



Royal Far West Client Brief

Funding the next 100 years project

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1.0 Introduction

1.1 Introduction to Royal Far West

Royal Far West (RFW) is an independent, not-for-profit charitable organisation, governed by a Board of Directors and managed by a skilled and experienced Executive team. It is a unique and special charity that has been operating for nearly 100 years, serving disadvantaged and vulnerable rural families and children and communities, who are isolated by geography and cannot access essential care and services. Royal Far West's Manly campus is the only dedicated residential health campus in Australia for country kids with complex health needs and now more than ever, the need to support rural Australia is paramount.

In 2009/ 2010, the RFW Board recognised that it needed to take serious action to reform the charity to ensure it was relevant and sustainable for its next 100 years. Every element of RFW was forensically examined and transformed or removed. One essential finding in that examination was the need for a new clinical and education building to replace the RFW's medical centre, which was no longer fit for purpose. The medical centre was constructed in two stages with the first stage constructed in the 1960's and the second stage completed in the 1970's. By 2010 the building was 35 plus years old and evident that the building was not fit for purpose either clinically, educationally or with regard to the promotion of well-being. The structure of the building is concrete and due to the proximity to the beach there is evidence of a substantial amount of concrete cancer.

The previous Board had decided to sell RFW's waterfront land to a developer, and have the developer construct the new building. A concept plan was established in concert with community leaders.

However, in 2011 a newly appointed Board and new leadership was established at RFW and the concept plan was reviewed. A new vision for the site was conceived, called "RFW's Blue Sky Vision", driven by the absolute conviction and belief that RFW should retain ownership of its land and not sell to a developer. This new leadership advised that as a longstanding Manly resident, RFW needed to sustainably fund its ongoing charitable activities for the next 100 years and to do so by delivering a concept that Manly people would be proud of, be able to feel community ownership for that site and would want to protect it for the country children it serves.

Manly is a place that, for many years, has been the site of NSW country people's holidays. They come to Manly for respite, rest and recreation by the sea. At RFW we wanted to reinvigorate that sense of place for Manly by creating facilities that would once again, bring the bush and the beach together, and support the local economy while enabling us to serve country people for the next 100 years. This concept has received great support from both the Northern Beaches Mayor and the Country Mayors of NSW.

This Blue-Sky vision imagined a fully integrated RFW precinct where:

- mature people would co-reside with young RFW families and children
- the RFW waterfront land that was surplus to the business' current requirements would be developed to generate an annuity to fund the core charitable operations of RFW for the future, while allowing for growth space that RFW could reclaim or repurpose, if the organisation continued its rapid expansion
- new health and wellbeing services could be established that could serve RFW families and also the local community
- RFW would retain ownership of its land and protect the site in perpetuity to honour its heritage, generate funding for its ongoing charitable work for country kids and remain an important icon in the Manly community

- RFW’s Centre for Country Kids and Guesthouse would be integrated with other aspects of the campus
- any development would be RFW designed and owned and have integrity and respect for the local community
- the health and wellbeing of vulnerable and isolated children is improved
- the vision of RFW’s founders, Dr Moncrieff Barron and Reverend Stanley Drummond, to improve the health and well-being of country kids through the unique services offered at RFW both in the country and in Manly, will be honoured. Dr Barron said to Reverend Stanley: “You look after their souls and I will look after their bodies”.

RFW firmly believes that every Australian child has the right to the health, education and developmental care that will help them grow, learn and thrive, no matter where they live. RFW’s specialist team of medical and allied health staff, educators, researchers and community staff works together to deliver services to children with health and developmental needs and their families, to build capacity within families and communities and to advocate for country children. RFW’s integrated health, education and disability services are delivered through a combination of residential services in Manly; remote services via technology and in-community outreach programs.

RFW as a charitable organisation has the following Vision, Mission and Values that governs and guides its work:

- Vision:** Healthy Country Kids
- Mission:** To improve the health and wellbeing of children who live in rural and remote communities.
- Values:** Integrity, Care, Respect, Energy

This document has been prepared to provide a clear articulation of RFW’s business and charitable requirements, to inform the design and outcomes of the RFW Funding the Next 100 Years Project. The development objectives for the site have been developed with the above as our guiding principles.

