

COMMUNICATION PLAN

for the

SCOTTISH HOSPITAL SITE PADDINGTON PROPOSED PRESBYTERIAN AGED CARE DEVELOPMENT

Prepared for

Philon Pty Ltd and Cerno Management Pty Ltd

On Behalf of the Proponent

**The Presbyterian Church (New South Wales) Property Trust
Incorporating Presbyterian Aged Care NSW & ACT**

For Submission to

**NSW Department of Planning
Woollahra Council**

Prepared by

Urban Concepts

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The Draft Communication Plan was discussed with Woollahra Council officers for consideration and review on 7th April, 2010.

The Draft Communication Plan was presented to the NSW Department of Planning for consideration and review on 27th April, 2010.



1.0 INTRODUCTION

The Communication Plan has been prepared by Urban Concepts on behalf of the proponent and the operators of the Scottish Hospital Site, Presbyterian Aged Care (PAC). The Communication Plan forms part of the Environment Assessment documentation that will be lodged with the NSW Department of Planning in accordance with the Director Generals Requirements in respect of Project Application MP 10_0016. The Plan presents a strategy and calendar for the staging of community consultation initiatives to facilitate resident and stakeholder understanding about the proposed aged care development during the design formulation and Environment Assessment process.

In this respect the Plan addresses the first stage in the communication process. Subsequent communication strategies would be designed to coincide with later stages of the project pending development approval.

The Church has owned and operated the Scottish Hospital for nearly 100 years. The proposed aged care development will enable PAC to continue the long tradition of providing health, aged care, Ministry and welfare services on the site while helping to address the chronic shortage of aged care accommodation in Inner Sydney.

The Communication Plan is presented in six sections. A summary of the information presented in each section is provided below:

- **This introduction** providing an overview of the proposal, its statutory approval process and specific consultation requirements defined for this project by the Director General of the NSW Department of Planning.
- **Communication Aims and Objectives** which define the underlying intent of the communication plan.
- **Communication Messages.** These are the key messages that the plan seeks to communicate about the project.
- **Target Audiences.** These are the people that the consultation plan seeks to address through its implementation.
- **Communications Methodology.** The strategy details:
 - The range of consultation activities that respond to each stage in the delivery process.
 - A Media Management Strategy.
- **Calendar of Events.** The consultation calendar presents a task list for the implementation of Stage 1 of the Communication Plan. It establishes milestone dates for when the communication initiatives will be held.



1.1 Introducing the Proponent

The site is currently owned by The Presbyterian Church (New South Wales) Property Trust and the existing 88 bed aged care facility on the site is currently operated by Presbyterian Aged Care (PAC). PAC is a Ministry of the Presbyterian Church in NSW and the ACT. Its charter is to provide care and accommodation for older people, with a commitment to excellence inspired by the Christian faith. PAC provides residential care, community care and seniors housing at sites across NSW and the ACT.

PAC will play a hands-on role in the implementation of the Communication Strategy. Understanding the views of all stakeholders is fundamental to the design approach that is being adopted for this site and reflects PAC's commitment to achieving a responsive and responsible aged care solution for the Scottish Hospital Site.

1.2 Urban Concepts Role

Urban Concepts will act as an independent facilitator overseeing the implementation of the community consultation aspects of the Communication Plan. In this role we will work to establish a meaningful dialogue with the community and integral stakeholders to ensure that there is a thorough understanding of the project. These lines of communication will then support the development function at later stages in the project.

We understand that the specific objectives the client seeks to fulfil from embarking on a community consultation process are:

- To engage with surrounding residents and integral stakeholders to develop a design solution for the proposed aged care development that considers community concerns and achieves PAC's charter (refer 1.1 above)
- To promote awareness of the heritage and conservation of the site through the adaptive reuse of the 1848 heritage building and the heritage gardens.
- To explain the funding nexus between provision of aged care beds for the socially disadvantaged and the provision of independent aged care units.
- To investigate the opportunity of setting aside a part of the site to the community for incorporation into the Dillon Street Reserve.
- To document how the proposal will help to address the chronic shortage of aged care accommodation that exists within Inner Sydney.
- To communicate the willingness and desire of the proponent to work with Woollahra Council notwithstanding the Part 3A project status resulting from its declaration as a Major Project.
- To ensure surrounding residents and integral stakeholders are provided with the opportunity to express their views about the aged care proposal from master plan formulation through to the final architectural design solution.



- To establish and maintain open channels of communication between surrounding residents and integral stakeholders that will remain in place for the development assessment and pending approval the construction process.

In formulating the communication methodology we had regard to the consultation requirements specified for this project by the Director General of the NSW Department of Planning in accordance with the Part 3A statutory planning approval process prescribed for Major Projects. At the same time the suggested consultation initiatives seek to encourage participation from a proactive stand point to ensure meaningful dialogue and participation is achieved.

1.3 Repute Communications Role

Repute Communications will work with Urban Concepts and play a hands-on role overseeing the media and Government relations aspects of this project.

- Media management will involve the coordination of all media briefings and the issuing of media releases. Display advertising in the Wentworth Courier will be used to establish a regular community column which will provide up to date project information on consultation events and outcomes.
- Government relations will involve the coordination of regular briefings across Government to ensure that each of the major political parties and their local members are kept abreast of the project. Repute will also be responsible for overseeing the involvement of the relevant state Government agencies with a focus on the portfolios pertaining to Planning, Health, Aging and Disability.

1.4 The communication needs of this Project

- The need to manage community and stakeholder expectations. All too often community consultation can leave participants with a feeling of despair- *'what was the point of participating when none of my ideas have been incorporated?'* Managing expectations will be achieved by ensuring that participants clearly understand the information that is being presented to them, accurately recording the comments and concerns expressed at information events, circulating records of comments to participants and to regulatory authorities.
- The need to ensure that regulatory authorities are informed about the communication plan and events for the project.
- The need to maintain an open, regular and consistent dialogue with all key stakeholders that is commensurate with the specific level of knowledge they require and their regulatory role in the project. This will include briefing papers to non participatory stakeholders that would benefit from being kept informed about the progress of consultation events.



- The need to establish a single point of contact that takes responsibility for co-ordinating all information flows between the client, the project manager, the community and key stakeholders.
- The need to ensure that community concerns are accurately recorded and where appropriate incorporated into both the design formulation and Environmental Assessment process.

1.5 Project Background

The Scottish Hospital Site has a long and rich history of health, aged care, welfare and Ministry. In 1848 the private homestead now known as the Scottish Hospital was built on site by the notable philanthropist and health reformer Henry Burton Bradley. Successive owners have progressed and consolidated the site introducing different forms of hospital, health and aged care facilities.

The Church has owned and operated the site for nearly 100 years and seeks to utilise this valuable site to address the shortfall in aged accommodation in Inner Sydney. This has been a key objective of PAC since early 2000.

On the 31st January 2002, development consent was granted to the Presbyterian Housing Trust by Woollahra Council for a 191 bed aged care facility incorporating 24 independent living units. Condition 1 of that development consent deferred its commencement until remediation of the site had been undertaken. The remediation consent has been activated. However, during the intervening period, the development consent for the former aged care proposal has lapsed and the accommodation needs of the surrounding population have changed.

The lapsing of the original consent has enabled the Church to go back to the drawing board to review the 2002 proposal having regard to current and future accommodation needs for the aged care sector within its Ministry and across all welfare levels.

The current aged care proposal provides for approximately 105 aged care beds in a nursing home style building and approximately 90 independent living units. The funding model being adopted by PAC establishes a direct nexus between the provision of assisted aged care beds in the nursing home style accommodation and the provision of independent living units. In effect the revenue received from the leasing/licensing of the independent units will be used to subsidise the operation of the nursing home facility. PAC's objective is to provide 45% of the nursing home beds within the new facility as concessional, hence accommodating the less fortunate members of the community.

A master plan has been prepared to guide the formulation of general built form and landscape principles for the site and yield investigations. The master plan is based on the dwelling yield of approximately 90 independent living units and 105 aged care beds in a nursing home style building. The master plan has formed the basis of a Part 3A Major Project declaration to the NSW Department of Planning. On the 9th March 2010, the proponent was advised that the Director General, as a delegate of the NSW Minister for Planning, had formed the opinion that the proposed development constitutes a Major Project and in so doing has determined that it is of state or regional significance.



The master plan has not been finalised and it has been prepared to inform the planning and development process. It is the intent that a final plan will flow from the examination of built form and landscape options during the community and stakeholder consultation process.

1.6 The Statutory Approval Process

1.6.1 The Environmental Assessment

The proposed aged care development will be assessed pursuant to Part 3A of the Environmental Planning and Assessment Act 1979 (EP&AA) by the NSW Minister of Planning. Clause 75B of the EP&AA specifies criteria for projects to which Part 3A applies and invokes the provisions of the Major Projects SEPP.

