



Western Residential Precinct of Potts Hill Development

Strategic Social Plan

Project Application Report

Prepared for

Landcom and Sydney Water Corporation

By

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1 Introduction

The proposed Potts Hill project is a strategic development for the NSW government as Sydney Water has identified that part of this site is surplus to its operational needs. As a result, the site has the capacity to accommodate several key State government agencies/utilities while also providing centrally-located land suitable for residential development in Sydney's West Central subregion.¹

The project is being determined by the NSW Department of Planning under Part 3A of the Environmental Planning and Assessment Act with an Environmental Assessment, including a Social Impact Assessment (see Heather Nesbitt Planning, June 2008) previously assessed by the Department.

This Strategic Social Plan (SSP) is an update of the SSP prepared for the Concept Plan Application MP07_0099 and includes consideration of the project's Statement of Commitments. Commitments for this Project Application in addition to those agreed to during the Concept Plan are proposed. This approach is consistent with Landcom's SSP approach which requires an on-going detailed assessment of housing and community infrastructure requirements needed to support social sustainability throughout the planning and delivery process.

In particular the project brief requires the *Potts Hill SSP* to identify;²

- Specific actions required – and timing, responsibility and funding – to achieve social sustainability
- Synergies with other planning processes including Section 94 planning and project delivery agreements
- Housing initiatives required including implementation approaches
- New community infrastructure that residents of the new development will require
- Enhancements to existing community infrastructure in the area that will be needed
- Opportunities for providing housing, facilities and services in a way which integrate residential and mixed-use areas, particularly the new with the existing.

This SSP has been informed by previous social sustainability studies including the *Potts Hill Social Due Diligence Report 2006* (Community Dimensions and Heather Nesbitt Planning); and *Potts Hill Social Impact Assessment 2008* (Heather Nesbitt Planning). Given the extensive data and analysis provided in these reports, the SSP

¹ The subregion is defined in the *Sydney Metropolitan Strategy* prepared by the NSW Department of Planning in 2005. The West Central subregion covers Auburn, Parramatta, Bankstown, Fairfield and Holroyd LGAs.

² See *Potts Hill Strategic Social Plan Brief*, December 2008

seeks to provide a concise and updated assessment of the social sustainability requirements for the project. For more detailed background on the social sustainability information and issues for the Potts Hill project, reference should be made to these earlier reports.

2 Social Sustainability Objectives

The following social sustainability objectives for the project were identified in the *Potts Hill SIA*. They have been further discussed with agencies/organisations consulted for this *Strategic Social Plan (SSP)* and are considered to be appropriate and relevant to achieving social sustainability for the Potts Hill project.

The Potts Hill project will be socially sustainable by supporting the provision of:

- A healthy and inclusive community
- Expanded/upgraded community infrastructure
- Improved local resident work skills
- Housing mix
- Public and active transport provision and linkages
- Existing valued community assets
- Community engagement

These objectives have been used to inform the planning principles for the Potts Hill project plan as highlighted in Figure 1 below.

Western Residential Precinct of the Potts Hill Development Strategic Social Plan- Project Application Report



POTTS HILL RESIDENTIAL ESTATE URBAN DESIGN PRINCIPLES

November 12, 2009 Prepared for LANDCOM

0m 25 50 75 100 150m
Scale 1:2000 @ A1 (1:4000 @ A3)

Drawing no U0253 Issue: D

Figure 1: Potts Hill Planning Principles

3 Updated Project Description

3.1 Proposed Development and Expected Population

As with many major projects, the Potts Hill Concept Plan has continued to evolve since the preparation of the Social Impact Assessment report (Heather Nesbitt Planning, June 2008). Changes which impact on the social profile of the project are outlined below:

- Total residential dwellings for the project have been capped by the NSW Department of Planning at 450 dwellings. The project plan comprises a range of dwelling types as shown in Table 1. This product mix provides for increased diversity of dwellings types which is consistent with the recommendations of the SIA.

Table 1: Dwelling Mix in Western Residential Precinct Potts Hill

Dwelling Type	No. of Dwellings	% of Total Dwellings
Detached	165	37
Duplex	32	7
Manor Home	11	2
Attached terrace/townhouse	31	7
Apartment/medium density	211	47
Total	450	100

- An indicative total population and age profile of the project has been prepared based on this projected dwelling profile. As shown in Table 2, the population is expected to total some 1,250 persons with the age profile slightly different to that of the Local Area and Bankstown City. Based on the above dwelling mix and with no specific policies to provide housing specifically for older residents (i.e. development of a retirement village/residential aged care facility as recommended in Section 5.2.1), compared to the surrounding Local Area, the Potts Hill project is expected to have:
 - lower proportion of children aged under 18 years due to the more mixed household profile expected as a result of units being developed
 - higher proportion of 26–34 year olds some of whom may be first home buyers
 - higher proportion of 35-44 year olds with these being family households and typical home buyers in new developments
 - lower proportion of older persons aged 65 years and over with this consistent with other new developments. However some may be attracted to the development as part of extended family households typical to the social profile of the Local Area.
- It is also likely that many incoming residents will be from culturally and linguistically diverse backgrounds (including Lebanon, China, Vietnam, Sri Lanka and

Philippines); have a slightly higher median household income than the Local Area; be primarily couples with children and extended families; with a significant proportion of rental households.

- As shown in Appendix 1, demographic profiles of Botanica (two kilometres north of Potts Hill); Wattle Grove (15 kilometres south-west of Potts Hill) and North Bankstown have been researched and compared to that of the Local Area and Bankstown City to inform the indicative Potts Hill profile shown in Table 2 below. The profile is based on an estimated occupancy rate of 3.2 persons per dwelling for houses and 2.3 persons per dwelling for units. The occupancy rate for units is low compared to that at North Bankstown (2.7 persons per unit) but it is considered that the Potts Hill project may have a higher owner occupier/home purchaser profile than North Bankstown and therefore potentially a lower occupancy rate. However, this may be variable and will need to be carefully monitored to determine the resultant population for the development.
- Although not part of this project application, Landcom is also investigating the potential for development of a small number of group homes on Sydney Water land off Bagdad Street. The site is reasonably well-located for this type of housing and is within walking distance of a range of services for residents. The site is highly accessible for visitors (walking distance to Birrong and Regents Park railway station and several bus routes) and is consistent with the residential character of the surrounding area.

Table 2: Indicative Age Profile of Western Residential Precinct Potts Hill

Age Group	Potts Hill Project – Houses (3.2 persons)	Potts Hill Project – Units (2.3 persons)	Total Potts Hill	Surrounding Local Area %	Bankstown City (LGA) %	Sydney Statistical Division %
0-4 years	53 (7%)	33 (7%)	86 (7%)	7.2	7.5	6.6
5-11 years	69 (9%)	39 (8%)	108 (8.6%)	10.3	10.1	9.1
12-17 years	61 (8%)	29 (6%)	90 (7.2%)	8.5	8.7	7.9
18-25 years	99 (13%)	53 (11%)	152 (12.2%)	11.2	11.1	11.4
26-34 years	115 (15%)	97 (20%)	212 (17%)	11.2	12.1	13.8
35-44 years	115 (15%)	87 (18%)	202 (16.2%)	14.3	13.9	15.3
45-54 years	99 (13%)	73 (15%)	172 (13.8%)	13.5	12.9	13.5
55-64 years	76 (10%)	33 (7%)	109 (8.8%)	9.3	9.7	10.2
65-74 years	39 (5%)	18 (4%)	57 (4.6%)	6.5	6.7	6.2
75+ years	39 (5%)	23 (5%)	62 (5%)	7.8	7.3	6.1
Total	765	485	1250	100	100	100

