



Strategic Community Engagement Report

Frank Vickery Village Renewal Project

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because every life matters

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1 Purpose

The Frank Vickery Village Renewal Project required a communications approach to provide adequate opportunity for feedback while driving understanding, acceptance and support for the Planning Proposal among key stakeholders.

Wesley Mission is a community services organisation that inspires trust and confidence, even in those who are not closely involved in its work. However, the need to maintain or achieve a social license to continue this work (in this case via Planning Proposal approval and the subsequent DA approvals) is essential to protect and enhance the valued Wesley Mission reputation.

As the project seeks density, a heightened sensitivity is expected, but equally, there is potential to highlight the community need to upgrade the facilities for this community and provide future-focused retirement living.

2 Objectives

Left Field Communications was engaged to deliver and reinforce messages to support the objectives of the Frank Vickery Village Renewal Project which include:

- fostering a friendly, caring village community, where residents can enjoy a host of activities and relax in spacious landscaped grounds
- respecting and valuing residents' independence by creating an environment that is specially designed to help maintain it
- building a strong relationship between residents, families, friends, carers and staff
- providing an easy transition to the on-site ageing-in-place facility which offers additional support and assistance should the time come where a higher level of care is needed
- building on Wesley Mission's long history as a reputable provider of care designed to support each person to live well and achieve quality of life.

To do this, the Strategic Community Engagement Plan (SCEP) and supporting documents prepared and implemented by Left Field sought to:

- Deliver a program of best-practice engagement to ensure community groups and other stakeholders have been adequately consulted in line with the agreed level of participation (as per the IAP2 Public Participation Spectrum), including:
 - identifying and targeting stakeholders
 - developing key messages, needs, risks, channels, benefits
 - identifying potential issues/concerns among stakeholder groups
- Support the Planning Proposal process and foster understanding before, during and after the redevelopment
- Understand the local environment, political sensitivities and agendas, attitudes to development and general community sentiment.
- Build trust and confidence by capturing valuable feedback from key stakeholder groups to improve the operations of the village, mitigate risks and highlight key benefits of the project.

3 Executive summary

Community engagement for the Frank Vickery Village Renewal Project included an extensive program of stakeholder research, strategy development and implementation.

Implementation included a mix of communication tactics targeted by stakeholder group and required engagement level and impact (as measured against [IAP2's Spectrum of Public Participation](#)).

In light of the COVID-19 environment any face-to-face engagement adhered to COVID-safe policies and protocols. Alternate methods for wider engagement with stakeholders were also undertaken, for example use of an online engagement platform rather than a door knock and community drop in session.

3.1 Engagement summary

Key Council and State Government stakeholders were engaged with direct correspondence from Wesley Mission's CEO/Superintendent Rev Keith Garner. Letters to Council were in response to the recommendation from the pre-lodgement meeting to inform the Mayor and Ward Councillors about the proposal before embarking on the wider engagement program. The letters were acknowledged but no further responses received to date.

Due to the ongoing impact of COVID-19 and restrictions on public gathering, the project team sought to engage with the wider community via an online platform. The engagement site was live between 15 September and 26 October 2020. It was promoted through a range of print and digital channels. Visitation peaked on 16 September in line with a half page advertisement in The Leader and again on 1 October in line with the start of a two-week paid Facebook campaign.

Given the demographic of the key stakeholder group (residents), a printed newsletter and survey was also distributed to 270 residences allowing those who were not able or willing to participate online to have their say.

3.2 Survey findings

The online engagement platform included three surveys, segmented by stakeholder group, to capture feedback and sentiment from village staff, residents and their families and the community. Detailed survey results, including the breakdown by stakeholder group, can be found on pages 11–13.

Despite being widely promoted externally, the response rate from community members was very low. This could suggest indifference towards the proposal and/or that visitors found sufficient information on the engagement site and were not motivated or personally interested enough to take the next step to fill out a survey.

The survey response rate from staff was also low which could suggest that adequate information about the current status and opportunity for further input as the proposal (and subsequent DAs) progresses was provided at the face to face staff briefings.

