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## Executive Summary

This Community Needs Analysis and Social Strategy has been prepared to support the Planning Proposal that seeks to amend the Manly Local Environmental Plan to permit additional permitted uses at the former Manly Hospital site at 150 Darley Road, Manly. The Planning Proposal is intended to enable the redevelopment of the site as a health and wellbeing precinct.

This report will also inform the future master plan (site-specific DCP) for the site, including the proposed provision of open space and social (including health) infrastructure to support the future resident and workforce community, as well as the broader local, district and regional community of the Northern Beaches LGA.

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### Background and site context

The former Manly Hospital was closed in late 2018, and all patients and services were relocated to the newly built Northern Beaches Hospital.

NSW Health, Property NSW, and other stakeholders in the health services sector have worked collaboratively over a number of years to determine suitable future uses on the site, to serve the health and wellbeing needs of the community at a district and regional level. The site was subsequently identified for redevelopment as a destination health and wellbeing precinct.

The following range of uses are currently envisaged:

- Adolescent and young adult hospice – as a key priority;
- Health and wellbeing uses, such as complementary and ancillary health services;
- Seniors living accommodation;
- Retail and personal services;
- Food and beverage (F&B) uses;
- Education and training facilities;
- Open space and civic domain enhancements, including pedestrian walkways, civic spaces, and semi-public courtyard spaces.

The proposal seeks to retain and adaptively reuse a number of existing heritage buildings and elements on the site.

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### Purpose and scope of this analysis

The community needs analysis considers the demand for social infrastructure arising from the redevelopment of the site, as well as the likely demand for health and social infrastructure to be delivered on this site as part of a future health and wellbeing precinct serving local, district and regional communities of the Northern Beaches. This is in the context of existing social infrastructure supply and demand in the locality, the Northern Beaches LGA and the broader North Sydney Local Health District.

The community needs analysis has considered:

- The local social context for the proposed development, including:
  - Community profile of the site and locality – current and forecast
  - Current local social (including health) infrastructure supply
  - Policy drivers – state and local, including community health and wellbeing drivers
  - Outcomes of consultation activities undertaken to date relevant to the proposal.

- Evidence of community needs for social infrastructure, including:
  - Key findings arising from the local social context analysis
  - Outcomes of community needs analyses undertaken by other agencies, including NSW Health, and consultation with social services providers who have participated in a market sounding exercise to inform the redevelopment plan.

Outcomes of the community needs analysis have informed preparation of a Social Strategy for the site, which sets out strategic directions for the proposed redevelopment. This is intended to guide the planning proposal and future master plan (site-specific DCP) by crystallising and communicating the key social sustainability outcomes to be delivered through the redevelopment:

- Deliver a destinational health and wellbeing precinct to support quality of life in the Northern Beaches
- Deliver contemporary aged care facilities, well-connected with health services, to support population growth in the Northern Beaches
- Provide welcoming and accessible open spaces for visitors, workers and residents.

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### **Social context for the proposed redevelopment**

A review of the social context for the development – including an analysis of the current and forecast community profile, health profile and current social infrastructure networks – highlighted the following key findings:

- Northern Beaches LGA is forecast to grow modestly but steadily to 2036. The community is also ageing, with a higher median age and higher share of residents aged over 60 years compared with the Greater Sydney average.
- Many residents of the Northern Sydney Primary Health Network (SNHN), where the site is located, display better than average health outcomes and health behaviours, including relatively low incidence of smoking, obesity and psychological distress. Numbers of residents living with a disability is also lower than the NSW average.
- The site is located beyond walking distance of Manly Town Centre, where the majority of publicly accessible community facilities and active open spaces in the broader area are located. While the site is located close to schools, tertiary education, and heritage facilities, these facilities are not easily publicly accessible and are therefore not meeting broader community needs.
- Northern Beaches Council has undertaken social infrastructure analysis to inform the development of strategic directions for the area. This analysis has highlighted:
  - Council is seeking to concentrate social infrastructure within Manly Town Centre, to enhance its accessibility and utilisation and increase opportunities for these spaces to be programmed as a network, and
  - While residents of the LGA have adequate access to bushland and coastal areas, there is a forecast shortfall in access to sportsgrounds and urban parks over the next 20 years.

Future development on the former Manly Hospital site will need to reflect its social context.

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## Strategic policy context and drivers

A review of relevant state and local policies relevant to the proposed development has identified the following key health infrastructure and social infrastructure drivers for the site:

- It is a state and local priority to deliver healthy, safe and inclusive places for people of all ages and abilities to support active, resilient and socially connected communities across the North District of Greater Sydney, where the site is located. Placemaking will play an important role in developing activated and vibrant spaces where people can come together.
- To meet the needs of a growing and diversifying population across the North District of Greater Sydney, where the site is located, new and expanded social infrastructure is required, including community facilities, open space and recreation opportunities. The Greater Sydney Commission has identified that the use of available public land should be optimised for delivery of social infrastructure.
- More broadly, there is an identified need for new and expanded health infrastructure to support the growing and changing health and wellbeing needs of the NSW population. Meeting the health needs of an ageing and growing population will be the key challenges faced the health industry. Improving the suite of existing health infrastructure as well as the provision for new health infrastructure is a priority and should be designed for future-needs, the support for search and innovation, adaptability, and integration with other agencies.

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## Community and stakeholder perspectives

The review of stakeholder and community engagement outcomes to date highlights the following considerations for the proposed development:

- Strong community and stakeholder support for health and wellbeing uses at the site, including support for specialised mental health services and community health services accessible to the broader community. Services and facilities at the site will need to meet community needs and deliver tangible community benefit.
- Valued community connection to the natural and built heritage of the site, including support for adaptive reuse of some buildings, and showcasing the views and natural landscape of the site.
- Resistance to the use of the site for private or long-term residential uses, and strong community views that the site should not be sold to private developers who will not necessarily deliver strong community benefit.
- Desire for opportunities to connect to the natural landscape surrounding the site, including via walking paths and connections to surrounding parks.

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## Community needs analysis – key findings

A review of community needs analysis undertaken to date highlights the following key insights regarding the community needs that can be met through the development of this site.

- A health and wellbeing precinct is appropriate to this site, and there is significant appetite amongst relevant stakeholders to redevelop the site for these uses due to its scale, location and amenity. The precise mix of uses is largely dependent on market demand. Due to the site's proximity to Northern Beaches Hospital, which provides acute health care services, this site is considered more appropriate for non-acute health services, and wellbeing related uses.
- While analysis by NSW Health indicates that Northern Beaches is relatively well-served for aged care in comparison to other parts of Sydney and NSW, the market sounding exercise has indicated that aged care or seniors living accommodation is required on the site to support the overall viability of the health and wellbeing precinct. The population of the Northern Beaches LGA is older than the Greater Sydney average, and this ageing community may drive increased demand for aged care services in the area – where residents can age in place and remain connected to their communities.
- An increase in the number of workers, visitors and residents on the site is likely to generate increased demand for access to social infrastructure, in particular, open space on the site that can also be accessed by the broader community surrounding the site – for relaxation, physical activity and social interaction. While an increased residential population on the site will require access to local community facilities, these facilities can be accessed in the Manly Town Centre, which is a 13-minute walk or short bus ride from the site.

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### **Social strategy directions to guide the proposal and future master plan**

Based on the above analysis, social strategy directions were developed to clearly articulating the social benefits of the rezoning and redevelopment of the former Manly Hospital site, and to identify and embed positive social outcomes that can be delivered through the project.

The following social strategy directions have been developed through a review of the strategic policy and local social context for the development, outcomes of community and stakeholder engagement to date and the Community Needs Analysis undertaken for this project:

- Deliver a destination health and wellbeing precinct to support quality of life in the Northern Beaches;
- Deliver contemporary aged care facilities, well-connected with health services, to support population growth in the Northern Beaches,
- Provide welcoming and accessible open spaces for visitors, workers and residents that connect to the natural landscape; and
- Strengthen and enhance sense of place through adaptive reuse of site heritage.



## 1.0 Introduction

This community needs analysis has been prepared to support the Planning Proposal seeking to amend the Manly Local Environmental Plan to permit additional permitted uses at the former Manly Hospital site at 150 Darley Road, Manly.

The report considers the demand for social infrastructure arising from the redevelopment of the site, as well as the likely demand for health and social infrastructure to be delivered on this site as part of a future health and wellbeing precinct in the Northern Beaches. This is in the context of existing social infrastructure supply and demand in the locality, Northern Beaches LGA and broader health district.

### 1.1 Purpose of this report

The purpose of this report is to provide a contextual analysis and insights in relation to meeting community needs for social and health infrastructure as part of the Manly Hospital redevelopment.

It is intended to assist in informing the planning proposal and future master plan (site-specific DCP), including the proposed provision of open space and social infrastructure – including health infrastructure – to support the future resident and workforce population of the site, as well as the broader local, district and regional community.

The community needs analysis has considered:

- The local social context for the proposed development, including:
  - Community profile of the site and locality – current and forecast
  - Local social infrastructure context
  - Policy context – state and local, including community health and wellbeing drivers
  - Outcomes of consultation activities undertaken to date.
- Evidence of community needs for social infrastructure, including:
  - Key findings arising from the local social context analysis, and
  - Outcomes of community needs analyses undertaken by other agencies, including NSW Health and social services providers who participated in a market sounding exercise to inform the Planning Proposal.

This multifaceted analysis has informed the development of directions for social infrastructure and open space provision to support health and wellbeing for visitors, residents and workers on the site, as well as broader Northern Beaches and health district communities.

### 1.2 Background context

The former Manly Hospital is located at 150 Darley Road, Manly, adjacent to St Paul's Catholic College Manly, International College of Management and Sydney Harbour National Park.

Manly Hospital first opened in 1896 and has been refurbished and expanded during its operation to accommodate emerging and changing health needs of the community. Despite its long history of serving the Northern Beaches community, Manly Hospital no longer reflects best practice in contemporary health infrastructure.

In late 2018, the hospital was closed and all patients and services were relocated to the newly built Northern Beaches Hospital (NBH).

The opportunity to retain the site as a health and wellbeing precinct was identified, to complement other services available in the region. An Adolescent and Young Adult Hospice has been announced as a priority to be delivered on the site.

NSW Health, Property NSW and other stakeholders have been planning collaboratively over a number of years to determine the future of the site, and have undertaken a suite of studies, intended to create a destination health and wellbeing precinct that would serve a district or regional level population (LGA-wide and beyond).

### 1.3 Proposed redevelopment

The site of the former Manly Hospital is approximately 61,813sqm, of which approximately 24,500sqm is developable area (excluding conservation areas, bushfire affected areas and the site of the adolescent and young adult hospice). The site is shown in Error! Reference source not found. over page.

It is envisaged that the redevelopment of the former Manly Hospital site may include the following range of uses:

- Adolescent and young adult hospice – as a key priority;
- Health and wellbeing uses, such as complementary and ancillary health services;
- Seniors living accommodation;
- Retail and personal services;
- Food and beverage (F&B) uses;
- Education and training facilities;
- Open space and civic domain enhancements, including pedestrian walkways, civic spaces, and semi-public courtyard spaces.

The proposal seeks to retain a number of existing heritage buildings and elements.



**Figure 1** Site context

Source: Cox Architecture, 2020



## 2.0 Social context

The following section identifies the social context for the proposed development, including a review of the current and forecast community profile, health profile and social infrastructure context of the area surrounding the site.

This is intended to inform the understanding of the site and its suitability for the proposed uses set out in the Planning Proposal.

### Key findings

The review of the social context for the development highlighted the following key findings:

- Northern Beaches LGA is forecast to grow modestly but steadily to 2036. The community is also ageing, with a higher median age and higher share of residents aged over 60 years compared with the Greater Sydney average.
- Many residents of the Northern Sydney Primary Health Network (SNHN), where the site is located, display better than average health outcomes and health behaviours, including relatively low incidence of smoking, obesity and psychological distress. Numbers of residents living with a disability is also lower than the NSW average.
- The site is located beyond walking distance of Manly Town Centre, where the majority of publicly accessible community facilities and active open spaces in the broader area are located. While the site is located close to schools, tertiary education, and heritage facilities, these facilities are not easily publicly accessible and are therefore not meeting broader community needs.
- Northern Beaches Council has undertaken social infrastructure analysis to inform the development of strategic directions for the area. This analysis has highlighted:
  - Council is seeking to concentrate social infrastructure within Manly Town Centre, to enhance its accessibility and utilisation and increase opportunities for these spaces to be programmed as a network;
  - While residents of the LGA have adequate access to bushland and coastal areas, there is a forecast shortfall in access to sportsgrounds and urban parks over the next 20 years.

### 2.1 Demographic context

Review of the demographic and health profile of the local community surrounding the site highlights the following key themes:

- The population of Northern Beaches LGA is forecast to grow modestly but steadily over the next twenty years. The community is slightly older than the Greater Sydney average, with a higher median age and greater share of residents aged over 60 years. The community has comparatively high incomes, compared with the Greater Sydney average, and has significant resources to draw on.
- Better health outcomes and behaviours within the Northern Sydney Primary Health Network (SNHN) compared with the NSW average, including lower levels of disability, obesity, smoking, mental and behavioural issues, high or very high psychological distress. There are slightly higher levels of high risk drinking and mental health related hospitalisations in the SNHN compared with the NSW average.
- The redevelopment of the site will result in an increased number of workers and residents accessing the site, as well as a significant number of visitors who are likely to visit the site to access health and wellbeing services.

### 2.1.1 Current and forecast local community profile

The following section provides an overview of the demographic characteristics of the Northern Beaches LGA. Statistics have been sourced from the 2016 Census of Population and Housing, as compiled and presented in the Northern Beaches Community Profile (<https://profile.id.com.au/northern-beaches>).

Demographic trends and patterns provide an indication of the existing demographic profile and will inform future trends and needs. Further detail about each of these themes is provided in **Appendix A**.

A review of current and forecast demographics for the Northern Beaches LGA identified the following community characteristics relevant to the proposed development:

- **Modest population growth driving demand:** The population of Northern Beaches LGA has grown modestly, from 237,709 residents in 2011 to 252,878 people in 2016, an increase of 6.4% over five years.
- **Ageing population:** The age profile of the Northern Beaches LGA is older than that of Greater Sydney. The median age in the Northern Beaches LGA was 40 years, compared with 36 years across Greater Sydney, and there was a slightly higher proportion of residents aged over 60 years (21.9% of Northern Beaches LGA residents, compared with 19% of residents across Greater Sydney).
- **Lower than average levels of disability:** In 2016, 3.7% of Northern Beaches residents reported needing assistance with day to day activities, compared with 4.9% of residents in Greater Sydney. 10.7% of Northern Beaches LGA residents provided unpaid assistance to a person with a disability, long term illness or old age, compared with 11.1% of Greater Sydney residents.
- **Increasingly diverse population with different health needs:** The Northern Beaches LGA is less culturally and linguistically diverse than Greater Sydney as a whole. In 2016, only 15.1% of Northern Beaches LGA residents spoke a language other than English at home, compared with 35.8% of residents across Greater Sydney.
- **A relatively high income community:** The community of the Northern Beaches LGA is significantly higher income compared with Greater Sydney. In 2016, the median household income in Northern Beaches LGA was \$2,173 per week, significantly higher than the Greater Sydney average of \$1,745 per week. There was a significantly higher proportion of high income households in Northern Beaches LGA, compared with Greater Sydney. 37.7% of households earned more than \$2,500 per week, compared with 28.3% across Greater Sydney.
- **A high proportion of households with children and young people:** There are a significant number of households with children living in the area. The majority of households in Northern Beaches LGA are couples with children (37.3%, compared with 35.3% across Greater Sydney). There was a slightly higher proportion of children aged under 18 years (23.4% of Northern Beaches LGA residents, compared with 22.1% of residents across Greater Sydney).
- **Ongoing population growth:** The population of the Northern Beaches LGA is forecast to grow from 252,878 people in 2016, to 309,333 people by 2036 (22.3% growth over 20 years).

