Ivanhoe Estate Communications and Engagement Strategy and Implementation Plan

Client:
Land and Housing Corporation, Aspire Consortium

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1 Introduction

The Aspire Consortium (the consortium) has been awarded the contract by the NSW Government to redevelop the Ivanhoe Estate at Macquarie Park. The consortium is comprised of development partners Frasers Property Australia and Citta Property Group, and community housing partner Mission Australia Housing (MAH), supported by Mission Australia.

As the first major project being delivered under the NSW Government's Future Directions for Social Housing and the Communities Plus program, the project will increase the supply of social housing properties to at least 950 (almost a fourfold increase), which means more people in need can move off the social housing waiting list. The new community will also provide 128 affordable housing dwellings.

The new Ivanhoe is set to become a nationally significant urban renewal project and a benchmark for mixed tenure master planned communities. To reflect this, our approach and commitment to engagement is guided by best practice aligning with the:

» internationally recognised International Association of Public Participation (IAP2) engagement spectrum

» 6 Star Green Star Communities requirements for stakeholder engagement

» conditions relating to communications and engagement contained in the Project Development Agreement

» Secretary's Environmental Assessment Requirements (SEARs) relating to communications and engagement

» requirement for engagement as part of delivering the Social Housing Outcomes Plan (SHOP).

» other Land and Housing Corporation (Family and Community Services) (LAHC (FACS)) policies and relevant documents.

The Strategy and Implementation Plan has been developed in consultation with and guidance from Land and Housing Corporation's Ivanhoe Project Team and Stakeholder Engagement and Relations Team. It has been prepared by Elton Consulting and Wise McBaron Communication with input from MAH. Elton Consulting has responsibility for the preparation and delivery of the Strategy and Implementation Plan, with Wise McBaron Communication responsible for media and social media, and MAH, with the assistance of LAHC (FACS), supporting consultation with residents.

2 Purpose of document

This Communications and Engagement Strategy (the strategy) is a framework for the proactive management of regular communication and engagement with a diverse range of stakeholders for the new community. The strategy provides an initial level of detail, however through continuous monitoring of the review and evaluation of the tools and techniques that are undertaken, this strategy will be built on and refined throughout the stages which include:

- pre-lodgement of the State Significant Development (SSD) application, which will be submitted to the NSW Department of Planning and Environment (DPE)
- statutory public exhibition phase
- early works
- construction phase including ongoing approvals for individual buildings
- occupation.

The strategy aims to:

1. provide an overview of the project
2. set the consultation values and guiding principles
3. identify the broad communication and engagement requirements for each stakeholder or community segment, for the SSD application process through to delivery of the Communities Plus and the Ivanhoe Estate
4. identify the key stakeholders, including the community
5. outline the key messages
6. provide a communications and engagement approach
7. define the roles and responsibilities of the key stakeholders involved
8. outline the Protocols and Media Protocols to be adhered to throughout the project by all project team members involved
9. provide the Frequently Asked Questions that will assist with the communications for the project.

3 About Communities Plus and Ivanhoe

Communities Plus is an innovative approach to growing the social housing in NSW. It will create a new generation of housing developments and is key to *Future Directions,* a large scale $22 billion building program to renew the NSW Government's social housing portfolio.

The program will deliver up to 23,000 new and replacement social housing dwellings, 500 affordable housing dwellings and up to 40,000 private dwellings. Communities Plus is based on an asset management framework that leverages the value of the existing portfolio to accelerate supply.

The main objectives of Communities Plus are to:

» Deliver more housing and a better social housing experience, with more opportunities and incentives to avoid or move beyond social housing.

» Develop new mixed communities where social housing blends in with private and affordable housing, with better access to transport and employment, improved community facilities and open spaces.

» Partner with the private and not for profit sectors to fast track the redevelopment of sites in metropolitan Sydney and regional NSW.

3.1 Communities Plus at Ivanhoe

The Ivanhoe Estate is a unique renewal opportunity located in the established suburb of Macquarie Park.

The estate has been rezoned as part of the Macquarie University Station Priority Precinct and is close to a wide range of public transport, education, and employment and retail amenities.

The 8.2 hectare site will be redeveloped into a high quality, socially integrated community of social housing mixed with affordable and private housing.

Well-located near Macquarie University and train station, the Macquarie Centre shopping mall and the M2 motorway, the project will provide social housing residents with access to training and education programs as a pathway out of the social housing system.

Project Facts

» The Ivanhoe Estate will become an integrated community that defines a new approach to the delivery of social housing.

» Ivanhoe offers many opportunities. It is located in one of Sydney's most amenity and employment rich locations.

» World-class urban design and community-based place-making will be central to creating a highly desirable place to live.

» Social housing will be designed to meet the needs of current and future residents.

» Quality facilities and public open spaces will support a cohesive and sustainable community.

» Tenant relocations started in January 2016 and will be carried out over two to three years. Experienced FACS staff are assisting residents to move to ensure each relocation is managed in a sensitive manner. Current residents have the option to return to the new social housing dwellings in Ivanhoe.

4 The Aspire Consortium Response

The consortium has been awarded the contract by the NSW Government to redevelop the Ivanhoe Estate at Macquarie Park.

The consortium is comprised of development partners Frasers Property Australia, Citta Property Group, and community housing partner, MAH.

The vision is for a real place that is open, inclusive and highly connected, characterised by best practice urban design, iconic architecture, world-leading sustainability and diverse social, economic and housing opportunities.

The project will see the transformation of 259 social housing properties on the 8.2 hectare site into a socially integrated neighbourhood of around 3000 properties, including at least 950 social and 128 affordable rental apartments.

As the first major project being delivered under the Future Directions and the Communities Plus program, the project will increase the supply of social housing properties to at least 950 (almost a fourfold increase), which means more people in need can move off the social housing waiting list.

The project will also meet the needs of residents aging in place – a significant demographic on the Housing Register – through the provision of a 120-bed residential aged care facility, 141 purpose-built social housing and 132 private independent living units, and a wellbeing centre.

A key focus of the project is to address housing needs while providing practical opportunities to transition social housing residents to housing independence and capitalise upon the many advantages Ivanhoe's location confers. MAH will provide support to assist social housing residents to connect with education, training and employment opportunities.

The urban renewal will help meet the growing demand for high quality education by providing a non-government co-educational vertical high school and two 75 place child care centres. A range of community facilities, public space and a retail centre are also planned.

5 Engagement objectives and values

As the first major project being delivered under the Future Directions and the Communities Plus program, Ivanhoe is a trailblazer for the delivery of these kinds of communities in NSW. A large body of literature notes the importance of genuine and meaningful engagement of residents, businesses community service partners and surrounding communities as the foundation of enduring and effective urban renewal. It is critical Ivanhoe embraces a practical and collaborative engagement approach that is aligned to both NSW Government requirements and, as a Green Star community, Green Star principles to set the benchmark for future Communities Plus projects.

The consortium is committed to a proactive approach to consultation and plans to begin engagement early. From pre-DA lodgement through to the occupation of new dwellings, we will work closely with the community and stakeholders to ensure the delivery of a vision that takes into account a wide variety of views and ensure widespread community ownership and understanding of the Ivanhoe project and more broadly the Communities Plus program.

The objectives of engagement include:

» Establishing an open and transparent communication process that facilitates meaningful input

» Building a sense of confidence and excitement about the site's future

» Recognising the benefits of ensuring that all involved, affected or interested, have the opportunity to be a part of this significant project and their input is critical to the success of the project.

» Building relationships and partnerships with local community service providers, businesses and institutions that will underpin the opportunities to be realised through the Social Housing Outcomes Plan. The Estate is located very close to one of Sydney's major universities and prominent business parks with significant opportunities for training, learning and employment.

» Identifying the peak bodies, and other service providers who will have an interest in the project from the perspective of the existing and future residents and community and establishing a blueprint for developing long term partnerships.

