






# Our community



- 67 Progress and priorities
- 68 Community development
- 68 Community development approach
- 70 Embedding community development
- 70 Our local contribution
- 71 Case study: Selandra Rise – a blueprint is born
- 72 Community involvement
- 72 Giving and volunteering
- 73 Case study: Our Faces Our Stories
- 74 Case study: Giving and volunteering – Victorian bushfires
- 75 Measuring community investment

**We contribute to and participate in communities where we have a presence.**

# Our community – progress and priorities

LAST YEAR WE SAID WE WOULD <b>Past</b>	THIS PAST YEAR WE HAVE <b>Present</b>	<b>RESULTS</b>	IN THE COMING YEAR OUR PRIORITIES ARE <b>Future</b>
<p>Progressing our organisation-wide Community strategy. Integrate community development into business plans.</p>	<p>Prepared Community development plans, including setting out standards and targets for all active residential and commercial property projects.</p> <p>Commenced scoping a community partnership strategy to better prioritise and link our organisation-wide giving and volunteering activities with our project-focused community development activities.</p> <p>Locked in Community development budgets for all active residential projects.</p>	<p><b>FY12 PRIORITY</b> </p>	<p>Develop an organisation-wide local employment strategy.</p> <p>Develop an organisation-wide approach to understand and respond to the interests of young people in our communities.</p> <p>Complete and implement a community partnership strategy.</p>
<p>Identify core not-for-profit partners to address shared material issues.</p>	<p>Designed pilot projects with a number of not-for-profit partners, some of which have already commenced.</p>	<p><b>ONGOING</b> </p>	<p>Improve our capacity to better measure the success of community development initiatives across our projects.</p>
<p>Commence measuring the success of key community development initiatives at priority projects.</p>	<p>Researched livability metrics with the goal of better understanding the social attributes of our communities and how we can help create better places to live, and communities to thrive.</p> <p>Continued to track our community contributions through the use of the London Benchmarking Group tool.</p>	<p><b>FY12 PRIORITY</b> </p>	<p>Build tools and systems to aid easy sharing of information, ideas and case studies between our national community development team and more broadly to all engaged employees.</p>
<p>Pilot a Community development toolkit in our Commercial Property business.</p>	<p>Commercial Property and Residential Community development toolkits have been developed and training undertaken with Asset Managers and Development Managers.</p>	<p><b>ACHIEVED OUTCOME</b> </p>	<p>Pilot, confirm and roll out Stockland livability metrics for residential communities and retail centres.</p>
<p>Establish metrics to quantify our community outcomes.</p>	<p>Commenced research into the development of metrics on job creation and livability.</p>	<p><b>ONGOING</b> </p>	

**In 2011**

**We engaged a consultant to work with Our Corporate Sustainability and Community Development teams to develop metrics to enable us to better understand, benchmark and measure livability**

**Community development**

**Contributing to and participating in communities where we have a presence is increasingly a core part of how we operate. Responding to the needs of our local communities presents us with rich opportunities to be more embedded within those communities, helping us generate shared value.**

Our community activities started with our employee giving and volunteering programs and now includes strategic community partnerships that contribute to the long-term success of the communities where we operate. Now, in addition to nearly three-quarters of all employees volunteering their time in our local communities, in each of our projects and assets we aim to understand and address the core issues for that local area – be it strained relationships with young people in our shopping centres, or the challenges of long-term unemployment in regional locations, or the specific needs of migrants in other locations. Together with local partners, we develop tailored approaches to improve local community resilience.

**Community development approach**

Community development is a key way that we create a better way to live. Our four-step community development process enables us to deliver a consistent quality community experience for our residents, tenants and customers.

We recognise that it is our role to provide through our residential communities, commercial properties and retirement villages:

- A place to live,
- A major contribution to our local economies,
- Community hubs and places to meet and gather,
- A safe and active place to work and learn,
- Places to recreate, and
- Accessible services and facilities.

Each of our residential communities and commercial properties have community development plans in place.

We have a consistent approach across our businesses, tailored to our residential communities, retirement village residents and shoppers, retailers and the surrounding community of our shopping centres. Over the coming year we will strengthen our focus on stages of life of our customers – now and in the future, especially youth and aging as well as continuing to explore how we can best partner with others to tackle the challenges of local unemployment.



OUR COMMUNITY **COMMUNITY DEVELOPMENT****In Commercial Property our plans focus on three key areas:**

- Health, wellbeing and safety,
- Learning and economic contribution, and
- Community vitality.

