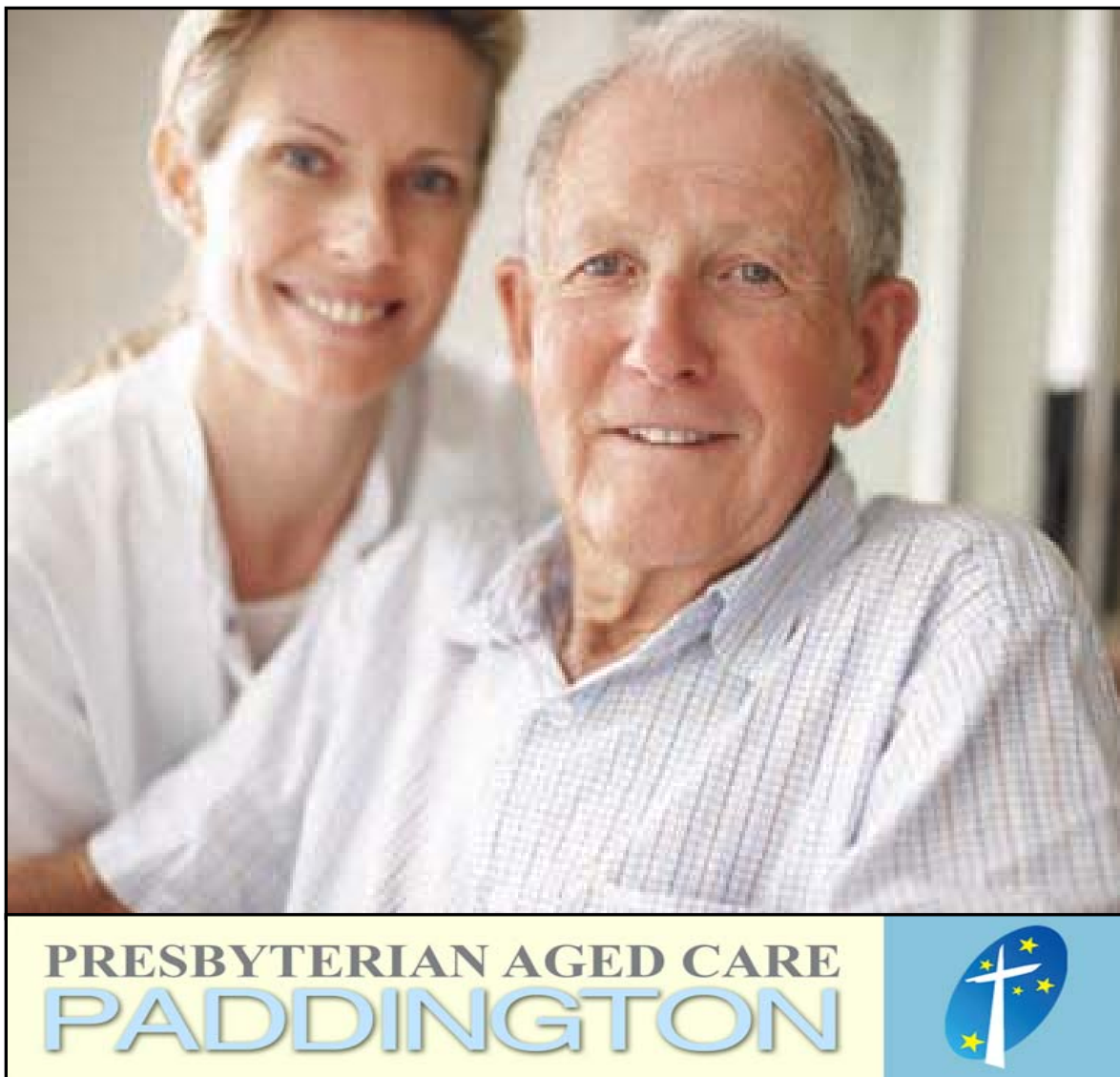




APPENDIX E – Stakeholder Briefing Paper



**REDEVELOPMENT OF THE SCOTTISH HOSPITAL SITE
No. 2 COOPER STREET, PADDINGTON**

STAKEHOLDER BRIEFING PAPER No.1

June 2010

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The information and text presented in this Stakeholder Briefing Paper has been prepared in conjunction with, and has been approved by Presbyterian Aged Care NSW & ACT.



