

Appendix 23

**Project Vision
prepared by
Lendlease**

Sustainability Management Plan

JORDAN SPRINGS

Retirement Living



Attention: Carmel Hamilton
Sustainability Unit Coordinator
Penrith City Council
601 High Street
Penrith NSW 2750

Carmel,

We are delighted to deliver a vibrant and flourishing Jordan Springs Retirement Living community for residents and the wider Jordan Springs community, to enjoy as part of their everyday home and lifestyle experience.

Lendlease has four guiding principles that support its strategy - Sustainability, Safety, Diversity & Inclusion and Customer Focus. These guiding principles are embedded across all our projects, including Jordan Springs.

We are committed to creating value for all stakeholders by delivering positive economic, environmental and social outcomes whilst operating in an environment that is Incident & Injury Free. Our experience, as Australia's largest owner and manager of retirement communities across Australia, ensures we are focused on optimizing the everyday living experience for our residents and long-term operational performance of our assets.

Sustainability is incorporated in the design of our digital, energy, water and landscaping services. Our strategy includes installation of 20kW of Solar PV, an embedded electricity network to share the additional renewable energy generated across the village, installation of Opticomm superior internet access for all residents from day one, as well as the incorporation of Water Sensitive Urban Design and generous natural vegetation to ensure the precinct is an attractive and vibrant community for residents to enjoy.

Our commitment to design and operational excellence will be demonstrated via the design and construction of a 5 Star Green Star Communities precinct.

Our existing relationship with the Jordan Springs community enables us to create a truly connected community where residents have the opportunity to pursue an active and stimulating lifestyle. In continuing our involvement with the Jordan Springs community, we will seek opportunities for our community members to be involved and contribute meaningfully to the local and wider Jordan Springs community.

Jordan Springs provides the opportunity is to create a high-quality retirement village and aged care co-located within a growing and active residential community. For Lendlease this is an opportunity to embrace the opportunities created by the wider Jordan Springs community development where family and friends of all ages can live, play and belong together.

Yours Sincerely,

Steve Laffey
Senior Development Manager,
Lendlease Retirement Living



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1. Introduction

1.1 About this Document

The purpose of this document is to outline the environmental and social outcomes that will be achieved through the development of the Jordan Springs Retirement Living developments.

The Jordan Springs Sustainability Management Plan outlines our project vision, our sustainability focus areas and key outcomes which will be addressed through the design, development and operation of the development. Our commitment to Responsible Property Investment ensures that will be focused to delivering an integrated, connected and vibrant community which will serve the needs of residents now and into the longer term.

1.2 About Jordan Springs

The site is located within the Lendlease master-planned suburb of Jordan Springs. Jordan Springs is nestled amongst a 900ha regional park and is 7km from Penrith City centre, and 53km west of the Sydney CBD. Upon completion, Jordan Springs will be home to approximately 13,000 residents.

In December 2017, Lendlease Retirement acquired a 6ha parcel of land at Jordan Springs. It was selected as a site for a retirement village development. This site was carefully chosen as the most appropriate location for Jordan Springs Retirement Living due to its proximity to the local town centre.

The Jordan Springs Retirement Living and Aged Care Community delivery schedule ensures activation of social infrastructure within the site boundary. This contributes to the appeal of the development and sense of place for future residents. The proposed community centre will be delivered on the ground plane of the independent living apartment building and includes a swimming pool and outdoor exercise equipment to encourage a healthy lifestyle.

The project comprises 131 independent living apartments, 51 independent living units and a 144-bed aged care facility. The site is within walking distance to the recently completed Jordan Springs town centre, comprising a Woolworths, hair & beauty, medical centre, child care and specialty stores. It is also within 500m of the recently opened, Jordan Springs Community Hub.



