



# Social Impact Assessment Report

## Ivanhoe Communities Plus Project

### Concept Development Application

**Client:**  
Frasers Property Australia

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## Executive Summary

The NSW Department of Planning and Environment (DPE) requires a social impact assessment (SIA) be conducted for the concept development application for the Ivanhoe Estate redevelopment project. Ivanhoe is the first major estate renewal project to be undertaken under the Communities Plus program. SIA is the process through which efforts are made to estimate in advance the likely social consequences of a decision or action by a public or private entity. The SIA's aim is to achieve better outcomes and avoid adverse impacts.

Conducting a SIA signals an acknowledgement of the need for urban planning and development processes to give appropriate focus to the social outcomes of urban renewal and to the experience of the communities affected by change. This SIA supports the view that best practice urban renewal acknowledges that physical improvements and enhancements to a place can be maximised if the social dimensions of change, both positive and negative, are considered and addressed.

Ivanhoe is in an area of Sydney already identified as having the potential for significant change. The Macquarie Park Investigation Area and the Macquarie University Station (Herring Road) Priority Precinct have established planning frameworks to encourage the urban transformation of the area. The area is recognised as a prime location for transformation due to its strategic location in proximity to employment, education and transport infrastructure. The Ivanhoe Estate sits within this area of significant transformation.

The concept development application for Ivanhoe enables the provision of an increase in social housing dwellings on the site from a pre-development state of 259 dwellings to approximately 1,000 social housing dwellings as part of the new development. In addition to this around 128 affordable and over 2000 market dwellings will be provided. These benefits alone constitute significant social impacts.

The Ivanhoe Estate Redevelopment is in line with best practice mixed tenure estate renewal. It addresses key issues in relation to:

- » Increase in housing supply to around 3,500 dwellings
- » Mixed tenure redevelopment (with approximately 30% social housing provided as part of the proposal)
- » An integrated approach to the inclusion of social housing dwellings
- » Provision of new, fit for purpose, accessible dwellings
- » A comprehensive (and funded) approach to community support services delivered by a recognised Community Housing Provider partner
- » The provision of a range of community facilities
- » High quality and accessible open space
- » A comprehensive community development program focused on community building that is available to all residents.
- » Improved traffic linkages
- » The provision of a new independent High School
- » The provision of an Aged Care Facility.

As with any form of change, some impacts will occur. Some of these impacts will be positive and others may be negative. This SIA analysis of the Ivanhoe proposal shows that the extent of the redevelopment proposed by the concept development application may create some negative impacts associated with traffic, changes in neighbourhood amenity and fears and aspirations of local residents. However, the nature of the proposed redevelopment, including its scale, is also seen as the key to

realising potential positive social impacts. These relate to increase in housing supply (social, affordable and market), the creation of a more mixed and cohesive community, enhancements to community facilities and the public domain and specific programs and initiatives aimed at improving economic, social and wellbeing outcomes for future residents at the site.

# 1 Introduction

Social Impact Assessments (SIAs) are a legislative requirement in the Australian planning process to enable consent authorities to take into account the social impacts of development. The purpose of this SIA is to identify relevant site-specific social considerations relating to the State Significant Development Application (the Proposal) of Aspire Consortium at Ivanhoe Estate, Macquarie Park. The Secretary's Environmental Assessment Requirements (SEARs) for the Ivanhoe Estate Redevelopment requires a SIA to be undertaken. Section 8 of the SEARs requires:



A Social Impact Assessment which considers the social benefits and disbenefits of the concept development application and outlines how the future operation of amenities will facilitate social inclusion.

The New South Wales Department of Planning and Environment (DPE) is in the process of releasing a series of guidelines on SIA. The SIA guidelines released to date (DPE, 2017) identify principles and methodological steps to be undertaken for SIA.

This SIA report applies the principles of the DPE Guideline with the methodology adapted to suit the circumstances and context of the Ivanhoe Estate concept development application. The SIA has been undertaken as a high-level scoping of issues appropriate for this stage of the planning process.



## 1.1 What is social impact assessment?

Social Impact Assessment (SIA) is the process through which efforts are made to estimate in advance the likely social consequences of a decision or action by a public or private entity. SIA's aim is to achieve better outcomes and avoid adverse outcomes where possible.

### Social impact assessment

is achieved by effectively assessing the social consequences of a proposed decision or action (such as development proposals, plans, policies and projects), on affected groups of people and on their way of life, life chances, health, culture and their capacity to sustain these.

In the housing estate renewal context, conducting a SIA signals an acknowledgement of the need for urban planning and development processes to give appropriate focus to the social outcomes of urban renewal and to the experience of the communities affected by change. This SIA, takes the view put forward by Social Life and University of Reading (2015), in their work on measuring the social impacts of urban regeneration, that investments in the physical redevelopment of a place can be more effective if more is understood about the interaction between the social and physical aspects of that place.

## 1.2 Social impact matters to consider

It is important to emphasise that, as directed by the SEARs, the scope of social impacts assessed in this report includes both the potential positive and negative effects of the Ivanhoe Estate concept development application. Social impacts can be tangible or intangible, direct or indirect, quantifiable or qualitative, and sometimes the same social impact can be experienced differently.

The purpose of a SIA is not to produce a quantifiable net benefit or cost answer, but rather to provide an appraisal of the likely impact on the groups of people affected by the proposal and understand the different ways in which they may be addressed.

The following social impact matters adopted from the DPE Guideline (p5) have been used to prepare this assessment and the proposed Ivanhoe Estate concept development application:

- » **Way of life**, including:
  - > how people live, how they get around, how they access adequate housing
  - > how people work, access adequate employment, their working conditions and/or practices
  - > how people play, access to recreation activities
  - > how people interact with one another on a daily basis.
- » **Community**, including its composition, cohesion, character, how it functions and sense of place
- » **Access to and use of infrastructure, services and facilities**, whether provided by local, state, or Federal governments, or by for-profit or not-for-profit organisations or volunteer groups
- » **Culture**, including shared beliefs, customs, values and stories, and connections to land, places, and buildings (including Aboriginal culture and connection to country)
- » **Health and wellbeing**, including physical and mental health
- » **Surroundings**, including access to and use of ecosystem services, public safety and security, access to and use of the natural and built environment, and its aesthetic value and/or amenity

- » **Personal and property rights**, including whether their economic livelihoods are affected, and whether they experience personal disadvantage or have their civil liberties affected
- » **Decision-making systems**, particularly the extent to which they can have a say in decisions that affect their lives, and have access to complaint, remedy and grievance mechanisms
- » **Fears and aspirations** related to one or a combination of the above, or about the future of their community.

Importantly, and consistent with leading practice for estate renewal, this SIA will discuss physical and non-physical social impacts. These physical and non-physical dimensions are important to both the identification and mitigation of social impacts. A robust and community responsive physical master plan and land use mix is fundamental to the achievement of social outcomes. Physical factors include safe, affordable housing, quality public domain, access to education and employment opportunities, and availability of public transport. Non-physical factors include social networks and connections, social inclusion and sense of belonging, health and wellbeing, and feelings of safety.

## 1.3 Scale of impact

The Ivanhoe Estate Redevelopment project is the biggest social and affordable housing renewal development in Australia (NSW Government, 14 August 2017). It is the first of six major sites to be delivered by the NSW Government under the Communities Plus program (see **Section 2.2.2**). Due to the scale of the redevelopment, this SIA considers social impacts at both a broad and project specific level.

At a project specific level, there are potential social impacts that relate to the context of the Macquarie Park corridor as an area experiencing significant growth and change. The SIA seeks to understand the cumulative impacts of the Ivanhoe Estate Redevelopment contributing to significant urban densification of this area. Cumulative impacts refer to the successive, incremental and combined social impacts which in this context arise primarily from the numerous urban renewal projects being undertaken in the Macquarie Park Corridor. This rapid development is occurring due to Macquarie Park's role as an employment centre, as well as its proximity to key public transport, health and education infrastructure.

To recognise the important role of growth in the area, in 2012 the NSW Government identified Macquarie Park as a 'Priority Precinct'. More information on the Macquarie University Station (Herring Road) Priority Precinct can be found at [www.planning.nsw.gov.au/Plans-for-your-area/Priority-Growth-Areas-and-Precincts/Epping-and-Macquarie-Park/Macquarie-University-Station](http://www.planning.nsw.gov.au/Plans-for-your-area/Priority-Growth-Areas-and-Precincts/Epping-and-Macquarie-Park/Macquarie-University-Station).

### The social impact focus of this assessment

This SIA will address broad level estate renewal impacts including social mix, stock supply and renewal. The primary focus will be on the site-level impacts of the Ivanhoe Estate concept development application. This will include provision of and access to public open space, provision of and access to community facilities and other forms of social infrastructure, addressing issues related to safety, the promotion of health and wellbeing, and social integration.

## 2 Background and context

This section provides an overview of the context for the Ivanhoe Estate Redevelopment as well as examining the wider role of social housing, and the demand for it. Ivanhoe is adjacent to the Macquarie Park Investigation Area and is within the Macquarie University (Herring Road) Precinct. These are areas identified by the Department of Planning and Environment as areas of potential renewal and revitalisation. The Priority Precinct for the Herring Road area aims to deliver up to 5,800 new homes by 2031 including the redevelopment of Ivanhoe Estate. The Ivanhoe Estate and the concept development application that is the subject of this SIA exists within an area identified by the NSW Government as an area of urban transformation.

### 2.1.1 Future Directions for Social Housing in NSW

'Future Directions for Social Housing in NSW' (2016) ('Future Directions') sets out the NSW Government's vision for social housing over the next 10 years.

Future Directions is underpinned by three strategic priorities:

- » More social housing
- » More opportunities, support and incentives to avoid and/or leave social housing
- » A better social housing experience.

The policy aims to support achievement of the following Premier's Priority and State Priority outcomes:

- » Increase successful transitions out of social housing by 5%
- » Increase the proportion of young people who successfully move from specialist homelessness services to long term stable accommodation by 10%.

By 2025, 'Future Directions' will seek to transform the social housing system in NSW from one which is dominated by public sector ownership, control and financing of assets and provision of services, and in which tenants have little incentive for greater independence and live in circumstances that concentrate disadvantage, to a dynamic and diverse system characterised by:

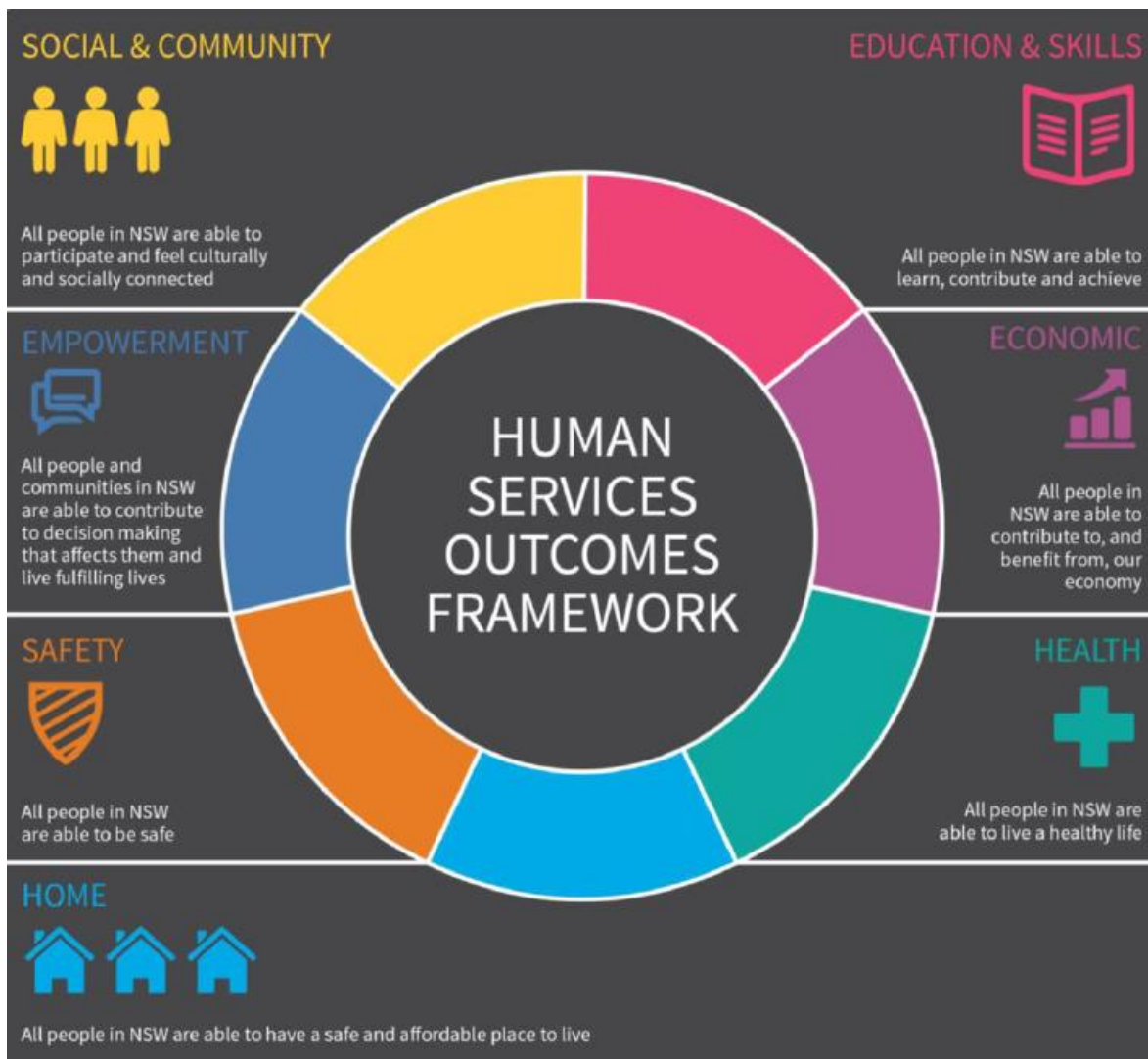
- » greater involvement of private and non-government partners in financing, owning and managing a significantly expanded stock of social and affordable housing assets;
- » expanded support in the private rental market, reducing demand on social housing and the social housing wait list
- » more competition and diversity in the provision of tenancy management services through the expanded capacity and capability of community housing providers
- » housing assistance being seen as a pathway to independence and an enabler of improved social and economic participation for tenants living in vibrant and socio-economically diverse communities.