The Major Project SEPP establishes the planning process to be followed for the assessment and determination of the Stage 1 development application.

Under the provisions of the Major Project SEPP, the Minister for Planning is the Consent Authority for the development application henceforth known as the Environmental Assessment.

While the project has been declared a Major Project under Part 3A the proponent understands that it will in reality still be obliged to work cooperatively with Woollahra Council, as the local Government authority to ensure that the final proposal addresses community expectations for this site.

1.6.2 Community Consultation Requirements

The Guidelines for Major Project Community Consultation were issued by the NSW Department of Planning in October 2007. The Guidelines recognise that community and stakeholder consultation is an important component of the NSW Governments Environmental Assessment process for projects under Part 3A of the Environmental Planning and Assessment Act 1979.

The Director Generals Draft Requirements issued to the proponent by the Department in mid April, 2010 establish the community consultation requirements for a Part 3A project. The consultation requirements issued for the Scottish Hospital project state:

'The EA shall demonstrate than an appropriate level of consultation in accordance with the Department's Major Project Community Consultation Guidelines October 2007 is to be undertaken and a comprehensive Community Consultation Strategy shall be provided'.



1.6.3 Major Project Community Consultation Guidelines October 2007

The Guidelines recognise that a proponent is expected to organise, resource and report any consultation process required by the Department. Specifically the proponent should:

- consult early;
- commit adequate resources to the consultation;
- clearly describe who has been consulted and the issues raised; and
- demonstrate how the issues raised have been addressed in the Environmental Assessment.

Adequate and appropriate consultation depends on:

- the nature of the proposal and the extent of its likely environmental, social and economic impacts;
- consultation that occurred prior to making an application to the Minister for approval of a Major Project; and
- whether the nature of the development will require on-going consultation once the project is constructed and has commenced operation.

The consultation process included in an Environmental Assessment '*may*' be considered adequate if it demonstrates:

- Those individuals and organisations likely to have an interest in the proposal had enough opportunity to express their views. The community of interest can be broadly categorised into three groups:
 - those directly impacted by the proposal;
 - individuals and groups likely to have an interest in the local or regional implications of the project; and
 - organisations with a state or national interest.
- Information regarding the nature of the proposal has been accurately and widely distributed. Methods of distribution may include newsletters, letters to key stakeholders, a website, advertisements and public displays.
- Community and stakeholder feedback was encouraged and recorded. Methods of capturing feedback included:
 - surveys and feedback forms;
 - Submissions;
 - a data base that records issues via a 1800 number arrangement; and
 - meeting minutes.
- Methods of discussing issues included:
 - drop in centres;
 - displays or open days;



- focus groups and community group meetings;
- individual and group briefings; and
- discussions at organisation events.

Consultation with community and stakeholders was inclusive and the proponent has:

- got to know and understand the communities it needs to engage;
- acknowledged and respected diversity;
- accepted different views;
- ensured participants understand what they can and cannot influence;
- aimed for accessibility by choosing techniques that encourage participation across all groups, considered the timing, location and style of events, avoided holiday periods and avoided jargon and technical language; and
- paid attention to the needs of special groups that could be under represented such as culturally diverse backgrounds.

The consultation methodology presented in this plan has had full regard to the Guidelines and in our professional opinion fulfils their requirements in respect of this project.

1.7 Project Description

The project is described as a 105 bed aged care facility and the provision of 90 independent living units for occupation by the over 55 seniors market. The project will continue to be owned by The Presbyterian Church (New South Wales) Property Trust and will be operated by PAC.

At this stage there is no final architectural plan for the project, only a broad master plan. The development intent that is reflected in the project declaration provides for:

- the demolition of the existing nursing home and operating theatre buildings;
- the adaptive reuse and restoration of the original 1848 heritage building for senior living purposes and the restoration of the heritage courtyard;
- the erection of new buildings to accommodate 90 self care units and 105 nursing home beds
- a gross floor area based on preliminary massing investigations equating to around 19,000 square metres of gross floor area resulting in a floor space ratio of 1.3:1;
- a maximum building height of between 7-8 storeys on part of the site;
- basement car parking for 160 vehicles and on grade car parking for 25 vehicles;
- principle vehicular access will utilise the existing Neild Avenue entrance. A second vehicular and pedestrian connection will be created in Stephen Street. The existing vehicle turning bay in Cooper Street will be maintained;
- the provision of open space for contribution to Woollahra Council for incorporation into the adjacent Dillon Street Reserve subject to a Voluntary Planning Agreement; and
- all heritage and conservation work being undertaken in accordance with a Conservation Management Plan.



We have been advised by Urbis, the town planning consultancy advising the proponent, that the following environmental planning instruments are relevant to this application:

- **State Environmental Planning Policy Major Projects** establishes the process for the determination of projects that fall under the provision of Clause 6 of the Major Project SEPP.
- **State Environmental Planning Policy Housing for Seniors and People with a Disability (SEPP Seniors Living)**. This SEPP sets aside local planning controls that would otherwise prohibit the development of this site for seniors housing or housing for people with a disability. The site is zoned Special Uses Hospital and as such the SEPP permits a range of senior living accommodation to be developed on the site with consent including:
 - residential care facilities;
 - hostels;
 - groups of self contained dwellings being independent living units; or
 - any combination of the above.
- **State Environmental Planning Policy No. 55 Remediation of Land (SEPP 55)**. There is contamination on site that was identified during the 2002 application. While part of the site has been remediated further remediation will be undertaken in accordance with the provisions of SEPP 55.
- **Woollahra Local Environmental Plan 1995 (WLEP 1995)**. The WLEP 1995 zones the land Special Uses-Hospital. There is no FSR control applying to the site. The surrounding residential land is zoned 2(a) and 2(b) and is subject to a 0.75:1 FSR. The WLEP 1995 also establishes a height control of 9.5 metres for the site and surrounding properties. It is noted that the existing buildings on site already exceed 9.5 metres in height.

The WLEP 1995 identifies the main 1848 Hospital building, grounds, gardens, terracing, 3 Moreton Bay Figs, Port Jackson Fig, Norfolk Island Pine, Weeping Lilli Pilli and Holm Oak as heritage items. The site and the surrounding area form part of the Paddington Urban Conservation Area.

1.7.1 Potential Issues of Community Concern

Based on our experience in undertaking community consultation and the preliminary media speculation (Refer Appendix A) that has occurred in relation to this project we anticipate that the following issues will need to be addressed through the community consultation process:

- The declaration of the proposal as a Major Project pursuant to Clause 6 of the Major Project SEPP and the implication that the NSW Minister for Planning is the Consent Authority and not Woollahra Council.
- Non compliance with Woollahra Council height controls pertaining to the site. It is noted that the previous development application that was approved by Woollahra Council in 2002 did not comply with the 9.5 metre control. Further the existing buildings on the site also exceed the 9.5 metre control. Examination of the site in the public forum will need to present the justification



for non compliance with the control and an assessment of the impact arising from the non compliance on surrounding properties. This should include view, solar access and privacy impacts.

- While there is no site specific FSR the difference between the projected 1.3:1 site FSR and the 0.75:1 FSR that applies to the Residential 2(a) and 2(b) zones that surround the site will need to be explained. As with the height control, the previous development consent granted in 2002 by Woollahra Council exceeded the 0.75:1 FSR control.
- Heritage and landscape conservation. The Scottish Hospital Site represents one of the last unsubdivided mansion style blocks in Paddington. Development has not followed the pattern elsewhere in Paddington. The mature plantings on site means that much of the existing development is obscured behind canopy so that it cannot be readily seen from any surrounding streets. Retaining the landscape character of the site will be an important part of maintaining the heritage significance of the site. It will be important to identify that all work will be in accordance with a heritage conservation management plan. It will also be important to confirm which trees will be retained on site and how the trees earmarked for conservation will be protected during the construction process.
- Tree management and removal. In the 2002 application the removal of trees from the site was of community concern. In recognition of this, PAC has engaged a specialist arborist to inform decisions concerning the management of the heritage trees and a heritage landscape architect to inform decisions concerning management of the heritage gardens. While it will be necessary for some trees to be removed to enable new buildings to be accommodated on the site and due to the poor health and age of some species decisions concerning tree management will now be guided by specialist expertise in this area.
- The increase in traffic circulation onto local streets arising from the increase in on-site car parking, the reactivation of a second vehicular access point off Stephen Street and the general operation of the site that will involve delivery vehicles, ambulance vehicles and waste collection will be of concern. The traffic analysis will need to be part of the public body of information presented during the consultation events.
- Built Form Context. The site forms part of the Paddington Conservation Area and the immediate area consists of Victorian terraces, interspersed with residential flat buildings developed in the 1920's and 30's and again in the 1960's and 70's. The result is a streetscape consisting of 1-3 storey terrace forms and 3 storey walk up flats. This pattern is interrupted by 8 and 9 storey residential flat buildings. It will be important to show using 3D modeling, section and elevation plans and RL levels how various built form options fit into this local context. We would recommend that plans shown publicly utilise RL levels given the community concern about the height of development. This is also important for this site given the steep fall of the land from its southern boundary in Cooper Street to its northern boundary with the Dillon Street Reserve.
- Impacts on current nursing home residents (e.g. noise), and the need to ensure that no current resident will be displaced.



