

Inner Sydney VOICE

WINTER 2015 • ISSUE 125

IS SYDNEY ON TRACK?

**SYDNEY PUBLIC TRANSPORT
PASSENGER JOURNEYS TELL
THE STORY: IN 1945 THERE WERE
832 MILLION JOURNEYS
WITH 404 MILLION ON TRAMS.
BY 2013, WITH 2.7 TIMES MORE
PEOPLE, THERE WERE ONLY
635 MILLION PASSENGER JOURNEYS**

+PLUS

SYDNEY'S OLD TRAM NETWORK
TRANSPORT REVOLUTION NEED
THE TOLLING FOR WESTCONNEX

THE DIFFERENCE A RIDE MAKES
CAR AND BIKE SHARE
LISTENING TO COMMUNITIES

FOREIGN HOUSING INVESTMENT
GUIDE TO PLANNING PRECINCTS
MEDICATION MANAGEMENT

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“Infrastructure must be built with an integrated approach, with attention paid to where people live, where they work and what amenities they need close to them ... as a crucial aspect of a broad plan to modernise our cities and regions, and to make them liveable, vibrant and sustainable places for people”



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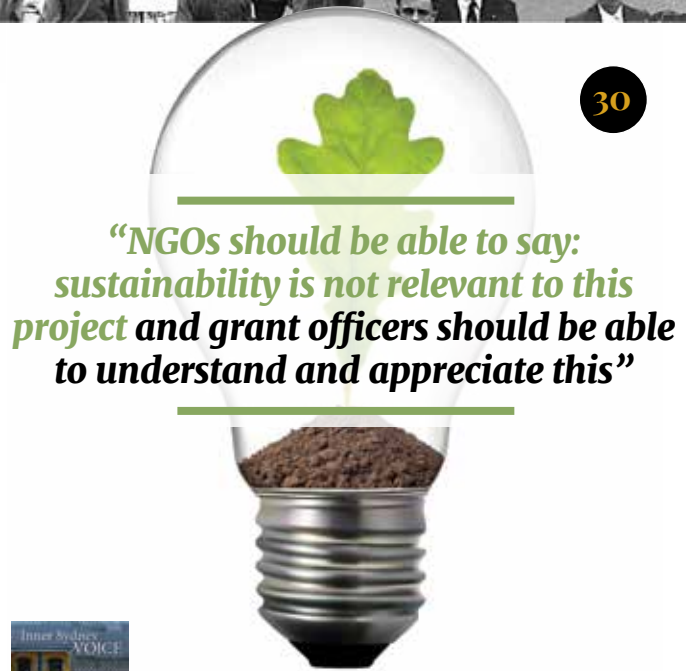
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“NGOs should be able to say: sustainability is not relevant to this project and grant officers should be able to understand and appreciate this”



Cover passenger journey figures from Bureau of Infrastructure, Transport and Regional Economics IS60 - Long term trends in urban public transport.



Online community services map

Find community services in the eastern suburbs and inner city.

Check out the link on our website www.innersydney.org.au
 To add or update service listings please email admin@innersydneyrcsd.org.au

CITY OF SYDNEY HOUSING ISSUES PAPER

Housing Affordability is a real issue for Sydney and especially for the Inner City. The City of Sydney hosted a summit on 12 March 2015 and consulted with 140 experts from a range of sectors to seek feedback on the critical issues impacting housing affordability and diversity in Sydney.

Using stakeholder feedback, research and internal consultation, the City of Sydney has produced a Housing Issues Paper which will be on exhibition until 31 July 2015.

The Housing Issues Paper and the Report on City of Sydney Housing Diversity Summit can be downloaded from sydneyyoursay.com.au/housing-issues-paper

Comments can be made on line or by emailed to socialstrategy@cityofsydney.nsw.gov.au

Your feedback will be used alongside research to develop the City of Sydney housing policy.



**INNER SYDNEY
REGIONAL COUNCIL**
FOR SOCIAL DEVELOPMENT

ABOUT

Inner Sydney Voice is the journal of the Inner Sydney Regional Council for Social Development Inc, a non-profit organisation committed to the idea of information as a tool for community development. The organisation defines Inner Sydney as being the local government areas of Botany Bay, Leichhardt, Randwick, City of Sydney, Waverley and Woollahra.

ACKNOWLEDGEMENT OF COUNTRY

We acknowledge and pay our respects to the traditional custodians of the lands across the areas we service, particularly the Gadigal people of the Eora Nation, traditional custodians of the land on which our office is located. We pay our respects to Elders, past and present.

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Winter 2015 • Issue 125

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Editorial

This issue we have a focus on transport. Sydney was shaped by its transport from developing along Aboriginal walking tracks and waterways to spreading along the new roads, tram and rail lines. In 1945 Sydney had one of the world's largest and most used public transport systems supported by 291 kilometres of light rail. It was ripped up to make room for the car and the city spread rapidly as transport became car focused.

Trams are now being reintroduced and there is a new push for Transport Orientated Design built around public transport, walking and cycling. But as planners talk of avoiding the problems of the past, the Federal Government is funding new roads like WestConnex as part of a renewed car push to create a Sydney orbital freeway network.

Tim Williams from Committee for Sydney recently argued that this road focus and the power of the Roads and Maritime Services made RMS the real spatial planners for Sydney not the Department of Planning. He called for a grown up dialogue about the need for a public transport revolution. In *Towards the transport revolution Sydney needs* (page 14) we look at some of the issues raised.

For the big picture we asked Ecotransit in *Trams: rebuilding what was lost* (page 8) to look at Sydney's historical tram network and what should be rebuilt. We also asked them *How does public transport stack up against motorways?* (page 10). With no government business case for WestConnex, we went looking elsewhere for the toll figures needed to make WestConnex viable. The result is Mehreen Faruqi's *Will Westconnex take its toll?* (page 12).

Transport is ultimately about people and the difference it makes, or could make, for people now and into the future. Three transport stories from people in Western Sydney illustrate *What a difference a ride makes* (page 16). Transport options are also changing and in *New alternatives to car ownership* (page 6) we explore the choices provided by car and bike share schemes in the inner city.

We have two articles in this issue on community engagement. In *Community engagement or community capture* (page 19) Michael Darcy looks at limitations of community engagement when so much is not negotiable in consultations. While in *Turning outwards to listen to communities* (page 20) Brian Smith discusses some processes from The Harwood Institute that are allowing community centres to better listen to their communities.

In human services we explore the difficult issue of *Medication management in the community* (page 22). *The furphy of human services sustainability* (page 30) looks at the latest grant fad where projects have to show they will be sustainable after an initial funded period to receive funding.

In the urban renewal we look at the fear of Chinese investment in *Is housing affordability a foreign or domestic investment problem?* (page 24) and with consultations happening around the Bays Precinct and Central to Eveleigh we reproduce work by some Sydney University architects who put together *A guide to achieving good precinct planning outcomes* (page 26).

And finally from the Inner Voice Vault we celebrate the long campaign of Action for Public Transport with a report from Inner Voice in March 1978.

“Sydney had one of the world’s largest and most used public transport systems supported by 291 kilometres of light rail”

Charmaine Jones & Geoff Turnbull
Co-editors Inner Sydney Regional Council for Social Development.



NEW ALTERNATIVES TO CAR OWNERSHIP

GOING CAR-LESS STILL ISN'T FOR EVERYONE, BUT IT HAS NEVER BEEN EASIER OR CHEAPER. **BEN AVELING** EXPLORES SOME FOUR AND TWO WHEEL ALTERNATIVES.

Sydney residents have never had so many ways to enjoy the convenience of a car without having to own one. GoGet, GreenShareCar, Hertz 24/7 and Car Next Door are just some of the companies competing with traditional car hire firms.

Unlike traditional car hire companies, car share companies allow you to rent a vehicle for periods of as little as an hour and they have vehicles parked near to where you live. Each car has its own reserved parking place. Members use the internet or the phone to book cars, which they lock and unlock using a swipe card or other similar device.

Fees vary from company to company and can include: a joining fee, a refundable deposit, a monthly fee, an hourly fee, a per-kilometre fee and surcharges for some vehicles. Despite all these possi-

ble fees, car sharing can be considerably cheaper than owning a car. By one estimate, the cost of owning a \$20,000 car, including depreciation, interest charges, insurance, registration, and running costs, can be as much as \$6,500 a year. In contrast, using a share car for four hours a week for a year could cost around \$1,600.

Each car share firm has its own range of cars, typically including small cars such as a Toyota Yaris, small station wagons, such as the Hyundai i30i but also vans, utes, and premium cars such as the Toyota RAV4 and the Audi A1.

Only GoGet allows pets, provides child seats, or permits learners, and only in some of its cars and none of these firms allow smoking in their cars. GoGet has by far the most cars, and will therefore be the most convenient for many people.

Car Next Door differ from the other car share firms in that they don't own their own cars. Like Airbnb, they have borrowers and owners. Owners rent their cars to borrowers and Car Next Door takes a cut. Instead of swipe cards, the car keys are left in a box on the side of a car, and unlocked via a PIN number delivered via SMS. Car Next Door have the widest range of different cars, and perhaps the cheapest rates. Another alternative to Car Next Door is Drive My Car which has a similar model of borrowers and owners, but focuses on car hires of at least 7 days.

All of these car share companies allow you to not own a car but still have one when needed; or to own a car and have occasional access to a second car or a range of different types of motor-vehicles when needed.

Where car share doesn't work well is for people who regularly use their car for more than a few hours a day, for example people who drive to work. If a vehicle is used for more than about 12 hours a week, the higher cost per hour of car share will outweigh the higher fixed costs of car ownership.

For some people, a better alternative to cars and car hire is bike hire. There are a number of hire bike providers in Sydney, perhaps the cheapest of which is The Green Living Centre Bike Library, a joint initiative of the City of Sydney and Marrickville Council. Operating from 218 King St,



Photo: Esther Butcher South Sydney Herald

“Under the car share model, the cost of using the vehicle is more visible, and the cost is per trip, encouraging car share members to drive less. Therefore, car share members do more shopping locally and are more likely to use public transport, or to walk, or to cycle”

Newtown, The Green Living Centre Bike Library hires not just conventional bikes, but also cargo bikes and bike trailers, many with 'electric assist'. There is a small joining fee. Bikes are free for up to three hours or are \$10 a day or \$20 for a weekend. There are cargo bikes and trailers that are designed for carrying small children, and there are bikes and trailers that are for carrying small loads. A week's shopping, or more, is certainly manageable. Electric assist doesn't mean that the rider doesn't need to pedal, though such bikes do exist. Electric assist means the rider doesn't need to pedal as hard, making longer trips and heavier loads more practical than they would otherwise have been.

Councils provide these bikes and provide car-share companies with cheap (but not free) permanent car-parks because doing so reduces total demand for parking. While car share schemes permanently use car spaces, car sharing means that some people don't own a car, or don't own a second car. This frees up more car spaces than are used by car share companies.

Another motivating factor for inner city councils concerned about congestion is that car share members drive less than car owners, even though they pay less to drive. The explanation is that if you own a car many of the main costs of ownership are fixed - regardless of how many or how few kilometres you drive, the car will still depreciate, and interest, insurance, registration and other costs will still need to be paid. Under the car share model, the cost of using the vehicle is more visible, and the cost is per trip, encouraging car share members to drive less. Therefore, car share members do more shopping locally and are more likely to use public transport, or to walk, or to cycle.

Car sharing isn't for everyone, but for anyone who has a car that is only used occasionally, it is well worth exploring.

Ben Aveling is a CoConvenor of the Alexandria Residents Action Group (ARAG)

TRAMS: REBUILDING WHAT WAS LOST

SYDNEY HAD ONE OF THE WORLD'S LARGEST AND MOST USED URBAN PUBLIC TRANSPORT SYSTEMS. **MATHEW HOUNSELL** EXPLORES SYDNEY'S OLD TRAM SYSTEM AND LOOKS AT WHAT INNER CITY COUNCILS ARE INTERESTED IN RESURRECTING.