1.0 INTRODUCTION

Presbyterian Aged Care NSW & ACT (PAC) is advancing plans for the rejuvenation and expansion of aged care services available from the Scottish Hospital Site, Paddington.

The purpose of this briefing paper is to inform your organisation about the current status of the redevelopment of the Scottish Hospital Site and to provide details about the forthcoming community and stakeholder consultation.

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 has been providing aged care and health services at the Scottish Hospital Site for over 100 years and currently operates the 88 bed aged care building on the site that provides nursing home and hostel accommodation.

With a rapidly ageing population and fewer opportunities available for older people to secure accommodation in Inner Sydney, the redevelopment of the site will greatly assist in addressing the insufficient supply of aged care accommodation across all welfare levels.

PAC seeks to develop on the site:

- 90 independent living units on the site ranging in size from 1 through to 3 bedroom apartments;
- 105 residential care beds in nursing home style accommodation with a proportion set aside for dementia patients; and
- ancillary care services to facilitate an ageing in place care model.

This briefing paper presents information about:

- the site and the analysis work that has been undertaken to fully understand its unique features and context;
- the current status of the project;
- the aged care model that has been adopted for the site;
- the design approach;
- details about the Part 3A Major Project planning process; and
- details of the community and stakeholder consultation process.

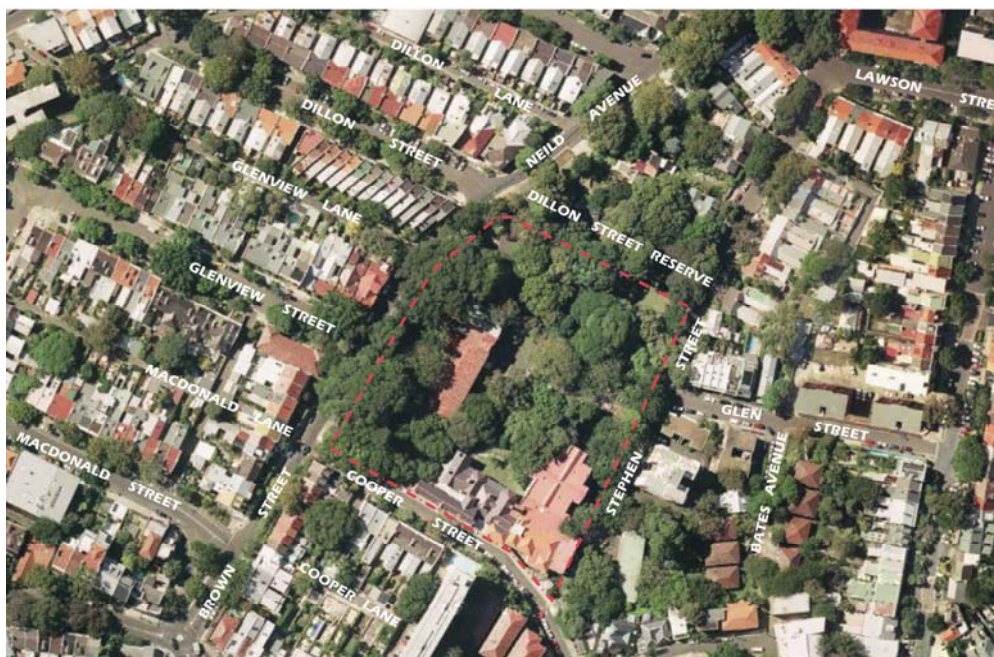


2.0 THE SITE

2.1 Location

The Scottish Hospital Site is located at No.2 Cooper Street Paddington. It has a total area of 1.45 hectares and is under the single ownership of the Presbyterian Church. The Site is bounded by Dillon Street Reserve to the North, Nield Avenue and Brown Street to the West, Cooper Street to the South and Stephen Street to the East. Refer Aerial Photograph at Figure 1.

