

ORGANISATION	FEEDBACK	RESPONSE
South Sydney Community Aid	Framework should be a living document taking into consideration the long period of the redevelopment project	Agree. It states this intent under <i>How this Framework was developed</i>
	Guiding principle - how these principles translate into practice. For example: 1) Responsive and timely – newsletters quarterly? Every 4 months? 2) Feedback will be considered – individual feedback to be answered – why to be adopted or not – in the newsletter/directly to the individual? 3) Responsive and timely – within XX working days?	Noted. FACS has presented how these principles will be applied at a meeting with NGOs and service providers in November 2016 and will post this information on the project website. FACS will produce a newsletter for tenants on a regular basis. FACS is already responding to individual/ group feedback and will continue to do so.
	Share the list of the organisations that have been involved so far and maybe also the key person for each organisation for networking opportunities and ideas “brainstorming”.	Noted.
	Another group that is important in this discussion is the private housing residents that live bordering the redevelopment area.	Agree. They are captured under <i>Surrounding Residents and Local Businesses</i>
	Capacity building and engagement tools have been/will be identified moving forward at different stages and be communicated for feedback before implementation.	Noted. The engagement activities and tools were presented at a meeting with NGOs and service providers in November 2016. This will be presented to the Waterloo Redevelopment Group (sub committee of the NAB) for feedback. FACS will continue to test tools, approaches and communication materials for feedback before implementation.
	Community mapping so all agencies/stakeholders understand the demographics of the area.	FACS understands InnerSydney Voice has a comprehensive database, as does Counterpoint. FACS also has a database of agencies/ stakeholders and will refer to InnerSydney Voice, Counterpoint and others for verification and input. FACS has data regarding the demographics of the area. The latest data can also be found on the Census website.
	Some CALD communities may not understand master planning process and need to be educated through a capacity building workshop before any meaningful collaboration can take place.	Noted. The Framework states that approaches/ activities will also be targeted to multicultural groups.

ORGANISATION	FEEDBACK	RESPONSE
	<p>The non-negotiables should be communicated asap (esp when the developer is known).</p>	<p>Agree.</p>
	<p>The flow of information in a timely manner with the collaboration of all stakeholders. Information should be provided to service providers i.e. NGO and government agencies within the same time (if not before) the residents so that the meaning of the information will be consistent. It is very hard to answer residents when we do not know where that piece of information is coming from be it formal or informal. Eg, CALD forums delivered without the knowledge of service provider. Different groups and individuals, e.g., some NAB reps and Waterloo Action group were perceived as being given more opportunity to 'represent' the whole Waterloo community.</p>	<p>Noted and agree.</p> <p>FACS commits to issuing relevant materials to NGOs and local government agencies about the redevelopment in advance.</p>
<p>Inner Sydney Voice</p>	<p>What are the methods of engagement: The language about how and when these will be used needs to be clearer and bolder and reads as though you will be doing all those things all of the time and implies that the 'collaborate and empower' end of the spectrum will always be utilised in all engagement.</p>	<p>Agree.</p> <p>The language has been amended.</p>
<p>Counterpoint</p>	<p>The term value and the values identified should be defined as to what this may look like in practice. Whilst the summary of values identified are of worthy note, the concern lies as always in the "execution". Historic unhonoured commitments by many parties in recent and past times means building trust with community leaders around these values could be challenging. Recognition of those past mistakes, making correction where possible might help. For example, previous transparency promised and then documents /findings not released could now be released as a gesture of good will (<i>eg original waterloo masterplan and underlying tech studies</i>). In addition to developing a value strategy, you might want to consider developing minimum standards in practice and have some Result Based Accountability indicators that measure progress and activity outcomes. Commitment to learning from experience by all should ensure this document is a living document and reviewed regularly.</p>	<p>Noted.</p> <p>FACS has documented outcomes and learning from previous consultation programs.</p> <p>An evaluation framework will be developed.</p> <p>Under <i>How this Framework was developed</i>, it states that the framework will be reviewed and updated.</p>
	<p>You might want to add to the list - this list is not be viewed as not exhaustive eg, Faith-based groups, social based groups, LGBTI groups, private residents, students, transient groups, future waiting list tenants. All appear to be missed within the current groupings.</p>	<p>Noted.</p> <p>Faith based groups are fall under Community Organisations in the <i>Stakeholder Groups</i>.</p> <p>FACS will be inclusive and invite all segments of the community to participate. FACS will not discriminate against any groups or cultures.</p>
	<p>There should be a more in-depth separate document that consists of a thorough stakeholder analysis. In terms of individuals and individual organisations that make up the pre – identified categories, the current level of involvement vs desired, their importance/significance/influence, the level of engagement required/sought.</p>	<p>Noted and agree.</p> <p>A stakeholder analysis is being developed as part of the communications and engagement strategy.</p>
	<p>It's also important that stakeholders who participate have the</p>	<p>Noted and agree.</p>