### 2.1.2 Forecast community profile of the site

The redevelopment of the site is likely to result in the following users accessing the site each day:

- Workers in the health and wellbeing precinct;
- Residents of the Adolescent and Young Adult Hospice;
- Residents of seniors living accommodation.

Depending on the final mix of uses on the site, there are likely to be a number of visitors – residents from the surrounding region – who will access the site for health and wellbeing purposes. While at the site, they may also utilise other available social infrastructure, such as open space.

### 2.1.3 Current health profile of the broader region

The following section comprises an overview of the health status for the Northern Sydney Primary Health Network (SNHN), which includes the Northern Beaches LGA. This data has been sourced from the *Primary Health Network Needs Assessment Update 2017-2018*<sup>1</sup> and *Sydney North Health Network Health Profile*.<sup>2</sup>

The statistics in this section relate to the SNHN region, which includes the Hornsby, Hunters Hill, Ku-ring-gai, Lane Cove, Mosman, North Sydney, Northern Beaches, Ryde and Willoughby LGAs. This geography is the most relevant to be used in this community needs analysis, as users of the future health and wellbeing precinct are likely to travel to the area from across this region to access services.

Within the Northern Sydney Primary Health Network region:

- 3.7% of the SNHN population experience severe or profound disability, compared with 5.4% of the NSW population.
- 18.1 per 100 people aged over 18 years are obese, lower than the NSW average of 28.2 per 100 people.
- 17.9 per 100 people aged over 15 years engage in high risk drinking, higher than the NSW average of 16.7 per 100 people.
- 9.5 per 100 people aged over 18 years are currently smokers, lower than the NSW average of 16 per 100 people.
- Childhood immunisation rates are slightly lower than the NSW average. 92.5% of five year olds in SNHN are fully immunised, compared with 94.6% in NSW.
- 15.8 per 100 people over 15 years report mental and behavioural problems, lower than the NSW average of 17.7 per 100 people.
- 7.3 per 100 people over 18 years report high or very high psychological distress, lower than the NSW average of 11 per 100 people.
- 2,222 per 100,000 mental health related hospitalisations, higher than the NSW average of 1,975 per 100,000 people.
- Females in the SNHN region have the highest rate of alcohol attributable hospitalisations across NSW.
- Cancer is the main cause of premature mortality in the SNHN region. Approximately 50% of premature deaths in the SNHN region attributed to cancer, with almost 20% of all premature deaths attributed to lung, colorectal and breast cancers between 2010 and 2014.

<sup>1</sup>North Sydney Primary Health Network 2018, Needs Assessment Update <<https://sydneynorthhealthnetwork.org.au/wp-content/uploads/2018/05/SNHN-Needs-Assessment-Update-2017-2018.pdf>>

<sup>2</sup>North Sydney Primary Health Network 2019, LGA Fact Sheet <<https://sydneynorthhealthnetwork.org.au/wp-content/uploads/2019/07/SNHN-LGA-fact-sheet-2019-SNHN.pdf>>

## 2.2 Social infrastructure context

The following section provides a review of the social infrastructure context of the development, including:

- Local social infrastructure within walking distance of the development,
- Local social infrastructure located in Manly and Northern Beaches LGA
- Health infrastructure located within Northern Beaches LGA.

This review highlights the following key themes regarding the social infrastructure context of the site:

- While the site is adjacent to a number of schools, tertiary education, health and heritage facilities, social infrastructure located within walking distance of the site is not generally publicly accessible or available to the wider community – with the exception of Sydney Harbour National Park, which is adjacent to the site.
- Local social infrastructure in the area that is available to the broader community is generally located within the Manly Town Centre, including Manly Library, Manly Art Gallery and Museum and a number of other local community facilities. However, these facilities are beyond conventional walking distance from the site.
- Northern Beaches Council has undertaken social infrastructure analysis to support the development of its draft LSPS. This analysis has highlighted:
  - Need to enhance social infrastructure across Northern Beaches LGA to improve its adaptability, quality and ensure that community facilities and open space are able to meet community needs, including in Manly Town Centre.
  - Forecast shortfall in the number of sportsgrounds and urban parks required to meet community needs to 2036, across the Northern Beaches LGA.
- Northern Beaches LGA contains a wide variety of health infrastructure at all scales, including hospitals, medical centres, allied health services and aged care services.

### 2.2.1 Local social infrastructure within walking distance of the site

There is some social infrastructure within walking distance of the site. However, it is noted that with the exception of the Sydney Harbour National Park, these facilities are not publicly accessible or available to the wider community, but instead serve specific purposes, such as education and health services.

Community facilities and social infrastructure intended for use by the broader community and owned or managed by Council is located within the local centre of Manly, which is slightly outside a conventional walking catchment from the site.

The site is located within walking distance to:

- St Paul's Catholic College, a comprehensive independent school for boys in Years 7-12
- International College of Management, a tertiary education institution providing courses in business, hospitality and event management
- Bear Cottage, a hospice dedicated to the care of children with life-limiting conditions. It is one of two child-focused hospices in Australia, and is the only one in NSW
- Farmhouse Montessori Primary School, an independent school providing services to children under 12 years
- Headland Montessori Child Care Centre, a long day care centre for children under six (6) years
- Sydney Quarantine Station, a heritage-listed quarantine facility that has been repurposed as a conference centre, hotel and tourism attraction, and
- Sydney Harbour National Park, including scenic walkways and heritage items, as well as a visitors centre.

The social infrastructure context of the site is shown in **Figure 2** over page.



**Figure 2 Social infrastructure context**

Source: Ethos Urban



## 2.2.2 Local social infrastructure provision in the Northern Beaches LGA

To support the development of the Northern Beaches draft *Local Strategic Planning Statement (2019)*, Council have undertaken significant research into supply of and demand for open space and recreation facilities across the LGA, including in the Manly Town Centre (see: *Northern Beaches Social Infrastructure Study: Issues and Opportunities Paper*, Ethos Urban 2019).

The following section draws on the social infrastructure analysis within the Northern Beaches LSPS to provide a brief overview of the local social infrastructure context within the suburb of Manly, which is the closest major centre to the site. The site is 1.1km walking distance from Manly Town Centre.

### Community facilities

Council's LSPS identifies that community facilities are required across the Northern Beaches LGA to meet changing and growing community needs, and provide spaces for people to connect, create and learn.

There is a significant concentration of Council-owned community facilities in the Manly Town Centre, the closest centre to the site. Community facilities located within the Manly Town Centre include:

- Manly Library: This large library (2420sqm) is in the centre of Manly, just off the Corso between Manly Wharf and the ocean. The library is connected to the Whistler Street Car Park which offers two hours free parking, and is accessible via ferry and bus services. The library is open seven days a week. Although well-located, this facility requires significant upgrades to ensure that it reflects contemporary trends in community facilities provision;
- Manly Library Meeting Room: a local community facility within the Library;
- Manly Yacht Clubhouse: a waterfront venue for hire within Manly;
- Manly Youth Centre: a large hall with views over Manly. This facility is currently closed for renovations;
- Manly Lawn Tennis Club: a Council-owned recreation facility within Manly;
- Manly Civic Club: a local community facility;
- Ivanhoe Park Scout Hall: a local community facility;
- Ivanhoe Park Preschool: a Council-owned childcare centre;
- Kangaroo Street Preschool and Youth Centre: a Council-owned childcare centre; and
- Manly Art Gallery and Museum. Opened in 1930, this art gallery is located on the Manly foreshore, close to the ferry terminal. The space is open six days a week and includes a large exhibition space, and space for art workshops and other cultural and creative activities. It has recently been renovated with new stairs, acoustic panels, skirting boards and floors. Consultation with Council has identified there are opportunities to enhance its utilisation.

The quality of facilities in the Manly is variable. Some facilities have been recently upgraded, and are high quality, well-utilised and well-located. In comparison, other facilities are generally smaller than established benchmarks and require upgrades to meet community needs and contemporary community service provision models.

Council's LSPS notes that while Manly has a higher concentration of facilities compared to other major centres across the LGA, facilities in Manly are generally smaller, localised facilities and there is no larger multipurpose facility. In Manly, Council is currently exploring a "networked approach to activate existing community facilities as a multi-use community facility hub. Opportunities may include tailoring facilities to support visitors and night-time activity" (p.103).

## Open space and recreation facilities

Across the Northern Beaches LGA, there is a diversity of open spaces, including national parks and bushland, significant coastline (including popular beaches) and public open space. These open spaces inform the local identity of the area and, in some cases, underpin tourism and other economic opportunities. **Figure 3** provides a summary of the supply of open spaces across the LGA, and **Figure 4** provides a map of open spaces across the LGA.

It is noted that within the suburb of Manly, and in proximity to the site, there is a significant concentration of national park and bushland, but limited numbers of sportsgrounds or urban parks. Urban parks are defined as “for active, outdoor and recreation activities with some containing natural areas like habitat reserves”.

Council’s analysis within the draft LSPS has forecast “a 40-hectare shortfall of land for sport by 2031 and demand on regional open space, such as beaches, will increase,” – however, the LSPS does not identify specific demand for open space within Manly.

Recognising the constraints on Council’s capacity to deliver new public open spaces to support population growth, Council have identified the following innovative solutions to enhance the quality and quantity of open space across Northern Beaches LGA:

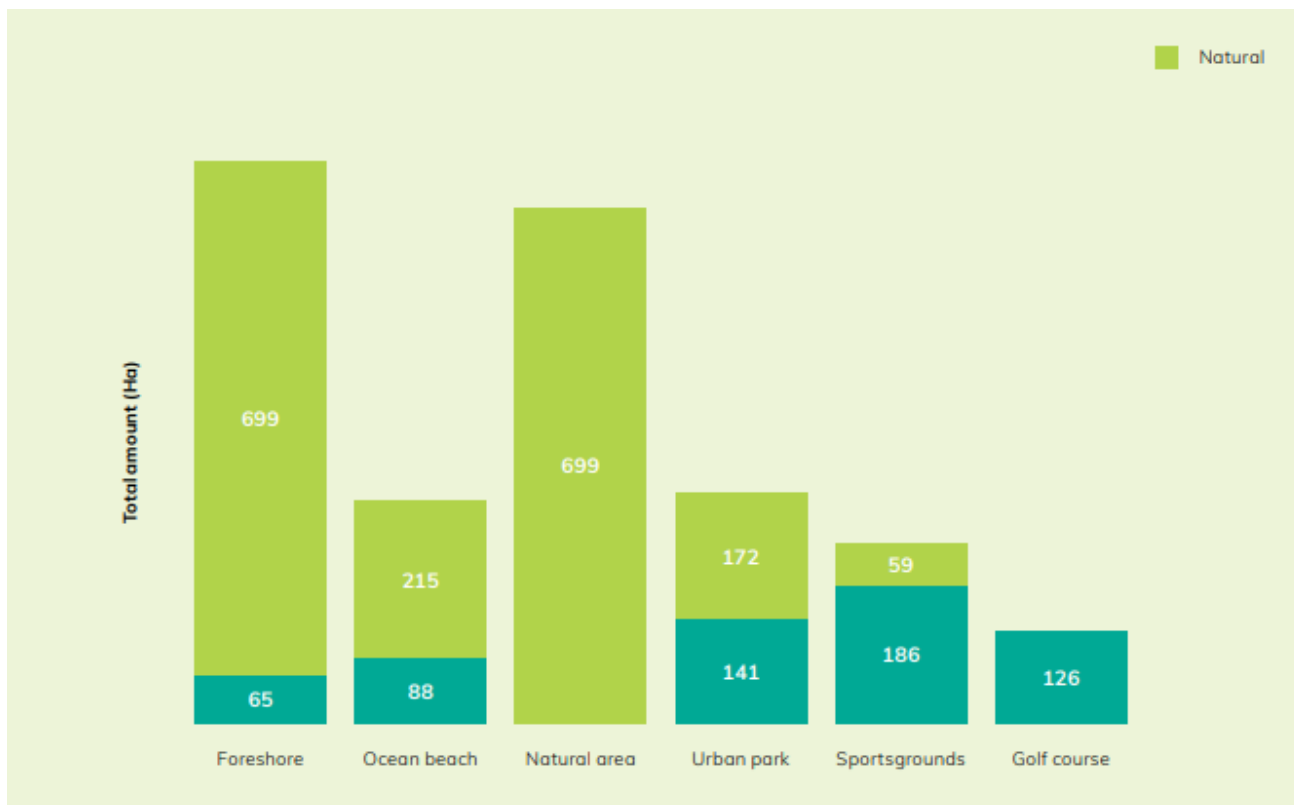
- *Conversion of single-use open space: by creating multi-functional spaces to increase sport and recreation use of golf courses, Crown land and schools, as identified in the Sportsground Strategy;*
- *Disposal of assets: selling underutilised assets to enable investment in new open space and facilities;*
- *Value capture: exchanging the uplift achieved through development for public open space;*
- *Innovative models and partnerships: facilitating shared use of existing public and private facilities or partnering with the private sector to build new sporting facilities;*
- *Improving access to natural open space and the local green grid: formalising trails and infrastructure in natural areas subject to environmental assessments;*
- *Public and green space in built-up areas: considering strategies such as rooftop parks and sports courts, plazas, wide street verges and the conversion of road space, especially in areas of under-supply such as Brookvale and Dee Why.<sup>3</sup>*

Council has also developed a series of principles to inform the management and delivery of open space within Northern Beaches LGA, including:

- *Improve the provision, diversity and quality of open space for recreation.*
- *Design open space to be flexible, versatile, multifunctional and fit for purpose.*
- *Ensure open space responds to demand and meets diverse community needs.*
- *Use open space to connect people to nature.*
- *Ensure new open space contributes to, connects and enhances the local green grid.*
- *Design sustainable open space that considers lifecycle costs, management and maintenance.*
- *Encourage collaboration and partnerships to promote shared use.*
- *Support rooftop parks, increased building setbacks and conversion of road space in built-up areas.*
- *Design vibrant, accessible and interactive open spaces.*
- *Ensure access to natural open space and waterways is sustainable so that these areas are preserved for the future.*
- *Locate all new residential development within 400m of open space and all high density areas within 200m of open space.<sup>4</sup>*