In 1945, the NSW Government operated the city's urban transport network as 291 kilometres of surface light rail that served 405 million passengers a year, all while making a profit.

The history of Sydney's light rail is a fascinating one. Sydney's first trams were horse drawn, and later cable cars were introduced along the North Sydney line. It was the flexibility and reliability of electric trams that allowed the tram system to take off and saw the first electric power plants built in Sydney, with spare capacity for businesses and homes. The network expanded a few kilometres at a time, like a growing tree, except in

some circumstances where powerful politicians decided a tram would improve their local streets.

In the east the light rail ran from the CBD to Watsons Bay via New South Head Road; to Bondi via both Grosvenor St and Oxford St; to Bronte (from Bondi Junction) via Bronte Rd; to Clovelly via Centennial Park and Clovelly Rd; to Coogee via Belmore Rd; to Maroubra and La Perouse via Anzac Parade; to Botany and La Perouse via Botany Rd; to Zetland via both Elizabeth St and Crown St; to Erskineville, Alexandria and St Peters via Mitchell Rd; and it ran cross-country along Gardeners Rd and Cleveland St.

There will be major bottlenecks

on the *CBD and South East Light Rail (CSELR)* at Circular Quay, Central, the stadiums, and the racecourse. Restoring light rail on Flinders St to Oxford St and then to the CBD would relieve that congestion. The City of Sydney would like to see the light rail restored to Oxford St, as it would allow the city to leverage the CSELR and restore trams to Crown St to service the state's fastest growing suburb of Zetland which is a part of Green Square.

Waverly Council is also fighting to restore light rail on Oxford St to at least Bondi Junction. They hope to revitalise Darlinghurst and Paddington, speed up journeys and ease the



noise and congestion caused by this master bus route. Randwick Council is fighting to extend the CSELR in the existing Light Rail reservation all the way past Maroubra Junction.

In the west the light rail ran from the CBD to Tempe via King St and Pacific Highway; to Marrickville via King St and Victoria Rd; to Earlwood via Illawarra Rd; to Canterbury via New Canterbury Rd; to Summer Hill by Prospect Rd; on branch lines to Glebe, Forest Lodge, Lilyfield, Leichhardt, Haberfield, Five Dock, and Abbotsford via the Parramatta Rd trunk; and passengers were carried through Pyrmont to Victoria Rd all the way to Ryde. It also ran through Burwood on Burwood Rd; to Ashfield via King Georges; and to Mortlake and Cabarita.

Many people are arguing for the state to restore light rail to Parramatta Rd. The proposal of restoring and extending Parramatta Rd light rail is considered essential by community groups and transport experts, local councils (like Strathfield, Ashfield, and Leichhardt) and departments like Transport and Planning. Ecotransit's proposal to leverage the CSELR and the McEvoy St corridor to connect a light rail to the airport has been well received by the community. This version of the group's Bay-Light-Express has been updated to serve the needs of Southern Sydney which is transforming into one of the state's major population and employment centres.

In the northern beaches trams ran from Manly via Sydney Rd to Balgowlah and the Spit; via Pittwater Rd to Queenscliff, Brookvale, Dee Why, Narrabeena, Collaroy, and all the way to Narrabeen.

In the southern suburbs from Rockdale to Brighton Le Sands via Bay St; Kogarah to San Souci via Rocky Point Rd; and Arncliffe to Bexley via Forest Rd. Light rail also ran from Parramatta to Castle Hill via Windsor Rd and Old Northern Rd – a route that Parramatta City Council is trying to restore.

On the north shore, trams ran along the Pacific Highway to Lane Cove; to Chatswood via Willoughby Rd; to Northbridge via the historic Suspension Bridge; and then on branches to Neutral Bay, Cremorne, Mosman, Balmoral, and the Spit from the main trunk on Military Rd.

When Bradfield designed the Sydney Harbour Bridge he planned to use the two eastern lanes for the Warringah Railway – this line has not yet been built. Rather than let the bridge sit idle, the North Shore light rail was taken directly into Platform 1 and 2 at Wynyard. Ever wonder where those boarded up stairs on Platform 5 and 6 lead to? They led to the North Shore trams which carried more people in peak hour during their heyday than the 1960s bridge configuration does today. Those stairs now lead to a car park.

In 1949, the government, departments and industry engaged in the

largest organised vandalism in our nation's history. In the middle of the night work gangs would roll in and pour quick set concrete over the light rail lines. The public's howls of outrage were met with cheers of victory by the nation's roads and motoring associations. This campaign of destruction was completed in 1961 when the last of Sydney's trams were taken to Randwick tram depot and burned. It is shocking to watch a government take public property, literally rip it apart and burn it rather than risk the public winning their battle to reopen the city's light rail.

For thousands of years, human civilisation has developed around dense walkable neighbourhoods. Humans would walk to a local small business when they needed bread or a haircut or a pair of pants fixed. Children could play in the streets and walk to school. Grandparents could walk to the shops and stop along the way to sit and chat to neighbours and friends.

Sydney grew around this network of light rail and living streets, expanding along with each line in what today would be called *new-wave transit-oriented development*. These suburbs today form the ever popular dense inner core of the city. They are popular for one simple reason – they were designed for humans, not cars.

Mathew Hounsell is the Co-convenor of EcoTransit Sydney

ALL DOOR BOARDING FOR BUSES

It is 6:30pm on the 20 April, it is dark, it is raining, and the temperature is 11°C. An articulated bus pulls up in front of the University of Sydney; students rush to the front door and queue in the cold drenching rain to get on the bus. One person steps on to the bus using the middle of the three doors, as you would in Melbourne, Perth, San Francisco, New York City, or most places in the world. "Oi, you can't do that!" shouts the driver.


It seems a small thing, but the fight

for All Door Boarding in Sydney is symptomatic of deep institutional problems in the NSW government and bureaucracy. Say it out loud and the idea that a person should stand and get saturated in the freezing rain while queuing for only one of a bus's three doors is clearly ridiculous.

It is just one very emblematic manifestation of the range of antipathy and hostility towards passengers that exists in the departments of Planning, Roads,

Transport, and in Treasury. Occasionally it surfaces as an attack on the very existence of public transport infrastructure and institutions, in the 1950s it was destruction of Sydney's light rail arteries, today it is the break-up of the city's rail network.

We can only hope that one day soon the government and its public service mandarins have a change of heart and realise public transport is vital to society and the economy.



HOW DOES PUBLIC TRANSPORT STACK UP AGAINST MOTORWAYS?

REGARDLESS OF HOW IT IS FINANCED, ALL INFRASTRUCTURE IS PAID FOR BY NSW RESIDENTS, THROUGH EITHER FEES OR TAXES. SO WE DESERVE TO KNOW WHETHER THE GOVERNMENT IS PRIORITISING PROJECTS THAT GIVE US THE GREATEST BANG FOR OUR BUCK, WRITES **MATHEW HOUNSELL**.

To move 24,000 people in an hour it takes twenty double-deck trains, 100 light rail vehicles, 240 bendy-buses or a ten lane toll road.

According to the Western Sydney Infrastructure Plan, the NSW and Commonwealth Governments, plan to spend \$1.26 billion to build a 14 kilometre motorway from the M7 to the proposed airport at Badgerys Creek. A six lane motorway could carry up to 5,712 persons an hour to the new employment centre of Western Sydney at a cost of \$90 million per kilometre. Transurban, the remaining Sydney toll road operator, plans to build NorthConnex, a twin three lane, nine kilometre, motorway tunnel for \$3 billion – \$333 million a kilometre. The proposed WestConnex motorway is estimated to cost at least \$15 billion.

That 5,700 hourly capacity looks feeble when compared to rail. For example, the Moreton Bay Rail Link (Commonwealth and Queensland governments) is costing \$1.15 billion. It's a 12.6 kilometre railway with six stations and twenty-two bridges, most over roads. With modern signalling one such two-track rail line can carry between 36,000 persons an hour, or 48,000 if you're as ambitious and competent as the French.

Similarly, using forty-five metre long trams, one light rail line can carry 11,000 to 15,000 persons an hour. The new Gold Coast Light Rail, thirteen kilometres long with sixteen stops and five bridges, was estimated to cost \$950 million (the exact price is appar-

ently commercial-in-confidence); and this was quite expensive by Australian standards. In 2014 the Victorian treasury estimated that extending an existing light rail line, with electricity, stops, and intersection repairs should cost just \$15 – \$20 million per kilometre.

But there's always a big song and dance about costs whenever public transport infrastructure is proposed in NSW. The RMS Can-Can distracts the media from the fact that public transport is not just cheaper per kilometre than motorways, it's also cheaper and far more efficient per-person. That's not surprising when you consider a railway can carry seven times the number of persons as a motorway.

There are three other very important numbers to consider – the amounts lost on our second, third and fourth largest imports. In the financial year 2012-13, crude oil imports cost \$20.2 billion, passenger vehicle imports \$17.3 billion and refined petroleum \$16.8 billion (our largest import is overseas holidays and travel). In the three financial years 2010-13, Australia sent \$151 billion overseas to our purveyors of petroleum and motor vehicles.

In spite of all this Treasury favours motorways over tracked public transport because all the operational cost is shifted off their books to the general public. Consider this: purchasing 6,000 Toyota Yaris' (a popular light car) to move just one hours' worth of people on, say, the proposed Badgerys Creek M12 will cost \$120 million. Those millions includes Treasury's

cut of stamp duties and consumption taxes. The RACV estimates that the average annual cost for a family to run a light car such, as a Yaris, is \$7,000, and of course registration fees and fuel taxes go to Treasury.

To justify spending mega-billions on more motorways, huge cost-of-congestion figures are bandied about – for example \$4.6 billion a year for NSW – but these are numbers based on some rather questionable assumptions. To over-simplify slightly, they are calculated by assuming every extra minute spent in traffic is lost income and that if the road network was expanded then travel times would decrease.

The alternative options are usually ignored by the roads industry. Consider the phenomena of greatly reduced peak period road travel times experienced every school holidays when five or ten per cent of vehicles are suddenly missing from Sydney's roads. It's well known – less unnecessary car travel reduces road travel times.

Modern multi-modal transport planners have determined this is because of perceived cost, network speed and induced demand. Put simply, poor (or unavailable) public transport and abundant road space ensure families make what Treasury considers the 'right' choice and spend that \$7,000 a year on running another private car.

The effects of these factors are obvious in the data. In the last decade two events saw Sydney's road traffic increase and railway patronage drop

substantially. The first occurred when the entire rail network was slowed in 2005, to stop headlines about late trains. The second was when the tolls were taken off the M4 motorway which runs parallel to Sydney’s busy western lines.

In spite of the temporary effects of these government decisions, across Sydney the Bureau of Transport Statistics report train trips have grown by 24 per cent in the past decade, more than population which grew by 13 per cent. Even buses are more popular with a 19 per cent increase in trips. In contrast the EPA observed ‘While the number of trips in Sydney has been growing, the proportion of trips using private vehicles peaked in 2004–05 and is now the lowest it has been in 11 years’.

And removal of station access fees (equivalent to removal of tolls

off a motorway) have spurred big increases in rail use. Green Square station patronage doubled in the twelve months after the gate fee was removed in 2010, going from 1,470 passengers a day to 3,050. We can be sure that removal of the astronomical gate fees at International and Domestic Terminal stations would result in an increase in patronage and a corresponding decline in road use.

Appropriately-placed stations and frequent services draw people to public transport. Since it opened in 2009, Macquarie University station serves 8,700 passengers a day. At Rhodes, new units and offices – with reduced car parking – have seen Rhodes station go from 1,180 passengers in 2004 to 7,100 in 2013.