Figure 1 – Aerial Photograph



2.2 Existing Improvements

Existing improvements on the site comprise:

- the original heritage listed 1848 Scottish Hospital Building with frontage to Cooper Street and its associated heritage gardens and terraces;
- a recent four storey extension to the Scottish Hospital Building with frontage to Stephen Street and comprising operating theatres; and
- a four storey 88 bed aged care building with frontage to Brown Street.

The aged care building is the only operational building on the site. Built in 1976 it originally accommodated 93 beds. In order to comply with the Department of Health and Ageing's building certification requirements in 2008 the number of beds in the building was reduced to 88. Accordingly, the aged care building now provides 35 high care beds and 53 low care beds. The current building will cease to be useful for aged care provision within 5-10 years. The redevelopment of the site will address this issue and enable the replacement of this facility.



PAC will ensure that the redevelopment will not result in the relocation or displacement of any of the existing residents that are housed in this building. It is intended that the project would be advanced as a staged development with the first stage of work being the construction of the new aged care building and a portion of the seniors independent living units. The existing residents would be relocated to the new building on its completion.

2.3 Site Analysis

GM Urban Design and Architecture has undertaken extensive site analysis investigations to better understand the relationship that the Scottish Hospital Site has with surrounding development. These investigations have been used to define design parameters and principles for the site and inform the formulation of two master plan options.

The findings from the site analysis investigations forms part of the information being presented to the community and interested stakeholders during the first and second stages of the community consultation process.

This body of work has enabled key characteristics of the site to be defined. These include:

- The topography of the land with a 12 metre fall from its southern frontage at Cooper Street to its northern boundary with the Dillon Street Reserve.
- The mature plantings and significant heritage trees that exist around its perimeter and on the northern and western portions. These trees define its garden character, assist to obscure existing building forms viewed from the surrounding local streets and contribute to the green canopy that characterises the Paddington landscape.
- Its rich social, built and landscape heritage significance which is reflected in its location in the Paddington Conservation Area and its heritage listings.
- The context of surrounding residential development which ranges from Victorian Terraces interspersed with residential flat buildings. The result is a streetscape context consisting of 1-3 storey terrace forms interspersed with 3 storey walk up flats and punctuated by 8 and 9 storey residential flat buildings.
- The green interface at the northern edge of the site between the Dillon Street Reserve and the established hospital gardens and the extension of this green spine through the site to the forecourt of the original 1848 hospital building.



3.0 THE CURRENT STATUS OF THE PROJECT

3.1 The Aged Care Model

PAC believes that the redevelopment of the Scottish Hospital Site is an opportunity to create an iconic development, an aged care precinct that operates both as a community in its own right and as an extension of the broader Paddington Community.

The aged care model being advanced by PAC:

- responds to current and projected strong growth in the number of older people;
- addresses the insufficient supply of accommodation and aged care services in the Inner Sydney Area;
- assists in meeting Government benchmarks for the provision of residential aged care services; and
- addresses the limited services presently available for people with severe dementia, and the financially and socially disadvantaged.

The aged care model is based on a development scenario that incorporates:

- a 105 bed residential aged care facility, providing a mix of nursing home and low hostel-level care, with a dedicated area for people with dementia and a high proportion of beds reserved for people who do not pay accommodation bonds;
- 90 seniors' independent living apartments, ranging in size from 1 bedroom through to 3 bedrooms, with dedicated gardens, community facilities, café and entertainment areas; and
- ancillary care services to facilitate an ageing in place care model.

The design brief being advanced by PAC to reflect this model specifies the following requirements.

- The need to provide for ease of mobility between each of its key components, being the aged care building, the independent living units and the ancillary service areas. Distances are to be minimised so as staff and residents do not have to travel long distances across the site or steep inclines.
- The new aged care building should cover new service areas such as dementia care, palliative care and respite care. The aged care building must respond to the specific design principles associated with each area of care.
- Each floor in the aged care building should provide accommodation for approximately 25-35 beds.
- The independent living units must be adaptable to accommodate people with a disability if required. The units need to have their own outlook, entry points and areas of private open space.
- Achieve the equivalent of a minimum four star rating under the Green Star-Healthcare v1 rating system from the Green Building Council of Australia.
- Provide facilities for the coordination of in-home community care programs to service the broader Paddington and Eastern Suburbs seniors community.