1.8 Communication Initiatives undertaken to date

1.8.1 Stakeholder consultation

Much of the work that has been undertaken on this project over the past eight months has focused on understanding the site in terms of its built form and landscape context, the housing needs of the aged care sector in Inner Sydney and preliminary massing investigations to inform potential dwelling yields. These investigations have been undertaken by a multi disciplinary project team that is headed by the project's development manager, Philon Pty Ltd and project manager, Cerno Management Pty Ltd. The range of specialist consultants that comprise the multi disciplinary team is detailed in Table 1.

In undertaking these preliminary investigations, the proponent has not acted in isolation and has sought to pro actively engage with key stakeholders to gain an insight into their current thinking about the site. It is recognised that these stakeholders played an active role in the former 2002 development application. The following is a list of meetings that have been held to date about this project with these stakeholders. The minutes of these meetings are detailed in Appendix B.

August 2009 **Presentation to elected representatives of Woollahra Council, Council Officers and representatives of the Paddington Society.**

The purpose of this meeting was to seek advice about the new aged care strategy for the site which had changed since the 2002 development consent. The presentation included the preliminary master plan that had been formulated to reflect the new approach.

1st February 2010 **Presentation to elected representatives of Woollahra Council and Council Officers.**

The purpose of this meeting was twofold. Firstly it advised Council that the projected capital costs of the development would exceed \$100 million and as such a Major Project Declaration and Preliminary Environmental Assessment Application would be made under Part 3A of the Environmental Planning and Assessment Act 1979 to the NSW Minister for Planning 1979.

Secondly, it was indicated that the comments made at the August 2009 meeting had been taken on board and the master plan was being revised in light of the issues raised.

17th March 2010 **Presentation to elected representatives of Woollahra Council and Council Officers.**

The purpose of this meeting was to provide Council with a thorough briefing on the current status of the project. This included an explanation of the aged care strategy being adopted for the site, the multi disciplinary design team that had been appointed to prepare the project documentation, the community consultation approach and the results of site analysis investigations, urban design considerations and the two master plan options that would form the starting point for the community consultation process.



1.8.2 Media

The preliminary stakeholder consultation has led to media speculation about the project. Detailed in Appendix A are the articles that have appeared in the popular press over the past two months. PAC's approach has been to issue press releases and to undertake media briefings with the respective journalists and editors of the papers concerned in conjunction with the media advice for this project from Repute Communications. Such briefings are already advanced.

Table 1 – Multidisciplinary Design Team

DISCIPLINE	CONSULTANT
Development Management	Philon Pty Ltd
Project Management	Cerno Management Pty Ltd
Project Architect	JPR Architects (JPR)
Heritage Architect	Connybeeare Morrison (CM+)
Aged Care Architects	Flower and Samios
Urban Design	GM Urban Design and Architecture
Heritage Advice	NBRS + Partners
Urban Planning	Urbis
Traffic and Transportation	Halcrow MWT
Survey	Project Surveying
Arborist	Treewise Men Australia
Quality Surveying	WT Partnership
Legal	Mallesons Stephen Jacques
Aged Care Needs Analysis	Wallare MacKinnon & Associates
Ecology	Cumberland Ecology
Archaeology	Case & Lowe Pty Ltd
Media and Government	Repute Communications
Community Consultation	Urban Concepts



2.0 COMMUNICATION AIMS AND OBJECTIVES

The communication aims and objectives of the plan are:

- To ensure that the community and integral stakeholders have a clear understanding about the physical design challenges and opportunities presented by this site in terms of built form and scale, height, vehicular access arrangements, heritage and conservation management, landscaping and building setbacks from street boundaries. This understanding should also include the outcomes of site analysis investigations which include but are not limited to:
 - topography;
 - overshadowing;
 - visual and acoustic privacy;
 - traffic generation and parking;
 - important views and vistas;
 - heritage conservation;
 - landscape and tree conservation and management;
 - streetscape; and
 - environmental sustainability.
- To ensure that the community and integral stakeholders have a clear understanding of the demand for aged care accommodation across all welfare levels in Inner Sydney and how this site can best address this demand.
- To ensure that the community and integral stakeholders understand the nexus between the aged accommodation beds and the provision of the independent living units whereby the Ministry is subsidising the provisions of concessional aged care beds for the less fortunate through revenue generated from the independent living units.
- To educate the community about the design and operational requirements for aged care facilities.
- To present a range of built form options to the community which vary in height and massing. The proponent's desire is to use consultation to determine an appropriate option in preference to placing one final plan in the community arena for consultation.
- To explain the approval process established for the project, given its status as a Major Project. This explanation should clearly define the relationship and roles played by Woollahra Council, the NSW Department of Planning and the Minister for Planning.
- To explain the statutory compliance of the proposal against existing and proposed planning controls that pertain to the site under the Major Project SEPP, Woollahra Council and any specific areas of concern identified in the Director Generals Requirements issues to this project by the NSW Department of Planning.



- To commence a dialogue with local residents and integral stakeholders that will remain in place throughout the development approval process.
- To define parameters for community and stakeholder involvement so participants can provide meaningful comment. This is particularly important as the project does not allow for discussion about alternative uses of the site.
- To ensure the views of all residents and stakeholders are represented in the study process. Depending on their role in the process each stakeholder group or target audience will have its own specific information requirements that reflect their role or area of statutory responsibility. It is important that a timely flow of information is provided to these audiences throughout the delivery process. This flow of information should be handled by the appropriate member of the project team to ensure that there is no distortion of factual information.
- To ensure all material produced for public circulation is presented in a clear and concise 'Plain English' manner.
- To encourage community involvement by ensuring communication initiatives are accessible and professionally run reflecting the operator's genuine concern for the local community.
- To interpret concerns and ideas as effectively and concisely as possible ensuring that they are addressed in the Environmental Assessment documentation.



3.0 COMMUNICATION KEY MESSAGES

Based on our understanding of the project, Urban Concepts and Repute Communications have identified a number of key messages to be communicated. These key messages are presented below. It is noted that this list is not finite or static. As the project evolves additional key messages will need to be communicated to the various target audiences as issues and concerns are identified by target audiences.

Message 1 The Scottish Hospital – Continuing the long tradition of health and aged care

PAC wants to continue a long tradition of health, aged care, welfare and Ministry services at the Scottish Hospital Site. The site has been used for such services since 1848, changing and evolving along the way. The formulation of a master plan is the first step in the design process to establish an appropriate aged accommodation model for the site that will respond to the demand for seniors' accommodation across all welfare levels. The provision of both aged care beds in a nursing home style building together with independent living units will allow seniors to make the transition to appropriate accommodation in the inner city so that they can remain close to their families and social networks.

Message 2 Community Consultation is important to PAC, we invite residents to join us at the drawing board to be part of the design process

To date, the media has appeared to focus on a rumoured plan for a 10 storey tower on the site. The reality is that there is no fixed plan in place. The proponent's approach is to present options to the community for discussion.

The proponent understands that it needs to work with the community and interested stakeholders to achieve an acceptable built form and landscape outcome. The proponent does not operate in isolation and is keen to work with the local community through a comprehensive consultation process. This process will commence in May after the completion of the school holidays.

Message 3 Building Height

We are already aware that height is becoming a major issue within the public arena with a number of the early media articles speculating the development of a 10 storey tower. It is evident that the proposal will raise non compliances with the 9.5 metre height control established under the Woollahra Local Environmental Plan 1995. While non compliance is always an area of public scrutiny it is important to communicate that the:

- existing 1848 heritage building on the site does not comply with the current 9.5 metre height control;
- 2002 development consent that was approved by Woollahra Council also did not comply with the established height provisions at that time; and
- a number of surrounding properties do not comply with the 9.5 metre height control.

It is important for the project team to communicate height accurately in terms of RL levels across the site. In this regard the RL's of the existing buildings need to be identified on plans as do the RL's of surrounding buildings. It is only by referencing RL's to Australian Height Datum that professional and community stakeholders can accurately understand building height. RL's give people a practical



and factual way of understanding building form and actual building height relative to the built context of an adjoining area. This is particularly true on the Scottish Hospital Site where the dramatic fall in the land from Cooper Street to Dillon Street Reserve means that much of the building form will be nestled into the landscape below the established tree canopy and below the ridge height of the existing 1848 hospital building.

