

# Liverpool Health and Academic Precinct

## Consultation Plan





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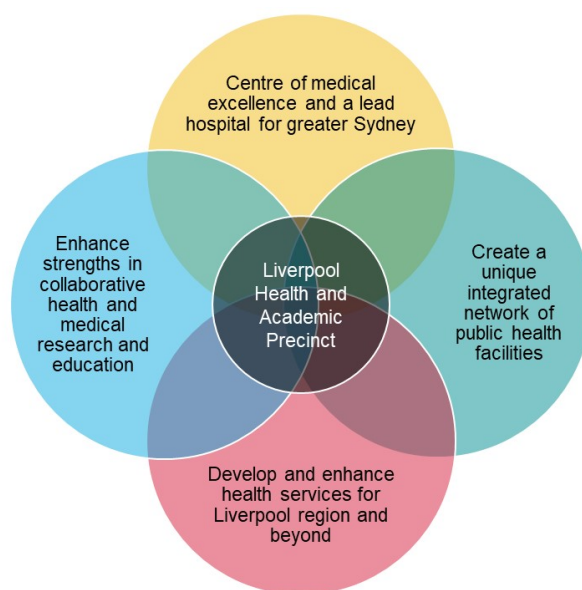
# 1 Introduction and Purpose

This document describes the stakeholder consultation for the Liverpool Health and Academic Precinct (LHAP) Main Works project. A framework was designed to capitalise on the opportunities to engage with precinct partners and deliver on the broader ambitions for the Precinct. Accordingly, it sets out the minimum elements of stakeholder engagement and communications planning which has been undertaken to date. It is underpinned by a communications plan and clear key messaging structure which, combined, will facilitate understanding and support for the project. The stakeholder engagement framework is cognisant of the related governance structure for the LHAP project, and aims to deliver key messaging to stakeholders at appropriate times in decision making processes as the project progresses.

## 2 Precinct Engagement Plan

### 2.1 Background and scope

The LHAP Project aims to build on the existing health, education, research and business offerings, and support the continued growth of the knowledge sector, economic output and jobs in Liverpool, and will facilitate the cross-fertilisation of ideas between these sectors. It will provide an anchor point to support NSW Government and Liverpool Council's aspirations for urban renewal and growth in the Liverpool area, and South Western Sydney.





## 3 Consultation

The following consultation has been undertaken to date for the Liverpool Health and Academic Precinct Main Works with the following stakeholders:

- Government Architect NSW;
- Liverpool City Council;
- Transport for NSW (TfNSW);
- Roads and Maritime Services (RMS);
- Sydney Water;
- Local Aboriginal Land Council;
- Fire and Rescue
- Liverpool Innovation Precinct;
- School Infrastructure NSW;
- Hospital user groups; and
- The local community.

The following sections provide details of consultation undertaken with the above stakeholders.

### 3.1 Government Architect NSW

Health Infrastructure (HI) presented the LHAP Main Works Master Plan to the Government Architect's Office on 4 September 2019. Refer to Appendix A for notes on meeting 1.

A follow up meeting to present the LHAP Main Works proposal to the Government Architect's Office was held on 23 October 2019. Refer to Appendix B for notes from meeting 2.

Meeting 3 consisted of a follow up presentation to the Government Architects Office on 4 December 2019. Refer to Appendix C for notes from meeting 3.

### 3.2 Liverpool City Council

A number of meetings have been undertaken with Liverpool City Council (LCC) in relation to the project. The table below provides a summary of the meetings held.