- The employment area (business park) has been taken up by State government agencies/utilities including a new office complex for Sydney Water; and sale to Transgrid for a switching facility. NSW Police and Energy Australia have expressed interest in securing two sites in the business park. Due to the type of agencies locating in the employment area, much of the site will be inaccessible to the general public with controlled access off Brunker Road. This is consistent with the current security arrangements for the Sydney Water site. However, to improve transport access for employees, it is considered that Sydney Water employees should have pedestrian access to/from their workplaces through the main Sydney Water reservoir site. This will provide more direct access to Regents Park and Birrong Railway stations, shopping areas and also existing and proposed residential areas. The project plan incorporates a pedestrian link through the western residential precinct to the Sydney Water retained lands for Sydney Water staff. The total number of employees in the employment area is expected to remain at some 850 persons.
- The amount of public open space on the site is 5.25 hectares and is comprised of Canal Park (1.41 hectares), Brunker Road Park (2.78 hectares) and Cooper Road Park (0.82 hectares). The size and amount of the proposed public open space is consistent with best practice providing parks over 3000sqm and at a rate of 4.2 hectares per 1000 residents. All residential development is within 400 metres barrier-free walking distance to public open space (proposed multiunit housing is adjoining/opposite public open space) and all parks are primarily bounded by local roads (providing casual surveillance). Additional measures to improve public safety in parks have also been initiated as part of the park concept designs (see Section 5.1.1).
- High speed broadband access and mobile phone coverage is to be made available to all dwellings and employment uses.

3.2 Project Statement of Commitments

The Preferred Project Report Statement of Commitments of the Concept Plan Approval recommends the following requirements to improve the social sustainability of the project. These are reviewed as part of this report (see Section 5.1) and currently are;

- Dedication to Bankstown City Council of public open space land at no cost to Council in lieu of S94 Contributions for open space acquisition
- Embellishment of public open space land at no cost to Council in lieu of S94 contributions for open space embellishment. Works to be to the satisfaction of Council.
- Rehabilitation works to south-west bushland area to appropriate standard to be confirmed with BCC in lieu of S94 contributions for bushland and biodiversity projects.
- Provision of a combined cycleway/pedestrian path on the northern side of Brunker Road between Cooper Road and Graf Avenue to an appropriate standard to be determined in conjunction with BCC.
- Provision of footpath on the eastern side of Cooper Road from Brunker Road to the Freight Line to an appropriate standard to be determined in conjunction with BCC.
- Contribution towards the upgrading of community centres in accordance with BCC's Section 94 Contribution Plan 2002

- Contribution towards the upgrading of library in accordance with BCC's Section 94 Contribution Plan 2002
- A Strategic Social Plan (SSP) will be prepared to determine the appropriate level of social infrastructure and funding sources (in addition to or in lieu of related Section 94 contributions)
- Community infrastructure requirements to be determined upon completion of the SSP
- Contribution towards the upgrading of Urban Villages and CBD in accordance with BCC's Section 94 Contributions Plan 2002

4 Changed Social Policy Context

Since the SIA was prepared in June 2008, some aspects of the social policy context for the Potts Hill project have changed. This is evident for many major projects, which given their long development timeframes, need to be flexible to respond to new opportunities and contexts. This section outlines specific government policies which have the potential to respond to the social impacts identified in the initial SIA.

4.1 Government Programs and Funding

Both the Federal and State governments have announced programs which have the potential for flow-on projects which will assist in addressing potential social impacts identified in the Potts Hill SIA. These are;

- **Infrastructure State Environmental Planning Policy (SEPP)** – introduced in January 2008, this SEPP allows for social housing providers to develop multiunit housing and residential flats in accessible locations without the need for rezoning. The SEPP allows for this to occur on all land within 800 metres of all rail stations in the Sydney region. Also car-parking is not required to be provided for these developments.
- **Affordable Rental Housing SEPP** – introduced in late 2009, this SEPP provides for a range of rental housing products which can be provided in residential zones. This includes multiunit affordable rental and home purchase housing; and attached and detached secondary dwellings on single lots (i.e. granny flats). The Potts Hill site provides the opportunity for both of these housing types to be developed.
- **Building the Education Revolution** – the Federal government announced a \$14.7 billion capital funding program for all schools to provide new facilities and maintenance works. This is in addition to NSW's existing public school maintenance program and Principal's Priority Building Program. Priority is being given to permanent classrooms, school halls/libraries and refurbishment works.

As outlined in the Potts Hill SIA, there is a strong need to upgrade local school buildings and facilities particularly at Birrong Public School which has undersized playground facilities; some dated school buildings and several demountables. Birrong Outside School Hours Care (located in the school hall) has also been extended from only afternoons/holidays to include mornings due to increasing demand. Birrong PS also operates a *Kids to Kinder* program each Friday in the school hall assisting in addressing the need for preschool facilities in the Local Area.

Student numbers at all schools surrounding the site have increased/remained high since 2005. Through continued liaison with the Department of Education and local public schools, it is anticipated that existing school facilities surrounding Potts Hill will be upgraded through these capital programs benefiting both the new incoming residents and existing residents in the area. Landcom has been meeting regularly with the School Education Director, South Western Sydney Region and local public schools to address issues identified in the SIA and also progress project initiatives identified in this report (see Section 5).

4.2 Bankstown City Council Policies and Plans

Bankstown City Council's *Section 94A Development Contributions Plan 2009* replaces a series of previous Section 94 Contribution Plans many of which are relevant to the Potts Hill project. It also reflects recent changes to the Environmental Planning and Assessment Act 2008 focussed on development levies. The adopted plan provides for a 1% levy on all development applications and applications for complying development certificates outside the CBD over \$200,000.

The plan will fund the following works relevant to the Potts Hill development:

- Upgrading of Birrong shopping centre through a Town Centre Improvement Plan (TCIP) estimated at around \$375,000
- Upgrading Yagoona Multipurpose Centre estimated at \$500,000
- Upgrading library facilities throughout the LGA including additional library resources estimated at \$75,000 per annum
- Upgrading Gazzard Park at Yagoona and others
- Additional bikeways/pedestrian facilities to improve accessibility

The works identified above are relatively consistent with that already required through existing contribution plans (see Section 3.2) although the amount payable may differ. As identified earlier, the SIA recommends additional funding for works/programs to address specific social issues relevant to the Potts Hill project.

5 Implementation Issues and Opportunities

Given the changes to the project outlined in Sections 3 and 4 of this report, together with the recommendations of the SIA and SDD reports, this section provides an implementation plan to address social sustainability issues for the project. The plan is divided into two sections – Section 94 contributions (Section 5.1) and Social Plan recommendations (Section 5.2). Each section includes specific requirements and actions relevant to the funding source.

Section 5.3 brings together both components together to form the Potts Hill Strategic Social Plan and recommendations for the Draft Statement of Commitments for Potts Hill.