» Consistently report back to the community how their input was responded to and affected the final outcome.

» To set a best practice standard for all other engagement programs of this kind. It is the first major project being delivered under the Government's Future Directions and the Communities Plus program, and has the opportunity to set the benchmark for excellence in engagement.

» Developing relationships with returning and incoming social housing residents well before occupation.

A wide variety of engagement tools and techniques will be used to ensure the community and stakeholders can be informed about the project as it progresses and have an opportunity to provide input at the appropriate times.

Ivanhoe will be created over a 10 year time horizon. Initially engagement will focus on refining the project vision and supporting high level planning applications along with establishing a framework for collaborating with local businesses schools, service providers and peak bodies to deliver the social outcomes that are desired for Ivanhoe. Over time, this focus will turn to community building and

ongoing detailed development planning applications and communication to assist in managing construction activities and nurturing a cohesive, supportive and healthy community.

5.1 Engagement values and commitment

We are committed to practice communication and engagement principles and IAP2 core values for public participation. We aspire to be a good neighbour and will respect local residents, businesses and other stakeholders during all phases of the project. Our engagement approach will be professional, respectful, and constructive. We commit to:

- Creating meaningful opportunities for stakeholder engagement, particularly for those people and organisations that will be affected by the renewal of Ivanhoe.
- Being clear about the purpose and nature of engagement and what is and isn't up for negotiation.
- Ensuring feedback provided by stakeholders is considered in the planning and close feedback loops with stakeholders regarding their input.
- Seeking to identify and understand diverse stakeholder interests and values –and respond to the range of stakeholder issues, values and concerns related to the project.
- Providing relevant, up-to-date and accessible information to all affected stakeholders at project milestones so there are "no surprises"
- Involving a broad range of stakeholders and the community by utilising a diverse range of engagement activities.
- Promoting the consultation process in a number of different ways to ensure all those affected or interested in the project are aware of it and can contribute in a meaningful way.
- Providing opportunities for people to participate early in the planning process before final decisions are made and to assist in designing how they participate.
- Ensuring the outcomes of engagement promotes sustainable decisions through the recognition of all stakeholders needs and interests.
- Integrating engagement with the community and sustainability planning processes, including the various categories of the Green Star Communities rating tool.
- Being regularly assessed and evaluated to ensure our activities are relevant and support the best possible outcome.
- Delivering on our promises to build and maintain community and stakeholder trust in the context of this high-profile project.

5.2 The Community Vision

LAHC and the Aspire consortium have agreed to a high-level vision for the renewal of Ivanhoe. As a place that is to be "owned" by residents and the surrounding community it is critical that a broader range of stakeholders have an early opportunity to further shape the Ivanhoe vision not just for Ivanhoe as a place, but also the social infrastructure and support programs reflect the needs and aspirations of this particular community.

Consistent with best practice engagement and the requirement of the Green Star accreditation the testing and refinement of the vision with stakeholders and the community is embedded into phase one and two engagement activities. Working on the vision prior to submitting the planning application is critical to credibility of the process and demonstrating our commitment to genuine and inclusive community involvement.

6 Engagement Objectives and Approach

We have adopted an engagement philosophy that is grounded in best practice and are in line with Green Star requirements. The objective of this strategy is to foster confidence within the community that the urban renewal of Ivanhoe Estate will redefine the way social, affordable and market housing are integrated together to provide a sustainable and inclusive neighbourhood for people from all walks of life.

Our Engagement Objectives are:

- The establishment of an open and transparent communication process
- To gain insight into community sentiment as early as possible
- Develop relationships with the community and stakeholders as early as possible
- To understand the aspirations of different stakeholders towards the future use of the site
- To communicate the project's benefits
- Identify and mitigate concerns or risks before the master plan is submitted
- Build a sense of confidence and excitement about the site's renewal
- Commit to ongoing engagement

The International association for public participation (IAP2) public participation spectrum will be the framework for the engagement approach, as required by the Green Star accreditation. Throughout all phases engagement, **we are committed to using the appropriate techniques that inform, consult, involve and/or collaborate for each engagement activity.** These activities will be designed to specifically meet the needs of all stakeholders.

At each stage of the program we will be upfront about the purpose of engagement and nature of input being sought at each point in the process. As a demonstration of **our value to engagement processes,** we have developed a detailed approach to engagement that outlines the techniques and how they will be implemented. They can be found in chapter 11 of this strategy and in Part B – The Implementation Plan.

IAP2'S PUBLIC PARTICIPATION SPECTRUM

The IAP2 Federation has developed the Spectrum to help groups define the public's role in any public participation process. The IAP2 Spectrum is quickly becoming an international standard.

INCREASING IMPACT ON THE DECISION →

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on drafts and proposals.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will work together with you to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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7 Engagement phases

Ivanhoe Estate will be a staged urban renewal project occurring over the next 12 years, subject to planning and development approvals. The masterplan will be lodged with the DPE at the end of 2017, in anticipation of a statutory exhibition period in 2018.

Engagement with stakeholders wraps around the planning and delivery of the project, and will occur in the following phases:

Phase	Details	Indicative Timing
Phase 1	Pre-DA Lodgement Prior to formally submitting the SSD application to DPE The focus for this phase is: » gaining input into the master plan » relationship building, and » forming partnerships to underpin the SHOP. For more detailed information, refer to the detailed action plan	Now – 20 November 2017
Phase 2	Statutory Public Exhibition, Assessment and approval The focus for this phase is: » support of the state government's exhibition » developing key partnerships and programs to formalise collaboration and support the development of the Social Housing Outcomes Plan (SHOP) For more information, refer to the detailed action plan	Indicative only: 2018
Phase 3	Early works The focus for this phase is: » Information about the nature of works » Liaison with near-by construction sites & state government agencies » community relations to respond to construction activity enquiries A detailed Action Plan will be developed closer to implementation, ensuring it responds to the needs of the project and stakeholders	Indicative only: 2018
Phase 4	Staged Construction The focus for this phase is: » community relations to respond to construction activity enquiries » implementation activities that support the SHOP in relation to working with social housing tenants that will become residents » sales and marketing	Indicative only: 2019

Phase	Details	Indicative Timing
Phase 5	Occupation and ongoing construction The focus for this phase is: » implementation activities that support the SHOP for social housing tenants » implementation activities that support community development with both new purchasers and renters » community relations to respond to construction activity enquiries and updates on construction activities and milestones » welcome kits for all residents Consistent with best practice a detailed Action Plan will be developed closer to implementation and consultation with stakeholders to ensure the engagement approach responds to the needs of the project and stakeholders	Indicative Only: 2021 onwards
Phase 6	Post occupation Engagement in this phase is likely to take the form of post occupancy surveys and ongoing community building activities and resident support services as outlined in the SHOP.	Indicative only 2028 onwards

8 Stakeholder overview

An extensive stakeholder analysis has been completed, with stakeholders identified by Elton Consulting, MAH and Wise McBaron Communication. The rigorous process identified over 400 stakeholders. The complete list is located in Appendix B.

During each engagement phase, we will be consulting with stakeholders. Each stakeholder has been placed in categories that can be found in the table below. The categories with an * (asterix) are referred to in the implementation plan as 'wider community'.