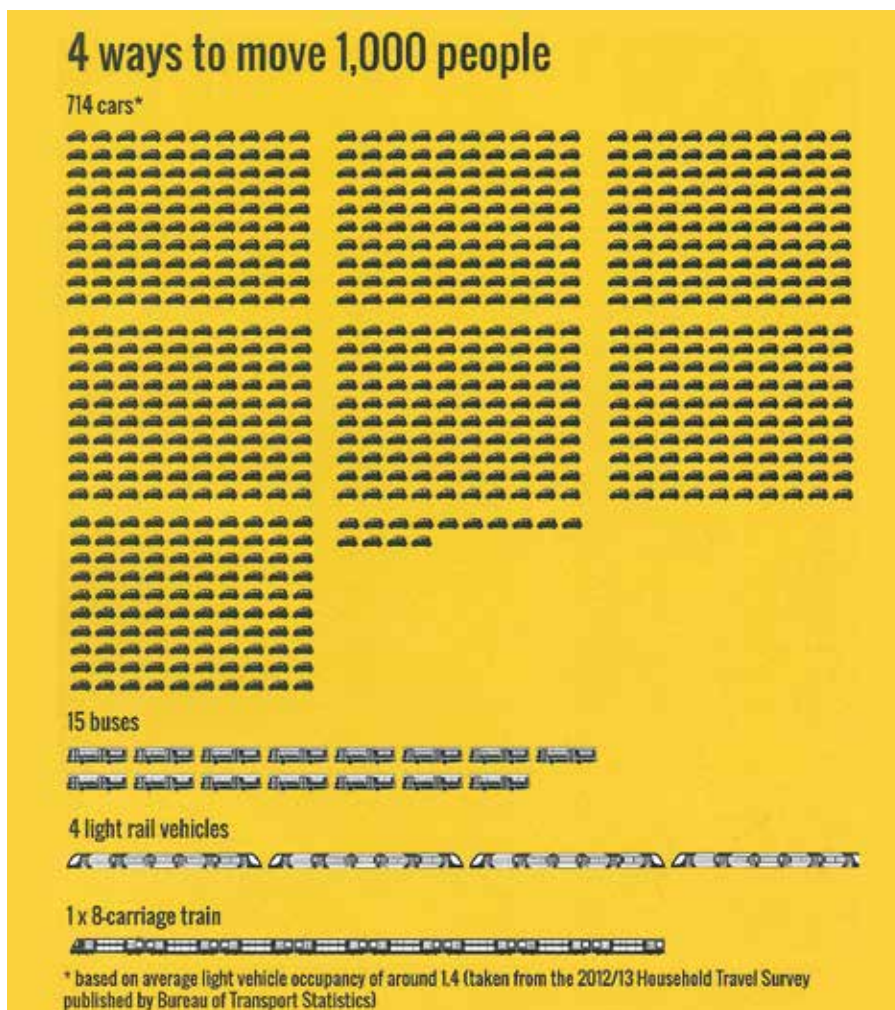
Under the current plans Sydney’s rail network will become so overcrowded

that by 2020 passengers will be unable to board trains on the East Hills line. Shortly afterwards, the limits of the Western and Northern lines will be reached. The coming crunch is because the government has ignored the less-visible bottleneck recommendations of the 2001 Railway Clearways program. There are two major points in the cities rail network where three lines on six tracks run smoothly until they are forced to cram into four tracks. Then Coordinator General of Rail – Ron Christie – recommended that these bottlenecks be removed by adding two more tracks between Sydenham – Erskineville and Lidcombe – Homebush. He estimated that each section would cost just \$100-200 million to increase capacity by fifty per-cent.

The \$15 billion Westconnex proposal is for over forty kilometres of new and widened roads and will be the world’s largest underground motorway. Unfortunately politicians and bureaucrats love mega-projects and have ignored the more cost-effective smaller projects. Smaller projects make sense individually but when combined produce even greater benefits to the travelling public. Politicians have continued “captains-calls” to expand the road network despite it being inefficient for urban transport, increasing the cost of living and increasing our already huge trade deficits.

A great city is built around a trunk of high capacity mass-transport, with an efficient road-network for those who need it like our essential services and tradies, etc. This pattern defines all great cities not because of aesthetics but because of the laws of mathematics, physics and economics, none of which can be overcome by spin.

Mathew Hounsell is the Co-convenor of EcoTransit Sydney - http://ecotransit-votes.info/?page_id=5 Sources for this article can be found in the on line version of ISV.



WILL WESTCONNEX TAKE ITS TOLL?

GIVEN THE LONG HISTORY OF FAILED TOLL ROADS IN AUSTRALIA AND THE ABSENCE OF ANY DETAILS BEING RELEASED ON WESTCONNEX, THE GREENS BUILT THEIR OWN FINANCIAL MODEL. MEHREEN FARUQI EXPLAINS WHAT THEY FOUND.

Since entering parliament in mid-2013, I have noticed a growing and undeniable murmur of serious public discussion concerning the future of transport in our state. In the last few months, particularly during and since the state election, this murmur has turned into a roar.

Transport experts, academics, community groups, activists and political commentators are all weighing in on what the ideal transport solutions are for our communities. Almost no day goes by without a new opinion piece, speech or public comment about the direction that transport planning is taking in NSW. The big questions – what do we need to build, to improve, to expand – are firmly in the public spotlight.

This is unsurprising. We are at a critical moment for transport planning and infrastructure in NSW. After 16 years of little attention from Labor, the Coalition government has since 2011 put an enormous amount of effort into imposing its agenda on NSW people. But, is this ‘addiction’ to toll roads the way to solve Sydney’s traffic congestion? Or indeed the best way to meet the current and future needs of the people and the environment of NSW?

Infrastructure must be built with an integrated approach, with attention paid to where people live, where they work and what amenities they need close to them. We must view transport as a crucial aspect of a broad plan to modernise our cities and regions, and to make them liveable, vibrant and sustainable places for people.

But unfortunately, this holistic

approach has been missing from decision-making in NSW for too long. Transport planning has been piecemeal with a heavy bias towards toll roads and tunnels, which have been failures on transport, environmental and financial grounds, not just in NSW but across Australia.

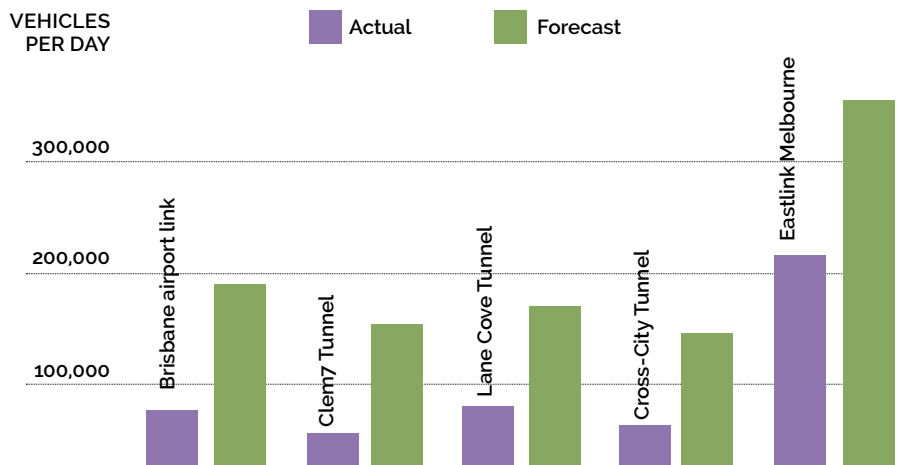
In the push to justify what seems like an unending appetite for road building, traffic forecasts are often much more optimistic than what actually eventuates (below). This has led to financial disasters like the Cross City tunnel and the Lane Cove Tunnel where actual traffic ‘in’ was only 50% and 38% respectively of what was forecast to justify their case.

This mismatch may be one reason why Governments have been so secre-



tive about detailed information on new proposed toll road projects. Since the announcement of WestConnex three full years ago, the public still hasn’t seen a business case or a cost-benefit analysis for the project. The coalition government refused to release the full business case, even after my order

TRAFFIC FORECASTS AND ACTUAL TRAFFIC COUNTS ON TOLL ROADS



(Source: <http://blogs.crikey.com.au/theurbanist/2012/11/14/why-does-yet-another-toll-road-look-like-failing/>)



for papers was successfully moved in the NSW Upper House last year. But the documents that were released did bring to the surface emails and correspondence between people working on the project who were frustrated with how to go about modelling and planning for, what seemed to them, a difficult project to justify.

Given the long history of failed toll roads in Australia and the absence of any details being released by the Government on WestConnex, late 2014 I decided to build a financial model to assess whether this toll road could ever be financially viable.

The significant results of the modelling and their implications are below:

Result 1: Minimum toll cap required to break even

The minimum toll cap would have to be at least \$26, almost 3 times the toll cap promised by the government (\$7.35 in 2013 dollars or \$9.60 in 2023 dollars), even with every car and truck paying the maximum cap every day of the year.

Result 2: Revenue shortfall with toll cap currently promised by the Government

With a toll cap of \$9.60 in 2023 dollars, there would be an annual shortfall of \$626,000,000 to just break even.

The basic assumptions for the model can be found in the box at the end of this article.

It's clear that the economic case for WestConnex doesn't add up and that WestConnex will be a financial disaster even worse than the Lane Cove Tunnel or Cross City Tunnel. It will result in either very high tolls, which will discourage people from using it, or need a massive publicly funded bailout.

The modelling also shows that the WestConnex toll road makes money on the re-tolling of the M4, but loses money on other sections such as the St Peters to Parramatta Road tunnel (M4 to M5) link, raising speculation about whether this section will be built at all. No private sector investor will touch WestConnex with a ten foot pole because the model is financially unviable. This would gridlock Sydney for decades to come while sucking public money away from public transport projects.

The community already knows that toll roads do not solve transport problems and that WestConnex will only increase pollution and congestion. The Greens' financial modelling now predicts that WestConnex will be another addition to the list of road tunnels doomed for failure.

Projects like WestConnex are classic cases of attempting to solve a problem by doing more of the same. Sydney's road system is choked up – no one can deny that – but our task surely is to investigate alternative transportation options, rather than build more of the same unsustainable infrastructure that led us to where we are now.

National and international evidence shows that a heavy focus on road-building at the expense of public transport has adverse environmental, social, and economic outcomes. Integrated, affordable and efficient public transport is a hallmark of every great global city. By scrapping WestConnex and investing in world-class public transport, the people of Sydney can eventually get the transport they deserve.

Dr Mehreen Faruqi is a Greens NSW MP and spokesperson for Transport, Roads and Ports. She is also a civil and environmental engineer.

MODELLING ASSUMPTIONS:

- Revenue calculated at 100,000^[1] cars each day, every day of the year, all of which pay the maximum toll cap of \$9.60^[2] (in 2023 dollars) and 3,000 trucks a day, every day of the year, pay the toll cap (which is three times the car toll).
- Capital expenditure and funding sources
 - total cost of the project \$11.5 billion in 2012 dollars
 - Stage 1a (M4 Widening - \$0.45 billion) and 1b (M4 East - \$2.85 billion) is assumed to have no financing cost as it is publicly funded by the State and Federal Government.
 - Stage 2 (M5 East - \$4.5 billion) will be funded by a mix of concessional Federal funding (with an assumed return of 3.4% – the ten year Treasury bond rate) and private sector financing (with an assumption of a required return of 9%).
 - Stage 3 (M4-M5 East Link – \$3.7 billion) is to be fully private sector financed, also with a required return of 9%.
- Maintenance and operating costs are calculated from first principles and past experience on similar tunnels/motorway projects.
- Depreciation is calculated according to the various components of the WestConnex, their capital cost and depreciation period for each.



TOWARDS THE TRANSPORT REVOLUTION SYDNEY NEEDS

TIM WILLIAMS, THE CHIEF EXECUTIVE OF COMMITTEE FOR SYDNEY RECENTLY ADDRESSED A SYDNEY UNIVERSITY PLANNING FORUM. **GEOFF TURNBULL** PROVIDES HIS IMPRESSIONS AND PULLS TOGETHER SOME OF THE KEY ELEMENTS FROM THE PRESENTATION AND ITS "PERSONAL OPINION" AFTERMATH.

Tim Williams started his presentation *I Wouldn't Start From Here* by noting there is a major road revolution going on and not much has been said about it. In contrast Williams was keen to have a conversation also about the public transport revolution Sydney really needs. He wanted to talk about the need for a modal shift from road to public transport and why it is important. He said if we are trying to get a modal shift it is on the quiet.