Date	Consultation	Summary of Meeting	Feedback	Project Response
30/04/2019	Meeting with Liverpool City Council	Overview of the draft Liverpool Council Public Domain Masterplan.	Generally supportive on the masterplan.	NA
18/10/2019	Meeting with Liverpool City Council	A presentation of LHAP Main Works was provided.	<ul style="list-style-type: none"><li>- Council generally supportive of the redevelopment</li><li>- Council requested the project to review the impact on trees on Campbell Street and palms at the main entrance.</li><li>- Council requested a</li></ul>	<ul style="list-style-type: none"><li>- Project documentation updated to note a number of palms to be retained. Justification for the removal of the gum trees.</li><li>- Separate meeting was organised with council to address public domain</li></ul>



			separate meeting to discuss their public domain and interface with the hospital landscaping. - A separate meeting to be organised to discuss traffic and shares zones on Campbell Street. - Council requires more details on the shared zone for the drop off area in Stage 2.	and traffic.  - The project developed the shared zone design and presented in the following meeting with council.
06/12/2019	Meeting with Liverpool City Council	Meeting held to address Public Domain / Landscaping.	Council would like to review tree removal plans and more information on traffic studies requested.	Project reviewed the possibility to remove the gum trees, however it was not possible due to the clinical space required within the IPU towers. Presented in the follow up council meeting on 05/03/20.
05/03/2020	Meeting with Liverpool City Council	Meeting to present latest Traffic and Public Domain Design.	- Council requested the project consider appropriate signage. - Council noted that the gum trees previously raised can be removed. Recommended to replace these with Brush Box species.	- Wayfinding consultant is engaged and will assist with signage as part of DD and Design Finalisation.  - Project updated drawings to consider Brush Box species.
09/03/2020	Meeting with Liverpool City Council Councillors	Meeting to present the design to LCC councillors.	Councillors generally supportive of the masterplan however requested an additional meeting with the technical team.	Project organised a technical presentation to the councillors.
31/03/2020	Follow up meeting with Liverpool City Council Councillors	Follow up meeting with LCC councillors to discuss traffic and architecture.	Councillors and the Project Team undertook a Q&A session in the meeting. No further action.	NA

### 3.3 Transport for NSW (TfNSW)

A number of meetings have been undertaken with Transport for NSW in relation to the project. The table below provides a summary of the meetings held.

Date	Consultation	Summary of Meeting	Feedback	Project Response
12/2018	Meeting with TfNSW- Roads	LHAP Briefing	General briefing.	NA
22/03/2019	Meeting with TfNSW- Rail	Pre-DA Meeting was held with Sydney Train Reps to discuss LHAP Construction Adjacent Rail Corridor.	General outline of the project.	NA



27/06/2019	Meeting with TfNSW-Strategy	Meeting was held to discuss overall project. HI provided an update on planning for the Liverpool Health and Academic Precinct. Transport for NSW to provide a briefing on Transport Planning for the broader Liverpool region.	TfNSW requested for information on program. However, generally supportive of the development.	The project issued a summary of the program and scope of works. No further feedback was received.
05/08/2019	Meeting with TfNSW-Strategy	Liverpool transport workshop of Strategy & Implementation Presentation from TfNSW on the strategy of transportation	General TfNSW collaboration on wider precinct transport strategy.	NA
03/09/2019	Meeting with TfNSW-Strategy	Liverpool Collaboration Area	Comments on draft strategy presented 1. Noted Elizabeth St would not be a good location for a bus route due to emergency department 2. The importance of Campbell and Goulburn Streets as pedestrian-friendly zones, ideally free of non-hospital vehicular traffic. This could then link Liverpool and Warwick Farm train stations with a continuous pedestrian pathway.	Project includes a shared zone on Campbell Street. Pedestrian friendly zones for Goulburn Street can be achieved however the project is limited to the footprint of the Hospital.
30/10/2019	Meeting with TfNSW-Roads	Liverpool Hospital road works adjacent rail corridor consultation	TfNSW will liaise with Sydney Buses	NA
25/11/2019	Meeting with TfNSW & SI	SI provided an update on their redevelopment plans with a focus on end state and potential masterplan options for the road / transport network immediately around the site.		NA

### 3.4 Service Providers

The project team has liaised with relevant service providers to discuss requirements for the LHAP Main Works.