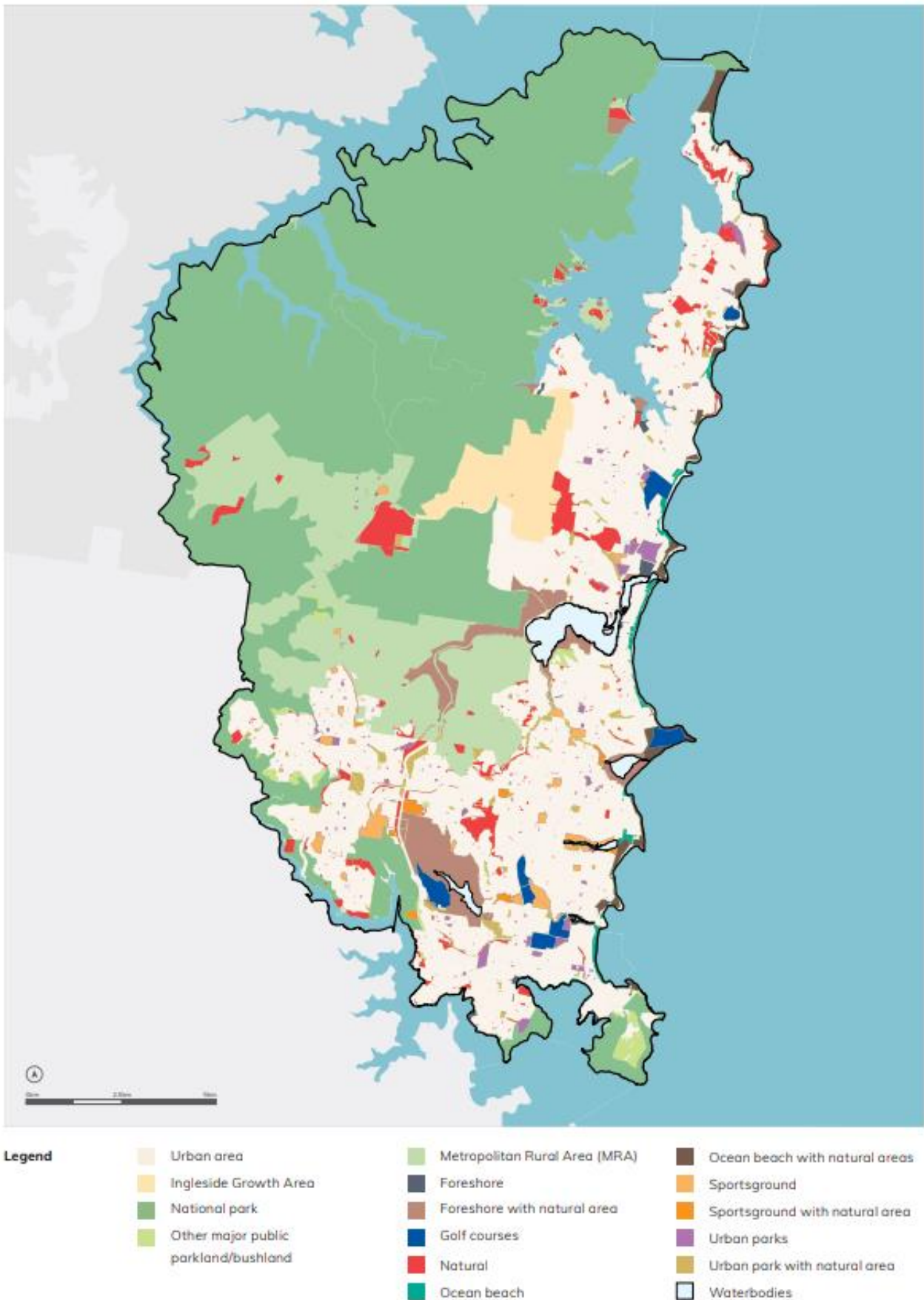
<sup>3</sup> Northern Beaches Council 2019, draft LSPS, p.68.

<sup>4</sup> Northern Beaches Council 2019, draft LSPS, p.69.



**Figure 3 Open space supply, Northern Beaches LGA – quantum (excluding national parks), 2019**

Source: Northern Beaches Council, Draft LSPS, 2019, p.66.



**Figure 4** Open space supply, Northern Beaches open space – geographic distribution, 2019

Source: Northern Beaches Council, Draft LSPS, p.67.

### 2.2.3 Health infrastructure within the Northern Beaches LGA

The following section provides a summary of an audit of health services within the Northern Beaches LGA. This audit was completed by undertaking an internet search for various health services, and confirming this information via telephone calls, where required. The comprehensive audit is provided in **Appendix B**.

The findings of this audit describe the current provision of health infrastructure and services across the Northern Beaches LGA, and indicate that there is a broad range of health infrastructure and services accessible to residents of this area.

The findings of the audit are summarised below:

- There is a wide range of health infrastructure within the Northern Beaches LGA, including:
  - Six public and private hospitals, providing a total of 826 hospital beds with capacity to expand
  - 63 health centres with GPs on premises
  - 53 aged care facilities, providing a total of 4,883 beds.
- A broad range of allied health services were also identified within the Northern Beaches LGA, including:
  - 96 physiotherapy services
  - 24 speech pathology services
  - 27 podiatry services
  - 18 occupational therapy services
  - 34 optometrists
  - 24 pathology labs
  - 16 disability services.

For the purposes of this community needs analysis, the outcomes of the audit highlight that there is a broad range of health infrastructure accessible to residents within the Northern Beaches LGA to support community needs.

Acute health needs will be met through the new Northern Beaches Hospital at Frenchs Forest, and there is an opportunity for the site to become a destinational health precinct that provides a point of difference to existing acute health services within the Northern Beaches.

### 3.0 Strategic policy context

A review of relevant state and local strategies and policies relevant to the proposed development has identified the following key health infrastructure and social infrastructure drivers for the site:

- From a localised perspective, improving links between the former Manly Hospital site and Manly Town Centre has been identified as a priority by Northern Beaches Council as part of a broader plan to improve neighbourhood connectivity.
- It is a state and local priority to strengthen Manly as a cultural, tourist, retail and entertainment precinct, including by diversifying commercial and employment opportunities in the area. Manly is a mixed centre comprising cultural, tourism, retail, entertainment, residential and employment uses. It includes a relatively high proportion of higher density housing and a high proportion of working age adults. The centre includes over 5,000 jobs, including a high proportion of knowledge-intensive jobs, and has accommodated much of the LGA's recent jobs growth.
- It is a state and local priority to deliver healthy, safe and inclusive places for people of all ages and abilities to support active, resilient and socially connected communities across the North District of Greater Sydney, where the site is located. Place-making will play an important role in developing activated and vibrant spaces where people can come together.
- To meet the needs of a growing and diversifying population across the North District of Greater Sydney, where the site is located, new and expanded social infrastructure is required, including community facilities, open space and recreation opportunities. The Greater Sydney Commission has identified that the use of available public land should be optimised for delivery of social infrastructure.
- More broadly, there is an identified need for new and expanded health infrastructure to support the growing and changing health and wellbeing needs of the NSW population:
  - NSW Health has a strong focus on providing integrated care services through a connected health system that links the various NSW Health services with other health services.
  - Meeting the health needs of an ageing and growing population will be the key challenges faced the health industry. Improving the suite of existing health infrastructure as well as the provision for new health infrastructure is a priority and should be designed for future-needs, the support for research and innovation, adaptability, and integration with other agencies.
  - Strengthening health services that achieve early intervention is a key focus and will work to improve public awareness as well as short and long term health outcomes.

The comprehensive strategic policy review is available at **Appendix C**.

## 4.0 Community and stakeholder consultation

### Key findings

The review of stakeholder and community engagement outcomes to date highlights the following considerations for the proposed development:

- Strong community and stakeholder support for health and wellbeing uses at the site, including support for specialised mental health services and community health services accessible to the broader community. Services and facilities at the site will need to meet community needs and deliver tangible community benefit.
- Valued community connection to the natural and built heritage of the site, including support for adaptive reuse of some buildings, and showcasing the views and natural landscape of the site.
- Resistance to the use of the site for private or long-term residential uses, and strong community views that the site should not be sold to private developers who will not necessarily deliver strong community benefit.
- Desire for opportunities to connect to the natural landscape surrounding the site, including via walking paths and connections to surrounding parks.

### 4.1 Overview

The following section reviews the community and stakeholder engagement that has been undertaken to identify social trends and issues in the local area.

A preliminary understanding of community and stakeholder needs and aspirations has been gained using the following methods and activities:

- Desktop review of project vision statement and guiding principles development by Project Steering Advisory Committee (PSAC) to inform development of the project.
- Desktop review of key issues identified during stakeholder and community consultation undertaken by Urbis in during community consultation for the use of the former Manly Hospital site (see: Outcomes Report, Urbis, September 2019).
- Desktop review of key findings of market sounding exercise undertaken by EY to understand patterns of demand for health services at the site.

Information gathered by the above methods has helped to identify social issues and trends and community values relevant to the former Manly Hospital site, and their level of significance to the community and stakeholders, as well as community needs that could potentially be met through the proposed redevelopment of the site. These consultation activities provide a context for a further discussion of the outcomes of the consultation process.

Further community and stakeholder engagement is planned in association with the public exhibition of the Planning Proposal and beyond during master planning and preparation of a site-specific Development Control Plan.

### 4.2 Consultation activities undertaken to date

#### 4.2.1 Project Steering Advisory Committee (2013 – current)

In 2013, a community and stakeholder consultation group was formed, known as the Project Steering Advisory Committee (PSAC) to develop the project vision statement, concept plan and guiding principles to guide future planning and development onsite.

PSAC is comprised of representatives from the local community, Northern Sydney Local Health District, Northern Beaches Council, NSW Health and local MP James Griffin. The project team for the former Manly Hospital redevelopment project continues to engage with PSAC to inform the ongoing development of the project.



## 4.2.2 Local community consultation, Manly (2019)

Urbis undertook consultation in September 2019 to seek ideas for future uses on the former Manly Hospital site. Key themes arising from the consultation will inform the Planning Proposal and future master plan.

The main engagement methods used were:

- Online mapping via Social Pinpoint – a community engagement tool
- Project website
- Print advertisements in the Manly Daily
- Digital advertisements in NewsCorp online press
- Facebook advertisements
- Handouts to ferry commuters
- 2 x three-hour face to face information sessions at Manly Corso and Warringah Mall.

The engagement process was conducted over a four-week period from 2 August – 2 September 2019. The outcomes of the consultation process are identified below.

## 4.2.3 Stakeholder consultation – social services market sounding (2020)

A market sounding exercise was undertaken by consultancy EY, on behalf of Property NSW, in early 2020, to identify suitable uses for the site. The findings give support to the delivery of aged care, retail community uses, veteran housing and seniors housing across the site. The key findings of this stakeholder consultation exercise are discussed in more detail in **Section 5.1.4**.

## 4.3 Findings and outcomes

The following section sets out the findings of the community and stakeholder consultation exercises described above, excluding the findings of the market sounding, which are set out in **Section 5.1.4**.

### 4.3.1 Project vision statement and guiding principles

Through consultation with PSAC, the following vision statement and guiding principles were developed to inform the ongoing development of the project. The vision and principles have been further tested through stakeholder and community consultation.

Project element	Description
Vision statement	A vibrant health and wellbeing sanctuary which welcomes and supports the needs of the local and wider community – achieved through innovation and balance.
Guiding principles	<ul style="list-style-type: none"> <li>• The community will have continued access to the Site for social/recreation activities and use of public/ private services.</li> <li>• The rainforest area will be permanently reserved.</li> <li>• The services developed on the site will contribute to the health, wellbeing and care of the community.</li> <li>• The services provided from the site's uses will address a defined community need for which there are tangible and ongoing benefits.</li> <li>• A diverse range of services and partnerships will be pursued which leverage the greatest collective value for the community.</li> <li>• The services and infrastructure proposals for the site must demonstrate financial sustainability.</li> </ul>



### 4.3.2 Key themes of community consultation

The community consultation undertaken by Urbis in September 2019 to inform the proposed redevelopment identified the following overarching themes.

**Table 1 Community consultation themes**

Key theme	Summary
Complement, adapt and reuse	<p>There was strong support for the AYAH facility and the selected uses be complementary to the visitors and residents. This sentiment was noted frequently throughout the consultation process.</p> <p>The community also felt strongly about adaptive reuse of the existing buildings and offered ideas in medical, health and wellness that would enable the timely and cost-effective repurposing of existing facilities.</p>
Dedicated for community benefit for the long term	<p>Community members recounted memories of the site and expressed a strong emotional connection with the Manly Hospital.</p> <p>Opinions were expressed that the site should remain as community owned and for community benefit, and not sold off to the private market. Generally, the community expressed opposition against private residential development.</p>
Make the most of the views and location	<p>Comments were received regarding the location of the site and the views of Sydney Harbour and CBD and the valuable status of these.</p> <p>Feedback was received that the Master planning should give consideration to maximising view corridors and sightlines for any health-related facilities that may be incorporated on the site.</p>
Connect with and protect our environment	<p>The community comments received strongly advocated for the protection and retention of the rainforest and surrounding environment. Feedback was received regarding the potential inclusion of outdoor learning spaces and how nature can be utilised for healing. Support was noted for walking links, paths and trails with the Site.</p>
Accessible acute medical care	<p>Feedback showed that the community was in favour of the Site being maintained as a hospital facility, for acute and immediate medical care.</p> <p>Comments were noted regarding the high volume of leisure and recreation activities which is synonymous with injuries. Community comments were also received regarding the new Northern Beaches Hospital.</p>

Community consultation also identified six key themes for potential uses to be located on the site, including:

- Health and wellness (46%), including:
  - Mental health (13.2%)
  - Community health medical facility (10.2%)
  - Rehabilitation services (4.3%)
  - Aged care (4.3%)
  - Youth disability (3.8%)
  - Wellness retreat (3%)
  - Other ideas (7.2%).
- Gardens and seating, including walking paths (16%),
- Leisure and recreation, including restaurant and cafe (12%)
- Education and training, including training and workshop spaces (12%)
- Art and culture (7%)
- Other (7%), including affordable housing, seniors housing or a co-work/tech hub.

## 5.0 Community needs analysis

The following section draws on the evidence set out in **Sections 2.0 to 4.0** of this report, the findings of social and health infrastructure analysis undertaken by NSW Health and Northern Beaches Council, and the outcomes of the market sounding undertaken in 2020 to identify community needs that are likely to be met through the delivery of a health and wellbeing precinct at this location.

The analysis also considers the likely needs of the future residential and worker population at this site, and recommends social infrastructure required to support these users.

### Key findings

A review of community needs analysis undertaken to date highlights the following key insights regarding the community needs that can be met through the development of this site.

- A health and wellbeing precinct is appropriate to this site, and there is significant appetite amongst relevant stakeholders to redevelop the site for these uses due to its scale, location and amenity. The precise mix of uses is largely dependent on market demand. Due to the site's proximity to Northern Beaches Hospital, which provides acute health care services, this site may be more appropriate for non-acute health services, and wellbeing related uses.
- While analysis by NSW Health indicates that Northern Beaches is relatively well-serviced for aged care in comparison to other parts of Sydney and NSW, the market sounding exercise has indicated that aged care or seniors living accommodation is required on the site to support the overall viability of the health and wellbeing precinct. The population of the Northern Beaches LGA is older than the Greater Sydney average, and this ageing community may drive increased demand for aged care services in the area – where residents can age in place and remain connected to their communities.
- An increase in the number of workers, visitors and residents on the site is likely to generate increased demand for access to social infrastructure, in particular, open space on the site that can be accessed by the broader community surrounding the site – for relaxation, physical activity and social interaction. While an increased residential population on the site will require access to local community facilities, these facilities can be accessed in the Manly Town Centre, which is a 13 minute walk or short bus ride from the site.

### 5.1 Findings to date

The following section provides an overview of the key findings of community needs analysis undertaken to date to inform the development of the site.

#### 5.1.1 Contextual analysis and stakeholder and community consultation

Sections 2.0 to 4.0 of this report set out the community profile of the area surrounding the site, the current supply of social infrastructure, strategic social and health policy drivers relevant to the site and the aspirations of the community, as identified through stakeholder and community consultation undertaken to inform this project. This analysis highlights the following key findings for the community needs analysis:

- Northern Beaches LGA is forecast to grow modestly but steadily to 2036. The community is also ageing, with a higher median age and higher share of residents aged over 60 years compared with the Greater Sydney average.
- It is a state and local priority to deliver healthy, safe and inclusive places and spaces for people of all ages and abilities to support active, resilient and socially connected communities across the Northern Beaches as it grows.

Adaptable, high quality and accessible social infrastructure and health and wellbeing infrastructure will be critical in supporting the modest growth trends and meeting the changing demographic needs of the community, including the social and health needs of an older community – who may be more at risk of complex and chronic illness, such as dementia, and social isolation.

