

Bonnyrigg Partnerships'

Community Renewal Services Implementation Plan

2007-2010

Final Draft

Contents:

Foreword	3
-----------------	----------

PART A: COMMUNITY RENEWAL STRATEGY

Community Renewal Vision	5
Approach	5
Principles	6
Key Components	7
Framework for Action	8
Key Actions	9

Part B: COMMUNITY RENEWAL SERVICES PLAN 2007-2010:

1: Social Impact Assessment and Mitigation	10
2: Management Integration	11
3: Bonnyrigg Community Development Funding	12
4: Bonnyrigg Multi-Purpose Neighbourhood Centre	13
5: Community Capacity Building	14
6: Integrated Community Services	15
7: Bonnyrigg Employment, Education and Training	17
8: Health and Wellbeing	18
9: Aged and Disability Accommodation and Services	19
10: Bonnyrigg Affordable Housing	20
11: Community Action for Sustainability	21
12: Community Safety and Crime Prevention	22
13: Intensive Tenancy Management	23
14: Monitoring and Evaluation	24

Foreword

The Bonnyrigg Living Communities Project is only the second attempt by any government in Australia to undertake a comprehensive physical and social renewal of a public housing estate and the first to attempt to do so through a Public Private Partnership.

Following a lengthy public tender process the Bonnyrigg Partnerships consortium involving the Becton Property Group, Westpac, Spotless Services Australia and St George Community Housing were selected by the New South Wales government as their private partner.

The plans that had been prepared as part of this tender process have been reviewed and updated in light of additional information, changes in the local and broader social and political context and with input from the community and public sector partner. During the same period, Bonnyrigg Partnerships has also taken up direct responsibility for the management of the estate and refined the master plan for the physical redevelopment of the estate for approval.

This document represents one of the Plans that have been developed during this time. It is different to other Bonnyrigg Partnerships Plans in that it seeks to bring together all of the activities and initiatives, whether they are social, economic or environmental, that collectively will bring about the renewal of the Bonnyrigg Living Communities Area over the next first three years of operation 2007-2010. Its aim is to articulate a shared vision for the community and outline the principles and strategies which will underpin the way in which Bonnyrigg Partnerships leads the process of community renewal.

The Community Renewal Plan is therefore the lynchpin. It provides a conceptual roadmap to get us from where we are today to where we want to be. It seeks to build on those strengths which are in the community today but also be realistic about the issues which impact on the well being of residents and act as barriers to greater social inclusion and participation.

In doing so the Plan will acknowledge the significant changes which the Bonnyrigg community will experience over the first three years of operation not the least of which is the substantial change in the number of people and diversity of the population residing in the area. In doing so the Plan will need to address the needs of both those who are already living in the community, and who will experience the change first hand, and those new residents who will be attracted to purchase new homes in the area.

This Plan represents where Bonnyrigg Partnerships is at now. We wish to acknowledge the great work undertaken by Housing New South Wales, the Fairfield Council and members of the community so far. That work is represented in the fruits of the “Our Bonnyrigg Dream” community consultation process and the elements of good practice in community renewal articulated by HNSW in their “Request for Proposals” from the private sector to undertake the Project.

Bonnyrigg Partnerships sought to build on this work and the experience of their members particularly that of the Becton Property Group through their experience in the renewal of the Kensington public housing estate in inner Melbourne. In our response to the “Request for Proposals” we presented a draft Community Renewal Plan. It outlined the “place management” approach we would bring to the Project and a series of initiatives we believed would positively contribute to the overall social and economic renewal of the area.

Eighteen months on and now fully immersed in the community we are much better informed. Our daily engagement in the delivery of services to the community and the development of direct relationships with key community stakeholders and organisations will enable us to further review and improve our approach. While the commitments made in our tender response are still clearly evident, this Plan has prioritized our actions for the first three years taking into account when

various elements such as the Seniors Precinct and Multi-purpose Centre will be brought on line. Some priorities such as a “Safety and Crime Prevention” have also been strengthened in line with community input.