#### Electrical - Endeavour Energy

As part of the Civil Infrastructure Works, the LHAP team have coordinated the existing and proposed site electrical loads with Endeavour Energy to ascertain where the new electrical load will be supplied from. The LHAP HV level 3 team has lodged a "Technical Enquiry" with Endeavour Energy and received advice on the current arrangement.

The LHAP Level 3 design team are currently working with the Civil infrastructure Works contractor to complete the "Method of supply offer" and acquire the design information package from Endeavour Energy which will then



be used to complete the Level 3 Designs for their approval. This work will all form part of the Civil Infrastructure Works being carried out prior to the Main Works.

### **Sydney Water**

The project team submitted a Section 73 Feasibility to Sydney Water on 7 May 2018 for the assessment of the capacity of their water main and advise if any potential upgrades are required.

Additionally, multiple pressure and flow enquiries have been submitted to assess the capacity in the system.

Sydney Water responded to the Section 73 Feasibility on 19 October 2018 and advised that there is adequate capacity in the 300mm water main for connection.

### **3.5 Local Aboriginal Community**

The hospital held meetings with the Gandangara Local Aboriginal Land Council (Gandangara LALC) on 14 June 2019 and 27 November 2018. A brief outlining the LHAP redevelopment progress was also issued to Gandangara LALC in February 2019.

The project team held an archaeological survey of the LHAP project area with the Gandangara LALC on 25 November 2019.

As part of the Aboriginal Cultural Heritage Assessment process, Aboriginal stakeholders were provided with information about the proposal and the cultural heritage assessment process, including the methodology for collecting information on cultural heritage significance.

Responses were received from Murra Bidgee Mullangari Aboriginal Corporation, A1 Indigenous Services, Gandangara LALC, Darug Custodian Aboriginal Corporation, Kamilaroi Yankuntjatjara Working Group (Phil Khan), Darug Aboriginal Land Care (Des Dyer), and Kawul Cultural Services. All responses received were supportive of the proposed ACHAR methodology.

### **3.6 Fire and Rescue**

The Project Team has met with Fire Brigade 25 September 2019 and provided a presentation of FEBQ Requirements and discussion of fire issues.

A meeting was held with NSW Fire and Rescue on 3 March 2020 to discuss the impact of works on current certifications.

### **3.7 Liverpool Innovation Precinct**

The Project Team has provided high level project update to the Liverpool Innovation Precinct on 14 August 2019.



### 3.8 School Infrastructure, Liverpool Girls High School and Liverpool Boys High School

A number of meetings have been undertaken with School Infrastructure in relation to the LHAP and Liverpool Education Precinct (LEP) projects. Consultation has also been undertaken with Liverpool Girls and Boys High Schools which are adjacent to LHAP. The table below provides a summary of the meetings held.

Date	Consultation	Summary of Meeting	Feedback	Project Response
19/09/2019	Meeting with Liverpool Education Precinct	Project overview and indicative timing have been provided to Schools Reps. Met for discussion of the opportunities to collaborate in relation to infrastructure / services.	Generally Positive	NA
30/10/2019	Meeting with SINSW	Meeting has been held to discuss masterplans, highlight any overlapping concerns regarding traffic flow, and potential closure of Campbell St.	Further consideration to be given to the closure of Campbell Street.	Project have considered the design of the Shared Way on Campbell Street. The revised design will allow buses routes to continue on Campbell Street.
25/11/2019	Meeting with SINSW and TfNSW	Meeting discussed future masterplanning opportunities for the precincts. These opportunities reviewed scope beyond the current project scope.	Both parties agreed the masterplan would be beneficial on future LHAP/LEP collaboration.	NA
06/11/2019	Consultation with Liverpool Boys High School	Meeting has been held to provide a general overview of the project.	Generally Positive	NA
15/11/2019	Consultation with Liverpool Girls High School	Meeting has been held to provide a general overview of the project.	Generally Positive.	NA