'Future Directions' states that it will "ensure large redevelopments target a 70:30 ratio of private to social housing to enable more integrated communities (generally with an increased number of social housing units where practicable)".

### 2.1.2 Measuring social housing outcomes

The NSW Department of Family and Community Services (FACS) developed a Human Services Outcomes Framework which has now been adopted by the NSW Government. The Human Services Outcomes Framework is a tool to support government agencies and government funded non-government organisations to embed outcomes measurement into human services planning, delivery and evaluation.

**Figure 1 FACS Human Services Outcomes Framework**



The Human Services Outcomes Framework has been utilised as the overarching framework in the development of the Ivanhoe Social Housing Outcomes Framework and Social Housing Outcomes Plan for Ivanhoe Estate's future social housing residents and other residents, where appropriate (see Section 5.2).

### 2.1.3 Communities Plus

The Ivanhoe Estate Redevelopment is being undertaken as part of the Communities Plus initiative. Communities Plus is a new approach to renewing and increasing the amount of social housing stock in NSW. The approach aims to unlock the value of public-housing estate land owned by the Land and Housing Corporation (LAHC).

The overarching theme of Communities Plus is to “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 space” (www.communitiesplus.com.au).

**Table 1** shows how the Communities Plus approach being used in the Ivanhoe Estate addresses the Future Directions objectives:

**Table 1 Ivanhoe Estate Redevelopment alignment with NSW Government Future Directions policy and social outcomes**

Future Directions Action	Ivanhoe Estate Redevelopment
Action 1.1 Increase redevelopment of Land and Housing Corporation properties to renew and grow supply (p9).	The proposed redevelopment will significantly increase the number of social housing properties at this site (Approx +1,000 dwellings from 259).
Action 1.2 Increase the capacity of community housing providers and other non-government organisations to manage properties (p10).	The future management of the properties by Mission Australia Housing (a member of the Aspire Consortium).
	The redevelopment will create opportunities for innovation through the establishment of a private and non-government organisation consortium which includes tenancy management and community engagement
Action 1.4 Better utilisation of social housing properties (p12)	<p>The concept plans for Ivanhoe Estate include 100% proportion of one or two-bedroom dwellings, with some dwellings provided with dual key options to allow access to additional bedrooms.</p> <p>A local allocation strategy is to be developed to maximise appropriate utilisation and align with wrap around programs to support social housing clients achieve independence</p>

### 2.1.4 Ivanhoe Objectives

The objectives of the Ivanhoe Estate Masterplan are to:

- » Provide a seamlessly integrated community of private housing units, affordable housing units and social housing units where:
  - > World class urban and architectural design creates a high quality place;
  - > Private housing units, affordable housing units and social housing units are indistinguishable and evenly distributed;
  - > Building design innovation assists management of mixed tenures;
  - > Urban design creates inclusive, high amenity places to optimise community interaction; and
  - > Social housing units meet the needs of tenants with built-in flexibility.
- » Provide sustainable outcomes for tenants of social housing units and sustainable management of social housing units by:
  - > Conducting programs supporting social housing units tenants to engage in the community and local education, training and employment opportunities;

- > Creating opportunities and programs to improve social outcomes;
  - > Providing industry leading water and energy efficiency;
  - > Promoting affordable housing units as a stepping stone for tenants from social housing units; and
  - > Deliver at least 128 affordable housing dwellings.
- » Optimise the value for money return to the New South Wales Government by:
- > Optimising land value by delivering social housing units to the NSW Government whilst ensuring that the total number of social housing units does not exceed 30% of the total number of units constructed within the project;
  - > Delivering no less than 128 affordable housing units; and
  - > Engaging the developer as a high performing delivery partner.

## 2.2 The housing continuum at Ivanhoe

A key aim of the Ivanhoe Estate Renewal is to create a new mixed community on the site. With reference to Figure 2 below the concept development application includes a range of housing tenures shown on the continuum including home ownership, private market rental, affordable rental housing and social housing.

**Figure 2 Affordable and social housing as part of housing supply continuum**



Source: Greater Sydney Commission <https://www.greater.sydney/digital-district-plan/488>

### 2.2.1 Social housing

It is important to note that social housing is just one component across a housing continuum, shown in **Figure 2**. There are a variety of reasons why households experience difficulty securing housing through the market and seek social housing from the government. Examples include family breakdown, domestic and family violence, disability, unemployment, housing stress or earning a very low income. Particularly vulnerable households can be older persons (aged over 65), single person households, Aboriginal and Torres Strait Islander People, and single parents with dependents. In some cases, the need for social housing may be short term whilst other clients may require long term social housing assistance.

Eligibility for social housing is based on income in the first instance. An assessment on individual household circumstances may be undertaken to determine if the household should be placed on the priority waitlist. The stated aim of the NSW Department of Family and Community Services (FACS) in providing social housing is to offer "safe, decent and affordable housing opportunities for those most in need so that they can live with dignity, find support if needed and achieve sustainable futures" (FACS website- 'About Us').



## 2.2.2 Demand for social housing

Information on the demand for social housing in NSW is available at the FACS Housing Pathways website. The Ivanhoe Estate falls within the Northern Sydney (CS4) allocation zone. For a one, three- or four bedroom home, there is currently a 5 to 10 year wait time. For two-bedroom homes, it is more than a 10 year wait.

The total number of applicants in NSW currently on the waiting list for social housing is around 65 000 households.<sup>1</sup> The waiting list in the Northern Sydney (CS4) allocation zone is recorded as 1,361 people at June 2016<sup>2</sup>.

## 2.3 Affordable housing

Affordable housing is housing that is appropriate for the needs of a range of very low to low income households and priced so that these households are also able to meet other basic living costs such as food, clothing, transport, medical care and education. As a rule of thumb, housing is usually considered affordable if it costs less than 30 per cent of gross household income.

In this context, affordable housing refers to housing that has been developed with some assistance from the NSW and/or Commonwealth Governments, including through planning incentives. Affordable housing may also function as 'transitional' in that it can assist people to move from social housing to affordable or market housing. Transitional housing often has a rent of around 50% of market rent and is intended to provide a stepping stone from social to market housing. Affordable housing may include a range of housing types and sizes, including single or multi-bedroom units or houses, as well as studio apartments. It is only available in some locations and eligibility criteria apply.

Although affordable housing is sometimes available for purchase, it is most commonly available for rent. Affordable rental housing may be owned by private developers or investors, local governments, charitable organisations or community housing providers. It is usually managed by not for profit community housing providers, and sometimes by private organisations.

Affordable housing in NSW has been developed in a range of ways and funded through a mix of sources including government (local/state/Commonwealth) grant or land contributions, planning incentives, philanthropic sources, community housing provider equity contributions and from finance secured against assets owned by community housing providers.

Previous affordable housing programs have been open to a broader range of household incomes than social housing, so households can earn higher levels of income and still be eligible. In those instances, households do not have to be eligible for social housing to apply for affordable housing, though people who are eligible for social housing may also be eligible for affordable housing properties.

Affordable housing is managed more like a private rental property with people submitting an application as they would if they were applying for a property in the private rental market.

## 2.4 Market housing

Market housing includes both housing for purchase and rent that is available through the property market and generally without any ongoing government subsidy to assist with finance. This is housing essentially for households that can participate effectively under current financing arrangements in the

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<sup>1</sup> FACS NSW Housing Register – 30 June 2017

<sup>2</sup> Source: [http://www.housingpathways.nsw.gov.au/\\_data/assets/pdf\\_file/0003/332274/2016\\_EWT\\_Overview\\_table.pdf](http://www.housingpathways.nsw.gov.au/_data/assets/pdf_file/0003/332274/2016_EWT_Overview_table.pdf)

private property market without the requirement for government subsidy (with the exception of specific grants like the First Homebuyers Grant).

Sydney is recognised as having one of the least affordable housing markets in the world. The Greater Sydney Commission has recognised the crucial role that greater housing diversity and affordability across the housing spectrum will play in the future of the city. The Commission estimates Sydney will need between 35,000 and 40,000 new dwellings a year to accommodate sustained population growth.

Within market housing different levels of affordability can be attained through locational and space size factors. Sydney is undergoing an increase in the development of smaller dwellings including apartments. This is associated with the economics of land development and land values in expensive cities but also increasing demand in the private market for smaller, more manageable and more affordable living spaces.

Housing is more than a market commodity, it is a primary source of providing people with a sense of security, stability and identity. Part of understanding the social value of housing is to acknowledge the state of stable mental health that comes from having a sense of continuity. People's homes typically provide a secure, social constant around which day to day activities take place, and identity is constructed.



## 3 SIA methodology

The methodological approach undertaken for this SIA involved three key activities: scoping, assessment and mitigation.

### 3.1 Scoping study

Using community profile information, this SIA seeks to understand the demographic characteristics of the communities likely to be affected by the Ivanhoe Estate Redevelopment. This stage aims to gather baseline data to measure change against and has included understanding the historic planning and policy context, demographic analysis and literature review. Ideally, scoping the key social issues, community needs and aspirations involves a process of community engagement.

Engagement with residents and other stakeholders has been undertaken for Ivanhoe for a number of years. The most recent round of engagement is being undertaken concurrently (February 2018) with the preparation of this assessment. Outcomes from that engagement process are being considered in this SIA.

### 3.2 Impact assessment

This stage of assessment involves predicting the social changes that may result from the Ivanhoe Estate concept development application. Using specialist, professional knowledge and judgement, a significance level is established for each predicted change. The SIA Guideline (DPE, 2017) also provides guidance and a framework for the assessment of significance. This includes consideration of characteristics of the impacts such as their extent, duration, severity and sensitivity. Aspects of this stage cross-reference findings from the Community Infrastructure and Recreation Demand Study (Elton Consulting, 2018) relating to social infrastructure and open space needs.

### 3.3 Identification of potential mitigation measures

The SIA makes practical suggestions of ways to maximise positive potential impacts and mitigate potential negative impacts of the Ivanhoe Estate Redevelopment. A key priority is to identify mitigation strategies that will assist to avoid negative impacts through strategies such as detailed design work, community infrastructure design and delivery, and development of a community development program. If avoidance is not possible, measures to reduce the potential negative impact will be considered. Similarly, strategies to enhance positive social impacts will be considered. These will focus on positive benefits for the new Ivanhoe community, as well as the surrounding community and region.

The DPE Guidelines provide the following guidance on the development of mitigation strategies:

- » Ensuring a clear connection between the potential impact and the proposed mitigation strategy
- » Identifying any applicable standards which may apply including to address population demands for community facilities space or open space
- » Clarifying whether the project is the sole or primary cause of an impact and determining the scale of its relative contribution. Citing p. 44 of the DPE Guideline: 'There may be cases where it will not

be appropriate or possible for an individual applicant to bear full responsibility for mitigation and management and collaborative multi-stakeholder mitigation measures may be more suitable'

- » Confirming if the mitigation requires action by another party to implement
- » Determining the cost effectiveness of the mitigation strategy
- » Establishing the extent to which the mitigation measure is acceptable by those that are expected to be affected.

As well as identifying mitigation strategies, a monitoring plan to track changes over time and manage any unanticipated changes is incorporated in the SHOF and will be part of the soon to be finalised SHOP. It is noted that the Aspire Consortium has made commitments to enhancing social outcomes that are also explored further in the Community Infrastructure and Recreation Demand Study (Elton Consulting, 2018).