5.1 Section 94 Contributions

Given the issues identified in Sections 3.2 and 4.2 of this report, the following Section 94 contributions are recommended:

- Dedication to Bankstown City Council of public open space land at no cost to Council in lieu of S94A Contributions for open space acquisition
- Embellishment of public open space land at no cost to Council in lieu of S94A contributions for open space embellishment. Works to be to the satisfaction of Council and reflect the recommendations of the Strategic Social Plan (see Section 5.1.1).
- Provision of a combined cycleway/pedestrian path on the northern side of Brunner Road between Cooper Road and Graf Avenue including safe crossings of Brunner Road to an appropriate standard to be determined in conjunction with BCC.
- Provision of footpath on the eastern side of Cooper Road from Brunner Road to the Freight Line including safe crossings of Cooper Road to an appropriate standard to be determined in conjunction with BCC.
- Provision of footpath on Bagdad Street to Auburn Road to an appropriate standard to be determined in conjunction with BCC.
- Provision of additional traffic management works on Cooper Road at Birrong Girls and Birrong Boys High Schools to an appropriate standard to be determined in conjunction with BCC as part of the Travel Plan Programs for these schools
- Contribution towards the upgrading of Yagoona Multipurpose Centre in accordance with BCC's Section 94A Contribution Plan 2009
- Contribution towards the upgrading of libraries/library resources in accordance with BCC's Section 94A Contribution Plan 2009
- Contribution towards the upgrading of Birrong Shopping Centre in accordance with BCC's Section 94A Contributions Plan 2009

5.1.1 Open Space and Public Art

Three public parks are proposed in the Potts Hill project. As there are already several existing small parks in the established surrounding area with playgrounds suitable for

preschool children, the design of the new proposed parks provides for uniqueness, identity and diversity.

Also opportunities for the larger proposed parks to provide for small community events and any playgroups/parents groups have been considered. These activities will be funded initially through the proposed Community Development and Welcome Program (see Section 5.2.2).

Following discussions with Council officers, local public schools and adjoining residents; review of relevant Council policies; and research on best practice open space principles (see *Landcom Open Space Design Guidelines 2008*) the following requirements for these parks are recommended:

- **Brunker Road Park** (2.78 hectares) – this main park will provide an important facility for both existing and new residents. It also incorporates significant threatened species vegetation. With direct pedestrian access of Brunker and Cooper Roads, this park will be multifunctional providing a range of activities for children, youth, older people and families. The steepness of the site has been managed carefully to ensure that flat areas are provided where possible for easy access and useability. This park will include;
 - Playground with equipment and shade covers suitable for primary and high school aged children
 - Equipment within the playground suitable for children with a disability
 - BBQs and picnic facilities suitable for family groups
 - Pedestrian/bicycle paths linking to Brunker Road and Cooper Road including safe road crossings/links where appropriate
 - Informal seating along paths and for parent/carers overlooking the playgrounds
 - Fitness equipment for informal use by users
 - Circular concrete bicycle/pedestrian path within/edging the park for children learning to cycle/others for walking for fitness
 - Public art works to be designed as a Local Youth Project encouraging ownership and belonging for new/existing youth.
- **Canal Park** (1.41 hectares) – this park provides an important biodiversity link to existing tree stands in the project while also providing a significant open space area for proposed residential units. This park will include;
 - Appropriately located flat space within the park for small community events with access to a large covered shelter
 - Playground with equipment including shade covers suitable for preschool aged children
 - BBQs and picnic facilities suitable for family groups
 - Space for a community garden which may be used by local residents and school children (proposal currently being developed for consideration by Bankstown City Council)
 - Interpretative public art works which reflect the park's links to the heritage railway siding and biodiversity

- Informal seating along paths and for parent/carers overlooking the playground
- Pedestrian/bicycle paths providing links to the overall bicycle/pedestrian network for the project
- **Cooper Road Park** (0.82 hectares) – this park off Cooper Road is constrained due to its dual use as a detention basin. This park could include;
 - Informal seating along paths
 - Pedestrian/bicycle paths providing a link to Cooper Road and overall bicycle/pedestrian network for the project including safe road crossings/links where appropriate
 - Public art works which celebrate the multicultural community living in the Local Area

All parks are also required to meet Council's relevant policies and standards including accessibility, public safety, lighting, maintenance and crime protection. It is recommended that a consultation program with local users, particularly school aged children and youth, be undertaken to further inform the preliminary design concepts.

Consistent with Landcom's *Public Art Guidelines 2008*, a public art strategy has been prepared for the site (as provided in *Environmental Assessment Report*) and a public art coordinator has been engaged to manage the delivery of community art projects in the proposed parks with an appropriate budget allocated as part of the park embellishment works.

Following review of the park design concepts based on community feedback, it is proposed that the plans will be assessed by Council/Bankstown Police using *Crime Prevention Through Environmental Design* guidelines. All these measures will encourage local ownership of the parks and reduce the potential for vandalism and anti-social behaviour.

It is important to note that the park names used in this report are for planning purposes only with official park names to be provided by Council.

5.1.2 Pedestrian/Bicycle Paths

In addition to the pedestrian/bicycle provision identified in Section 5.1, the following requirements are recommended based on best practice principles identified in Landcom's *Street Design Guidelines 2008* and National Heart Foundation, *Healthy by Design – A planner's guide to environments for active living 2004*. These should be further detailed in a comprehensive Pedestrian/Bicycle Plan for the Potts Hill project and its integration with the surrounding Local Area.

- Priority pedestrian/bicycle routes should be provided to schools, parks, Birrong shopping centre and public transport locations. Bicycle parking facilities should be provided at Birrong shopping centre as part of Council's proposed improvement program.

- Footpaths should provide comfortable passage for people in wheelchairs, people with prams, learner cyclists and people walking comfortably side by side with the following requirements:
 - A minimum of 1.5 metres wide along collector or lower order streets
 - A minimum of 2.5 metres wide along arterial roads and where possible, approach routes to destinations such as schools, parks and shopping precincts
 - Meet AS 1428
- Footpaths should be provided on both sides of all streets within the proposed development
- Pedestrian refuges, dropped curbs, wombat crossings should be provided at key intersections where pedestrian/cycle routes cross streets.
- Roundabouts should be avoided with alternative treatments considered (as per Landcom's *Street Design Guidelines*) to improve pedestrian/bicycle safety.
- On Cooper Road, at both Birrong Girls High School and Birrong Boys High School, additional traffic management measures are required to guarantee pedestrian/cyclist safety and reduce traffic congestion. Given that the main entries/exits for the Potts Hill project are opposite these schools and that existing school traffic is high, further improvements should be funded.

5.2 Social Plan Recommendations

In addition to the Section 94A Contributions, the SIA and Social Due Diligence reports for Potts Hill identify other important requirements to ensure social sustainability. This section provides further detail on these requirements.

5.2.1 Affordable and Appropriate Housing

As highlighted in earlier reports, access to affordable housing for purchase or rental is difficult for many residents living in the Bankstown and Auburn LGAs. Added to this is the Local Area's growing aged population (14.3% population aged 65 years and over) with existing access to appropriate aged housing and care particularly limited. The need to provide a range of affordable and culturally appropriate housing options, including housing and care options for older residents, is important for this project. The achievement of a minimum of 34 dwellings for affordable rental/purchase by moderate income households as per Landcom's moderate income housing policy is recommended for this project plan (i.e. target of 7.5% of housing product to be affordable for moderate income households).

The Western Residential Precinct of Potts Hill has several strategic advantages for the delivery of affordable and appropriate housing given that:

- It is well-located near public transport, services and job opportunities

- The surrounding area already is highly diverse in terms of housing type, tenure and pricing
- Bankstown and Auburn LGAs are identified as high need areas by Housing NSW

As outlined in Section 4.1, recent Federal and State capital funding programs/policies for social housing projects provide opportunities to address these needs. These programs have the potential to provide appropriate and affordable rental housing and home purchase for local residents.

Also the application of Landcom's *Housing Diversity Guide* to provide a range of small lot and attached housing products at Potts Hill will assist in improving housing affordability.³ Opportunities to deliver these varying housing products will also be attractive for community housing providers who are seeking well-located affordable housing sites near public transport for new projects.