Message 4 Major Project Status

Due to the projected capital investment value exceeding \$100 million, the project must be considered under Part 3A of the Environmental Planning and Assessment Act 1979 as a major project by the NSW Minister for Planning. There has been speculation in the media that the capital project cost has been inflated to trigger assessment of the project by the NSW Minister for Planning. This is part of a broader community debate that has arisen across Sydney since the introduction of the controversial Part 3A planning legislation. It is the proponent's position that it has and will continue to proactively involve Woollahra Council in the design and development process. This will be achieved by regular meetings with representatives of Woollahra Council. Minutes of these meetings will be reported on through the consultation process.

Message 5 The provision of aged care accommodation choices, including accommodating the less fortunate

The proponent is a non for profit organisation. The project incorporates both aged care beds in a nursing home style building and independent living units. PAC's objective is to utilise revenue streams from the Independent Living Units to subsidise the operation of the nursing home facility. The overall objective is to increase the level of concessional beds from 19% to 45%.

Message 6 Delivering community benefits

The proponent recognises that the heritage gardens are treasured by the local community. The adjoining Dillon Street Reserve is also a highly utilised recreational reserve. Fundamental to the design approach being adopted is the consideration of transferring part of the site back to the community for incorporation into the Dillon Street Reserve by way of a voluntary planning agreement.

Message 7 Built and landscape heritage conservation

A conservation management plan was adopted for the site in 2006. This plan is currently being updated and includes a series of specialist investigations by landscape architects and arborists to better understand the health of the heritage listed trees. The proponent acknowledges and appreciates the unique heritage of the site both in terms of the buildings and landscaping but also the unique social linkages that the site has had with many great Australians. The design team assembled for this project will address the recommendations of the updated conservation management plan as a primary consideration in the formulation of urban design parameters and development options for the site.



4.0 TARGET AUDIENCES

4.1 Introduction

This project will require the establishment of a number of lines of information and a range of consultation events with various target audiences. To assist with the management of information, its dissemination and the recording of community feedback the stakeholders have been classified into target audiences or users groups.

The key target audiences for this consultancy have been classified as follows:

- Local Residential Community
- Adjoining Major Landowners
- Local Business Community
- Staff and Existing Residents of the Scottish Hospital
- Special Interest and Community Groups
- Paddington Aged Care Providers
- NSW Department of Planning including Minister for Planning and Major Project Assessment Team
- Heritage Organisations
- Woollahra Council both Council Officers and Elected Representatives
- State and Federal Elected Representatives
- Local Political Parties
- State Government Agencies
- Utility Providers
- Emergency Services
- Adjoining Council Areas
- Media
- The Project Team

A database is being established documenting the contact details for each target audience.

4.2 Key Target Audiences

LOCAL RESIDENTIAL COMMUNITY

Local residents living in the locality bounded by Oxford Street to the south, Heeley Street and Glenmore Road to the east, Boundary Road to the north and Campbell and Hopewell Avenues to the west is the suggested resident catchment area for this project. This catchment was been discussed and agreed with Woollahra Council at a meeting on the 7th April 2010. Refer Figure 2.

There is much speculation, concern and uncertainty held by this target audience and they have been assigned a high priority in the consultation process. We anticipate that local residents will be interested in understanding:

- Specific details relating to the physical form of the project with a particular emphasis on height and the placement of buildings on the site.

- How the edges of the site will interface with the established streets.
- Potential impact on the residential amenity of the area including overshadowing, loss of views, privacy, visual amenity, traffic generation and car parking.
- What is proposed concerning the built and landscape heritage and conservation management of the site and the extent of tree removal.
- The proposed community benefits arising from the dedication of part of the hospital grounds to Woollahra Council for incorporation into the Dillon Street Reserve.
- Justification for any variation to Council and State planning controls for the site.
- Justification for the project being declared a project of state and regional significance under part 3A of the Environmental Planning and Assessment Act 1979 and an explanation as to the steps involved in the development assessment process under the legislation.
- How the proponent intends to involve Woollahra Council in the assessment process.
- Logistics management on the site with respect to waste removal, loading and unloading of deliveries, ambulance vehicles and fire safety.
- Post development consent construction management issues including structural stability of heritage buildings, mitigation measures to control noise and dust and hours of construction.

FIGURE 2 – SUGGESTED RESIDENT NOTIFICATION AREA





ADJOINING LANDOWNERS

The residents in those streets that immediately bound the site (Cooper Street, Stephen Street and Brown Street) should receive an additional level of consultation to reflect their importance as the immediate neighbours of the site. We would recommend that the proponent undertake a meet and greet with residents during the design and development process to fully understand their concerns. Obtaining an open and fluent dialogue at the outset will also assist during the later stages of the process particularly post consent during demolition and construction.

Dillon Street - No's 1, 2, 3, 4.

Glenview Street - No's 1, 3.

Cooper Street - No's 1, 4, 5, 6, 7, 8, 8A, 9, 10, 10A, 11, 12, 13, 15, 17, 19, 21, 23

Stephen Street - No's 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 16, 18, 20, 22, 24, 26-28, 30-34, 36, 38, 40

Brown Street - No's 53, 55, 47, 59, 61, 63, 65, 67, 69, 71, 73, 75, 77, 44, 46, 48, 50, 52, 54, 56, 58, 60, 62, 64, 66, 68, 70, 72.

Glenmore Street - No's 176, 186, 188, 190, 192, 194, 196, 1908, 200, 202, 204, 206, 208, 210, 212, 214, 216, 218.

SCOTTISH HOSPITAL RESIDENTS AND STAFF

Aged accommodation currently operates on the site. PAC advises that there are 88 existing residents being cared for in the Brown Street nursing home building. This facility currently employs approximately 60 PAC staff. No existing resident will be displaced as a result of the proposed redevelopment of the site. Development will be undertaken in stages with the first stage being the construction of a new nursing home building into which the existing residents will be relocated. It is essential that the staff, residents and their families are kept informed about the design and development process. A Communication Plan has been prepared by Repute Communications on behalf of PAC to document this process, and the plan has already been enacted. A copy of this plan is detailed in Appendix C.

LOCAL BUSINESS COMMUNITY

The increase in local population provided on the hospital site will be of interest to local business operators. It may provide opportunities for these businesses to expand their product range and services to cater for the demands of this new local population. We would recommend that consultation be undertaken with the peak organisations that represent local business interests:

- The Paddington Business Partnership
- Local business operating from the Five Ways in Paddington

RESIDENT ORGANISATIONS

These groups are important in the environment of debate and public opinion. They provide an insight into the workings of a community and specific issues of concern. Communication lines must be established that allow for a steady flow of information and discussion with these groups at key project milestones.

It is recognised that the Paddington Society has a long standing interest in the Scottish Hospital Site and became involved in the 2002 application. Key concerns that the Paddington Society had with the 2002 scheme approved by Woollahra Council were:



- Impact of development on the heritage significance of the site as the only intact gentry estate left in Paddington.
- Scale of the project.
- The removal of 69 trees from the site.

The proponent has commenced a dialogue with the Paddington Society and this will continue throughout the design and development approval process. It is noted that the Society has nominated Committee Member John Richardson to be their primary liaison for this project. The Paddington Society publishes its own community newsletter, The Paddington Society Bulletin. We would recommend that this publication where possible be used to promote community consultation events.

Paddington Society Committee Members:

Executive

- **President** Robyn Attuell
- **Vice President** Bill Morrison
- **Vice President** Krystyna Luczak
- **Treasurer** Francis Walsh
- **Secretary** Penny Johnston

Committee Members:

- Esther Hayter
- Bill Fraser
- Linda Gosling
- Keri Huxley
- Will Mrongovius
- John Richardson
- Graham Stewart
- Michael Wilson

Other Woollahra Council Resident Associations

- Harbour View Residents Group
- Double Bay Resident Association
- Action Committee for the Environment
- Darling Point Society
- Edgecliff Preservation Society
- Rose Bay Residents Association
- Vaucluse Progress Association

Other important Resident Groups

- Paddington Action Committee also known as the Paddington Taskforce

INNER SYDNEY REGION AGED CARE AND SERVICE PROVIDERS

These groups are important as they represent the health and aged care sectors. These groups are important for providing feedback on the suitability of the aged care model that will be adopted. The consultation will look to draw on the combined experience of these stakeholders.



- Council of Social Service NSW
- Federal Department of Health and Ageing (Sydney)
- The Aged Care Standards & Accreditation Agency
- Aged and Community Services (NSW & ACT)
- Eastern Suburbs Division of General Practice
- St Vincent Hospital
- Sydney Eastern Suburbs ACAT Teams

NSW DEPARTMENT OF PLANNING

The proposed development will be assessed pursuant to Part 3A of the Environmental Planning and Assessment Act 1979 (EP&AA) by the NSW Minister of Planning. Clause 75B of the EP&AA specifies criteria for projects to which Part 3A applies and invokes the provisions of the Major Projects SEPP. The NSW Department of Planning will be responsible for assessing the application. The Department will act on behalf of the Director General and the NSW Minister for Planning, the Consent Authority for the project.