With this in mind we wish to make clear three important assumptions about this Plan.

Firstly, the Plan seeks to summarize our approach to community renewal which encompasses all of the social, economic and environmental activities in a comprehensive and integrated framework. We do not see community renewal as a social development plan which is annexed to a physical master plan. Everything we do and the way in which we do it should contribute to our shared vision for a renewed community. Our Community Renewal Plan will therefore touch on the master planning process, the provision of integrated management services, the day to day administration of tenancies and the design and construction of new dwellings as well as the planning for and implementation of new or improved community services.

Secondly, the Community Renewal Plan is the place where we identify and document a number of initiatives which we consider to be essential to the overall community renewal objective but which do not fit neatly into any of the other more task oriented Plans. In particular this Plan provides a framework for and outlines a range of what might be called “community development” initiatives which are directed toward enhancing social inclusion, strengthening community life and supporting the well being of residents.

Thirdly, this Plan must be a living document. We are literally dealing with a living community and by definition the needs and aspirations of that community will change over time as will our understanding of them as we build a stronger relationship. This document will therefore change and we are committed to an annual review of the document including consultation with the community. We do not expect it to stay the same.

The Plan is broken into two parts. The first outlines our strategic approach - vision, mission, principles and core strategies. This part will only change after great debate as we refine our fundamental approach to community renewal. We call this our Community Renewal Strategy.

The second part of the Plan will be much more fluid. It presents specific plans for the first three years of operation within our framework for action. It provides the guide for the application of resources and will be revised each 12 months following a process of review and consultation. We call this our Community Renewal Service Plan.

Community Renewal will only ever be effective when all stakeholders work collaboratively on shared objectives. Bonnyrigg Partnerships invites feedback on this Plan and welcomes all those who want to work in partnership with us for the benefit of both the present and future Bonnyrigg Living Community.

PART A: COMMUNITY RENEWAL STRATEGY

Community Renewal Vision

The Bonnyrigg Partnerships mission has been informed by the aspirations of the community which were articulated in “Our Bonnyrigg Dream” which summarized the community’s hopes as:

“A vibrant, healthy, safe and friendly neighbourhood where everyone has opportunities”

Taking this as our lead Bonnyrigg Partnerships has articulated its mission as:

“Working together, everyone feels safe and secure, able to enjoy an active, healthy lifestyle and build prosperity within a quality natural and built environment.”

Approach

Based on the elements of good practice in community renewal as espoused by HNSW:

- 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:
 - Supporting the strengths of the existing community so that they can play a constructive partnership role in the Project.
 - Building capacities, skills and leadership in individuals and groups in the community to provide a stronger and more sustainable response to community needs;
- 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.

Principles

Developed by BP with assistance from JSA and WBCC and articulated in our Bid:

- 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.

Key Components

Developed by BP with assistance from JSA and WBCC and articulated in our Bid:

- 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).

Framework

The framework for the Community Renewal Services Plan identifies strategies directed toward building community infrastructure and those designed to support specific community development initiatives. The 13 Sub-Plans which were identified in the Bid have been increased to 14 to provide greater emphasis on Safety and Crime Prevention. The 14 Sub-Plans are:

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

Key Actions

- Research into social impacts and mitigation strategies to minimize any negative impacts of the development
- Establishment of Bonnyrigg Management Company to support the integration of the consortium and provide Communication, Consultation and Community Renewal Services
- Colocation of core services in a visible and an easily accessible on-site office
- Establishment of the Bonnyrigg Community Renewal Trust as a sustainable mechanism for social investment in the area
- Consultation toward the development of on-site facilities and services including the Multi-purpose Neighbourhood Centre and Aged & Disability Accommodation
- Support for existing consultative groups such as the Community Reference Group, Bonnyrigg Network, Bonnyrigg Public Tenants Group and Bonnyrigg Private Owners Group to build community capacity
- Establishment of precinct based Neighbourhood Groups as a mechanism for building social cohesion
- Financial support for local festivals and social groups to encourage participation in community life
- Training programs to foster local leadership with a focus on youth ATSI and existing community leaders
- Establishment of the Bonnyrigg Independent Tenant Advocacy Service with a focus on supporting tenants through rehousing
- Coordination and integration of community services for the local area with a particular emphasis on young people, children and their families, ethno-specific groups, men and Aboriginal and Torres Straight Islanders
- Economic Development programs including a pilot business development program, volunteering opportunities, vocational English classes and local employment through the project to support residents toward self-sufficiency
- Information and supported referral to a range of service providers through the establishment of a local Community Support Service
- Research into opportunities for low to moderate income earners to move toward home ownership
- Community Action for Sustainability projects to refurbish public space on a precinct level such as community gardens, public art and environmental awareness projects
- A targeted crime prevention strategy in conjunction with Bonnyrigg Neighbourhood Watch, Fairfield Local Area Command and Fairfield City Council to improve safety and perceptions of safety on the estate
- Intensive Tenancy Management programs including Tenant Employment Incentive Schemes and Tenant Support Plans to improve the capacity of individual, social housing households
- Longitudinal Study to gain an understanding of intangible aspects of the process from a

Sub-Plan 1: Social Impact Assessment and Mitigation Need: Understand and plan for impacts of the project Objective: Identify and manage impacts				
Strategies	Actions	Timeframes	Responsibility	Measure
1.1 Conduct and review SIA	1.1.1 Review appropriate data and consult with the community and relevant organizations in identifying impacts	Completed by November 2008	Becton, JSA	SIA conducted
	1.1.2 Review recommendations of the SIA	Completed by end May 2008	St George, Bonnyrigg Management, Becton	SIA reviewed and list of recommendations developed
	1.1.3 Incorporate relevant recommendations into Bonnyrigg Partnerships Rehousing, Communication and Consultation, Masterplan and Tenancy Management Plans (including policies and procedures) plus Strategies 2-11 of the Community Renewal Plan	Completed by 20 th October 2008	St George, Bonnyrigg Management, Becton	Relevant recommendations incorporated in to BP Plans
	1.1.4 Use to inform Longitudinal Study	Tentative August 2008	Bonnyrigg Management	SIA used to inform Longitudinal Study
	1.1.5 SIA Used to inform Customer Satisfaction Survey	June 2008	Bonnyrigg Management	SIA used to inform Customer Satisfaction Survey

Sub-Plan 2: Management Integration				
Need: Coordination and integration is essential to positive project outcomes and community satisfaction				
Objectives: Ensure that all services are delivered through an integrated community development framework				
Strategies	Actions	Timeframes	Responsibility	Measure
2.1 Establish a separate management entity to provide the operational framework for the organisation	2.1.1 Establish Bonnyrigg Management Company	May 2008	Becton + Spotless	BMC incorporated, resourced and fully staffed
	2.1.2 Outline rationale and changes in resourcing and staffing for Bonnyrigg Management.	January 2008	Bonnyrigg Management	Report submitted
	2.1.3 Develop the Management Integration, Community Renewal and Communication and Consultation Plans.	End July 2008	Bonnyrigg Management	Plans developed and submitted
	2.1.4 Implement the Management Integration, Community Renewal and Communication & Consultation Plans	Ongoing	Bonnyrigg Management	Regular reporting of implementation of Plans
	2.1.5 Annually review the Management Integration, Community Renewal and Communication and Consultation Plans	Annually	Bonnyrigg Management	Plans reviewed
	2.1.6 Work with consortium members to articulate a unifying vision, service delivery culture and brand for the project that facilitates an integrated Community Development framework	August 2008	Bonnyrigg Management	Brand, vision and values statements articulated
2.2 Provide a visible presence on the estate	2.2.1 Co-locate services in an easily accessible central location	October 2007 and ongoing	Bonnyrigg Management + Becton	Office established