ORGANISATION	FEEDBACK	RESPONSE
	<p>skills and knowledge required to participate in a meaningful way, undertake a commitment to remain involved, have the authority to act and speak for those they represent, and that they feedback to those they claim to represent. It also important to understand the context of the feedback /perception given, a lot of presenting issues and concepts would need to be carefully drilled down and unpacked.</p>	
	<p>It's important to note whilst involving stakeholders that you are potentially taking them away from other funded roles /limited resources, therefore, important that activities are meaningful and respect the value of the time of those participating. Resources should be compensated where possible and consultations should take place within current activities where possible too, rather than be "in addition to". For example rather than putting on separate events for CALD resident groups and providers meet them within their current group meeting/activities cycle. Another example was where facilitation of a follow-up workshop commenced late, leaders were unprepared and it was chaired by four people who weren't even involved in the first workshop.</p>	<p>Noted.</p>
	<p>We again highlight that the community engagement strategy should be a joint one between all government stakeholders i.e. Urban Growth, Sydney Metro, Greater Sydney Commission. Currently it is even confusing for well-seasoned 'professionals' never mind individual residents. The need for silos to be broken down during this process is important. To date, the disjointed approach has caused confusion, mistrust, frustration and in places duplication. To have invested several years in conversation with UGNSW (and its predecessors) and then for them to no longer be present in the ongoing discussions is perplexing, to say the least.</p>	<p>Noted.</p> <p>FACS is taking a whole of government approach to the Waterloo Redevelopment as outlined at the meeting with NGOs and service providers on 28 November.</p>
	<p>It also important that this process is linked to issues that are happening at a statewide level which will affect this process at a local level. For example the current reform of FACS funded Hub/EIPP services – in our view FACS missed the opportunity to look at it in terms of this re-development. The volume of consultation and reforms will have big impact in the area and also be resource intensive.</p>	<p>Noted.</p>
	<p>Advance notice of intended consultations and methods will give residents the chance to provide feedback prior to commencement in terms of best date, venue, audience, marketing etc. therefore we would suggest building in plenty of lead in time, and pre-engagement testing.</p>	<p>Noted.</p> <p>FACS will engage and work with the Waterloo Redevelopment Group for this purpose.</p>
	<p>We also highlight that since the commencement of this process there have already been several changes to FACS personnel/staff structure, this inconsistency and high staff turnover is a long standing issue which will continue to needlessly make this process difficult if not reigned in. (Team Leader changes, FACS Director changes, Area Director changes, frontline staff changes)</p>	<p>Noted.</p>
	<p>We again stress the importance of stability and ensure none of the current services or community activities are negatively affected by the engagement process. Instead of diverting</p>	<p>Noted.</p>

ORGANISATION	FEEDBACK	RESPONSE
	<p>energy from them it should strive to complement the existing structures that have taken years to build. As we have seen in previous exercises when external engagement teams arrive in the community, attempts to deplete or change those structures could cause unnecessary tensions. Ensuring the engagement teams understand the value and appreciate the history of current community infrastructure is important.</p>	
	<p>We recognise that methods lists are just examples of potential methods to achieve different levels of engagement. We would encourage as many diverse methods as possible to ensure the diversity of this community is captured eg, from online activities to street activities, to traditional workshopping and postal methods. However, we would caution against creating a situation where consultation fatigue can set in.</p>	<p>Agree. FACS will continue to test tools, approaches and communication materials for feedback before implementation.</p>
	<p>We would highlight the need for <i>impartial</i> capacity building delivered through a variety of means so stakeholders can participate from an informed perspective. Our interagency/resident involvement Groundswell model can assist with this - we suspect a 'brokerage' approach to the capacity building may be worth exploring.</p>	<p>Agree. FACS is attending the next Groundswell meeting and will continue to engage with them throughout the process.</p>
	<p>We would also encourage as many activities as possible that create ownership /empowerment through this process. This should not just be with the planning and master plan process but in the implementation of the redevelopment. Involving tenants in the tender process, involving tenants in the creation of new social enterprises (physical relocation teams/befriending teams etc.), involving tenants in the creation of communication methods, involving tenants in the hosting of the engagement activities etc.</p>	<p>Agree and noted.</p>
	<p>Feedback collected from any process has to be timely, accurate and transparent – not edited to an unrecognisable political spin document. Producing mere summaries that fit within a pre-determined narrative, will fuel conspiracy theories and do not inspire trust. Raw recording of what was said complemented with interpretation summaries along with responses should be provided.</p>	<p>Noted.</p>
	<p>Clarity on what is and is not changeable from the consultations should be made clear in all conversations so expectations are manageable.</p>	<p>Agree.</p>
	<p>Resources have not been attached or detailed in this draft plan.</p>	<p>FACS will resource the plan appropriately.</p>
	<p>Diverse, responsive and stable funding, and for the sake of impartiality at times, should be arm's length throughout this process.</p>	<p>Noted.</p>
	<p>It important to highlight the value NGOs can bring over and above the utilisation of experienced private consultants.</p>	<p>Noted. FACS respects the value and expertise NGOs bring and will continue to engage with NGOs throughout the process.</p>