We would recommend that the Draft Communication Plan be reviewed by the NSW Department of Planning to ensure it fulfils the requirements of the Major Project Community Consultation Guidelines October 2007.

NSW Minister for Planning

Hon. Tony Kelly, MP

NSW Department of Planning

- Director General, Sam Haddad
- Major Project Assessment Team

HERITAGE

The built and landscape heritage of the site recognised by its listing on the Register of the National Estate, the State Heritage Inventory Data base, the WLEP 1995 as individually listed items of heritage and landscape significance as well as being a part of the Paddington Conservation Area and its classification by the National Trust. Stakeholders involved in heritage conservation with an interest in this project include:

- Federal Government Department of Environment, Water and Heritage
- NSW Heritage Office
- NSW National Trust
- Woollahra History and Heritage Society
- Paddington Society

WOOLLAHRA COUNCIL

The importance of maintaining regular liaison with this target audience has been given a high priority in the consultation process. The proponent recognises the sensitivity of the Part 3A process from both the standpoint of the Council and the community. PAC is keen to put in place a process of regular briefings and liaison to ensure Council is kept fully informed and involved in the design and development process. All consultation initiatives are to be minuted and reported on as part of the consultation process.



Woollahra Council maintains a regular column in the Wentworth Courier and a website. We would recommend that these information lines be utilised to provide important project information and to promote consultation events.

Council Officers

- General Manager - Gary James
- Director Planning and Development - Allan Coker
- Director Technical Services – Tom O’Hanlon
- Director Community Services – Kylie Walshe
- Director Corporate Services – Stephen Dunshea

The organisation structure of Woollahra Council is illustrated in Appendix D.

Elected Representatives

Paddington Ward

Cr Peter Cavanagh (LP)

Email: peter.cavanagh@woollahra.nsw.gov.au

Cr Susan Jarnason (GNS)

Email: susan.jarnason@woollahra.nsw.gov.au

Cr Greg Medcraft (RFW)

Email: greg.medcraft@woollahra.nsw.gov.au

Bellevue Hill Ward

Cr Sean Carmichael (LP)

Email: sean.carmichael@woollahra.nsw.gov.au

Cr Nicola Grieve (GNS)

Email: nicola.grieve@woollahra.nsw.gov.au

Cr Isabelle Shapiro (Deputy Mayor) (LP)

Email: isabelle.shapiro@woollahra.nsw.gov.au

Cooper Ward

Cr Andrew Petrie (Mayor) (LP)

Email: andrew.petrie@woollahra.nsw.gov.au

Cr David Shoebridge (GNS)

Email: david.shoebridge@woollahra.nsw.gov.au

Cr Malcolm Young (RFW)

Email: malcolm.young@woollahra.nsw.gov.au

Double Bay Ward

Cr Chris Howe (LP)

Email: chris.howe@woollahra.nsw.gov.au

Cr Ian Plater (RFW)
Email: ian.plater@woollahra.nsw.gov.au

Cr Toni Zeltzer (LP)
Email: toni.zeltzer@woollahra.nsw.gov.au

Vaucluse Ward
Cr Anthony Boskovitz (LP)
Email: anthony.boskovitz@woollahra.nsw.gov.au

Cr Lucienne Edelman (LP)
Email: lucienne.edelman@woollahra.nsw.gov.au

Cr Susan Wynne (RFW)
Email: susan.wynne@woollahra.nsw.gov.au

(LP) Liberal Party
(GNS) Greens
(RFW) Residents First Woollahra

FIGURE 3 – LOCATION OF COUNCIL WARDS



Source: Woollahra Council Website



STATE AND FEDERAL ELECTED REPRESENTATIVES

It is essential to ensure all elected representatives are kept informed of the progress of the project and invited to participate. These stakeholders must be able to address concerns and questions raised by their constituents about the project. The respective State and Federal Members for this area are:

State

Member for Sydney
Ms Clover Moore

Federal

Member for Wentworth
Malcolm Turnbull

LOCAL POLITICAL PARTIES

This audience includes the branches of the political parties that have representation in the Woollahra Local Government Area.

- Residents First Woollahra
- Woollahra Greens
- Woollahra Branch Liberal Party of Australia
- Woollahra Branch Australian Labor Party

STATE GOVERNMENT AGENCIES

This audience includes agencies involved in the provision of health and aged care services as well as infrastructure providers and organisations that play a role in sustainability and design. Consultation will be undertaken with these agencies by PAC and the appropriate specialist consultants.

- NSW Department of Health
- NSW Department of Aging, Disability and Home Care
- Sydney South West Health Service
- NSW Department of Planning
- NSW Heritage Office
- NSW Roads and Traffic Authority
- NSW Department of Environment, Climate Change and Water
- NSW Ministry of Transport
- State Transit Authority
- Sydney Buses



UTILITY PROVIDERS

Liaison will be undertaken with the following utility providers by the appropriate specialist consultants.

- Sydney Water
- Telstra
- Energy Australia
- AGL
- Woollahra Council – Stormwater System

EMERGENCY SERVICES

Local emergency service providers will be consulted about the project by the appropriate specialist consultants.

- NSW Police
- NSW Fire Brigade
- Ambulance Service of NSW

ADJOINING COUNCIL AREAS - COUNCIL OF THE CITY OF SYDNEY, RANDWICK AND WAVERLEY COUNCILS

Responsibility for the suburb of Paddington falls between Woollahra Council and the Council of the City Of Sydney. It will be important to keep the City Council informed of the project and to provide opportunity for comment. Liaison should occur both through the Lord Mayor's Office and at officer level through the General Manager and the Town Planning Department

Woollahra Council is also adjoined by both the Waverley and Randwick Local Government Areas. As the project will assist in addressing aged care and housing demand in the Eastern Suburbs we would recommend that both Waverley and Randwick Council be kept informed about the project.

Council of the City of Sydney

- Lord Mayor – Hon Clover Moore, MP
- Chief Executive Officer – Ms Monica Barone
- Director of Planning and Regulatory – Mr Graham John

Waverley Council

- Mayor – Councillor Sally Betts
- General Manager – Tony Reed
- Director Planning and Environment – Peter Brennan

Randwick Council

- Mayor – Councillor John Procopiadis
- General Manager – Ray Brownlee
- Director City Planning – Sima Truuvert

MEDIA

The media is crucial for informing the community and stakeholder groups about the progress of works, particularly the completion of key milestones. It will also play a crucial role in advising the community of forthcoming information initiatives and opportunities for involvement.



- Wentworth Courier
- Sydney Morning Herald
- Financial Review
- Paddington Society Bulletin
- Woollahra Council Column Wentworth Courier
- PAC 'Chat' Newsletter

PROPONENT PROJECT TEAM

The proponent has assembled a specialist multidisciplinary team providing expertise in all aspects of site investigations and analysis, economic feasibility design and urban planning. The project team members are listed below.

Design

- Development Manager – Philon Pty Ltd
- Project Manager - Cerno Management Pty Ltd
- Architectural Team - JPR Architects (Chief Architect), Conneybeare Morrison (Heritage Building Architect) and Flower Samios (Aged Care Architect)
- Urban Design and Landscape - GM Urban Design and Architecture
- Town Planning - Urbis
- Heritage Conservation - NBRs+ Partners
- Aged Care Accommodation Needs Analysis - Wallace Mackinnon & Associates
- Quantity Surveying - WT Partnership
- Traffic Generation, Public Transport and Parking – Halcrow MWT
- Surveying- Project Surveying
- Archaeology - Casey & Lowe Pty Ltd
- Ecological Consultant - Cumberland Ecology
- Arborist - Treewise Men Australia
- Mallesons Stephen Jacques – Legal Consultant
- Media Liaison and Government Relations - Repute Communications
- Community Consultation - Urban Concepts

4.3 Target Audience Communication Lines

Table 4.1 details the most appropriate method of communication for each target audience, the level of influence and interest they have in the project and the appropriate member of the project team that will be responsible for managing the consultation.