1.2 The Journey

RFW has been on a development and transformation journey for the last 10 years, as it has reinvigorated and repositioned itself for its next 100 years of service. The approval of the Part 3A concept plans in 2013 was a major milestone for RFW, as this meant that RFW could move forward with confidence in realising the creation of a new purpose-built Centre of Excellence for specialist health and education services. Retaining the beachfront location at Manly was essential to the next 100-year strategy – it is the cornerstone of the charity. The seaside location, together with the specialist health and support services provided from the Manly Campus and its innovative use of technology to provide remote and virtual services, is what enables RFW to provide a holistic, inclusive and unique service that ensures that rural kids and families have the best chance to be as well as they can be.

The aspiration for Stage 1 of the site was to build an integrated building, which would house both RFW Health and Medical Services and the RFW School and was physically connected to the social care, family accommodation building of Drummond House. This completely integrated health, education, and social care complex would give RFW the ability to provide high quality integrated care to more country kids as well as creating a fit for purpose building for the RFW team. RFW and its government partner, the NSW Department of Education, worked together for many years to make this vision a reality.

Stage 1 was fully realised in December 2018 with the opening of the RFW Centre for Country Kids (CCK) attended by the Governor General of NSW, the Premier of NSW, The Deputy Prime Minister, many federal and local MPs, other dignitaries and the RFW 'family'. RFW is the only NGO in NSW to have a fully gazetted Department of Education school embedded within its operations. As well as being a significant state asset, the Centre for Country Kids is also recognised by the Federal government as a unique health facility for Australia.

The CCK is an award-winning building for its design and the feedback from the community, RFW families and other users has been overwhelmingly positive since its opening in December 2018.

Upon completion of the CCK, attention naturally turned to the less-than-satisfactory conditions of some of the facilities and amenities inside Drummond House. The old and worn conditions of the floors, carpets and walls, and the out-of-date bathroom facilities and the unreliable lift, became even more apparent to families and staff as they moved between the modern facilities of the CCK and the old Drummond House. It became glaringly obvious to families, visitors and RFW staff that the accommodation at Drummond House was sub-standard and was in need of reparation, to bring the guesthouse up to a fit-for-purpose standard in 2020 and beyond.

At the same time, and largely as a result of the transformation to RFW that has taken place in recent years, the demand for RFW services has increased exponentially. By way of example, in 2011 RFW supported 850 children and families; in 2020, RFW supported more than 10,000 children, families and service providers. In addition, the level of vulnerability in rural Australian kids and families has also increased because of the trauma caused by recent drought, floods and bushfires.

This heightened demand and increased complexity of childrens' needs has severely challenged the ability of the current Drummond House to be a completely safe, protected and healing space for families. It has become patently clear that a redesign of the guesthouse is needed to accommodate the changing needs of families with complex health, mental health and developmental needs.

RFW has consulted widely with a range of stakeholders (staff, families, community, government, private and public corporations, local community leaders, etc.) to determine the optimal use of the whole site for RFW and to consider the interests of the broader community. This broad consultation has assisted RFW in developing this client brief.

1.3 Development Objectives

- Future proof RFW for the next 100+ years and support current charitable operations
- Maintain freehold ownership of land
- Retain management of the commercial/ retail spaces and some of the residential apartments for RFW affiliated purposes
- Provide an ongoing annuity to support the achievement of RFW's mission
- Accommodate RFW growth requirements and
- Deliver RFW's vision of an integrated child and family, health and wellness campus that amplifies the RFW brand, reinforces RFW's benevolent mission and fosters connection and integration with the Manly community.

1.4 Vision & Strategic Directions

The development will deliver an integrated health and wellbeing campus that provides:

- a) residential, commercial and retail services that will incorporate amenities that could be related to health and wellness, child and family services, co-working, hospitality and other services to complement RFW's core clinical services and offer additional services to both RFW families and the community. It will also incorporate office accommodation that could be used by RFW for future growth.
- b) services complementary to RFW's core charitable purpose and where possible, can be accessed and used by the local community. Each individual component of the campus will add value to RFW in some material way.
- c) a development that is aesthetically pleasing to the local community.
- d) a development that reflects RFW's deep connection to Aboriginal people and to Country.
- e) a compelling and beautiful, harmonious design and integration that attracts respect and admiration and generates a feeling of "destination."
- f) a refurbished guesthouse in Drummond House that provides fit-for-purpose accommodation for RFW families and friends that meets the modern-day accommodation needs of RFW, whilst retaining its rich heritage and historical importance.
- g) private and tailored therapeutic play areas for RFW clients that are protected and safe from public view.
- h) a source of regular, sustainable revenue for RFW that is self-generated and can underwrite future RFW services, remove financial risk for the charity and ensure another century of services to country kids.