Fig.1. Jordan Springs Community Hub

2. Development Vision

Jordan Springs Retirement Community is located within the wider Jordan Springs Master planned development. At Jordan Springs, our focus is about creating opportunities to connect residents within the local community together, and build a close connection between residents and the surrounding natural bushland and green spaces. Its extensive parklands, community hub, emerging town center, local schools and series of walking and cycling paths plus a series of fitness stations, offer residents a healthy and active life style.

As part of the wider Jordan Springs masterplan development, Jordan Springs Retirement Living is focused on supporting these aspects to create a connected community which offers a vibrant, affordable and retirement village. By offering excellence in design, lifestyle, security and service that is affordable, Jordan Springs remains a welcoming haven for residents to connect and belong.

Jordan Springs Retirement Living provides local community members with the opportunity age gracefully in place, within proximity to family and friends in a neighborhood with choice, amenity and time to pursue an active and stimulating lifestyle.

3. Jordan Springs Sustainability Vision

Sustainability is a fundamental guiding principle embedded in the development of the Jordan Springs precinct. Our Sustainability Vision seeks to deliver holistic solutions which lead to positive outcomes for our residents, partners and the wider Jordan Springs community.

Our vision is aligned with the Penrith City Council's 'Cooling the City' Strategy, designed to make Penrith a better place to live by combating the urban heat island effect. The Strategy recognizes the growing ageing population and its vulnerability to extreme temperatures. We have a range of strategies to combat the urban heat island effect to support the Strategy. These include green infrastructure, water sensitive urban design, increased albedo and community engagement.

Our commitment to Sustainability ensures that we harness opportunities to consider the environmental, economic, social, operational, and governance impacts of our design and investment decisions, to achieve the following five outcomes:

Focus Area	Environmental & Social Outcomes
High-Performing homes	Reducing ongoing utility costs for residents by leveraging technology, passive design outcomes and delivering high-performing energy and water efficient homes.
Health & Wellbeing	Increasing health and wellbeing outcomes of our residents, visitors and staff through design of dwellings, public realm and amenities. Enhancing access to natural environment and initiatives that support the ongoing health & wellbeing of residents, their families and staff.
Community Connection	Increasing the adoption of technology in design, and driving enhanced connectivity and wellbeing outcomes for residents and staff through products and services.
Climate Resilience	Mimimising risks to residents and investors by adopting informed design and operational strategy which mitigates the impact of extreme weather events associated with climate change.
Reduction in Waste	Optimising project costs by reducing waste, and procuring resources and materials responsibly;

Designs include optimisation of solar orientation and solutions where possible to optimise operational performance of the asset, affordability and be respectful and mindful of the surrounding natural elements surrounding the site.

Within the precinct, the site will contain landscaped areas and a community garden with the opportunity to include an orchard. In addition, the public realm will be designed to reflect the indigenous and pastoral history of the Wianamatta regional park.

Careful consideration has been applied when designing building envelopes to maximise solar access. 50% of living areas for the ILUs and 100% of the ILAs are north/east facing, while the apartment building has been re-located for north-south orientation for optimal solar access.

All dwellings and community facilities are designed to achieve the Gold Liveable Housing Australia (LHA) requirements. In addition, villas are designed to optimize passive design principles including solar orientation, cross ventilation and thermal performance to provide security and comfort during extreme weather events such as extreme heatwaves and cold conditions.

A Climate Adaptation Plan has been delivered for the wider Jordan Springs by Lendlease development. This will be reviewed and updated to ensure we have effective development and operational controls to assist residents in the event of these extreme weather events, to provide support, comfort and security.