## 4 Baseline conditions in Ivanhoe

To understand the impact of change, it is first necessary to scope and understand the existing situation. This section of the SIA examines some of the pre-development conditions at the Ivanhoe Estate. In acknowledging the pre-development conditions, it is also important to recognise that Ivanhoe is located in an area that is earmarked for significant change. Through the Priority Precinct and Investigation Area the Macquarie Park/Macquarie University/Herring Road area has been identified as an area for significant urban transformation. Investments in transport infrastructure and plans for increases in residential, commercial and community activity are at the core of plans for the revitalisation of the area and to capitalise on its proximity to major employers and educational institutions.

This before-redevelopment description enables future comparisons to be made. SIA leading practice emphasises the importance of understanding baseline conditions. As the International Association of Impact Assessment (2015:44)<sup>3</sup> notes “the baseline refers to a point of comparison – in other words, to the data (social indicators) about the affected communities that will be used as reference data against which to measure the impacts of the project”.

It is important to stress that for the Ivanhoe project many of the key tasks associated with estate renewal, such as the relocation of existing residents, have already largely been undertaken. The process of change has already commenced. That process has been informed by LAHC’s understanding of best practice and by the community and stakeholder engagement already undertaken at Ivanhoe. Some of those features of estate renewal will be referred to here but the focus of this SIA is primarily as a predictive tool to guide future action and to discuss specifically the impact of the concept development application.

### 4.1 Existing site

Ivanhoe is an 8.2ha site located on the corner of Epping Road and Herring Road in the suburb of Macquarie Park (see **Figure 4**). Macquarie Park is a suburb located about 15 kilometres north-west of the Sydney CBD.

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<sup>3</sup> International Association of Impact Assessment (2015), Social Impact Assessment: Guidance for assessing and managing the social impacts of projects, Principal Author: Frank Vanclay

**Figure 3 Aerial view of Ivanhoe Estate location in Macquarie Park**



Source: NeapMap dated 22 August 2017

Ivanhoe Estate was developed as a social housing estate around 1990. At capacity there were 259 dwellings with a 100% proportion of social housing. The day to day management of these properties is the responsibility of the FACS.

## 4.2 Announcement of the Ivanhoe redevelopment

In 2012 the NSW government established a taskforce to advise on the development of government land (including the Ivanhoe Estate) at Macquarie Park. In 2013 this exercise was subsumed into the Department of Planning and Environment (DPE) led planning of the precinct under the then Urban Activation Precincts program.

The NSW Government committed to undertaking a community consultation process with Ivanhoe residents to maintain improved communication and established a Community Reference Group (CRG).

The CRG were an important avenue for passing on news from LAHC to residents about the development and relocations process. With the relocations process nearing completion, the CRG has now been formally disbanded.

In addition to the CRG, LAHC has been actively providing information to the community in a variety of other ways, such as:

- » Pop up information sessions
- » 'Ivanhoe Connect Office', and onsite information centre
- » Newsletters, updates of the Communities Plus website and formal letters of communication
- » Relocation coordinators that work supporting individual residents

In 2013, the NSW Government announced a number of areas in Sydney as Precincts, including the Herring Road Urban Activation Precinct (incorporating the Ivanhoe Estate). The purpose of the Urban Activation Precinct Program was to increase housing supply in an environmentally, socially and economically sustainable manner. This intent is was to be achieved by undertaking strategic planning

for precincts that have good access to infrastructure, particularly transport, and redevelopment significance of a scale that is important to implementing the State's planning objectives.

Specifically Herring Road Urban Activation Precinct, now known as the Macquarie University Station Precinct, was chosen because of the following attributes:

- » Strategically located close to the geographic centre of the Sydney metropolitan region being approximately 18 km northwest of the Sydney CBD, 9 km west of Chatswood and 15 km east of Parramatta.
- » A key part of Sydney's Global Economic Corridor, which extends from Sydney Airport and Port Botany through Sydney CBD, North Sydney, Chatswood, Macquarie Park towards Parramatta and Norwest Business Park
- » An important part of the Macquarie Park Specialised Precinct, identified in the then Metropolitan Strategy for Sydney as a location for future jobs and housing growth
- » Well serviced by public transport including the Macquarie University Train Station and bus interchange
- » It contains a number of large landholdings that provide opportunities for redevelopment
- » An area with strong market demand for additional housing

In September 2015 the then Minister for Planning finalised the rezoning of the precinct. The Precinct plan included:

- » \$5 million for Ryde Council to enhance open space parkland along Shrimpton Creek
- » A new mixed use 'academic core' at Macquarie University, to closely integrate academic and research activities with business and industry on campus
- » Opportunities for renewal within an 800m radius of the railway station – with the taller buildings located close to the station
- » Plans to secure funding upgrades for the bus interchange at Macquarie Shopping Centre

The redevelopment of the Ivanhoe Estate was announced by the then Minister for Social Housing at the same time.

The decision to redevelop the estate was influenced by the potential of the site, including its capacity to provide a significantly greater number of social housing dwellings and a broader supply of housing across the full housing spectrum. The site's location adjacent to the Macquarie Park Priority Precinct is also a consideration.

## 4.3 Ivanhoe Estate resident population profile

To understand the key characteristics of the population who lived at the Ivanhoe Estate prior to commencement of the redevelopment processes, two sources of data have been used:

- » Australian Bureau of Statistics (ABS) 2016 Census Data, Quick stats for small areas (SA1) 1150026 - see **Table 2**
- » NSW Department of Family and Community Services- social housing resident data (2017, provided by FACS as primary data) - see **Table 3**.

The ABS small area boundary does not exactly align with the boundaries of the estate, resulting in some anomalies with the FACS data, but nonetheless when combined the data helps to understand the social context of the site.



### 4.3.1 ABS small area data

**Table 2 ABS small area key demographic data for Ivanhoe estate**

Demographic	Number	%	Comment
People	318	-	A significant decrease since the 2011 census which recorded 485 people, reflecting that relocations of residents have started.  It is important to note that the census data may not have captured all residents and that due to low literacy, a number of residents may not have completed their form.
Median age	47	-	Higher than average, reflecting the high number of pensioners living in the estate.
Children and young people 0 to 24	81	26.8	Low proportions of young people with especially low numbers of 0 to 4-year old's, and significantly less 20-24-year old's.
People aged 60 and over	100	33	This is a high proportion of older people compared to the Macquarie Park suburb average of 11%
Born overseas	N/A	50	The most common countries of birth were Afghanistan, China and Poland.
In the workforce	98	-	43% of these are part time employees, 34% employed full time, and the remaining 20% job seeking.
Average people per household	2.1	-	This reflects the smaller dwelling types in Ivanhoe and is the same occupancy rate as the overall Macquarie Park suburb.
Median weekly household income	\$632	-	This is comparatively low, reflecting the reliance of most social housing residents on government payments.
Average motor vehicles per dwelling	0.9	-	This reflects the good proximity of Ivanhoe to public transport infrastructure and is the same rate as the overall Macquarie Park suburb.
Family households	75	56.5	Of these, 52.5% are single parent families, 21% couples with children and the remainder couples without children.
Single (lone) person households	55	41.5	This is around the Macquarie Park average of 39.5%.
Tenure- renting	-	95	This reflects the dominance of social housing in the Ivanhoe Estate. The proportion of people renting overall in Macquarie Park is very high at 67%.
Unoccupied dwellings	59	32	This high rate reflects the commencement of the relocation program, as the proportion of unoccupied dwellings for Macquarie Park suburb is 9%.

Source: ABS Quickstats

### 4.3.2 FACS social housing data

#### Profile of residents at time of announcement of redevelopment

The demographic information provided in **Table 3** is based on tenant information data provided by LAHC at the time the redevelopment project commenced. This data is considered a more accurate profile of the former Ivanhoe Estate population than the available Census information described above. It should be noted relocations are now almost complete and the current number of residents at the time of writing, March 2018, is less than 40.

**Table 3 FACS small area key demographic data for Ivanhoe estate – pre redevelopment commencement**

Demographic	Number	%	Comment
People	460	-	Some of these residents may have already been relocated since data was collected
Children and young people 0 to 18	76	16.5	This is consistent with the Census data
People aged - 56 and over - 65 and over	-	62 39	This is consistent with the Census data
Linguistically diverse	N/A	50	The most common languages other than English spoken on the estate were Persian, Armenian, Mandarin and Cantonese.
Average people per household	1.8	-	This is slightly lower than the Census data
Family households	-	18	Of these, 50% are single parent families. These figures are both lower than the Census data.
Single (lone) person households	-	50	This is consistent with the Census data

#### Waiting list data

The information provided below provides a snapshot of key profile information for current social housing applicants in the Northern Sydney (CS4) allocation zone previously described in **Section 2.2**. It further discussed in Chapter 8 in the context of tenant dwelling match.

- » 53% of applicants on the waiting list are aged over 55, which is slightly lower than the current Ivanhoe resident profile
- » 88% of applicants require a minimum one or two-bedroom home, which is much higher than the current Ivanhoe resident profile
- » 47% of applicants are receiving an aged, disability support or carers pension indicating a high need for accessible dwellings.

A SIA can be viewed as a predictive analysis that anticipates and analyses the effects of some form of proposed intervention. In this case the proposed intervention is the redevelopment of the Ivanhoe housing estate.

Social science methodology includes consideration of the impacts or effects if the proposed intervention were not to occur. In this case the decision has been made to redevelop the estate, so 'do nothing' is not considered an option. The following points are made to highlight the proposed impact through redevelopment:

- » Future residents will be allocated new social housing units and be better connected with community support services
- » Strategies will be developed to build a strong sense of community cohesion amongst residents
- » The estate will become a mixed tenure estate with only 30 per cent of total housing being social housing
- » Social housing provision in the Macquarie Park area will increase, reducing waiting times for vulnerable people in need of safe housing
- » Housing will be fit for purpose and will meet clients' needs
- » Residents will be allocated dwellings suited to their needs
- » New housing will require less maintenance.

It is important to note that many of the reasons former Ivanhoe Estate residents experienced disadvantage are unrelated to the location or quality of their housing. If the Ivanhoe Estate redevelopment were to just focus on providing residents with additional or newer housing, this would be unlikely to reduce their experience of disadvantage. This is explored later in **Section 8** on social mix and integration.

### Summary of existing site

- » The Ivanhoe Estate is located in area of Sydney that has been identified for significant urban transformation in order to maximise opportunities for residential development around new transport infrastructure and close to employment and training opportunities
- » The Ivanhoe Estate is located in a key area on a site that has capacity to significantly increase the supply of social housing dwellings and provide a substantially greater housing mix
- » The waiting list for social housing in the Northern Sydney allocation zone where Ivanhoe is located is recorded as 1,361 people at June 2017
- » The former Ivanhoe estate was an area of concentrated social housing with 100% of the dwellings social housing
- » Former residents had reasonable access to green space and local amenities, with the quality and maintenance of these spaces and amenities typical of a social housing estate
- » The provision of quality and timely information about plans for the estate was important in addressing residents' concerns or uncertainty
- » Evidence supports the provision of social housing as a positive public good.



## 5 Future Ivanhoe

This chapter provides a description of the likely situation at Ivanhoe Estate after its proposed redevelopment. The vision for Ivanhoe prepared by the Aspire Consortium includes a number of key themes relevant to social impact. These include:

- » Inclusion and opportunity
- » Open, integrated and diverse
- » Lifelong connection and place
- » A community that supports itself
- » True diversity of people
- » Social innovation.

### 5.1 Ivanhoe Estate concept development application

The concept development application for the Ivanhoe Estate proposes to deliver around 3,500 dwellings. The primary impact of this application is that the existing low to medium rise density social housing residential community will be transformed into a high-rise density socially mixed community. The built form will vary from 3 to 20 storeys.

Of the total dwellings, approximately 1,000 will be social housing dwellings to be owned by LAHC, managed by MAH and let to current residents who wish to return to the Ivanhoe Estate, and new residents sourced from the social housing waiting lists. Around 128 dwellings will be provided as affordable housing dwellings for a minimum period of 20 years. The affordable housing will be let at a subsidised market rate to eligible households. The social and affordable dwellings will be managed by a Community Housing Provider (CHP). The remaining dwellings will be sold to the private housing market, likely to be a mix of investors and home owners.

The master plan also proposes to include a 120-place aged care facility, new community facilities, a retail centre and open space. A new vertical non-government high school and two 75 place child care centres are also proposed. The proposed provision of a bridge over Shrimpton's Creek is also expected to improve connectivity to surrounding infrastructure.