In summary, the surveys found:

- All stakeholders support the provision of quality seniors living and aged care in Sylvania
- Most existing residents moved to the village from within a 10km radius (supporting the demand for local seniors living and aged care)
- Most stakeholders support the proposal to increase in the number of independent living units and aged care beds at Frank Vickery Village in principle, however for some (particularly community members) this is dependent on the specific plans (e.g. density and height proposed)
- Staff currently enjoy being surrounded by gardens and green space, but also helping others and having a sense of pride in what they do and being part of the wider Wesley Mission organisation
- Residents currently enjoy the sense of community and belonging, location and low maintenance homes
- When considering the redevelopment:
 - residents are looking for respite care and activities for day visitors, improved security and access, more interaction with the wider community, larger modern accommodation and more places to take friends or visitors to sit and talk
 - residents are concerned about existing and future parking provision
 - staff are looking for more places to take friends or visitors to sit and talk, the provision of gardens, trees and landscaped areas and a good café that is also open to people from outside the village
- There is a high level of concern among residents about what will happen to them during the redevelopment process highlighting the need for open and ongoing communication.

3.3 Recommendations for ongoing engagement

It is highly recommended that Wesley Mission seeks to maintain the open dialogue which has been established with residents, staff, neighbours and other stakeholders as the planning process continues. This will enable any future issues and/or risks to be identified and mitigated and the generally positive relationship between Frank Vickery Village and its neighbours to be further strengthened.

It is also important to provide feedback to stakeholders (particularly residents) following this period of engagement to recognise their participation and highlight where their input may be incorporated into the planning and redevelopment process.

Although there was no direct engagement with the media during the planning process, there was interest from The St George & Sutherland Shire Leader with a neutral story published on 30 October 2020. The story was then also carried in niche retirement living and aged care titles The Weekly Source and Seniors Housing. Following this, it is recommended that Wesley Mission take a proactive position, particularly with local media, at the time of lodgement of the Planning Proposal and as the process continues.

4 Evaluation by outcome

Outcome	Techniques	Results	Evaluation
Strategic planning and collaboration with internal Wesley Mission team	<ul style="list-style-type: none"> • Preparation of suite of key strategic and tactical documents, including: <ul style="list-style-type: none"> ○ SCEP ○ Community engagement action plan ○ Stakeholder matrix ○ Q&A • Establishment of roles and responsibilities and facilitation of weekly project team meetings and close liaison between key internal and external staff • Maintenance of action items log 	<ul style="list-style-type: none"> • >6 project team meetings held • Action items updated weekly 	Community engagement planning and implementation was managed in a timely, collaborative manner
Identify stakeholder groups and determine level of impact and influence by group	<ul style="list-style-type: none"> • Desktop research • Site visit to understand village operations, resident mix and neighbourhood (residential, business) demographic • Briefing with design team to understand Place Strategy 	<ul style="list-style-type: none"> • Stakeholder analysis included level of impact, influence (determined against IAP2 Public Participation Spectrum), risks, benefits, key messages and communication channels 	Stakeholders were segmented and engagement activities determined based on specific group needs
Work with the community and other stakeholders to understand their values and opinions and reflect these in decision making while also providing relevant and accurate information	<ul style="list-style-type: none"> • Face to face meetings with Council as part of Planning Proposal process • Operational staff briefings held to inform and share key messages for residents and community • Follow up letters to retirement living and aged care staff 	<ul style="list-style-type: none"> • 3 operational staff briefings held • Letters sent to 5 councillors (former and new Mayor + ward councillors) • Letters sent to MP Eleni Petinos, Member for Miranda and John Sidoti, Minister for 	<p>Key stakeholders were informed and given opportunity to engage with the planning process / team</p> <p>Stakeholders were able to present their opinions and gain factual information via open, transparent and accessible communication and consultation (where applicable)</p>