4. Responsible Property Investment Approach

Lendlease Retirement Living is committed through its Responsible Property Investment Policy, which is aligned to the Principles of Responsible Investment. In accordance with this approach, we are committed to the following actions across all stages of the Jordan Springs development:

Responsible Property Investment commitments include:



In line with our vision, sustainability strategies are holistic in addressing environmental, social, operational and economic outcomes. For this reason, the project will benefit from the following workshops which can be coordinated by the development team and sustainability manager with the appropriate specialists as required. These are described below:

- Development of Jordan Springs Climate Risk Adaptation and Community Resilience Plan**
Building upon the work undertaken by the Jordan Springs development team, this includes a review of the existing Jordan Springs CCAR, and development of a Jordan Springs Retirement Community Resilience Plan which is developed with climate resilience specialists, human resources, community engagement, village operations and development teams.
- Jordan Springs Community Engagement Strategy and Management Plan**
Building upon the work undertaken by the Jordan Springs development team, this includes a review of the existing stakeholder reengagement plan and development of a Jordan Springs Retirement Community Engagement Strategy which is developed with community engagement, marketing and sales, village operations and development teams.







The Responsible Property Investment Policy is reviewed annually. In accordance with our RPI Approach, project specific plans are reviewed regularly with progress checking against key benchmarks and milestones. Plans are updated in line with community feedback, to achieve desired project outcomes.

See Appendix A: Lendlease Responsible Property Investment Policy Statement

5. Our Sustainability Action Plan Commitments

Jordan Springs is committed to delivering environmental and social benefits to our residents, staff and the surrounding Jordan Springs Community. The following tables provides a summary of key initiatives aligned with our focus areas:

Further information on our Sustainability Management is available in Appendix C.

Sustainability Focus	Key Actions
High Performing Homes 	5 Star Green Star Communities rating, certified by the GBCA.
	All dwellings will be designed to achieve above average thermal performance, beyond NatHERs compliance to maximise residents comfort and reduce energy bills
	Residents will have good amenity with 50% of living areas for ILUs and 100% for ILAs north-east facing.
	Shading devices to manage the level of daylight and sun access and natural ventilation will ensure sufficient volumes of fresh air with dwellings to have more than one aspect
	Maximise quantity of solar panels on ILUs
Enhancing Health & Wellbeing Outcomes 	The development will meet BASIX energy and water targets, with the latter achieved by dual flush toilets and 5 star WELS taps. All ILUs will include a rainwater tank.
	Landscaping will include access to nature and incidental activities designed to delay or reduce the onset of dementia. It will also offer people with dementia and their carers support by providing therapeutic activities designed to maximize retained cognitive and physical abilities.
	A hive of native stingless bees is being considered for the community garden, to promote biodiversity.
	60% of roofs will have light coloured surfaces to maximise the solar reflectance, which could reduce heating and cooling costs.
Community Connection 	In addition, the proposal seeks to incorporate a green roof on one of the apartment buildings.
	A dedicated manager and development of a Jordan Springs Retirement Community Engagement Strategy to foster participation. This includes supporting use of the recently opened Jordan Springs Community hub, co-founded by Lendlease and Penrith City Council.
	Solar PV (battery enabled) will be on ILUs and the apartment building to offset common area usage.
	Support employment and economic prosperity through construction and operation. Lendlease is one of only 20 companies to achieve the Elevate Reconciliation Action Plan (RAP), which fosters and supports opportunities for local Aboriginal and Torres Strait Islanders.
Climate Resilience 	All dwellings and community facilities are designed to achieve the Gold Liveable Housing Australia requirements for accessibility.
	Develop a precinct specific Climate Adaptation and Community Resilience strategy to mitigate long term impacts of climate change.
Reducing waste 	Approximately 3,000sqm of permeable land will be included within the site. This includes extensive landscaping, community garden and an orchard to foster social interaction. (also supports Climate Resilience)
Reducing waste 	Development of an operational waste plan, and at least 80% of construction and demolition waste will be diverted from landfill, and materials will be responsibly sources to reduce environmental impacts.

Appendix A – Responsible Property Investment Policy Statement

Policy Statement



Responsible Property Investment

Lendlease Retirement Living

In its capacity as Manager of the Lendlease Retirement Living Trust, Lendlease has a duty to act in the interests of its investors and customers. In this fiduciary and stewardship role, we believe that environmental, social and governance (ESG) factors form an integral part of the performance of our business and assets under management.