- The site is located beyond walking distance of Manly Town Centre, where the majority of publicly accessible community facilities and active open spaces in the broader area are located. While the site is located close to

schools, tertiary education, and heritage facilities, these facilities are not easily publicly accessible and are therefore not meeting broader community needs. However, there may be opportunities through the redevelopment process to undertake partnerships with these surrounding organisations.

- Northern Beaches Council has undertaken social infrastructure analysis to inform the development of strategic directions for the area. While Council has identified a need to enhance the accessibility and utilisation of spaces within Manly Town Centre, it is seeking to concentrate community facilities within the centre, to increase opportunities to program these facilities as a network. This suggests that the site is not an appropriate location for a community facility available to the broader community.
- Council's analysis has also identified that while residents of the LGA have adequate access to bushland and coastal areas, there is a forecast shortfall in access to sportsgrounds and urban parks over the next 20 years. The redevelopment of this site offers an opportunity to increase the diversity of and access to open space in the local area.
- Council has identified improved links between the former Manly Hospital site and Manly Town Centre as a priority, as part of a broader plan to improve neighbourhood connectivity.
- NSW Health has also identified need for new and expanded health infrastructure to support the growing and changing health needs of the NSW population. NSW Health has a focus on providing a health system strongly connected with early intervention services, as well as meeting the needs of an ageing population.
- Community and stakeholder consultation has been undertaken to identify priorities for the site, including strong community support for:
  - Health and wellbeing uses at the site, including support for specialised mental health services and community health services accessible to the broader community;
  - Adaptive reuse of some buildings, and showcasing the views and natural landscape of the site;
  - Opportunities to connect to the natural landscape surrounding the site, including via walking paths and connections to surrounding parks.

The community and stakeholder consultation identified resistance to the use of the site for private or long-term residential uses, and strong community views that the site should not be sold to private developers who will not necessarily deliver strong community benefit.

- The redevelopment of the site will result in an increase of 273 workers, 228 residents (in the AYAH and aged care facilities) and 370 tertiary students accessing the site. These users will require access to social infrastructure to support their wellbeing at the site. As community facilities are concentrated within Manly Town Centre, which is relatively accessible from the site, it is more likely that these users would require access to open space on the site for relaxation, physical activity and social interaction.

### 5.1.2 Health Infrastructure NSW site options review

In May 2018, Health Infrastructure NSW commissioned KBC Australia to undertake a review of potential health and wellbeing uses for the Manly Hospital site. These potential uses were identified by Health Infrastructure and the Northern Sydney Local Health District through a community workshop in December 2017, which aimed to engage key stakeholders in discussion around the future use of the site.

This report (*Future Use of Manly Hospital: Review of Options*, KBC Australia, May 2018) evaluated a range of potential uses, which are summarised in **Table 2** below.

**Table 2** Review of potential health and wellbeing uses for the site

Service type	Description	Evaluation of proposal
Disability services	Young/adult care facility for younger people with a disability to avoid residential aged care.	<ul style="list-style-type: none"> <li>Federal and state policy focus on providing care for people with a disability in the community, and aged care not appropriate for most younger people with a disability.</li> <li>Low numbers of younger people with a disability currently living in aged care in Northern Sydney, and data suggests that more people are moving from residential aged care facilities to the community.</li> <li>Potential for isolation from family and friends.</li> </ul>
Aged care	Affordable residential aged care	<ul style="list-style-type: none"> <li>Low cost residential aged care would enable some local residents to remain in the community as they age. However, Northern Beaches is relatively well-served for aged care in comparison to other parts of Sydney and NSW.</li> <li>Community based (i.e. in home) aged care services are identified as a higher priority by NSW Health.</li> </ul>
Mental health	Step Up-Step Down residential facility	<ul style="list-style-type: none"> <li>Strong community support for improving the mental health system in supporting people post hospital discharge.</li> <li>Step Up-Step Down services identified as important component of comprehensive mental health care system, and similar models operate in other parts of NSW that could provide suitable case studies.</li> <li>Further investigation needs to be undertaken with NSLHD to identify how the service would link with proposed service models at Northern Beaches Hospital.</li> </ul>
Affordable housing for key workers	Affordable housing for key workers	<ul style="list-style-type: none"> <li>Housing affordability is an issue on the Northern Beaches, and Council has a strong interest in the provision of affordable housing. However, Manly Hospital site is isolated from many key worker jobs and lacks sufficient access to public transport.</li> </ul>
Homelessness	Refuge for men experiencing homelessness	<ul style="list-style-type: none"> <li>There has been an increase in homelessness across NSW and there is need for support services.</li> <li>The location is not ideal for crisis or emergency accommodation due to poor accessibility, but may have potential for use for medium term transitional housing, but only if appropriate wrap around services are also made available at the site.</li> </ul>
Rehabilitation	Support for people with drug and alcohol issues, diabetes and obesity	<ul style="list-style-type: none"> <li>Proposal was not clearly articulated and therefore not evaluated.</li> </ul>
Education and research	Accommodation and/or education facilities	<ul style="list-style-type: none"> <li>Proposal was not clearly articulated and therefore not evaluated.</li> </ul>
Aboriginal health	No specific proposal	<ul style="list-style-type: none"> <li>Proposal was not clearly articulated and therefore not evaluated.</li> </ul>

Source: KBC Australia, 2018.

### 5.1.3 Northern Beaches Council social infrastructure analysis

A review of Council's LSPS indicates the following key findings for the community needs analysis:

- Northern Beaches Council are seeking to continue concentrating local community facilities within centres, co-located with daily living needs, to enhance their utilisation and accessibility to the local community. The Manly Hospital site is likely to be too isolated from the Manly Town Centre to be an appropriate site for a local community facility.
- There is a significant concentration of Council-owned community facilities located in the centre of Manly Town Centre, including a library, cultural and creative facility and local community facilities. These facilities are generally smaller, localised facilities and some require renewal to enhance their utilisation and functionality. Council is exploring a networked approach in Manly to activate existing community facilities as a multi-use community facility hub.
- Although there are a large number of national parks and significant areas of bushland in the Northern Beaches LGA, including adjacent to the site, there is a forecast gap in provision of urban parks in Northern Beaches. Within Manly, there is a and in proximity to the site, there is a significant concentration of national park and bushland, but limited numbers of sportsgrounds or urban parks. It is a Council priority to improve the provision, diversity and quality of open space for recreation in the area, and to ensure open space is flexible, multifunctional and connected to the local green grid.

This information supports the proposed use of the site for destinational, rather than localised, health and wellbeing uses. It is located in and LGA with an existing and growing concentration of health and wellbeing facilities and services, including the new hospital at Frenchs Forest, highlighting the synergies with that infrastructure this site redevelopment can provide.

### 5.1.4 Property NSW social services sector market sounding

EY undertook a market sounding exercise in early 2020 on behalf of Property NSW, to identify suitable uses for the site. The findings give support to the delivery of aged care, retail community uses, veteran housing and seniors housing across the site.

The key themes of the market sounding include:

- Support amongst stakeholders interviewed for the proposed health and wellbeing uses on the site. The range of health and wellbeing uses discussed for the site were broad, and the precise mix of uses is largely dependent on the future master plan and market demand. Due to the site's proximity to Northern Beaches Hospital, which provides acute health care services, this site may be more appropriate for non-acute health services.
- Significant appetite among developers and other organisations to redevelop and/or occupy the site. The site is attractive to stakeholders due to:
  - Its proximity to the Manly Town Centre and Sydney CBD, including adequate public transport;
  - The high level of amenity to the site, in particular, views from the site;
  - The scale of the site, and its capacity for redevelopment.
- Stakeholders noted that the commercial viability of the site relies on aged care, seniors living accommodation or alternative housing; as this accommodation will generate increased demand for other uses in the precinct. It was also noted that co-location of aged care with youth services and research facilities can contribute to positive community outcomes. The market sounding identified that at least 60-100 aged care units are required to create a sense of community and achieve economies of scale for wrap around services.

Open space and public domain at the site will need to reflect the unique needs of residents of aged care facilities, including accessible pedestrian spaces and spaces for rest and reflection throughout the site.

- It was noted that community benefits on the site will need to be balanced with commercial returns, as the feasibility of the precinct will enable the delivery of increased community assets (e.g. walking paths, open spaces) that will deliver improved community outcomes and activate the site.

- Stakeholders identified challenges associated with the development including:
  - Constraints to development related to the requirement for retention and reuse of heritage buildings,
  - Impacts of bushland conservation areas on developable area of the site.

## 5.2 Insights to inform the Planning Proposal

The evidence reviewed throughout this report identifies the following key insights relevant to the provision of social infrastructure on the site:

- A destinational health and wellbeing precinct is appropriate to this site, a perspective that has been confirmed through the market sounding exercise. The precise mix of uses is largely dependent on the future master plan and market demand. Due to the site's proximity to Northern Beaches Hospital, which provides acute health care services, this site may be more appropriate for non-acute health services, and wellbeing related uses.

While residents of Northern Beaches LGA have access to a wide range of health services and infrastructure, there is potential to deliver a health and wellbeing precinct at this location which attracts visitors from beyond the LGA due to its unique mix of health services and facilities.

- The Northern Beaches LGA community is growing and ageing, and this is likely to drive demand for access to aged care facilities and seniors living accommodation. While analysis by NSW Health indicates that Northern Beaches is relatively well-serviced for aged care in comparison to other parts of Sydney and NSW, the market sounding exercise has indicated that aged care or seniors living accommodation is required on the site to support the overall viability of the health and wellbeing precinct.
- An increase in the number of workers, visitors and residents on the site is likely to generate increased demand for access to social infrastructure, in particular, open space on the site that can be accessed by the broader community surrounding the site – for relaxation, physical activity and social interaction.

In terms of open space provision, this should be publicly accessible and connected to surrounding active transport links, to ensure that open space on the site can contribute towards meeting forecast needs for 'urban parks' in the LGA.

While an increased residential population on the site will require access to local community facilities, these facilities can be accessed in the Manly Town Centre, which is a 13 minute walk or short bus ride from the site.

## 6.0 Social Strategy

### 6.1 Introduction

This social strategy has been prepared to assist in clearly articulating the social benefits of the rezoning and redevelopment of the former Manly Hospital site, and to identify and embed positive social outcomes that can be delivered through the project.

The purpose of the social strategy is to align the development process and outcomes with the social vision and directions for the project – as established through relevant strategic policies and plans and through stakeholder and community engagement outcomes identified in the Community Needs Analysis.

This strategy draws on the perspectives and aspirations expressed through government policy and community and stakeholder engagement to guide the project's delivery of ensure the proposed scheme delivers social outcomes for the existing and future community of the site, and the broader Northern Beaches.

### 6.2 Social sustainability directions

The following social strategy directions have been developed through a review of the strategic policy and local social context for the development, outcomes of community and stakeholder engagement to date and the Community Needs Analysis undertaken for this project:

- Deliver a destinational health and wellbeing precinct to support quality of life in the Northern Beaches;
- Deliver contemporary aged care facilities, well-connected with health services, to support population growth in the Northern Beaches;
- Provide welcoming and accessible open spaces for visitors, workers and residents that connect to the natural landscape; and
- Strengthen and enhance sense of place through adaptive reuse of site heritage.

These key themes and directions for the social strategy are explored in further detail below and will inform subsequent refinement and delivery of the masterplan for the site.

#### 6.2.1 Deliver a destinational health and wellbeing precinct to support quality of life in the Northern Beaches

To meet the needs of a growing and diversifying population across the Northern Beaches LGA, new and expanded social infrastructure is required, including health and wellbeing services and open space.

The population of the Northern Beaches LGA is forecast to grow modestly but steadily, from 252,878 people in 2016, to 309,333 people by 2036 (22.3% growth over 20 years). The age profile of the Northern Beaches LGA is also growing older, and becoming increasingly diverse. To meet the needs of a growing and diversifying population, new and expanded social infrastructure is required, including community facilities, open space and recreation opportunities. The Greater Sydney Commission has identified that the use of available public land should be optimised for delivery of social infrastructure.

NSW Health has also identified that across NSW there is a need for new and expanded health infrastructure to support the changing and increasing health needs of the community. In the Northern Beaches LGA, accessible and flexible health and wellbeing infrastructure will be critical in supporting the modest growth trends and meeting the changing demographic needs of the community, including the social and health needs of an older community – who may be more at risk of complex and chronic illness, such as dementia, and social isolation.

There is also strong community and stakeholder support for health and wellbeing uses at the site, including support for specialised mental health services and community health services accessible to the broader community. Services and facilities at the site will need to meet community needs and deliver tangible community benefit.



To maximise the benefit of delivering a destinational health and wellbeing precinct at this location, the following social strategy directions may be considered:

- Ensuring that the mix of health and wellbeing services on site is aligned with the needs of the Northern Beaches community, and that the health services are curated to support an integrated, holistic approach to care – noting this is subject to market viability;
- Consider opportunities for active transport links between Manly Town Centre and the site, and integrating the existing bus stop at the site within the broader precinct planning for the site,
- Ensure that the landscaping and urban design of the site enables visitors or residents experiencing illness or disability (and may be experiencing mobility issues) to move freely through the site,
- Consider the needs of visitors to the health precinct within the landscaping and urban design of the precinct – as this group of users may be in need of spaces for quiet reflection and restoration.

### **6.2.2 Deliver contemporary aged care facilities, well-connected with health services, to support population growth in the Northern Beaches**

The Planning Proposal is an opportunity to deliver a vibrant and activated aged care facility on the site that both meets demand for aged care in the Northern Beaches LGA and supports the overall viability of the site as a health and wellbeing precinct.

This site is well-located for delivery of aged care facilities: close to social infrastructure, health services, public transport and the Manly Town Centre. The community profile of the Northern Beaches LGA also indicates an ageing population, and new and expanded aged care facilities will be required to meet growing demand for aged care services. NSW Health has also indicated that meeting the needs of an ageing population will be one of the key challenges faced by the health industry in the future.

Delivery of aged care services and facilities on this site should align with contemporary best practice standards, including high quality design, activation, semi-private and private spaces to encourage social connection, selective social interaction and a more “home like” atmosphere for residents – rather than traditional institutional aged care settings. The flexibility of the facility should also be responsive to changing community demands, including needs for physical distancing that may be implemented after the COVID-19 outbreak.

There are a number of strategies that can be explored to ensure that the site is welcoming and accessible, and encourages social interaction and community connection between residents, visitors and staff:

- Providing high quality spaces and urban design to enable social interactions between residents of the aged care facility, visitors to the health precinct and surrounding neighbours, while ensuring that the safety of older residents is prioritised,
- Designing public spaces to align with CPTED principles – including high quality design and ongoing maintenance – to ensure that all residents feel safe to access open spaces on site,
- Aligning design of indoor and outdoor spaces with dementia-friendly principles to support residents with cognitive impairment to maintain their independence,
- Exploring opportunities for surrounding community and health service providers to utilise spaces within the facility for programming and events,
- Ensuring communal spaces are welcoming and accessible, including for the families and friends of visitors, who may be uncomfortable in traditional residential aged care settings,
- Enhancing connections between the site and Manly Town Centre, to assist older residents of the aged care facility to maintain their independence,
- Designing spaces and connections that encourage healthy and active lifestyles, including for people experiencing limited mobility.



### **6.2.3 Provide welcoming and accessible open spaces for visitors, workers and residents that connect to the natural landscape**

The Planning Proposal provides for a range of open spaces that are accessible to users of the site (including visitors and workers in the health precinct, and residents of the proposed aged care facility) as well as the surrounding community of Manly.

Provision of publicly accessible open space at this location would contribute towards the wellbeing of the local community, by providing opportunities for physical activity (including via walking paths), social interaction and mental relaxation and restoration.