He didn't think there has been enough discussion, by even those advocating for public transport, with our community as to why they should buy in to public transport revolutions and why they will be a good investment. Williams said we need to have a grown-up dialogue over the heads of the politicians, who he thinks are not capable of having a brave dialogue in our culture at the moment about so many things.

Williams argues we need a mode neutral process for addressing transport projects which understands the benefits of the different alternatives. We need to know what the problem is we are trying to solve and not frame the problem so there is only a one mode answer. An example of the latter would be - there is a shortage of road capacity which we can solve with extra road capacity.

For Williams we need demand management. We must stop kidding ourselves that we can build our way to decongestion. But the trouble is, who is the we? Sydney is not something we

shape; it is something that happens to us because of underpowered councils, an over-powered state government and the lack of a metropolitan Sydney governance body to shape its own destiny.

BEYOND SATIRE – RMS THE REAL SPATIAL PLANNER OF SYDNEY

Williams asked the question - Can yesterday's institutions produce tomorrow's solutions? He does not think so and pointed out that there is no strategic or structural planner of Sydney at this point of time apart from Roads and Maritime Services (RMS). RMS is the structural planner for Sydney and unlike the Department of Planning he said it has money and tools of its own so it can drive its own agenda.

Like Elder Cato in the Roman senate who continually said "Carthage must be destroyed", Williams said it was time for RMS to be reconstructed or rather be bought into some discipline under the strategic management of Sydney and it has to be done soon. George Orwell once said that a nation was a family with the wrong members in control and Williams thought that also applied to the current situation.

Later when dealing with governance Williams concluded there is no place for a Roads Minister or RMS in the multimodal Department of Transport that he thought was needed.

WHAT WE SHOULD ASPIRE TO

Williams provided a shopping list of

the wonderful achievements that we can't possibly have in one place but that should be what Sydney aspires to incorporate from other cities.

- Be as affordable as Hong Kong, with a similar modal split and level of smart-card acceptance. It would also have as few vehicles as Hong Kong.
- Ensure air is as pure as Stockholm's.
- Promote cycling like Amsterdam.
- Be as safe as Copenhagen.
- Have best-in-class bike sharing as demonstrated in Brussels and Paris.
- Have a public transport service as frequent as the London Tube.
- Have best-in-class car sharing as demonstrated in Stuttgart.
- Have as minor an impact on climate as in Wuhan.
- Ensure travel times are as short as they are in Nantes.

For Williams roads equal sprawl and a dispersed development model for Sydney. The current *Plan for a Growing Sydney* said, "It is critical not to repeat the mistakes of the past - dispersed housing growth that resulted in a sprawling and poorly connected city, complicated by unique geographic constraints".

It disturbs Williams that the first bit of the statement is being undermined by the building of the roads. While the vision is correct it is not being delivered and cannot be delivered by road builders. In support of this he referred to a number of studies including Peter Newman's *Cities and Automobile Dependence* which showed a relationship between car use and sprawl.

CONGESTION AND INDUCED DEMAND

Williams was particularly concerned about developments like WestConnex being described as busting congestion. On ABC news on 25 November 2014 Premier Mike Baird argued the Western Harbour tunnel, and a WestConnex extension at Rozelle, would alleviate congestion on the Sydney Harbour Bridge, Anzac Bridge and the Eastern Distributor, as well as in the CBD. Mr Baird said “By busting congestion we will allow people to get to work quicker and home sooner to spend more time with their families”.

In contrast Williams quoted the respected Victoria Institute of Transport as saying “Traffic congestion tends to maintain equilibrium. If road capacity increases, the number of peak-period trips also increases until congestion again limits further traffic growth”. The problem of induced demand – if you build it they will come! New roads induce new demand, congestion returns to equilibrium.

The reverse has also been shown to be true; removing a road can actually reduce demand and reduce congestion. The evidence is that unless supported by demand management approaches and significant new capacity in public transport, building or widening roads in a dynamic city actually induces more car journeys and that any relief offered by such new road capacity is temporary.

Williams pointed out that in the UK, traffic modelling requires induced demand to be taken into consideration in appraisals and this has stopped road expansions.

Traffic cures are like hangover cures argues Williams – they are temporary, illusory and don’t address the root problem. Interestingly, when you take a highway out of a city, congestion doesn’t actually worsen – traffic re-routes or flows to other modes. Many other cities in the world are taking their highways out and Williams wonders what is so different about the Australian Sydney experience that means they are wrong and we are right.

Later in his talk Williams provided many examples of cities that have been successfully removing freeways and

Beyond satire – RMS
The real spatial planner of Sydney

This is not our vision

Freeways → Parks
Embarcadero Freeway, San Francisco

Governance

- There is no place for a Roads Minister or RMS in a multimodal department of transport
- Multimodal appraisal
 - Urban problem solving
- Community involvement - Denver
- Radical Targets
 - Vision Zero
 - Car Free Hamburg
 - Double the market share of Public Transport

Funding

- Value Capture
 - Capture the positive benefits of transit
 - Recover the true cost of road use
- Rebalance the project appraisal
 - Incentivises multimodal evaluation and funding

reaping the benefits. Reducing capacity can reduce demand. Rhetorically he asked – RMS knows this don’t they?

THE AFTERMATH

Following reporting of Williams’ comments in the Sydney Morning Herald, a letter to the editor jointly from Committee for Sydney’s Chair Lucy Turnbull and Tim Williams sought to “clarify that Tim Williams’ talk ... expressed his personal opinion”. This was despite all presentation slides having the Committee’s logo and Williams’ referring throughout to aspects of the Committee’s vision for Sydney.

The letter went on to say “We have long supported the principle of a well-integrated WestConnex project which combines improved travel times and reduced congestion, and enables the creation of more housing and urban renewal along Parramatta Road.” The joint statement contradicts Tim Williams’ presentation comments on congestion.

The SMH pointed out “The criticism was powerful and unusual because of Mr Williams’ position as head of an organisation that represents firms that might expect to benefit from the construction of new motorways, and particularly the \$15 billion WestConnex project”.

The SMH went on “The Committee for Sydney’s membership includes major engineering and construction firms such as Lend Lease, Arup, AECOM, as well as financial services organisation. A number of government agencies, such as property arm UrbanGrowth NSW, the Department of Planning and Infrastructure, and Destination NSW are also members.”

In separate commentary the planning site The Fifth Estate reported on the presentation welcoming Mr Williams’ comments and in the aftermath arguing that “We need a Committee for Sydney that represents Sydney”.

The need for the brave grown up dialogue Williams called for remains.

Geoff Turnbull is the co-editor of Inner Sydney Voice and attended the presentation.

WHAT A DIFFERENCE A RIDE MAKES

TRANSPORT IS ULTIMATELY ABOUT PEOPLE AND THE DIFFERENCE IT MAKES, OR COULD MAKE TO THEIR LIVES. THESE TRANSPORT STORIES ARE FROM A COLLECTION MADE BY WESTERN SYDNEY COMMUNITY FORUM.



• HOW WILL I KNOW? - MICHAEL

IMAGINE you need to catch a bus or a train? You know the route. You're waiting at the stop in Granville. Easy, right? Not always. Not if you can't see where it's going... or when it's coming... or even where it's going to stop.

You feel like pulling your hair out sometimes. It shouldn't be this difficult. I get really angry. And disappointed. I should be able to have true independence. There's no reason why I can't. The technology is out there to make it happen and it would be sensational.

I was diagnosed with a rare eye condition when I was in my early teens. I wasn't able to drive for very long but I remember what it was like. I'd drive my grandfather up the coast to his boat or I'd visit a girlfriend in Canberra. I'd drive everywhere. I decided to give it up when I was 19. It had become just too scary being behind the wheel. For me and everyone else.

I'm forty now with a family and I carry a white identification cane. I have about 3-5% vision. I can see enough to get around. I can follow footpaths.

Most of the time I can see a pedestrian... but that's about it. I can't read the numbers on the front of buses and I can't read the destinations.

I use public transport at least 2 or 3 days a week: sometimes trains but more usually buses. Trains are fine if the announcements are good. They're getting better but not always. You'll be standing on the platform and there's suddenly three trains in a row, with no announcements and no way of finding out if it's the right train or not.

The white cane doesn't always seem to alert people either. I remember a

time at Lidcombe station. I had one foot on the train and one foot on the platform and I'm looking at the guy in the fluoro shirt, with the flag and the whistle, and I'm waving my cane around and calling: 'Where's this train going?' And he ignores me. And then door-is-closing announcement comes on and I take my foot off the train and I was so angry.

I walked up to him and I said, 'What's wrong with you?' And he says, 'Oh sorry, where did you want to go?' And I look at him and I hold up my cane and I say, 'Mate, I can't read the destination board!' And I shake my head and I say, 'Forget about it' and I walk off. And he's calling after me, 'Where do you want to go?' but it's too late by then. I just go and wait half an hour for the next one.

These days, it's easier to take the bus. For the past eight years, I have volunteered at a community Men's Shed. I'm the volunteer co-ordinator. I help organise the guys, the workplace health and safety, purchasing, that sort of thing. The bus trip is fairly simple especially if I meet up with one of the guys at the bus stop. They watch for the right numbers and we get the right bus. But if the buses aren't on

"You feel like pulling your hair out sometimes. It shouldn't be this difficult. I get really angry. And disappointed. I should be able to have true independence. There's no reason why I can't. The technology is out there to make it happen and it would be sensational"

schedule or I'm going to a new destination, it's tricky.

The drivers aren't always co-operative. I might get on and ask, 'Mate, can you tell me where's this bus going?' And he'll look at you like he doesn't care and he'll say, 'It's on the front of the bus.' And I'll say, 'Mate, I've a cane. I can't see. Can you just tell me?' And other people are waiting and it's just really difficult.

The technology is out there now. I should be able to stand at my bus stop and with GPS tracking, I'd know that my bus is coming. I'd get an alert saying 'Your bus is 100 metres away'. And when I'm on the bus, I'd know exactly when to get off. I'd get another alert saying 'Your stop is coming up: press the button now.' These innovations are available. They're working

in other cities. They would completely change my life. I would have true independence.

In the meantime, other things would improve the situation a lot. If the staff on stations and the drivers of buses were just more alert and aware that a white cane means people can't see and they might need a little further assistance. Or if they would just do their job and make the announcements they're supposed to make. Or remember to make a stop when you've asked them to. Or even stop when you're standing at a bus stop but haven't waved them down because you're just not sure.

How fantastic would that be?

Thanks to Jane, Granville Multicultural Services, for linking us to Michael's story and the Men's Shed.

• PEDAL YOUR BLUES AWAY

IMAGINE what a difference a bicycle can make...

One of my clients had been in and out of gaol since he was eleven years of age. His issues were anxiety, depression and significant drug and alcohol issues and when he came out of gaol this time, he was having trouble keeping his essential appointments because the transport was taking up so much of his Newstart allowance. I'd get a phone call: 'I just missed my bus, there's not another one for an hour, I'm going to be late for parole.' Or otherwise, there'd be money troubles. 'I can't make it to the group session, I've run out of money.' He was only on Newstart and the trips were costing him at least \$15 a week.

And then I thought, 'He's young and physically okay what about a

pushbike?' The exercise would be good and he'd be in charge of his own responsibilities. I knew I could get funding for that.

He thought it was brilliant, and had lots of ideas about the best bike to get. I said to him, 'Listen mate, you can't be choosy. I've only got \$200 for it.' I told him, 'You find the bike you want. Doesn't have to be new but I've got to have a tax invoice.' He came back to me a few days later: he'd done all the research, found a really good bike at Cash Converters and he loved it.

For the next three months he rode to all his appointments: his parole three times a week, his counselling, his group sessions. He could get there on time and I didn't have to ring with excuses.

Two wheels made all the difference.

Thanks to Michelle, Partners in Recovery, for telling us about a great initiative.



• YOU SAY GOODBYE AND I SAY HELLO - SAFFNA & RIZWAN



IMAGINE a newlywed Muslim woman recently arrived in Australia. She has no experience of travelling alone. She is isolated, always staying in the safety of her home. This is the story of how she was helped to journey on her own.