There are also a number of features of the master plan that lay the physical foundation for positive social impact. These include:

- » The urban design approach is based around a hierarchy of public open spaces:
  - > Primary spaces including the town square, village green and Forest Park that provide the key structural open spaces for community recreation and leisure including community events and activities
  - > Secondary spaces that are dispersed throughout the site and provide very localised opportunities for recreation and leisure
  - > Incidental spaces that provide small scale intimate spaces that can be used as quiet or contemplative space as well as space for both formal and informal interaction
- » A collection of open space opportunities that includes sports and recreation, passive open space, playground and special gardens (associated with school and/or community use)

- » A diversity of land use types including residential, aged care, retail, gym, community, child care, education and open space uses that are likely to create a range of human activity and presence on the site throughout various times of the day and evening
- » A mix of both local serving and district serving uses (including the proposed school and the district/regional playground) that will bring non-resident users to the site and help to address wider community needs
- » A high quality public domain that will encourage street activity, physical activity, social interaction, permeability, and natural surveillance and will help to establish a strong sense of identity and place
- » Part of that public domain will include a main street that will further add to sense of identity, place and social interaction as well as potentially adding to the general vibrancy and activity of Ivanhoe.
- » Improvements to Shrimpton's Creek.

## 5.2 Ivanhoe Social Housing Outcomes Framework

As part of their tender, the Aspire Consortium were required to set out how they would work with future social housing and private residents, local service networks, FACS and LAHC to achieve the objectives of Future Directions and the Communities Plus program.

The Ivanhoe Social Housing Outcomes Framework (SHOF) aims to provide an improved social housing experience for all tenants. It outlines avenues for an 'opportunity cohort' to achieve greater independence and for a proportion of this cohort to securely transition to alternative housing. While the SHOF has a focus on these 'pathways to independence' this is not at the expense of the 'safety net cohort' tenants who are likely to require social housing for the medium to longer term. The SHOF includes a package of initiatives that incorporates tenant management, tailored tenant support services and the 'Strengthening Communities' approach to placemaking.

The SHOF was developed to outline the proposed mechanisms and activities to pursue positive social outcomes. Elements include:

- » **Desired cohort mix**  
A diverse mix of returning tenants and new tenants
- » **Service delivery offerings**  
High quality social housing experience, in particular a Tailored Support Coordination Service (TSCS) and a Strengthening Communities approach to place making aimed at supporting a cohesive and integrated community
- » **Pathways to employment and economic independence**  
Personal support plans that connect social housing residents and other eligible residents to employment opportunities
- » **Leasing and tenure approach to encourage transition out of social housing**  
High quality tenancy management, supports to facilitate transitions and post transition, where appropriate
- » **Commitment to working with FACS to measure and report on social outcome results**  
Data gathering to assist in assessing the overall impact of the Communities Plus project
- » **Staging strategy**

A detailed Social Housing Outcomes Plan (SHOP) is currently being finalised for Ivanhoe. It will align with the SHOF and will form an important component of the long term practical strategy to mitigate potential negative social impacts and enhance potential positive ones. The SHOP will aim to create:

- » More opportunities, support and incentives to create housing independence
- » A better housing experience for social housing tenants where they feel safe and empowered to participate in their community
- » Links to early learning, education, training and employment.

## 5.3 Future population profile

The future population profile of private market residents is likely to be similar to the current Macquarie Park suburb profile. As described in Chapter 3 of the Community Infrastructure and Recreation Demand Study (Elton Consulting, 2018), the future population can be expected to be characterised by:

- » **High proportions of lone person households**

The 2016 Census found that around a quarter of Australians now live in single person households. In Macquarie Park, the rate was close to 32%. Smaller dwellings are likely to suit this household type, as well as couples without children. Correspondingly, it can be expected that the future population will have lower proportions of couples with children or single parent families.

- » **High proportions of young adults 18-34 years**

This age group is likely to include high proportions of young people who are engaged in tertiary education and/or entering the workforce.

- » **Higher proportions of people renting their accommodation**

Around 67% of dwellings in Macquarie Park are being rented.

- » **Higher proportions of cultural diversity**

There are particularly high proportions of people who were born on the Asian continent. The top three countries of birth were China (15%), India (9.5%) and South Korea (3.1%). For the 60% of people in Macquarie Park who were born overseas, nearly all came from countries where English was not their first language.

In addition to the proposed development being a mix of market and social and affordable housing residents, a strategy of the SHOF is to ensure a mix of social housing tenants that includes:

- » Returning tenants
- » Applicants on the NSW Housing register
- » Tenants selected from the NSW Housing Register who are assessed as being able to take advantage of education, training and employment services and have greater potential to transition out of social housing. These households will have fixed term leases and will agree to participate in specific wrap around support programs>

MAH will develop a local allocation policy. When allocating tenants to properties, the intention of MAH is to consider residents within two broad streams:

1. Opportunity Cohort: Up to 25% of residents, a mix of returning, applicant and transition tenants including housing with children of young adults

2. Safety net cohort: Up to 70% of residents, including returning and applicant tenants that are less likely to connect to education, training and employment due to factors such as age or disability, but who will benefit from social and other support opportunities provided at Ivanhoe

## 5.4 Future staging

The Ivanhoe Estate redevelopment has been divided into eight parcel stages to be delivered over eight years from 2021 to 2029. Staged allocation of social housing residents will be consistent with the local allocation strategy and resident cohort mixes described above. In recognition of importance of early provision of social infrastructure and community support services, the SHOF commits to delivery of services prior to completion of stage 1 and at the time of the first resident being on site.

## 5.5 Housing and service supply

The Communities Plus proposal at Ivanhoe aims to generate new social housing supply. The total of approximately 1100 social and affordable dwellings represents a 400% increase from the current provision of 259 dwellings. As a proportion of the overall number of dwellings, social and affordable housing will make up 34% of the overall residential housing stock. A rate of 35% of affordable housing is generally considered best practice, for example this is the target rate was set in 2016 for new developments in Greater London in the United Kingdom.

In addition to the net increase in social housing stock, there will be \$21 million from the development of the Ivanhoe Estate that will be directly reinvested back into social housing programs within the estate, to be delivered by Mission Australia Housing. The Aspire Consortium will also provide significant works in kind to provide onsite/offsite social and community infrastructure which is likely to benefit future residents both onsite and in neighbouring Macquarie Park communities. Those works include:

- » A community hub space for delivery of community support services
- » A multi-purpose community facility for community activities, programs and services accessible to all residents
- » A town square
- » A Village Green recreational oval and playground
- » A Forest Playground
- » Regenerated forest through improvements to Shrimpton's Creek
- » 25m aquatic facility
- » A school/community garden.

The masterplan for the Ivanhoe Estate will also include the following community facilities:

- » A wellness facility associated with the independent living units
- » Two childcare centres
- » An independent secondary school.

These facilities will be available to all residents of the development. In addition a comprehensive community development program will be developed that focuses on community building and creating a shared sense of community and ownership at Ivanhoe. The intention of this program is to bring all residents together to develop a range of programs, activities and events that build community at Ivanhoe.

## 6 Comparison of existing and proposed scenarios

**Table 4** provides a comparison of the pre-redevelopment Ivanhoe Estate with the likely changes arising from the concept development application.

**Table 4 Comparison of existing and proposed Ivanhoe Estate scenarios**

Characteristic	Pre-redevelopment	Ivanhoe concept development application	Link to potential social impact area (Chapter 8)
Number of dwellings/ people	259 dwellings (medium density) 318 people (social housing residents)	Approximately 3,500 dwellings (high density) Around 6,885 people	» Dwelling increase » Housing supply and diversity
Number of social housing dwellings	259 social housing dwellings	Approximately 1,000 social housing Around 100 affordable housing Overall positive increase in number of social housing dwellings	» Social and affordable housing supply
Proportion of total dwellings that are social housing	100% of Ivanhoe Estate managed by FACS	Approximately 30% of Ivanhoe Estate managed by CHP. Funds generated from development to be reinvested in programs for Ivanhoe residents	» Social mix » Support for social housing tenants and Ivanhoe residents

Characteristic	Pre-redevelopment	Ivanhoe concept development application	Link to potential social impact area (Chapter 8)
Amount of public open space	Four parks (Wilcannia, Nyngan 1, Nyngan 2 and Central Park) plus bush area (note owned by LAHC, no public easement)	Range of public open spaces including village green, forest playground, amphitheatre green and pocket parks	» Open space and recreation demand
Quality and amenity of public domain	Typical of public housing estate Basic level embellishment and maintenance Seating and footpaths Skate bowl	High quality public domain Variety of spaces Includes playground, outdoor fitness, village green, active recreation elements	» Open space and recreation demand » Local amenity
Amount of social infrastructure	» Community hub » Visiting social and welfare services » Child care » The Salvation Army	» Community hub » Onsite presence of Mission Australia » Retail » Non-government school » Child Care	» Community facility demand » Support for social housing tenants
Age of housing	Relatively aged (greater than 25 years)	New stock, fit for purpose	» Asset renewal and utilisation
Housing condition	Reasonable now but gradual ageing of housing stock	High sustainability standards More dwellings that meet liveable guidelines	» Asset renewal and match
Profile of residents	High proportions from vulnerable groups especially older people, people with disability.	Creation of more socially mixed income community	» Integration » Social mix » Community diversity

Characteristic	Pre-redevelopment	Ivanhoe concept development application	Link to potential social impact area (Chapter 8)
Health and wellbeing	<p>No availability of exercise equipment</p> <p>Estate not designed for social interaction</p> <p>Existing skate park?</p>	<p>Access to greater range of recreation and physical activity amenities – walking trails, exercise equipment</p> <p>Human scale designed public domain with meeting places, promotion of interaction</p> <p>Community gardens in designated areas and food retail</p>	<p>» Health and wellbeing</p> <p>» Social interaction</p>
Aged and disability care	<p>A proportion of elderly social housing residents not housed in purpose built, accessible accommodation</p>	<p>Provision of a 120-bed aged care facility</p> <p>Provision of around 240 Independent Living Units</p> <p>» 140 as component of social housing dwellings</p> <p>» 100 component of private market dwellings</p> <p>Development designed to be universally accessible</p>	<p>» Asset renewal and match</p> <p>» Support for social housing tenants</p> <p>» Support for ageing community including private residents</p>
Employment	<p>Some services currently provided by FACS</p>	<p>Tailored Support Coordination to connect residents to education, training and employment opportunities</p> <p>Social programs and support services</p>	<p>» Support for social housing tenants</p>

## 7 Stakeholder analysis

A complex project like the Ivanhoe Estate Redevelopment involves a range of different stakeholder groups. **Table 5** focuses on key stakeholder groups likely to be directly affected by the proposal.

**Table 5 Stakeholders likely to be impacted by the proposal**

Stakeholder group	Potential social impact
Community service providers	<ul style="list-style-type: none"> <li>» Onsite to manage casework for residents with complex needs</li> <li>» Where possible contracts to incorporate activities and programs that promote social cohesion</li> </ul>
Residents	<ul style="list-style-type: none"> <li>» Increased provision of social housing</li> <li>» Reduced pressure on social housing waiting lists</li> <li>» Reduced cost of living expenses arising from sustainability features</li> <li>» Access to social programs and support for transition to employment and training</li> <li>» Broader social mix on site</li> <li>» Access to new social infrastructure</li> <li>» Increased provision of affordable housing</li> <li>» Reduced pressure on social housing waiting lists</li> <li>» Improved social outcomes for social housing residents</li> <li>» Private market housing</li> </ul>
Adjacent and surrounding residents	<ul style="list-style-type: none"> <li>» Cumulative impacts of urban densification</li> </ul>
City of Ryde	<ul style="list-style-type: none"> <li>» Access to developer contributions for provision of local infrastructure</li> <li>» Contribution towards dwelling targets</li> <li>» Changes to social mix of community</li> </ul>
NSW Government	<ul style="list-style-type: none"> <li>» Increase in social housing stock in line with policy directions</li> <li>» Achieving positive social outcomes</li> </ul>



## 8 Potential impacts and their mitigation

This chapter combines two of the key SIA process steps – scoping and mitigation. It identifies potential social impacts (positive and negative) and then identifies potential mitigation strategies based on leading practice, community and stakeholder engagement, master plan elements, and management activities. It is important to note that due to the timing of this assessment in relation to the timing of the project, some of the mitigation strategies have already commenced (these will be documented here) while others may not occur until later stages of the project.

Potential social impacts are identified at two different but relevant scales. Firstly, broad level impacts associated with the estate renewal process itself and how they may manifest at Ivanhoe are examined. These broader issues include social mix, integration, transition and return of residents. Secondly, site specific impacts that are likely to occur, or are part of, the Ivanhoe estate concept development application are considered. This section looks at site-specific impacts include qualities inherent to the master plan such as open space, community facilities, safety as well as community development and support services.