Outcome	Techniques	Results	Evaluation
	<ul style="list-style-type: none"> • Direct correspondence to Mayor and ward councillors and State MPs • Direct correspondence to residents (Frank Vickery Village) and relatives (Wesley Vickery Sylvania) • Direct correspondence to Sylvania community and environmental groups, schools, hospitals and neighbouring businesses • A3 information posters provided in prominent locations on village site • Information displayed on digital screens in village common areas • iPad available in reception for residents and visitors to access online engagement site • 4 x A1 display boards set up in village reception area • 6-page printed newsletter (including replica of online resident survey) letterbox dropped to every resident • Project information provided on Wesley Mission website • Letterbox drop, local newspaper ad and Facebook campaign to publicise online engagement platform • Online engagement platform live from 15 September – 26 October 2020 	<ul style="list-style-type: none"> • Sport, Multiculturalism, Seniors and Veterans. • Letters sent to 10 community groups and businesses • 270 newsletters letterbox dropped to residents + approx. 50 left in common areas • 35 hard copy resident surveys returned • DL flyer letterbox dropped to radius of 500m (approx. 1,700 households) • 226 visits to online engagement platform homepage (see Appendix A – Online engagement platform report) 	<p>Status updates were provided to those who requested ongoing contact</p> <p>Communication should be ongoing through the planning process and subsequent DA preparation and lodgement</p>

Outcome	Techniques	Results	Evaluation
Capture and respond to enquiries and issues	<ul style="list-style-type: none"> Facilitate set up of 1800 number and project email 	<p>No questions were received outside of the engagement site (see Appendix A)</p> <p>No phone calls received</p>	The project email was monitored by Wesley Mission Property

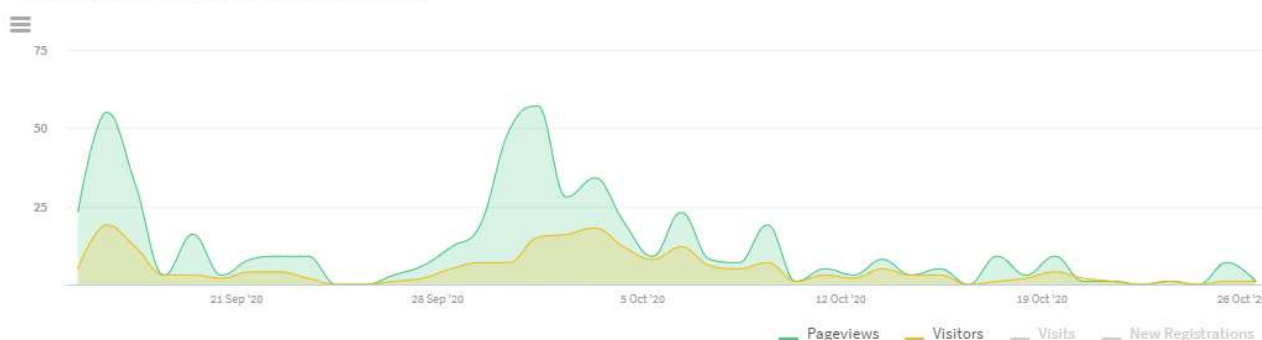
5 Appendix A – Online engagement platform report

5.1 Overall visitation

Visitors Summary

Wesley Mission Have Your Say from 15 Sep'20 to 26 Oct'20

DAILY MONTHLY



Highlights

TOTAL VISITS	MAX VISITORS PER DAY	NEW REGISTRATIONS
221	19	5
ENGAGED VISITORS	INFORMED VISITORS	AWARE VISITORS
15	71	178

Key to terms

Aware

An aware visitor has made a single visit to the site. They have not taken any further action (i.e. clicked on anything) but can be considered to be aware that the site exists.

Informed

An informed visitor has taken the 'next step' from being aware and clicked on something. That might be a document, a photo or video, FAQs etc. They are now considered to be informed about the project or site.

Engaged

Every visitor who contributes to a tool is considered to be 'engaged'. This includes participating in a survey, posting a question or comment or contributing to stories.

Engaged and informed are subsets of aware. That means that every engaged visitor is also always informed AND aware. In other words, a visitor cannot be engaged without also being informed AND aware. At the same time, an informed visitor is also always aware.

Visits vs visitors

The amount of visits will always be higher than the amount of visitors. This is because the same person (a visitor) can contribute multiple counts to the site's number of visit over the course of a day/week/month. For example, if someone visits the site in the morning, at lunch and again in the afternoon in the same browser, they contribute +1 count to the visitor number and +3 to the visits.