Sub-Plan 3: Bonnyrigg Community Development Funding Need: A large-scale urban redevelopment such as Bonnyrigg should include an appropriate financial investment in social infrastructure Objective: Maximize the contribution that can be made to Community Renewal activities through the redevelopment process and develop a sustainable mechanism for social investment in community activities				
Strategies	Actions	Timeframes	Responsibility	Measure
3.1 Establish the Bonnyrigg Community Renewal Trust	3.1.1 Set-up legal arrangement including process for allocation and appointment of Trustees and Governors	Completed by December 2009	Bonnyrigg Management	Trust established
3.2 Allocate funds to individual community renewal activities consistent with this plan	3.2.1 Consult with relevant groups e.g. Community Reference Group, Community Renewal Steering Committee, Bonnyrigg Network and cultural groups about priorities	By end March 2010	Bonnyrigg Management	Consultation undertaken Priorities established
	3.2.2 Call for submissions	By end April 2010	Bonnyrigg Management	Expressions of interest circulated
	3.2.3 Review submissions	By end May 2010	Bonnyrigg Management	Submissions reviewed
	3.2.4 Allocate funds	By end June of each year	Bonnyrigg Management	Funds allocated
3.3 Seek funds from government and other sources	3.3.1 Identify funding sources consistent with the objectives of the Community Renewal Plan	Ongoing as appropriate	Bonnyrigg Management	List of funding opportunities established
	3.3.2 Make application to funding bodies including government, corporate and philanthropic organisations	Ongoing as appropriate	Bonnyrigg Management	3 applications made

Sub-Plan 4: Bonnyrigg Multipurpose Neighbourhood Centre Need: The high cost of rent and lack of space for commercial activity locally limits new business development. The current need for space for centre-based and outreach services will increase with forecast population increases. A one-stop-shop approach to service delivery and single identity is important for quality service delivery and improved access Objective: Foster community integration and cohesion through the provision of neighbourhood space				
Strategies	Actions	Timeframes	Responsibility	Measure
4.1 Develop a multi-purpose neighbourhood centre	4.1.1 Develop a project plan for the comprehensive and consultative assessment of the needs of existing and new residents to inform the development of detailed plans	By end Jan 2010	Bonnyrigg Management + Becton	Project Plan developed
	4.1.2 Commence implementation of the project plan	By end June 2010	Bonnyrigg Management + Becton	Assessment commenced

Sub-Plan 5: Community Capacity Building Need: Objective: Foster, strengthen and grow existing social capital within Bonnyrigg				
Strategies	Actions	Timeframes	Responsibility	Measure
Recognise and relate to representative and consultative bodies	Actively participate in and support the Community Reference Group and cultural groups	October 2007 and ongoing	Bonnyrigg Management	Support provided and input considered in development of plans and process
	Establish and maintain excellent working relationship with autonomous resident groups e.g. Bonnyrigg Public Tenants Group and Private Owners Group	October 2007 and ongoing	Bonnyrigg Management	Support provided and input considered in development of plans and process
	Establish the Bonnyrigg Tenants Advisory Groups	April 2008 and ongoing	St George Community Housing	Groups established
Encouraging and supporting participation in community life	Financial support for local events including BiggRigg, Bonnyrigg Festival, Lunar New Year and NAIDOC Week	Ongoing	Bonnyrigg Management	4 festivals supported
	Financial support for social groups	Ongoing	Bonnyrigg Management	3 activities
	Financial support for training programs to foster local leadership with a focus on young people, ATSI and existing community leaders	By end June of each year	Bonnyrigg Management	3 activities
Resource a Tenant's Advocacy Service	Investigate the suitability of the model provided by HNSW	January 2008	Bonnyrigg Management	Model reviewed
	Fund an independent agency to assist public housing tenants to navigate BP's appeals and complaints mechanisms and to access other community resources	October 2007	Bonnyrigg Management	Service funded