Lendlease has four guiding principles that support its strategy – Safety, Sustainability, Diversity & Inclusion and Customer Focus.

In line with the United Nations supported Principles of Responsible Investment (PRI), we are committed to creating value for all stakeholders in everything we do by delivering positive economic, environmental and social outcomes whilst operating in an environment that is incident & Injury Free.

Our company-wide sustainability governance framework focuses our activities on matters most material in delivering enhanced ESG performance and value to our stakeholders. This framework recognizes that people are central to the development and management of our business activities. The governance framework addresses environmental, economic and social aspects, and defines long term targets and commitments. We acknowledge that achieving enhanced safety, sustainability, diversity, inclusion, and customer outcomes will deliver long term value for our investors, our customers and the environment, and we utilize this framework in defining our approach to responsible investment.

We commit to the following actions:

1. Formally evaluate the impacts and risks of ESG issues in our investment and management decision making;
2. Develop and implement sustainability strategies that are guided by Lendlease's operating principles and key sustainability focus areas;
3. Measure and report on ESG criteria;
4. Use suitable green rating tools and labels to benchmark and disclose the ESG performance of our assets and portfolios;
5. Engage and share knowledge with stakeholders on ESG issues related to responsible property investment practices, promoting the PRI;
6. Collaborate with industry bodies, government agencies and like-minded stakeholders on tools, labels, incentives and regulation which promotes enhanced ESG performance in the property, retirement and aged-care sector.

We will report progress annually against our actions.



Matthew Mears
Director of Lendlease Retirement Living Holding Pty. Ltd. (Trustee of Lendlease Retirement Living Trust)



Tony Randello
Managing Director,
Lendlease Retirement Living

As at 23rd March 2018



Project Vision: Why is Jordan Springs ideal for Independent Retirement Living and Residential Aged Care?

Lendlease is Australia's leading provider of retirement living communities, with 16,500 residents living across 71 villages.

Our view on this sector is based on an understanding that the quality of life for our residents is more than just bricks and mortar. In our experience, there are a multitude of personal, local community and broader societal benefits which can be realised through the delivery of well-planned and well-managed retirement living and co-located aged care communities.

The purpose of this paper is to outline:

- The social benefits of retirement living and the co-location with residential aged care;
- Reasons we believe the subject site to be ideal for the delivery of Australia's first truly intergenerational precinct, with a focus on independent retirement living and residential aged care services; and
- The credentials and relationship between the proponent Lendlease and its partner Catholic Healthcare Limited (Residential Aged Care).

We believe that this proposal is a sensitive commercial response that helps solve a range of social issues and land-use challenges facing the City of Yarra today, and into the future.

Benefits of Retirement Living and Aged Care

As people age, several factors can drive the consideration of retirement living as an appropriate accommodation and service choice. Some of these drivers include a sense of insecurity in the community, loneliness, a health event of an individual or the loss or deteriorating health of a partner, discretionary lifestyle choices such as the wish to downsize, lock-and-leave for travel or the desire to be in a community of like-minded people. There are, of course, many other reasons. This section speaks to these and other benefits of retirement living, and its co-location with residential aged care.

Provides enhanced choices for independent living

There have been many studies of senior housing preferences that consistently report the great value elderly people place on independence and their determination to maintain their autonomy through their later years. Retirement villages offer a positive choice to seniors and provide an attractive combination of independence and security, as well as opportunities for social engagement and an active life.

Allows people to age in place

The desire of seniors to age in place and experience a 'continuum of care', rather than having to move between care settings as their needs (or those of a partner) increase, is driving a wave of diversification and new partnerships in the retirement living market. Retirement villages promote and enhance older people's choice for independent living and coupled with onsite co-located aged care, allow people to age in place. Lendlease meets the desire for continuous care by assisting residents seamlessly transition between care services at many of our villages across Australia.