5.2 Page referrals

A number of tactics were employed to drive traffic to the engagement site, including:

- Community letterbox drop (500m radius)
- Posters at Frank Vickery Village
- Half page ad running for 2 weeks in The Leader
- Letters to Sutherland Shire Mayor and Ward Councillors
- Letters to staff
- Letters to residents and relatives
- Newsletter delivered to residents
- Wesley Mission website
- Wesley Mission Facebook paid campaign (2 weeks)

5.3 Visitation by page

Participant visitation

71 INFORMED PARTICIPANTS

Participants

Viewed a video

0

Viewed a photo

10

Downloaded a document

10

Visited the Key Dates page

0

Visited an FAQ list Page

39

Visited Instagram Page

0

Visited Multiple Project Pages

50

Contributed to a tool (engaged)

15

* A single informed participant can perform multiple actions

15 ENGAGED PARTICIPANTS

RegisteredUnverifiedAnonymous

Contributed on Forums

0

0

0

Participated in Surveys

2

1

6

Contributed to Newsfeeds

0

0

0

Participated in Quick Polls

0

0

0

Posted on Guestbooks

0

0

0

Contributed to Stories

0

0

0

Asked Questions

0

7

0

Placed Pins on Places

0

0

0

Contributed to Ideas

0

0

0

* A single engaged participant can perform multiple actions

5.4 Conversion rate

In order to increase the conversion rate from aware to engaged visitors, registration to participate in an engagement tool (e.g. survey, Q&A) was optional. For those who chose to register (2 participants), only an email address and user name was required.

On the Sylvania site, there were four options for participation:

- Ask a question
- Resident and family survey
- Staff survey
- Community survey

Of the 71 informed visitors, 15 went on to participate in a tool. This represents a **conversion rate of 21%**.

On sites such as this, the conversion rate from 'aware' visitors to 'engaged' visitors on pages which have a participation function only (i.e. does not include pages which seek to only inform), is expected to be between 5% and 20%.

5.5 Survey results

Across the three online survey pages, a total of 10 survey responses were recorded by 9 participants (i.e. one participant completed two different surveys).

A further 35 people completed the printed resident survey, taking the total number of resident survey participants to 39. The resident survey summary given below includes the total responses from both the online and printed versions (which included the same questions).

Survey breakdown

	Resident and family member	Village staff	Local community
Online responses	4	4	2
Hard copy responses (survey included in printed resident newsletter)	35	0	0
Total	39	4	2

Resident survey summary

The majority of respondents to the resident and family member survey (almost 90%) are independent living residents who moved to the village from within a 10km radius (59%). Of the respondents, almost 90% said it is important to have adequate quality seniors living and aged care facilities located in Sylvania and 46% of respondents said they would recommend Frank Vickery Village for anyone looking for seniors living.

When asked what they love most about living here, residents rated the sense of community and belonging, location and low maintenance homes the highest. When considering the redevelopment, residents rated the provision of respite care and activities for day visitors as the most desired new feature. Improved security and access, more interaction with the community, larger modern accommodation and more places to take friends or visitors to sit and talk also rated highly.

Almost 90% of respondents said they supported the proposal to increase in the number of independent living units and aged care beds at Frank Vickery Village in principle. Of those, two thirds said it is important to plan for future demand and allow seniors to 'age in place' in the area they love and 1/3 said their support would depend on the specific plans (e.g. density and height proposed). Around 10% of respondents said the village should stay as it is.

In the open comment field, parking was raised as a concern, along with fears about what will happen to residents during the redevelopment and questions about the potential for increased levies. A number of respondents commented positively about the village's current surrounds and accommodation.

Staff survey summary

All respondents to the survey are permanent full time staff who have worked at the village for an average of 2-5 years. Staff most enjoy being surrounded by gardens and green space, but also helping others and having a sense of pride in what they do and being part of the wider Wesley Mission organisation.