ORGANISATION	FEEDBACK	RESPONSE
	Taking general concepts given on advice without working out finer details in partnership with stakeholders can lead to communication breakdown i.e. CALD forums suggested by Counterpoint and SSCA arranged without consultation of the details in delivery and services.	Noted.
	Stakeholders should be given equal access to information, for example, Sydney Metro consulted private residents on investigative works but not public housing tenants. Example 2: REDWatch giving updates on the status of Urban Growth UTS which was not even been distributed/discussed with public housing tenants.	Noted.
	Inconsistent facilitation of workshops hindering the exercise.	Noted.
	Events being held in full control of FACS rather than in equal partnership - NGOs don't just want to be consulted they want to be part of the decision making/facilitation process.	Noted and FACS welcomes this.
	We would encourage you hold off organising any major announcements or further work till after the Christmas period, however we do think that you give some interim updates/assurances through the newsletter and existing community events.	Noted. A newsletter updating residents about the Waterloo redevelopment was issued on Friday 11 November.
Waterloo Public Housing Action Group	Understanding that the document is for internal use only. Therefore it would be useful to see how this framework will be communicated to tenants and residents affected by the Waterloo redevelopment plan.	This document is intended for an external audience. Local service providers and NGOs were asked to provide feedback on the draft, after developing the draft framework from 2 stakeholder workshops. FACS will be seeking ideas from local service providers and NGOs about ways to communicate the framework to tenants and residents.
	One of the key actors involved in the decision making process is notably absent – property developer and investors. This is a significant oversight because of the use of public-private amalgamations for new housing infrastructure in NSW. While the document clearly shows that FACS value community input, there is no opportunity for a dialogue between community, government and the private sector developers. This means that the community is not in a position to set any agendas with regards to decision-making and are thus disempowered. If developers and investors are not acknowledged as stakeholders within the government framework to work towards a democratic, participatory planning approach to the Waterloo redevelopment.	Noted. Not relevant at this stage of the project. The focus of the engagement, consultation and collaboration with “user” stakeholders initially as we develop the master plan. Once the master planning is complete, and the preferred developer has been appointed via a tender process, they will consult with the community during the preparation of the development application for each stage of development.
	We appreciate the range of ways that FACS proposes for engagement with tenants and community groups. What we would like to see is how these engagement activities will be joined up to provide continuous, consistent information and further opportunities to participate in the redevelopment plans (e.g. details of up to 40 engagement events with 2000 residents and nearly 400 face to face visits have not been made public). A centralised space with ‘live’ details and outcomes could address this problem. There must be a	Noted. FACS will publish engagement activities on the website.