**Our Residential community development plans cover:**

- Health and wellbeing,
- Leisure and recreation,
- Economic vitality and information technology,
- Environmental sustainability,
- Arts and culture,
- Safety,
- Community access and support,
- Learning,
- Governance, and
- Community life.

**Livable communities**

Over the past five years Stockland has developed a series of robust environmental metrics, making clear the environmental performance of assets and projects. Communicating the social performance of our communities, assets and projects has been more challenging.

We know that when people buy into a residential community they are purchasing more than land and a house – they are buying into a lifestyle shaped by the people, activities and environment around them. These attributes contribute to the livability of a community – and increasingly this is valued by our residents (and shoppers and tenants) and is fundamental to the long-term success of our business.

**Livability metrics for communities**

In mid-FY11, Stockland engaged a consultant to work with our Corporate Sustainability and Community development teams to develop livability metrics to enable us to better understand, benchmark and measure livability.

It is intended that applying the metrics will help build our knowledge and approach to community development – enabling us to improve the comparable livability of our communities.

The metrics have been drafted around six key themes – with metrics addressing both outputs and objectives (sitting alongside our current environmental indicators):

- **Affordable living and working:** that our projects/assets/communities are accessible to a diverse range of people,
- **Economic prosperity:** that our projects/assets/communities are integrated with or have access to employment opportunities so that communities are self-sustaining and resilient,
- **Access and connectivity:** that our projects/assets/communities are interconnected with other communities so that people can access jobs, services, education and training, open spaces, cultural and recreational facilities,
- **Sense of belonging and identity:** that our projects/assets/communities foster a strong sense of public belonging and identity,
- **Wellbeing and healthy living:** that our projects/assets/communities promote wellbeing,
- **Governance and engagement:** that our projects/assets/communities support community capacity, participation and engagement.

The metrics are intended to be applied at key phases in the life of a project, community or asset:

- Acquisition phase,
  - Structure plan/masterplan development phase,
  - Neighbourhood urban design phase, and
  - Post-occupancy evaluation phases.
- We are now in the piloting phase and anticipate finalising the piloting project, and communicating our first version of a series of livability metrics, in early FY12.

OUR COMMUNITY **COMMUNITY DEVELOPMENT**

**Embedding community development Residential**

In FY11, we increased our community development resourcing with representatives in our New South Wales, Queensland, Victoria and Western Australia offices. This provided a clear focus and central point of contact for community development in each state. The Community development Managers, together with the project teams, are responsible for facilitating the development and implementation of residential community development plans on all active residential projects. These plans have been developed following our consistent four-step approach which includes identifying the key hard and soft infrastructure in each community. The community development plans are customised to each project and include key actions, timelines, project owners and budget. Community development budgets have been approved for all states where we do business.

In FY11 the Residential Communities business approved 20 Community development Essentials, or inclusions, for all new residential communities. These are the minimum standards that all Stockland communities will meet. These inclusions create a consistent standard across the country for designing and developing sustainable communities.

**Commercial Property**

In FY11 Commercial Property developed a Community development Toolkit, utilising a similar approach to our Residential Communities business. The toolkit identifies key built and social initiatives for our commercial assets.

Built initiatives create a sense of place by:

- Providing places to meet and connect (e.g. community rooms, plazas, etc.),
- Servicing the needs of our tenants, customers and wider community, and
- Creating local destinations and identity.

Social initiatives connect our communities together by:

- Developing activities that will be owned by our customers and communities,
- Creating opportunities and programs for our communities to interact and connect.

To build our employee engagement around this process, workshops were undertaken with our development and centre management teams in New South Wales, Queensland, Victoria and Western Australia to outline the three key community development elements and share initiatives currently underway.

**Retirement Living Community development**

Community development is a critical component of the product offering for our Retirement Living business. This was confirmed by our FY11 Residents Voice survey, which found aspects of the community other than the house people live in had a greater than 50 per cent influence on happiness.

The business has developed an Asset Management Plan process and template and all villages are now required to include a list of current and future Community development Initiatives. As of 30 June 2011, 65 per cent of villages had included plans for Community development Initiatives and the remaining villages will develop their asset plans in FY12.

The Community development strategy for Retirement Living includes a focus on developing a national platform for common initiatives. While it is still important to support local programs, we believe villages can benefit from our scale by accessing opportunities delivered by partnerships with community and service delivery organisations. We are engaging with Time Help to explore the feasibility of undertaking a joint partnership. The proposal is to deliver volunteering opportunities at local schools for residents at our villages at Templestowe and Cameron Close in Melbourne.