Saffna: I arrived here with my new husband from South India. It was really new. New people, like a new world.

If my husband is next to me, I am more confident, I am ok. Without him I am waiting. I am waiting each and everyday for him to come from the station around seven o'clock.

Rizwan: In India we learnt English as a first language, but here the accent is different and Saffna found it difficult. Many things are different to how things were before.

Saffna: Every day I wait for my husband. From the window of the bedroom, I can see the Toongabbie train station. Each and every day I would go to stand there and wave goodbye in the morning and in the

evening I would be waiting there again, just to see his face.

I would be at home by myself all of the time. I won't go out for a walk. I won't go even to the shops because at that time I cannot go alone. I am very nervous.

Before marriage, in Islamic culture, girls don't go out without family members. I have not taken any train travel before my marriage. We did not use public transport. I wished to but my family is very orthodox.

After coming to Australia it's totally different. You are very independent.

I don't have any friends at that time, so he is the only person that I know.

So I would be looking out the windows, watching the station, always waiting.

After three months, the day arrives when I will start voluntary work in the office of SydWest. I don't drive so I must go by myself on the train.

Rizwan: I said, 'Saffna, I will teach

you to go about by yourself. I will take you on a train but you will not be coming back with me. You will come back by yourself. This will show you how things work.'

I said to her this is a very good chance for you to explore yourself and how to take the ticket and how to put the ticket into the machine. Even that is a difficult thing for her, for all of us at first.

Saffna: The first time I went alone was like this. First with my husband I bought the ticket from the Toongabbie station and together we went to Seven Hills station, but he didn't come back with me. He got me to wait for the train by myself and travel in the carriage by myself. When the doors were closing, I felt like I am leaving for good. Yes, I cried, and other people are seeing me crying. I am just wiping my eyes and I am crying, feeling very nervous, you know. I can feel my heart beat. That's how it happened the first trip. One stop was all I had to travel but when I saw my husband again, I cried more. Oh my God, I was so happy.

Rizwan: I was waving my hand and saying good luck and I still remember the feeling, realising that she was on her own. I took another train and when we met in Toongabbie, it was fantastic. My wife said, 'It was good. I think I can manage to go alone now.'

Saffna: I am driving now. I am picking up my children and taking them to swimming classes.

Rizwan: I learned from many books that to get confident, you have to try it by yourself. It was a hard time for her maybe, but now wherever she goes she can get back. Now Saffna is independent. The last time she came from India she came by herself and that is amazing!

Saffna: When I see train doors closing, I still picture that first ride by myself. That confidence, I am still using every day.

Thanks to Silvana, SydWest Multicultural Services, for gathering this beautiful story.



These stories have been reproduced from "What a difference a ride makes – transport stories from the people in Western Sydney" produced by our sister organisation Western Sydney Community Forum. You can find other transport stories at www.wscf.org.au/projects/transportstories

COMMUNITY ENGAGEMENT OR COMMUNITY CAPTURE

IN SYDNEY'S CURRENT FRANTIC URBAN REDEVELOPMENT SCENE WE ARE HEARING THE WORD 'COMMUNITY' USED VERY FREQUENTLY. **MICHAEL DARCY** WARNS OF THE LIMITATIONS OF COMMUNITY PROFESSIONALS.

Many years ago, as a young Social Work student, I learned about two distinct types of community work. 'Community Development' focussed on collaboration between agencies and residents, building local networks to identify needs; 'Community Organising' was far more political activity based on the prescriptions of American urban activist Saul Alinsky, where residents recognised the conflicts of interest inherent in urban development and confronted landlords and developers more directly.

In Sydney's current frantic urban redevelopment scene we are hearing the word 'community' used very frequently by local residents, government agencies and developers alike – 'community renewal', 'community building', and 'community engagement' are the buzz words of the industry. In an apparent victory for localism and citizen participation, it seems as though nothing can happen without attending to the needs and views of the community. But despite this very few community activists feel that any progress has been made or that they can relax and wait to be engaged.

Behind the flurry of effort by government and commercial agencies to develop new skills and techniques for community engagement lies a very different agenda. In my view there are a number of elements of this agenda which militate directly against both of the ideas of community that I was taught all those years ago. The first is the emergence of a whole new class of professional 'community builders' employed increasingly as or by private consultants. These professionals move

from place to place where they roll out a range of pre-packaged techniques designed to elicit participation and articulate 'community' views. More often than not of course, the most important elements of a redevelopment are not negotiable and the danger is that participants have unwittingly been recruited into taking responsibility for a plan which is not of their making.

The largest threat to inner city communities posed by redevelopment is loss of affordable housing, including public or social housing. Yet while development and other government agencies claim to be searching for ways to preserve diversity in renewed urban areas, housing policy is actively seeking to make the most affordable housing less secure for tenants through its 'pathways' approach where tenants are expected to aspire to leave social housing for the private rental market. As any experienced community worker knows, the group least likely to be able to make a stable contribution to community networks and organisations are private tenants. The push to make public and social housing even more 'transitional', outlined in the NSW government's Social Housing Discussion paper released late last year, undermines any claim to being concerned about maintaining and involving diverse communities in urban development. Alongside the 'pathways' approach sits the so-called deconcentration agenda. This has been used to argue that relocating public housing tenants into more mixed neighbourhoods will make them better off. While the current sell-off in Millers Point

exposes the reality of this excuse, the fact is that destroying, or even threatening, lifelong connections amongst friends and neighbours in places like Glebe, Waterloo and Erskineville is hardly evidence of a commitment to community building or community engagement.

Not all community engagement strategies are cynical, and not all consultants are simply paying lip service to community ideals – but community organisers and activists need to recognise clearly the contradictions and vested interests that can underlie engagement strategies. At the same time, Alinsky-style rent strikes and other local actions can only take us so far in the face of the global forces of urban change. Community activists in the twenty first century need to move beyond the local. Our communities of interest are increasingly global and the issues in Millers Point, Glebe and Erskineville are echoed in parts of London, Chicago and many other global cities. Community building and networking needs to be internationalised just like the market forces driving urban redevelopment. Finally, as government concedes its place as democratic arbiter to become a part of the development industry, new independent partners need to be recruited to support international community work. Primary among these should be the universities who have the technology and the public charter to truly protect, connect and build communities.

Associate Professor Michael Darcy, is an inner Sydney resident, researcher and is Director of the Urban Research Centre at the University of Western Sydney.



TURNING OUTWARDS TO LISTEN TO COMMUNITIES

PEOPLE WANT TO MAKE A DIFFERENCE BUT OFTEN DON'T SEE WHAT THEY CAN DO THAT WILL AMOUNT TO ANYTHING SIGNIFICANT.

BRIAN SMITH EXPLORES THE WORK OF THE HARWOOD INSTITUTE FOR PUBLIC INNOVATION THAT IS NOW BEING ADOPTED IN AUSTRALIA.

It's no secret that people are frustrated with politics and public life. This is as true in the USA as it is in Australia. We are all tired of acrimony and divisiveness and nothing getting done about the problems that affect everyday people.

There is also a growing sense in our society that too many organisations, institutions and leaders are more focused on their own good than the common good. While there are no easy answers to these challenges, there are ways to get our communities on a different path.

Based in Bethesda, just outside Washington DC, The Harwood Insti-

tute for Public Innovation was founded by Richard Harwood in 1988. After working on more than 20 political campaigns, earning a Master's in Public Affairs from Princeton, and working for two highly respected non-profits, Rich, then 27, set out to create something entirely different.

He was disappointed and impatient with non-profits with laudable missions but little real affection for the community or taking on the toughest challenges, and political campaigns that no longer sought to repair breaches but instead sought to win at any cost. In response to these discouraging trends, he set out to develop a highly-entrepreneurial approach to tackling tough issues and making society work better, while still operating with the highest integrity and ethics.

The Harwood Institute is a nonpartisan, independent non-profit that teaches, coaches and inspires people and organisations to solve pressing problems and change how communities work together. The Institute has worked across the USA and increasingly around the world and has partnered with some of the world's largest non-profits, including United Way Worldwide, AARP, the American Library Association, the Corporation for Public Broadcasting and others.

The people the Institute teaches and coaches are called public innovators. They are leaders who can move their communities toward positive change. Public innovators may come from non-profits, businesses, government, the media, and educational and religious organisations. The Harwood Institute regards them as an essential ingredient to solving our most vexing challenges.

THE HARWOOD APPROACH

To be truly effective in their change efforts, individuals and organisations must be "Turned Outward." This means using the community, not the conference room, as the main reference point for all decisions. People and organisations which Turn Outward and

make more intentional judgments and choices in creating change, will produce greater impact and relevance in the communities they serve.

TURNING OUTWARD IMPACTS:

Engagement – Shifting who you see and include in your work and how you engage with them to create change.

Partners – Helping you gain clarity about the partners you need to move forward – and those that are holding you back.

Priorities – By understanding what space you occupy within the community, you no longer struggle to be all things to all people. Instead, you focus on what you can and should impact.

Strategies — How you develop and implement strategies that reflect the context of your community and people's shared aspirations – and not to get so entangled in programs and activities.

Communications – Reframing how you talk about your work and impact, so that it is relevant to people and their concerns – and how you can contribute to a more productive community narrative.

Organisational Culture – By Turning Outward you can align and drive internal efforts around shared aspirations and shared language, which makes it easier to work across departments and get things done.

The Harwood Institute creates this shift in people's approach using a series of frameworks developed over the past 27 years. Through coaching over time, they learn to apply them to their organisation, their community work, and their own lives.

THE LOCAL COMMUNITY SERVICES ASSOCIATION AND THE HARWOOD INSTITUTE

The Local Community Services Association (LCSA) first came across The Harwood Institute three years ago when it was looking for resources on community engagement. It posted a series of short videos of Rich Harwood speaking

on this topic to its website and played some of these at *Authentic Engagement*, its 2012 annual conference.

A year later, following the Department of Family and Community Services indication of its future directions, the LCSA Management Committee sent its then Executive Officer, Brian Smith, to a Harwood Public Innovators Lab to learn more of the Institute's approach and assess its relevance for LCSA member organisations. The Lab is the Institute's premier training opportunity and provides a comprehensive overview in the Turning Outward approach.

Brian returned with an enthusiastically positive report. The approach and values of The Harwood Institute mirrored that of LCSA's 2003 Neighbourhood Centre Policy which continues to be LCSA's defining document of principles and values. The specific components of the approach were applicable to the Australian context. Initial implementation can be very straightforward and grows by progressive stages. Public Innovation engages with collective impact in a way which brings the aspirations of the community concerned into collective impact strategies and planning as a fundamental touchstone and building block. Brian also felt that this approach would carry greater weight with government than other frameworks which the LCSA team had also researched.

Following further interaction with The Harwood Institute and considerable deliberation, in June 2014 the LCSA Management Committee took the courageous and innovative step of committing a considerable portion of the organisation's reserves to bring the Institute to Sydney to run the first Public Innovators Lab held outside North America. This took place at the end of October 2014 and was attended by 100 participants, including 65 LCSA members and 25 from NSW government departments. The Lab was run by four Certified Harwood Coaches who continue to support the participants through an ongoing series of coaching

calls, webinars and personal contact.

Since the Lab, New South Wales public innovators have begun exploring ways their organisations can turn outward to their communities. Early initiatives have included "Ask" exercises, where community members are engaged with four simple questions:

- What kind of community do you want to live in?
- Why is that important to you?
- How is that different from how you see things now?
- What are some of the things that can happen to create that kind of community?

In the Illawarra and Shoalhaven, public innovators from neighbourhood centres and government departments teamed up to run a large scale "Ask" exercise across the region. They determined to hold these conversations with as many people as possible in as many locations as possible on the 12th February. They trained colleagues and volunteers prior to the day with the result that some 100 volunteers held "Ask" conversations with 1,700 people.