Stakeholder Categories	Likely level of interest	Specific Interest	IAP2 Spectrum
Local Federal MP & relevant Ministers	High	» Urban form and management of density impacts » Delivering a socially integrated community » Impact on existing community, services and infrastructure » Community partnership program and opportunities	» Consult
Local State MP & relevant State Ministers	High	» Urban form and management of density impacts » Delivering a socially integrated community » Impact on existing community, services and infrastructure » Community partnership program and opportunities	» Consult
State Government Departments and Agencies	High	» This will be undertaken by the consortium and consultants on an individual basis with outcomes collated for the engagement report » Urban form and management of density impacts » Delivering a socially integrated community » Impact on existing community, services and infrastructure » Community partnership program and opportunities	» Consult
Existing, returning and future social housing	High	» Delivering a socially integrated	» Involve

Stakeholder Categories	Likely level of interest	Specific Interest	IAP2 Spectrum
residents and staff at Ivanhoe Estate		community » Community partnership program and opportunities » High amenity and services » Community involvement	
Prospective market housing owners and renters		» Delivering a socially integrated community » High amenity and services » Community involvement	» Involve
Local Government General Managers and Mayors	High	» This will be undertaken by the consortium and consultants on an individual basis with outcomes collated for the engagement report » Planning approvals » Service delivery » Infrastructure provision » Funding » Urban form and density » Delivering a socially integrated community » Impact on existing community, services and infrastructure » Community partnership program and opportunities	» Consult
Media & Social Media	Med-High	» Urban form and management of density impacts » Delivering a socially integrated community	» Inform
Social welfare, Housing advocates & Peak Bodies	High	» Delivering a socially integrated community » Community partnership program and opportunities	» Consult
Other Peak Organisations	High	» Delivering a socially integrated community » Community partnership program and opportunities	» Consult
State Government	High	» Delivering a socially integrated	» Consult

Stakeholder Categories	Likely level of interest	Specific Interest	IAP2 Spectrum
Agencies in Local Area		community » Impact on existing community, services and infrastructure » Community partnership program and opportunities	
Macquarie University	High	» Delivering a socially integrated community » Community partnership program and opportunities	» Involve
Business Councils / Chambers of Commerce / Business District – including Macquarie Connect	Med-High	» Delivering a socially integrated community » Impact on existing community, services and infrastructure » Community partnership program and opportunities	» Involve
Neighbours	Med-High	» Urban form and management of density impacts » Impact on community, services and infrastructure and programs	» Consult
Local businesses in precinct vicinity	Med-High	» Urban form and management of density impacts » Impact on existing community, services and infrastructure » Community partnership program and opportunities » Business expansion	» Involve
Community Service Providers	Med-High	» Delivering a socially integrated community » Community partnership program and opportunities	» Involve
Businesses within Macquarie University	Med-High	» Delivering a socially integrated community » Community partnership program and opportunities	» Involve
Local community / residents' groups	Med-High	» Urban form and management of density impacts » Impact on community, services and infrastructure and programs	» Consult
Local Education Providers	Med-High	» Delivering a socially integrated community	» Consult

Stakeholder Categories	Likely level of interest	Specific Interest	IAP2 Spectrum
		» Community partnership program and opportunities	
Transport providers*	Med-High	» Community partnership program and opportunities	» Consult
Aged care / disability care providers*	Med-High	» Community partnership program and opportunities	» Involve
Aged care / disability care providers in local area*	Med-High	» Community partnership program and opportunities	» Involve
Community service providers in local area*	Med-High	» Community partnership program and opportunities	» Involve
Childcare providers in local area*	Med-High	» Community partnership program and opportunities	» Involve
Aboriginal Land Councils	Med-High	» Community partnership program and opportunities	» Involve
Local RSLs*	Med-High	» Community partnership program and opportunities	» Consult

9 Initial key messages

The purpose of key messages is to assist in providing consistent, coherent and helpful information to the general public and stakeholders. The focus and content of key messages may evolve throughout the project as it progresses through the planning and delivery stages, or as a result of community feedback and sentiment. The following initial key messages have been developed in collaboration with all partners.

General

- The innovative project is estimated to have an end value of approximately $2.2 billion and will see the creation of over 3,000 new dwellings, providing homes with access to infrastructure, transport, services and jobs, along with quality amenities and open green spaces to support a new vibrant, safe, integrated, cohesive and sustainable community. The urban renewal of Ivanhoe Estate in Sydney's Macquarie Park will create a mixed tenure community that is set to redefine the way social, affordable and market housing are integrated together to provide a sustainable and inclusive neighbourhood for people from all walks of life.
- The creation of 3000 new homes in a high amenity location close to transport, jobs and leisure activities responds to the needs of Sydney's growing population and changing household composition.
- The unparalleled opportunities provided by Ivanhoe's amenity rich location will be critical in to achieving the social outcomes envisaged in Communities Plus
- The project will add close to 750 new social housing dwellings in the area where there is a high demand for this type of housing.
- The consortium, comprised of community housing provider MAH with developers Frasers Property Australia and Citta Property Group, has been appointed by the NSW Government to redevelop and transform its 8.2 hectare Ivanhoe Estate in Macquarie Park, under a project development agreement.
- The new community will blend best practice urban design, iconic architecture and world-leading sustainability to transform the former social housing estate into a world-class residential neighbourhood.
- People are at the heart of this project – in addition to great places there will be a range of programs run by Mission Australia to promote community integration and appropriate support services. In the early phases of the project developing a Social housing outcomes plan that delivers on the aims of Communities Plus is just as important as developing a leading masterplan for the precinct.
- Boarder community involvement will be key to achieving these community outcomes.
- The project is part of the NSW Government's Communities Plus program to redevelop and grow the Government's social housing portfolio.
- The urban renewal of the Ivanhoe Estate will be a flagship project for NSW, demonstrating how the government and private sectors can work together to deliver necessary social and affordable housing by taking a true long-term community view.
- This important urban renewal project will also integrate a new high school, residential aged care facility with a seniors' wellness centre, two childcare centres, a supermarket, cafés and specialty

retail shops, jogging track, nature based playgrounds and exercise stations, basketball court, open green spaces and community gardens.

» The project will also include new road intersections, local infrastructure upgrades and more parking, while a new bridge will connect Ivanhoe residents with Macquarie Business Park.

Communities Plus

» Deliver more housing and a better social housing experience, with more opportunities and incentives to avoid or move beyond social housing.

» Develop new mixed communities where social housing blends in with private and affordable housing, with better access to transport and employment, improved community facilities and open spaces.

» Partner with the private and not for profit sectors to fast track the redevelopment of sites in metropolitan Sydney and regional NSW.

Social Housing

» The project will seamlessly integrate at least 950 new social housing dwellings, 128 affordable homes and around 2,200 private dwellings.

» The social housing will be of the highest quality, most sustainable and comfortable in Australia, with all social housing residents having access to free heating.

» As part of the project, dedicated funding generated through the urban renewal will be reinvested in social outcomes over 20 years. Mission Australia will coordinate a comprehensive suite of tailored, person-centred support and services for social housing residents who elect to access them.

» This approach will enhance social housing residents' capacity to achieve safety, stability and independence through employment, helping people to progress to alternative housing options.

» Mission Australia will also provide their model of community development – Strengthening Communities – for the whole community and will measure results and wellbeing.

» People living in the community will have access to infrastructure, transport, services and jobs, along with quality facilities and open green spaces to support a new vibrant, safe, integrated, cohesive and sustainable community.

» Mission Australia will have offices on-site to assist in the delivery of support services and programs to strengthen the local community.

» The new estate is a positive, evidence-based model for an inclusive and integrated neighbourhood that provides homes and a community for people from varied socio-economic backgrounds.

» Mixed tenure, high density communities benefit from smart design, supportive management and proactive community building. This approach provides the foundation for this community.

» This will be a place to live that offers genuine choice and opportunities for families and individuals from a variety of socio-economic backgrounds and lifestyles.

» Everyone deserves a safe place to call home and everyone who lives in the new community will have the opportunity to fulfil their potential and connect with people in the neighbourhood, as well as having easy access to education, transport, jobs and services.

» Without a stable and safe place to call home, connecting with a community, raising a family, maintaining health and wellbeing and even just getting to work become major challenges. This project provides essential community infrastructure as well as secure accommodation, and will be an inclusive and safe place to live.