### **Improving the social impacts of renewal on residents**

Crawford and Sainsbury (2016) in their review of impacts on residents of estate renewal processes in South West Sydney made the following conclusions about impacts:

- » A personalised approach should be used with tenants at all stages of estate renewal and rehousing to ensure that they are well informed and their needs, preferences and circumstances are taken into account
- » Community engagement and capacity building resources should be prioritised to enable tenants and their resident associations to participate fully in planning, design and activities
- » Access to social and health care programs should be an integral part of the rehousing process. This should include establishing and maintaining links with service providers
- » Environmental, service and social disruptions should be minimised to reduce stress and anxiety
- » Residents should be relocated to housing that is appropriate to their needs and preferences and enables them to live independently in the community
- » The redeveloped neighbourhood should maximise safety and security for residents as well as encourage opportunities for social interaction, healthy activities and community engagement.

While there is a key focus on social housing tenants in the social impact assessment of estate renewal projects, it is important to stress that the assessment should address issues pertinent to the whole of

the Ivanhoe Estate Redevelopment project and its numerous stakeholder groups. The consideration of social impacts of the Ivanhoe Estate redevelopment also needs to consider the significant proportion of market housing residents.

## 8.1 Broad level social impacts

Two of the social impact issues identified as common to urban renewal projects are:

- » Information and communications regarding instability, insecurity and uncertainty about housing and location security
- » The process of relocation and return.

Some of the social impacts of these issues have already eventuated at Ivanhoe as the redevelopment of the site was announced in 2015. As a result, the Land and Housing Corporation (LAHC) has already established and implemented a process for addressing them.

### 8.1.1 Information and communications

Uncertainty about the redevelopment estate renewal process and what it means for the housing futures of the existing Ivanhoe residents is a common social impact in urban renewal processes. Uncertainty and insecurity about housing tenure, location and dislocation from their community networks was identified as an issue at Ivanhoe through the 'Community on Hold' report (Salvation Army and Macquarie University, 2014).

Eastgate (2016) found that:



Tenant engagement is widely acknowledged as central to the success of urban renewal projects. Good practice on tenant engagement includes a number of elements, including providing support and education for tenants on the issues at stake, engaging through a wide range of formal and informal processes at different times and venues, providing

clear information and parameters for the engagement and engaging consistently throughout the course of a project.

Uncertainty about the renewal process and its implications for tenants' housing future, security and community connections is identified as a potential social impact of estate renewal generally including the Ivanhoe Estate redevelopment project. The key mitigation strategy is a comprehensive, strategic and proactive process of tenant engagement and communications to ensure that residents are aware of the project, the timing of potential relocation, their role and capacity to influence relocation and return decisions and the process for possible return to Ivanhoe. This has already been developed and is being implemented by LAHC.

Best practice strategies	Response/Status
<p>Provide extensive, timely and genuine community engagement opportunities throughout the planning and renewal process. All consultation should take place in a non-threatening environment and encourage people to raise issues of importance to them. It should also cater for residents' language, cultural and literacy issues.</p> <p>Prioritisation of upfront engagement with existing residents previous to other stakeholders</p> <p>Establish and maintain open and transparent cooperation with a community reference group to give key stakeholders the opportunity to help shape the process of change</p>	<p>Incorporated/addressed in current Community and Stakeholder Engagement Strategy (2017/2018)</p>

### Current and future strategies to address information provision and communication

As part of the Ivanhoe Communities Plus project LAHC implemented a resident communications and engagement strategy to ensure that accurate and timely information is provided to Ivanhoe residents about the nature, timing and implications of the Ivanhoe Estate project. That strategy included:

- » Formation of a Community Reference Group
- » Pop up information sessions on site about the rezoning and renewal process
- » Early Establishment of the Ivanhoe Connect office on site to provide information about the redevelopment and relocation
- » Allocation of a Relocation Coordinator to each resident to support the relocation process with complex cases appointed specialist coordinators
- » The distribution of newsletters to residents
- » Information provided on the Communities Plus web site
- » Direct letters for formal communications.

In addition, a Community and Stakeholder Engagement Strategy has also been commissioned by Frasers Property to support the estate redevelopment process. That strategy includes:

- » 'Meet and greet' events with residents
- » Workshops with service providers, educational organisations and local businesses
- » Community information sessions for the wider community.

The engagement process will be supported by a range of communications including website, newsletters, fact sheets and local media. A key lesson from past experience has been the importance of proactive and early engagement with residents. The SHOP includes a specific focus on communications and engagement including establishing a communications culture, development of a SHOP Communications Plan focussed on community development and tenant management, establishment of mechanisms for feedback and complaints management.

## Intended mitigation outcomes

Social impact matter	Intended mitigation outcomes			
	Future residents	Wider community	Community service providers	
Way of life			●	Full disclosure of information about relocation and return processes
Community		●	●	Effective management of relocation and return
Health and wellbeing	●			Effective management of relocation and return
Personal/property rights	●		●	Ensure re-establishment of living conditions and livelihoods upon re-settlement
Decision making systems	●	●	●	Collaborative level of consultation
Fears and aspirations	●	●	●	Contribute to changing negative community perceptions of social housing

### 8.1.2 Return of residents

Relocation and return is acknowledged as a key potential social impact of estate renewal. Suggested mitigations to address any possible negative impacts from social housing tenant relocation and return include adequate notice, skilled relocation officers, minimising double moving, clear explanations of limitations, and consideration of specific or individual needs.

The relocation process in Ivanhoe Estate commenced in January 2016 and, at the time of writing this assessment, is close to completion. These relocations have been supported by LAHC staff to ensure that the dwellings that residents are moved into are suitable for their needs. Given this, the key focus here is on return (a process that has been planned for but has yet to be implemented).

Best practice strategies	Response/Status
LAHC and MAH take the needs and preferences of individual social housing residents into account in the return process	Will be addressed in return process
Appropriate services and procedures are put in place to support residents during each stage of the planning, renewal and return process, including addressing their need for emotional and psychological support	Already under way
Provide opportunities to minimise uncertainty about the redevelopment proceedings and timelines, for example by developing in stages	Already addressed. Tenant communication undertaken in accordance with Communications Strategy
Provide opportunities for existing residents to stay in touch with neighbours and friends during the relocation and post-renewal process	Facilitated through relocation process (see below)
Post occupancy evaluation include resident feedback on the relocation and return process to identify key success factors and lessons	To be included in Social Housing Outcomes Plan (SHOP)

LAHC implemented a Relocation Strategy for Ivanhoe which commenced in 2016. All existing residents will be relocated before construction commences and this goal is close to completion at the time of writing. Key features of the relocation approach include:

- » Allocation of a Relocation Coordinator to each resident to support the relocation process with complex cases appointed specialist coordinators
- » Relocation of the majority of residents within the Ryde LGA
- » Some residents moved in groups to maintain social networks as much as possible
- » Matching residents to appropriate dwellings
- » Residents formally offered two dwellings that must match their housing needs.

The SHOF outlines a multiple phase approach to working with returning Ivanhoe tenants including:

- » Engagement with returning tenants – commencing during the construction phase to ensure tenants are kept informed and up to date about the redevelopment project
- » Community building – including opportunities for returning tenants to play a role in building the community of Ivanhoe including as resident caretakers or participants in other community activities
- » Identifying needs – collating information on returning tenants and developing pathways to address their needs including employment, training and links with local services
- » Partnerships and support – working with FaCS, Link Housing and others service providers to facilitate to the return of residents.

Social impact matter	Intended mitigation outcome			
	Future residents	Wider community	Community service providers	
Way of life	●			Effective management of the relocation and return process
Health and wellbeing	●		●	Reduce levels of stress experienced and disruption to social networks
Personal/property rights	●		●	Adequate consideration of individual resident needs
Decision making systems	●		●	Opportunities are provided for individual resident to express their needs
Fears and aspirations	●		●	Adequate consideration of individual resident needs

### 8.1.3 Social and affordable housing supply

Housing affordability is a key priority and concern in New South Wales. The Australian Housing and Research Institute (2017) found that “it is an inescapable conclusion that a housing policy priority for Australia is to increase the supply of social housing for the most disadvantaged and affordable housing for low income households”. The intention is for Ivanhoe to substantially increase the supply of social housing dwellings on site as well as providing a significant number of affordable housing units.

The waiting list in the Northern Sydney (CS4) allocation zone is recorded as 1,361 people at June 2017<sup>4</sup>. As the first Communities Plus program project, the Ivanhoe Estate Redevelopment can be a demonstration of how best practice responses to the need for more social and affordable housing can be addressed through the estate renewal process.

Opportunities to redevelop large sites such as Ivanhoe are rare. Ivanhoe does present a rare opportunity to fulfil the requirements of the Communities Plus program and estate renewal best practice.

Best practice strategies	Response/Status
Undertake a comprehensive best practice research project (including data collection and post occupancy evaluation) that evaluates the success of the redevelopment to inform subsequent Communities Plus projects	Evaluation to be undertaken as part of comprehensive Future Directions Evaluation
Provide programs that assist social housing residents to transition out of social housing	Key focus of the support services, transition plans and housing choice to be provided at Ivanhoe

<sup>4</sup> Source: [http://www.housingpathways.nsw.gov.au/\\_data/assets/pdf\\_file/0003/332274/2016\\_EWT\\_Overview\\_table.pdf](http://www.housingpathways.nsw.gov.au/_data/assets/pdf_file/0003/332274/2016_EWT_Overview_table.pdf)

The Ivanhoe Estate Redevelopment increases social housing supply on site from 259 to approximately 1,000 dwellings, which will address a significant proportion of the area's current waiting list. This includes around 140 social independent living units (ILUs). At an estimated average occupancy rate of 1.82, the social housing dwellings in the redeveloped Ivanhoe could potentially house approximately 1,800 people. This is equivalent to 69% of the current Social Housing Register waiting list for the Northern Suburbs Zone.

In addition, the Ivanhoe Estate Redevelopment will also include around 128 affordable housing dwellings.

The SHOP also proposes a number of policy and procedural changes to enable the transition from social to affordable housing. These include:

- » The Local Allocation Policy to guide the allocation of dwellings to opportunity, safety net and transitions cohorts
- » Rent Tapering Policy to support the movement of rents from a transitional housing to an affordable housing level
- » Lease Length Policy to clarify leasing terms and processes
- » Change in Tenure Policy to facilitate movement between social, transitional and affordable housing.

Social impact matter	Intended mitigation outcome			
	Future residents	Wider community	Community service providers	
Way of life	●	●		Access to affordable, safe housing
Community	●	●		Diversity in housing form and cost
Access to and use of Infrastructure	●			Affordable housing in locations near facilities and services
Health and wellbeing	●		●	Provision of housing security
Personal and property rights	●		●	Provision of safe shelter for vulnerable groups as a basic human right
Fears and aspirations	●	●	●	Ability for households to have a choice of dwellings that suit their needs

### 8.2.1 Social mix

A key aim of the Communities Plus program, and the Ivanhoe Estate Redevelopment, is the provision of mixed tenure estates. Social mix in the Ivanhoe context relates to the introduction of private residents or market housing onto a site that was previously close to 100% social housing.

The process for integrating social and market housing and its residents on the site involves physical and non-physical dimensions. A significant element is the integration of housing units and how tenure mix is achieved on site. The research literature and project experience suggest that two key principles are important:

- » Tenure blindness - ensuring social housing dwellings are indistinguishable from market housing
- » Salt and peppering – distributing social housing residences throughout the development rather than concentrating in one area of the site.



As one of the key gains stemming from tenure-mix policies is the ability to reduce the stigmatisation felt by social housing tenants. The physical appearance of newly built or redeveloped social housing should integrate into the existing housing fabric of the surrounding suburb. For the same reason, where new buildings incorporate both market housing and social housing there should be no visible distinctions between the different tenure types (AHURI, 2017).

Beyond housing mix there are also a number of key strategies that should be explored to foster integration. These initiatives are incorporated in the concept development application, Aspire's plans for the ongoing management and activation of the site and the SHOF and SHOP for Ivanhoe. These initiatives include:

- » Developing education, training and employment opportunities that provide pathways for greater independence and self-sufficiency for social housing residents
- » Ensuring accessible and equitably distributed public open space that encourages social interaction and engagement
- » The provision of social infrastructure including community centres and child care that cater for all residents of the development
- » Creating a community and cultural development program that focusses on events, activities and programs that bring both market and social housing residents together
- » Engagement and participation forums such as Community Reference Groups or Residents' Association that includes representatives from a wide range of residents.

Estate renewal creates opportunities for greater 'social mix' for former social housing estates. Too great a concentration of social housing dwellings has been found to create stigmatisation of that community, while positive effects including reduction of stigma have been associated with more mixed communities. The concept development application for the Ivanhoe Estate will result in a reduction in the concentration of social housing from between 87 and 100% to approximately 30% of total dwellings. In addition, and in line with Communities Plus, this reduction in concentration will also result in a net increase of around 750 social housing dwellings on the site.