Of the respondents, 100% said it is important to have adequate quality seniors living and aged care facilities located in Sylvania. When considering the redevelopment, staff rated having more places to take friends or visitors to sit and talk as the most desired new feature. Having gardens, trees and landscaped areas and a good café that is also open to people from outside the village also rated highly.

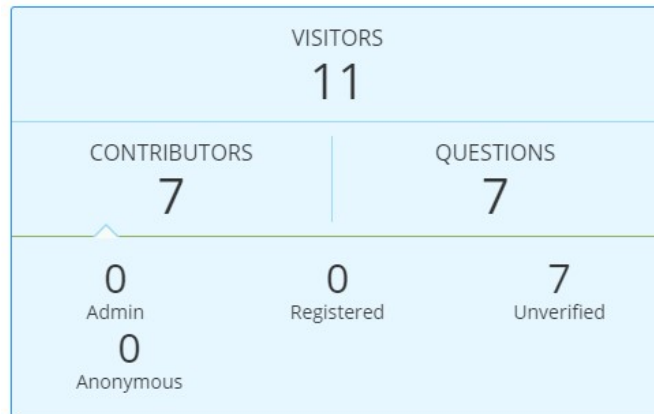
All respondents said they supported the proposal to increase in the number of independent living units and aged care beds at Frank Vickery Village in principle.

Community survey summary

Respondents to the community survey have longevity in the area, with 100% living in Sylvania for over six years and all respondents saying they are familiar with the village. All thought it was somewhat or very important to provide seniors living and aged care in Sylvania.

All respondents said they supported the proposal to increase in the number of independent living units and aged care beds at Frank Vickery Village in principle, with 50% saying it is important to plan for future demand and allow seniors to 'age in place' in the area they love and 50% saying their support would depend on the specific plans (e.g. density and height proposed).

5.6 Q&A summary



Of the 11 visitors to the Q&A tool, seven contributors asked a total of seven questions. All questions were answered publicly with no further questions asked on each topic.

Topics included:

- Plans for existing residents during the redevelopment
- Sustainable features
- Building removal
- Driveway access
- Inclusion of a swimming pool
- Unit sizes and facilities (e.g. garages)

Q What will happen to the present residents. Units are still being sold, is there a timeline for all of that. And will there be ecological friendly solutions to water tanks and solar panels?

Gisela asked, 7 days ago



Hi Gisela, thank you for your question. The redevelopment will be carefully staged to minimise disruption with a focus on continuity and quality of care for residents in both independent living and residential aged care.

As Wesley Mission is at the Planning Proposal or 'concept' stage, we have not developed final plans. Detailed inclusions (and suggestions) will be considered if the Planning Proposal progresses successfully and we are able to move to the development application (DA) stage.

However, Wesley Mission is committed to minimising our impact on the environment and ensuring we make effective use of our assets and any materials we use. This includes assessing products on a whole-of-life cycle basis, seeking solutions which reduce resource consumption and demand thereby improving product utilisation, efficiency and financial performance.

Q Do you have plans to include aged care nursing facilities? People who are in place in the centre and become ill will benefit from an easy transition to aged nursing care on site and not the upheaval of moving to a new facility.

Jean guerra. asked, 18 days ago



The Frank Vickery Village site currently features a range of seniors living apartments and a 69-bed residential aged care facility. The ability for residents to age in place is key to the village's philosophy, so any redevelopment would maintain the co-location of a residential aged care facility to provide an easy transition for additional support and assistance. The masterplan includes a staged redevelopment resulting in an increased number of independent living units and residential aged care beds plus a social 'hub' and village centre.

Q Are the old cottages remaining

Kerry asked, 23 days ago



Hi Kerry, thank you for your question. A redevelopment will consider a renewal of the entire site, with the exception of the Lifeline cottage which is of heritage significance and will not be replaced but may be refurbished subject to heritage guidelines.

Q Will there be an entry (driveway) into Frank Vickery Village via Tennyson Place?

Jacki asked, 28 days ago



Thank you for your question. At this stage it is not proposed to add vehicular access to the village from Tennyson Place.

Q Are you going to include a heated pool as this very important to the physical health of all the residents? At least a walking pool. If not - why not?