» The project will develop an evidence-based model that demonstrates the successful approaches and programs that assist people to progress from social housing to the private market.

Design and Sustainability

» Targeting a 6-star Green Star Communities rating, the consortium aims for the Ivanhoe community to be carbon neutral in operation.

» An integrated infrastructure solution in the form of an embedded energy network, with solar PV to reduce electricity peak demands, high efficiency centralised hot water, smart metering technology and minimised use of onsite gas, will deliver reduced utility costs to residents.

» Each new building in the community will feature solar PV systems, green roofs, and will capture and re-use water.

» Through smart and innovative sustainable design, the community will use around 50 per cent less electricity and water when compared to a standard new development.

» The project has been designed to ensure preservation of an existing colony of protected Sydney Turpentine Ironbark trees, and will regenerate the ecological corridor along Shrimptons Creek.

» There will be a focus on use of recycled materials and waste minimisation through construction.

» Community-wide initiatives such as extensive landscaped public domain, a car sharing scheme and active transport facilities will be complemented by health and wellbeing metrics through local programs and partnerships.

» The design will emphasise a connected and permeable community to encourage people to be active, enable them to move through the community easily and connect them with public transport.

» The environmental sustainability measures will be complemented by social sustainability initiatives including health and wellbeing metrics through local programs and partnerships.

10 Engagement techniques

A variety of communications and engagement techniques will be required to ensure there is appropriate and diverse engagement with stakeholders. The following table outlines the engagement techniques that will be implemented during phases one and two. These techniques are likely to be used during the remaining indicative phases, however the evaluation process will determine if adjustments are needed.

Engagement tool	Overview	Level of Interest
Project webpage	» To serve as a one stop shop for all information about the project and enable online community feedback. » This will be a standalone webpage referred to as "Ivanhoe Estate Communities Plus Project" during Phase 1, 2, 3 and 4. » From Phase 4 onwards it will transition to a project webpage on the Frasers Australia website focussing on the marketing aspect of the project. ***Important:* There will also be project information on the Communities Plus website https://www.communitiesplus.com.au/major-sites/ivanhoe-1 and the Mission Australia website**	» Inform
Project newsletter	» Develop project newsletter with information about the phase of engagement, engagement activities, how to provide feedback and outlining next steps. » To be printed, distributed locally (see map in Appendix E) and available online.	» Inform
Stakeholder workshops	» At the workshops, participants would be consulted on developing the community vision. » Active forum for establishing the relationships to develop the various social, employment and educational programs to be delivered as part of the project.	» Consult & involve
One on one meetings	» To scope and develop partnerships with local service providers, business and educational providers that will underpin the SHOP.	» Consult & involve
Information sessions with Former and current Ivanhoe Residents	» Will need LAHC (FACS) introduction and involvement to ensure appropriate and sensitive delivery of information. » To provide residents with timely information about project. » Facilitate feedback in the development of the community vision.	» Consult & involve

Community drop-in session	» These are three-hour information sessions, held in the local vicinity. » These would be supported by the development of project information boards (approximately eight) featuring details of the proposal. » The monthly CRG meeting (runs every 4th Thursday) could be used as a method to run a community drop-in session specifically for the existing Ivanhoe residents. FACS will need to assist in the coordination of this session in order to invite the residents.	» Consult & involve
Communication Collateral » Information Boards for Community Open Day » Fact Sheets » FAQs » Key Messages » Newspaper ads » Media release	» To raise awareness of the project, provide updated information and encourage people to participate in engagement process.	» Inform
Traditional media strategy	» A media strategy (chapter 12) will be developed for key announcements during the development and delivery of the project, to ensure the community are aware of project progress. Reactive media strategies will also be developed as required.	» Inform
Social media strategy	» Social media strategy to promote support for the project and opportunities to provide input. A dedicated hashtag created for the project will promote participation and enable tracking of the strategy and community / stakeholder feedback. *<u>Important:</u> All social media posts, directly related to an engagement activity named in this strategy will need to be communicated to the LAHC (FACS) representative to be re-posted on their social media channels.*	» Inform
Project phone line	» Setup a dedicated 1800 information line. » Provides a dedicated human response to community enquiries. » Once the project is under construction, the phone line will be an essential tool to manage any concerns from the	» Consult & involve

	community.	
Project email	» A dedicated project email account to receive queries, feedback and comments.	» Consult & involve
Establish database	» Establish a dedicated database in Consultation Manager to record-keep all points of engagement with individuals, groups etc. » Each project team member will have the responsibility to capture information into the database following a contact point. » This can be used to undertake periodic issues audits and form part of the evaluation process.	» Consult & involve
Engagement reporting	» Engagement reporting – ensuring public and stakeholder feedback is recorded and considered during the development of the project, engagement reporting will be undertaken at key phases of the project. » Provide a reporting-back mechanism for the community.	» Consult & involve
Engagement Evaluation	» To assess the effectiveness of communication and engagement activities. » Provides mechanism to refine engagement techniques.	» Consult & involve

11 Media Strategy

The purpose of this section is to outline a framework and protocols that ensures a consistency of timing and messaging, and an alignment of media communication materials and activities, between the project partners on the Ivanhoe Estate urban renewal project.

A detailed media timeline including proactive and reactive opportunities will be developed around key milestones, once project timing becomes clearer. Wise McBaron Communication will be drafting media content and managing reactive media issues on behalf of the consortium and in consultation and with oversight from LAHC.

Media and social media responses can be issued by either parties and will be determined on a case-by-case basis and in consultation and with oversight from LAHC. However, no responses will be issued without LAHC's prior approval. This approach will be carried through for social media content.

11.1 Key media considerations

Principles to ensure a consistent and successful media campaign include:

» Emphasise the common approach, objectives and aspirations shared by each consortium partner and the NSW Government as they relate to Ivanhoe.

» While each partner will have its own messages regarding Ivanhoe to be communicated to its target audiences, these should be aligned where possible and not compromise wider consortium or project messages.

» The communications activities of each partner should seek to support and reinforce agreed project key messages.

11.2 Legal clarifications and ground rules

The consortium has a very specific PDA in place with the NSW Government for Ivanhoe. Wording around payments, sale of units and structure of the deal is very sensitive.

Therefore, all media communications from all consortium partners must be reviewed by the Frasers Property legal team prior to release. The following principles should be followed:

» Do <u>not</u> refer to development partners being entitled to project revenue or profit etc.

» Generally, don't talk about financial mechanisms.

» There is no sale or divestment of land to the consortium. The consortium does not acquire any interest in the land. LAHC controls the use of the land.

» Avoid use of the terms "joint venture" or "partnership" with LAHC as it suggests revenue or profit sharing, which is not intended by the transaction.

» Distributions from LAHC to the consortium out of sale proceeds after development are payments to the consortium for the provision of the development services.

» Any payments made by the consortium to LAHC are made in consideration for the right granted to the consortium to undertake the project or to allow the consortium to continue to have the right to undertake the project in certain circumstances.

11.3 Ensuring alignment

To ensure alignment in media approach, the following actions are suggested:

» regular meetings with consortium communications teams

» table of milestones for each consortium partner to be developed and cross referenced

» opportunity for all consortium partners to review proposed communications materials produced before dissemination

» suite of materials developed and agreed providing project key messages, fact sheet and background information

» joint media releases and briefings where possible.

11.4 Media material

» Proactive media material should be distributed for feedback and approval well before the intended release date (at least five business days). Reactive media responses will also be distributed for feedback, noting that journalist deadlines (often required hours after the enquiry) should be respected.

» The challenge of short turnaround times will be mitigated by having an approved media Q and A document from which to source media responses, noting that the final response would still be distributed for approval on each occasion.

11.5 Breakdown of responsibilities and referrals for comment

Frasers Property Australia

» lead developer

» lead commenter on opportunities and issues related to development features, attributes, timing, masterplan elements, site delivery, approval progress etc.