The Ivanhoe Estate concept development application proposes to adopt a building by building form of integration that will aim for 'tenure blindness'. This integration is intended to ensure that social housing dwellings will be indistinguishable from market housing. Community facilities should be designed and programmed to target all residents of the redeveloped Ivanhoe Estate. Community and



cultural events should ensure inclusivity and address the needs and interests of the full spectrum of Ivanhoe residents.

The diverse land uses proposed for Ivanhoe will also enable intergenerational connections to potentially be formed. Community development programs will focus on opportunities for intergenerational interaction including between independent living units and child care, school aged children and older residents interested in tutoring and after school support.

In addition to the wrap around services provided to social housing tenants, the Aspire Consortium will fund an estate-wide community development program as part of their integrated approach to community building at Ivanhoe. The proposed community development program should:

- » Be based on consultation and needs/interest identification with all residents
- » Involve all residents in planning and conducting events and activities through a reference group or similar
- » Focus on activities and programs that bring together market and social housing residents
- » Focus on the activation of public spaces within Ivanhoe
- » Link with local community services and organisations.

Best practice strategies	Response/Status
Design and stage construction of social and affordable housing, and private market apartment buildings, to be distributed across the development, not segregated in clusters across the site – already being done	Components of concept development application
Seamless integration of the physical/built form that makes it hard to distinguish between which housing is social or affordable, and which is private market	
Provide a built environment (such as parking, entrances and fences) that does not distinguish between whether tenants are public or private	
High quality management and maintenance of social and affordable housing by the community housing provider to maximise visual integration	Engagement of CHP to provide management services
Inclusive design of the public domain with public spaces focussed on encouraging social interaction	Component of concept development application
Provision of programs and activities in common spaces that foster positive social integration between future private market and social housing residents	Element of programs to be provided on site as part of community development program

The Social Housing Outcomes Plan (SHOP) will address a number of issues related to integration as well as being highly relevant to the next section on support services.

Social impact matter	Intended mitigation outcome			
	Future residents	Wider community	Community service providers	
Community	●	●		Increased social cohesion
Community	●		●	Reduced levels of social isolation
Way of life	●		●	Increased access to targeted services and supports
Access to and use of Infrastructure	●	●	●	Equitable access to services and facilities
Health and wellbeing	●	●	●	Positive outcomes for residents of the area through physical design and services
Personal and property rights	●		●	Best practice neighbourhood and tenant management
Surroundings	●	●		Tenure blindness
Fears and aspirations	●	●	●	Positive outcomes for residents of the area through physical design and services
Fears and aspirations	●	●		Reduced fear of crime

## 8.2.2 Support for residents

The provision of safe, secure housing and security of tenure are key concerns of all residents. Beyond housing, social housing tenants will receive a range of support services over the medium to longer term, to support their wellbeing and pathway to independence.

The relocation process is ensuring that residents and community service provider linkages are maintained or that links with new service providers are formed. The Social Housing Outcomes Framework (SHOF) and the soon to be finalised Social Housing Outcomes Plan (SHOP) outline a range of services to support social housing tenants. These services are in a number of forms:

- » Tenancy management, property management and tenant engagement
- » Programs and services to increase economic and social participation
- » Tailored Support Coordination – involves collaborative work with social housing tenants and the development of individualised Personal Support Plans to identify goals, provide information and refer to the appropriate services and supports. Individualised Support Plans could include a TAFE course, financial management skills, job search assistance, participation in social activities
- » The Strengthening Communities Program that will have a:
  - > Community development focus including convening of community groups, leveraging resources for local activities, skill and leadership development
  - > Partnership focus including mapping of community assets, identifying and engagement with delivery partners, engaging with local business, clubs, and associations

Service delivery focus includes working with Tailored Support Coordinators to address tenant needs, establishing referral pathways, identifying volunteering opportunities, addressing barriers to service delivery and access. A key direction of Future Directions and a specific focus of the Communities Plus program is 'pathways to independence'. This recognises the importance of providing appropriate, sustainable and meaningful education, training and employment opportunities and skills development to social housing tenants. Ivanhoe is a strategic site located close to major new economy and tertiary education opportunities throughout Macquarie Park. Training and employment links with local employers and educational institutions will be a key focus of the future Ivanhoe and imperative to the success of the Ivanhoe redevelopment.

While social supports and community services are considered critical, there is a focus in Future Directions on the provision of training and support that will enable tenants to achieve greater independence and eventually transition out of the social housing system where appropriate. Estate renewal through Communities Plus is much more than the physical rejuvenation of housing. Comprehensive renewal programs require a range of social initiatives and supports to assist residents to become more independent as well as supporting those 'safety net' residents that are likely to remain as social housing tenants.

Market housing residents (and all residents of Ivanhoe) will have access to a wide range of supportive community infrastructure. This will include community facilities such as a community centre, school, child care, recreation space and swimming pool. Ivanhoe will also provide all residents with high quality open space in a variety of forms including town square or plaza, village green and oval, forest playground, green links and improved access to Shrimpton's Creek. Beyond this physical community infrastructure the Aspire Consortium will also fund a community development program which will include a range of events, programs and activities to help bring people together and build a sense of community at Ivanhoe.

Community feedback from the community engagement process conducted for the Ivanhoe Estate Redevelopment during December 2017 to February 2018 included:

- » Support for Mission Australia's approach to tenant support and the commitment to funding for tenant support services

An eagerness to see some of the former programs at the site to continue such as weekly coffee mornings, homework club, and reading programs.












Best practice strategies	Response/Status
Develop employment networks and programs to provide training and employment opportunities for Ivanhoe residents with local employers	Will be a key focus of MAH role
MAH to work with existing local community service providers to ensure appropriate service provision for Ivanhoe residents	Already planned
Effective management of the community hub that enables equitable access for all service delivery	Preliminary discussions already held with City of Ryde and MAH
Early engagement of MAH to build rapport with clients and allow for effective transition in handover of case management from FACS	MAH already involved
MAH to engage in effective interagency networking that supports wrap around social support for social housing residents	Already under way

The Ivanhoe Estate Redevelopment will involve Mission Australia Housing (MAH) as an experienced community housing provider and broker for a wide range of community support services. As the previously cited research has indicated the importance of continuity with existing, established service providers and the establishment of new strategic partnerships, MAH will work with local services to involve them in the package of services and programs that will be available to Ivanhoe residents.

The SHOP will be key to guiding the provision of services and support to residents of the redeveloped Ivanhoe. The SHOP proposes the use of Strengthening Communities facilitators to build partnerships within and beyond the Ivanhoe community including the establishment of referral pathways for social housing tenants.

The SHOP will also focus on employment opportunities through:

- » Creating property development employment and traineeship opportunities
- » Developing relationships with local businesses and employment services
- » Providing opportunities through social enterprise as well as the school, child care, aged care and retail
- » Developing a pipeline of potential employees and trainees through training and screening.

Social impact matter	Intended mitigation outcome			
	Future residents	Wider community	Community service providers	
Way of life				Increased provision of targeted supports and resourcing for social housing & other eligible residents
Community				Effective tenure targeting and allocation strategies
Access to and use of Infrastructure				Well-designed public spaces that encourage casual interactions between residents irrespective of tenure
Culture				Maintenance of kinship and other social networks
Fears and aspirations				Encouragement of cross-tenure integration

### 8.2.3 Asset renewal and match

Future residents', including those returning to Ivanhoe, ability to access the social and affordable dwelling component of the proposed redevelopment is impacted not only by the number of dwellings, but how the design of these dwellings will suit their needs.

There is some evidence that housing stock at Ivanhoe did not always meet the accessibility needs of households with aged residents or residents with a disability. Issues include the presence of stairs and too many or too few bedrooms. Home modifications were retrofitted with some residents having been subject to waiting lists for these.

The risk of poor asset match is of heightened relevance for social housing residents because they can be constrained in their ability to access better housing that meets their needs in the way that market residents can. Through the redevelopment of the estate and appropriate allocations there is an opportunity to enhance the fit for purpose of dwellings to meet clients' needs.

#### Best practice strategies:

- » Consideration of the needs and preferences of social housing residents, such as the appropriateness and accessibility of their dwellings, and the number of bedrooms needed for their household.
- » All of the proposed social and affordable housing dwellings, and a proportion of the market dwellings, should be designed to meet silver standard livable housing guideline certification [www.livablehousingaustralia.org.au](http://www.livablehousingaustralia.org.au)
- » Development and implementation of Local Allocation Strategy
- » Evaluation program that follows up residents who choose not to return to assess their satisfaction with their relocated dwelling and location.

Best practice strategies	Response/Status
Consideration of the needs and preferences of social housing residents, such as the appropriateness and accessibility of their dwellings, and the number of bedrooms needed for their household	Will be a key focus of return process and Local Allocation Strategy
All of the proposed social and affordable housing dwellings, and a proportion of the market dwellings, should be designed to meet silver standard livable housing guideline certification <a href="http://www.livablehousingaustralia.org.au">www.livablehousingaustralia.org.au</a>	All social housing will meet silver level standards.  To be considered in design phases in concert with other standards and requirements
Development and implementation of a Local Allocation Strategy	MAH is developing a Local Allocation Policy
Evaluation program that follows up residents who choose not to return to assess their satisfaction with their relocated dwelling and location	To be considered as part of wider Future Directions evaluation

The Ivanhoe Redevelopment proposes the increased provision of smaller dwellings in line with evidence of social housing demand described in **Section 4.4.2**. Flexible dwelling arrangements including dual key apartments are also incorporated into the concept development application to enhance flexibility. In addition, sustainability features are proposed that will benefit all residents by lowering household energy costs.

Social impact matter	Intended mitigation outcome			
	Future residents	Wider community	Community service providers	
Way of life	●	●	●	Reduce risk of under occupancy in dwellings
Access to and use of infrastructure, services and facilities	●			Reduce household running costs for vulnerable residents
Health and wellbeing	●			Provision of silver level adaptable designed housing
Personal and property rights	●		●	Manage rental insecurity

## 8.4 Ivanhoe site specific impacts

This chapter of the SIA examines social impact issues that are particular to the Ivanhoe Estate Redevelopment. These are a direct consequence of the Ivanhoe concept development application and the package of services and programs that is proposed to accompany the redevelopment of the estate.

### 8.4.1 Dwelling increase and associated impacts

The Ivanhoe Estate redevelopment proposes a significant increase in dwellings on the existing site. A proposed increase from 259 to approximately 3500 dwellings will create impacts.

Based on written submissions provided to DPE on the plans for increased development potential in the wider Macquarie Park area, and the recently undertaken consultation for Ivanhoe, the main issues of concern from local residents regarding redevelopment in the area can be grouped into three main types:

1. Impacts of scale including overshadowing, changes in views and general amenity
2. Traffic with increased traffic volumes on the local road network and pressure on local parking
3. Increased pressure on and demand for local infrastructure.

A redevelopment project of the scale proposed in the Ivanhoe concept development application will create change. Some of those changes may be perceived as negative. Increases in traffic and demand for parking may be considered as negative impacts by nearby residents. A traffic management plan and parking strategy will accompany the application for Ivanhoe. These will aim to address as many adverse impacts as possible. As is the nature of urban change, it is unlikely that conditions will be mitigated entirely and that some lasting changes regarding local traffic and demand for parking will be experienced.

Frasers has commissioned a Transport Management and Accessibility Plan (TMAP) which will be considered as part of the approval process. The TMAP identifies a range of potential transport management solutions including travel behaviour education, car sharing schemes, school travel plans, parking management strategies and road infrastructure improvement.

The Ivanhoe development concept application also proposes numerous built form features that will help mitigate the negative impacts of high density including:

- » Town square with retail centre, supermarket, shops and cafe
- » New vehicle and pedestrian connections and upgrades to pedestrian and cycle paths
- » Village green area for casual gatherings and informal sports
- » Significant increases in overall site amenity.

Best practice strategies	Response/Status
A mix of dwelling sizes and formats that meet the needs of a variety of household types, including family friendly apartment design	Flexible dwelling arrangements including dual key apartments will be incorporated into the concept development application to enhance flexibility
High quality apartment construction to reduce likelihood of building defects and maintenance costs	Apartments will be high quality
Application of Crime Prevention through Environmental Design (CPTED) principles throughout the development to improve public safety	CPTED principles including activation of public domain are a key driver of the urban design and landscape planning for Ivanhoe
Inclusion of high quality parks and open spaces (private and public) that encourage use by the full range of residents	A range of high quality, diverse public open space will be provided
Improvement of safe pedestrian and cycle links to surrounding infrastructure and services, including safe crossing points. This includes design that encourages use of active transport	Pedestrian and cycle links provided on site
Improved access to education infrastructure, including upgrades or expansion of existing nearby schools in addition to proposed provision of on-site non-Government school	Provision of on-site independent school. Discussions to continue with NSW Department of Education
Implementation of a timely and comprehensive construction management plan	Will be implemented

Social impact matter	Intended mitigation outcome			
	Future residents	Wider community	Community service providers	
Way of life	●	●		Housing that meets the needs of households
Community	●	●		Activation of town centres
Access to and use of Infrastructure	●	●	●	Adequate social infrastructure to support population growth
Surroundings	●	●		Pleasant environments for people to meet, gather and spend time
Fears and aspirations	●	●	●	Improved public safety



### 8.4.2 Social housing dwelling increase

As noted in the previous section on broader impacts, a significant positive social impact of the dwelling increase is the accompanying increase in social housing dwelling supply. There are few opportunities to increase supply within the area other than estate redevelopment. With a waiting list in the Northern Sydney (CS4) allocation zone of 1,361 people at June 2016<sup>5</sup>, the increase in social housing dwellings on site will make a substantial impact on the demand for social housing in the area. In addition, the nature of the proposed redevelopment enables the provision of new, well designed fit for purpose social housing dwellings in a high-quality environment.

