

BONDI PAVILION

Upgrade and Conservation Project
Communications and Engagement Plan

1. The Project

The Bondi Pavilion is an iconic building situated on Australia's most famous beach. A structure has stood in this spot since the early 1900s, but the Bondi Pavilion that we know today was built in 1928. It has undergone many transformations since and has housed everything from a ballroom, to a concert hall, Turkish baths, a theatre and a community centre.

Today, Bondi Pavilion is a cultural and community hub where visitors and locals can see theatre shows, art exhibitions, join in community activities and events, and meet friends for a meal. At the same time, the building is in need of repair, maintenance and improvements to ensure it will continue to service the needs of the community, and maintain its role in the life of the Waverley community.

Waverley Council, as part of its 10 year Bondi Park, Beach and Pavilion Plan of Management (Bondi POM) is committed to maintaining and improving this community asset, in line with the implementation of its Bondi Pavilion Upgrade and Conservation Project.

The development of the Bondi POM including future plans for Bondi Pavilion revitalisation and restoration began in 2012, and included a series of community consultation processes.

The Concept Design

Council set the scope for the Bondi Pavilion Upgrade & Conservation project in February 2015, based on the directions and actions in the Bondi POM. A detailed Conservation Management Plan was also developed in 2015 by independent heritage consultants to guide the project.

Following a competitive expression of interest and tender process, in July 2015 Council awarded the tender for principal design consultants for the project to award winning architects, Tonkin Zulaikha Greer. The architects were required to develop a concept design which met the scope set by Council.

The concept design, while focussing on repairing and conserving the building's heritage character and fabric, provides new and upgraded visitor amenities and a visitor welcome centre, builds a prominent new state of the art theatre on the ground floor, and provides space and facilities for cultural and community activities and classes in new rooms and revitalised courtyards. The waste storage and car parking area facing Campbell Parade will be converted to a grand entrance from Campbell Parade to the Pavilion, under the grand heritage archway.

The Pavilion will also feature two natural outdoor amphitheatres, and landscaped internal courtyards for people to relax in. The project intends to achieve five green star environmental sustainability rating for the building.

The uses of the first floor are not yet determined. This floor is able to accommodate a kitchen and bar, and could accommodate spaces for restaurant, café, function or meeting space use.

Non-heritage additions will be removed, and the former proscenium to the north western façade will be opened up, encouraging the community to access the Pavilion from Campbell Parade along aligned pathways through the park.

The Concept Design was made available on 15 December 2015 for community feedback. Stakeholder and tenant briefings were held and community feedback was received. Following community feedback, the consultation period was extended into March 2016 and further stakeholder meetings held.

Community feedback included strongest concern about potential increased commercialisation of the Pavilion, and the future of community programs and facilities including music recording facilities.

Recent activities

At a council meeting on 19 April 2016, community feedback was considered and a number of changes were directed to the design. Some important issues were deferred for further investigation and consideration, and further reports were requested to come to Council later in 2016.

The Council agreed to finalise and submit the development application for the amended design, and proceed to detailed design for the project.

Significant community concern did not dissipate and a public campaign is being continued about the project. Concerns continue to include the cost of the project, potential increased commercialisation, the future of music programs and facilities and assertions of the publication of incorrect information by Council.

The current situation

The issues raised in opposition to the project focus most particularly around concerns:

- that the Pavilion will be privatised
- that there will be limited or no access for community use
- that there has not been enough community or user consultation to inform the project
- that the project has exceeded its financial scope.

Council is committed to listening to the community and continuing the conversation surrounding the redevelopment of Bondi Pavilion. Council is also committed to provide information about the project to enable the community and stakeholders to provide feedback based on the real detail of the project.

To deliver on these commitments, Council will open a new period of consultation with a focus on engaging broadly with all stakeholders on a number of key topics.

2. Setting the scene for a new period of stakeholder engagement

Council undertook community consultation throughout the course of the development of the Bondi Park Beach and Pavilion Plan of Management which commenced in 2012 and was adopted by Council in November 2014.

The Bondi Park Beach and Pavilion Plan of Management set out a statement for the purpose and broad goals for Bondi Pavilion – The Purpose Statement (Attachment A)

In February 2015 Council set the scope for the project, which included;

- The Purpose Statement from the Bondi Park Beach and Pavilion Plan of Management 2014
- The actions from the Bondi Park, Beach and Pavilion Plan of Management
- the findings of a detailed Conservation Management Plan for the Pavilion (completed in May 2015 by independent heritage consultants)
- A review of Bondi Pavilion commercial income.