» ensure consortium approval of all materials produced in relation to above (Wise McBaron Communication to facilitate).

Citta Property Group

» development partner

» support comment opportunities and issues related to development features, attributes, timing, masterplan elements, site delivery, approval progress etc.

LAHC (FACS)

» not a consortium partner, but certain enquiries will need to be referred to LAHC such as social housing policy, relocation of residents etc.

» we need to understand LAHC's approach and response to relocation of residents currently living on site

» lead on all relocation activities related to existing residents

» unable to disclose individual tenant contacts to consortium partners or consultants for advertisement purposes

» it is critical that LAHC introduce MAH to the community early-on in the consultation process, as the future social housing manager for Ivanhoe.

Mission Australia (inc. Mission Australia Housing) (MAH)

» community housing provider, social housing manager and social services provider

» lead commenter on opportunities and issues related to scope and management of social services, social dwellings in the community

» social housing provider for Ivanhoe.

11.6 Social media protocol

Each consortium partner is responsible for maintaining its own social media output, with opportunities to share content related to Ivanhoe between partners as agreed and appropriate. A social media agency will also be appointed for the marketing component of the project itself.

The media protocol included in this plan around approvals must be observed prior to all social media postings.

11.7 Media stakeholders (indicative)

While the main media outlets to be targeted with news on Ivanhoe will be shared by each consortium partner and LAHC, there will be other trade titles that each partner will typically wish to target. The breakdown below is not intended to cover every specific individual outlet, but instead provides a breakdown of the different sections of the media to be targeted with media releases and/or project briefings at the appropriate time. These will we expanded in the media timeline document.

It will be particularly important to form a close relationship with local media, particularly the two local newspapers, to ensure they understand the project objectives and feel comfortable they can approach the project for responses prior to publishing.

TV, radio and digital	Metropolitan	Property trade and sustainability	Local
ABC	SMH / Sun Herald	Domain News	Northern District Times
SBS	Daily / Sunday Telegraph	Property Observer	The Weekly Times
Seven	AFR	The Urban Developer	Broadsheet
Nine	The Australian	Property Australia	Time Out

Ten	The Guardian	The Fifth Estate	N/A
Sky	N/A	Australian Property Journal	N/A
2GB	N/A	Architecture Australia	N/A
2UE	N/A	Australian Design Review	N/A
N/A	N/A	Architecture & Design	N/A

11.8 Key contacts for developing media responses and approvals

All media inquiries received by any member of the consortium will be referred to LAHC for initial drafting of a response. Key LAHC personnel to be notified are:

LAHC (FACS)

» Robert Sullivan – (02) 8753 9457, robert.sullivan5@facs.nsw.gov.au

» Thomas Hurrell - (02) 8753 9097, thomas.hurrell@facs.nsw.gov.au

Once LAHC has drafted an initial response, it will be issued to Trudy Wise from Wise McBaron who will manage the input from the consortium. The relevant team members listed below will be consulted to provide input in the media response, before being issued to LAHC for final approval.

.

Wise McBaron Communication

» Trudy Wise – 0418 220 082, trudy_wise@wisemcbaron.com.au

» Stephen Naylor – 0432 656 193, stephen@wisemcbaron.com.au

Frasers Property Australia

» Cameron Jackson - Cameron.Jackson@frasersproperty.com.au

» John Dawson - 0419 685 934 John.Dawson@frasersproperty.com.au

Citta

» Stephen McMillan - 0407 488 133, stephenmcmillan@citta.com.au

» Alister Woods, alisterwoods@citta.com.au

Mission Australia

» Danielle Buhagiar – 0475 959 494, buhagiard@missionaustralia.com.au

» Aimee Meredith - 0491 226 164, mereditha@missionaustralia.com.au

Elton Consulting

» Brendan Blakeley – 0412 686 026, brendan@elton.com.au

Over time, as the project reaches the staged construction phase, there will be scope to amend the approach, where the consortium drafts the initial response and provides to LAHC for input before the consortium gives final approval and issues.

12 Risk assessment

The following issues have been identified as potential issues that could be raised by the community and stakeholders with a mitigation strategy developed for each one to enable a consistent response from all members of the project team. As the project evolves, the issues and mitigation strategies will be updated.

Risk	Risk rating	Mitigation strategy
Current and future social housing residents of Ivanhoe		
Affected residents confuse the communications and engagement process with the relocation process.	High	Engagement process needs to be transparent with process and purpose / scope of engagement clearly articulated. Clearly explain that the relocation process is separate.
Affected residents express dissatisfaction with communications and engagement process	High	Provide clearly written information about the process and clearly identify the opportunities for feedback. Provide contact phone number where appropriate for those who have questions but are not able to engage online or at information sessions.
Resident representative groups making the communications and engagement process adversarial	High	Early strong engagement with residents and any representative groups that form to build relationships from the beginning. Ensure engagement principles are best practice. Ensure no surprises.
Media takes an interest in opponents of the project or criticise the process to communicate with and engage residents	High	Be prepared and able to demonstrate that the process is fair and transparent. Approach and message must be consistent for all coverage. One-on-one briefings with key journalists who take an interest in the project, specifically local media.
Affected residents / stakeholders form an action group	Medium	As above – with appropriate spokesperson to give the project the “right and reasonable” ground in the debate. Use strong content on website and social media to explain the project benefits and build a community of support to defend the project against critics.
Dwellings are not immediately redeveloped, creating question of why residents were re-located so early	Medium	Have illustrated plans of future facilities for that land and explanation of benefits of delivering project.

Risk	Risk rating	Mitigation strategy
Unrealistic expectations about how residents can influence the project	Medium	Set scope for engagement early and be clear about the process.
Affected resident harms themselves or someone else because of stress from process	Low	Ensure all engagement with owners is kind and sympathetic, provide owners with details of services to assist with stress, sadness. Clearly articulate the process of relocation is separate and provide appropriate contacts where required.
Nearby residents and businesses		
Residents oppose project because of a claimed direct impact to their homes	High	Artist's impressions showing building design and how that meets planning requirements. Keep in regular contact with affected residents and understand their concerns early. Be proactive with information.
Residents complain because of a cumulative impact of development in the area	High	Communicate the benefits of the project to the local area such as open space, amenity, design excellence and environmental enhancements. Emphasise that the project is playing its role in minimising its impacts.
Residents complain about loss of parking due to road management changes that are necessary to deliver the project	Medium	Work closely with council to identify locations for extra parking to offset spots lost to project.
Neighbours experience construction fatigue	Medium	Quality community engagement from planning phase to position project as open and transparent and plan construction methods that minimise noise at night etc.
Business owners concerned about impact of construction on their business	Medium	Consult with shop owners and businesses during pre-DA stage so they understand likely construction timelines and potential benefits for their businesses over the medium term.
Public criticism leads to scope and scale restrictions from DPE	Medium	Engage upfront in a transparent way with residents, council, neighbours, key businesses and potential objectors including by proactively addressing likely issues.
Major stakeholders		

Risk	Risk rating	Mitigation strategy
Local MPs respond to constituent / stakeholder pressure by criticising / opposing the project	Medium	Regular project briefings from early stage to educate MPs and hear concerns. Regular announcement opportunities.
State Opposition makes a 2019 election commitment to alter the project if elected or new local councillors oppose the project	Medium	Have facts, stats and data to easily show benefits to community of the project being delivered as-planned and with the correct process. Offer briefings to council General Manager and councillors.
Other		
Native Title Claim from local Aboriginal Land Council	Low	Early engagement of Indigenous groups to discuss ways to acknowledge traditional owners in public art, etc.
Opponents initiate a social media campaign against the project	High	Using strong content that engages social media users and promotes project benefits from an early stage to build a community of support around the project that will defend it against a campaign criticising it.
Public negative perceptions about social housing influence consequential sales for other dwellings or opposition to the project	Medium	Provide clear communication upfront about the project benefits and other examples of where similar communities have been successfully delivered.