**Projects/assets with a community development plan (%)**

	FY11	FY10
Residential	100	23
Retirement Living	65*	25
Commercial	95**	0

\* Percentage of Stockland-managed Retirement Living Villages that have included Community development initiatives in their Asset Management Plans as of 30 June 2011.

\*\* Commercial Property Joint Ventures and asset being sold are not included.

**Our local contribution**

In some of our communities we provide a significant source of local employment through our operations and developments. With our community partners, contractors and tenants, Stockland has developed vocational employment programs, construction training and employment programs, migrant education programs and sustainability training programs.

For example, the Stockland Shellharbour development has partnered with the Salvation Army's Employment Plus and Brookfield Multiplex to address youth unemployment in the Shellharbour and Illawarra area. Our office assets are involved in working with local schools and employing social enterprises run by people with a disability. Our industrial assets have partnered with migrant community employment services and WorkVentures to provide education, training and employment to new migrants in western Sydney.

# Selandra Rise – a blueprint is born

A focus on health and engagement, employment and housing diversity is what makes Selandra Rise a new type of residential community. Born out of a partnership between Stockland, the Planning Institute of Australia, Growth Areas Authority and the City of Casey, Selandra Rise is a 115 hectare residential development located south-east of Melbourne, Victoria. It was launched to market in May 2011, and already nearly 50 per cent of the eventual 1,200 lots have been sold.

## Health and engagement

A number of initiatives have been employed to create a healthy and engaged community at Selandra Rise. A community engagement program is in place that has seen the community shape such things as the project name, the first and largest park at Selandra Rise, and the programs that will operate from the future Community Place.

Selandra Community Place will open its doors later this year, before the first resident even moves in. The Community Place will provide a central meeting point for the Selandra Rise and broader Casey community, as well as acting as a key educational resource. Well-located walking and bike paths, playgrounds, parks, sports facilities, wide footpaths and pedestrian-friendly local streets encouraging recreation and non-motorised travel are set for delivery in the coming months.

## Diverse and affordable housing

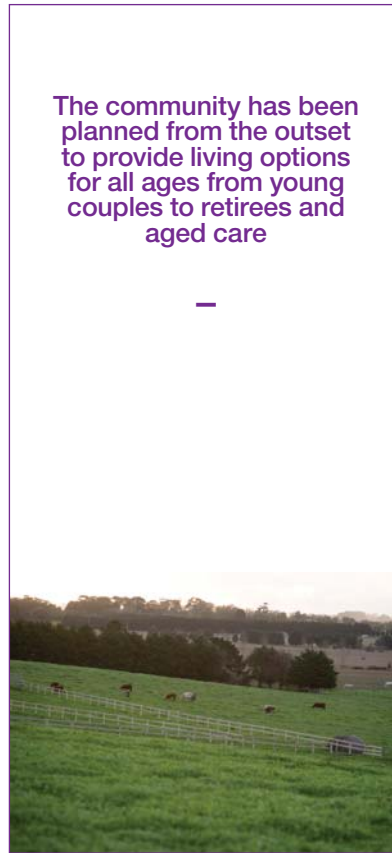
It's crucial that Selandra Rise offers an affordable and diverse range of housing options. The community has been planned from the outset to provide living options for all ages from young couples to retirees and aged care. Stockland and the City of Casey have worked together to drive innovation in housing solutions with the recent introduction of a family home for less than \$310,000. We are now in the final stages of releasing another innovative product that addresses the needs of young couples, families and lone person households.

## Employment

By providing a supportive environment for local business opportunities to flourish, Selandra Rise has been planned to minimise the need for residents to spend extensive time away from their families while travelling to work.

We know there is a high proportion of small businesses operating from home in the City of Casey so we are working through an extensive research study to ensure we develop product solutions that suit the needs of today's small businesses. The City of Casey incubator network will also be up and running with early phases operational from the Community Place later this year. As part of our early delivery plan, the future town centre will also deliver nearly 1,000 square metres of commercial space to facilitate local employment.

The community has been planned from the outset to provide living options for all ages from young couples to retirees and aged care



Living and working from home, Selandra Rise

## Measuring success

Along with our project partners, RMIT and VicHealth, we have appointed a research practice fellow to commence a five-year longitudinal study in August 2011. Residents will be able to have a say in the shape of their community, and together we'll work to improve and enhance Selandra Rise as it evolves. We will measure the success of all the initiatives employed at Selandra Rise across our three objectives, and then transfer the skills learnt.