Stakeholder and community consultation has also identified that it is a local priority for the site to remain publicly accessible, and available for use by the local community – the Planning Proposal would ensure that open space on this site, and the harbour views the site affords, remain a community asset.

Providing publicly accessible open space at this location would also contribute towards meeting the community's desire to showcase views of Sydney Harbour from the site, and to connect to the natural landscape surrounding the site, including via walking paths and connections to nearby parks.

Opportunities to enhance the social value of delivering open space at this site include:

- Ensuring that wayfinding and signage invite surrounding residents into the precinct to enjoy harbour views and connections to the surrounding landscape, alongside visitors to the precinct and residents of the aged care facility;
- Include seating, walking paths and appropriate shade to support a range of users, including those experiencing illness or disability, to use open space;
- Identifying opportunities to connect walking paths and views across the site to the surrounding natural landscape;
- Providing seating and spaces for reflection that showcase the harbour views accessible from the site.

### **6.2.4 Strengthen and enhance sense of place through adaptive reuse of site heritage**

This site has operated as a hospital precinct since 1896, and has a long history of supporting the health and wellbeing needs of the Northern Beaches community. Community and stakeholder consultation has highlighted that there is a strong community connection to the natural and built heritage of former Manly Hospital, which contributes significantly to the sense of place associated with the site.

The redevelopment of the site provides an opportunity to strengthen and enhance sense of place associated with the former Manly Hospital site through adaptive reuse and showcasing the natural and built heritage of the site.

Opportunities to enhance sense of place through celebrating the heritage of the site include:

- Prioritise public access to built heritage items that are retained through the redevelopment;
- Explore opportunities to create sightlines to built heritage, including the original sandstone façade of the military hospital on the site, from Darley Road;
- Integrate interpretative elements into the future master plan to strengthen the site's place narrative for visitors, residents, staff and other users of the site;
- Identify opportunities to celebrate the natural and built heritage of the site through landscape design, e.g. through retaining views and integrating built heritage within public spaces on the site.

## Appendix A. Demographics

### Population and age structure

In 2016, the usual resident population of the Northern Beaches LGA was 252,878 people, an increase of 6.4% compared with 237,709 residents in 2011.

In 2016, the age profile of Northern Beaches LGA was slightly older than that of Greater Sydney:

- The median age in the Northern Beaches LGA was 40 years, compared with 36 years across Greater Sydney.
- 22.8% of Northern Beaches LGA residents were aged 35 to 49-year olds, compared with 21.1% of residents across Greater Sydney.
- There was a slightly higher proportion of residents aged over 60 years (21.9% of Northern Beaches LGA residents, compared with 19% of residents across Greater Sydney).
- There was a slightly higher proportion of children aged under 18 years (23.4% of Northern Beaches LGA residents, compared with 22.1% of residents across Greater Sydney).
- There is a significantly lower proportion of residents aged 25-34 years living in Northern Beaches LGA (11.7%) compared with 16.1% across Greater Sydney.

### Cultural and linguistic diversity

In 2016, only 15.1% of Northern Beaches LGA residents spoke a language other than English at home, compared with 35.8% of residents across Greater Sydney.

The top languages spoken in the Northern Beaches LGA were:

- Italian (1.3%);
- Mandarin (1.3%);
- Portuguese (1.0%);
- French (0.9%);
- German (0.9%);
- Spanish (0.9%).

28.8% of Northern Beaches LGA residents were born overseas, compared with 36.7% of Greater Sydney residents. The top places of birth (other than Australia) for Northern Beaches LGA residents were:

- United Kingdom (9.1%);
- New Zealand (2.4%);
- China (1.4%);
- South Africa (1.4%);
- United States of America (1.4%).

### Household and dwelling type

The majority of households in Northern Beaches LGA are couples with children (37.3% compared with 35.3% across Greater Sydney).

There is a slightly higher proportion of couples without children households in Northern Beaches LGA (24.9%) compared with Greater Sydney (22.4%), and a similar proportion of one person households (20.7% in Northern Beaches LGA, compared with 20.4% across Greater Sydney).

Households in Northern Beaches LGA live in a range of dwelling types:

- More than half of households live in separate houses (55.7% in Northern Beaches LGA, compared with 55.0% in Greater Sydney).
- 17.2% of Northern Beaches households live in medium density, compared with 20.3% in Greater Sydney.
- A quarter (25.9%) of households in Northern Beaches LGA live in high density dwellings, compared with 23.5% in Greater Sydney.

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### **Income and employment**

In 2016, the median household income in Northern Beaches LGA was \$2,173 per week, significantly higher than the Greater Sydney average of \$1,745 per week.

There was a significantly higher proportion of high income households in Northern Beaches LGA, compared with Greater Sydney. 37.7% of households earned more than \$2,500 per week, compared with 28.3% across Greater Sydney.

11.3% of households in Northern Beaches earn less than \$650 per week, compared with 15.1% across Greater Sydney.

The LGA also has a high level of self-containment, with 54% of residents also working in the LGA. The next most popular employment location for residents is the Sydney LGA (19%), North Sydney (5%), and Willoughby (5%).

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### **Forecast population growth**

The population of Northern Beaches LGA is forecast to grow from 266,344 residents in 2016 to 309,333 residents by 2036. This represents growth of 13.9% over two decades, which is significantly below growth rates forecast for Greater Sydney as a whole.

The proportion of the Northern Beaches LGA population aged 65 years and older is projected to increase significantly to 2036, from 16.4% of residents in 2016 to 20.4% of residents in 2036. This is an increase of 19,538 residents aged over 65 years between 2016 and 2036.

## Appendix B. Health infrastructure audit

The following section provides an audit of health services within the Northern Beaches LGA. This audit was completed by undertaking an internet search for various health services, and confirming this information via telephone calls, where required.

### Hospitals

There are currently six hospitals (two of which are public) located in the Northern Beaches LGA providing a diverse range of facilities and services to the population. Hospitals in the Northern Beaches currently provide a total of 826 beds. The following table indicates the supply of hospitals in the Northern Beaches LGA.

**Table 3 Audit of hospital beds, Northern Beaches LGA, 2019**

Hospital	Services provided	Current capacity (bed count)
Northern Beaches Hospital	<ul style="list-style-type: none"> <li>• 14 operating theatres, 2 cardiac catheter labs, and 4 procedural rooms</li> <li>• 50-space emergency department</li> <li>• Comprehensive range of surgical services</li> <li>• Critical care services, including intensive care</li> <li>• Outpatient services conveniently located close to the main entry</li> <li>• Digital imaging and diagnostic facilities, with the building enabled for future technologies</li> <li>• Maternity, paediatrics, renal and cancer care specialties, to name a few</li> <li>• On-site medical centre</li> <li>• Mental Health services</li> </ul>	488 NB: Website notes that there is capacity to expand.
Arcadia Pittwater Private Hospital	<ul style="list-style-type: none"> <li>• In-patient residential services</li> <li>• Specialised medical and geriatric inpatient ward</li> <li>• Geriatric assessment, falls prevention and balance programmes</li> <li>• End of life programme</li> <li>• Rehabilitation: orthopaedic, cardiopulmonary, neurological, musculoskeletal and reconditioning programmes</li> </ul>	85
Delmar Private Hospital	<ul style="list-style-type: none"> <li>• 5 operating theatres</li> <li>• High dependency unit</li> <li>• Day stay unit</li> <li>• 3 gymnasiums</li> <li>• Hydrotherapy pool</li> <li>• Comprehensive range of surgical services</li> <li>• Rehabilitation: orthopaedic, cardiac, oncology, pain management, recondition, neurological, falls prevention and Parkinsons disease programs</li> </ul>	54
Manly Waters Private Hospital	<ul style="list-style-type: none"> <li>• Inpatient rehabilitation unit</li> <li>• Medical ward</li> <li>• Twelve luxury rooms with private ensuite</li> <li>• Hydrotherapy pool</li> <li>• Large fully fitted gymnasiums</li> <li>• Undercover drop-off and ambulance bay</li> <li>• Large reception/admissions area</li> <li>• Consulting and meeting rooms</li> <li>• Services include: Inpatient rehabilitation, day only rehabilitation, medical and post-operative care and palliative</li> </ul>	80
Mona Vale Hospital	<ul style="list-style-type: none"> <li>• 56-bed inpatient rehabilitation and assessment</li> <li>• 10-bed inpatient and outpatient palliative care</li> <li>• 10-bed inpatient geriatric evaluation and management</li> </ul>	56

Hospital	Services provided	Current capacity (bed count)
	<ul style="list-style-type: none"> <li>• 24-hour Urgent Care Centre</li> <li>• Radiology, pathology and pharmacy services</li> <li>• Dental clinic</li> <li>• Extensive community health services</li> <li>• High quality care for orthopaedic patients, neurological and stroke patients, amputees and patients requiring reconditioning after a medical or surgical admission</li> </ul>	<p>Upon completion of the Palliative Care Unit the hospital will provide:</p> <ul style="list-style-type: none"> <li>• 10-bed inpatient and outpatient palliative care; and</li> <li>• 10-bed inpatient geriatric evaluation and management.</li> </ul>
South Pacific Private Hospital	<ul style="list-style-type: none"> <li>• Inpatient/residential program</li> <li>• Intensive outpatient transitions program</li> <li>• Continuing care</li> <li>• Beachwood Recovery House</li> </ul>	54
Bear Cottage	<ul style="list-style-type: none"> <li>• 24-hour paediatric palliative care</li> </ul>	9 (also accommodates up to 30 family members)
		<b>Total beds = 826</b>

### General practitioners and health care centres

This data for this audit of GPs within the Northern Beaches was sourced on June 28<sup>th</sup> 2019 from Health Engine ([www.healthengine.com.au](http://www.healthengine.com.au)), a website providing information on both individual doctors and health centres.

There are more than 60 health care centres with GPs on premises in Northern Beaches, however Health Engine does not list which GPs work in each health centre.

Although a full assessment has not been undertaken, there are currently 63 health centres (of which would have at least one GP on premises), along with multiple independent practitioners, this provides a sufficient supply of GPs for the Northern Beaches population.

### Aged care facilities

The following research was undertaken using the specific facility website as well as Council's directory of retirement villages and aged care providers. In the case where statistics needed clarification, a call was made to confirm the number of places within the facility. It is to be noted most facilities did not have separated independent living units and aged care arrangements.

There are currently 53 aged care facilities providing a total of 4,833 beds in the Northern Beaches LGA

The following table identifies the supply of aged care facilities in the Northern Beaches LGA.

**Table 4 Audit of aged care/ retirement villages, Northern Beaches LGA, 2019**

Aged Care/Retirement Village	Current Capacity
Alexander Aged Care	RAC: 69, respite, palliative care, priority Armenian residents, multicultural. Low care studio apartments get same treatment as high care.
Allambie Heights Retirement Village	ILU: 55 RAC: 42 Dementia: 9
Avalon House Nursing Home	RAC 90
Aveo Bayview Gardens	ILU: 268 ALU: 38
Aveo Minkara Aged Care Facility	RAC: 51
Aveo Minkara Aged Care Facility	RAC: 51, ageing in place, palliative care, respite

Aged Care/Retirement Village	Current Capacity
Aveo Minkara Resort	ILU: 159 ALU: 43 Respite: 1
Aveo Peninsula Gardens Retirement Village	ILU: 98 ALU: 3 Respite: 1
Aveo Pittwater Palms Retirement Village	ILU: 127 ALU: 40 Respite: 1
Bayview Gardens Nursing Home	RAC: 60 Dementia: 30
Belrose Country Club Retirement Village	ILU: 200 ALU: 37 Rental: 1
BUPA Seaforth	RAC: 76
Catholic Healthcare George Mockler Hostel	RAC: 28, respite, dementia
Dee Why Gardens	ILU: 208 ALU: 27
Druids Court	ILU: 20
Elizabeth Jenkins Place	RAC: 108 Dementia: 18
Estia Health Manly Vale	RAC: 82 Inc. 18 Dementia, Respite, Palliative care
Eurobodalla Frenchs Forest	ILU: 28
Forestville Retirement Village	ILU: 32
Fred Hutley Village	ILU: 108
Furlough House Retirement Village	ILU: 81
Glenaecon Retirement Village	ILU: 221
Kings Court Christian Village	ILU: 12
Manly Vale Nursing Home	RAC: 92
Marston Living Beacon Hill Retirement Village	ILU: 32
Maybrook Manor Retirement Village	ILU: 96
McDonald Homes	ILU: 24
Mona Vale House Nursing Home	RAC: 62
Oceangrove Seniors Living Village	ILU: 76
Opal Austral House	35: Dementia and respite (women only environment)
Opal Oceanview	RAC: 49, dementia, Respite, Palliative Care
Opal Palm Grove	RAC: 54, dementia, respite, palliative care, NDIS clients.
Opal Seaside	Dementia: 55, respite, palliative care
Pacific Lodge Aged Care Plus Centre	RAC: 52
Peter Cosgrove & Kokoda Nursing Homes	RAC: 224 Palliative Care: 162
Pittwater Village	ILU: 74
Plateau View Aged Care Facility	RAC: 46
Santa Monica Village	ILU: 20
Scalabrini Village Allambie Heights	Independent but serviced: 37 Dementia unit secured: 44
Seabeach Gardens Nursing Home	RAC: 33

Aged Care/Retirement Village	Current Capacity
Seabeach Gardens Retirement Village	ILU: 62 ALU: 30
St Davids Village	Aged Care Bed: 40 Retirement Living Units: 92
Terrey Hills Nursing Home	RAC:104
Tobruk & Wirraway Homes	Dementia: 83
Uniting - Wesley Heights Independent Living Units	ILU: 104
Uniting Tredinnick - Forestville	ILU: 60
Uniting Wesley Gardens Belrose	RAC low care: 145 inc. 59 Dementia RAC high care: 140 inc. 68 Dementia Transitional care: 20, respite, palliative care
Uniting Wesley Heights Manly	RAC: 60, respite
Warriewood Brook Retirement Village	ILU: 147
Warringah Place Retirement Village	ILU: 102
Wesley Taylor Narrabeen	Ageing-in-place residency: 74
Willandra Bungalows	ILU: 90
William Charlton Village	ILU: 55
<b>Total: 4,833</b>	

### Allied health services

The data for this audit of select allied health services within the Northern Beaches LGA was sourced in January 2020 through an internet search. Acknowledging that allied health includes a broad range of services, the audit was targeted to the following services:

- Physiotherapy: 96 physiotherapy services were identified within the LGA,
- Speech pathology: 24 speech pathology services were identified within the LGA,
- Podiatry: 27 podiatry services were identified within the LGA,
- Occupational therapy: 18 occupational therapy services were identified within the LGA,
- Optometry: 34 optometrists were identified within the LGA,
- Pathology: 24 pathology labs were identified within the LGA, and
- Disability services (NDIS service providers): 16 disability services were identified within the LGA.

There are no established benchmarks for provision of allied health services, however, it is acknowledged that a wide variety of allied health services are required to support the health and wellbeing of the Northern Beaches community.

The following table identifies the supply of select allied health services within the Northern Beaches LGA.