3.2 Timeline of Key Project Milestones 2002-2010

The redevelopment of the Scottish Hospital Site for aged care accommodation was first advanced by the Presbyterian Church in 2002. Below is a timeline setting out the key milestones that have been achieved to date with this project.

- 2002** In 2002, Woollahra Council granted two development consents to the Presbyterian Church (New South Wales) Property Trust for the redevelopment of the site. The first approved a 191 bed aged care facility incorporating 24 independent living units to be built on the site. The second approval involved remediation works to achieve compliance with relevant environmental legislation. The remediation consent is substantially commenced. The consent for the aged care facility lapsed in 2007.
- 2007** Changing Government policies and shifting patterns of demand for aged care accommodation caused PAC to review its strategy for the site. This review resulted in the church adopting its new aged care model for the site which is explained in Section 3.1.
- 2009** At the commencement of 2009, PAC prepared a new master plan to deliver its aged care model. The master plan provided for 90 seniors independent living units, and 105 aged care beds in a nursing home style building.
- The master plan was presented to Woollahra Council and representatives of the Paddington Society in August 2009 to obtain feedback about the new approach.
- The 2009 master plan was independently costed by WT Partnership Quantity Surveyors. It was estimated to have a capital investment value in excess of \$100 million. Legal and planning advice subsequently confirmed that the project would fall under Part 3A of the Environmental Planning and Assessment Act 1979 and would need to be progressed as a Major Project with the Minister for Planning as the Consent Authority.
- 2010 February** In February 2010, PAC advised Woollahra Council that it would lodge a Major Project Declaration and Preliminary Environmental Assessment (PEA) Application requesting the NSW Minister for Planning give consideration to progressing the development as a Major Project.
- March** On the 9th March, 2010 the NSW Minister for Planning formed the opinion that the project was a Major Project and in so doing determined that it is of State or Regional significance.



On the 22nd March, 2010 PAC presented the work that had been undertaken over the past 12 months by its multi disciplinary design team to the Councillors and council staff of Woollahra Council. This work included:

- The site analysis investigations
- The design principles that have been formulated to guide development
- Two master plan options
- The foundation for a voluntary planning agreement.

This information is contained in Section 4 of this report.

April

In accordance with the Major Project planning process the Director General of the NSW Department of Planning issued to PAC Draft Environmental Assessment Requirements. These are referred to as the Director Generals Requirements (DGR's) and they establish the key issues that the proponent must address in the formulation of its Environmental Assessment documentation. PAC is expecting the DG's requirements to be finalised in the coming weeks.

A description of the Major project planning process is presented in Section 5 of the briefing paper.

May

PAC launched its community and stakeholder consultation process to test community attitudes to the body of work that has been undertaken to date. Details of the community consultation process are provided in Section 6 of the briefing paper.

On 6th May 2010, the Director General of the NSW Department of Planning issued to PAC Final Environmental Assessment Requirements (DGR's).



4.0 THE DESIGN APPROACH

4.1 The Design Team

Working with PAC on the Scottish Hospital Project is a multi-disciplinary team with experience in architecture, aged care, urban design, landscape and heritage conservation. The key members of the design team are:

- **JPR Architects** Responsible for the overall project design. JPR is an award winning design practice that embraces the disciplines of architecture, interior design and sustainability.
- **GM Urban Design and Architecture** Responsible for the formulation of the master plan and urban design principles. The Director, Gabrielle Morrish has in the past been appointed to Government advisory positions in the fields of urban design, landscape, conservation and the formulation of master plan solutions for large and complex urban sites.
- **Conneybeare Morrison (CM+)** Responsible for the architecture of the heritage building. CM+ are well regarded heritage specialists and have been responsible for the restoration and adaptive reuse of the Kilmory and Babworth Estates in the Woollahra Local Government Area.
- **Flower and Samios** Responsible for the architecture of the aged care building. Flower and Samios are well regarded for their Residential Aged Care, Religious and Community architectural work. They were the project architects for the Montefiore Aged Care Facility in Randwick.
- **Urbis Town Planning Consultants** Urbis will oversee the Part 3A Planning process and the preparation of the Environmental Assessment Report. Urbis is a national consultancy that has built a significant reputation working with private and public sector clients.
- **NBRS + Partners** Responsible for providing heritage advice and the updating of the existing conservation plan.
- **Musecape** Musecape is a heritage consultancy specialising in the identification, assessment, management and conservation of cultural landscapes including historic gardens and parks. Musecape will be responsible for preparing specialist heritage landscape advice for incorporation into the conservation management plan.
- **Halrow MWT** Halcrow MWT is one of Australia's leading independent traffic and transport planning specialists. They will be responsible for advising on traffic and transportation management and impact analysis.



4.1 Overview - The Design Process

A two stage design process has been adopted for this project:

STAGE 1 FORMULATION OF THE PREFERRED MASTER PLAN

The first stage involves the formulation of a preferred master plan for the site. The master plan will guide the placement and form of the building components, establish appropriate design principles, guide the conservation of the heritage building and landscape elements, guide the retention of significant trees and delineate the public and private open spaces.

The key steps in stage 1 are detailed below.

Step 1 – Understanding the Site

GM Urban Design has undertaken detailed examinations to understand the special characteristics of the Scottish Hospital site and how it relates to its surroundings. These investigations have focused on important views, site topography, landscape and significant trees, heritage conservation, pedestrian and vehicle connections, building form and typology. The results of these investigations can be viewed by visiting the project website at www.pacpaddington.org.au

Step 2 – Define Urban Design Principles

The investigations undertaken in Step 1 have resulted in the formulation of urban design principles. These principles have guided the formulation of two master plan options for the site. The urban design principles identify where new buildings should be placed, the scale and form of those buildings, the role of significant trees and landscaping and how the 1848 heritage building on the site can best be conserved and restored.

Step 3 – Formulate Master Plan Options

Two master plan options have been formulated to indicate how the site could be developed. Each option responds to the urban design principles and presents a different building form and landscape solution. Both options provide for a building mass that would accommodate 90 independent units and 105 aged care beds in a nursing home style building and the restoration and adaptive reuse of the 1848 heritage building.

Step 4 – Community Consultation – Events 1 (Site Information Day and Design Evaluation Workshops)

The body of work that has been prepared in Steps 1-3 has formed the basis of the first stage in the community consultation process. Details of the Stage 1 consultation events are set out on the project website www.pacpaddington.org.au

Step 5 – Community Consultation – Event 2 (Design Evaluation Workshops)

Following receipt of community and stakeholder feedback under Step 4 noted above, the design team will formulate a preferred master plan and will present the findings thereof to the community.

Details of the consultation and how you can become involved are detailed in Section 6 of the briefing paper.



STAGE 2 FORMULATION OF THE ARCHITECTURAL DESIGN

The second stage involves working the preferred master plan up into an architectural solution. The architectural plans will form the basis of the Environmental Assessment that will be lodged with the NSW Minister for Planning in accordance with the Major Project Planning Process. The second stage will take place during July and August.

4.2 Results of Stage 1 Design Investigations

The site analysis investigations undertaken by GM Urban Design and Architecture have culminated in the formulation of three key areas of work:

- development constraints analysis
- development opportunities analysis;
- design principles

The development constraints and opportunities analysis is illustrated by Figures 2 and 3 respectively.

The design principles developed by GM Urban Design and Architecture are set out below. These principles are being tested through the community consultation process (Events 1 and 2) and refined/expanded accordingly.

