



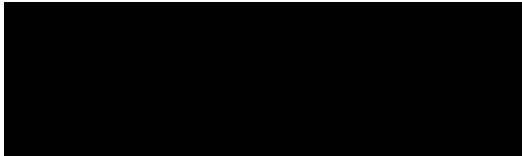
# Airds Bradbury Renewal Project

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## Project Plan

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Renewal Division  
Land and Housing Corporation  
Department of Finance and Services



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# 1. Introduction

The Airds Bradbury Renewal Project is designed to revitalise a large social housing estate in Sydney's west which has become an area of entrenched socio-economic disadvantage since its establishment in the 1970s. Renewal will be achieved through a reduction in the concentration of social housing, integration of social and private housing and development or upgrading of community infrastructure.

This plan is the latest in a series of regularly reviewed and updated plans for the project. Its release coincides with a significant milestone — the call for expressions of interest by private companies or consortia in a public private partnership to progress renewal. Selection of a partner with the right skills, experience and resources is expected to take 18 months.

Work on the project began in 2008 with community engagement and initial planning. An initial Project Plan was developed to guide the project through this period.

The 2012 Project Plan, development of which follows completion of the main project planning components, sets the management framework for the period up to the handover of the project to a PPP partner.

# 2. Progress to Date

Below is a snapshot of the progress that has been achieved since the project's inception in 2008:

## community engagement

- implementation of an extensive community engagement program (**Airds OutLOUD**) culminating in community input to the Concept Plan
- establishment of community and stakeholder governance forums such the **Community Reference Group and the Bradbury Airds Neighbourhood Connection**
- formulation and implementation of community renewal activities including:
  - a monthly markets in Airds
  - a weekly fruit and veg cooperative
  - a Men's Shed
  - landscaping and public art around the Airds Pond
  - upgrading of the Airds Monster sculpture
- transformation of the Airds Indoor Sports Centre into Airds Bradbury Central, which accommodates the project office and acts as a hub for project-related community activities

### planning

- completion and approval of a business case analysing renewal options for the estate, with redevelopment of townhouse precincts and dwelling sales in cottage precincts as the preferred option
- development of a Concept Plan, including extensive due diligence and stakeholder consultation
- completion of the Integrated Social Sustainability and Health Impact Assessment as part of the masterplanning process
- **development of the community renewal framework for the Strategic Social Plan in response to the issues identified in the above assessment**

### housing initiatives

- upgrading and backlog maintenance works to Cardew and Southdown townhouse precincts to sustain good residential amenity pending redevelopment
- early rehousing and demolition of Creigan and Elmslea townhouse precincts
- continued subdivision of those cottage precincts scheduled for retention to ensure all dwellings are on separate titles
- start of construction and acquisition of replacement housing, including the delivery of 52 new seniors housing units on site through the Nation Building and Economic Stimulus Plan

## 3. Project Vision, Values and Approach

### 3.1 Vision

The project vision is:

***to make Airds Bradbury a great place to live, a place with good amenity, services and facilities in a socially mixed community offering opportunities for residents to realise their goals.***

Wow, could this have been more

### 3.2 Values

- **We will respect Airds Bradbury, its people and cultures.**
  - We will treat all residents with respect and honesty.
  - We will express our pride in Airds Bradbury and not talk negatively about it.
  - We will do everything possible to understand, respect and reflect the cultures of Airds Bradbury people in all aspects of the project.

- **We will work together with others.**
  - We will listen to residents and try to do what residents prefer.
  - We will take our lead from residents in all aspects of the project.
  - We will work with residents on the things that matter to them.
  - We will favour working in partnership with residents and other agencies in everything we do.
  
- **We will be honest and consistent.**
  - We will do what we say we will do and not do what we say we won't do.
  - We will tell residents what we can and can't do.
  - We will tell residents what is happening at all stages.
  
- **We will favour action.**
  - We will take action, not just talk or pass the buck.
  - We will listen, plan then DO.
  - We will assist residents to take action.

### 3.3 Approach

The project uses the Living Communities Program, which values and builds on existing community strengths to pursue outcomes in three equally important areas: people, place and partnerships.

#### 1. People

- Improving the skills, capacities and economic participation of individual residents.
- Supporting households to make positive transitions and access new opportunities.

#### 2. Place

- Supporting the local community to build its strengths, skills and capacity.
- Improving the physical environment, including housing and the public domain.
- Creating a sustainable social mix through the integration of social, affordable and private housing.

#### 3. Partnerships

- Actively engaging affected residents.
- Working collaboratively to improve services with residents, the community housing sector, non-government organisations (NGOs), local and other government agencies and, where appropriate, the private sector.

The Living Communities Program also puts the individuals affected by the project at the centre of activities. This person-centred approach, as it is known, ensures that project benefits flow not just to the place but also to the people in the area, whether they stay, move within the estate or relocate outside the estate. It demands responsiveness to local conditions, strong community engagement in all aspects of the project and clear and timely communication.

There must be strong coordination across all activities, which should be managed under a common set of objectives that include social, economic and physical objectives. All projects should also have a single point of accountability.