**Table 5 Audit of allied health services, Northern Beaches LGA, 2019**

Service type	Name	Address
Physiotherapy	Focus Allied Health Clinic/Focus Physiotherapy	1/37 Kentwell Road, Allambie Heights
	Allambie Sports Physiotherapy	141-151 Allambie Road, Allambie Heights
	Avalon Physiotherapy and Clinical Pilates	24 Avalon Parade, Avalon
	Avalon Physiotherapy Centre	11/12 Bowling Green Lane, Avalon
	The Physio Shack	84 Palmgrove Road, Avalon Beach
	Peninsula Physiotherapy	1 Harley Road, Avalon Beach

Service type	Name	Address
	Sam Marsden Physiotherapy	78 Central Road, Avalon Beach
	Balance in Motion Physiotherapy	1/23 Avalon Parade, Avalon Beach
	Poljak Snezana	6/24 Avalon Parade, Avalon Beach
	Pure Form Pilates	16 Dress Cir Road, Avalon Beach
	Balgowlah Sports Injury and Physiotherapy Centre	341 Sydney Road, Balgowlah
	Kinetica Physiotherapy	410 Sydney Road, Balgowlah
	Back to Health Physiotherapy	3/379 Sydney Road, Balgowlah
	Peninsula Back Centre	1/343-345 Sydney Road, Balgowlah
	SquareOne Physio + Pilates + Exercise – Balgowlah Practice	Ground Floor/374 Sydney Road, Balgowlah
	Belrose Physiotherapy and Sports Injury Clinic	2-6 Yindela Street, Davidson
	Belrose Family Physiotherapy	51 Hakea Avenue, Belrose
	Active Anatomy	Shop 8A/25 Ralston Avenue, Belrose
	MediPhysio Belrose	Shop MM2B, 56-58 Glen Street, Belrose
	Northern Beaches Rehabilitation	Shop 2/54 Glen Street, Belrose
	Bilgola Physiotherapy	6/1 Bilambree Avenue, Bilgola Plateau
	Aushealth Physiotherapy	Level 2 Brookvale House, 1A Cross St, Brookvale
	Primary Physio Brookvale	2/10 Dale Street, Brookvale
	Hydrotherapy – Aushealth Physiotherapy	9B Green Street, Brookvale
	High Performance Rehab and Sports Physio	4/26 William Street, Brookvale
	Studio Align Physiotherapy and Pilates	5/9-13 Winbourne Road, Brookvale
	Rebound Health	9c/106 Old Pittwater Road, Brookvale
	Eleni Tsagaris Physiotherapy	Shop 2505A, Level 1 Westfield Warringah Mall Condamine Street & Old Pittwater Road, Brookvale
	Activate Physio for Women	Shop 601, Warringah Mall, 127 Old Pittwater Road, Brookvale
	Sports and Spines	8/9-13 Winbourne Road, Brookvale
	Warringah Medical and Dental Centre	10 Dale Street, Brookvale
	Collaroy Sports Physiotherapy	4c/56 Veterans Parade, Collaroy Plateau
	Back in Balance Physiotherapy	1 Alexander Street, Collaroy
	Empower Physiotherapy and Pilates	Shop 5/1 Alexander Street, Collaroy
	A Body of Work	1030-1034 Pittwater Rd, Collaroy
	Lynda O'Dell Physiotherapy and Pilates	92 Aubreen Street, Collaroy
	Effective Physiotherapy and Sports Injuries	99/93 S Creek Road, Cromer
	Manly Gymnastics Physiotherapy and Sports Injury Clinic	24 Middleton Road, Cromer
	The Running Room	15/1 Thew Parade, Cromer
	Team 8 Physio Fitness First	2/800 Pittwater Road, Dee Why
	Pacific Hand Therapy	Kingsway Medical Centre, Suite 2/729-731 Pittwater Road, Dee Why
	FIXIO Sports Physio and Pain Solutions	Suit 29 Level 1/888 Pittwater Road, Dee Why
	Dee Why Physiotherapy and Sports Injury Centre	17a/4 Delmar Parade, Dee Why



Service type	Name	Address
	Team8 Physio Dee Why	Suit 8/5 Dee Why Parade, Dee Why
	O'Neill and Pross Physiotherapy	28/22-26 Fisher Road, Dee Why
	Northern Beaches Physiotherapy and Sports Injury Centre	834 Pittwater Road, Dee Why
	Integrated Movement	2/5 Dee Why Parade, Dee Why
	On-Balance Physiotherapy	Unit 12/818 Pittwater Road, Dee Why
	The Source Physiotherapy	Suit 1/15 Frances St, Dee Why
	Inspire Physiotherapy and Pilates	Level 2/685 Pittwater Road, Dee Why
	ModPod Sports Podiatry and Physiotherapy	Suit 4103/834 Pittwater Road, Dee Why
	React Physiotherapy and Rehabilitation	9a/23 Oaks Avenue, Dee Why
	Elanora Heights Physiotherapy	59 Kalang Road, Elanora Heights
	Shop1/54 Kalang Road, Elanora Heights	1/54 Kalang Road, Elanora Heights
	Forestville Physiotherapy & Sports Injury Centre	11-13 Starkey Street, Forestville
	Arthur Street Physiotherapy	2/51 Arthur Street, Forestville
	French's Forest Physiotherapy	Suit 1, Building 7/49 Frenchs Road E, Frenchs Forest
	Advance Physiotherapy & Sports Injury Centre Frenchs Forest	7/14 Frenchs Forest Road E, Frenchs Forest
	Freshwater Physio	8, 1/3 Moore Road, Freshwater
	Physio at Freshie	56 Wyndora Avenue, Freshwater
	Rainsford Physiotherapy	10 Brighton Street, Freshwater
	MGS Physiotherapy	1 Whistler Street, Manly
	In Balance Physio and Pilates	Suite 14, Level 2/22 Darley Road Manly
	Bioathletic	63 Sydney Road Manly
	React Physiotherapy and Rehabilitation	3 11/33 N Head Scenic Drive, Manly
	Whistler Street Physio	9 Whistler Street, Manly
	Better Health Rehabilitation and Physiotherapy	29-33 Pittwater Road Manly
	Lewis Ingram Physiotherapy	22-4 Pine Street Manly
	Total Physio Manly Vale	295 Condamine Street Manly Vale
	MGS Physiotherapy Mona Vale	Shop 2, Peninsula Plaza, 20 Bungan Street Mona Vale
	Pittwater Physiotherapy	Suit 6/17 Bungan Street Mona Vale
	Holistic Physio Fitness	84 Barrenjoey Road, Mona Vale
	MediPhysio Mona Vale	18/20 Park Street Mona Vale
	Mona Vale Physiotherapy Centre	4 Daydream Street Warriewood
	Hyperformance Physio	Shop 4, level 2/1 Mona Vale Road, Mona Vale
	MyFamily Physio	Pittwater Place, Level 1, Suit 9/10 Park Street Mona Vale
	Francesco Fronzoni Physiotherapist and Chiropractor	127 Barrenjoey Road, Mona Vale
	Active Kids Physio / Newport Physiotherapy	20 Bungan Street, Mona Vale
	Nexus Physiotherapy	1238/1246 Pittwater Road Narrabeen
	The Sports Physio Clinic Narrabeen	Sydney Academy of Sport, Wakehurst Pkwy Narrabeen
	PhysioWard Sports and Rehab Physiotherapy	Unit 13/11-21 Waterloo Street Narrabeen

Service type	Name	Address
	Back to Health Physiotherapy	Shop 3/339 Barrenjoey Road, Newport
	Mia Sherman (Physiotherapist)	Suite 3b/367 Barrenjoey Road, Newport
	Lyn Kennedy Physiotherapy	2 Warringah Street North Balgowlah
	MGS North Curl Curl Physiotherapy	53 Griffin Road, North Curl Curl
	North Manly Physiotherapy	1 Nenagh Street North Manly
	Shore Physiotherapy	Shop 1/510-512 Pittwater Road, North Manly
	Narrabeen Physiotherapy and Sports Injury Centre	1455 Pittwater Road, North Narrabeen
	BeachLife Physiotherapy Narrabeen	1525 Pittwater Road, North Narrabeen
	Seaforth Physiotherapy & Sports Injury Centre	6/567 Sydney Road, Seaforth
	Appley Physiotherapy	38 Kirkwood Street Seaforth
	Moving On Physiotherapy	50 Booralie Road, Terrey Hills
	Patricia Westwood Physiotherapy	17 Yulong Avenue, Terrey Hills
	Peak Performance Chiropractic and Rehabilitation Clinic	3/19 Yulong Avenue, Terrey Hills
	Max Sports Physiotherapy Clinic Northern Beaches	50/5 Ponderosa Parade Warriewood
	Fix and Flex Pilates and Physiotherapy	1103/4 Daydream Street, Warriewood
Speech Pathology	Talk-Time Speech Pathology Northern Beaches	1/42 Balgowlah Road, Balgowlah
	Zip In Speech Pathology Services for Adults and Childrens in Balgowlah	Shop 4/343/345 Sydney Road Balgowlah
	Northern Beaches Children's Therapies – Speech Therapist and Speech Pathology	1/361 Sydney Road, Balgowlah
	Sydney Speech Pathology	U12/67 Wanganella Street, Balgowlah
	Northern Beaches Kids Spot	40-42 Balgowlah Road, Balgowlah
	Changing Tides Speech Pathology	Level 1, Suite 51/42-46 Wattle Road, Brookvale
	Karina Dade Speech Pathologist	2/8 Pacific Parade, Dee Why
	Kathy Gerrans Speech Pathologist	202/30 Fisher Road, Dee Why
	Speech Resources	18 Mooramba Road, Dee Why
	Karen Webster Speech Pathology	261 Sydney Road, Fairlight
	Talkshop Speech Pathology	3/14 Starkey Street, Forestville
	Fiona Teudt Speech Pathologist	616 Warringah Road, Forestville
	Kate O'Callaghan Speech Pathologist	7 Forest Way Frenchs Forest
	Elite Speech Therapy Northern Beaches	10 Tilley Ln Frenchs Forest
	Seashells Speech Pathology	75 Sunshine Street Manly Vale
	Oasis Health	2/127 Barrenjoey Road, Mona Vale
	MLSP Speech Pathology	Suite 406A/20 Bungan Street, Mona Vale
	Paediatric Speech Pathology, Mona Vale Hospital	18 Coronation Street Mona Vale
	Narrabeen Speech Pathology	5/35 Lagoon Street, Narrabeen
	Clare Wysman Speech Pathologist	2/17 Lindley Avenue, Narrabeen
	Parrott Valarie Speech Pathologist	15 Indura Road, North Narrabeen
	Swan Jeanette Speech Pathologist	15 Moolah Road, Terrey Hills
	Northern Beaches Speech Language and Reading	Quattro Building, 1208/4 Daydream Street, Warriewood
	Articulate Speech Pathology	16/3 Vuko Place, Warriewood

Service type	Name	Address
Podiatry	Focus Podiatry Foot Clinic	1/37 Kentwell Road, Allambie Heights
	Avalon Podiatry Mark Osborne	2/27 Old Barrenjoey Road, Avalon Beach
	Evan Johnstone Podiatry	Unit 9/25 Old Barrenjoey Road Avalon Beach
	Balgowlah Podiatry	2/343-345 Sydney Road, Balgowlah
	Sydney Podiatry Co	197 Woodland Street N, Balgowlah
	Boccanfuso Paul Podiatrist	10 Dale Street, Brookvale
	The Foot Group	Suite 144/117 Old Pittwater Road, Brookvale
	The Forest Podiatry	8/2-6 Yindela Street Davidson
	Dee Why Podiatry	2a/17-19 Mooramba Road, Dee Why
	ModPod Sports Podiatry and Physiotherapy	Suite 4103/834 Pittwater Road, Dee Why
	Tremayne Porter Podiatrist	5/1 Oaks Avenue, Dee Why
	Nelson M L Podiatrist	3/687 Pittwater Road, Dee Why
	Forestville Podiatry Clinic	4/47-49 The Centre, Forestville
	Belrose-Frenchs Forest Podiatry	9 Blackbutts Road, Frenchs Forest
	Frenchs Forest Food Clinic	49 Frenchs Forest Road E, Frenchs Forest
	Alison Thomas Podiatry	Shop 8/57-65 Sorlie Road, Frenchs Forest
	Scott Carpenter Podiatrist	72 The Corso Manly
	Manly Cove Podiatry	Suite 12/35-36 E Esplanade, Manly
	Alternative Foot Solutions	Shop 1/228 Condamine Street, Manly Vale
	Mona Vale Podiatry	Suite 8/17 Bungan Street Mona Vale
	The Podiatrists of Mona Vale	7 Bungan Street, Mona Vale
	Gateway Podiatrist	1 Mona Vale Road, Mona Vale
	Harding Podiatry – Sydney Academy of Sport	Sydney Academy of Sport and Recreation, Wakehurst Pkwy, Narrabeen
	Pacific Podiatry	2/1-7 Lagoon Street, Narrabeen
	Performance Health	5/355 Barrenjoey Road, Newport
	Sydney Podiatry Co	15/6 Pitt Road, North Curl Curl
Manly Foot Clinic	Shop 3/3 Corrie Road North Manly	
Occupational therapy	Kids Plan-It Occupational Therapy	First Floor, 42 Halgowlah Road, Balgowlah
	Occupational Therapy Helping Children	8/67 Wanganella Street Balgowlah
	Occupational Therapy for Kids	80 West Street Balgowlah
	Horizon Therapy Services	197 Woodland Street South, Balgowlah
	Harbour Hand Therapy	Woodland Street Allied Health Centre, 197 Woodland Street S, Balgowlah
	Kids World Paediatric Occupational Therapy	111/115-117 Old Pittwater Road, Brookvale
	Altius Group	52/42-46 Wattle Road, Brookvale
	IPAR Rehabilitation	Suite 148/117 Old Pittwater Road, Brookvale
	Kidsync	31/22 Fisher Road, Dee Why
	Andrea Ruskin Occupational Therapy for Children	15 Warili Road, Frenchs Forest
	Kids OT	Forestway Shopping Centre, Warringah Road, Frenchs Forest
	OT Rehab Solutions	Suite 1/38 E Esplanade, Manly

Service type	Name	Address
	Thrive Body and Brain Training for Kids	8 Mona Vale Road, Mona Vale
	Flanagan Glynis J	62 William Street, North Manly
	Harmony Balance and Health	206/658 Pittwater Road, North Manly
	Dalwood Child Services (also provides speech pathology and physiotherapy)	21 Dalwood Avenue, Seaforth
	Acqua Occupational Therapy	31 Myoora Road, Terrey Hills
	Sydney Occupational Services	4406, L4/4 Daydream Street, Warriewood
Optometry	Milat Optometry	13 Bowling Green Ln, Avalon Beach
	Beckenham Optometrist	15 Old Barrenjoey Road, Avalon Beach
	OPSM Balgowlah	Stockland Balgowlah, Shop 037/197-215 Condamine Street, Balgowlah
	Forestway Optometry Glenrose	Glenrose Village Shopping Centre, Shop 6, 56-58 Glen Street Belrose
	AV Simon Optometry	Forestway Shopping Centre, Forest Way
	Bupa Optical	131 Condamine Street, Brookvale
	Specsavers Optometrist – Warringah	SH1164/1165 Warringah Mall Condamine Street and Old Pittwater Road, Brookvale
	OPSM	Shop 340/145 Old Pittwater Road, Brookvale
	Oscar Wylee	Warringah Mall, Ground Level Shop 1075/145 Old Pittwater Road, Brookvale
	Eyes Warringah	Shop 1514 Westfield Warringah Mall Brookvale
	Fent Phillip Optometrists	Warringah Mall Brookvale Avenue, Brookvale
	Sydney Eye Clinic	Warringah Medical & Dental Centre, 10 Dal Street, Brookvale
	HCF Eyecare Centres	Shop 6010, Old Pitwater Road, Brookvale
	OptimEyes Optometry	Suite 9a/818 Pittwater Road, Dee Why
	OPSM Dee Why	Shop 31/15-19 Pacific Parade Dee Why
	Graham Lowe Optometrist	23 Oaks Avenue, Dee Why
	Mark Wilson Optometrist by G&M Eyecare	12 Howard Avenue, Dee Why
	Sturdee Eyes	Shop 5/1-3 Sturdee Parade, Dee Why
	Abel Robson & Falkenstein Optometrists	18A Starkey Street, Forestville
	OPSM Forest Way	Warrinah Road and Forest Way, Shop 17 Forest Way Shopping Centre, Frenchs Forest
	Ian Donald	Shop 2 39/37 The Corso Manly
	Bailey Nelson Optometrist Manly	Shop 2/4-10 Sydney Road, Manly
	Eye Four Eye	35 Sydney Road, Manly
	Maximeyes	1/7A Wentworth Street Manly
	OPSM Mona Vale	Shop 2B Bungan Street, Mona Vale
	Primary Eye Care	9 Vineyard Street, Mona Vale
	R Peter C Ramalli	4/20 Bungan Street Mona Vale
	Mona Vale Eye Centre	12a/20 Bunan Street, Mona Vale
	Eye Doctors Mona Vale	3/20 Bungan Street, Mona Vale