13 Key responsibilities of team

The purpose of outlining the key responsibilities of the team is to provide a framework for coordination and collaboration, and to ensure a smooth delivery of the strategy's engagement activities.

Elton Consulting

» lead on the implementation of strategy

» Brendan Blakeley Director of Communications and Engagement

Wise McBaron Communication

» lead on all media enquiries and strategies

» Trudy Wise Director of Media

MAH

» lead on supporting processes involving current and future residents

Land and Housing Corporation

» provide direction to managing relationships and the lead the engagement with NSW Government and social housing resident stakeholders

» LAHC Ivanhoe Project Team and Stakeholder Engagement and Relations Team

14 Communication protocols

To achieve coordinated and consistent communication messages, all communications will be delivered in accordance with the following protocols. Protocols will also assist in effective management of stakeholder relationships.

14.1 Sign Off Process

Approvals

» It is required that the Project Working Group (PWG) will approve this Stakeholder and Community Communications and Engagement Strategy prior to any named public engagement or consultation in this strategy being executed.

» The PWG will also approve the implementation plan for each phase, newsletters, AO boards to be displayed at Community Information and Feedback Sessions and test to appear on the project website.

» Once the strategy is approved, delegation for approvals is with Frasers Property Australia and Elton Consulting.

14.2 Community and Stakeholder enquiries

During Phase 1, Pre-lodgement of the DA, a dedicated email address and telephone number will be established to manage community and stakeholder enquiries.

Responses should be made to community or stakeholder enquiries within the following timeframes:

» An auto-response will be sent to all emails sent to acknowledge receipt and that a response will be provided within 72 hours.

» Within 24-48 hours to straightforward stakeholder enquiries, guided by the Frequently Asked Questions (FAQs) document in Appendix C.

» Within 72-hours for non-straightforward enquires, which may be extended if a proper response requires collection of additional information. However, an acknowledgement must be sent explaining the reason for the delay.

An enquiry database using Consultation Manager software will be established to record and manage interactions with stakeholders and the community.

» If there is an external project team, they will provide details of communications with the community or stakeholders to the Project Manager within 24-hours, including:

- stakeholder's full name and contact details
- description of issues raised
- action required and timing, particularly if any promises were made
- team member responsible for that action.

» Any required actions will be emailed to the responsible team member.

» The responsible team member will advise the Project Manager when the action is complete.

14.3 Government Agency stakeholders

During the initial phases, correspondence to and approaches from government stakeholders will be referred to LAHC in the first instance. Once advice from LAHC has been received, the consortium will then provide input before LAHC approves a response or leads the communications, or assigns to the consortium to manage.

As the project reaches the staged construction phase, there will be scope to amend the approach, where the consortium drafts the initial response and provides to LAHC for input before the consortium gives final approval.

14.4 Existing and Formers Ivanhoe Residents

During the initial phases, correspondence to and approaches from existing and former Ivanhoe residents will be referred to LAHC in the first instance. Once advice from LAHC has been received, the consortium will then provide input before LAHC approves a response, leads the communications, or assigns to the consortium to manage.

As the project reaches the staged construction phase, there will be scope to amend the approach, where the consortium drafts the initial response and provides to LAHC for input before the consortium gives final approval.

15 Monitoring and evaluation

The project team is committed to delivering a quality engagement program that wraps around the planning and delivery of the project. This means we are extremely dedicated to ensuring this strategy is effective and includes an evaluation program to measure the level of success. The purpose of the evaluation is to:

» satisfy Green Star requirements
» provide evidence of the outputs and outcomes of this strategy for accountability and reporting purposes
» ensure community engagement activities are as effective as possible
» refine this strategy where outcomes are not being achieved
» where necessary, adapt engagement techniques in subsequent phases
» share and reflect experiences and learnings to encourage improved community engagement into the future.

The first consultation report is due on 20 November. This will trigger the evaluation process for Phase 1.

The table below will guide the evaluation process. Other inputs will include information contained in Consultation Manager – the database that will be used to maintain stakeholder information and record stakeholder interactions.

Consultation / communications element	Level of success high/medium/low	What contributed to success?	What could be improved?
Evaluation of consultation and communication process (each project phase)			
Involvement of stakeholders in design of process			
Maintenance of project champion and key stakeholder commitment			
Provision of adequate, accurate and timely information			
Planning and execution of event logistics			
Number and diversity of participants attending activities			
Completion of tasks on schedule			

Consultation / communications element	Level of success high/medium/low	What contributed to success?	What could be improved?
Completion of tasks on budget			
Evaluation of consultation and communications process (final phase only)			
Provision of feedback to community and stakeholders on how their input impacted project outcomes			
Community and stakeholder perceptions of their opportunities to contribute to the project			
Impact of community and stakeholder contributions on key project deliverables			
Alignment of engagement and project milestones			
Completion of the project on budget			
Adequacy of the budget for the project			
Evaluation of consultation and communications outcomes			
Evolution of community and stakeholder perceptions during the process			
Impact of community and stakeholder contributions on project outcomes			
Relationships with community and stakeholders after the process			
Achievement of engagement objectives			
Achievement of project objectives			

Evaluation Timeline

Phase	Timing
Evaluation of Phase 1: Pre- DA Lodgement:	Mid - Late Dec 2017
Evaluation of Phase 2: Statutory Public Exhibition, Assessment and Approval	Early 2018
Evaluation of Phase 3: Early works	TBC
Evaluation of Phase 4: Staged construction	TBC
Evaluation of Phase 5: Occupation	TBC
Final Evaluation Summary	TBC

16 Implementation Plan

Please see the following page for the Implementation Plan

elton consulting

Ivanhoe Estate Communications and Engagement Implementation Plan

Client: Prepared for LAHC & Aspire Consortium

Date: 7 November 2017

NSW GOVERNMENT

Communities Plus
www.communitiesplus.com.au

Aspire Ivanhoe Consortium partners

FRASERS PROPERTY

citta property group

MISSION AUSTRALIA

Implementation Plan - at a glance

The transformation of Ivanhoe to create the State's first mixed-tenure development that is truly inclusive and highly connected, provides a unique opportunity to design communications and engagement activities that meet the ambition of the estate itself.

The overarching engagement strategy has been designed to assist in developing the master plan for Ivanhoe. It builds on two streams of work – the re-zoning of the site as part of a Priority Precinct that sets the parameters of the master plan, and the work of the LAHC team assisting residents to manage their needs during the relocation process.

This implementation plan sets out the major engagement tasks that will introduce the project, and build understanding, excitement and support with stakeholders.

It also provides the details and dependencies of each task so the strategy can support the following timeframes:

» 14 Dec – EC to deliver Draft Communications and Stakeholder engagement report

» PCG Changes and updates to Strategy

» Delivery to LAHC for review

» 13 February - Concept Masterplan Development Application Lodgement

Critical to the success of the engagement process is to be clear about what we are trying to achieve by engaging. That is:

» Introduce the Aspire Consortium to former and current Ivanhoe residents, and establish a relationship that will underpin the successful relocation

» Inform the broader community about the project to build support and excitement

» Test the vision and master plan within the context of the rezoning approval

» Establish partnerships for the delivery of social, employment and educational programs

We will be using a variety of communication channels and engagement techniques to inform and consult a diversity of stakeholders.