The potential for improving housing and care options for older people has also been further researched with the project plan including a 1.4 hectare site in the north western corner of the western precinct suitable for medium density housing (see Figure 2). Based on additional research undertaken, this site would be suitable for a residential aged care facility and/or independent living units consistent with the Seniors Living SEPP. Subject to ensuring that any proposed development addresses local issues related to affordability and appropriate housing/care for the area's culturally and linguistically diverse (CALD) aged residents, this opportunity could improve the provision of appropriate and affordable housing.

It is recommended that;

- Appropriate sites be identified to tender to community housing providers in the Western Residential Precinct at Potts Hill for the provision of affordable rental housing
- Northern medium density site be tendered to registered residential aged care providers for the provision of aged housing
- Depending on the delivery model proposed, Landcom work with home builders to facilitate the provision of some housing products which meet universal housing requirements.

These initiatives together with the dwelling mix proposed in the project plan (as identified in Table 1) will assist in providing more affordable and appropriate housing. As the project progresses, further work will be required to ensure that an appropriate proportion of affordable dwelling price points are achieved.

5.2.2 Community Development and Welcome Program

As part of Landcom's commitment to social sustainability, all new developments of more than 200 lots are funded for a Community Development and Welcome Program.

³ See Landcom, *Housing Diversity Guide*, August 2009 accessed at <http://www.landcom.com.au/whats-new/publications-reports.aspx>



Figure 2: Proposed Dwelling Mix including potential aged housing site on northern boundary

The aim of the program is to help new residents settle into their new areas with Welcome Workers provided to facilitate events and activities to build new friendships and networks. The Community Development and Welcome Program is coordinated by Landcom's Community Development Manager (CDM) and is typically tendered to major community-based organizations working in the local area. This approach assists in supporting local community organizations and developing links between new and existing residents.

For Potts Hill, the program has been costed at \$450,000 for a five year program including a staff person, Welcome Kits and funds for events/activities (based on \$80,000 per annum for staff/resources and \$10,000 per annum for events). Some of

the events/activities are coordinated to provide advertising and promotion of the new development.

The program also typically has a theme/s to direct the program's activities/events and for the Potts Hill project this could be focused on;

- **Bridging Cultures** - this could include multicultural events, supported playgroups and children/youth events.
- **Environmental Sustainability** – this could include heritage/educational tours of the Sydney Water Reservoirs site, sustainable transport information and events with an environmental focus. An additional budget of \$20,000 is recommended to cover the costs of printing/resources for inclusion in the Welcome Kits.

Two other programs have been identified for coordination through the Community Development and Welcome Program. These are the Vocational/Workplace Training Partnership (see Section 5.2.3) and Travel Plan Program (see Section 5.2.4).

5.2.3 Vocational/Workplace Training Partnership

With unemployment in the Bankstown/Auburn LGAs consistently higher than the Sydney average, the need for vocational and workplace training is significant. The Potts Hill project provides the opportunity for training and skills development particularly in the construction sector. Project neighbours, Birrong Boys Hill School and Birrong Girls High School, are particularly interested in developing a training partnership with the project which has advantages for all involved.

Initial meetings have been held with potential partners and the Potts Hill Skills Training Partnership established with the following partners:

- Landcom
- Sydney Water Corporation
- Canterbury Bankstown Careers Connection (CBCC)
- NSW Department of Education and Training, South Western Sydney Region

It is proposed that the partnership be managed by CBCC which is a local non-profit community based training organization funded by both the State and Federal governments. It assists young people aged 13-19 years transition from school to work and/or further education. It is strongly supported in the Bankstown LGA with Birrong Boys and Birrong Girls High Schools using the organisation for all its workplace training while Bankstown City Council and local school principals have permanent positions on the organisation's board. The CBCC provides all the organizational support for workplace training including insurances, parental support and liaison with teachers and trainers. Vocational/workplace training opportunities for the Potts Hill project are likely to cover the construction industry together with other industry sectors as identified.

The Potts Hill Skills Training Partnership will;

- Increase skill levels and employment opportunities for local youth

- Promote local ownership and support for the Potts Hill project by local youth and residents
- Highlight the strong working relationship between government agencies i.e. Department of Education and Training, Sydney Water, Landcom and Department of Education Employment and Workplace Relations
- Support local business growth through improving the skills of the local workforce

The CBCC has provided a short proposal to develop a partnership with the Potts Hill project as provided in Appendix 2.

The partnership would be fully funded by the CBCC through its State and Federal funding with the only costs to the project being the appointment of an internal contact to liaise with the project. It is recommended that this partnership be part of the Community Development and Welcome Program and managed by Landcom's Community Development Manager (CDM). The partnership will be reported on and reviewed annually by Landcom, Sydney Water and their project partners. It will formally cease operation when the Community Development and Welcome Program is completed but the program may continue through established relationships developed by CBCC.

5.2.4 Travel Plan Program

Given that the Potts Hill project is well-located near public transport, it is important to ensure that new residents and employees use these services. As highlighted in the SIA and SSD, car dependency is high in the Local Area, and together with the existing traffic congestion around local schools (particularly on Cooper Road) and resident concerns regarding traffic impacts of the development, the need for mitigation measures to encourage public and active transport use is essential.

Section 5.1.2 identifies capital infrastructure to support active transport (i.e. pedestrian and bicycle facilities) which will be achieved through Section 94a contributions.

To further support this infrastructure, a Travel Plan Program is currently being implemented. Examples of existing plans are provided in Appendix 3 with other resources available through TravelSmart and Premiers Council for Active Living.⁴

Already required by Landcom for schools which are funded for a Walking School Bus, Travel Plans develop and implement actions to encourage safe and effective use of public and active transport. They are typically 'place-based' and can be applied to local residential areas, schools, businesses, employment areas etc. Travel Plans are supported by the Ministry of Transport (MOT) which is able to link plans to annual service reviews of public transport services; liaise with local bus operators and provide other support services. General discussions with the School Education Director South West Sydney Region and local school principals also indicated support for Travel Plans.

⁴ See <http://www.travelsmart.vic.gov.au> and http://www.pcal.nsw.gov.au/planning_and_design_guidelines/resources/key_references

As a result, Landcom is currently working with local schools to deliver a Travel Plan Program. Meetings have been held with School Education Director South West Sydney Region and local school principals to discuss traffic/transport issues and student/parent surveys undertaken.

For the Potts Hill project, the Travel Plan Program will be funded to;

- Prepare and implement Travel Plans for Birrong PS, Regents Park PS, Birrong Girls HS and Birrong Boys HS. This will be undertaken in consultation with the school community, local transport services providers, MOT and BCC. The plans will set objectives and targets to ensure that improvements are achieved and be reported on annually to Landcom, Sydney Water and their project partners.
- Prepare and implement Travel Plans for the western residential precinct and employment component where appropriate. This will be undertaken in consultation with the new and existing residents, local transport services providers, MOT and BCC. The plans will set objectives and targets to ensure that improvements are achieved and be reported on annually to Landcom, Sydney Water and their project partners.

It is recommended that the Travel Plan Program be part of Landcom's Community Development and Welcome Program and be coordinated by Landcom's CDM. This is consistent with the CDM's current role in managing Landcom's Walking School Bus program. Funding would be provided for three years with a part-time project officer to prepare and implement the plans. The Travel Plan Program is costed at \$80,000 per annum (\$50,000 per annum for three days per week with on-costs and resources).