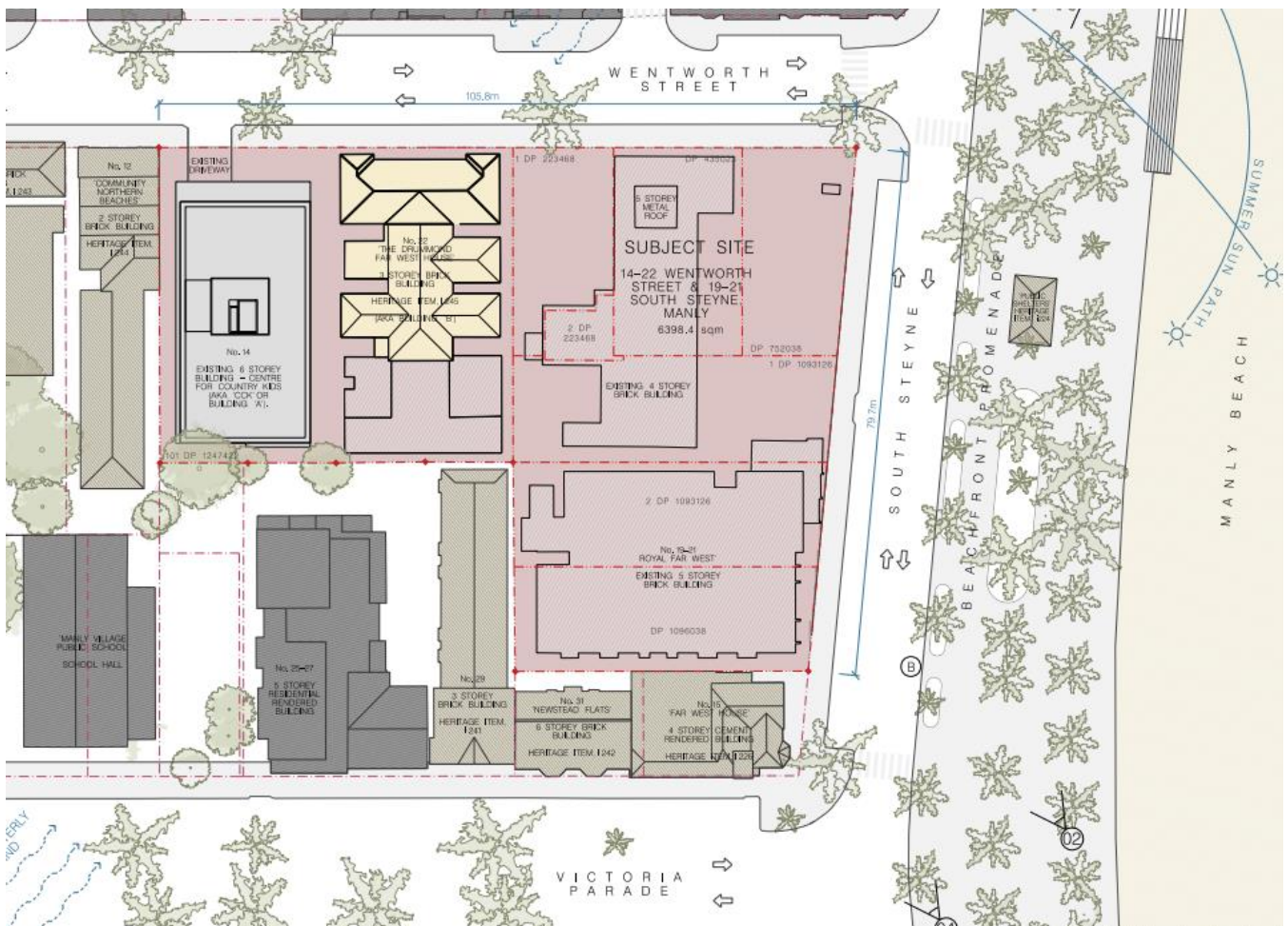
2.0 Site Description

2.1 Description of the Site

The RFW Campus development site is located at 14-22 Wentworth Street & 19-21 South Steyne, Manly NSW. The site is located at the corner of Wentworth Street and South Steyne, is directly opposite Manly Beach and promenade, is located in the Manly Town Centre and is in close proximity to 'The Corso'.