### 3.9 Hospital User Groups

The Project Team has completed an average of three rounds of Feasibility Project User Groups (PUGs), covering Models of Care and producing Schedules of Accommodation. This was followed by a further 3 rounds of Schematic Design PUG consultation. Meetings focus on the individual needs of specific departments such as Emergency and Inpatient Units and are supported by broader consultation groups which focus on Overarching Principles, Engineering Services and Back of House servicing. The PUGs were held between July 2018 and February 2020. PUG attendees included clinical and support staff, as well as community advocates to establish a broad range of experiences and viewpoints in to the development of the Schematic Design.





### 3.10 Local Community

The wider community has been engaged throughout the project as summarised in the table below:

Date	Communication Vehicle	Target Audience	Objective
Ongoing	SWSLHD website	Community Liverpool Hospital staff	Information is provided on the project and an online registration form for community participation is available.
Ongoing	Media Releases	Community	Media releases are provided to communicate branding and awareness, generating positive news stories and increase community participation in the project
Ongoing	LHAP Project website	Community Liverpool Hospital staff	Provide project updates and news Promote benefits of the redevelopment Provide avenues for more information
Ongoing	Hospital TV, wayfinding and pull-up banner advertisements	Community Liverpool Hospital staff	Building brand and awareness Provide avenues for more information
Ongoing	Flyer	Community Liverpool Hospital staff	Building brand and awareness Promote benefits of the redevelopment Provide avenues for more information
Ongoing	Information stands, display stand, conferences	Community Specialised groups Liverpool Hospital staff	Building brand and awareness. Promote benefits of the redevelopment Provide avenues for more information
Ongoing	Neighbour notifications / letters	Neighbouring community	Provide project updates and news Promote benefits of the redevelopment Provide avenues for more information
Ongoing	Information sheets	Community Liverpool Hospital staff	Provide project news around works packages
Monthly	Presentations to senior leaders forum at the Liverpool Facility	Senior management at the Liverpool Facility	Provide project updates and news Promote benefits of the redevelopment Provide avenues for more information
Ongoing	Presentations to district Chief Executive, SWSLHD	Chief Executive, SWSLHD	Provide project updates on milestones/stages
Monthly	Monthly newsletters	Community Liverpool Hospital staff	Provide project updates and news Promote benefits of the redevelopment Provide avenues for more information
Weekly	Social Media: Facebook	Community Liverpool Hospital staff	Provide project updates and news of the week Promote benefits of the redevelopment Provide avenues for more information



Scheduled September or October 2020	Liverpool City Council briefing	New LCC Councillors	Provide project updates and news Promote benefits of the redevelopment Provide avenues for more information
Scheduled 4 June 2020	Research showcase – William Inglis	Community Liverpool Hospital staff	Provide project updates and news Promote benefits of the redevelopment Provide avenues for more information
Scheduled 3 June 2020	Research showcase – William Inglis	Community Liverpool Hospital staff	Provide project updates and news Promote benefits of the redevelopment Provide avenues for more information
Scheduled 30 Mar 2020	United Hospital Auxiliary Regional Conference	Hospital auxiliary and volunteer community	Provide project updates and news Promote benefits of the redevelopment Provide avenues for more information
Scheduled Mar/Apr 2020	Community information session to be held at Liverpool Hospital	Local community Newsletter subscribers Facebook followers	Provide project updates and news Promote benefits of the redevelopment Provide avenues for more information
Scheduled 10 March 2020	Consultation with All Saints Catholic College regarding LHAP Redevelopment	Principal, All Saints Catholic College Liverpool	Project briefing to Principal and potential school stakeholders
20 Feb 2020	Update on redevelopment - Volunteers meeting	Hospital volunteer coordinators	Update on the LHAP redevelopment and communications going forward
22 Jan 2020	Presentation to Eastern Campus staff and stakeholders	Eastern Campus staff and stakeholders	Provide project updates and news Promote benefits of the redevelopment Provide avenues for more information
9 Jan 2020	Hospital child care centre meeting	Redevelopment Director and Director of child care centre	Update on infrastructure works including removal of hazardous materials
Dec 2019	Liaison with outpatient managers to distribute information sheets to patients with appointments	Outpatient community	Provide project updates and news Promote benefits of the redevelopment Provide avenues for more information
27 Nov 2019	Presentation to Community and Consumer Representatives	Community and Consumer Representatives Janet Harrison	Update on the LHAP redevelopment, consultation of map for communications
22 Oct 2019	Presentation to CCP Representatives	Community and Consumer Participation group	Provide project updates and news Promote benefits of the redevelopment Provide avenues for more information