### 8.4.3 Cumulative impacts

With the extent of development proposed for the Macquarie Park priority precinct area, Ivanhoe will be one of a number of projects that will cumulatively substantially increase demand on infrastructure, including the local road network, open space, recreation and community facilities. While each individual development will need to demonstrate how it addresses demand created from its own site, Council and DPE will need to address the district wide requirements for infrastructure including items that are usually beyond the thresholds for individual developments. These district level facilities include libraries, indoor recreation and playing fields.

### 8.4.4 Community diversity

The redeveloped Ivanhoe will be a diverse community in terms of age, socio-economics, tenancy and cultural background. The creation of mixed communities is an explicit policy goal of the Communities Plus program. A diverse community requires an inclusive and integrated master planning approach that creates an environment that is accessible and equitable for all members of the community. Community diversity also requires diverse land uses and community infrastructure to cater for the needs of different population groups. Public spaces and community facilities should be designed to be multipurpose and flexible and can be used by a range of different groups including to encourage interaction between different groups within the community.

Diversity creates the opportunity for the creation of a vibrant and mixed community where different groups can benefit from interacting and establishing links and networks with others. Diversity (in age) also creates opportunities for intergenerational links through programs that bring different age groups together.











The likely diversity of the future residents requires attention to be paid to the provision of no cost or low-cost access to infrastructure, services and programs that encourages equitable access for a wide range of population groups. Where possible, design of the built environment should be child friendly and age friendly to encourage inclusion and use by all types of households.

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<sup>5</sup> Source: [http://www.housingpathways.nsw.gov.au/\\_data/assets/pdf\\_file/0003/332274/2016\\_EWT\\_Overview\\_table.pdf](http://www.housingpathways.nsw.gov.au/_data/assets/pdf_file/0003/332274/2016_EWT_Overview_table.pdf)

Best practice strategies	Response/Status
<p>» Integration of age-friendly and child-friendly elements into the built environment, for example:</p> <ul style="list-style-type: none"> <li>&gt; Safe and secure pedestrian environments</li> <li>&gt; Sufficient lighting and seating</li> <li>&gt; Play areas that suit a variety of age groups</li> <li>&gt; Pet-friendly spaces</li> </ul> <p>Provision of a medium to long term local community development program to organise community activities and events such as fun days, cultural celebrations or community markets for the whole community</p> <p>Provision of proactive tenancy management mechanisms that facilitate positive social interactions and reduce neighbour disputes and tension</p>	<p>Concepts addressed in concept development application and detail provided in more detailed design stages</p> <p>A comprehensive community development program will be provided</p> <p>Comprehensive tenant management program will be implemented</p>

In addition to new social and affordable housing, under the Communities Plus program the Ivanhoe Redevelopment is generating a substantial amount of funding for programs within the estate. The SHOP proposes 'Strengthening Communities services and place making' facilitators that operate at a whole-of-community level. Social participation and community cohesion will be encouraged through community development activities, including developing effective partnerships with external stakeholders.

Social impact matter	Intended mitigation outcome			
	Future residents	Wider community	Community service providers	
Community				Actively encourage social cohesion through a reliable program of community development
Access to and use of Infrastructure				Reduce pressure on existing and new infrastructure, services and facilities
Surroundings				A built environment that encourages interaction between residents
Fears and aspirations				Effective tenancy management

### 8.4.5 Open space and recreation demand

Open space and recreation are two key community infrastructure items that are critical in considering demand created through higher density urban renewal projects. Public open space is critical to liveability in higher density settings but is also challenging to provide in compact urban settings. Higher density urban renewal sites require a reconsideration of traditional approaches to open space provision and potentially more innovative means to find the right balance between quantity and quality and community benefit and feasibility. From a social impact perspective, public open space is critical to the achievement of positive social outcomes in urban renewal projects.

Physical activity, whether incidental or for recreation, is fundamental to human health. Good urban development can shape opportunities that can support opportunities to increase people's physical activity and encourage a healthy lifestyle. Particularly for low income and vulnerable people living in social or affordable housing, physical inactivity is a public health concern.

Public open space within Ivanhoe will play an important role in promoting social interaction and building the essential connections that make an authentic community. The public domain as an egalitarian, shared space is available to all residents and the landscape design for Ivanhoe is heavily influenced by the objective to create places to bring all members of the community together. The quality and diversity of the space and other facilities within Ivanhoe will also provide amenity to surrounding residents and encourage them to move through and spend time in Ivanhoe, reinforcing the new development as an integrated part of the broader community.

There is evidence that in a high-density environment such as the Ivanhoe Redevelopment, design can discourage private car use and help encourage people to use public transportation or other active transport such as walking and cycling. The development should provide sufficient high quality open space and associated facilities to encourage use by residents and the surrounding community. These should link with surrounding open space infrastructure.

### 8.4.6 Public open space

The City of Ryde considers public open space in two broad categories: unstructured (commonly referred to as passive open space) and structured (commonly referred to as active open space). Council does not have any adopted standards for public open space provision. DPE standards (based on 2010 Guidelines) recommend between 9 and 15% of site area (with 9% being for local and district open space and 15% also including regional open space). The Government Architects Office is currently reviewing the 2010 Guidelines but they are not yet released. It is understood that the revised guidelines will have a greater emphasis on accessibility and public open space availability within walking catchments.

#### Unstructured or passive open space

On site and walking catchment accessibility to a range of passive open spaces is essential to positive social outcomes in an urban renewal setting. In a higher density setting quantity remains important with the provision of a sufficient amount of space still a key consideration. However, the quality of the space is equally important. In diverse community settings, it is important to provide a variety of spaces that can accommodate a range of different uses and user groups. Spaces should be considered as part of a network and a hierarchy with major spaces, secondary spaces and more intimate spaces all playing a role.

Internalised open space, in the form of enclosed or partly enclosed courtyards of apartment buildings, should not be considered as public open space. Although these spaces do play a role in the provision of amenity for residents, they are not clearly publicly accessible and therefore should not be counted towards public open space provision.

### Structured or active open space

Active open space is traditionally conceived of as playing fields. The provision of playing fields on urban renewal sites is challenging due to the space requirements. Also, sporting clubs often require at least two and usually more fields to be grouped together to make a club viable. Playing fields are considered a district level resource and require planning at that broader scale. Urban renewal sites that involve significant population increases will generate additional demand for active recreation. Planning to meet this demand will need to consider both on site and off site opportunities as well as providing accessible links to existing infrastructure that may need to be enhanced or embellished to meet increased demand.

There is also an opportunity to provide active open space elements within passive recreation spaces on site. These are most likely to be in space-efficient forms such as half courts, outdoor fitness equipment, beach volleyball courts, kick and hit walls, and the capacity of park space to be used for informal small sided football or similar activities. An issue for Ivanhoe, raised by Council in consultation, is the demand for active open space created by increased demand from the larger Ivanhoe population but also the possible presence of a secondary school on site. The school will generate demand for space. However, it may also provide an opportunity to provide open space in the form of multipurpose courts or a synthetic field that may be integrated into the school site but be available for community use.

### 8.4.7 Indoor recreation

The City of Ryde has identified indoor recreation as a key social infrastructure gap in the wider Macquarie Park area. Accepted standards for indoor recreation suggest that a population of 10,000-15,000 creates demand for one indoor sports court. Consultation with indoor recreation providers suggest that four court facilities are required to sustain competitions and ensure facility viability. Facilities of this scale are district facilities (requiring populations of 40,000-60,000 people) that require contributions from multiple developments to capital fund.

Community feedback from the community engagement process conducted for the Ivanhoe Estate Redevelopment during December 2017 included:

- » General support expressed for the provision of green and open space and the retention of the existing Turpentine trees
- » Stressing the importance of the pedestrian and cycling links
- » Recognition of the importance of spaces for social interaction
- » Reinforcement of the preservation and enhancement of green space, particularly because of the increase in density. Residents particularly mentioned the importance of having quiet, tranquil spaces included
- » Residents spoke of the importance of spaces such as community gardens that foster health activity and social connections.

Best practice strategies	Response/Status
Provision of a range of adequate open space that is within comfortable (5 minute) walkable distance of all residences and includes facilities such as drinking fountains, public toilet facilities and shaded areas	Addressed in concept development application with details of amenities to be outlined in more detailed design stages
Planning and design of open space to encourage social interaction and engagement among all residents	Social interaction and activation are key principles of landscape design for public open space
Good maintenance and management of all public spaces	Will be critical element of ongoing operation of estate. Preliminary discussions held with Council
Provision of opportunities for residents to undertake regular physical activity (such as outdoor gym equipment), including ensuring footpaths and cycleways link with activity generators such as the school and town centre (including convenient bicycle parking)	Public domain will include spaces and equipment to encourage physical activity
Provision of opportunities to improve access to healthy food, for example community garden, edible landscaping, community kitchen service	Community garden included. Community hub has capacity to provide a community kitchen program if demand requires










The Ivanhoe concept development application currently proposes a variety of open space, totalling approximately 2.1ha. While quantity is important, equally significant is the quality of the proposed open space and the social value and benefits that high quality open space can provide. This issue is discussed further in the Community Infrastructure and Recreation Demand Study (Elton Consulting, 2018), highlighting that the quality rather than just the quantity of open space is a key consideration that influences people's use.

Open space currently proposed in the Ivanhoe Redevelopment masterplan includes:

- » A Green Link through the site
- » A village green with an oval, a forest playground, learn to cycle track and gardens
- » A Town Square with open space including meet and gathering places
- » Improvements to the Shrimpton's Creek Corridor including regenerated forest, running and cycle trails, exercise stations and shaded areas.
- » Forest thresholds that provide opportunities for small gatherings, exercise and access to the forest beyond.

The proposed open space is proposed to be of high quality and ensure accessibility for a range of different age groups and abilities. The site also provides improved links to existing active open space facilities, including Wilga Reserve and ELS Hall Reserve.

For more detail see the Community Infrastructure and Recreation Demand Study (Elton Consulting, 2018).

Social impact matter	Intended mitigation outcome			
	Future residents	Wider community	Community service providers	
Way of life				Universally accessible recreation activities Access to natural environments
Access to and use of Infrastructure				Provision of well-maintained recreation facilities
Health and wellbeing				Opportunities for physical activity
Surroundings				High quality outdoor environment and natural ecosystem

## 8.4.8 Community facility demand

Community facilities are recognised as essential support infrastructure for new communities. In both formal and informal ways, community meeting and activity spaces help to build the networks and connections, and provide the support and services, that are essential to the success and resilience of mixed communities.

The City of Ryde's most recent adopted 'Community Facilities Plan' (2010) identifies its vision for community facilities as:



Our community has access to well-designed sustainable facilities which promote a vibrant community with strong connections.

The 'Community Facilities Plan' emphasises the importance of being responsive to community needs and the importance of providing places 'that allow for social, cultural, recreational and civic activities to take place in a way that is accessible and equitable'. The plan also states:



Within the City of Ryde, community facilities create opportunities for residents and workers to access services and come together in social, educational, artistic, sporting, religious and recreational activity. They enhance quality of life, create social capital and enable services to reach those most in need. Community facilities foster an environment that encourages community engagement, service take-up and voluntary activity.

For a diverse and mixed community like Ivanhoe, community facilities will play a critical role in helping to build a common sense of identity and by bringing different groups in the community together. For a community that will be diverse like the redeveloped Ivanhoe, community facility provision will need to reflect that diversity both in the range of community facilities provided and in the way that they are designed to enable multipurpose and flexible use.

Community feedback from the community engagement process conducted for the Ivanhoe Estate Redevelopment during December 2017 to February 2018 included:

- » The current perceived lack of meeting and activity rooms available for community use in the area
- » Recognition that the proposed community facilities provided a great opportunity for service providers to be active on the site
- » Widespread support for the inclusion of the school and a preference for an enrolment policy that promoted access to social housing residents.

To meet the future community's need for education, health, social support and cultural expression, spaces for residents and the wider community to meet and gather will be essential. Community space can help activate the proposed town centre and play an important role linking with the proposed school.