Sub-Plan 6: Integrated Community Services Plan Need: The preliminary gap analysis identified a number of services requiring improved coordination and integration to meet community needs Objective: Ensure the greatest benefit to the community through coordination and integration of services within a place management approach				
Strategies	Actions	Timeframes	Responsibility	Measure
6.1 Enhance and expand recreation, support and early intervention services for 12 to 25 year olds	6.1.1 Provide and/or seek support from local services for youth recreational and welfare services and activities	Annually	Bonnyrigg Management	3 programs annually 3 partnerships sought annually
	6.1.2 Include strategies to gain input from young people into the development of the Multi-purpose centre and public space	By end Jan 2010	Bonnyrigg Management + Becton	Youth strategies included in project plan identified annually
6.2 Enhance and expand services for 0 to 11 year olds and their families	6.2.1 Identify initiatives for implementation through the review of recommendations identified in the SIA and consultation with relevant services and families	By end Nov 2008	Bonnyrigg Management	Consultation undertaken Initiatives identified
	6.2.2 Provide and/or seek support from local services for priority initiatives	Annually	Bonnyrigg Management	3 programs annually 3 partnerships sought annually
	6.2.3 Provide and/or seek funding for Supported Playgroup and Out Of School Hours (OOSH) programs to be delivered through Centacare	July 2008	Bonnyrigg Management	Partnership plan developed and implementation commenced
	6.2.4 Undertake a feasibility study for family support programs as part of the development of the Multi-purpose centre	Commence June 2010	Becton + Bonnyrigg Management	Outcomes of the feasibility study are included as input into the project plan identified under sub-plan 4
6.3 Implement a range of ethno-specific access and equity programs	6.3.1 Seek to employ core staff in Bonnyrigg Management and other renewal related activities who are bilingual in relevant community languages wherever possible	Ongoing	Bonnyrigg Management	Bilingual staff employed
	6.3.2 Make provision for interpreters	Ongoing	Bonnyrigg	Language support provided

	and translations for all relevant community renewal activities		Management	
	6.3.3 Develop a project plan to ensure comprehensive consultation with cultural groups on the estate to further inform the development of the Community Renewal Services Plan	October 2008	Bonnyrigg Management	Project plan developed
6.4 Support initiatives that support men of all ages	6.4.1 Provide financial and/or logistical support for the Bonnyrigg Men's Shed	Annually	Bonnyrigg Management	1 project annually
	6.4.2 Assist men to access mainstream services through information and referral	Ongoing	Bonnyrigg Management	Referrals made Services accessed
6.5 Improve engagement of the ATSI community	6.5.1 Work with local groups and networks on initiatives that are important to the ATSI community	Annually	Bonnyrigg Management	1 project annually

Sub-Plan 7: Bonnyrigg Employment, Education and Training Strategy Need: It is recognized that employment is a contributor to sustainable change in disadvantaged areas. There are higher than average levels of unemployment in Bonnyrigg . Groups which experience particular disadvantage include young people, sole parents, older CALD workers and those with a disability. They experience problems in accessing the core labour market due to industry restructuring, cultural, linguistic, educational and training barriers. Objective: Maximise opportunities for local employment and training				
Strategies	Actions	Timeframes	Responsibility	Measure
7.1 Work in partnership with a range of services and networks to develop a comprehensive plan	7.1.1 Partner with FCC to conduct a literature review of best practice in community renewal and economic development to inform planning	November 2008	Bonnyrigg Management + Fairfield City Council	Literature review
	7.1.2 Develop project plan including strategies to attract funding.	December 2008	Bonnyrigg Management	Project plan developed
7.2 Provide and/or seek support for the provision of small business start-up programs, volunteer programs and vocational English classes	7.2.1 Provide seeding contracts through the project and link tenants to community resources (e.g. Mission Australia) to assist in the establishment of new businesses	Ongoing	Bonnyrigg Management	3 new businesses established and supported
	7.2.2 Work with FCC and local services to improve support for volunteers	Ongoing	Bonnyrigg Management	10 volunteers supported
	7.2.3 Pilot a vocational English class	March 2009	Bonnyrigg Management	6 week program trailed
7.3 Increase access to Information Technology resources	7.3.1 Develop a project plan	January 2010	Bonnyrigg Management	Project plan developed
7.4 Assist refugees and ATSI communities to overcome barriers in accessing the core labour market	7.4.1 Provide information and supported referral to refugee and ATSI communities	Ongoing	Bonnyrigg Management	Referrals made Services accessed
7.5 Provide education focused activities to meet the special needs of children and young people	7.5 1 Provide a venue and promotion support to enable services to provide outreach programs in the area	Ongoing	Bonnyrigg Management	Venue and promotion provided