16 Oct 2019	National Carers Week display stand	Community Liverpool Hospital staff	Provide project updates and news Promote benefits of the redevelopment Provide avenues for more information
25 Sep 2019	PUG Community Representatives Orientation presentation	PUG Meeting members	PUG orientation for consumer and community representatives
20 Sep 2019	Consumer and Community Participation Conference	Community Liverpool Hospital staff	Provide project updates and news Promote benefits of the redevelopment Provide avenues for more information
Sep 2019	Preventative Health consultation meeting	Preventative Health staff	Provide project updates and news Promote benefits of the redevelopment Provide avenues for more information
26 Jun 2019	Call out to CALD community group	Community Liverpool Hospital staff	Provide project updates and news Promote benefits of the redevelopment Provide avenues for more information
6 Jun 2019	Health Beyond – research showcase	Community Liverpool Hospital staff	Provide project updates and news Promote benefits of the redevelopment Provide avenues for more information
22 May 2019	Library Information Week	Community Liverpool Hospital staff	Provide project updates and news Promote benefits of the redevelopment Provide avenues for more information
29 Apr 2019	Hospital Information Stand	Community Liverpool Hospital staff	Provide project updates and news Promote benefits of the redevelopment Provide avenues for more information
1 Apr 2019	Hospital Information Stand	Community Liverpool Hospital staff	Provide project updates and news Promote benefits of the redevelopment Provide avenues for more information
27 Mar 2019	Open Community Meeting	Community Project User Group (PUG) participation	Provide project updates and news Promote benefits of the redevelopment Provide avenues for more information
25 Feb 2019	Hospital Information Stand	Community Liverpool Hospital staff	Provide project updates and news Promote benefits of the redevelopment Provide avenues for more information



20 Feb 2019	Open Community Meeting	Community Liverpool Hospital staff	Provide project updates and news Promote benefits of the redevelopment Provide avenues for more information
16 Nov 2018	National Health Innovation Precinct Conference	Health industry stakeholders Innovation industry stakeholders	Provide project updates and news Promote benefits of the redevelopment Provide avenues for more information
7 Nov 2018	Open day stall for Ministers visit	Community Liverpool Hospital staff	Provide project updates and news Promote benefits of the redevelopment Provide avenues for more information



## Appendix A

## Shamma Hasan

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**From:** Carol Marra <Carol.Marra@planning.nsw.gov.au>  
**Sent:** Tuesday, 17 September 2019 4:39 PM  
**To:** John Coffey (Health Infrastructure); Laine Simpson (Health Infrastructure); Rachel Mitchell (Health Infrastructure); RodP@fitzpatrickpartners.com; BrianC@fitzpatrickpartners.com  
**Cc:** Rory Toomey; Emma Kirkman  
**Subject:** Liverpool Hospital carpark - GANSW advice

Dear all,

Thank you for the opportunity to review the design for this project at an early stage. Below is a summary of the main points raised at the meeting:

Generally the design and approach to the project is supported, in particular:

- Concept and staging masterplan
- Clarity of movement diagram and connections to surrounding context
- Integration of wayfinding and landscaping

The following commentary provides advice and recommendations for the project:

- Provide further detail of and illustrate the relationship between the carpark and the school open space to the north;
- The façades of the building present an opportunity for incorporation of an architectural artwork. Recommendation is made to engage in consultation with an Indigenous artist to inform the architectural solution;
- Illustrate the proposed pedestrian journey from the carpark to existing and future hospital facilities;
- Integrate weather protection for accessible parking spaces located at ground level.