1199 asked, 29 days ago



Thank you for your question. As Wesley Mission is at the Planning Proposal or 'concept' stage, we have not developed final plans. Detailed inclusions (and suggestions) will be considered if the Planning Proposal progresses successfully and we are able to move to the development application (DA) stage.

Q Does this involve removing most of the current buildings? Will there be any 3 bedroom units? Will they have garages?

Lynette asked, about 1 month ago



Hi Lynette, thank you for your question. A redevelopment will consider a renewal of the entire site, with the exception of the Lifeline cottage which is of heritage significance and will not be replaced but may be refurbished subject to heritage guidelines. It is important to remember any redevelopment will be a long-term plan and work will be staged to minimise disruption to our existing residents.

The exact mix and configuration of units and inclusion of garages has not yet been determined, however three bedroom units will likely form part of the mix. We also anticipate that there will be a mix of at grade parking (i.e. on the same level as the units) and underground parking to meet Council requirements.

Q I am keen to see what is happening with the improvements

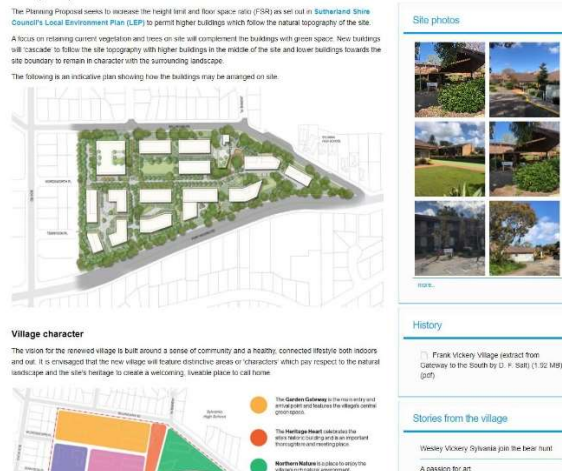
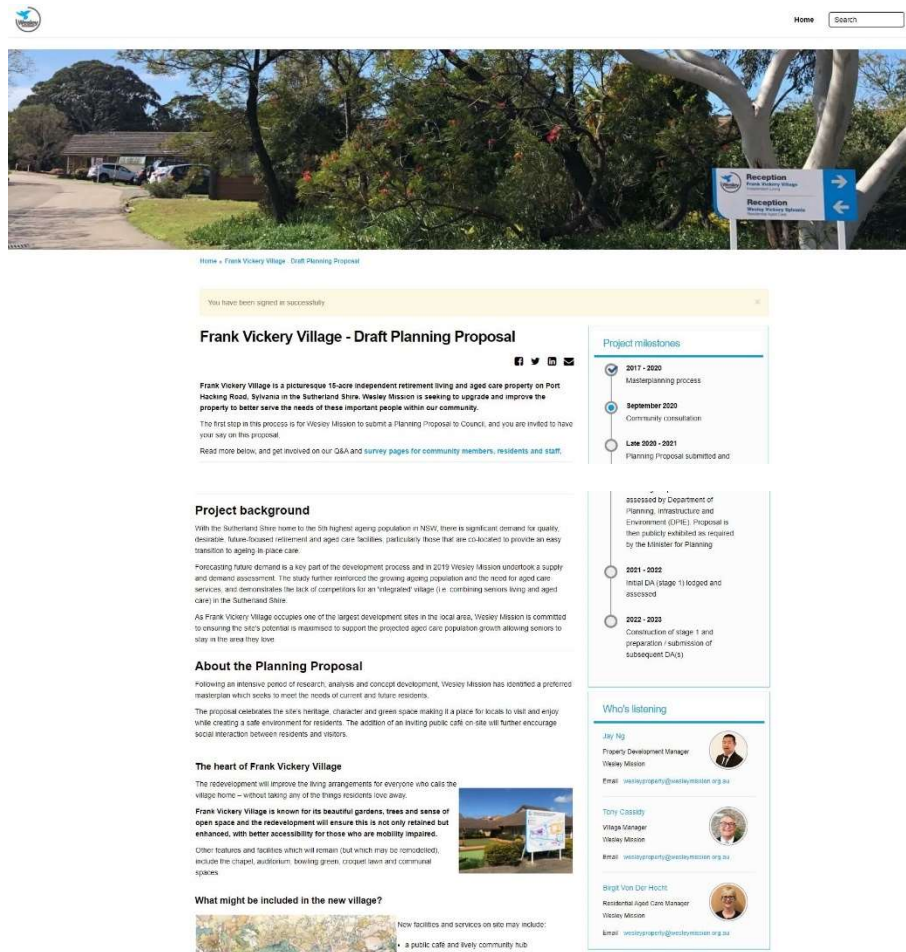
Pam asked, about 1 month ago