TABLE 4.1 – TARGET AUDIENCE COMMUNICATION LINES

Target Audience	Degree of Interest	Degree of Influence	Method of ongoing communication	Project Team Management Responsibility
Local Residential Community	High	High	<ul style="list-style-type: none"> • Direct liaison as required • Newsletters • Community Consultation Events • Media • Website 	<ul style="list-style-type: none"> • PAC • Cerno + Philon • Urban Concepts • Specialist Consultants as required
Adjoining Residents - Stephen Street, Brown Street, Glenmore Street and Cooper Street	High	High	<ul style="list-style-type: none"> • Initiate direct liaison and ensure ongoing as required. Letter to Residents with Meet and Greet. • Newsletters • Community Consultation events • Media • Website 	<ul style="list-style-type: none"> • PAC • Cerno + Philon • Urban Concepts • Specialist Consultants as required
Local Business Community	High	Moderate	<ul style="list-style-type: none"> • Newsletters • Community Consultation Events • Media • Website 	<ul style="list-style-type: none"> • PAC • Cerno + Philon • Urban Concepts • Specialist Consultants as required
NSW Department of Planning: <ul style="list-style-type: none"> • NSW Minister for Planning • Major Project Assessment Team 	High	High	<ul style="list-style-type: none"> • Direct liaison regular • Community Consultation Reports 	<ul style="list-style-type: none"> • PAC • Cerno + Philon • Urbis • Repute Communications • Specialist consultants as required



TABLE 4.1 – TARGET AUDIENCE COMMUNICATION LINES

Target Audience	Degree of Interest	Degree of Influence	Method of ongoing communication	Project Team Management Responsibility
Scottish Hospital residents, their families, staff and visiting healthcare professionals.	High	Moderate	<ul style="list-style-type: none"> Residents and Staff Information Sessions Letters to families Letters to visiting health professionals and Referral Organisations Invitations to attend Consultation Events Newsletters 	<ul style="list-style-type: none"> PAC Cerno + Philon Repute Communications Urban Concepts
State Government Agencies <ul style="list-style-type: none"> NSW Department of Health NSW Department of Aging, Disability and Home Care Sydney South West Health Service NSW Heritage Office Roads and Traffic Authority Department of Environment and Climate Change NSW Ministry of Transport State Transit Authority Sydney Buses 	High	High	<ul style="list-style-type: none"> Direct liaison as required Stakeholder Briefing Papers Newsletters Media Website 	<ul style="list-style-type: none"> PAC Cerno + Philon Specialist Consultants appropriate to the area of concern Repute Communications Urban Concepts
Local Political Parties <ul style="list-style-type: none"> Residents First Woollahra Woollahra Greens Woollahra Branch Liberal Party of Australia Woollahra Branch Australian Labour Party 	High	High	<ul style="list-style-type: none"> Direct liaison as required Stakeholder Briefing Papers Newsletters Media Website 	<ul style="list-style-type: none"> PAC Cerno + Philon Repute Communications



TABLE 4.1 – TARGET AUDIENCE COMMUNICATION LINES

Target Audience	Degree of Interest	Degree of Influence	Method of ongoing communication	Project Team Management Responsibility
State and Federal Elected Representatives State Member for Sydney Clover Moore MP Member for Wentworth Malcolm Turnbull	High	High	<ul style="list-style-type: none"> • Direct liaison • Stakeholder Briefing Papers • Newsletters • Community Consultation Events • Media • Website 	<ul style="list-style-type: none"> • PAC • Cerno + Philon • Repute Communications
Special Interest and Community Organisations: <ul style="list-style-type: none"> • Woollahra Council • Associations: • Paddington Society • Harbour View Residents Group • Double Bay Resident Association • Action Committee for the Environment • Darling Point Society • Edgecliff Preservation Society • Rose Bay Residents Association • Vaucluse Progress Association Other: <ul style="list-style-type: none"> • Paddington Action Committee also known as the Paddington Taskforce 	High	High	<ul style="list-style-type: none"> • Direct liaison as required • Stakeholder Briefing Papers (Paddington Society) • Stakeholder Information Sessions (Paddington Society) • Newsletters • Community Consultation Events • Media • Website 	<ul style="list-style-type: none"> • PAC • Cerno + Philon • Urban Concepts • Specialist Consultants to support consultation events



TABLE 4.1 – TARGET AUDIENCE COMMUNICATION LINES

Target Audience	Degree of Interest	Degree of Influence	Method of ongoing communication	Project Team Management Responsibility
Inner Sydney Region Aged Care and Service Providers	High	Moderate	<ul style="list-style-type: none"> Stakeholder Briefing Papers Stakeholder Information Sessions Newsletters Media Website 	<ul style="list-style-type: none"> PAC Cerno + Philon Specialist Consultants as requested Urban Concepts
Woollahra Council Council Officers and Elected Representatives	High	High	<ul style="list-style-type: none"> Direct Liaison as required Regular Briefings to be minuted and reported Stakeholder Briefing Papers Newsletters Community Consultation Events Media Website 	<ul style="list-style-type: none"> PAC Cerno + Philon Specialist Consultants Repute Communications
Adjoining Councils Council of the City of Sydney Waverley Council Randwick Council	Sydney City - High Other - Moderate	Sydney City - High Other - Moderate	<ul style="list-style-type: none"> Direct Liaison Stakeholder Briefing Papers Newsletters Community Consultation Events Media Website 	<ul style="list-style-type: none"> PAC Cerno + Philon Repute Communications (Council of the City of Sydney)



TABLE 4.1 – TARGET AUDIENCE COMMUNICATION LINES

Target Audience	Degree of Interest	Degree of Influence	Method of ongoing communication	Project Team Management Responsibility
Heritage <ul style="list-style-type: none"> Federal Department of Environment ,Water and Heritage NSW Heritage Office Paddington Society Scottish Heritage Neighbourhood Association NSW National Trust Woollahra History and Heritage Society 	Medium	Medium	<ul style="list-style-type: none"> Direct Liaison as required Stakeholder Briefing Papers Stakeholder Information Sessions Newsletters Media Website 	<ul style="list-style-type: none"> PAC Cerno + Philon Specialist Heritage Consultants Urban Concepts
Utility Providers	Medium	Medium	<ul style="list-style-type: none"> Direct Liaison as required Stakeholder Letter Newsletters Media Website 	<ul style="list-style-type: none"> Cerno + Philon Specialist Consultants
Emergency Services	Medium	Medium	<ul style="list-style-type: none"> Direct Liaison as required Stakeholder Letter Newsletters Media Website 	<ul style="list-style-type: none"> Cerno + Philon Specialist Consultants



TABLE 4.1 – TARGET AUDIENCE COMMUNICATION LINES

Target Audience	Degree of Interest	Degree of Influence	Method of ongoing communication	Project Team Management Responsibility
Media <ul style="list-style-type: none"> • Sydney Morning Herald • Wentworth Courier • Woollahra Council column in Wentworth Courier • Paddington Society Bulletin • PAC 'Chat' Newsletter 	High	High	<ul style="list-style-type: none"> • Briefings and Press Releases • Display Advertising 	<ul style="list-style-type: none"> • PAC • Cerno + Philon • Repute Communications



5.0 COMMUNICATION METHODOLOGY

5.1 Communication Strategy

This communication methodology presents the initiatives to be used for the first phase of the consultation process which coincides with the formulation of design options for the site, the selection of the preferred option and the preparation of the Environmental Assessment Application. Subsequent communication and consultation initiatives will be developed post approval and construction.

The first phase of the consultation will be undertaken in two stages and is illustrated below at Figure 4.

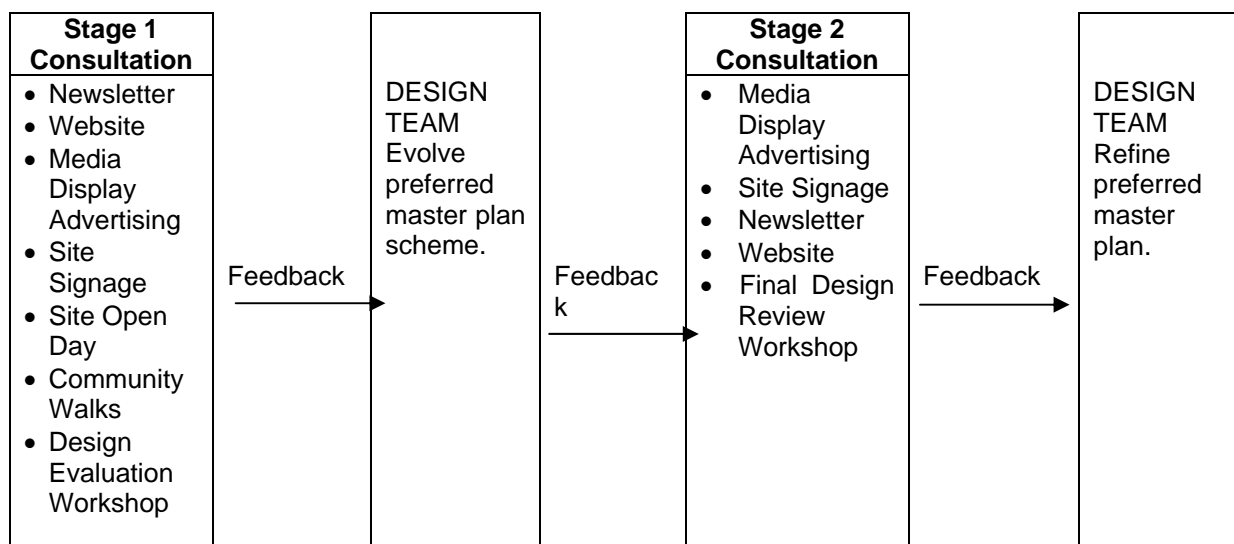
Stage 1 – Consultation initiatives are designed obtain community feedback about:

- site analysis, opportunity and constraints investigations;
- building form, landscape and heritage design principles; and
- the two master plan options that have been formulated so far.