The overall site area is approximately 6,389 sqm and houses the children's charity, Royal Far West ('RFW'). This charity has been situated on the same site in Manly for nearly 100 years, harnessing the restorative power of the ocean as well as its own expert team to offer health and well-being services to children and families in need, from rural and remote communities.

The RFW Campus development sees the culmination of a plan to consolidate and reinvigorate Royal Far West's accommodation and service requirements in Manly NSW to secure the best utilisation of the whole RFW site to underpin the mission of Royal Far West.



The site of the proposed development can be identified as Lot 1 DP 1093126, Lot 2 DP 1093126, Lot 12 DP 1096038, Lot 1 DP 435023, Lot 1 DP 223468, Lot 2 DP 223468, Lot 101 DP 1247522 and PT 2587 DP 752038.

2.2 Site History & Planning Pathway

The RFW Campus development Concept Plan (masterplan) has planning consent under a Part 3A approval (Application # MP10_0159). The Concept Plan approval was granted by the Planning Assessment Commission of New South Wales (PAC) as a delegate of the Minister for Planning and Infrastructure on the 18 April 2013 subject to conditions.

The Concept Plan approval provides for a mixed-use development comprising of four (4) stages, described as follows:

- a) Use of the site for a mixed-use development with associated hospital facility, “Centre for Excellence”;
- b) Indicative building envelopes for buildings to a maximum height of 8 storeys;
- c) Tourist and visitor accommodation, residential, retail/commercial and hospital/medical uses to a maximum FSR of 3:1;
- d) Basement car parking for not less than 184 car spaces; and
- e) Landscaping area throughout the site.

On the 6 May 2015, a Development Application (DA253/2014) involving Stages 1 and 2 of the Concept Plan was approved by the former Manly Council with such works described as follows:

Demolition of existing “Elsie Hill Building”, construction of a six (6) story building “Centre for Child Health and Learning” over two (2) levels of basement car parking for (53) cars and the use of the building as clinical, educational and office facilities, alterations to Drummond House to connect to the new centre and landscape works.

This consent has been fully implemented with an Occupation Certificate issued for the completed Centre for Country Kids (CCK) building and RFW has been delivering services from the Centre for 2 years.

The whole site (excluding CCK and the two terraces located at the corner of South Steyne, and Victoria Parade sold to fund the CCK development) is now ready for re-development inclusive of the old ‘RFW school’ site which has been acquired by RFW. The RFW Board has approved management to proceed with obtaining Development Approval.

RFW will not sell the land for the development to be realised. This next step of securing a DA for the site will be a major milestone for RFW and enable the organisation to future proof its service and accommodation requirements as well as the income stream it requires to underpin its continued services to country kids. This brief has been developed and has been updated progressively to reflect feedback from stakeholders.

2.3 Owner

Royal Far West

2.4 Approval Authorities

Modification Application – S75W to the Department of Planning. Potentially concurrently, a DA submission to Northern Beaches Council and determination by Sydney North Planning Panel.

2.5 Planning Controls

Refer to Part 3A Concept Approval.

2.6 Development Restrictions

- Use of the site for a mixed-use development with associated hospital facility, “Centre for Excellence”
- Indicative building envelopes for buildings to a maximum height of 8 storeys (RL 31.15)
- Tourist and visitor accommodation, residential, retail/commercial and hospital/medical uses to a maximum FSR of 3:1
- Basement car parking for not less than 184 car spaces and
- Landscaping areas throughout the site

2.7 Heritage Listings

Local or State Listings – Yes

Drummond House (Local listing)

- 22 Wentworth Street
- Inter-war free classical style
- Heritage Item listed un MLEP 1988
- Heritage NSW Database Number 2420800

NSW Heritage Listing, Statement of significance:

- Conservation policies and guidelines have been prepared as part of the Part 3a application. The heritage impact statement and conservation management plan should be adhered to in preparing the Development Application document as well as any other authority requirements.