The architects developed a concept plan in accordance with this brief which was considered by Council in December 2015. Council unanimously agreed to approve the concept design for community consultation. The consultation period closed in March 2016. About 700 submissions were

received from the community about various aspects of the concept plan. Concerns predominantly related to the commercialisation of the Pavilion, in particular the first floor space.

Council is committed to maintain Bondi Pavilion as a community asset and will not privatise it. While community users are always a priority, the Pavilion will continue to have commercial operators as key users and tenants of the building in the same way as it does now.

The Pavilion will always be a community and cultural centre and will continue to accommodate community uses.

To enable a more active dialogue with the community, Council has committed to a renewed focus on engagement for the upgrade and conservation of Bondi Pavilion. Council will engage in a further period of consultation. The renewed community and stakeholder engagement plan will be implemented following endorsement by Council.

3. Approach

In response to clear and vocal community interest in the project, Council has determined that an expanded program of stakeholder and community engagement is required to progress the Bondi Pavilion Upgrade and Conservation Project with a view to delivering a project that has community support.

Council will undertake parallel strategies of engagement – a community-wide program of engagement about the project and a detailed consultation with key user groups.

The aim of this program is to provide key stakeholder input to Council's project Concept Design and to the way Bondi Pavilion will be programmed and managed in the future. We will do this by:

- proactively identifying and engaging project stakeholders
- providing accessible project information to project stakeholders.

Project stakeholders include the range of people, organisations and agencies with an interest in the Pavilion and will include but may not be limited to stakeholders such as direct users, the broader community, visitors and the arts and cultural community, government agencies and other interested organisations.

Council will invite community and stakeholder input to improve and refine the project in the following areas:

- Development of a Fair Use policy to provide fair and equitable access to the Bondi Pavilion Cultural & Community Centre
- The appropriate mix of uses on the first floor
- Theatre operations, technology and programming
- Gallery and exhibition space programming
- Music facilities and programs in the building and in Waverley

Further, we will also conduct a program of consultation on heritage interpretation. This will include

- identifying information and artefacts the community has that relates to the history of the Pavilion, and its contribution to the identity of our community.

- Exploring the historical connection of the Aboriginal and Torres Strait Islander community with the Pavilion and the area, and identifying opportunities for Aboriginal and Torres Strait Islander cultural activities, art, history, information, education and business to be incorporated into the Pavilion project.

Note: the submissions received in the initial consultation December 2015 – March 2016 will be included in any assessment arising from this further consultation period.

4. Consultation Principles

- (a) Council is committed to:
 - ensuring all engagements are open and honest
 - working with the community to deliver the project outcomes
 - engaging in genuine conversations with the community
 - facilitating access to project information
- (b) These engagements will build on the broader consultation undertaken by Council throughout the development of the Bondi POM 2012-2014 and during the exhibition of the Concept Design 2015-2016.
- (c) Bondi Pavilion is a community asset that is of interest to the Waverley community, the Sydney community as well as nationally and internationally.
- (d) Improvements are required to ensure Bondi Pavilion is repaired, maintained and upgraded for safe and sustainable use by all, now and into the future.
- (e) Bondi Pavilion is a community asset and will not be privatised. In the same way that we do now, the Pavilion will continue to have commercial operators as key users and tenants of the building.
- (f) The Pavilion will always be a community and cultural centre and will continue to accommodate community uses.
- (g) Many aspects of the project are not determined yet. Aspects of the project that have previously been signed off by Council resolution will be reconsidered as part of this consultation.
- (h) All consultation will continue to build on the Project version which reflects the recommended adjustments made after the recent consultation period.
- (i) The vision for the upgrade and conservation of the Pavilion (Purpose Statement) was determined through previous consultation (2012-2014) on the Bondi Beach, Park and Pavilion Plan of Management.
- (j) The community and stakeholder feedback from this consultation period will be reported back to the community, and recommendations incorporated into a Council report for consideration at Council meeting.