Communication Channels:

Channel	Audience	Role
Website	All stakeholders	» One stop-shop for all project information » 24/7 feedback and ideas portal
Letter	To current and former Ivanhoe residents	» Introducing the Aspire Consortium » Invitation to the first project engagement activity, an afternoon tea 'meet and greet' with key project staff from FACs / LAHC and Aspire Consortium
Newsletter	Residents surrounding the site	» Project update » Invitation to Community Information Session » Details on how to provide feedback and ideas
Fact sheet	Project facts and benefits	» Uploaded to the website » Available at engagement events
Project email & phone number	All stakeholders	» Provide a human response to enquiries
Media Release	Wider community	» Project update » Invitation to Community Information Session » Details on how to provide feedback and ideas
Ad in local papers	Wider community	» Invitation to Community Information Session » Details on how to provide feedback and ideas

Engagement techniques:

Technique	Stakeholder	Methodology
'Meet and Greet' Afternoon tea	Former Ivanhoe Residents	» Led by LAHC / FACs staff » Introductions to the Aspire Consortium team » Informal style » Information boards with masterplan, facilities, timing to be on display » Test vision and seek feedback
2 Workshops	» Social Service Providers, Peak Organisations, Housing Advocates, and local Service providers » Education Providers and Local Businesses	» To be facilitated by Elton Consulting » Introduction to the project team » Short presentation on masterplan and Social Housing Outcomes Framework (SHOF) » Question and Answer session » How can we work together to achieve the social outcomes we are seeking to achieve
Community Information Session (CIFS)	» Local and broader community	» 3 hour 'drop in session' to build understanding and support » Information boards provide project details » Team members to answer questions and promote feedback channels » Opportunity to reinforce the existing re-zoning and test the vision

Agency consultation

Currently being carried out by the study leads, consultation will be documented and included as part of the Communications and Stakeholder engagement report.

Prior to lodgement we suggest a series of briefings are convened between LAHC & the Aspire Consortium with the relevant Executive Directors and Area Managers of the following agencies:

» Department of Health

» Department of Education

» Transport for New South Wales

» Roads and Maritime Services

Detailed Implementation Plan

Below is the detailed implementation plan that outlines key deadlines, and interdependencies until 14 December. It also includes additional information for each activity, and allocates responsibility.

Ivanhoe Implementation Plan – 14 December					
Date	**Activity**	**Details**	**Due**	**Who**	**Completed**
Week 1 - Preparation Phase					
w/c 9 Oct	Deliver working draft Strategy to FPA	To be socialised with: » FACS (LAHC) » MAH » CITA » Wise McBaron	Tues 17 Oct	EC & FPA	Y
w/c 9 Oct	Source venues for workshop and CIFS	» Suggested venue for open day: Dunmore Lange College (part of Macquarie University) » Suggested venue for Stakeholder Meetings: MGSM (part of Macquarie University)	Fri 13 Oct	EC	Y
Tues 10 Oct	Draft text for website	» Content from strategy	Fri 13/10	EC	Y
Weds 11 Oct	Liaison with Wise McBaron re drafting of Media release	» Provide dates MR needs to be approved by » Liaise re papers to advertise in	Weds 11/10	EC & WM	Y
Tues 10 Oct	Determine look and feel for website, design	» Aspire SHOF doc » Communities plus - link to site	Weds 11/10	EC	Y
Weds 11 Oct	Draft & design Newsletter	» Content from strategy	Fri 13/10	EC	Y
Weds 11 Oct	Determine Newspapers the ad is to appear in	» Northern District Times » The Weekly Times	Weds 11/10	EC & WM	Y
Thurs 12 Oct	Book print & Distribution of newsletter	» D&D – get quote and send for approval	Weds 18 Oct		Y
Week 2 – Preparation phase					
Mon 16 Oct	Newsletter to be issued to FPA for approval	» Comments to be returned for updating prior to issuing to LAHC	Weds 16 Oct	EC	Y
Tues 17 Oct	Draft media release to be issued for approval	» Wise McBaron to oversee details	Fri 20 Oct	WM	WIP
Tues 17 Oct	Website to be issued for approval	» Website to go live Tues 21 Nov	Fri 20	EC	Y

Ivanhoe Implementation Plan – 14 December					
Tues 17 Oct	Draft letter for Ivanhoe residents & issue to FPA for approval	» To inform of engagement activities	Tues 17 Oct	EC	Y
Tues 17 Oct	Ivanhoe residents letter to be issued to FPA for approval	» To notify of engagement activities	Tues 17 Oct		Y
Week 3 – Preparation Phase					
Mon 23 Oct	Workshop agenda and approach to be considered	» To be used in all workshops,	Fri 27 Oct	EC	Y
Tues 24 Oct	Meeting with FPA & LAHC	» Provide Comments on: > Website > Newsletter > Residents letter			Y
Weds 25 Oct	Collateral - Updates following meeting	» Newsletter » Residents Letter » Draft Action Plan	Weds 25 Oct	EC	Y
Thurs 26 Oct	Website update & refresh	» Following meeting	Tues 31	EC	Y
Thurs 26 Oct	Dates and venues to be approved	» MGSM for Workshop » Dunmore Lang for CIFS and Residents afternoon tea	*Fri 27 Oct	FPA	Y
Fri 27 Oct	Information (CIFS) Boards to be drafted and designed	» For CIFS	Fri 3 Nov	EC	Y
Week 4 - 6 Preparation Phase					
	Collateral prepared » Website » Newsletter » Fact sheet » Stakeholder invite » Information session display » Workshop presentations » Advertisements » Workshop agenda and feedback form » Information session	»		EC FPA LAHC	Y

Ivanhoe Implementation Plan – 14 December					
	feedback form				
Week 6	**Engagement Phase**				
Friday 17 Nov 2.00 pm	Sign off by LAHC of all collateral and Minsters Office go ahead.			LAHC	
Friday 17 November CoB	Confirm venues			EC	
Week 7	**Engagement Phase**				
Tuesday 21 Nov	Finalise: » Newsletter (& send to printers » Residents invite » Advertisements (& place) » Invite list and invitation to workshop » Venue bookings » Catering for residents afternoon tea » CIFs boards		Weds 22 Nov	EC	
Thurs 23 Nov (following local member briefing on 22/11)	» Website 'go live' » Issue Workshop invitations » Distribute Newsletter			EC	
Thurs 23 Nov	Residents letter – mail out			LAHC	
Week 8 – Engagement phase					
Mon 27 Nov	Follow up workshop RSVPs			EC	
Weds 29 Nov	Newspaper ads appear				
Weds 29 Nov	Community information & feedback session 5-8pm	Dunmore Lang conference centre		EC	
Week 9 – Engagement phase					
Tuesday 05 Dec	Business and Education	MGSM Conference Centre		EC	

Ivanhoe Implementation Plan – 14 December					
	Stakeholders workshop Peak Social Service & Community Service Providers workshop				
Weds 06 Dec	Former and current Ivanhoe Residents Afternoon Tea	Dunmore Lang conference centre			
Weds 06 Dec	Community information & feedback session 5-8pm	Dunmore Lang conference centre			
Week 10 – Reporting					
Mon 11 Dec	Compiling & analysing feedback Draft report due		Thurs 14 Dec	EC	

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Appendices

A SEARS document

B Stakeholder analysis and contacts

C FAQs

APPOINTMENT AND FINANCIALS

How did the consortium get selected for this project?
Following a competitive tender process run by the NSW Government, which owns the Ivanhoe Estate site, the consortium, including Frasers Property Australia, Citta Property Group and Mission Australia, was appointed under a project delivery agreement (PDA).

How much is the financial investment from the consortium for this project? If this is a PDA, do we pay for the development costs?
The consortium is engaged by the NSW Government's Land and Housing Corporation (LAHC) to provide development services and construction delivery of the project over approximately 12 years. The land remains in LAHC's ownership during development. The project will have an end value of approximately $2.2 billion, comprising all developed properties on the site and including social housing.

What proportionate share of the estimated end value to the development partners get?
The development partners will fund the urban renewal and be entitled to a development fee earned from LAHC under the PDA. This fee is commercial in confidence.