The likely social infrastructure needs of the Ivanhoe Redevelopment are considered in detail in the Community Infrastructure and Recreation Demand Study (Elton Consulting, 2018).










Best practice strategies	Response/Status
Clustering social infrastructure in central, convenient locations (including proximity to public transport) to create a community focal point	Included in concept development application
Staging that allows for the timely and early delivery of community centre and meeting spaces	Community activity space to be available when first resident on site
Ongoing community development opportunities to be provided for events, programs and activities to be delivered that support social cohesion	Community development program is a commitment

The current master plan includes provision of the following community spaces:

- » The MAH Services Hub focussed on office space for community organisations and on service delivery
- » Community hub located centrally in Ivanhoe adjacent to the village green and focussed on community activities and both formal and informal gathering (seen as the 'Community Lounge Room')
- » Express Library service or kiosk that enables pick up and return of library items, use of catalogue, etc.
- » Multi-purpose community hall that will also focus as an indoor recreation hall provided on a shared school/community basis
- » Child care
- » Non-government school
- » Residential aged care facility with a Wellness Centre.

The SHOP includes a phased approach to facilities provision and management including:

- » Review and confirm the required facilities – including ensuring facilities meet the needs of future residents and considering opportunities for interim facilities until more permanent spaces are available
- » Establish a governance framework – to determine the ownership and management arrangements
- » Deliver and activate facilities – including development of a management plan for each facility including how each facility will support social housing outcomes.

Social impact matter	Intended mitigation outcome			
	Future residents	Wider community	Community service providers	
Way of life				Coordinated approach to providing access to education, childcare, health services, employment and community services
Community				Equitable access to services and facilities
Access to and use of Infrastructure				Access to adequate social infrastructure within or near the development
Health and wellbeing				Provision of support for community and cultural development initiatives

## 8.4.9 Health and wellbeing

As mentioned in the discussion of open space, public space has a key role to play in promoting social and emotional wellbeing for all residents, particularly in higher density settings. While spaces for active recreation (sport, leisure and play) are important, equally as critical is the provision of spaces that foster social connection and also provide quiet space for relaxation and contemplation. The Ivanhoe master plan hierarchy of open space includes a range of 'incidental' spaces that are of a



smaller, more intimate scale and are conducive to both small scale social interaction and relaxation and contemplation.

In taking a holistic view of health, the social dimensions including sense of identity, belonging, access to education, training and employment opportunities and the potential for greater independence are fundamental to what leading practice estate renewal should be aiming to achieve. For those tenants returning to, and new residents of the redeveloped Ivanhoe community, particular care will be taken to ensure that social housing residents feel welcome and included in the new community. While the physical design elements, including the design of the public domain and the nature and function of community facilities, will provide a foundation for this, there will be a focus on the community development processes that encourage the building of connections and social networks.

A key concern in relation to the Ivanhoe redevelopment is to promote health and wellbeing through encouraging social interaction. The concept development application's inclusion of communal spaces including the public domain and community facilities will be critical to promoting interaction and engagement by all residents of Ivanhoe. The physical design of these spaces and building will be critical but also significant will be the programs and activities that operate in and from them. These community development and cultural activities will have a clear focus on bringing residents together and celebrating the new community of Ivanhoe.

In relation to community facilities, all of them, but particularly the Wellness Centre, proposed as part of the Residential Aged Care facility, will have a focus on health and wellbeing. While the Wellness Centre will have an explicit focus on healthy ageing, the community hub facility will also host a range of programs and activities that are intended to promote healthy living.

A key part of peoples' sense of wellbeing is their perceptions of safety and security. Safety is a key issue across the whole community. Safety is an issue that can be partly addressed through design and the application of CPTED principles, but also requires a more holistic social crime prevention focus. Many of the social support initiatives that will be included in the SHOP and the Ivanhoe community development program will also address these social crime prevention issues and contribute to the long term safety of the whole community.

















A key element of wellbeing for all residents of Ivanhoe will be perceptions of safety and security. Eastgate (2016) in his review of public housing estate renewal for Shelter NSW identified the following best practice elements of crime reduction in public housing estates:

- » A broad, whole of government, or place management approach involving Housing, Police, Local Government, and a wide range of government and non-government agencies
- » Extensive community consultation and participation in problem identification, development and implementation of strategies
- » Integrated initiatives targeting early intervention, drug and alcohol abuse, training and employment, domestic violence support, etc.
- » A locally based, empathetic housing management team with community development training
- » A strong community policing approach with an emphasis on crime prevention personnel engaging and building relationships with community members
- » Organisation of community and cultural events to build community spirit and break down stigma
- » The replenishment of social capital aiming to enhance individual wellbeing and self-esteem, increase social cohesion and augment sense of responsibility and natural policing.

### Best practice strategies

- » Provide residents with opportunities to do meaningful or enjoyable things together
- » Create spaces and policies that enable people to keep and interact with pets
- » Provide clearly delineated private, semi private, and public spaces
- » Ensure that housing unit design promotes feelings of privacy and helps to control perceptions of density
- » Design spaces and information systems that help people intuitively way-find and interact with their environment
- » Develop and implement meaningful public engagement activities during all design stages
- » Locate housing so that shops and services are within an easy walking distance on a safe, comfortable route.

*(Strategies adapted from Happy Homes Toolkit:  
thehappycity.com/resources/happy-homes)*

Social impact matter	Intended mitigation outcomes			
	Future residents	Wider community	Community service providers	
Way of life				Access to quality housing, education and employment, transport and physical connectivity
Community				Creation of social cohesion and connectivity
Access to and use of infrastructure, services and facilities				Access to healthy food, physical activity
Surroundings				A quality natural and built environment
Fears and aspirations				Community safety and security

## 9 Evaluation of significance

The Ivanhoe Estate redevelopment will result in a permanent change from a low to medium density highly concentrated social housing area to a high density mixed tenure community. The proposed development will increase housing supply, including new additional social housing, in an area of close proximity to major employment, shopping, health, education and transport hubs in Macquarie Park.

In the longer term, returning and new residents are likely to experience a range of positive social impacts including new fit for purpose housing, access to higher quality public spaces, coordinated support programs, benefits of living in a mixed community, and access to employment and training. For the wider community, the proposed development will bring a range of changes some of those, such as the provision of a more mixed community are likely to be seen as positive, while others, related to the densification of the site, will likely be perceived as negative.

**Table 6** provides a summary of key social impacts and an assessment of their significance.

**Table 6 Significance of key identified social impacts**

Social impact	Assessment	Potential impacts
Information and communications	Moderate short to medium term impacts to a significant number of households with some capacity to adapt to changes	<ul style="list-style-type: none"> <li>» Certainty about the renewal process</li> <li>» Transparency in communication to market residents about the housing tenure mix</li> <li>» Requires a coordinated engagement and communications strategy</li> </ul>
Relocation and return	Potential impacts to a significant number of households with limited capacity to adapt to changes	<ul style="list-style-type: none"> <li>» Opportunity for some residents to access houses that better meet their needs/ want a fresh start in a new location</li> <li>» Requires support for residents particularly those at risk of losing connections with existing community</li> <li>» Return strategy to ensure good match between tenants and dwellings</li> </ul>
Social and affordable housing supply	Major long-term impacts to a significant number of households with limited capacity to adapt to changes and to etc.	<ul style="list-style-type: none"> <li>» Improved ability for people to access safe housing in a well-connected location</li> <li>» Social housing tenants requires provision of adequate support resources as described in SHOP</li> </ul>

Social impact	Assessment	Potential impacts
Social mix	Major long-term impacts to a large part of the wider community with reasonable capacity to adapt to changes	<ul style="list-style-type: none"> <li>» Opportunities for stronger collective control over surroundings</li> <li>» Revenue directed to funding programs with the potential increase in inclusive opportunities for groups in the community</li> <li>» Mixed tenure likely to improve how the wider community perceives the estate</li> <li>» Improved perceptions of safety and security</li> <li>» Safer by design principles have the potential to improve public safety</li> <li>» Possible challenges with integration between social, affordable and market housing residents</li> <li>» Tenure blindness likely to reduce stigma around how future residents perceive the estate</li> <li>» New opportunities for the community to share communal space and interact socially</li> <li>» Requires effective implementation and delivery of community support and development programs</li> </ul>
Support services	Moderate, long term impacts for all social housing residents and a large part of future market residents	<ul style="list-style-type: none"> <li>» Improved opportunity to transition out of social housing, including access to education, training and employment</li> <li>» Requires consistent and effective management and delivery of support services</li> <li>» Improved quality of life for the safety net cohort</li> </ul>
Asset renewal and match	Major impacts with ongoing frequency for a large number of social housing residents	<ul style="list-style-type: none"> <li>» Improved housing quality</li> <li>» Smaller dwellings in high density can better meet the needs of smaller households</li> <li>» Apartments built to liveable design (silver) standards are likely to meet the changing needs of occupants over their lifetime</li> <li>» Dual key options required to provide additional flexibility and cater for larger households</li> </ul>

Social impact	Assessment	Potential impacts
Dwelling increase (Densification)	Major, irreversible impacts to a large part of the community with some capacity to adapt to changes in population size and structure.	<ul style="list-style-type: none"> <li>» Higher density development can bring more activity into major centres</li> <li>» Higher density in employment destinations can result in increases in walking and cycling and reduce car dependency</li> <li>» Additional population may support local retail, business and entertainment facilities</li> <li>» Dwellings in high density can be more affordable and better meet the needs of smaller households</li> <li>» New provision of local infrastructure</li> <li>» Cumulative positive impacts with surrounding developments</li> <li>» Cumulative negative impacts with surrounding development including shadowing, traffic, views, demand on local infrastructure</li> <li>» Construction impacts</li> </ul>
Community diversity	Moderate, long term impacts to the whole community with reasonable capacity to adapt to changes	<ul style="list-style-type: none"> <li>» Opportunity for a better social housing experience</li> <li>» Opportunity for the creation of a vibrant, mixed community</li> <li>» Requires effective implementation of community support programs</li> </ul>
Open space and community facility demand	Major, long term impacts to the whole community with some capacity to adapt to changes	<ul style="list-style-type: none"> <li>» New pedestrian and cycle connections may improve liveability, especially with positive opportunities for access to local natural ecosystems such as Shrimptons Creek</li> <li>» New open space and recreation facilities</li> <li>» Increased demand on facilities in surrounding areas including public schools, sporting fields etc</li> </ul>
Health and wellbeing	Major, long term impacts to a large number of existing residents with limited capacity to adjust to changes, and large part of the future community with reasonable capacity to adjust to changes.	<ul style="list-style-type: none"> <li>» Improved physical design of the built environment that contributes to wellbeing</li> <li>» Positive impacts arising from provision of community development programs</li> <li>»</li> </ul>

# 10 Conclusion

The Ivanhoe Estate Redevelopment is in line with best practice mixed tenure estate renewal. The Communities Plus program and the Ivanhoe response to it represents recognition of the critical importance of analysing and mitigating potential social impacts. With a development of any scale, some social impacts will occur. Some of these impacts will be negative, others positive. This analysis of the Ivanhoe proposal shows that the extent of the redevelopment proposed by the concept development application will inevitably create some negative impacts associated with traffic, changes in neighbourhood amenity as well as concerns and aspirations of local residents. However, the nature of the proposed redevelopment, including its scale, is also seen as the key to realising some of the potential positive social impacts. These relate to increase in housing supply (social, affordable and market), the creation of a more mixed and cohesive community, and enhancements to community facilities and the public domain.

Importantly, this SIA is written in advance of some areas of social impact and in anticipation of other potential impacts. There is the potential to minimise negative impacts and enhance positive ones (the essential purpose of the SIA). Given this, the key to the success and the optimisation of social impacts, robust and transparent processes of evaluation, monitoring, community engagement and communications needs to occur throughout the evolution of the project to ensure that the desired social outcomes are being achieved.

As the first of the Communities Plus projects, Ivanhoe is of great importance as a potential benchmark for estate renewal. Social considerations are integral to the success of renewal overall and of Ivanhoe specifically. The evolving Ivanhoe master plan will be critical to creating the physical foundation for a strong, integrated and resilient community. This SIA has shown that beyond the physical and design elements there are a lot of place management and operational activities that will aim to ensure that Ivanhoe evolves as an equitable, inclusive and productive community.

A critical element of this ongoing activity will be the community and cultural development activities that will occur through both Mission Australia Housing and its partners and the community development activities of Frasers Property Australia (targeting both social and market housing residents). The emphasis of these community development activities on bringing together the different groups that will make Ivanhoe home will be essential to the creation of a strong and resilient community.

This SIA points towards a direction for social outcomes to be maximised, but it will require a combination of monitoring, evaluation, and adaptive management to ensure practical, meaningful outcomes are achieved on the ground and over time.

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