2.8 Contamination Authorities

Environmental Protection Agency

2.9 Contamination Details

NSW EPA listings – No and refer to Part 3a for previous reports

3.0 Briefing – The Need

3.1 Generally

Child health and developmental vulnerability and the need for associated services and supports, is increasing across Australia, and more so in rural and remote communities. In particular, mental health and behavioural issues are rapidly rising, due to the trauma and disruptive impact of disadvantage, isolation, drought, bushfires and most recently, COVID-19. This has been reflected in a continued uptick in annual growth in the number of families seeking services from Royal Far West. The number of children RFW works with has tripled over the last decade, and RFW now supports over 10,000 rural people through their programs.

RFW's home in Manly is central to the services it delivers. The Centre for Country Kids (CCK) houses a multi-disciplinary team of 110+ specialist clinicians who work to provide support to the most complex children and their parents/carers with specialist services and support; a fully gazetted DoE primary school with 27 special needs teachers and support staff; a multiplicity of corporate services and facilities staff; a specialist health and wellbeing outreach team and a clinical administration team. The Drummond House building provides for on-site guesthouse accommodation offering respite to these families and has a team of 20+ hospitality providers and 15 therapeutic recreation providers and specialists.

The campus design shall meet the principles of the NSW Director General's Design Excellence Guidelines (2011) as well as the DRAFT NSW Government Architect's Design Excellence Competition Guidelines (2018). It will also meet RFW's self-imposed obligation and guidelines for designing a beautiful and compelling, integrated set of buildings that speak to the core business of RFW and secures solid support and pride of ownership from the Manly and Northern Beaches community.

The campus design shall be done in such a way that provides a safe, secure environment that is comfortable and supportive for RFW families, with generous play spaces, offers visual and acoustic privacy, provides for secure spaces that allows for physical separation (at a time where COVID-19 health measures are to be considered), and responds to the particular clinical and other risk factors associated with RFW families – a space that provides appropriate separation from the commercial and residential components of the campus. It shall also provide additional space and flexibility in how RFW provide services to families to better enhance the health and well-being of country children and their parents/carers.

3.2 Design Objectives

Works should aim to meet the following objectives:

- Design – All work should be of the highest quality and contemporary in design while respecting the heritage values of the existing buildings. The design should be compelling, providing design excellence whilst meeting relevant regulations. The overall environment should be engaging, rich, vibrant, safe and secure.
- Heritage – Aim to respectfully design and integrate heritage conservation with contemporary architecture. The design shall carefully balance building form, mass and setbacks to preserve the visual aesthetic of Drummond House whilst taking into consideration the overall masterplan scheme.
- Public Domain – The site plan will need to actively engage with the surrounding community precinct and provide a safe and vibrant public domain within the development site. Create clear and safe pedestrian and vehicle access.

- Quality – RFW aims for excellence in all aspects of planning, design, development, management and construction. The buildings will be exemplars of design excellence; and be appropriate to their urban context.
- Detailing – The level of detailing should be appropriate to the brief for submission of the Development Application. The detail should be flexible enough to accommodate the use requirements of future tenants and owners, yet prohibitive enough to ensure that the architecturally important elements of the design are upheld.
- Response to Country – The design shall reflect RFW’s longstanding and deep connection to Country and Aboriginal people, and in particular, the local Aboriginal history paying respect to the traditional owners of the land.
- Value for money – The project is to demonstrate best value for money. Design proposals and selection of building systems and materials shall take into account capital and lifecycle costs. Constant review and monitoring of project costs will be undertaken with the project team, Client and Quantity Surveyor.
- Public Art – The consultant team is to propose public art opportunities, if appropriate.
- Statutory Requirements – Design and documentation is required to be compliant with all Statutory Requirements.
- Design Safety – The proposed works should be designed to comply with WHS Legislation, Australian Standards, relevant Codes of Practice and the RFW’s WHS Policy. Designs should meet the obligations outlined in the work health and safety (WHS) laws effective from 1 January 2012.