Thanks for your question Pam. This website gives a range of information about the Planning Proposal, however as it is still at the concept stage, final plans have not been developed. Wesley Mission will continue to communicate with residents and the community as we move through the process. If you have a specific question, you may find the answer in the project [FAQs](#) or you can let us know here.

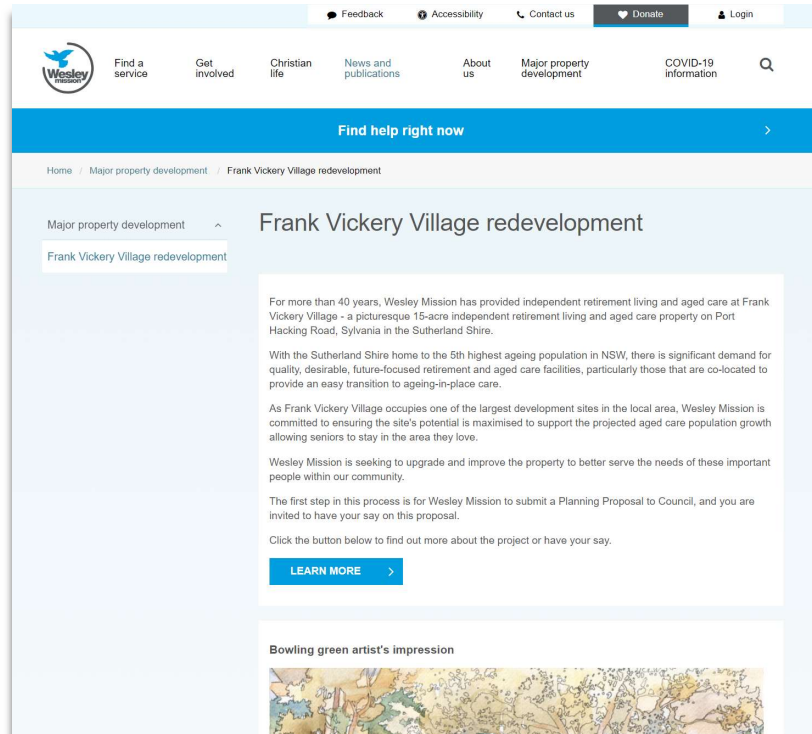
6 Appendix B – Examples of engagement materials