Service type	Name	Address
	Eyes	1320 Pittwater Road, Narrabeen
	Northern Beaches Optical	Shop 7/73 Waterloo Street, Narrabeen
	Adel Eyecare	Warriewood Shopping Square, 38/12 Jacksons Road, Warriewood
	Specsavers Optometrist	Warriewood Square, Jacksons Road, Warriewood
	OPSM Warriewood	Warriewood Square Shopping Centre, Shop 024, Jacksons Road, Warriewood
Pathology	Douglass Hanly Moir Avalon Collection Centre	Shop 8/24 Avalon Parade, Avalon Beach
	Douglass Hanly Moir Balgowlah Collection Centre	Shop 2/387-391 Sydney Road, Balgowlah
	Laverty Pathology	Pathology Room 1 Balgowlah Medical Centre, Shop 73, 197-215 Condamine Street Balgowlah
	Laverty Pathology (in Warringah Medical and Dental Centre)	10 Dale Street, Brookvale
	Douglass Hanly Moir Brookvale Collection Centre	Brookvale House, Vale Medical Practice, 1A Cross Street, Brookvale
	Douglass Hanly Moir Dee Why Collection Centre	Shop 2B/910 Pittwater Road, Dee Why
	Douglass Hanly Moir Collection Centre	Level 3/834 Pittwater Road, Dee Why
	Pathology North	Seascape Centre, 1/22-26 Fisher Road Dee Why
	Laverty Pathology	Shop a/1-5 Dee Why Parade, Dee Why
	Laverty Pathology	Family Medical Centre, Shop 29/15-19 Pacific Parade, Dee Why
	Douglass Hanly Moir Forestville Collection Centre	13 Darley Street, Forestville
	Laverty Pathology	Pathology Suite 3 Forestville Med Ctr, 677 Warringah Road, Forestville
	Douglass Hanly Moir Frenchs Forest Collection Centre	5 Forest Way, Frenchs Forest
	Laverty Pathology	22 Forest Way, Frenchs Forest
	Pathology North	Level 2 Building 1/49 Frenchs Forest Road E, Frenchs Forest
	Douglass Hanly Moir Manly Collection Centre	Level 5/22 Darley Road Manly
	Laverty Pathology	Rear Suite, 339 Condamine Street Manly Vale
	Douglass Hanly Moir Mona Vale Collection Centre	10 Akuna Lane Mona Vale
	Douglass Hanly Moir Mona Vale Collection Centre	1 Mona Vale Road, Mona Vale
	Douglass Hanly Moir Narrabeen Collection Centre	4 Albert Street Narrabeen
	Douglass Hanly Moir Newport Collection Centre	Newport Medical Centre, Suit 5/1 Kalinya Street Newport
	Laverty Pathology	Shop 17 Surfside Arcade, 355 Barrenjoey Road, Newport
SDS Pathology	331/335 Barrenjoey Road Newport	
Laverty Pathology	Family Healthcare, 12 Jacksons Road, Warriewood	
NDIS Service Providers	Cerebral Palsy Alliance: Disability Support and NDIS Service Providers	187 Allambie Road, Allambie Heights
	Sunnyfield Support Office	185 Allambie Road, Allambie Heights
	Just Better Care Northern Beaches/Mosman	6/383 Sydney Road Balgowlah

Service type	Name	Address
	Ability Research Centre	284 Sydney Road, Balgowlah
	Aruma Belrose	49 Blackbutts Road, Belrose
	Ability Options	1/696 Pittwater Road, Brookvale
	APM	Unit 3B/32 Fisher Road, Dee Why
	Job Centre Australia	3/645-647 Pittwater Road, Dee Why
	Australian unity – Home and Disability Services Hub	651 Pittwater Road, Dee Why
	OCTEC Employment Service	Suite 2/13-15 Francis Street, Dee Why
	Fighting Chance Australia	Building A/5 Skyline Place, Frenchs Forest
	Unisson Disability Frenchs Forest	16 Rodborough Road, Frenchs Forest
	CCNB	20 Rodborough Road, Frenchs Forest
	Autism Spectrum Australia	2/14 Aquatic Drive, Frenchs Forest
	Ability Technology	12 Emperor Place, Forestville
	Just Better Care Australia	Suite A, Level 3/43-45 E Esplanade, Manly

## Appendix C. Strategic policy review

The following section provides an overview of the strategic policy context for the development, based on a review of relevant health and social infrastructure-related policies and strategies.

### Health directions

NSW State Health Plan – Towards 2021	
NSW Ministry of Health (2014)	
<b>Purpose and Vision</b>	<ul style="list-style-type: none"> <li>The NSW State Health Plan provides the strategic framework which brings together NSW Health's existing plans, programs and policies and sets priorities across the system for the delivery of 'the right care, in the right place, at the right time' for everyone.</li> <li>Creating a more connected health system across the primary and acute settings will not only improve patient outcomes but will help in reducing unnecessary hospitalisations and Emergency Department presentations, creating a more financially sustainable health system for the future</li> </ul>
<b>Strategic Directions</b>	<p>Directions:</p> <ul style="list-style-type: none"> <li><b>DIRECTION ONE: Keeping People Healthy</b> <ul style="list-style-type: none"> <li>Supporting people to live healthier, more active lives and reducing the burden of chronic disease</li> </ul> </li> <li><b>DIRECTION TWO: Providing World-Class Clinical Care</b> <ul style="list-style-type: none"> <li>Providing timely access to safe, quality care in hospitals, Emergency Departments and in the community</li> </ul> </li> <li><b>DIRECTION THREE: Delivering Truly Integrated Care</b> <ul style="list-style-type: none"> <li>Creating a connected health system, so that patients get the care they need, where and when they need it, by connecting State health services with other health services</li> </ul> </li> </ul> <p>Strategies:</p> <ul style="list-style-type: none"> <li><b>STRATEGY ONE: Supporting and Developing our Workforce</b> <ul style="list-style-type: none"> <li>Helping the 'heart and hands' of NSW Health deliver first class, patient-centred care within the CORE values framework</li> </ul> </li> <li><b>STRATEGY TWO: Supporting and Harnessing Research and Innovation</b> <ul style="list-style-type: none"> <li>Creating the evidence base for better models of care and translating research into new devices, drugs, therapies and procedures to deliver improved healthcare</li> </ul> </li> <li><b>STRATEGY THREE: Enabling eHealth</b> <ul style="list-style-type: none"> <li>Improving digital connectivity for a smart, networked health system in hospitals, in the community, into the future</li> </ul> </li> <li><b>STRATEGY FOUR: Designing and Building Future-Focused Infrastructure</b> <ul style="list-style-type: none"> <li>Improving facilities and equipment to support the delivery of care</li> </ul> </li> </ul>
NSW Strategic Health Plan for Children, Young People and Families 2014-2024	
NSW Ministry of Health (2014)	
<b>Purpose and Vision</b>	<ul style="list-style-type: none"> <li>This plan provides the framework upon which services will grow in the future. It will drive the work of NSW Health and its partners in an integrated fashion. The partners have been engaged in the development of this plan and their continuing involvement is crucial, whether they be running hospitals, GP practices, other community based services or families and young people themselves.</li> <li>Healthy, Safe and Well is a 10-year strategic health plan for all children, young people and families in NSW, developed by NSW Kids and Families as part of NSW Health. The Plan provides a comprehensive planning, service and policy roadmap from preconception to 24 years of age, including pregnant women, babies, children, young people and families</li> <li>Healthy, Safe and Well focuses on preconception to 24 years of age, setting out an ambitious agenda for renewed efforts to promote health, prevent illness, embed early intervention and deliver integrated, connected care for all NSW children and families no matter where they live. Five key Strategic Directions are underpinned by a series of service, performance, policy and planning objectives and actions, with special attention for those in our community most at risk, vulnerable or with special health needs.</li> </ul>



**NSW Strategic Health Plan for Children, Young People and Families 2014-2024**

<b>Strategic Directions</b>	<p>The Plan is structured around five key Strategic Directions, each with its own series of objectives, actions and performance benchmarks to improve health, early intervention and the delivery of integrated, best-practice care.</p> <ul style="list-style-type: none"> <li>• STRATEGIC DIRECTION ONE: CARING FOR WOMEN AND BABIES             <ul style="list-style-type: none"> <li>– Better access to care from early pregnancy, evidence-based options for birth, improved transition from postnatal to parenthood services, with a focus on preparing for pregnancy and promoting parental health and wellbeing.</li> </ul> </li> <li>• STRATEGIC DIRECTION TWO: KEEPING CHILDREN AND YOUNG PEOPLE HEALTHY             <ul style="list-style-type: none"> <li>– Promote good health through improved screening and immunisation, encouraging individuals, families and communities to adopt healthier lifestyles, reducing risky behaviours and improving ‘health literacy’.</li> </ul> </li> <li>• STRATEGIC DIRECTION THREE: ADDRESSING RISK AND HARM             <ul style="list-style-type: none"> <li>– Increase awareness of the health impacts of domestic and family violence, sexual assault and childhood maltreatment, identify and support children at risk of harm, and improve our ability to respond to, and treat, injuries caused by accidents and intentional harm.</li> </ul> </li> <li>• STRATEGIC DIRECTION FOUR: EARLY INTERVENTION             <ul style="list-style-type: none"> <li>– Target children at risk, strengthen early intervention services and therapies, improve developmental and disability outcomes, and engage proactively with families and young people to improve their long-term health.</li> </ul> </li> <li>• STRATEGIC DIRECTION FIVE: RIGHT CARE, RIGHT PLACE, RIGHT TIME             <ul style="list-style-type: none"> <li>– Deliver best-practice care as close to home as possible, integrate health care delivery across the State, raise safety and quality standards, and promote culturally-responsive, age-appropriate care.</li> </ul> </li> </ul> <p>The following key actions are relevant to the proposed development:</p> <ul style="list-style-type: none"> <li>• 1.2 Improve access to high quality, woman centred care from early pregnancy</li> <li>• 2.1 Boost community capacity to pursue good health</li> <li>• 2.3 Improve health literacy</li> <li>• 3.1 Increase awareness of violence, abuse and neglect</li> <li>• 3.4 Reduce the incidence and health impact of accidents, injuries and self-harm</li> <li>• 4.2 Intervene early to prevent poor health, growth and develop</li> <li>• 4.3 Act early to help children with chronic health conditions</li> <li>• 4.4 Engage with young people at risk of poor health or absence from school</li> <li>• 5.1 Deliver best-practice care as close to home as possible</li> <li>• 5.2 Provide safe, high-quality, and effective healthcare</li> <li>• 5.3 Deliver integrated, connected healthcare</li> <li>• 5.4 Provide inclusive, family centred, culturally respectful and age appropriate care</li> </ul>
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**NSW Health Strategic Priorities 2019-2020**

**NSW Health (2019)**

<b>Purpose and Vision</b>	<ul style="list-style-type: none"> <li>• The Strategic Priorities for 2019-20 provide the health system and our stakeholders with a meaningful overview of our target outcomes for the year ahead. This approach to planning involves more clearly identifying the strategic priorities that the Ministry of Health will focus on as a system manager, enhancing cross-functional collaboration with Pillars and Service Agencies, and applying tighter ownership and monitoring of delivery against the agreed priorities with Local Health Districts and Specialty Health Networks through service agreements.</li> <li>• There will be an enhanced focus on value based healthcare and its direct link with patient experience. Central to the move from ‘volume’ to ‘value’, is how as a health system we will sustainably deliver the outcomes that matter to patients by improving how we organise and provide care.</li> </ul>
<b>Strategic Directions</b>	<p>This Strategy uses the same eight Strategic Priorities from the <i>State Health Plan: Towards 2021</i> as discussed above and delves in details of how these priorities will be achieved.</p> <p>The following key actions are relevant to the proposed development:</p>

**NSW Health Strategic Priorities 2019-2020**

	<ul style="list-style-type: none"> <li>• Design and implement mental health patient safety program</li> <li>• Progress funding for integrating care which have explicit outcome measures</li> <li>• Drive LHDs and Services to implement at least one of the successful partnership strategies across:             <ul style="list-style-type: none"> <li>- ED to Community</li> <li>- Vulnerable Families</li> <li>- Specialist Outreach to Primary Care</li> <li>- Residential Aged Care</li> <li>- Paediatrics Network</li> </ul> </li> <li>• Rollout the youth aftercare project</li> <li>• Progress the \$700 million Statewide Mental Health Infrastructure Program.</li> <li>• Evaluate palliative and end of life priority projects and agree next steps.</li> <li>• Redesign the procurement model for last days of life</li> <li>• Pilot reforms from 'Their Futures Matter' including             <ul style="list-style-type: none"> <li>- Out of home care health pathways</li> <li>- Integrated trauma-informed care</li> </ul> </li> <li>• Ensure we have the workforce categories in demand and small but critical workforce.</li> <li>• Utilise capital investment to drive new models of health service delivery</li> <li>• Refresh the capital prioritisation process to drive broader economic outcomes.</li> <li>• Commence implementation planning for the 20-year Health Infrastructure Strategy.</li> <li>• Deliver infrastructure plans and integrate with other agencies</li> <li>• Ensure support services are integrated into capital planning and development</li> <li>• Continue place-based integrated planning with other agencies.</li> </ul>
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**NSLHD Strategic Plan 2017-2022**

**NSW Health – Northern Sydney Local Health District (2017)**

<p><b>Purpose and Vision</b></p>	<ul style="list-style-type: none"> <li>• This Strategic Plan 2017-2022 outlines how NSLHD will meet the challenges ahead by embracing discovery and learning, building partnerships and engaging our community, to deliver excellent health and wellbeing. It will be the central focus as NSLHD develop and update their clinical services, community engagement, asset management and research plans.</li> <li>• The NSLHD Strategic Plan (the Plan) sets out aspirations and proposals for Northern Sydney Local Health District (NSLHD) over a five year timeframe from 2017 to 2022.</li> <li>• The Plan is framed around five themes or priority areas in the pursuit of the vision to be “Leaders in healthcare, partners in wellbeing” and to deliver two key outcomes for our patients, their carers, and community:             <ul style="list-style-type: none"> <li>- Quality care by the right provider, in the right place, when needed</li> <li>- Minimise impact of illness, maximised health and wellbeing</li> </ul> </li> </ul>
<p><b>Strategic Directions</b></p>	<p>The five themes in pursuit of the vision are:</p> <ul style="list-style-type: none"> <li>• Healthy communities             <ul style="list-style-type: none"> <li>- Prevention, early intervention and community development strategies will improve health outcomes</li> </ul> </li> <li>• Connected person-centred care             <ul style="list-style-type: none"> <li>- People have a good experience of care, which meets their health needs, in partnership with multiple care providers</li> </ul> </li> <li>• Evidence-based decision making             <ul style="list-style-type: none"> <li>- Decisions are made on the basis of best available information and a philosophy of continuous improvement</li> </ul> </li> <li>• Responsive and adaptable organisation             <ul style="list-style-type: none"> <li>- Our structure and systems support the delivery of innovative and responsive services in partnership with other providers and our community</li> </ul> </li> <li>• Engaged and empowered workforce</li> </ul>