The benefits of initiating such a large undertaking were the support and encouragement the participants received from each other as they launched into a process which was new to all of them. The ambitious scale of the event also generated media interest which helped initiate many conversations, with people who had heard about it taking the opportunity to share their aspirations for their community.

The public innovator team in the Illawarra will be following this up with a series of in depth community conversations, continuing this innovative collaboration between government departmental staff and their neighbourhood centre colleagues.

The first steps along the route of the Harwood practice have been very encouraging.

Brian Smith has been the Executive Officer of the Local Community Services Association (LCSA) since 2006 and is now LCSA's Senior Project Officer, Institute for Community Innovation and Engagement.



MEDICATION MANAGEMENT IN THE COMMUNITY

MEDICINES PLAY A MAJOR ROLE IN PREVENTING AND TREATING ILLNESSES – BUT ONLY IF THEY ARE USED WISELY AND SAFELY. **BRIGITTE CUSACK** DRAWS ON HER EXPERIENCE IN THE AREA TO EXPLAIN SOME OF THE PROBLEMS AND HOW THEY CAN BE ADDRESSED.

As a pharmacist, I have worked in community and hospital pharmacy, conducted medication management reviews in residential aged care facilities and for people living in the community. I provide education on quality use of medicines to consumers, general practitioners, pharmacists, other health professionals, hospitals and community organisations.

Medicines (also known as medications) include over-the-counter medications, prescribed medications, vitamins, herbal medicines and homeopathic medicines. Medications are available in a variety of forms such as tablets, capsules, liquids, creams, ointments, gels, patches, injections, eye drops, inhalers, suppositories, pessaries and nebulisers.

According to the Australian National Safety and Quality Health Care Standards (NSQHS) 2012, over 1.5 million Australians are estimated to experience an adverse event from medicines each year. This results in at least 400,000 visits to general practitioners and 190,000 hospital admissions, which represent 2–3% of all admissions. As many as 30% of unplanned geriatric admissions are associated with an adverse medicine event, approximately 50% of these admissions are considered potentially avoidable. Older people, people who are taking multiple medicines and people who see a number of different doctors are more likely to experience a medication-related problem.

In the absence of recent Australian guidelines I have used material

from the Institute for Safe Medication Practices Canada. Their definition of medication management refers to patient-centred care to optimise safe, effective and appropriate drug therapy. Care is provided through collaboration with patients and their health care teams. Medication management also includes many aspects of the process from prescribing, dispensing, administering and storage of the medication.

INFORMATION RESOURCES

Medications stored in their original bottles/packaging are easily identified by the brand name, generic name (refers to the active ingredient of the medication), expiry date, batch number and dispensed label from the pharmacy.

The dispensed label lists the name of the dispensing pharmacy, the prescribing medical doctor, the dispensed date, how much and how often the medication needs to be taken, whether there are any repeat scripts left and any extra cautionary labels (eg whether it needs to be stored in the fridge; may cause drowsiness; or avoid taking this medicine within so many hours of another medicine). Having all the information assists if there is a recall of the medicine or if trying to identify medication.

Some information may be packaged with the medicine and Consumer Medicine Information (CMI) can be requested from the pharmacy dispensing the medications.

Even if you have been having a medicine for some time you should review

the information to see if anything you are experiencing may be caused by the medication or its interaction with other medicines.

SELF-ADMINISTRATION OF MEDICINES

People should be encouraged to maintain their independence for as long as possible, including managing their medicines in a safe and effective way if they are able. An assessment will assist in determining the competency of the client for self-administration.

Registered nurses are authorised to administer medicines only when an authorised prescriber has prescribed the medicine, according to the relevant state legislation and policies.

If a care worker or carer finds that a consumer is having difficulty in administering their medicines there is a need for a formal assessment by a health care professional (eg GP, pharmacist). Care workers should alert their supervisor rather than try and address a medication issue themselves.

When someone returns from a hospital stay, an assessment of whether they will be able to self-administer their medications is important. Possible medication issues may occur if an ex-patient takes both their pre-hospital medications as well as their newly prescribed different branded hospital discharge medications. Care should be taken to avoid problems at this point using the information sources listed on the following page.

USEFUL ONLINE INFORMATION RESOURCES ON MEDICINES:

NPS MedicineWise www.nps.org.au is an independent, not-for-profit and evidence-based organisation providing practical tools to improve the way health technologies, medicines and medical tests are prescribed and used.

It provides information on different health conditions and medicines.

It also provides the following:

Consumer Medicine Information Tel: 1300 633 424

Medicines Line 1300 633 424 (Mon to Fri 9am to 5pm)

Adverse Medicines Event Line Tel 1300 134 237 (Mon to Fri 9am to 5pm)

Healthdirect www.healthdirect.gov.au provides a range of free health services on behalf of the governments of Australia including information on different types of medication.

DOSE ADMINISTRATION AIDS

While some people can manage with medication in labelled bottles, others may need to use a Dose Administration Aid (DAA). It is a device or packaging system for organising doses of medicines according to the time of administration. There are many different types of DAAs and ideally they should be packed by a pharmacist.

Medications unable to be packaged into a DAA include eye drops, patches, insulin, some tablets/capsules need special storage conditions (eg fridge, darkened bottle/box), creams, liquids.

The DAA is only useful if the person taking the medication or the authorised health care professional (ie registered nurse) can administer the medications appropriately from the DAA. Assessing the client as having the ability (vision, fine motor skills, hearing, dexterity) and understanding (cognition, health literacy, culturally and linguistically diverse background) to manage the DAA is important.

If the DAA packaging is difficult to access, medications can be accidentally left inside the packaging despite administration. A simple device, a pill bob, can be used to break the foil plastic packaging of the DAA to obtain the medications. Again there is a need to assess whether the person using a DAA can use the pill bob.

Some DAAs may have missed doses with self-administration. Sometimes the medications may be taken out of DAA in a different way to that recommended. For example some people

might take the pills randomly or have different cultural ways of dealing with the DAA such as instead of correctly taking the medicine out from left to right across the rows, they might take it from right to left or from the last row to the top row. An explanation and follow up assessment is needed to ensure the DAA works as intended.

Service workers who notice problems with DAAs should report them to their supervisor and not assume they know what is happening.

MEDICATION LISTS

Consumers should be encouraged to maintain an up-to-date medication list to take with them to their doctor, pharmacist, specialist and hospital. They need to know exactly what medications you are currently on.

Medicines Lists can be ordered for free or a free download in English and other languages eg Arabic, Chinese (Simplified & Traditional), Croatian, Greek, Italian, Korean, Macedonian, Spanish and Vietnamese. Go to <http://www.nps.org.au/topics/how-to-be-medicinewise/managing-your-medicines/medicines-list>

MEDICATION REVIEW

Medication Reviews offer an assessment of the ability of a consumer to manage their medications (eg administration, compliance, storage). Anyone can ask a GP for a Medication review and consumers are encouraged to have their medicines reviewed by members of the health care team (eg GPs, pharmacists)

Some of the events that might indicate the need for a Medication review are:

- Medicines scattered around the home
- Consumer seems confused, forgetful or has difficulty managing their medicines
- Difficulty opening or closing their medication packaging or using medicine devices (eg inhalers, nebulisers, insulin injectors)
- Many different medications for their medical conditions
- Recently returned home from a hospital stay

Examples of free Medication Reviews available to clients living at home are:

- Home Medicine Review (HMR, also known as DMMR) – anyone can request a HMR from the GP for a patient. The GP then prepares a HMR Referral to the patient's preferred pharmacy or accredited pharmacist. The accredited pharmacist conducts the HMR in the home and sends the HMR Report to the GP. The GP prepares an HMR Plan with the client.
- MedsCheck – anyone can request a MedsCheck from the client's preferred pharmacy
- Diabetes MedsCheck – as above for MedsCheck, except the patient must have Type 2 Diabetes.

Medicines play a major role in preventing and treating illnesses – but only if they are used wisely and safely. Hopefully this overview explains some of the problems and what can be done about them by service providers, carers and/or the medication user.

Brigitte Cusack is Program Officer-Medication Management, Eastern Sydney Medicare Local. This article was adapted from a presentation she made to the Eastern Sydney HACC forum.

• FURTHER READING

The Australian Pharmaceutical Advisory Council's "Guiding Principles for medication management in the community" (2006). <http://www.health.gov.au/internet/main/publishing.nsf/Content/apac-publications-guiding>

Australian Government Department of Health, Medication Management Reviews information accessed from: http://www.health.gov.au/internet/main/publishing.nsf/Content/medication_management_reviews.htm

Australian Prescriber: Appropriate use of dose administration aids. *Aust Prescr* 2014; 37:46-50. <http://www.australianprescriber.com/magazine/37/2/46/50>

IS HOUSING AFFORDABILITY A FOREIGN OR DOMESTIC INVESTMENT PROBLEM?

DALLAS ROGERS ASKS SHOULD WE BE CONCERNED ABOUT THE INCREASE IN FOREIGN, AND PARTICULARLY CHINESE, INVESTMENT IN AUSTRALIAN REAL ESTATE?

My favourite bookshop in Sydney is Better Read Than Dead in Newtown. A few months ago I dropped by for a look around. I walked out with three new books, Andro Linklater's *Owning the earth: The transforming history of land*, Kevin Cahill's *Who owns the world: The surprising truth about every piece of land on the planet*, and Fred Pearce's *The landgrabbers: The new fight over who owns the earth*.

In different ways, these three books focus on the way land is being bought and sold as if it were a global commodity. Each author shows how a relatively small number of powerful individuals, families and global corporations have acquired large sections of the world's land mass.

These authors present an alarming picture. It includes the displacement of some of the world's poorest people from their land in the global south with a corresponding concentration of land wealth in the global north.

We should be concerned about this global commodification of local land. But should we be concerned about the increase in foreign, and particularly Chinese, investment in Australian real estate? An individual foreign investor who buys a residential property in Australia is not the same as a global corporation that buys a thousand hectare farm in South Africa, and thereby dispossesses the local people of their land.

There are important differences between the various foreign investor and property categories within the global real estate sector. Individual foreign investors are different from institutional investors. A new residential dwelling is different from a commercial retail building, and these are different again from a large cattle station.

The largest global real estate investors are institutional investors, such as large pension funds, insurance companies and sovereign wealth funds. They usually invest in commercial real estate, but more recently they have also shown an interest in agricultural and farming assets. These investments are very different from individual foreign investment in residential real estate.

INDIVIDUAL CHINESE INVESTMENT IN RESIDENTIAL REAL ESTATE

There has been a lot of discussion about Chinese investors pushing up property prices and breaking the foreign investment rules in Australia recently. Some reports suggest that foreign investors account for around 15% to 20% of all new residential property purchases in Australian capital cities. We know that from 2012 many of these foreign investors were Chinese.

The Foreign Investment Review Board reports Chinese investment was \$12.4 billion in 2013-14, up from \$5.9 billion in 2012-13. It can be hard to pin down exactly how much foreign capital is flowing into Australian real estate. Some measures include institutional investors while others include commercial real estate. But while the figures are debatable, the overall trend is not – individual foreign investment in real estate is growing in Australia.

Media coverage of foreign investment in Australian real estate has largely focused on individual Chinese investors and their residential real estate purchases. Less media attention has been given to the investment practices of global pension funds, insurance companies and sovereign wealth funds.

The government has taken an interest in foreign investment in real estate too. The government's legislative framework for individual foreign investment in residential real estate in Australia allows: foreign developers to build new residential dwellings for sale to domestic and foreign buyers; individual foreign investors and temporary residents to purchase new dwellings; and temporary residents with visas, which extend beyond 12 months and include many foreign student visas, to purchase one established home provided it is used as their principal place of residence while in Australia and is sold when they leave the country.

The government's aim is to direct foreign capital into new housing stock to increase housing supply and to boost employment within the property construction industries. The assumption is that increasing housing supply will put downward pressure on housing affordability.

Last year, The House Standing Committee on Economics conducted a Parliamentary Inquiry into individual foreign investment in residential real estate. One of the contributing factors leading up to the Inquiry was the claim that individual Chinese investors were making Australian housing more expensive. In other words, Chinese investors were pricing Australians out of the property market.