6.1 Engagement website screenshots



6.2 Project / website promotion

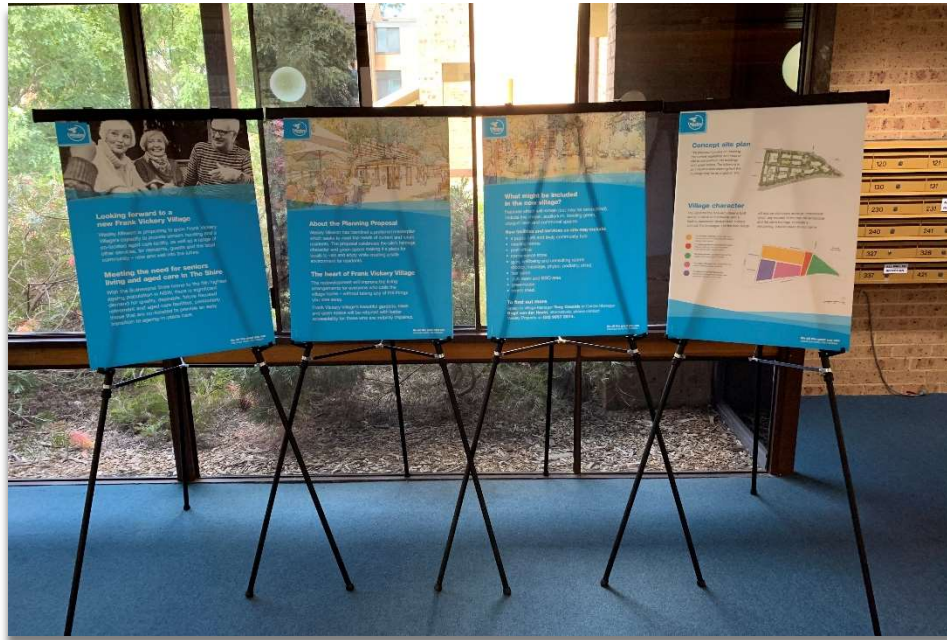
Wesley Mission website project page



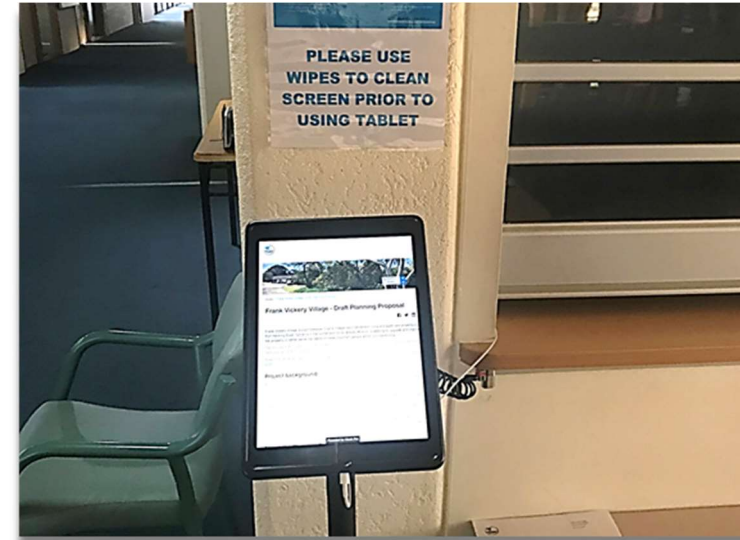
Advert in The Leader (repeated for 2 weeks)



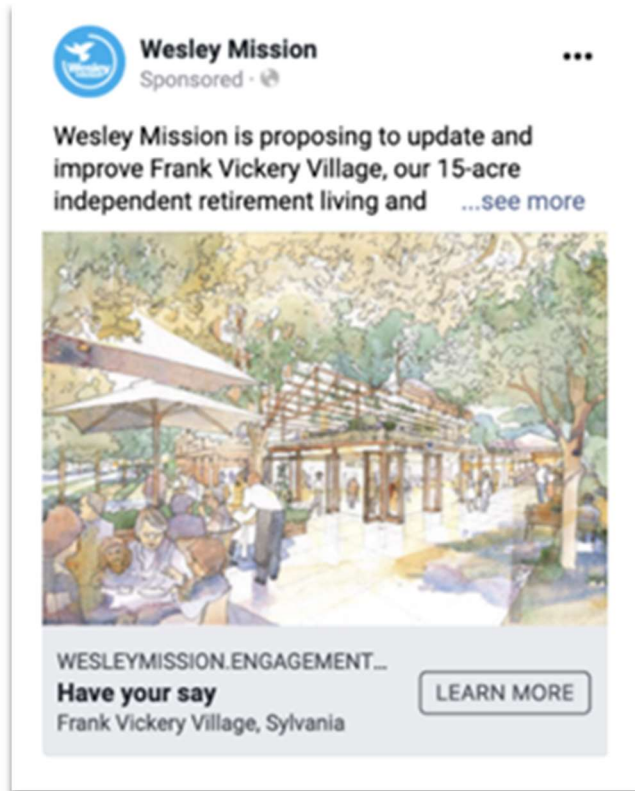
On-site display boards



On-site iPad to access engagement platform



Facebook campaign (sponsored posts)



DL flyer for letterbox drop