- All new buildings must stay below the height of the existing tree canopy.
- New building footprints should adopt similar footprints to existing buildings.
- The placement and design of buildings should take advantage of the site's topography and the 12 metres change in natural ground level between the southern site boundary at Cooper Street and the northern site boundary at the Dillon Street Reserve.
- Significant heritage trees and existing perimeter landscaping should be retained;
- Existing views should be retained.
- The 1848 heritage building, gardens and terraces should be restore and the 1848 building adaptively reused.
- Maintain the existing main entry point to the site off Brown Street and reactivate the Stephen Street entry as secondary vehicular entry point.
- Maintain a visual connection between the restored heritage gardens, terraces and 1848 Scottish hospital building.
- Realise the potential for a land dedication to Woollahra Council to enable the expansion of the Dillon Street Reserve. This transfer of land would be executed by way of a Voluntary Planning Agreement (VPA). Details of the VPA are presented in Section 4.3.



The design principles have resulted in the formulation of two master plan options for the site.

- **Option 1** minimises building site coverage and provides for a greater area of land to be incorporated into the Dillon Street Reserve. The building envelope in this option would be below the existing tree canopy but is higher than the envelope provided under Option 2. Refer Figure 4.
- **Option 2** has a building envelope that reflects an overall reduced height compared to option 1. This is achieved by extending the building footprint at the Stephen Street frontage. While the proposal provides for an extension of the Dillon Street Reserve, the area available for transfer is not as large as is achieved by Option 1. Refer Figure 5.

Through the community consultation process PAC is testing community and stakeholder attitudes to each option. It may be that one of these options has community and stakeholder support or we may find that a new master plan solution evolves.

4.3 Voluntary Planning Agreements

A Voluntary Planning Agreement (VPA) is entered into pursuant to Sections 93F-93L of the Environmental Planning and Assessment Act 1979 (EP&AA). These provisions enable a developer and planning authority to enter into an agreement whereby the developer may do one of, or a combination of, the following:

- pay monetary contributions;
- provide land to the Council free of cost; and/or
- carry out works for a public benefit.

The potential to expand the area of the Dillon Street Reserve has been identified by the design team as both a design principle and a development opportunity. If this initiative has the support of Woollahra Council and the local community then the transfer would be executed using the VPA provisions prescribed under the EP&AA.



Figure 2 – Development Constraints Analysis Plan





Figure 4 – Master Plan Option 1





Figure 5 – Master Plan Option 2





5.0 THE MAJOR PROJECT PLANNING PROCESS

5.1 What is a Major Project?

The redevelopment of the Scottish Hospital Site has been declared a Major Project under the provisions of State Environmental Planning Policy (Major Projects) 2005 (hereafter referred to as the Major Projects SEPP).

Schedule 1 of the Major Projects SEPP details the types of development which can be considered a major project under Part 3A of the Environmental Planning and Assessment Act 1979.

This redevelopment proposal falls under Clause 13 of Schedule 1 which includes development for the purpose of residential, commercial or retail projects with a capital investment of more than \$100 million.

The proposed capital investment value of the PAC aged care proposal will exceed \$100 million and falls under the provisions of Clause 13.