5. Council's Messages

- Our community's heritage and culture is at the heart of this project, focused on the long term future of Bondi's iconic Pavilion. .
- Council wants to ensure the whole community feels included and consulted.
- We recognise that we need to do more to bring the community along with this process and work together to achieve an outcome we can all be proud of. We want to ensure an active dialogue with all stakeholders.
- Council wants to be satisfied that we've listened to the community and we are delivering a project that the whole community can benefit from. You are telling us that you want more time and more consultation so we are putting together a renewed consultation plan.
- Council is committed to delivering a Pavilion that Council and the community is proud of; one that serves the needs of all users both now and for future generations.
- There has been an overwhelming response from the community to this project and we want to hear from everyone.
- Council has the best interests of the community at heart and that includes developing a sustainable model that maintains and preserves our iconic Bondi Pavilion for generations to come.
- Council has engaged community consultation advisors KJA to ensure stakeholder engagement is transparent, accessible and open.

6. Communications Methods & Tools

Accessible project information

Information dissemination	Communication Tools
Project information	<i>Concept Design Plan</i> The architects' original plans are being updated to address areas of community concern highlighted in the submission process. Original and revised plans will be available for consultation which clearly demonstrate how the design has changed in response to community feedback and to enable discussion.
	<i>Council Resolution for Amendment to Concept Design Plan</i> Council's resolution to amend the design and require further investigations in response to submissions received.

Information dissemination	Communication Tools
	<i>Process diagram</i> Diagrammatic representation of the steps in the process to date and the future steps proposed to demonstrate to the community the project progress will be developed.
	<i>Heritage Story</i> Visual history of the original heritage, the amendments over time and the proposed upgrades and restoration.
Email updates	A managed list of stakeholders with an interest in project updates. Minimum weekly updates during consultation period.
Website updates	Update current format plus manage for promotion of engagement opportunities
Council adverts	Regular notices in Wentworth Courier
Proactive media including media releases	Proactive and regular media releases during consultation period to promote engagement opportunities and encourage community participation
Project Updates	Distributed online and in hard copy across the LGA Utilise Waverley Council tools and channels where appropriate.
Staff Communications	Regular internal communications and engagement
Councillor briefings	Regular updates to Councillors and one or more Councillor workshops to present community feedback
Project Fact Sheet	Detail project scope, history and objectives
Project Q&As	Address known concerns and update as project progresses

Stakeholder engagement

Engagement Tools for General Public/community	Description
Onsite events/ engagement sessions at the Pavilion for broader community	Drop ins and consultation events where community is invited to RSVP to attend and/or to drop in. Maximise participation with varying timeframes for events
Public Walk-shops	Promoted opportunities to visit the Pavilion with subject matter experts and/or, presentation material at key points for community information and consultation
Online tool eg Bang The Table	Online tool to provide broad engagement across the broader community
Drop In sessions/stalls	To reach the broader community of Waverley, sessions will be held at Bondi Pavilion, at Bondi Junction and at Waverley Library.
Presentations at community groups	Attendance at meetings to promote project status and invite broad community comment
Presence at Community events	Information and presence at community events across the LGA during this period
A history of Bondi Pavilion music/culture	Capture the social history of music and culture in the Pavilion – a recognition of the importance of these elements to the history and culture of Bondi
Proactive social media	Utilise Waverley Council tools and channels

Establish dedicated project email address	Utilise Waverley Council tools and channels
Engagement Tools for Targeted stakeholders	
<p>Onsite events/engagement sessions at the Pavilion or elsewhere for targeted user groups. These sessions will invite RSVPs. Where numbers exceed available spaces, more events will be scheduled. This will enable conversations and input to be provided and received.</p> <p>Note: where cultural and community experts are being invited this will include local resident experts.</p>	
	EG. Including but not limited to music hirers, theatre interest groups, community art, dance groups, Gymbaroo etc
	Eg. Targeted meetings for consultation with community groups and organisations: Offer to attend meetings including Council Advisory Committees, Precinct Committees, Chamber of Commerce, Waverley Action Youth Services, School of Arts, Commerce, Waverley Action Youth Services, School of Arts, Eastern Sydney Youth Services Network, Interagency Networks
	Eg. Targeted meetings for consultation with peak arts groups and agencies such as Arts NSW, Australia Council, Australian Performing Arts Centres Association , Accessible Arts, Australian Music Centre, Live Performance Australia, Museums & Galleries NSW, Music NSW, National Association for the Visual Arts, Performing Arts Touring Alliance, Theatre Network NSW.
	Eg. Targeted meetings for consultation with key heritage groups; inc but not limited to Waverley Historic Society, La Perouse Local Aboriginal Land Council, National Trust, State and Federal Heritage Councils
Face-to-face meetings	Engage with key users to invite comment on the current project iteration and targeted feedback
Online tool eg. Bang the Table	Online tool to provide broad engagement across the broader community
A history of Bondi Pavilion music/culture	Capture the social history of music and culture in the Pavilion – a recognition of the importance of these elements to the history and culture of Bondi
A history of individuals and their relationship with the Pavilion	Capture the social history of the Pavilion – a recognition of the importance of these elements to the history and culture of Bondi