The outcomes arising from the Stage 1 consultation will be used by our design team to advance a preferred master plan option for the site. This may be one of the two master plan options that have been formulated or it may be an alternative plan that evolves from the consultation process.

Stage 2 Consultation initiatives will examine community attitudes to the preferred master plan option enabling it to be further refined in line with community feedback prior to its lodgement with the NSW Minister for Planning.

FIGURE 4 A STAGED APPROACH TO CONSULTATION



It is unfortunate that this project has attracted media attention prior to the preparation and implementation of the communication strategy. This has meant that there is now a degree of speculation about the project in the local community.



While the proponent could look to commence consultation in April this would mean that it would coincide with a number of public and school holidays:

- Easter 2nd April – 4th April, 2010.
- School Holidays 1st April - 20th April, 2010.
- Anzac Day 25th April and Public Holiday on Monday 26th April, 2010.
- School Holidays 24th June – 20th July, 2010.
- June long weekend with Public Holiday on Monday 14th June, 2010.

Accordingly, the decision has been made to commence the first stage of the community and stakeholder consultation in May 2010. It is envisaged that this stage of the consultation would take around 6 weeks to complete.

5.2 Project Inception

THE COMMUNICATION PLAN

This Communication Plan will form part of the documentation that supports the Environmental Assessment to the NSW Department of Planning. It has been prepared having regard to the Part 3A Director Generals requirements for consultation.

We would recommend that the Communication Plan be forwarded to officers of the NSW Department of Planning and Woollahra Council in draft for review and comment prior to its finalisation.

At the completion of the communication process a report will be forwarded to the NSW Department of Planning detailing the outcomes and findings arising from the process.

5.3 Information Lines

ESTABLISHMENT OF FREECALL 1800 NUMBER, PROJECT PO BOX AND EMAIL ADDRESS

Urban Concepts will centralise and coordinate all enquiries about the communication program. Urban Concepts has established:

- The 'Scottish Hospital Project Information Line' using a 1800 freecall number. The information line will be serviced by Urban Concepts during business hours.
The 1800 number that has been allocated to this project is 1800 708 067
- A Post Office Box at North Sydney Post Office. The project mailing address will be:

Presbyterian Aged Care
C/- Urban Concepts
PO Box 780
NORTH SYDNEY NSW 2059
- Project email address which will be serviced by Urban Concepts. The email address will be feedback@pacpaddington.org.au



These contact details will appear on all information prepared about the project including newsletters and media advertisements. These contact details will also remain in place during the construction phase of the project.

All telephone calls and emails will be logged by Urban Concepts. Specific project enquiries will be forwarded to the Project Managers (Cerno + Philon), in the first instance for direction to the appropriate specialist consultants. Urban Concepts will prepare a summary report of all enquiries received for PAC on a fortnightly basis.

A PROJECT WEBSITE

PAC will host a community consultation portal off its website. The website will be a key line of communication for this project. The website address is www.pacpaddington.org.au. The navigation for the website will include:

- Welcome.
- The Site.
- The Project.
- The Design Approach.
- The Planning Process.
- Community Consultation Process.
- Comment Form.
- Contact.
- Media

PREPARATION OF COMMUNITY CONSULTATION NEWSLETTERS

The newsletters will incorporate information about the project, invite participation in forthcoming information events and establish as the public point of contacts for the project.

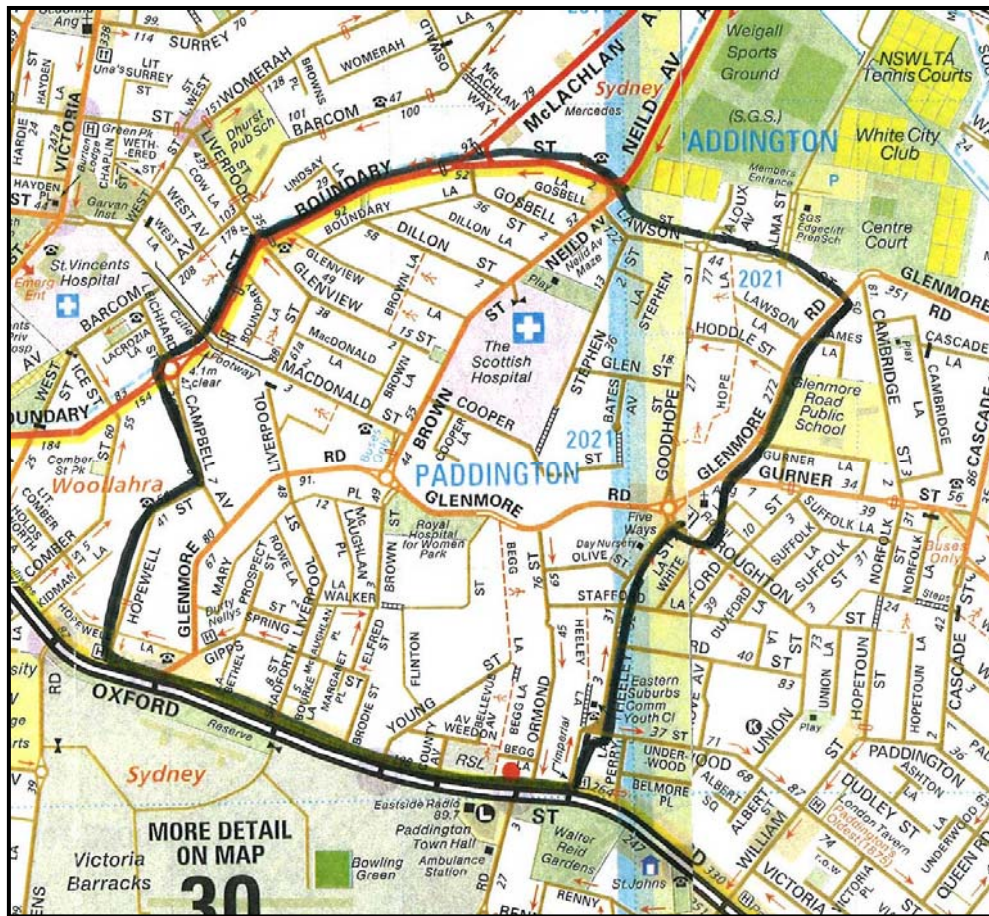
The first newsletter will provide background information about the scope of the project and launch the consultation process. It will invite residents and local interested stakeholders to join the design team at the drawing board in an examination of the site and then initial development options.

The newsletter will be prepared in DL format. It will adopt the graphic style that has being developed for all electronic and print media produced about the project. Woollahra Council has assisted with the newsletter distribution by providing a database of the names and addresses of property owners in the resident notification area. We are advised that these are 1,859 property owners located in the notification catchment. This would ensure that the newsletter could be circulated using addressed mail. Figure 4.1 illustrates the resident notification catchment area for the newsletter distribution. A copy of the newsletter is detailed in Appendix E.

SITE SIGNAGE

Consultation events will be advertised on vinyl printed banners that will be displayed at the Brown Street, Cooper Street and Stephen Street frontage. The artwork for the banners promoting the Stage 1 consultation events is presented in Appendix E.

FIGURE 4.1 – SUGGESTED RESIDENT NOTIFICATION CATCHMENT



MEDIA ADVERTISING

It is proposed that regular display advertisements be placed in the Wentworth Courier to keep the local community informed about the proposed development and consultation process. It is envisaged that the display advertising will take on the role of a regular newsworthy column that will focus on key areas of interest. We have provided for the placement of 9 display advertisements between April and June 2010. Copies of the Display Advertisements that have been placed in the Wentworth Courier so far are detailed in Appendix A.

STAKEHOLDER DATABASE

To assist with the management and implementation of the Communication Plan Urban Concepts will prepare a stakeholder database using Microsoft Excel. The database will be updated as community and stakeholder interest in the project develops.



PREPARATION OF STAKEHOLDER BRIEFING PAPERS

The first briefing paper will contain information about the following aspects of the project:

- Introduce the Proponent and the operator - PAC and the vision that they seek to achieve with the development of this site.
- Identify the need for aged care and how the site will assist in providing aged care accommodation for the disadvantaged.
- Outline the community benefits that PAC would like to provide to Woollahra Council in the form of parkland for incorporation into the Dillon Street Reserve.
- Document the Part 3A design and development process.
- Address the built and landscape heritage of the site and how it will be managed through the development process.
- Present the finding of site investigations that have been undertaken to date.
- Outline the relevant state and local planning controls pertaining to the project.
- Document the stakeholder and community consultation process and identify how stakeholders can become involved in the process.