5.2.5 Community Engagement

The Potts Hill project has already implemented an active community engagement program with regular meetings with key stakeholders and distribution of project newsletters to local residents. Community engagement will continue to be important to this project given that the development is located in an established community with potential impacts needing to be carefully monitored and managed. In addition, through continued community engagement, proposed social sustainability programs will be promoted throughout the construction and occupation stages of the development. This is consistent with Landcom's *Community Consultation Handbook*.

It is recommended that;

- The Consultation and Communication Plan for Potts Hill include all stages of the development including construction and final occupation
- Processes for communicating information regarding programs and initiatives identified in the SSP be included in the plan

This should be coordinated by the Project Manager and Landcom's CDM.

5.2.6 Marketing Housing to Culturally Diverse Communities

It is well understood that housing sales and marketing achieve best results from those potential buyers living within reasonable proximity to a development. For the Potts Hill project, the Local and District Areas where a significant proportion of potential buyers are likely to live are some of the most culturally and linguistically diverse communities in Sydney. As highlighted in Section 3.1, the birthplace of potential buyers may include Lebanon, China, Vietnam, Sri Lanka and Philippines with a high proportion also likely to be Australian born but from a culturally diverse background. Religious beliefs and cultural attitudes are likely to be significant and may play a major role in housing choice and purchase.

Both from social sustainability and marketing perspectives, the implementation of a culturally appropriate marketing strategy is essential for the Potts Hill development.

It is recommended that;

- A specific marketing plan be developed for Potts Hill reflecting the linguistic and cultural diversity of potential buyers
- The plan include consideration of culturally appropriate housing finance options; culturally appropriate marketing materials and information; and sales staff representative of the cultural diversity of potential buyers

These initiatives should be included in the marketing budget for the project.

5.3 Strategic Social Plan Summary

As highlighted in Section 3, some recommendations of the Potts Hill SIA and SSD reports have already influenced the concept plan and deliverables for the Potts Hill project. The SSP has further researched the mitigation measures and opportunities identified in these reports and developed an implementation plan and specific actions which will address the social sustainability requirements of the development.

The SSP includes 14 specific actions:

- Five (5) actions are to be funded through Section 94a Contributions (Actions 1-6)
- Two (2) actions require a project contribution of \$710,000 (Actions 7 and 8)
- Four (4) actions are to be funded through existing Federal and State government funding programs (Actions 9-11)
- One (1) action is to be funded through Landcom initiatives for this site (Action 12)
- Two (2) actions are to be funded as direct project costs (Actions 13 and 14).

6 Recommendations

Based on the finding of this report, it is recommended that;

- **The Strategic Social Plan (in particular Table 3) be incorporated into the Potts Hill Project Plan and any subsequent Partner Delivery Agreements undertaken by Landcom/Sydney Water**
- **Additional funding beyond Section 94a contributions totaling \$710,000 be included in the project plan to assist in delivering social sustainability for the Potts Hill project and its surrounding community**

Table 3: Western Residential Precinct Potts Hill Strategic Social Plan

Social Plan Action	Social Sustainability Objective	Timing of Provision	Capital Cost and Source	Project Responsibility	Action Status
1. Contribute towards upgrade of Yagoona Multipurpose Centre	Expanded/upgraded community infrastructure	By 2018	As per Section 94a Contributions Plan	Implementation by BCC	Pending
2. Contribute towards upgrading of local libraries and local resources in Bankstown City	Expanded/upgraded community infrastructure	By 2018	As per Section 94a Contributions Plan	Implementation by BCC	Pending
3. Contribute towards upgrading Birrong Shopping Centre	Expanded/upgraded community infrastructure Valuing existing community assets	By 2018	As per Section 94a Contributions Plan	Implementation by BCC	Pending
4. Dedicate and embellish public open space to BCC as identified	Expanded/upgraded community infrastructure Healthy and inclusive community	As per project staging plan including allowance for crime assessment	As per Section 94a Contributions Plan	Landcom Project Manager	Pending
5. Provide footpaths and cycleways as identified	Healthy and inclusive community Public and active transport	As per project staging plan	As per Section 94a Contributions Plan	Landcom Project Manager	Pedestrian/ Bicycle Plan prepared
6. Prepare plan and fund local traffic management improvements for Birrong Boys and Birrong Girls High Schools	Public and active transport Valuing existing community assets	As per project staging plan	As per Section 94a Contributions Plan	Implementation by BCC	Consultation held and traffic improvements proposed

7. Implement a Community Development and Welcome Program	Healthy and inclusive community Community engagement	On initial occupation for 5 years	\$470,000 Statement of Commitments	Community Development Manager	Pending
8. Implement Travel Plan Program	Public and active transport Healthy and inclusive community	On initial occupation for 3 years	\$240,000 Statement of Commitments	Community Development Manager	Travel Plan Program initiated at local schools
9. Provide affordable housing through community housing providers and residential aged care providers	Housing mix Healthy and inclusive community	By 2018	Potential sites to be tendered to community housing providers/ residential aged care providers Statement of Commitments	Landcom Project Manager/ Manager Policy and Sustainability	Research on potential aged housing development undertaken Further actions pending
10. Implement Vocational/Workplace Training Partnership	Skilled community Healthy and inclusive community	On initial construction	No cost Statement of Commitments	Community Development Manager	Potts Hill Skills Training Partnership initiated
11. Upgrade local public school facilities	Expanded/upgraded community infrastructure	By 2010/2011	Funded by Nation Building and Jobs Plan/ Building the Education Revolution	Representation by Landcom to School Education Director, South Western Sydney Region	Building improvements commenced

12. Provide Affordable Housing Strategy	Housing mix Healthy and inclusive community	As per project staging plan	Statement of Commitments	Landcom Project Manager/ Manager Policy and Sustainability	Housing Diversity Guidelines implemented Further actions pending
13. Review and continue to implement Community Consultation and Communication plan	Community engagement Healthy and inclusive community	Ongoing	Direct project cost Statement of Commitments	Landcom Project Manager	Pending
14. Prepare and implement culturally appropriate Marketing Plan	Healthy and inclusive community	On initial release	Direct project cost Statement of Commitments	Landcom Project Manager/ Manager Marketing	Pending

APPENDICES

Appendix 1: Comparative Existing Development Areas

The existing new areas which have been researched are;