7.6 Develop targeted apprenticeship programs	7.6.1 Conduct a review of successful targeted apprenticeship programs	Completed March 2009	Bonnyrigg Management	Review
	7.6.2 Set targets for local employment through the project	Completed September 2009	Bonnyrigg Management	Targets set
	7.6.3 Provide direct employment of local tenants in renewal activities	Ongoing	Bonnyrigg Management + Becton + Spotless + St George	Tenants employed
	7.6.4 Partner with a Group Training Company to develop a targeted apprenticeship scheme for work that does not relate to renewal activities	January 2010	Bonnyrigg Management	Scheme developed
7.7 Encourage and support entrepreneurial activity	7.7.1 Seek opportunities for collaboration with FCC and GROW in the development of the Employment and Training Centre as part of the Multipurpose Neighbourhood Centre including the development of a small business incubator	June 2010	Bonnyrigg Management	Partnerships established
	7.7.2 Progress discussions with Bonnyrigg High School, HIA and Fairfield Business Education Partnerships	December 2008	Bonnyrigg Management + Becton	Project Plan developed
7.8 Reduce disincentives for tenants to improve their situation	7.8.1 Implement and promote the Tenant Employment Incentive Scheme	Ongoing	St George + Bonnyrigg Management	Applications made
	7.8.2 Develop Individual Support Plans for tenants who are willing to enter the labour market	Ongoing	St George	Individual Support Plans developed

Sub-Plan 8: Health and Wellbeing Need: Disruption caused by the redevelopment may create significant stress and anxiety for many residents Objective: Contribute to the health and wellbeing of the Bonnyrigg Community				
Strategies	Actions	Timeframes	Responsibility	Measure
8.1 Provide access to Counseling and Support Services	8.1.1 Develop a project plan including rationale and evaluation for the Community Support Service	Completed by end December 2008	Bonnyrigg Management	Project plan developed
	8.1.2 Provide information and supported referral to existing service providers for a full range of community services through the establishment of an in-house Community Support Service	Ongoing	Bonnyrigg Management + St George	Numbers of people accessing the service Referrals made Support activities provided
8.2 Augmenting Mental Health Services	8.2.1 Develop a project plan in consultation with Fairfield Area Health Service and South West Network of General Practice to ensure integrated service delivery in the area of mental health in line with the Human Services Accord and Joint Guarantee of Service facilitated through HNSW.	Completed by end December 2008	Bonnyrigg Management + St George Community Housing	Project plan developed
	8.2.2 Progress partnerships with local agencies to augment service provision	Ongoing	Bonnyrigg Management	Partnerships developed Services provided

