantitative data on key indicators, and qualitative methods including interviews and focus groups with key stakeholders. Methods adopted and data collected would be integrated as far as possible with existing research programs/ processes outlined above. However, given the importance of the project, the uniqueness of the renewal approach and the additional requirements to consult with the KSG, DOH, BCRG and BP in the design, implementation and review of methodology, it is likely that there will be unique aspects of this evaluation process.

Process-Based Evaluation

Bonnyrigg Partnerships has received a University of Western Sydney proposal to provide a PhD Scholarship to a student currently working for both DOH and FCC in community consultation and community renewal activities within the Bonnyrigg Living Communities Area.

Preliminary inquiries with the University DOH and Council indicate that the candidate's work is highly regarded. Dr Judith Stubbs has also reviewed his honours thesis, which was an evaluation of the community consultation process to date within the context of a PPP framework. The thesis is of a very high quality, and will be considerable value to Council and BP when it is able to be released in early 2007.

It is likely that the PhD as proposed will contribute significantly to an understanding of the complexities of community participation in the context of Public Private Partnerships for both BP and DOH. The research is highly relevant to public policy in Australia at the present time, and also includes a highly relevant comparative case study from the United Kingdom. This is also likely to be valuable due to the UK's experience to date, and will provide opportunities to explore the differing issues in the two countries.

The opportunities for the research to provide critical reflection over the first 3-years of the project to BP as part of 'action research' will also be valuable, and support our continuous improvement approach. The need for reflective practice in such a complex and sensitive process as public housing redevelopment is paramount if we are to ensure that there are positive outcomes and minimal negative impacts on the community from the Bonnyrigg PPP. It is likely also that the research will provide highly relevant learnings for other social housing PPPs, as the process is extended to other housing estates as a core part of government policy.

BP has provided in principle support for the process evaluation. However, due to the early stage of this project, BP has provided this support subject to the following:

- Achieving commercial close (projected as mid-December 06).
- A more thorough review of the research proposal and methodology.
- An assessment of our capacity to work with Mr Rogers based on an interview with him and discussions with key Bonnyrigg stakeholders with whom he has been working over the last two years.
- Ultimate approval by Bonnyrigg Management Board.

KEY TASK: Develop Evaluation Frameworks	Strategy for BP	Timeframe
Develop full proposal and detailed costings for Independent Longitudinal Evaluation	Meetings held between City Futures, BP (JSA) and DOH to develop full proposal	Commercial Close
Develop an Independent Evaluation Framework to benchmark and monitor tangible outcomes of renewal in consultation with BCRG & KSG	Liaise with City Futures in development of evaluation framework including design of survey instrument complementary to BP's internal Customer Satisfaction Survey	Financial Close
Implement Benchmark Independent Evaluation Survey and Other Methodologies	Evaluative framework and methods developed to the satisfaction of DOH, BCRG, KRG	No more than 6 months after transition
Implement 2 nd Independent Evaluation Survey and Other /Methodologies	Review methodology, minor amendments if necessary, and reporting	18 months after transition
Implement 3 rd Independent Evaluation Survey and Other Methodologies	Review methodology, minor amendments if necessary, and reporting	30 months after transition
Implement 4 th Independent Evaluation Survey and Other Methodologies	Review methodology, minor amendments if necessary, and reporting	Year 5
Implement 5 th Independent Evaluation Survey and Other /Methodologies	Review methodology, minor amendments if necessary, and reporting	Year 7
Implement 6 th Independent Evaluation Survey and Other Methodologies	Review methodology, minor amendments if necessary, and reporting	Year 9
Implement 7 th Independent Evaluation Survey and Other Methodologies	Review methodology, minor amendments if necessary, and reporting	Year 11
Implement 8 th Independent Evaluation Survey and Other /Methodologies	Review methodology, minor amendments if necessary, and reporting	Year 13
Implement 9 th Independent Evaluation Survey and Other /Methodologies	Finalise and reporting	Year 15