- **Wattle Grove** – located approximately 5 kilometres west of Milperra off the M5 Motorway, Wattle Grove is a relatively new suburb housing 6,620 residents living in 2,102 dwellings. The majority of dwellings are detached housing with an occupancy rate of 3.2 persons for total dwellings. Households have median weekly incomes of \$1,553 with households a mix of families with children (58%), couples without children (23%), one parent families (10%) and lone person households (10%). One in five residents was born in non-English speaking countries primarily from Hong Kong and the Philippines. The majority are home owners/purchasers with one third of dwellings rented. Car dependency for travel to work is high (83%).
- **Botanica** – located on Rookwood Road approximately two kilometres from Potts Hill, this development is primarily comprised of detached and attached houses. Data from the 2006 Census includes a few blocks in Lidcombe and is not fully representative of the Botanica development. Nevertheless, the data highlights that the area houses 1095 residents living in 581 dwellings and is comprised of a mix of detached houses (85%), townhouses (15%) and apartments (1%). The occupancy rate is 3.2 persons for houses with the townhouse occupancy rate at 3 persons per dwelling. The median weekly household income is high (\$1,160) with a high proportion of families with children households (60%) and a lower proportion of couples with no children (21%). More than half (52%) of residents are from culturally and linguistically diverse backgrounds primarily from Vietnam, Philippines, Sri Lanka, China and Korea. Also a significant proportion of residents are Muslim (14%) or Buddhist (9%). Although the majority (68%) of dwellings are owned/being purchased, almost one in four (27%) are rented. Car dependency for travel to work is not as high as many other suburbs in Sydney (59%) with bus and train transport within walking distance.
- **North Bankstown** – this area has a large concentration of recent multiunit housing whose residents may have a demographic profile similar to those buying multiunit housing in Potts Hill. Data from the 2006 Census (CCD 13416091 bounded by Chapel Road, Rickard Road, Health Street and Jacobs Street) has been analysed with the following outcomes. The area is predominately three storey units (69%) with 90% of dwellings multiunit housing. The average occupancy rate is 2.8 persons per dwelling with the apartment occupancy rate at 2.7 persons. The median weekly household income is low (\$727) but slightly higher than for Bankstown (\$629). Families with children dominate the household profile (57%) with single person households (19%) and couples with no children (18%) also significant. Almost two in three residents (64%) are from culturally and linguistically diverse backgrounds primarily from Lebanon, China and Vietnam. Also a significant proportion of residents are Muslim (29%) or Buddhist (7%). The majority (55%) of dwellings are rented with 43% are owner occupied/being purchased. Car dependency for travel to work is not as high as many other suburbs in Sydney (56%) with bus and train transport within walking distance.

Table 1A: Age Profile of Comparative Suburbs, 2006 ABS Census

Age Group	Botanica %	Wattle Grove %	North Bankstown %	Bankstown LGA %	Sydney SD %
0-4 years	6.5	9.9	12.6	8.2	6.6
5-11 years	8.2	15.1	9.7	11.8	9.1
12-17 years	7.5	9.3	4.9	9.3	7.9
18-24 years	14.1	8.9	13.0	9.9	9.9
25-34 years	13.6	16.2	22.6	15.1	15.3
35-44 years	15.5	19.4	15.3	16.0	15.3
45-54 years	13.4	11.9	8.7	12.7	13.5
55-64 years	10.4	5.3	6.6	8.6	10.2
65-74 years	5.0	2.6	3.5	4.9	6.2
75+ years	5.7	1.4	2.9	3.4	6.1
Total	100	100	100	100	100

Appendix 2: Canterbury/Bankstown Career Connections Proposal



An Australian Government Initiative



2007 Winner
Outstanding Event
Experience



**Canterbury Bankstown
Career Connections**

Suite 3/ 11-15 Cahors Road
Padstow 2211

Phone: (02) 9773 4933
Fax: (02) 9773 4833

Nicole Woodrow
Project Manager
LANDCOM

Expression of Interest – Potts Hill Project

Canterbury Bankstown Career Connections (CBCC) is a multi award winning not for profit Local Community Partnership (LCP) funded by the Department of Education, Employment and Workplace Relations (DEEWR) and the NSW Department of Education. (DET).

Over the past four years CBCC has established relationships within the local government, catholic and Independent schools where we have built relationships with Principals, Deputy Principals, Vocational Education and Training Co ordinators and Career Advisors in Schools as well as executive personnel from within the education departments. Our organisation provides a range of services which bring together industry and young people in our community to help young people achieve a successful transition through school and from school to further education, training or employment.

Part of our role is to provide each student undertaking a Vocational Education and Training course (VET) as part of their Higher School Certificate with a mandatory 75 hours of workplacement in the course specific industry. These courses are taught by qualified and experienced teachers many of who have worked within the trade and now teach these young people within school or TAFE.

Our organisation establishes links with Government and industry through networking, advertising, telephone canvassing who have suitable projects underway where students can be linked with the organisations conducting the placements and work alongside industry professionals to obtain 'hands on' experience. Our role is to connect and co ordinate the projects where individual students or on occasions the teacher and group of students could be transported at our organisations expense or through the use of the schools transport to the worksite at a scheduled day of the week that suited the needs of the organisation. This could involve as little as a few hours to as much as fulltime dependent upon your needs. The project is entirely funded by the State and Federal Government and there is no charge to the individual host employers, other government, non government agencies or the school or students. All students who participate in the projects are fully insured by their respective school education bodies or where appropriate the LCP.

*Western Residential Precinct of the Potts Hill Development
Strategic Social Plan- Project Application Report*

We would appreciate the opportunity to provide further information to your organisation about our Local Community Partnership and how we may work with Landcom to facilitate community interest and support through a community based workplacement and Adopt a School Project. I understand that the two key schools in the region have recommended our organisation to Heather Nesbitt and are keen to be involved in such an initiative as part of the Potts Hill Project. Should you require any further information please do not hesitate to contact me.

Yours faithfully

Deb Simonds
Chief Executive Officer

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Appendix 3: Travel Plan for Northern Beaches Health Service



Northern Beaches Health Service Workplace Travel Plan 2009 – 2012

A NSCCH Health Promotion initiative



Introduction

Active transport is recognised as an essential element of sustainable transport systems in the world's most liveable cities. The available evidence indicates that active transport – such as walking, cycling and public transport – has a number of interrelated benefits including:

- improved health of individuals;
- reduced traffic congestion, noise and air pollution caused by cars; and
- improved sociability within communities.

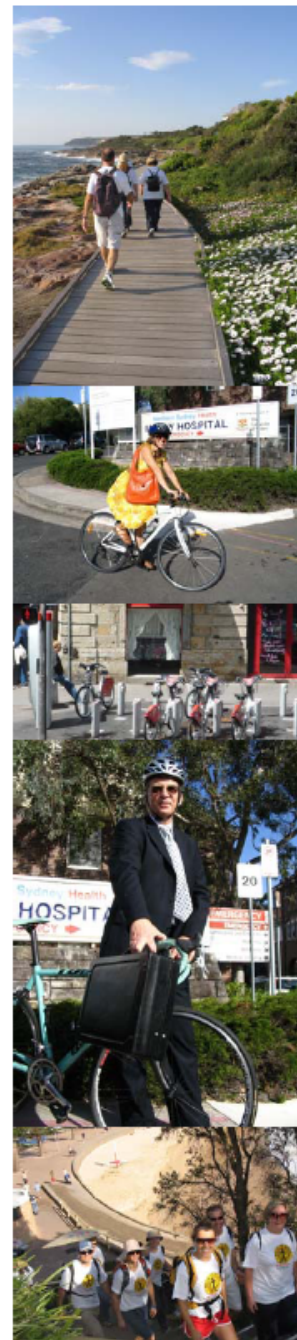
The *Go Active 2 Work* project focuses on active transport as a means of improving the health and wellbeing of staff within the Northern Sydney Central Coast Area Health Service. Intended outcomes of *Go Active 2 Work*, which is being piloted within the Northern Beaches Health Service (NBHS), include:

- Decreased car dependency and its impact on the environment; and
- Increased incidental physical activity of staff.

These outcomes are consistent with the larger goals set by the *NSW State Plan (2006)* in the areas of Healthy Communities (S3); High Quality Transport System (S6); Practical Environmental Solutions (E3); and Improved Urban Environments (E8). *Go Active 2 Work* demonstrates leadership in these areas, and it is also directly aligned with the *NSW Health Healthy Workforce Policy (2008)*.

The planned hospital development at Frenchs Forest provides further opportunity for NBHS to demonstrate leadership, especially in relation to the NSW Government's 2008 Sustainability Policy commitment of making its institutions carbon neutral by 2020

This document, the *NBHS Workplace Travel Plan* is a component of *Go Active 2 Work*. It is based on the results of site audits (at Manly and Mona Vale hospitals) and a survey of the travel habits and attitudes of 578 NBHS staff.