How long is this project expected to take from start to completion?
The urban renewal will be staged over the next 12 years, subject to planning and development approvals. A masterplan for the site will be lodged in early 2018.

GENERAL

What's the current status of the project?
The consortium has signed a Project Delivery Agreement with the NSW Government's Land and Housing Corporation (LAHC) to deliver the Ivanhoe Estate project.

The Consortium will lodge a masterplan for the site to the NSW Government for approval.

What's the overall timeline? When will the community be finished?
This depends on planning and development approvals. Ivanhoe Estate is a long term 12-year project.

What's in the masterplan?
The masterplan will set out the number and mix of market, affordable and social dwellings as well as the proposed mix of community services, amenities and retail uses.

It is anticipated the masterplan will include aged care, health and medical services, independent seniors living, retail and community facilities, green spaces, early learning centres and a school.

What's the difference between market, affordable and social housing dwellings?
Market dwellings will be available for purchase by the public under strata title.

Affordable housing refers to dwellings that will be owned by an institutional investor and be offered for rent to residents who qualify for affordable rental housing under the NSW Affordable Housing Guidelines, such as key workers.

The NSW Government will retain title to all social housing dwellings delivered at Ivanhoe Estate. The dwellings will be managed on behalf of government by Mission Australia Housing (MAH) in accordance with NSW guidelines on social and affordable housing management, operation and allocation. The Housing Pathways system (the NSW Government social housing waiting list) will also be utilised.

Can everyone, including those not living in the new community, use all the facilities?
Yes. Ivanhoe Estate is an innovative and forward-looking development based on world's best practice urban planning principles to foster social inclusion. It will be a welcoming and connected community where everyone is encouraged to interact, enjoy the outdoor spaces, visit the shops and take advantage of the range of amenities.

Will there be a community consultation process and what will that involve?
There will be a comprehensive community consultation process undertaken as part of the project where everyone will have an opportunity to provide their feedback on the masterplan.

Will the City of Ryde Council have a say in what's built?
Local council is a very important stakeholder in this urban renewal project and we will work closely with them, from masterplan approval through to construction and operation.

There will be a comprehensive community consultation process undertaken as part of the project where everyone will have an opportunity to provide their feedback on the masterplan.

Can the local area handle an influx of several thousand extra people?
This area of North Ryde has been identified as an Urban Activation Zone, which means it has the capacity to be home to more people and has the access to adequate transport, social infrastructure and jobs to welcome new residents.

There is high demand for quality social and affordable housing in the area, and NSW more broadly, and this site is critical to the provision of housing for those in need.

How many people will live in the community?
The urban renewal of Ivanhoe Estate will optimise a public asset to provide homes for thousands of people. The number of people occupying the market, affordable and social dwellings will obviously vary.

[If pushed] Based on an approximation of two people per home, the number of residents living in the completed community might be in the realm of 6,000.

What will you do to manage the extra traffic?
The masterplan is consistent with the objectives and terms of the Priority Precinct program and will include upgrades to local roads, new intersections, improved pedestrian and cycling links, upgrades to local infrastructure and traffic management solutions to enable the influx of new residents.

What about the residents in neighbouring streets – will they get a say?
There will be a comprehensive community consultation process undertaken as part of the project where everyone will have an opportunity to provide their feedback on the masterplan.

Ivanhoe will transform a closed-off site into a vibrant, connected and welcoming new community with a range of services, open spaces and amenities for everyone to access.

What will you do about parking?
The community will include a mix of on-street and off-street parking to meet demand. It will be a connected and permeable community so people can move easily throughout, with convenient links to public transport.

How much will the homes available to the open market cost?
The project is still in the planning process so it's too early to provide pricing estimates. Prices will be determined by the market at the time when the homes become available.

Do you think people will want to buy into a community full of social housing?
Ivanhoe Estate will be a community incorporating a mix of market, affordable and social housing based on world's best practice urban planning principles. It will provide a full range of community amenities and open spaces in a connected location near transport, shopping and jobs.

It will be unlike any other project incorporating social housing in Australia. We are confident that when people see what is being delivered, that the strength of enquiry for the market dwellings will be strong.

Why does Ivanhoe represent a different approach to social housing?
Ivanhoe represents a new, positive model for an inclusive and integrated mixed tenure community that houses people from varied socio-economic backgrounds.

Everyone deserves a safe place to call home and everyone who lives in the new community will have the opportunity to fulfil their potential, connect with people in the neighbourhood, and have easy access to education, transport, jobs and services in the area.

All social housing residents will have access to Mission Australia's Tailored Support Coordination service to connect them with local services, education, training and employment opportunities.

What social services will be provided?
As part of the project, dedicated funding generated through the redevelopment will be reinvested in social outcomes over 20 years. Mission Australia will coordinate a comprehensive suite of tailored, person-centred support and services for social housing residents who elect to access them.

This approach will enhance social housing residents' capacity to achieve safety, stability and independence through employment, helping people to progress to alternative housing options.

Who's taking on the risk with the project? If no-one buys the homes, will it be a waste of taxpayers' money?
As the appointed developers, it is up to Frasers Property Australia and Citta Property Group to deliver a community that will attract buyers to the market dwellings. Under the PDA, the NSW Government requires a minimum of 950 social housing dwellings to be delivered on the site.

The sale of the market dwellings is what is enabling the social and affordable housing components to be delivered. The NSW Government is not required to contribute funds to the development.

What did the consortium pay for the site?
The land is owned by the NSW Government and will remain so during development. The consortium has signed a PDA with the NSW Government to deliver social, affordable and private housing dwellings and other public and community amenities on the Ivanhoe Estate site.

What is Mission Australia's role and who's paying for it?
As part of the consortium, MAH will oversee the tenancy and property management of the social housing for LAHC. Mission Australia will deliver a full range of tailored support coordination for social housing residents and community development services to those living in the community.

The social housing rent will fund MAH's provision of tenancy management and the development will fund Mission Australia's tailored support coordination and community development services, in accordance with the PDA, for a period of 20 years.

How many people are living on the site now and what's going to happen to them?
[refer question to LAHC]

There are currently around 70 people living on the site.

Tenant relocations have been underway since January 2016 and will be completed in early 2018. Department of Family and Community Services (FACS) staff are working closely with residents to ensure relocations occur in a sensitive manner.

Residents have the right to return to Ivanhoe Estate when the social housing part of the redevelopment is completed.

Who gets the profit from the development? What's the breakdown?
The NSW Government owns the Ivanhoe Estate site. The Government ran a competitive tender to deliver development services on the site and the developers will receive a fee for the provision of those services. The fee is commercial in confidence.

The sale of the market dwellings is what will enable the creation of the social housing component of the development.

One social housing project that consortium partners Frasers Property and Citta have worked on in the past is Carlton in Melbourne. This has been criticised as a failure in social housing. Why have you been chosen to develop Ivanhoe? What are you going to do differently?
At Carlton, Frasers Property and Citta have delivered 246 public housing units as well as over 650 private dwellings to date. We understand the need to fund ongoing social services for developments incorporating social housing.

Mission Australia was not involved in the Carlton project.

At Ivanhoe Estate, dedicated funding generated through the redevelopment will be reinvested in social outcomes over 20 years. Mission Australia will coordinate a comprehensive suite of tailored, person-centred supports and services for social housing residents who elect to access them.

What's the plan following the project's announcement?
A masterplan for the site will be lodged with the NSW DPE in early 2018. It will go on public exhibition and everyone will have the opportunity to have their say on what is planned.

In the meantime, we will be refining the vision for the project to ensure Ivanhoe Estate becomes an embedded part of the Macquarie Park precinct.

We will continue to develop plans to ensure the identified social outcomes of the project will be achieved. We will also be engaging with the relevant authorities, the education and business communities, and other key stakeholders.

The Minister for Planning will be the approval authority for the development after the masterplan is assessed by the DPE.

D Engagement Geographical Area

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