Consultation Topics

Consultation Topic	Target Stakeholders	Methods of Engagement
Development of Fair Use and Access policy	<ul style="list-style-type: none"> - current and potential hirers - open invitation to the community - managers of similar facilities 	<ul style="list-style-type: none"> - online survey - onsite facilitated workshop/s with all current and potential hirers - small groups with users and hirers - drop in session feedback forms

Consultation Topic	Target Stakeholders	Methods of Engagement
The appropriate mix of use on the first floor	<ul style="list-style-type: none"> - current users - open invitation to the community 	<ul style="list-style-type: none"> - one on one discussions - online survey - info booths across the LGA - drop in session feedback forms
Theatre operations, technology and programming	<ul style="list-style-type: none"> - theatre users/patrons - theatre experts - theatre companies - former theatre operator - film groups - music groups - other arts peak bodies 	<ul style="list-style-type: none"> - small group meetings
Music facilities and programs in Bondi Pavilion and in Waverley	<ul style="list-style-type: none"> - current users - participants in Council music programs (and where relevant their parents) - open invitation to the community - broader music community - consultation with other local music studios - Local schools 	<ul style="list-style-type: none"> - small group discussions - online survey - one on one briefings - onsite event for targeted user groups - drop in session feedback forms
Gallery and exhibition space programming	<ul style="list-style-type: none"> - current and past exhibitors and users - open invitation to the community - current and former artists in residence from Waverley Artists in Residence Program - La Perouse Local Aboriginal Land Council 	<ul style="list-style-type: none"> - small group discussions - online survey - drop in session feedback forms
History and heritage interpretation- relevant information and displays in the building	<ul style="list-style-type: none"> - open invitation to the community - Waverley Historical Society - Heritage experts 	<ul style="list-style-type: none"> - onsite facilitated workshop/s - invitations to the community to share historical memories and memorabilia - drop in session feedback forms

Consultation Topic	Target Stakeholders	Methods of Engagement
Aboriginal and Torres Strait Islander cultural heritage and contemporary connections	<ul style="list-style-type: none"> - La Perouse Local Aboriginal Land Council - Metropolitan Land Council - ERLGATSI - open invitation to the Aboriginal and Torres Strait Islander community including La Perouse Aboriginal Community Men's Group, Two Women Dreaming, elders groups - other relevant experts or organisations including archaeologist consultants. 	<ul style="list-style-type: none"> - Aboriginal and Torres Strait Islander people one on ones, small group discussion, onsite or offsite as requested - Facilitated workshops as requested - invitations to the community to share historical memories and memorabilia - drop in session feedback forms.

Also note:

An external consultant is to be appointed to conduct a cultural and community use and impact assessment of the existing and currently proposed facility

Square metre breakdown of space usage in revised concept design to be finalised prior to consultation period beginning and be distributed to the public

Bondi Pavilion Purpose Statement

Adopted as part of Bondi Park, Beach and Pavilion Plan of Management 2014

Located in a unique setting, Bondi Pavilion overlooks spectacular Bondi Beach and is a much loved, heritage building. It has an important purpose:

- As a landmark building, contributing to the unique heritage character of Bondi;
- As the centre of community life, accommodating a vibrant mix of cultural, community and commercial uses; and
- Providing a grand entrance from the street to Bondi Beach.

This purpose should be achieved by making sure the Pavilion is sensitively looked after and well used. As the centrepiece it should be:

- Attractive and inviting with welcoming entrances front and rear, good internal signage and tourism information that is accessible.
- A lively, active hub with beautiful courtyards for shade and shelter, spaces for performances, a well designed and engaging foyer with activities throughout that entertain.
- Delivering a vibrant cultural and community life including interesting theatre, cultural happenings, great cafes and appropriately located programs.
- Well maintained, clean and functional with improved spaces for hire and good amenities to service people visiting the building, Park or Beach.
- Environmentally efficient, as much as possible.
- Financially sustainable so that it can meet community expectations, providing a good balance of community and commercial activities.