Workplace travel audit and staff survey

Workplace audits were undertaken at both Manly Hospital and Mona Vale Hospital on 8 November 2007. They included interviews with managers from Fleet Services and Human Resources, inspections of infrastructure such as end of trip facilities (eg showers, lockers, change-rooms, bicycle racks), and a review of parking availability.

Parking pressures were evident at both sites, particularly at Manly Hospital, where 22% of cars were illegally parked in the period 11am to 12 noon. End-of-trip facilities were generally inadequate. There was use of videoconferencing facilities, reducing the need for some trips between the sites. Information about public transport was not routinely provided to staff and no carpooling programs were available.

Fleet operations made little use of information technology for the booking and tracking of vehicles, with most bookings made in person or by telephone. Log book details of journeys were recorded and filed in hard copy format only.

The *Go Active 2 Work Staff Transport Survey* was conducted over two weeks from 22 October 2007. Five hundred and seventy eight (578) staff completed paper or online versions of the survey.

This was considered to be a high response rate given that the NBHS has about 980 full time equivalent staff.

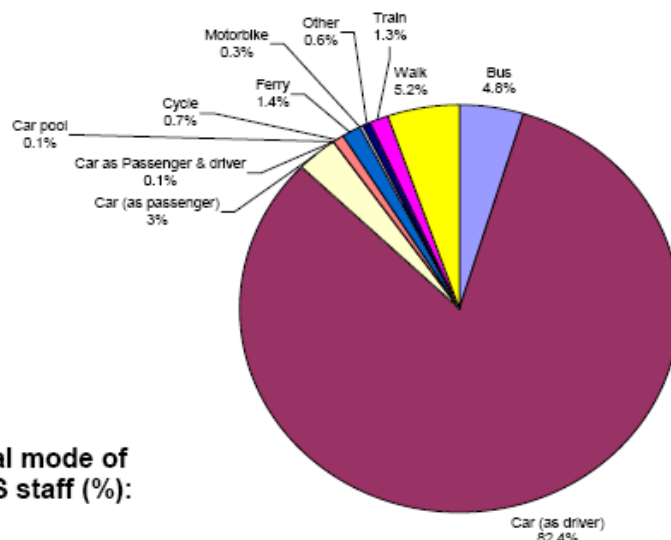


Figure 1. Usual mode of travel of NBHS staff (%):

CASE STUDY: END-OF-TRIP FACILITIES

Engineering consultancy firm Arup (Melbourne office) has recorded a remarkable drop in the numbers of staff driving to work alone since providing bicycle parking facilities.

The number of staff cycling to work increased from a base of 5.8 percent in 2005 to 14.1 percent in 2007.



The survey asked respondents to nominate their usual mode of travel as well as the mode of travel on the 'target day', being 22 October 2007. A relatively high percentage of staff (82.4%) indicated that they usually drive to work alone, as shown in Figure 1. The main reasons for mode of travel on the target day were *length of journey* (30%), *convenience* (28%) and *dropping off other people* (8%).

Reasons for travel to work are either 'soft' or 'hard' factors. Soft factors are based more on the perception of the respondents and are therefore more easily influenced. Conversely, 'hard' factors are less amenable to change. Encouragingly, a high percentage of respondents reported soft factors as the reason for their particular mode of travel.

Respondents were asked to nominate two incentives to change their travel behaviour, as shown in Figure 2. The responses in dark green are those over which NSCCAHS has direct control. Public transport information was nominated by 30% and improved showering and changing facilities was nominated by 20%.

CASE STUDY: CAR POOLING

Nestle developed a travel plan for 1600 employees as part of a relocation to a less accessible site in Noisel, France.

The travel plan had a strong emphasis on carpooling and included a matching service, financial incentives, designated parking and vehicle checks.

As a result, Nestle registered 550 staff for car pool matching with 125 becoming regular carpoolers.

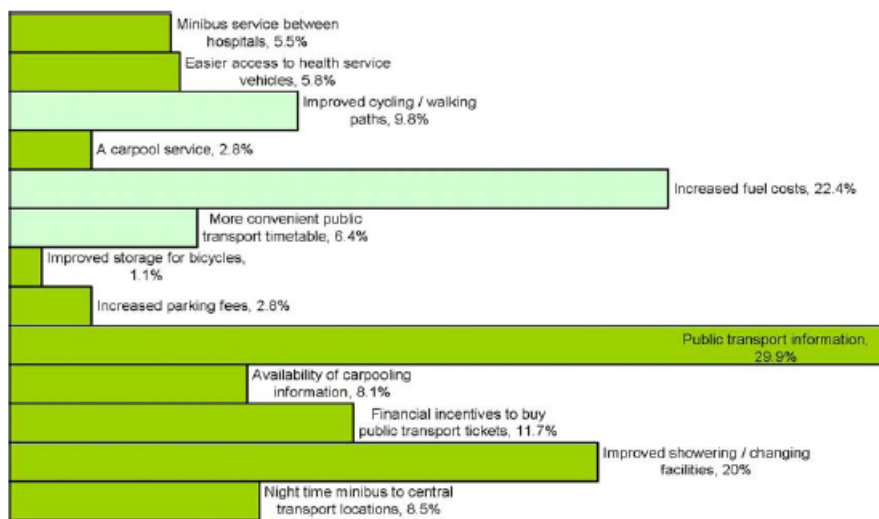
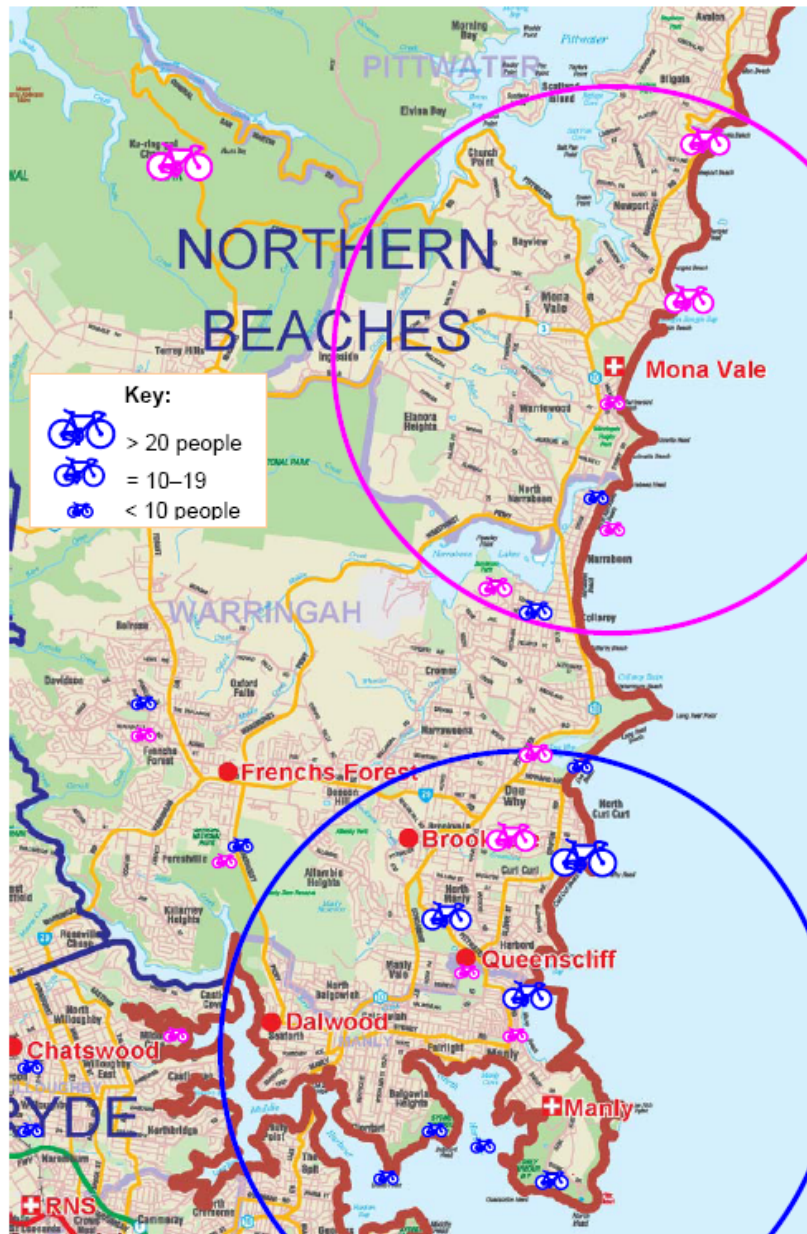