3.3 Design Considerations

- The Centre for Country Kids (CCK) and the residential/family accommodation (currently located in Drummond House) form a safe environment for families and the children. The current setup is working well as there is a physical separation between the accommodation and the administration/RFW school buildings and the public domain. Inside these spaces the people aren’t judged, there is no concern for injury, there is room for respite, for learning and for improving
- Drummond House as residential accommodation: Drummond House was not designed or built with the primary purpose of accommodating RFW families with their complex needs. The building feels like a hospital or the old people’s home that it once was, rather than a purpose built, therapeutic rest place and “home away from home”
- The outdoor space for children to play is currently limited and will decrease more if the CCK ground floor rose garden disappears because of the development. Therefore, new therapeutic spaces are required for play and engagement e.g., sensory garden.
- Growing need for more adjunct services such as therapeutic yoga and drama spaces, theatrette and conference centre. Games rooms, loungerooms and sensory rooms
- Use of roof top spaces for recreation/ gardening
- RFW history – centenary celebration in 2024
- Aboriginal heritage very important to RFW and the community. The design shall reflect the local and national Indigenous connections of RFW, through the various surfaces e.g., walkways, rockwalls, landscapes, textures and materials, artworks and sculptures. Opportunities with landscaping design shall be thoroughly explored to provide a deep and respectful connection to Country.
- The fence along Drummond house and CCK was part of the heritage interpretation plan and was installed during the construction of CCK. Future stages will be mindful of the cultural heritage significance and opportunities for relocating the original fence will be considered.
- Manly Community involvement e.g., co-working space, child and family health services, local businesses
- Visual amenity of neighbouring properties and minimising impacts of view loss

- Materials selection and consideration of wind impacts given the marine environment
- The placement of building services shall be carefully developed to minimise impact to the surrounding environment
- Responsibility to enhance and connect with the waterfront
- Need to avoid the “fortress” look of the old Medical Centre
- Staging of the works: re-purposing of Drummond House needs to align with the ongoing need for residential accommodation
- Limit number of stages of construction works
- Understanding directional/wayfinding signage: in creating a campus use directional signage to encourage flow and separation of people. Separation is important for safety reasons
- Infrastructure and power: the existing substation in the north east corner of the site will need to be relocated. CCK and Drummond House are live environments and continuity of power and other services is essential

3.4 Environmental Performance Objectives

RFW is conscious of environmental performance in its capital works projects. Please refer to Draft statement of commitments and ESD report in the Part 3a approval for further reference.

4.0 The Structures

4.1 Centre for Country Kids (CCK)

Construction of the new Centre for Country Kids building, completed in 2018, has been crucial in enabling RFW to respond to rising demand, and to provide modern-day services enriching the experience of families and staff. Due to the sheer growth in demand, the building is already close to capacity in terms of RFW office space and quiet reflection rooms.

Changes will be required to the CCK building in order to achieve the renovation of Drummond House. Items for consideration include entry into CCK, the boardroom, and the connectivity between Drummond House and CCK. Play areas are critical and they need to be secure and offer visual privacy from neighbours.

The medium to long term strategy is for the CCK building to be converted to a fully functioning clinical building and another part of the campus to provide support for RFW 'operations'. Operations staff currently situated on CCK level 5 will ultimately have the flexibility to move, after which this floor becomes available to be expanded into the provision of RFW clinical services.

4.2 Drummond House Family and Guesthouse Accommodation

The Drummond House guesthouse sits adjacent to the Centre for Country Kids building and is a 'Care by Parent' facility for RFW families, which means that the parent/carer is directly responsible for the care of the child(ren).

The building in its current form presents numerous challenges for RFW and its families. Feedback from staff and families has been sought to critically analyse the built form. Below are some key items for consideration:

- The current configuration of the building does not lend itself to the passive surveillance of children by parents/carers or staff, which is critical in monitoring behaviour and anxiety levels and managing specific risks like 'climbers', 'runners' or 'jumpers', which are common amongst RFW families. This makes the building deeply inefficient from an operational and staffing perspective.
- The dining area is dark, extremely noisy and offers little visually amenity for parents/carers who wish to have their meal and monitor their child's play. Many families struggle to manage at eating times, especially where children have specific needs.
- The bedrooms and bathrooms are inefficient in their distribution of space, let in little natural light, offer little to no cross ventilation and overlook one another.
- The available play spaces are small and are not purpose built, which makes it incredibly challenging for children to play safely and does not afford parents/carers or staff the ability to supervise. Play areas need to be secure and visually separated from the public and neighbouring buildings. Play areas are critical for families and allows kids to vent their frustrations and regulate their anxiety levels. Connectivity with the CCK level 3 play area is crucial to further activate level 3 after school hours to increase utilisation.
- The dated infrastructure that services the building is also in need of upgrades. The services infrastructure is basic, energy inefficient and does not meet modern sustainability objectives. The building floors are serviced by only one elevator, which regularly requires repairs and is not large enough to fit a stretcher.
- The COVID-19 pandemic has necessitated the need to consider open and well-ventilated spaces that afford themselves to physical separation and adherence to health measures, which are not feasible in the building's current state.