A team from the University of Western Sydney conducted a study to explore this claim. Our research showed that historically, domestic investment has had a far greater impact on house prices than the recent increase in Chinese investment.

Linklater, Cahill and Pearce have shown that foreign institutional investment in agricultural farms has

negatively impacted local communities, and even displaced them from their lands. But we should be careful with the claim that individual foreign investment in residential real estate in Australia is the sole or even a central cause of house price increases.

Our study showed that removing the relatively small, albeit growing, share of individual foreign investment from Australia's residential housing market would not address the trend for house price increases or inward urban migration over time.

This is important, because these two factors contribute to the housing affordability problem in major Australian cities. If we want to address the housing affordability problem in Sydney the discussion needs to start with domestic, not foreign, investment in residential real estate.

FOREIGN LAND GRAB OR DOMESTIC HOUSING PROBLEM?

The recent Inquiry found individual foreign real estate investment was achieving its aim of increasing residential housing supply. Foreign investors can only invest in new dwellings. The Committee did not, however, outline what type of housing was being supplied. And much like our study, they found that foreign investors have a marginal impact on housing prices in Australia.

As a stand-alone aim, increasing housing supply will not address the housing affordability problem in Sydney. Just because there are more houses in the real estate market does not mean that the housing market will become more affordable, and this is especially the case for those on a low income. In fact, some middle-income households are finding it hard to pay their housing bills.

Despite the initial impetus, the Inquiry did not take a serious look at the relationship between housing affordability and foreign investment. Instead, the Committee recommended the introduction of new fees and greater scrutiny of individual foreign investors.

The government responded by setting up a new foreign investment register, which they claim will help catch the



foreign investor rule breakers. Apart from political point scoring, catching the rule breakers and introducing new fees will have a marginal, if any, impact on the domestic real estate market. It certainly will not address the housing inequity in Australian cities.

These recommendations draw attention away from Australia's unfettered commitment to domestic real estate investment and the inequality of our domestic housing system. It is clear that the private housing market perpetuates housing inequality in Australian cities and we cannot leave housing affordability to the market.

We need a discussion about domestic and foreign investment in real estate that takes place alongside a national discussion about affordable housing. We should reconsider schemes that provide affordable housing to low-income Sydney-siders by setting rents according to household income. At the very least we need an affordable housing program, like the recently scrapped National Rental Affordability Scheme, which provides housing to low-income Australians at well below market rate rent.

The debates in the media and the Inquiry's investigations about the actions of individual Chinese investors diverted our attention away from the real housing challenge in Sydney: how

should we reconfigure the domestic housing sector and taxation settings to provide a fairer and more equitable housing system?

In Sydney, it is not the case that a foreign land grab is displacing large sections of the local population from their homes. Rather, the increasingly unaffordable housing landscape is a home-grown problem. It is the product of five decades of domestic real estate investment that was underwritten by pro-real estate investment taxation policy. The real estate investment practices of Australians are to blame for pricing fellow Australians out of Sydney's housing market, not Chinese investors.

ACKNOWLEDGEMENTS

This article summarizes the findings from a recent study on *Chinese Investment in Residential Real Estate*, funded by the University of Western Sydney. The full peer-reviewed article can be found in the journal *Housing Studies*, at: Rogers, D., C. L. Lee and D. Yan (2015). 'The politics of foreign investment in Australian housing: Chinese investors, translocal sales agents and local resistance', *Housing Studies*.

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A GUIDE TO ACHIEVING GOOD PRECINCT PLANNING OUTCOMES

AREAS ARE BEING HIVED OFF FOR PLANNING OUTSIDE THE REGULAR PLANNING PROCESS. UNIVERSITY OF SYDNEY ACADEMICS **RODERICK SIMPSON, PETER PHIBBS, JULIE WALTON AND MIKE HARRIS** PROVIDE SOME KEY PRINCIPLES TO GUIDE SUCH PRECINCT DEVELOPMENT WITH A SPECIAL EMPHASIS ON THE BAYS PRECINCT.

The very notion of “world’s best practice” in planning and urban renewal is oxymoronic if it is expected that international practice will provide a readymade template, because best practice will always be responsive to local conditions; social, economic, political and environmental. These conditions change, and so best practice would also allow adaptation to changed circumstances. This is why it is worth attempting to distil the principles, rather than components from successful international precedents.

WHY PLANNING PRINCIPLES ARE IMPORTANT

There is a crisis of trust in NSW in relation to planning. In response, the community often calls for certainty, as does the development industry. However in the recent past neither detailed master plans nor have water-tight agreements and commercial deals proven satisfactory. How then do we deal with changes that may be desirable during the protracted period that urban renewal requires? A clear statement of principles provides the flexibility to deal with unforeseen

changes while providing assurance that the whole process is on track and in accordance with the agreed values. If changes and decisions are explained, transparent, and the result of participatory processes, then trust may be restored.

Firstly we need some overarching principles that set out what we are trying to achieve. Some may be high-level – the public interest for example; some may be detailed – for example maximise public access.

Secondly, we need to have principles about governance: how, about what and by whom decisions are made.

From a review of domestic and international projects it is clear that the most well regarded projects have carefully considered governance. In particular, it is clear how the public is included in all stages of the planning, delivery and ongoing operation of these major urban renewal projects. These projects are successful because greater participation has led to a sense of ownership and fostered varied, engaging and attractive precincts. These are projects that have become highly desirable places to live, work and visit.

Thirdly, we need principles about good planning. Lastly, we need principles about ongoing operation and management. The clear definition of principles should aim to overcome the principal criticisms of major urban renewal projects identified in the paper by Mike Harris, *A Global Review and the Australian Context*, University of Sydney Festival of Urbanism 2014.

OVERARCHING PRINCIPLES

1. Precedence must be given to the public interest as the overarching principle governing renewal of the Bays Precinct

Defining what is in the public interest is not straight-forward. The question of “which public?” arises immediately – the local community or the broader public that is made up of the citizens of the city or the state? What was clear from the summit was that a narrow focus on short-term financial return, in similar urban renewal projects is not in the public interest.

The definition of the public interest in relation to the Bays Precinct overall, and in relation to individual components will be the subject of ongoing

debate and discussion. The public is capable of understanding the competing priorities of government if there is an open process where the trade-offs and priorities are made clear. Such a process will rebuild trust.

2. Public engagement and participation

The public must be able to fully engage in all stages of the planning process, including discussion of, and decisions about, proposed major developments. Consultation is not enough. It is important to recognise that this principle is not a call for greater democracy for its own sake, but is based on the evidence that projects that have had more transparency and public participation have also had greater legitimacy, less community resistance, and have proven to be more successful with richer more diverse places than those that have not. Extensive engagement with the public needs to extend from the vision and the plan through to implementation and operation.

3. Define the non-negotiables and clearly state the process for any revision

For every project, there will be some non-negotiables that will be specific to the context. It is important that these are defined, or negotiated at the outset, so that from that point on they are understood and respected. The identification and definition of these non-negotiables is important because it means they are not subject to the same evaluation methods as other aspects of any proposals; they are givens.

Examples of non-negotiables that might apply to the Bays Precinct: Maximizing public access to the foreshore, or the retention of lands in public ownership are examples of the non-negotiables that might be defined as givens at the beginning of the process. Over time conditions may change and even these non-negotiables may need to be revisited, but if they are, it should be done in an open and participatory way, never behind closed doors.

One of the frustrations the community has experienced with Barangaroo is the difficulty in finding out what the current plan for the precinct is and how it has changed from the original concept plans

4. Arms-length governance and accountability

The establishment of a semi-autonomous implementation body, with representatives of all levels of government, the local and broader community and technical experts has particular merit, and has proved effective both in Australia and internationally, as evidenced by many of the presentations during the Summit. This is not a call for additional levels of government, quite the opposite. It is a means of achieving three objectives.

- By setting out the desired outcomes (such as affordable housing and environmental performance) through the participatory and transparent processes, and having these expressed as the objects of the organisation, the organisation is then not subject to the narrowly focused, recurrent project evaluation methods of government. These objects would also form the basis for the corporate reporting of the effectiveness of the organisation's activities – is it doing what it has been asked to do. A degree of autonomy is also needed to insulate the organisation from the political cycle, which would be the case if the wider community can see the worth and effectiveness of the organisation.
- By being place specific it can require the integration and coordination of activities by various agencies, as well as being having the depth of knowledge and expertise required to manage a complex and rich place: corporate knowledge and an interdisciplinary approach is essential for place management.
- By having the power to reinvest it is able to take a long term view and

capture value, effectively hypothesising revenue for the development of the place.

One of the frustrations the community has experienced with Barangaroo is the difficulty in finding out what the current plan for the precinct is and how it has changed from the original concept plans. The development of a suitable monitoring framework for the Bays Precinct would help renew public trust in the planning and development process.

PRINCIPLES FOR PROJECT FORMULATION

5. Establish the process and form of governance for community and public engagement

Define a comprehensive and ongoing engagement process that involves multiple communities and interests as one of the first activities. In deciding the form and nature of this engagement the Community Charter for Good Planning provides a range of useful ideas. One of the first activities should be the initial expression of the public interest as it relates to the Bays Precinct.

6. Respond to the strategic context and evaluate in terms of public benefit

Redevelopment of the Bays Precinct should provide what Sydney needs. The scale and limited occurrence of megaprojects and large precincts demands a clearly defined strategic rationale at the city, state and at times national level.

Is the megaproject a means to address identified issues outlined in existing planning documents, including the Metropolitan Strategy? Are there strategic issues relating to the

retention of a working harbour? Most importantly, given the difficulty of addressing some of the major issues confronting the city, has the effectiveness of the megaproject, as opposed to alternative strategic investments been evaluated?

The best way to demonstrate that the project has responded to the strategic context is to set out a number of alternative visions, configurations and scenarios for the project, and evaluate them in term of the public benefit. (Principles 1 and 3).

From the definition of the public good (Principle 1 and 4) it should be possible to assess the relative public benefits of different options.

7. Optimisation of public investment

Explicitly measure the impacts of alternative configurations and scenarios for the megaproject in relation to public infrastructure. Define an evaluation framework and select alternatives that generate the best return in terms of outcomes per unit of public infrastructure investment.

PRINCIPLES FOR PLANNING

These principles are more specific. If an open and transparent planning process is established it is appropriate that these initial principles can be changed and adapted over time. This is the key difference with successful governance arrangements in international examples and the closed commercial processes that are typical in Australian projects. The conclusion from the review of international projects (Harris 2014) is that these closed processes lead to sub-optimal outcomes.

There are two type of planning principles – principles that should guide the planning and principles that begin to set out some of the outcomes that are expected on the site.

GUIDING PRINCIPLES

8. Divide the Area into a number of precincts and include fine grain subdivision

Allow for as many authors as possible: authenticity depends on many authors. The existing city is the material accumulation of the individual actions of many actors over many years, for new parts of the city to feel integrated these areas must allow similar processes to occur.

Such an approach guarantees diversity in housing outcomes and the built form. Dividing the area of the megaproject into a number of precincts or plots also enables a diverse range of development companies and designers to participate in the development process. Although it may make sense to develop some large precincts in a single development, there should be a fine grain legacy subdivision at the end.

As a guideline: no single developer should be give exclusive rights to an entire street block.

9. Iterative and incremental development

That big ideas can be delivered in small increments emerged as a recurring theme of the Summit and has been identified previously.

Incremental development of individual parts within an overall planning framework (versus the closing off of large areas, and handing over to single developers), not only reduces risk and financial exposure, it also develops trust and demonstrates good faith. Early precincts should include those which deliver significant public benefit.

10. Connect the precinct physically and with the life of the rest of the city

Planning for the precinct should begin by thinking about and defining the public domain – the streets, the pedestrian networks, and the open spaces which will connect the Bays Precinct to the rest of the city. This involves consideration of transport, the amount, type, quality and distribution of open space, and the design of the edges between the new and existing neighbourhoods in order to encourage activity and interaction. Tapping into community aspirations and needs is key, and this may be started early by opening the site for transitional, temporary and interim uses.