Figure 2. Incentives to encourage change in travel behaviour

Conversely, the availability of free parking is an incentive to continue travelling to and from work by car. The survey showed that 89% of staff does not pay for parking and that 9.6% pay less than \$5 per day.

Cycling potential

Cycling is considered a viable active transport option for staff who live up to 5 km from their place of work. The map below shows that a number of staff live within 5 km from Mona Vale Hospital and Manly Hospital, particularly the latter.



NBHS Workplace Travel Plan

The NBHS Workplace Travel Plan has been informed by the workplace audit and staff travel survey. It focuses on influencing staff travel behaviour towards a greater uptake of active transport modes, both for commuting and business travel. The actions in the plan are both realistic and challenging in their scope for the service.

The objectives of the *NBHS Workplace Travel Plan* (pages 7-9) are to:

1. Increase public transport use by developing targeted information and incentives for potential public transport users;
2. Increase cycling and walking by staff who live within 5km from work through improved end-of-trip facilities and other targeted strategies.
3. Improve parking management at both Manly and Mona Vale hospitals and at the new Frenchs Forest hospital site; and
4. Investigate feasibility of implementing carpool and shuttle-bus programs.

The actions in the *NBHS Workplace Travel Plan* will be implemented over three years. The lead agency for each action is NSCCH Health Promotion unless indicated otherwise. Progress will be evaluated by repeat survey and audit at the end of the three years.



CASE STUDY: WORKPLACE TRAVEL PLAN

Since Vancouver General Hospital developed a workplace travel plan in 1995, single occupancy vehicle driver rates have dropped by 1.6%, public transport use has increased by about 25%, and cycling has increased from 4.5% to 5.5%.

The plan provides a shuttle bus service to transport hospital staff between sites (approximately 2,100 trips per month carrying 9,000 passengers).

The shuttle bus is also used to transport equipment, supplies, and documents between sites, saving member hospitals approximately \$200,000 each year in courier costs.

Another 500+ staff members' car pool.

A payroll deduction program that allows employees to purchase bus passes at a 15% discount.

Additional shower and change facilities, and secure cycle cages have also been installed.

NBHS Travel Plan 2009-2012

1. PUBLIC TRANSPORT <i>Increase public transport use by developing targeted information and incentives for potential public transport users.</i>	Completed by		
	2009	2010	2011
1.1 Promote public transport and provide information			
1.1A. Develop a transport access guide for both Manly and Mona Vale hospitals showing safe walking routes to local facilities, such as shops and bus stops.	•		
1.1B. Provide a noticeboard with leaflets and State Transit maps showing the main public transport routes to and from both Manly and Mona Vale hospitals.	•		
1.1C. Promote the NSW Government 131 500 Transport Infoline through the NSCCAHS intranet and payslips.	•		
1.1D. Provide information about public transport to new staff in their orientation kits.		•	
1.2 Establish new services and improve existing services			
1.2A Investigate the feasibility of incentives for staff to buy long term public transport tickets (such as <i>Flexipass</i>)		•	
1.2B Liase with Manly Council regarding possible route alteration of the community <i>Hop, Skip and Jump</i> bus, to include a trip from Manly CBD to the hospital.		•	
1.2C Advocate for the installation of bicycle racks on NorthernBeaches buses.			•

2. WALKING and CYCLING <i>Increase cycling and walking by staff who live within 5km from work through improved end-of-trip facilities and other targeted strategies. Incorporate walking and cycling infrastructure in the planning of the Frenchs Forest hospital development.</i>	Completed by		
	2009	2010	2011
2.1 Promote and support cycling and walking			
2.1A. Disseminate resources to encourage higher rates of walking and cycling.	•	•	•
2.1B. Establish links with local Bicycle Users Groups (BUGs) to encourage cycling.		•	
2.1C. Promote <i>National Walk to Work Day, National Ride to Work Day and NSW Bike Week</i>	•	•	•
2.1D. Initiate practical activities such as 'Get Back on Your Bike' workshops, training in cycle skills and cycle maintenance and in partnership with local bicycle retailers provide an accessible cycle maintenance service.		•	•
2.2 Facilities and infrastructure support			
2.2A. Ensure there are enough lockers at both Manly and Mona Vale hospitals to cater for demands of current staff numbers (5 percent of full time equivalents).	•		
2.2B. Audit current shower and changing facilities at both hospitals to ensure facilities are clean, accessible and in working order. <i>* Lead agency: Engineering & Building Services</i>	•		
2.2C. Ensure there is enough bicycle parking at Manly and Mona Vale hospitals to meet demands of current staff numbers (5 percent of FTEs) and for visitors. <i>* Lead agency: Engineering & Building Services</i>		•	
2.2D. Provide a fleet bicycle for short work trips during the day and integrate into pool vehicle booking system.		•	
2.3E. Audit existing footpaths on both sites and upgrade to meet staff needs, if necessary. <i>* Lead agency: Engineering & Building Services</i>		•	
2.3F. Plan for adequate end of trip facilities for the new site at Frenchs Forest (7 percent of full time equivalents). <i>* Lead agency: Northern Beaches Health Service Redevelopment Project</i>		•	

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3. PARKING <i>Plan and implement active parking management at both Manly and Mona Vale hospitals and at the new Frenchs Forest hospital development.</i>	Completed by		
	2009	2010	2011
3A. Participate in projected parking management studies and policy formation. * <i>Lead agency: Fleet Services</i>		•	
3B. Develop a parking management system at the Frenchs Forest hospital development to manage travel demands eg. car pool scheme. * <i>Lead agency: Northern Beaches Health Service Redevelopment Project</i>			•
4. CAR POOLING <i>Investigate and, if feasible, develop and implement a carpool program.</i>			
4A. Investigate the scope of setting up and maintaining an internal car pooling program and investigate liability issues.		•	
4B. If feasible, set up a car pooling database, management and promotion system or link with an existing carpooling system.		•	
4C. Provide preferential spaces for staff who participate in car pooling. * <i>Lead agency: Northern Beaches Health Service Redevelopment Project</i>		•	
4D. Investigate the feasibility of providing alternative transport home for staff who car pool (if required).		•	
5. FLEET MANAGEMENT <i>Develop a hospital fleet management plan to increase use of alternative transport modes for work-related travel</i>			
5A. Implement a feasibility study of a shuttle bus service between NSCCH sites and local transport hubs * <i>Lead agency: Fleet Services</i>		•	
6. REPEAT STAFF SURVEY & SITE AUDITS	2012		