## Community involvement

### Giving and volunteering

Stockland's Giving and Volunteering program continues to evolve as we seek to identify opportunities for our employees to make a positive contribution to the communities in which we operate and as we develop new and exciting partnerships with community groups.

Team and personal volunteering opportunities have remained a key part of our FY11 Giving and Volunteering Program, including our Workplace Giving Program and student mentoring programs. However, this year we have refreshed our strategy by clearly defining our core areas of focus, our guiding principles for employee-community partnerships and how to better align our investment in the community with our business purpose.

Key guiding principles include that our community partnerships and projects:

- Address our material sustainability issues,
- Are focused within or close to communities where we have a presence, and
- Actively involve our people.

Our employees continue to embrace opportunities to participate in volunteering and mentoring programs and over this past financial year 70 per cent of our employees have volunteered their time – an increase from 62 per cent in FY10. Additionally 29 teams participated in a dedicated team volunteering day compared to 18 teams in FY10. We seek opportunities for our teams to volunteer in our communities in activities that are valued by the charity/community group and that have a clear and positive impact.

We have maintained our support for programs offered by the Australian Business and Community Network (ABCN), and in the past financial year introduced RISE to our Sydney-based employees. RISE is a new program from the ABCN that helps refugee students improve their conversational English skills.

We have expanded our volunteering program to include skilled mentoring/ volunteering opportunities for our employees and we have identified a number of innovative community partnerships that we are piloting in FY12. These include Timehelp, the Beacon Foundation, Inspire and Work Ventures.

## In 2011

**Our employees continued to embrace opportunities to participate in volunteering and mentoring programs**

EMPLOYEES WHO VOLUNTEERED DURING STOCKLAND TIME HOURS  
**782**

DEDICATED TEAM VOLUNTEERING DAYS  
**29**

EMPLOYEES ACTIVE IN TEAM VOLUNTEERING	DAYS
FY11	782
FY10	650
FY09	338
FY08	272

CASE STUDY

# Our Faces Our Stories

Since 2008, Stockland employees have participated in Our Faces Our Stories – a unique mentoring program with students from Fairfield High in Sydney’s West.

The students, many of whom are refugees, have often endured enormous hardships and challenges to reach their new adopted homeland.

Stockland employees spend time with the students, getting to know them and hearing of their childhoods and journeys. They then help the students express their experiences by creating both written and visual interpretations of their journey to Australia.

Fred Bira, Maintenance Officer at Stockland Wetherill Park, has been involved in the Our Faces Our Stories program since it began.

“I was born in Baghdad, Iraq in 1950 and my family immigrated to Australia in 1964. When I meet students from the Middle East and other countries, I can feel, I know. I see eyes that have seen and experienced the most horrendous, unimaginable cruelty and deprivation.

For me, the chance to offer support and guidance to some of these young students is both an enormous privilege and a great responsibility. I am always humbled by the courage and character shown by the teenagers we work with.

Some students have witnessed family members being beaten or killed. Others have spent many years in limbo living in refugee camps. Every student’s journey is unique but they share similarities such as leaving a homeland, overcoming difficulties and above all, hope for the future.

When I meet these students I feel showing that you are there to help and to guide hopefully makes their journey easier.

We are truly lucky to live in Australia and I hope programs such as this will go a small way to showing the human face of refugees and help people to embrace our newest Australians.”

“  
For me, the chance to offer support and guidance to some of these young students is both an enormous privilege and a great responsibility

”  
**Fred Bira**  
Maintenance Officer at Stockland Wetherill Park



Mathew Quinn and a mentored student, Fairfield High

CASE STUDY

# Giving and volunteering – Victorian bushfires

Tackling this practical problem head on, from 5 to 7 October 2010 the entire Victorian office volunteered for one day each to support two families



Over three days in October 2010, Stockland's entire Victorian team volunteered their time and energy to support two families affected by the 2009 Black Saturday bushfires.

Both families lost their homes when devastating bushfires swept through the small town of Clonbinane (near Flowerdale). Tragically, eight people were killed in the small community, and many more families were left homeless.

Although in the aftermath of the bushfires support in the form of money, time and equipment poured into these communities, many families are still struggling to rebuild their homes, facing the ongoing challenge of clearing their land of debris before they will be granted approval to begin building.