Encourages economic contribution through volunteering

Several areas in the community benefit from the surge in numbers of retirees who are active and healthy, independent and with time on their hands. At a time when the contribution of



volunteers is increasingly important, given the rising demand for such services, many health and welfare agencies are seeking to recruit from the growing numbers of retirees. Rates of volunteering among the baby boomers are continuing to rise compared to previous generations with Australians aged 65 years and over, contributing almost \$39 billion each year in unpaid caring and voluntary work.

Seeds local jobs growth

Retirement villages stimulate local economies and have a significant impact on local labour markets, from the initial development and construction phase through to the everyday operation of the village. Jobs can include care and non-care-related roles such as maintenance, gardening and catering. Our developments also typically include retail opportunities such as a café, wellness centre which may contain a pool / hydrotherapy pool or medical consulting rooms, which are leased to local, small business operators. These facilities are generally accessible to residents and members of the local community, enhancing their viability.

Reduces health expenditure

Lendlease retirement villages relieve the burden on aged care and decrease health expenditure, due numerous preventative health and wellbeing programs. The retirement living sector generates an estimated \$2.16 billion in savings in the national economy through delayed entry to aged care. Residents in retirement villages tend to enter aged care on average five years later than those going from a family home. The average annual cost to the federal government of an aged care bed is \$52,049, with the five-year delay generating savings of \$260,000 per person.

Fosters social inclusiveness

Growing older can make it harder for people to maintain their social networks. Social isolation is a significant problem for many older people, particularly for those whose mobility is compromised by physical and sensory impairments. Retirement Villages increase the opportunities for social interaction and engagement, and can reduce the experience of social isolation, with consequent benefits to health, well-being and quality of life. Social interaction can both be informal and formal, resident-led activities. Lendlease provides numerous events and facilities which foster social interaction, with 95% of residents typically participating in village activities.

Positively impacts health and social services

Retirement villages play a significant role in maintaining and promoting health, facilitating the efficient delivery of community health services, and providing interim and rehabilitative care. In terms of service delivery, retirement villages offer many advantages whereby practitioners (including allied health representatives) are able to administer services and programs onsite to many people in one place, bringing health care to the resident's doorstep. These services range from preventative treatment to treatments for specific ailments and can reduce demands for in-patient services and hospital admissions. Lendlease effectively organises health promotion initiatives, such as exercise programs, fall prevention education, blood pressure checking, flu immunisation, healthy eating classes and dementia awareness.

Promotes a feeling of safety

Our purpose designed, barrier free villages foster an independent lifestyle, removing difficulties and dangers of living in inappropriate accommodation, and in particular the risk of falls. Emergency management call systems installed across the villages also provide



residents with the reassurance of assistance if required. Lendlease Resident Satisfaction Surveys show 87% of residents chose their particular village for a safe environment, emergency support and to maintain their independence.

Provides a secure environment

Residents feel secure knowing that care staff are on site day and night, and in knowing that help is available across a range of matters, including benefits and financial advice, and home maintenance and repairs. A sense of security is also derived from living in a comfortable, barrier-free environment, with onsite management and security patrols provided to reassure to elderly residents that live in a retirement village.

Suitability of this Site for Retirement Living and Aged Care

Building on the benefits outlined above, we believe the location of the proposed project is perfectly suited for retirement living and aged care with its own associated management, essential services, community centres and infrastructure for the following reasons:

Allows locals to age in place

Being in an inner urban location, and through extensive research we know that locals have a preference to remain in their community, connected to established social networks and their familiar community fabric. Importantly, ageing in place in independent retirement living that is co-located with residential aged care also enables older couples to age together, even if the care needs of one partner accelerates. The scale of this project provides an opportunity for an Intergenerational Precinct, which would be unique not just to Richmond but to the nation.

Other benefits

- The site provides the opportunity to provide further allied health and medical support as a complimenting retail use.
- The Residential Aged Care facility may serve as a base for home care services to the local community.
- The intergenerational precinct will provide genuine integration with the community, providing benefits for residents in remaining connected and active, and the community by way of access to amenity.
- Increases local area housing diversity.