It is envisaged that up to three stakeholder briefing papers will be prepared during the Phase 1 communication process. The stakeholder briefing paper will be sent to those organisations identified in Table 4.1.

5.4 Consultation Initiatives

WOOLLAHRA COUNCIL BRIEFINGS

Regular briefings will be held with both Council officers and elected representatives to ensure that the Council has the opportunity to provide regular input into the formulation of design options for the site. The briefings will be held on a monthly basis and will be minuted and reported on as part of the consultation process.

As detailed in Section 1.8 3 briefings have been held with Woollahra Council over the past 8 months. The minutes arising from these meetings are presented in Appendix B.

STAKEHOLDER BRIEFING SESSIONS

Stakeholder briefing sessions will be held with various target audiences at integral times to ensure that these stakeholders fully understand the proposal and can address specific concerns to the specialist consultants. At this stage we envisage that briefings will be held with the following target audience groups:

- Aged Care Providers.
- Paddington Society
- Existing Scottish Hospital Staff and Residents.



The stakeholder briefing sessions will be held off site. The proposed schedule for the first stakeholder briefings is detailed below:

Families and Staff of PAC, Paddington – Thursday 6th May, 2010.

Aged Care Providers – end of May 2010. Date and time to be advised.

Paddington Society – Date and time to be advised.

It is noted that the first session for the staff and residents of the Scottish Hospital has already taken place, the second briefing is scheduled for Thursday 6th May, 2010. Consultation with this target audience will be ongoing and undertaken directly by PAC in accordance with the communication strategy detailed in Appendix C.

COMMUNITY WALKS

We propose to commence the community consultation events with a Site Open Day incorporating community walks and information displays. Our reasoning for this approach is that the site has many issues that can best be understood on the ground. These issues include:

- Site topography
- Setback distances of existing buildings
- Existing building heights
- Heritage conservation
- Landscape and significant trees
- Key pedestrian and vehicular linkages
- Important district views
- Built form and landscape relationship of surrounding development.

We propose to establish a marquee on the site as the base for these activities. Participants on the day will be encouraged to register their attendance in advance using the project email address or 1800 number.

The Site Open Day will be held on Saturday 1st May, 2010 between the hours of 9am and 5pm.

We will hold 3 guided Community Walks over the Saturday each 90 minutes in duration. These walks will be held at 10.00am and 12.30pm and 3.00pm. The walks will involve the expertise of our project architects and urban designers. Community Walks will be limited in size to 20 participants and registration will be required. Additional walks will be coordinated if demand requires. Alternatively, participants will be able to use our guided walk tour sheets and undertake the walk at their leisure.

We will also have static displays on the site for those members of the community that wish to drop in and view the project information on an informal basis. Project team members will be available to answer questions and explain the material on display.

The static displays will provide opportunities for participants to assist with the examination of the site, its built form and landscape context. Through a variety of consultation activities we will gauge community attitudes to

- Various massing options
- Building placement



- Height planes
- Critical views
- Vehicular and pedestrian connections

Local residents will also be able to register to have their properties considered for detailed view, solar access and privacy analysis during this event.

DESIGN EVALUATION WORKSHOPS

The Community Walks will be followed by design evaluation workshops. These workshops will be held on the Monday and Tuesday following the Site Open Day being the 3rd and 4th May, 2010 respectively.

The purpose of these workshop sessions are to take participants through the two master plan options for the site. Each option will present a consistent yield in terms of dwelling and bed numbers but will vary in terms of building mass, placement and site coverage. Each option will reflect the commitment by the proponent to restore and adaptively reuse the 1848 heritage building and the heritage gardens and to investigate the transfer of part of the site for incorporation into the Dillon Street Reserve by way of a voluntary planning agreement

A preferred master plan will flow from this consultation. This may be one of the master plans presented or it may be the evolution of a new master plan option that comes out of the consultation process. This master plan will then be developed by the project architects to final design documentation.

The workshops will be held off site as there is no suitable facility on the hospital grounds for this type of activity. The preferred venue for the design evaluation workshops is the Vibe Hotel in Rushcutters Bay.

We will hold 4 workshop sessions with each workshop being of two hours duration. Session times over the 3rd and 4th of May, 2010 will be 4-6pm and 7-9pm. Participants will be encouraged to register their attendance at these events.

DESIGN REVIEW WORKSHOPS

The purpose of the final design review is to present to the community the preferred design option prior to lodgement of the Environmental Assessment. The review will enable the project team to further refine the preferred master plan option and to explain to the community how concerns and ideas have been addressed in the final scheme and to view architectural perspectives and montages. The Design Review Workshops will again be held off site at the Vibe Hotel on a date to be advised at the end of June. Four workshop sessions will again be provided. Participants will be encouraged to register their attendance at these sessions.

DIRECT LIAISON

Due to the technical aspects of this project it will be necessary for specialist consultants to undertake direct liaison with various stakeholders throughout the project. Stakeholders requiring direct liaison are detailed in Table 4.1.



6.0 CALENDAR OF EVENTS

Table 6.1 details the specific tasks to be completed in delivering the State 1 and 2 Consultation Initiatives presented in the Communication Plan. A subsequent calendar of events would be prepared to manage post consent and construction communication initiatives.

The timeframe for media display advertising and press releases is detailed in Table 6.2.

**TABLE 6.1 – CALENDAR OF COMMUNICATION EVENTS
STAGE 1 – DESIGN FORMULATION AND ENVIRONMENTAL ASSESSMENT**

Communication Task	Target Date
Establish 1800 number and email address.	Completed
Establish website.	Monday 19 th April, 2010
Draft Communication Plan discussed with Officers at Woollahra Council.	Wednesday 7 th April, 2010
Draft Communication Plan submitted to NSW Department of Planning for Comment and Review	Week commencing Monday 19 th April, 2010
Distribution of newsletters within resident catchment.	Tuesday and Wednesday 20 th April, and 21 st April, 2010
Erection of Site Signage	Thursday 22 nd April, 2010
Stakeholder Briefing Paper 1 and related correspondence distributed	Week commencing Monday 19 th April, 2010
Adjoining Residents Meet and Greet by Urban Concepts	During the week commencing Monday 19 th April, 2010
Briefing to Clover Moore	Thursday 22 nd April, 2010
Briefing to the Paddington Society	To be advised.
Site Open Day and Community Walks	Saturday 1 st May, 2010
Community Design Evaluation Workshops (4 in total) 4-6m and 7-9pm Vibe hotel	Monday 3 rd May, 2010 Tuesday 4 th May, 2010
Circulation of the Draft Record of Comments to participants of the Consultation Events.	Week commencing Monday 10 th May, 2010
Circulation of the Final Record of Comments arising from the Consultation Events.	Week commencing Monday 24 th May, 2010
Write, print and distribute Community Newsletter 2	Date to be advised in June, 2010
Community Final Design Review Workshops (4 in total)	Week commencing 11th June, 2010
Community Consultation Report documenting the results of all consultation is submitted to NSW Department of Planning	Lodgement of the Environmental Assessment



TABLE 6.2 – MEDIA ADVERTISING IN THE WENTWORTH COURIER

Media Placement	Date to appear
Display Advertisement 1 Purpose: Introducing Project (Refer Appendix A).	Wednesday 31 st March, 2010
Display Advertisement 2 Purpose: promoting the Consultation Events (Refer Appendix A)	Wednesday 21 st April, 2010
Display Advertisement 3 Purpose: promoting the Consultation Events (same advertisement as No. 2)	Wednesday 28 th April, 2010
Display Advertisement 4 Purpose: Thanking community for their involvement and providing indicating of what comes next.	Wednesday 5 th May, 2010
Display Advertisement 5 Purpose: providing feedback from consultation events.	Wednesday 12 th May, 2010
Display Advertisement 6 Purpose: providing feedback on aged care model	Wednesday 19 th May, 2010
Display Advertisement 7 Purpose: providing an overview of the preferred Master Plan Solution and promoting Consultation Events.	Wednesday 9 th June, 2010
Display Advertisement 8 Purpose: promoting Consultation Events	Wednesday 16 th June, 2010
Display Advertisement 9 Purpose: providing feedback from Consultation Events	Wednesday 23 rd June, 2010
Display Advertisement 10 Purpose: advising lodgement of the EA with the NSW Department of Planning	To be advised.



Appendix A – Media Articles



Appendix B – Minutes of Meetings



Appendix C – Repute Communications Plan



Appendix D – Woollahra Council Organisational Structure



Appendix E – Newsletter and Banner