5.2 The Major Project Approval Process

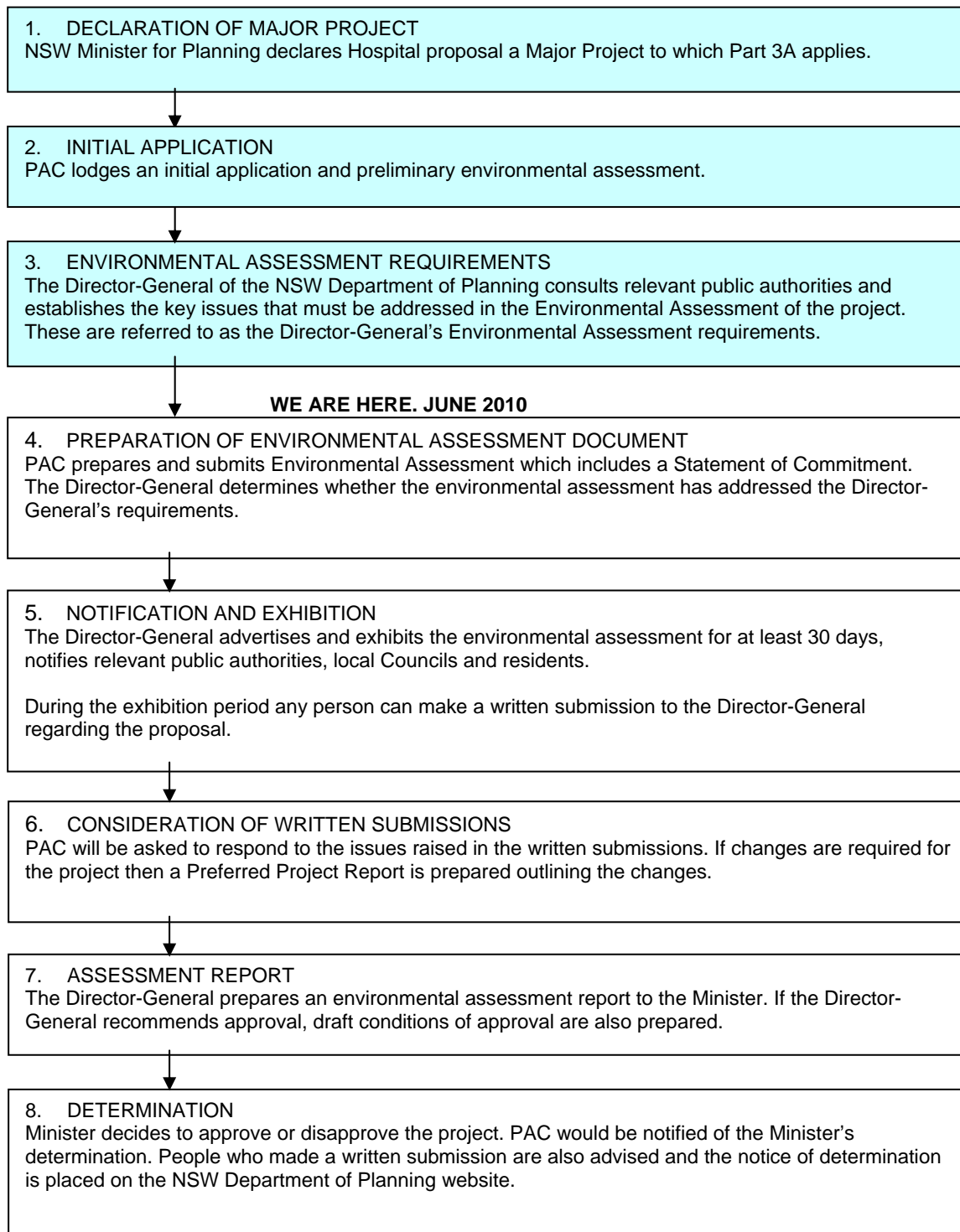
Part 3A of the Environmental Planning and Assessment Act, associated regulations and the Major Projects SEPP establish the planning process to be followed for the assessment and determination of a major project.


Further information about the process surrounding major projects can be found on the NSW Department of Planning website at www.planning.nsw.gov.au

The key steps in the Major Project planning process are detailed in Figure 6.



Figure 6 – Major Project Planning Process Flow Chart



 Indicates that this stage in the assessment process has been completed.



6.0 THE COMMUNITY CONSULTATION PROCESS

6.1 Overview

PAC is committed to working with the local community to ensure that the redevelopment of the Scottish Hospital Site is responsive to local needs.

To coincide with the design process a two stage consultation process has been adopted. Refer Figure 7. This will ensure that community feedback is obtained at key project milestones to enable our design team to respond to this feedback.

Stage 1 – Consultation initiatives were designed to obtain community feedback about:

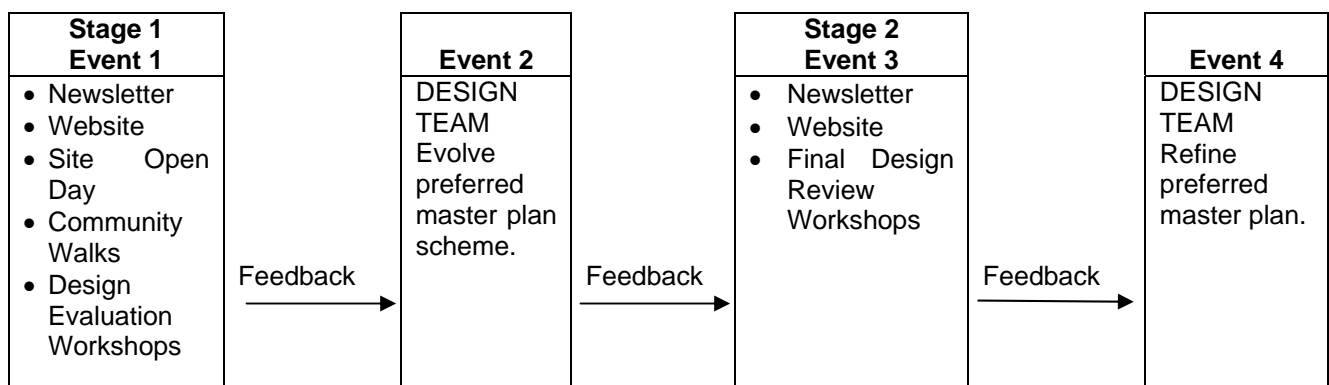
- site analysis, opportunity and constraints investigations;
- building form, landscape and heritage design principles; and
- the master plan options that have been formulated so far.

The Stage 1 consultation events included a Site Open Day on Saturday 1st May, 2010 which was attended by 86 participants. The guided community walks were held during the day with representatives of GM Urban Design providing participants with the opportunity to walk the perimeter of the Site to better understand the design approach being put forward. The Site Open Day was followed by 4 Design Evaluation Workshops which were held at the Vibe Hotel in Rushcutters Bay between 4-6pm and 7-9pm on Monday 3rd and Tuesday 4th May, 2010. The workshops attended by over 50 participants, presented the two options for discussion.

The outcomes arising from the Stage 1 consultation are being used by our design team to advance the preferred master plan option for the site.

Stage 2 Consultation initiatives will examine community attitudes to the preferred master plan option enabling it to be further refined into an architectural solution prior to its lodgment with the NSW Minister for Planning.

FIGURE 7 – COMMUNITY CONSULTATION PROCESS





6.2 How you can become involved

A range of consultation initiatives have been developed to keep the community informed about the project and to facilitate participation in the design process.

These initiatives include:

- **A Freecall 1800 number and project email address.** These will be serviced by Urban Concepts during business hours Monday through Friday. The 1800 number is 1800 708 067. The email address is feedback@pacpaddington.org.au. **The PAC Paddington website** carries information about the design and consultation process, enables you to register for consultation events and provide your feedback. The website address is www.pacpaddington.org.au
- **Community newsletters.** The first newsletter about the project was distributed to local residents by addressed mail the week commencing Monday 19th April, 2010. Copies of the newsletter are enclosed for your information. The second community newsletter is currently being prepared and will be distributed early June. We will provide further newsletters at key project milestones and to advise you of future consultation events.
- **Regular media articles** in the Wentworth Courier.
- **Community Consultation Events.** The consultation events provide the community with the opportunity to provide feedback directly to the Project Team as the design unfolds.

6.3 Up Coming Consultation Events

Details of Community Consultation Events will be published on the project website www.pacpaddington.org.au and will be advertised in the Wentworth Courier. Residents surrounding the development will also receive a newsletter and invitation to the various events. The next round of consultation events are currently being planned and will be staged prior to the commencement of the June school holidays 2010.



7.0 CONCLUSION

PAC looks forward to working with the community and integral stakeholders over the coming months to achieve an acceptable design solution for the Scottish Hospital Site.

If you would like to register to attend one of the forthcoming consultation events or would like further information about the project then please phone Belinda Barnett, Director Urban Concepts on telephone number 1800 708 067 during business hours.

If you would like to make a written submission on this project to PAC then this can be done by:

Visiting the project website at	<u>www.pacpaddington.org.au</u>
Emailing the project website at	<u>feedback@pacpaddington.org.au</u>
Mailing	PAC Paddington C/O Urban Concepts PO Box 780 North Sydney NSW 2059