Sub-Plan 9: Aged and Disability Accommodation and Services Strategy Need: The existing housing stock in surrounding suburbs does not reflect forecast changes in demography which include a significant ageing population with attendant increases in physical and psychosocial disability. Objectives: Address the current mis-match of housing supply in relation to public and private housing, improve service provision and increase integration between public and private residents				
Strategies	Actions	Timeframes	Responsibility	Measure
9.1 Ensure that the needs of older people, especially those from CALD groups, are reflected in plans for the development of Aged and Disability Accommodation and Services	9.1.1 Develop a project plan for the comprehensive and consultative assessment of the needs of existing and new residents to inform the development of detailed plans	Completed by end Jan 2010	Bonnyrigg Management + Becton	Project Plan developed
	9.1.2 Develop a partnership with an appropriate not-for-profit aged service provider for the delivery of aged and disability accommodation and services	June 2010	Bonnyrigg Management + Becton	MOU in place

Sub-Plan 10: Bonnyrigg Affordable Housing Strategy Need: The change of tenure mix may result in social polarization between a remaining minority of public tenants reliant on very low incomes and a majority of middle income owners Objective: Ensure the development of a graduated market place which retains the character of an affordable place to live				
Strategies	Actions	Timeframes	Responsibility	Measure
10.1 Provide opportunities for low to moderate income groups to move toward home ownership	10.1.1 Provide a range of products at a diversity of price points for low, moderate and middle income earners	Ongoing	Becton	Price range
	10.1.2 Actively investigate Shared Equity and other Affordable Housing loan options through Westpac, Monash and other lenders and government schemes such as NRAHS with a view to promoting successful alternatives to low to moderate income earners	June 2009	Bonnyrigg Management + Becton + Westpac + St George	Loan options reviewed
	10.1.3 Research the potential for St George Community Housing to provide rent -to-buy options	June 2009	St George Community Housing	Rent-to-buy options reviewed
	10.1.4 Promote State and Commonwealth government subsidies to prospective purchases where appropriate	March 2009	Bonnyrigg Management + Becton + St George	Information package provided
	10.1.5 Negotiate funding to purchase 5% of private stock for use as affordable rental housing under an agreed price basis	Ongoing	St George Community Housing	Private housing stock purchased

Sub-Plan 11: Community Action for Sustainability Strategy

Need: Improve the amenity of the local area. Residents are interested in improving the local area and environment. Community based projects are a good vehicle for capacity building and engagement and also have the capacity to lead to employment and training outcomes.

Objective: Build capacity, empower residents, empower residents, promote a sense of ownership, enhance wellbeing and maximize the suitability of the redevelopment for residents

Strategies	Actions	Timeframes	Responsibility	Measure
11.1 Engage residents in Stages 1-5 in CAS projects	11.1.1 Community artwork masterplan and concept designs as part of the development of an overarching Neighbourhood Arts plan	Completed by end November 2008	Bonnyrigg Management + Becton	Community input into design of public art
	11.1.2 Support the development of 'street community' sustainability projects through the establishment of a Neighbourhood Improvement Project with assistance from partners such as Westpac and Landcare	Annually	Bonnyrigg Management + Spotless + St George Community Housing + Westpac	1 project developed
11.2 Engage residents in Stages 6-18 in CAS projects	11.2.1 Provide workshops to improve sustainable living behaviours	Annually	Bonnyrigg Management	1 per annum
	11.2.2 Support the development of 'street community' sustainability projects	Annually	Bonnyrigg Management	1 project developed
	11.2.3 Organise a community outing or picnic to encourage use of public open space and facilities	Annually	Bonnyrigg Management	1 event held