The advice above should be incorporated into the EIS submission.  
Please contact me with any questions.

Regards

**Carol Marra**  
Senior Design Advisor

**GOVERNMENT  
ARCHITECT  
NEW SOUTH WALES**

**Government Architect NSW**  
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[governmentarchitect.nsw.gov.au](http://governmentarchitect.nsw.gov.au)





## Appendix B

29.10.2019

John Coffey,  
Senior Project Director, HI

Via email –  
[john.coffey@health.nsw.gov.au](mailto:john.coffey@health.nsw.gov.au)

PROJECT: Liverpool Health and Academic Precinct  
RE: SDRP SESSION 42 – 23.10.19 (first review)

Dear John,

Thank you for the opportunity to review the above project at an early stage at the SDRP session held on 23.10.19.

The masterplan analysis and rationale of the project are generally supported, in particular:

- Creation of public landscaped open spaces including retention of existing significant trees;
- Creation of the internal street as the principal organising element of the ISB;
- Improvements to vehicle circulation and wayfinding, including traffic calming strategies;
- Comprehensive traffic study currently underway;

The following commentary provides advice and the matters raised should be discussed at the next SDRP:

- Reinforce the idea of the landscape as driver of the masterplan by giving prominence to and privileging the proposed open spaces;
- The main open space north of the Caroline Chisholm building should be further developed with a larger landscape footprint, minimising drop-off areas and hard paving. Creation and maintenance of this open space is strongly recommended to futureproof the site in the context of future development envisioned to the east of the Caroline Chisholm building.
- Further develop the creation of a significant landscaped link between the hospital entry and the visitor carpark structure, privileging pedestrian amenity along this link;
- Tower elements should incorporate permeability and transparency to the facades, sunshading and façade treatments to respond to orientation, and treatment of the plant level to reduce the bulk and scale. Consider the inclusion of balconies / breakout spaces in the IPU's that can contribute to patient amenity, improve tower façade articulation and allow for overlooking to and activation of the streets;
- Confirm the provision of street trees, awnings and other treatments along Goulburn St to improve the public domain and break down the scale of the built forms;



- Clarify the extent and location of internal courtyards at podium level including landscape treatments;
- Explore how a narrative of health and healing specific to the community can be expressed through the built and landscaped environment;
- Clarify cycle routes including connection to both train stations and within the hospital campus;
- Illustrate the relationship of hospital to other buildings / sites being part of the LIP.

Please refer to the design package requirements form for information on materials to be provided at the next SDRP.

Please contact GANSW Design Advisor, Carol Marra (Carol.Marra@planning.nsw.gov.au), if you have any queries regarding this advice.

Sincerely,



Emma Kirkman  
Principal Design Review  
Chair, SDRP

CC	
NSW SDRP Panel members	Diane Jones, Mark Tyrrell, Russell Olsson (Council nom), Emma Kirkman (Chair – GANSW)
GANSW Design Advisor	Carol Marra
DPIE	David Gibson
HI	John Coffey, Rachel Mitchell, Josh Scharfegger
Fitzpatrick + Partners	Rod Pindar, Brian Cunningham



## Appendix C

10.12.2019

John Coffey,  
Senior Project Director, HI

Via email –  
[john.coffey@health.nsw.gov.au](mailto:john.coffey@health.nsw.gov.au)

PROJECT: Liverpool Health and Academic Precinct  
RE: SDRP SESSION 45 – 04.12.19 (second review)

Dear John,

Thank you for the opportunity to review the above project at the SDRP session held on 04.12.19.