## 4. Project Components

The project has a number of components with associated works as shown in the table below.

<b>PROJECT COMPONENT</b>	<b>BROAD SCOPE OF WORKS</b>
Project management	Integration of project activities Project approvals Project planning Project monitoring and reporting Coordination of facilities management Coordination of communication activities Stakeholder management
Community renewal	Planning for community renewal Establishment of governance framework for community renewal Implementation of community renewal plans and strategies Community engagement
Asset program	Implementation of social housing asset activities including: <ul style="list-style-type: none"> <li>• demolition</li> <li>• subdivision</li> <li>• upgrading works</li> <li>• new supply – on and off-site</li> </ul>
Tenancy management (incl rehousing)	Management of tenancies in accordance with project objectives Coordination of maintenance and asset planning Rehousing of tenants
Development (incl sales)	Masterplanning – including approvals Land development Coordination of sales

**Table 1: Project components and scope of works**

## 5. Project Phases

As the project has progressed its scope has increased. The table below, which reflects the current master program, shows the four phases from project commencement to conclusion, together with the timeframe for each, the nature of renewal activities and community engagement focus.

The master program, which is regularly updated, will be reviewed when the public private partnership for Airds Bradbury is finalised.

<b>PHASE</b>	<b>BROAD TIMEFRAME*</b>	<b>PHYSICAL RENEWAL ACTIVITIES</b>	<b>COMMUNITY RENEWAL FOCUS</b>
1. Community engagement	2008–11	<ul style="list-style-type: none"> <li>• Masterplanning</li> <li>• Implementation of early win projects eg upgrading of Southdown and Cardew precincts</li> <li>• Continuation of previous renewal activities where appropriate</li> </ul>	<p>Developing a positive working relationship with social housing residents and other stakeholders through:</p> <ul style="list-style-type: none"> <li>• development of a stakeholder engagement strategy</li> <li>• capacity building to support resident input into planning</li> <li>• stakeholder engagement in the planning process</li> <li>• development of community renewal structures, processes and plans</li> </ul>
2. Support	2009–19	<ul style="list-style-type: none"> <li>• Start of major physical renewal works</li> <li>• Start of rehousing</li> <li>• Early sales to private residents</li> </ul>	<p>Supporting social housing residents through:</p> <ul style="list-style-type: none"> <li>• community building</li> <li>• providing services to: <ul style="list-style-type: none"> <li>○ address disadvantage</li> <li>○ build the resilience of those leaving</li> <li>○ build the capacity of those staying</li> </ul> </li> </ul>
3. Integration	2016–25	<ul style="list-style-type: none"> <li>• Ongoing renewal</li> <li>• Sales to private residents</li> </ul>	<p>Community building for diverse residents through:</p> <ul style="list-style-type: none"> <li>• a whole-of-community focus</li> <li>• work across tenures, cultures, age groups, etc.</li> <li>• building of a strong, cohesive and tolerant community</li> <li>• communication and marketing to create a positive view of change (which will also facilitate sales)</li> </ul>
4. Sustainability	2020–26	<ul style="list-style-type: none"> <li>• Completion of renewal works</li> <li>• Continuation of sales to private buyers</li> </ul>	<p>Community structures and processes in place to allow gradual exit of project partners:</p> <ul style="list-style-type: none"> <li>• capacity building of residents and NGOs</li> <li>• transfer of responsibility for community renewal to NGOs and/or residents</li> </ul>

**Table 2: The four project phases**

\*Timeframes may change depending on project progress.

## 6. Project Management Framework

This Project Plan is supported by the Concept Plan and the Strategic Social Plan, which in turn have a series of underpinning strategies. The following figure shows the hierarchy of documents in the management framework.

<b>Project Plan</b> Sets the overall management framework for the project			
<b>Concept Plan</b> Guides future physical renewal in Airds Bradbury		<b>Strategic Social Plan</b> Outlines the social approaches to be implemented and the desired outcomes	
<b>Communications Strategy</b> Details the different strategies to ensure the regular flow of information to all project stakeholders	<b>Community Engagement Strategy</b> Provides an overview of the principles and strategies for community engagement across the project	<b>Rehousing Strategy</b> Details the principles and strategies to ensure rehousing is carried out in line with the project objectives	<b>Estate Management Plan</b> Provides details on management and coordination of physical assets within the project area

Figure 1: Planning document hierarchy

Other plans will be developed over the course of the project. It is anticipated that these will include the following:

- an Integrated Sales and Marketing Strategy for new private housing and retained cottages to ensure optimum returns and retention of appropriate social housing
- a Social Housing Asset Plan to set the social housing configuration to be built and/or acquired on/off the estate consistent with project objectives.

## 7. Governance

The governance framework in place from now until the selection of a private partner is shown in the following diagram.

In essence there are two parallel projects being implemented through a common governance structure. One concentrates on the delivery of phase 2 of the project (see section 6 - Project Phases) and the other on the tender process for the public private partnership.

The diagram shows the various agencies and teams implementing works under the Project Plan. The Project Leaders Group, which includes representatives from each government agency providing services for the project, monitors progress and ensures service integration. It also interacts with the stakeholder forums.