NSLHD Strategic Plan 2017-2022	
	<ul style="list-style-type: none"> <li>- Our staff are confident, capable and committed to the support and delivery of good care every day</li> </ul> <p>The following key actions are relevant to the proposed development:</p> <ul style="list-style-type: none"> <li>• Improve health outcomes for vulnerable populations</li> <li>• Support people to manage their health and maximise wellbeing</li> <li>• Improve quality and safety of care</li> <li>• Develop reliable integrated systems of care</li> <li>• Improve the patient experience of care</li> <li>• Develop expertise in clinical, business, contractual and collaborative partnerships</li> <li>• Develop a rigorous approach to innovation for continuous improvement and transformational change</li> </ul> <p>Initiatives will focus on:</p> <ul style="list-style-type: none"> <li>• Quantifying health disparities for disadvantaged groups including, but not limited to Aboriginal and Torres Strait Islanders, culturally and linguistically diverse populations, and people with disabilities or mental illness</li> <li>• Delivering whole system, culturally appropriate responses to health outcome disparities in partnership with patients/carers and other health and social care organisations and peak bodies</li> <li>• Developing strategies to respond to local population health priorities over and above core health promotion priorities of NSW Health</li> <li>• Incorporating health promotion, primary and secondary prevention and self-management strategies in health pathways for most common reasons for emergency department presentation or acute admission</li> <li>• Developing strategies to engage people with increasing risk profiles in their care, balancing interactions with primary care and opportunities for self-management, to reduce the number transitioning to high care management needs</li> </ul>

## Social infrastructure directions

North District Plan	
Greater Sydney Commission (2018)	
<b>Purpose and Vision</b>	<ul style="list-style-type: none"> <li>• The Greater Sydney Commission’s North District Plan is a 20 year plan to manage growth in the North Sydney, City of Ryde, Hornsby, Hunters Hill, Ku-ring-gai, Lane Cove, Mosman, Northern Beaches, and Willoughby LGAs.</li> <li>• The North District Plan sets the strategic framework for planning for Northern Beaches LGA’s future. Growth precincts and city-shaping infrastructure such as the Northern Beaches B-Line, the Northern Beaches to Chatswood bus improvement and the Frenchs Forest Health and Education Precinct will deliver transformative change and investment over the next 20 years.</li> <li>• The plan sets out a number of high-level directives which impact social infrastructure planning for the Northern Beaches. These are summarised as:             <ul style="list-style-type: none"> <li>- Working together to grow a Greater Sydney: increasing the use of public resources such as open spaces and community facilities.</li> <li>- Celebrating diversity and putting people at the heart of planning: increasing walkable access to local centres.</li> <li>- Designing places for people: increasing access to open spaces.</li> <li>- Developing a more accessible and walkable city: Increasing the percentage of dwellings located within 30 minutes by public transport of a metropolitan centre/cluster.</li> <li>- Valuing green spaces and landscape: increasing the urban tree canopy and expanding the Greater Sydney Green Grid.</li> </ul> </li> <li>• Key implications arising for this study from the North District Plan are:             <ul style="list-style-type: none"> <li>- The importance of planning for Frenchs Forest Health and Education Precinct.</li> <li>- The regional importance of “great places” such as the beaches, Narrabeen Lake and Pittwater.</li> <li>- Planning for older populations and for youth.</li> <li>- The need to plan for future social infrastructure to be flexible, multipurpose, accessible and sustainable.</li> <li>- Supporting and encouraging healthy active lifestyles.</li> </ul> </li> <li>• The Plan also recognises that Manly is a strategic centre, including <i>‘cultural, tourist, retail and entertainment activities for residents as well as local and international visitors. The variety of</i></li> </ul>

North District Plan	
	<p><i>restaurants and small bars contribute to a vibrant night-time economy. Recreational opportunities from the coastal location and stunning beaches provide economic opportunities such as eco-tourism around North Head and Cabbage Tree Bay Aquatic Reserve. Manly is well served by public transport including a ferry and bus service from the Sydney CBD.'</i></p>
<b>Strategic Directions</b>	<p>The Plan contains a number of priorities and actions relevant to the proposed development:</p> <ul style="list-style-type: none"> <li>• <i>Planning Priority N3: Providing services and social infrastructure to meet people's changing needs;</i> <ul style="list-style-type: none"> <li>- <i>Action 9: Deliver social infrastructure that reflects the needs of the community now and in the future</i></li> <li>- <i>Action 10: Optimise the use of available public land for social infrastructure</i></li> </ul> </li> <li>• <i>Planning Priority N4: Fostering healthy, creative, culturally rich and socially connected communities</i> <ul style="list-style-type: none"> <li>- <i>Action 11: Deliver healthy, safe and inclusive places for people of all ages and abilities that support active, resilient and socially connected communities by:</i> <ul style="list-style-type: none"> <li>a. <i>Providing walkable places at a human scale with active street life</i></li> <li>b. <i>Prioritising opportunities for people to walk, cycle and use public transport</i></li> <li>c. <i>Co-locating schools, health, aged care, sporting and cultural facilities</i></li> <li>d. <i>Promoting local access to healthy fresh food and supporting local fresh food production</i></li> </ul> </li> <li>- <i>Action 15: Facilitate opportunities for creative and artistic expression and participation, wherever feasible, with a minimum regulatory burden, including:</i> <ul style="list-style-type: none"> <li>a. <i>Arts enterprises and facilities, and creative industries</i></li> <li>b. <i>Interim and temporary uses</i></li> <li>c. <i>Appropriate development of the night time economy</i></li> </ul> </li> <li>- <i>Action 16: Strengthen social connections within and between communities through better understanding of the nature of social networks and supporting infrastructure in local places</i></li> </ul> </li> <li>• <i>Planning Priority N6: Creating and renewing great places and local centres, and respect the Districts heritage</i> <ul style="list-style-type: none"> <li>- <i>Action 19: using a place-based and collaborative approach throughout planning, design, development and management, deliver great places by:</i> <ul style="list-style-type: none"> <li>a. <i>Prioritising a people friendly public realm and open spaces as a central organising design principle</i></li> <li>b. <i>Recognising and balancing the dual function of streets as places for people and movement</i></li> <li>c. <i>Providing a fine grain urban form, diverse land use mix, high amenity and walkability, in and within a 10-minute walk of centres</i></li> </ul> </li> <li>- <i>Action 22: Use place based planning to support the role of centres as a focus for connected neighbourhoods</i></li> </ul> </li> <li>• <i>Planning Priority N17: Protecting and enhancing scenic and cultural landscapes</i> <ul style="list-style-type: none"> <li>- <i>Action 68: Enhance and protect views of scenic and cultural landscapes from the public realm.</i></li> </ul> </li> <li>• <i>Planning Priority N20: Defining high quality open space</i> <ul style="list-style-type: none"> <li>- <i>Action 73: Maximise the use of existing open space and protect, enhance and expand public open space by:</i> <ul style="list-style-type: none"> <li>a. <i>Providing opportunities to expand a network of diverse, accessible, high quality open spaces that respond to the needs and values of communities as populations grow,</i></li> <li>b. <i>Investigating opportunities to provide new open spaces so that all residential areas are within 400m of open space and all high density residential areas (over 60 dwellings per hectare) are within 200m of open space.</i></li> </ul> </li> </ul> </li> <li>• <i>Planning Priority N10: Growing investment, business opportunities and jobs in strategic centres</i> <ul style="list-style-type: none"> <li>- <i>Action 44: Strengthen Manly through approaches that:</i> <ul style="list-style-type: none"> <li>a. <i>Further develop Manly as a cultural, tourist, retail and entertainment precinct;</i></li> <li>b. <i>Improve public transport connections to Manly Wharf from other lower Northern Beaches suburbs;</i></li> <li>c. <i>Provide improved public transport to Chatswood, Frenchs Forest, St Leonards, Macquarie Park and Macquarie University;</i></li> <li>d. <i>Encourage diversified commercial activity to improve economic resilience;</i></li> <li>e. <i>Encourage eco-tourism around North Head and Cabbage Tree Bay Aquatic Reserve.</i></li> </ul> </li> </ul> </li> </ul>

<b>Shape 2028 (Community Strategic Plan)</b>	
<b>Northern Beaches Council (2018)</b>	
<b>Purpose and Vision</b>	<ul style="list-style-type: none"> <li>• The core purpose of the CSP is to establish a roadmap for the future, providing a description of the future vision.</li> <li>• The central vision for the Northern Beaches Council is to create - a safe, inclusive and connected community that lives in balance with our extraordinary coastal and bushland environment</li> <li>• Eight (8) interrelated key themes are identified in the CSP that address the complex challenges and opportunities that lie ahead. These are as follows: <ul style="list-style-type: none"> <li>- Protection of the environment</li> <li>- Places for people</li> <li>- Vibrant local economy</li> <li>- Good governance</li> <li>- Environmental sustainability</li> <li>- Community and belonging</li> <li>- Transport, infrastructure and connectivity</li> <li>- Partnerships and participation</li> </ul> </li> </ul>
<b>Strategic Directions</b>	<p>The following key actions are relevant to the proposed development:</p> <ul style="list-style-type: none"> <li>• Goal 8: Our neighbourhoods inspire social interaction, inclusion and support health and wellbeing: <ul style="list-style-type: none"> <li>- a. Create welcoming villages and neighbourhood centres that are vibrant, accessible and support our quality of life</li> <li>- b. Develop urban design controls that support the health and wellbeing of our community, particularly seniors and people with a disability</li> <li>- c. Collaborate with the community in the design</li> </ul> </li> <li>• Goal 9: Our community is healthy, active and enjoys a broad range of creative, sporting and recreational opportunities <ul style="list-style-type: none"> <li>- c. Encourage a broad range of activities that enable social interaction, stimulate wellbeing, and support people at each stage of their lives</li> </ul> </li> <li>• Goal 11: Our community feels safe and supported <ul style="list-style-type: none"> <li>- a. Promote social inclusion through neighbourhood programs and quality services</li> <li>- b. Build stronger communities where neighbours know and support each other</li> <li>- c. Promote health and wellbeing through fair access to information, health and support services</li> </ul> </li> <li>• Goal 12: Our community is friendly and supportive <ul style="list-style-type: none"> <li>- a. Support community groups and facilitate volunteer opportunities</li> <li>- b. Build an inclusive community and break down institutional and social barriers to enable all people, irrespective of age, gender and identity, to participate in community life</li> <li>- c. Recognise and honour Aboriginal culture and heritage</li> <li>- d. Value and celebrate our diverse heritage and cultural differences</li> </ul> </li> </ul>

<b>Towards 2040 – Draft Local Strategic Planning Statement</b>	
<b>Northern Beaches Council (2019)</b>	
<b>Purpose and Vision</b>	<ul style="list-style-type: none"> <li>• The Towards 2040 is a roadmap for sustainably managing how the LGA will evolve and grow reflecting local values and aspirations.</li> <li>• The vision of the plan is largely centred around maintaining a healthy and protected environment with providing a range of housing.</li> <li>• The former Manly Hospital site is demarcated as an opportunity for infrastructure and growth. It is also discussed as a location for improved links to Manly town centre.</li> <li>• Council is looking to make better use of the LGA's communities facilities and is planning for upgraded or new facilities. This includes reinvigorating existing infrastructure by adapting to universal design, installing digital technology or activating for day and evening use.</li> <li>• Community hubs will be clustered in strategic centres such as Manly</li> <li>• Council plans to co-locate social infrastructure with commercial uses</li> </ul>

**Towards 2040 – Draft Local Strategic Planning Statement**

	<ul style="list-style-type: none"> <li>The supporting vision for Manly identifies principles around protecting and enhancing Manly’s character, improving public amenity, diversifying the night-time economy to minimise conflicts with residential uses, continue Manly’s tourist presence, and retain a strong pedestrian-focused core.</li> </ul>
<b>Strategic Directions</b>	<p>The following key actions are relevant to the proposed development:</p> <ul style="list-style-type: none"> <li>6.1 Prepare LGA-wide studies including a social infrastructure and open space study and an open space and recreation strategy.             <ul style="list-style-type: none"> <li>This includes investigating Manly for a networked approach to activate existing community facilities as a multi-use community facility hub. Opportunities may also include tailoring facilities to also support visitors and night-time activity.</li> </ul> </li> <li>11.1 Complete a social infrastructure study, open space and recreation strategy, childrens services strategy, community centres strategy, social plan and specialised plans for specific demographics (young people, older people, people with a disability or people from a culturally or linguistically diverse background)</li> <li>14.2 Develop LEP and DCP controls that respond to social infrastructure and employment studies, the economic development plan and the Arts and Creative Strategy, including temporary use such as markets in community centres; and facilitate public art in public and private development and use of vacant tenancies for arts, cultural or creative industries</li> </ul>

**Disability Inclusion Action Plan 2017-2021**

**Northern Beaches Council (2017)**

<b>Purpose and Vision</b>	<ul style="list-style-type: none"> <li>This plan lays out the four year strategic vision and action plan for Northern Beaches Council as it endeavours to improve accessibility and inclusiveness across the Northern Beaches. The actions identified in this plan will be integrated within the Operational Plan and Delivery Program for the organisation.</li> <li>The key vision for this Plan is “Universal access and inclusion across the Northern Beaches that enables people with disability to fulfil their potential as equal members of the community”</li> <li>The four key focus areas that the DIAP is committed to improving are             <ul style="list-style-type: none"> <li>Focus Area 1 Developing positive community attitudes and behaviours</li> <li>Focus Area 2 Creating liveable communities</li> <li>Focus Area 3 Supporting access to meaningful employment</li> <li>Focus Area 4 Improving access to mainstream services through better systems and processes</li> </ul> </li> <li>Some of the key actions include: accessibility audits of Council assets and the implementation of priority improvement works; the development of best practice inclusion and access practices for Council workplaces; research the user experience of Council’s systems and processes; continued support for disability education and awareness initiatives; and the development of access maps for major town and village centres.</li> <li>New and upgraded facilities and infrastructure projects aim to improve access and inclusion. This includes new and upgraded buildings, community centres, wharves, recreation trails, aquatic centres, rock pools, footpaths, kerb ramps, bus stops and accessible parking.</li> </ul>
<b>Strategic Directions</b>	<ul style="list-style-type: none"> <li>Focus Area 1: To build community awareness of the rights and abilities of people with disability, and to support the development of positive attitudes and behaviours towards people with disability.</li> <li>Focus Area 2: To increase participation of people with disability in all aspects of community life, through targeted approaches to address barriers in housing, learning, transport, health and wellbeing.</li> <li>Focus Area 3: To increase the number of people with disability in meaningful employment, thereby enabling people with disability to plan for their future and exercise choice and control as a result of economic security.</li> <li>Focus Area 4: To ensure that people with disability are able to make informed choices about available Council services and for access to services to be easy and efficient.</li> </ul> <p>The following key actions are relevant to the proposed development:</p> <ul style="list-style-type: none"> <li>9. Improve neighbourhood connectivity, suburb movement and access.</li> <li>12. Improve access to all Council facilities and assets.</li> <li>15. Council partners with and builds capacity of local employers and businesses to increase employment for people with disability on the Northern Beaches</li> <li>16. Council leverages its position and role in strategic and district planning to influence employment and transport infrastructure</li> </ul>