Drummond House in its current state is no longer fit for its intended purpose.

The building will be primarily used for RFW family accommodation and when underutilised serve a secondary purpose offering guesthouse use by the public. Both primary and secondary uses need to be able to be used concurrently and consideration made to ensure that physical separation between the public and RFW families is maintained. The secondary use of public stays at Drummond House will further serve to bring community in to the RFW campus and educate the public about RFW and its benevolent mission and develop deeper relationships and connectivity with a broader audience.

The ability to then separate RFW families and the public is an important part of the design. Likewise, the flexibility to open up/close off areas to different parties depending on occupancy and utilisation of the building is important.

The design requirements for the renovated Drummond House will allow for the provision of flexible bedrooms and bathrooms that can be adapted to suit individual family's circumstances, dining spaces that allow for passive surveillance by parents/carers, common areas and play spaces that to suit passive and active uses, as well as the optimisation and activation of rooftop spaces to provide further amenity and connectivity to the CCK building.

The design shall also consider the integration of an internal courtyard - an outdoor multi-purpose space that can be utilised as a play area for kids, whilst also affording flexibility and adaptability for alternative uses (i.e. fundraising events, sensory learning & healing). The courtyard shall have consideration for the following;

- Culturally sensitive and inspired by a Connection to Country and traditional landowners;
- A play area for kids- noting that small kids play differently from the bigger kids;
- A sensory garden – running water is calming/wind chimes/plant selection for smell etc;
- Entertaining spill out space for functions that may spill out of the CCK building;
- A calm/restful area for staff;
- Ability to shade area and also rain protection.

All health facilities, both existing and new, and the school, including its associated facilities, will continue to reside in the CCK building. This provides for the health and school facilities (CCK) to be separated from the guesthouse accommodation functions of RFW and further reinforces the distinct separation of specialist functions within the overall campus.

4.3 Health Retail & Commercial and Residential (8 Story Building)

The retail and commercial offerings to be located from the lower floors are to be complementary to RFW's purpose and include services that might be used by the wider Manly community and thus assist in community engagement and improving a sense of acceptance of RFW by the community as well as providing an ongoing funding stream to RFW to underpin its services and financial sustainability in the long term.

RFW in its integrated health campus vision seeks a commercial & retail component that focuses on lifestyle, wellness, child and family wellbeing and resilience. RFW is looking to maintain ownership of these spaces and enter into lease agreements or joint ventures with operators. Some of the potential future retail uses include:

- a prevention-oriented child and family health care centre
- a developmental health clinic with aggregated paediatric specialists alongside geriatric and family medicine practitioners; mental health specialty services for children and young people; nutrition, obesity and wellness specialty services; an expressive therapeutic play centre

- a community café that reflects the principles of wellness and wellbeing and supports the development of young people through positive employment practices

Given the projected growth of RFW's services at CCK, the future flexibility of the commercial offerings is critical and partnering with co-working space operators offers a synergy for the future expansion of the RFW administrative operations. Future commercial uses should also meet with RFW's campus vision and reinforce the RFW brand and benevolent mission.

The residential component of the project is critical for the viability of the entire project. High value residential property is a relatively specific asset class and will underpin the financial returns of the project. It is important to create a range of apartment sizes to de-risk the development to attract a wider audience.

This type of residential development is in line with RFW's goal of attracting high net worth, older Australians, who have an empathy or connection with rural Australia, to the site. These residents will understand the mission of RFW and potentially become supporters of the service, as volunteers, supporters, future funders etc and ultimately, the kids and families will benefit by having these residential "neighbours".

Adopting the approved 8,500 m² of residential Gross Floor Area (GFA), this should result in a target Net Saleable Area (NSA) NSA of approximately 7000 m² (18% efficiency being around 8% for common and service areas and 10% for external living areas).

General requirements for all apartments

- Appr 60 apartments should be delivered
- The unit mix should be varied to provide a range of buyer options/preferences - note there are multiple buyer groups for a project of this size
- The apartments should have frontages between 8 to 12m (some of the penthouses could be wider) which will achieve a market acceptable view and light offering (typically a living area, balcony and master bedroom within this frontage) but will also allow the highest volume of units to achieve these attributes which is a primary driver of achieving the desired highest average rate per square metre for the project
- Direct lift access from the basement car park to lift lobby for all apartments is required
- All apartments to have open plan living area and a master bedroom with wardrobe and ensuite.