Tackling this practical problem head on, from 5 to 7 October 2010 the entire Victorian office volunteered for one day each to support two families.

The team worked hard re-planting native trees and clearing fallen trees, logs, bush and twigs.

During the months that followed the volunteer efforts, we leveraged our relationships with companies in the construction supply chain to finish the job at no cost to the families.



Helping families

rebuilding their community.

The companies we worked with provided structural drawings of the new home, cleared the remainder of the undergrowth on the site, provided energy ratings for the new house and offered assistance in getting the building permits through.

In the next few months our Victorian team will once again visit the Clonbinane community to volunteer their time. We will also arrange for water tanks to be placed on the sites and a couple of shipping containers which they can use to store everything until their homes are rebuilt. Hopefully our support will show these families that they are not alone and their plight has not been forgotten.

OUR COMMUNITY **COMMUNITY INVOLVEMENT**

**In 2011**

**Our long-term objectives are to identify and tackle key social issues in our communities and to partner with organisations that are driving structural change around these areas**

HOURS EMPLOYEES CONTRIBUTED TO COMMUNITY ACTIVITIES  
**9,786**

EMPLOYEES WHO VOLUNTEERED DURING STOCKLAND TIME %  
**70**

**Measuring community investment**

Over the past Financial Year we have engaged with both internal and external stakeholders to refresh our Giving and Volunteering program. Our objectives were to ensure our program is aligned with our Community development activities, to provide meaningful opportunities for our employees to support the communities in which we operate and to link our community involvement with identified core business concerns.

During this time we have worked with representatives from the Centre for Social Impact to grow and develop Stockland's Giving and Volunteering Program. By working with our Community development peers across our Residential, Commercial Property and Retirement Living businesses we have identified the following areas of focus: Affordable Housing; Disadvantaged Youth; and Creating Pathways to Employment through Training and Development.

Our long-term objectives are to identify and tackle key social issues in our communities and to partner with organisations that are driving structural change around these areas. With this in mind we have identified several potential flagship programs that seek to support disadvantaged youth in our communities, while also providing potential opportunities for our employees, residents, tenants and suppliers to connect with young Australians in a positive way. Over the new Financial Year, in coordination with our Residential, Retirement Living and Commercial Property businesses we will implement the following pilot programs:

**Timehelp** – Timehelp delivers education and social benefits to young people in schools by recruiting retirees who volunteer to help out in schools each week. Tasks include literacy and numeracy support and guidance around activities such as gardening.

**WorkVentures** – WorkVentures recognises that employment is the key to overcoming the fundamental causes of disadvantage. They work with people at risk of social and economic exclusion who are seeking to improve their lives, and assist them by providing new skills and access to technology in order to improve their employability. The program, *I Settle with IT* helps migrants and refugees to learn both computer and English skills. Stockland will offer space at our Yennora Distribution Centre for the training program to take place and will engage IT employees to act as Mentors in the program. We will also work with our local partner schools, Fairfield High and Merrylands High to offer this program to the parents of refugee students.

**The Beacon Foundation** – The Beacon Foundation supports over 120 schools in each state and territory and seeks to address youth unemployment by providing meaningful opportunities for students to connect with industry representatives and to provide new skills and experiences to increase their employability. The Foundation runs a number of programs including *Mock interviews* where employees and tenants can work directly with students to help improve their interview skills; *Business Blackboard* – partnering industry representatives with teachers to highlight the relevance of learning and *Polish* – programs based on presentation skills.

**Inspire** – Mental health difficulties in our youth is a critical issue facing Australia. Inspire is behind the leading online youth mental health service – reachout.com and works with Australian youth to create awareness of mental health issues and engagement through activities and providing information in appealing, non-intrusive ways. By intercepting mental health issues at an early age we can prevent much of the negative lifestyle choices that may come with them at later ages (e.g. crime, unemployment, depression). Giving and Volunteering, in partnership with Commercial Property, will run a pilot program in the Hunter region with local high schools. This program will provide information sessions, teaching kits/tools for teachers and programs to engage teenagers either at school, in community facilities or in our centres.

Stockland continues to report to the London Benchmarking Group to measure and benchmark our community involvement.

VALUE OF COMMUNITY INVOLVEMENT	\$M
FY11	3.275
FY10	3.2
FY09	3.4
FY08	1.7

HOURS EMPLOYEES CONTRIBUTED TO COMMUNITY ACTIVITIES	
FY11	9,786
FY10	11,469
FY09	4,800
FY08	3,500