11. Leverage major projects

Many large urban renewal projects have been anchored by major events (Olympics, Expo) or buildings (Bilbao). This principle can be extended to all major works. Proposals for all major capital works should consider synergistic effects and how they might contribute to other objectives: for example, a road should not simply be a road; it should be part of the green network, direct views, provide vistas and contribute to a comfortable pedestrian environment.

Working with what exists through creative adaption and re-use of key heritage items such as the White Bay Power Station and the Glebe Island Bridge fits with this principle. Deciding whether there needs to be, and what should be the iconic anchor in the Bays Precinct would be a fruitful, open city-wide discussion.



For example, the iconic Philharmonia at HafenCity is well known, but arguably the location and role of the HafenCity university has been more influential, pervasive and major benefit to the social and economic development and positioning of the area.

12. Determine the most appropriate allocation of risk with the objective of maximising public benefit

Widen public benefit prospects by minimising up-front developer costs and de-risking while sharing ultimate up-lift. The point here is the lowest cost/highest return short-term deal is not necessarily the best deal in the long run. This also raises the question of investing in an area and waiting for the value to accrue before divestment.

This in turn is related to the asset recycling approach of government – the question is whether the Bays Precinct is an asset for recycling or an asset for further investment with the aim of increasing the value through private investment.

In the latter case government should be holding on to the asset until the optimum value is reached (as opposed to an early sale).

EXPECTED OUTCOMES

13. Land retained for public use

A significant proportion of all the Bays Precinct lands must be retained for public use. In the case of the Bays Precinct this is likely to include continuous public access to the foreshore. There should be no alienation of the Bays Precinct foreshores from public access by sale or long term lease. Clearly, access needs to consider both waterside and landside activity. Rather than stipulating a particular, uniform

minimum width, consideration should be given to the desired character and function of the foreshore including the building frontage and activation, permeability and connection landside, and a variety of recreational activities.

14. Affordable housing

A high priority should be given to the inclusion of social and affordable housing for low and moderate income households as a significant element of any residential uses. International projects of similar size and location require between a 20 per cent and 50 per cent affordable housing component.

15. Environmental performance

Major renewal projects, and particularly redundant industrial brownfield sites, provide unique opportunities for rectifying and improving the environmental performance of adjoining existing urban areas, including water cycle management, clean and low carbon decentralized energy production, sustainable transport and reduction of the urban heat island effect amongst many others.

These systems may require the establishment of dedicated management organisations of some form, and these are common in many similar international examples.

16. Accessibility

The new precinct should be highly accessible to pedestrians, cyclists and public transport users, not just to car drivers. Transit connections should be frequent, fast and convenient. The area when developed should have a high walk score. For example in a site like the Bays Precinct with obvious road transport constraints that may mean

restricting development in favour of land uses which generate lower motor vehicle impacts (such as housing with restricted parking opportunities).

PRINCIPLES FOR IMPLEMENTATION / GOVERNANCE

17. Bureaucratic minimalism

The principle of subsidiarity is that decision-making should be undertaken at the lowest level possible, and that the number of government bodies required to be involved in the decision should be minimised. The establishment of separate government delivery and management agencies should be confined to where ownership arrangements or multi-party coordination is necessary, which has been and remains very apparent in the Bays Precinct. At the completion of the project or sub-precincts, control should be devolved or handed back to the normal government and governance processes that apply to adjoining areas.

Notwithstanding this, there may be an important and valid role for ongoing planning, reinvestment, curatorial and management role in relation to aspects such as leasing, environmental systems, utilities, affordable housing and tenancy policy.

18. Separation of development and approval roles

There must be a clear distinction between the development authority and the planning consent authority.

This article is based on work commissioned by the City of Sydney and follows The Festival of Urbanism at Sydney University where a series of talks and conversations on planning and making our cities focused in 2014 on Megaprojects including Sydney's Bays Precinct. It is reprinted with permissions and was originally published by The Fifth Estate at www.thefifthestate.com.au/articles/a-guide-to-precincts-the-bays-in-particular-to-achieve-good-outcomes/70572

Roderick Simpson, Peter Phibbs, Julie Walton and Mike Harris are from The University of Sydney.



THE FURPHY OF HUMAN SERVICES SUSTAINABILITY

APPLICATIONS FOR HUMAN SERVICE FUNDING INCREASINGLY ASK PROJECTS TO SHOW THEY ARE SUSTAINABLE. **MICHAEL SHREENAN** ASKS IF SUSTAINABILITY IS ACHIEVABLE IN HUMAN SERVICES OR IS IT JUST AN ERRONEOUS IMPROBABLE STORY HEARD AROUND WATER COOLERS WHICH IS NOW BELIEVED AS FACT.

Many in the NGO community sector battle funding uncertainty and are pushed by funders to keep doing more for less. There is an expectation placed on us by politicians, government departments and funders alike that because we access volunteers we can deliver services for free or close to it.

Sustainability is the current cliché phrase. It has become the Holy Grail for those making decisions about grant funding. Often the phrase is regurgitated without real definition, understanding of context and usually by someone who has no idea how NGOs or communities work.

I was recently amused when a grant officer advised us that the application for a specialist Alcohol and Drug outreach worker position could be funded if I could just find a way to make the position 'sustainable'. They were of the view that somehow the project could become self-funded or that at the end of the funding cycle we would guarantee that volunteers would continue the project beyond the pilot.

Whilst I would be first to champion social enterprise innovation, partnership sharing of resources and utilisation of volunteers, it is rare that any project with a particular human service intervention, requiring paid staff, can somehow miraculously become self-funded. To suggest otherwise is an absolute furphy.

Yes, it would be nice to work so well that we do ourselves out of a job – the ultimate goal of community development. However we all know there is always more to be done.

The problem is the assumption that volunteers can do the work of paid specialist staff and do it at no cost. Volunteers are fantastic and without them my organisation would be

at its wits end. At times they have proved themselves better than paid staff. However volunteers need to be recruited, resourced, managed, trained and insured, and that just for starters.

When it comes to pursuing funding for a project, saying that a project will not be sustainable beyond the one year grant it is likely to lead to automatic rejection. So NGOs end up inventing a convincing pontificated statement with no semblance of reality.

Sustainability in terms of a project's financial longevity is only relevant for some projects, not all projects. Often grant officers fail to explore this. NGOs should be able to say: sustainability is not relevant to this project and grant officers should be able to understand and appreciate this. One off projects with no ongoing costs could be classed as sustainable during the life time of that project. Projects that are given seed funding for social enterprises that can then generate income have the potential to be sustainable.

Sustainability, I would argue, can come by diverting the investment into strategies that we know work rather than strategies that are politically popular, short-term in nature, extremely expensive and turn out to be ineffectual.

The costs of addressing anti-social behaviour through enforcement for example is often costly, constantly re-invented, short term in nature, politically popular and very rarely based on good practice evidence. Nor does it have any long lasting effect. Investment in harm reduction and community development and early intervention on the other hand has a proven track record in reducing crime, reducing harm and reducing the longer term fiscal burden on the tax payer.

For example locking up car thieves was not what brought down the number of cars being stolen. What worked was encouraging manufacturers to enhance security systems in cars (alarms, immobilisers, GPs tracking etc.)

In terms of community work, locking up high risk behaviour consumers of illegal and legal substances does not reduce consumption or harm. What reduces consumption and harm is education, counselling, diversionary activities, access to non-judgmental support and the building / facilitation of community resilience.

All of these will cost money and there will always be a need for revenue investment. The difference is they cost far less than continually failed enforcement strategies and have greater longevity in terms of impact. Enforcement has its place, but you cannot arrest your way out of community challenges any more than you can make a human service project cost no money.

We have to fight together for what we know is right, not allow competitive tendering and grand motherhood sentiments such as "is your project sustainable?" to lead to our services being undervalued and under resourced. The community sector is not free. It is about time Government of all political persuasions invested in what works rather than the endless cycle of feasibility studies, meetings about meetings, reviews, evaluations, repetitive tendering processes and reforms that are more costly than the services that could make a lasting impact if they were properly funded.

Michael Shreenan is the Executive Officer of Counterpoint Community Services and the Chair of ISRCSD.

March
1978

SAVING PUBLIC TRANSPORT

This issue we are celebrating those involved in the long campaign for improved public transport. The article below is an early Inner Voice article about the activities of Action for Public Transport and its predecessor the Save Public Transport Committee.

The Aims and Objectives for APT in

1978 are still relevant today as is the need to publicise the dominance of the motor / roads lobby that prevents public transport having the resources it needs.

Thank you to all those that have and will work for the common good to build the public transport system Sydney needs.

ACTION FOR PUBLIC TRANSPORT

History

In view of increasing community concern over environmental problems, future energy shortages and basic mobility for all sections of our society, it is perhaps not surprising that a group specifically concerned with the development of public transport should be formed in Sydney.

The idea for such a group was first mooted at a transport seminar held at the Trade Union Club in March 1972. About 100 organizations were represented at this meeting which was addressed by speakers such as Peter Cox (then opposition shadow minister for transport) and Bob Nielsen who led the Sydney Area Transportation Study. About July an ad hoc group was formed. Six months later this group became known as Save The Public Transport Committee (SPTC).

Save Public Transport set about the task of drawing attention to the problems facing public transit users and publicising the dominance of the motor/roads lobby in this country.

During the era of Chief Commissioner Phillip Shirley of the N.S.W. Public Transport Commission, the Save Public Transport Committee got into full swing. With the co-operation of trade unions and other environmentally concerned groups, SPTC succeeded in making public transport the major issue at the N.S.W. election of 1976.

Since that time SPTC, amongst other things, has been responsible for the organization of National Public Transport Week in N.S.W., taken part in various conferences and seminars, and prepared submissions for the Eastern Suburbs Railway enquiry, the Botany Bay study and Major Airport Needs Study (MANS). Save Public Transport was



also instrumental in nurturing the Campaign Against Radial Expressways (CARE) group.

In November 1977 Save Public Transport was renamed Action for Public Transport (APT); this was felt to be a more positive title for the organization.

Current Projects

In an effort to provide improved information for bus customers, Action for Public Transport prepared a comprehensive map of Sydney's private bus routes during 1977. This map is now being used by the Public Transport Commission and the Department of Motor Transport as a guide to a possible overall public transport map for Sydney.

APT is also making numerous representations to the Minister for Transport and the Public Transport Commission on matters affecting public transport customers.

Regular media releases and a members' newsletter are also produced.

During 1978 it is hoped to formulate a public transport users' charter which will set out the minimum and desired standards for public transit facilities. The Charter will cover a variety of aspects of public transport ranging from vehicle and terminal designs through to provision of information and timetables.

APT now has a representative on the Commuter Council which has been established by the state government in an attempt to provide an avenue for user participation in public transport planning.

Aims and Objectives

The aims and objectives of Action for Public Transport are:

- (1) to foster and promote the expansion and improvement of public transport services for the overall benefit of the community;
- (2) to promote a rational transport system with regard to the efficient use of resources and environmental and social consequences;
- (3) to promote public discussions and participation in the provision of transport services;
- (4) to support research to further the above aims.

Meetings

Action for Public Transport meets every Tuesday at 1730 in the Bistro Lounge, Great Southern Hotel, George Street, City (opp. Rawson Place). New members are always welcome - membership rates are as follows:

Ordinary members	\$5 or more
Students, Pensioners, Unemployed	\$2 or more
Organizations having	
1-100 members	\$10 or more
101-300 members	\$15 or more
over 300 members	\$20 or more

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**INNER SYDNEY
REGIONAL COUNCIL**
FOR SOCIAL DEVELOPMENT

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We are always looking for new voices - opinion pieces, investigative articles, profiles of community organisations, interviews and more. If you have an idea or suggestion then contact us and discuss it with one of the editors.

Contributions are welcome from individuals, community organisations and others about the inner Sydney, eastern suburbs or broader political and social landscapes.

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If you would like to become a member of our organisation, please contact our office on (02) 9698 7690 or by email to admin@inner-sydneyrcsd.org.au for an application form and more information.

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