One and Two Bedroom and two bedroom plus study apartments - appr 65% of the Residential NSA

- All apartments have two bathrooms (one ensuite, one full bathroom)
- No less than one car space
- Approximate internal area from 50 to 110 m² + 10 to 20% of external living areas

Three bedroom and three bedroom plus study apartments appr 20% of the Residential NSA

- All apartments have two bathrooms (one ensuite, one full bathroom)
- No less than two car spaces
- Approximate internal area from 120 to 150 m² + 10 to 20% of external living areas

Three bedroom and three bedroom plus study penthouse apartments- appr 15% of the Residential NSA

- All apartments have two - four bathrooms (minimum one ensuite and one full bathroom)
- No less than two -three car spaces
- Approximate internal area from 150 to 220 m² + 20% of external living areas

4.4 Residential (Building Opposite South Steyne) & Ground Plane

The residential buildings shall positively contribute to the overall architectural quality of Manly, be appropriate to the context of its surrounds and fit sensitively into the streetscape.

The residential component of the RFW campus shall afford amenity to the public domain, through openness and connectivity on the ground plane. Through the formation of a public forecourt, the public space shall minimise bulk form and create a space that is inviting to the public promoting a visual link to the ocean and back into the campus to enhance wellbeing across the campus. This public space shall provide for a space that is open, safe and secure, and adds value to the character and activation of South Steyne.

Ground Plane Activation

Taking a transparent approach these spaces could potentially combine to provide amenity to both RFW and the general public. The barriers to do this with traditional thinking would be:

- Safety and security for both RFW kids and residents / users;
- Micro climate;
- Use definition; and
- Layout.

An alternative way of thinking could be the separation of the usage requirements to enable the spaces to be multi-purpose and able to be re-configured to solve some of these issues through curation and operation.

The various modes of use could be split into four circumstances:

1. Midweek and during the day (Up to say 9 pm)
2. Midweek after 9 pm
3. Weekends and holiday periods during the day
4. Weekends and holiday periods after 9 pm

It is critical to increase activation of the ground plane in a managed and defined way. Based on the four circumstances above, the ground plane could be activated at different times of the day and week depending on use. A matrix could be generated to demonstrate times and uses however activation could occur via:

- Connection through to Drummond House – when Drummond House is not occupied by RFW;
- GF tenant mix – i.e. well-being services, co-working, café, ice cream stall, juice bar etc – all week and weekends/holidays;
- Markets/fairs/events – on weekends and holiday periods; and
- Access route for commercial/retail tenants on L1 and L2 and residents of apartments for buildings C and D.

Private & Public Uses

The urban design shall delicately consider balancing shared spaces between private and public end-users. The public forecourt and inclusion of an undercroft area beneath the residential building could be considered to enable the sharing of private/public spaces provided these areas can be secured after hours.

The undercroft shall provide the ability to connect the private/public uses with South Steyne streetscape and the courtyard providing the connection to Wentworth St. The ground plane can be at a level that links directly to the street and not necessarily raised providing the benefit of highlighting the sculpted columns and soffit of building D.

Landscaping

The design shall ensure that adequate light, water and soil volumes are maintained for the well-established existing street trees in the vicinity of the site.

The landscaping design shall consider the context of the site, existing street trees and public domain. Landscaping integrated to the public forecourt area shall be sympathetic to the surrounding architecture and proposed uses of surrounding buildings. Plant selection shall be thoughtfully curated to respond to the marine environment.

Landscaping shall include and reflect the connection to Country that is important to RFW and its families and local community.

Landscaping shall be done so in such a way as to promote and encourage interaction with it and enjoyment from it.

Security

Site security is important. Whilst there should be visual connectivity with South Steyne and Wentworth St, there should also be an ability to secure the site and ensure that residents are safe and at night that people do not use the site inappropriately.

The South Steyne street frontage should contain appropriate retail activation immediately abutting the street to bookend the site from the north to south and provide for active surveillance to the site, added security and a street address.

Security after hours also needs to be resolved for access to the retail & commercial spaces as well as the residential lobbies for the residents. During the day there is no reason for these spaces not to be accessible to the public so long as it is controlled.