ORGANISATION	FEEDBACK	RESPONSE
	<p>clear way to access information about previous consultation outcomes in terms of how community concerns are being addressed. The redevelopment plans and tenant participation processes must be open and transparent to reduce levels of uncertainty and miscommunication with the community.</p> <p>As the redevelopment plans change and progress, the engagement framework should be reviewed and amended to ensure that the community continue to have a shared influence on Waterloo redevelopment. One suggestion is to include a process through which tenants can give feedback on how satisfied they are with their participation in the redevelopment project.</p>	<p>Noted.</p> <p>Under <i>How this framework was developed</i>, it states that the framework will be reviewed and updated.</p> <p>The NAB and the Waterloo Redevelopment Group will be one of the channels for the representatives that sit on these committees to provide this feedback, as well as from local NGOs and service providers.</p>
<p>City of Sydney</p>	<p>The following criteria is essential to effective community engagement for the redevelopment of the Waterloo Public Housing Estate and should be reflected in the Community Engagement Strategy.</p> <p>There are two streams of engagement that are critical to the success of the project.</p> <ol style="list-style-type: none"> Planning – Master plan, development applications and consultation in planning and designing services, infrastructure, public domain, open space and community facilities. Implementation – Working with the community to build resilience and social cohesion and support community wellbeing throughout the change process. <p>Principles of engagement Demonstrate the following overarching principles.</p> <ul style="list-style-type: none"> Integrity: Engagement should be transparent. It should be clear in scope and purpose. It should be supported by timely and accurate information in ways that people understand. Inclusive: Engagement should be accessible and balanced. It should capture a full range of values and perspectives. Dialogue: Engagement should be two way and open up genuine discussion. Influence: The community should be able to influences the outcomes and understand the impact of their involvement. <p>Areas of engagement Demonstrate the community has been effectively engaged on key aspects relating to the development and implementation of the master plan including:</p> <ul style="list-style-type: none"> Spatial arrangement of development The way different housing types (ie social and private) are combined as part of the project Staging of redevelopment and tenant relocation Open space and amenity Community facilities Ways to build community resilience and social cohesion and support community wellbeing throughout the process 	<p>Agree.</p> <p>The Framework outlines both streams as part of the consultation process and the approach to community development and capacity building.</p> <p>The engagement principles have been developed in consultation with the community from 2 workshops to date and include the principles identified here. This includes the need to clearly identify the key areas and opportunities for community engagement to influence outcomes.</p> <p>How these identified principles will be applied was presented at the 28 November meeting with NGOs and included in the draft engagement framework.</p> <p>Noted.</p> <p>Capacity building activities are planned to assist residents and members of the community in developing the necessary skills to become engaged in key areas of interest through out master planning (including these identified here).</p> <p>Areas of engagement will be determined by residents and the community during the master planning process.</p>

ORGANISATION	FEEDBACK	RESPONSE
	<p>Context of engagement Demonstrate that the community has confidence in the engagement process and that it has addressed key issues of trust relating to:</p> <ul style="list-style-type: none"> · the relationship of tenants with their landlord as the agency leading the engagement and that this may restrict their desire to speak up; · generations of Aboriginal and Torres Strait Islander people have experienced displacement through the actions of government in inner Sydney and across NSW; · a long history of proposals for redevelopment in the area and view in the community that they have little influence over decisions. · other projects in the area including the metro station and other urban redevelopment sites <p>The engagement approach should demonstrate the use of independent, safe and culturally respected channels of engagement to ensure people feel confident in sharing their views. The engagement needs to be clear on what can be influenced by the community and final decisions need to reflect community input.</p>	<p>Noted and agree.</p> <p>Overall, the Framework considers these aspects, including within the approaches and activities.</p> <p>Groups such as the newly established Waterloo Redevelopment Group have been setup to provide ongoing community communication, feedback and input into the engagement process to facilitate transparency and confidence in the process.</p> <p>It is anticipated that this group and others will provide ongoing feedback and lead to the identification of opportunities for planned engagement activities, forums and reporting to be tweaked to respond to both positive and negative feedback through out the process.</p>
	<p>Planning the engagement Demonstrate that the engagement was well planned with:</p> <ul style="list-style-type: none"> · clear engagement outcomes that can be evaluated against · involvement of community in planning the engagement · time for the community to understand the issues and give considered feedback · ongoing opportunities for engagement and reporting back on decisions 	<p>Noted.</p> <p>An activity schedule is currently being prepared which will provide the proposed timing of key engagement activities. This schedule will also include the appropriate consideration of timing required for the community to provide considered feedback and for reporting on redevelopment decisions.</p>
	<p>Reach of engagement Demonstrate that all target groups have been accurately mapped, their perspectives have been properly considered and that engagement has been appropriate and effective. These groups include:</p> <ul style="list-style-type: none"> · Housing tenants including tenants with complex needs · Aboriginal and Torres Strait Islander community - tenants, community Elders (who may or may not be tenants), community organisations and services, and Aboriginal and Torres Strait Islander residents in surrounding areas. · Linguistically and culturally diverse communities – tenants and surrounding neighbourhoods · Neighbouring residents, landowners, workers and students · Local businesses · Local community organisations · Local service providers 	<p>Agree.</p> <p>A stakeholder analysis is being developed as part of the communications and engagement strategy.</p>
	<p>Evaluation and monitoring Demonstrate that the community has had input into monitoring and evaluating the effectiveness of engagement. Evaluation should address the engagement process, the reach of the engagement, the appropriateness of the engagement, and the influence of the engagement.</p>	<p>Noted.</p> <p>An evaluation framework will be developed.</p>