Sub-Plan 12: Community Safety and Crime Prevention Need: Actual and perceived safety is a key issue for residents to Objective: Reduce crime and ensure quality of life especially for vulnerable groups e.g. aged, disabled, children and women, improve the image of the area				
Strategies	Actions	Timeframes	Responsibility	Measure
12.1 Reduce resident turnover and increase stability	12.1.1 Implement the Communication and Consultation Plan to ensure a smooth transition process and offers reassurance through clear and consistent messages	April 08	Bonnyrigg Management	As per Communication & Consultation Plan
12.2 Redress stigmatization through a positive media campaign	12.2.1 Implement a positive media campaign	Ongoing	Bonnyrigg Management	As per Communication & Consultation Plan
12.3 Provide appropriate design	12.3.1 Implement CPTED principles in the development of new housing and public space	Ongoing	Becton	As per Development documentation
12.4 Directly address the sources of crime nuisance and annoyance	12.4.1 Implement proactive tenancy management policies including a Local Allocations Strategy and Good Neighbour Policy	Ongoing	St George	As per Tenancy Management and Tenancy Support Plans
12.5 Increase community engagement and ownership at the street and neighbourhood level	12.5.1 Implement Sub-Plan 11: Community Action for Sustainability	Ongoing	Bonnyrigg Management	As per Sub Plan 11: Community Action for Sustainability
	12.5.2 Secretarial and financial support for the continuance and further development of Neighbourhood Watch	Ongoing	Bonnyrigg Management + St George	Recommendations made
	12.5.3 Include a Community Safety Committee as a sub-committee of Neighbourhood Watch to develop strategies that ensure safety in the current development stage	May 2008	Bonnyrigg Management	Community Safety Committee established
	Establish a regular forum with Police	Ongoing	Bonnyrigg Management	Regular meetings Strategies identified

Sub-Plan 13: Intensive Tenancy Management Need: Objective:				
Strategies	Actions	Timeframes	Responsibility	Measure
13.1 Resource a Tenant's Advocacy Service	13.1.1 Implement Sub-Plan 5: Community Capacity Building			As per Sub-Plan 5: Community Capacity Building
13.2 Provide a visible presence on the estate	13.2.1 Implement Sub-Plan 2: Management Integration Strategy			As per Sub-Plan 2: Management Integration Strategy
13.3 Provide proactive tenancy management and early intervention services to social housing tenants	13.3.1 Implement sections 5.6.2.3 d, e, f, g, h and 5.6.2.4 of Tenancy Management Plan and sections 5.7.3, 5.7.5 and 5.7.6 of Tenancy Support Service Plan			As per Tenancy Management and Tenancy Support Plans
13.4 Provide access to Counseling and Support Services	13.4.1 Implement Sub-Plan 8: Health and Wellbeing			As per Sub-Plan 8: Health and Wellbeing

Sub-Plan 14: Monitoring and Evaluation

Need: There is a need for reflective practice in such a complex and sensitive process as public housing redevelopment. The project presents a unique opportunity for government, industry, policy analysts and academics to understand broad outcomes of the approach to Community Renewal.

Objective: Measure the performance of BP against a range of Key Performance indicators, gain an understanding of some of the intangible aspects of the process from the community's perspective and inform future planning. Facilitate the achievement of intended project outcomes through community participation in the evaluation process

Strategies	Actions	Timeframes	Responsibility	Measure
Conduct a comprehensive Customer Satisfaction Survey	Develop, the research tool (questionnaire)	June 2008	Bonnyrigg Management	Research tool developed
	Conduct, collate and analyse data	December annually	Bonnyrigg Management	Report on findings
	Use findings to inform our continuous quality improvement and the future review of other strategies including the CRSP and C&C Plans	February annually	Bonnyrigg Management	
Conduct an Independent Longitudinal Evaluation (ILE) to identify whether the project delivered the intended outcomes to individuals	Develop a partnership agreement with the City Futures Research Centre, UNSW for the delivery of the ILE	August 2008	Bonnyrigg Management	Partnership agreement developed
	Design and conduct the study in conjunction with HNSW, BP, FCC, local services and the community	Tentative December 2008	City Futures Research Centre, UNSW	Study conducted
	Identify opportunities for improvements in processes and programs as the project progresses	Ongoing	Bonnyrigg Management	Improvements identified
Support research into community participation in the context of a Public Private partnership	Enter into agreement with UWS to provide support for a PhD level process based evaluation	June 2008	Bonnyrigg Management	Agreement finalized