The team's presentation clearly identified issues that have been addressed and issues that remain outstanding. The presentation by the Landscape Architects is appreciated as it helped in the understanding of the project.

The following commentary provides advice and the matters raised should be discussed at the next SDRP:

#### Landscape

- The focus on landscape as a restorative element in the health precinct is commended and should be prioritised. Further detail should be provided on the proportion of soft to hard landscape, noting a metric of 70% soft to 30% hard landscape was targeted.
- While the inclusion of an Indigenous Courtyard is important it is only a singular gesture of how the landscape can incorporate Aboriginal Cultural Heritage into the broad context of the project. Provide details of how the connection to Country will be made evident throughout the hospital campus: for example, using landscape, materials, plant selection, art installations/murals, naming, wayfinding devices, paving, colour, texture and so on.
- Illustrate the link between the hospital entries and the visitor carpark structure, indicating landscaping and pedestrian amenity along this link, including shading appropriate to orientation and separation of pedestrians from vehicular traffic.
- Investigate the consolidation of landscape areas north of the Caroline Chisholm building, including level access to lawns and clear circulation pathways minimised to privilege the landscape areas
- The drop-off zone in the Forbes St courtyard should be minimised as far as possible to increase usable open space.
- Access should be provided to rooftop courtyards for staff and/or patients and/or visitors.
- Investigate a more organic approach to the organisation of the landscape which could act as a counterpoint to the regular vertical patterns of the built forms.

- Clarify how the various public landscape areas will accommodate different cultural groups with sufficient space and amenity, noting open and landscaped spaces will be used for respite by staff, patients, visitors and the general public.

#### Buildings

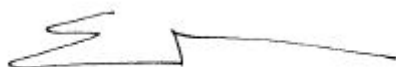
- Tower elements should incorporate permeability and transparency to the facades, sunshading and façade treatments to respond to orientation, and treatment of the plant level to reduce the bulk and scale. Consider the inclusion of balconies / breakout spaces in the IPUs that can contribute to patient amenity, improve tower façade articulation and allow for overlooking to and activation of the streets.
- The podium requires further refinement to clearly differentiate its scale, materiality and articulation from the tower elements.
- Investigate the introduction of horizontal elements at podium level to provide relief from the vertical treatment of tower facades.
- The window boxes along the podium are a useful articulation device but require further development to provide deeper brick reveals and appropriate shading to glazed areas. The use of obscure or black glass is not supported.
- The use of brickwork in general is supported but requires further refinement in its application to integrate with the overall architectural expression of the buildings rather than as an applied surface treatment.
- Provide information relating to sustainability and ESD strategies including how these strategies have informed the design of built forms and façade treatments. Include targets for energy and water efficiency and demonstrate how these have been met.
- Clarify cycle routes including connection to both train stations and within the hospital campus.
- Illustrate the relationship of hospital to other buildings / sites being part of the LIP.

Please refer to the design package requirements form for information on materials to be provided at the next SDRP. Materials provided should also include:

- 3D views to illustrate internal amenity.
- Details of consultation with SINSW and Liverpool Council and agreed initiatives to achieve integrated public benefits.

Please contact GANSW Design Advisor, Carol Marra (Carol.Marra@planning.nsw.gov.au), if you have any queries regarding this advice.

Sincerely,



Emma Kirkman  
Principal Design Review  
Chair, SDRP

CC	
NSW SDRP Panel members	Diane Jones, Russell Olsson (Council nom), Emma Kirkman (Chair – GANSW)
GANSW Design Advisor	Carol Marra
DPIE	David Gibson, Megan Fu
HI	Rachel Mitchell, Josh Scharfegger
Fitzpatrick + Partners	Rod Pindar
Clouston Associates	Martin O'Dea, Crosbie Lorimer



JOHNSTAFF

