



Health
Infrastructure

Community Communication Strategy

Concord Hospital Redevelopment

SSD 9036

April 2019

DOCUMENT MANAGEMENT

DOCUMENT TRACKING

Version No.	Document Author	Reviewed by	Approved by	Last saved on
01	Matt Inch	Rachel Mitchell	Matthew Malone	17 April 2019

1.1 CONTENTS

1.1	Contents	3
1	Community Communications Strategy	5
1.1	Project Overview	5
1.2	Engagement objectives	5
1.3	Conditions of consent	6
2	Key Stakeholders	9
3	Communication Tools	11
3.1	Project information line, postal address and email address	11
3.2	Project website	12
3.3	Letterbox notifications and E-Newsletters	12
3.4	Key stakeholder updates and briefings	12
4	Feedback Mechanisms and Procedures	13

EXECUTIVE SUMMARY

The Concord Hospital Redevelopment, SSD 9036 was approved on 28 February 2019. The following scope of works was approved as part of that determination:

- Stage 1 Development
 - demolition of buildings and structures
 - new 44,000sqm, six storey Clinical Services Building
 - new five storey car park accommodating 590 cars
 - temporary 300 space on-grade car park
 - landscaping
- Stage 2 Concept:
 - New 38,000sqm, eight storey Acute Services Building
 - New five storey car park for approximately 520 cars

Condition B21, Part B, Schedule 3 of the approval SSD 9036 for the Concord Hospital Redevelopment requires the preparation of a Community Communication Strategy to provide *mechanisms to facilitate communication between the Applicant, the relevant Council and the community (including adjoining affected landowners and businesses, and others directly impacted by the development), during the design and construction of the development and for a minimum of 12 months following the completion of construction.*

In accordance with Condition B21 of the approval, the purpose of this document is to outline the mechanisms that will be engaged to facilitate communication between Health Infrastructure (and its Principal Contractor), the City of Canada Bay Council and the community (including adjoining affected landowners and businesses), and others directly impacted by the development during the construction of the development.

The Stage 1 development is proposed to be undertaken over a period of 48 months, commencing April 2019 with this strategy being implemented for the duration of construction and a minimum of 12 months following completion.

1 COMMUNITY COMMUNICATIONS STRATEGY

1.1 PROJECT OVERVIEW

In June 2017 the NSW Government announced \$341.2 million in funding to deliver the Concord Hospital Redevelopment Stage 1. This project will build on the hospital's history and architectural significance to deliver a new clinical services building increasing inpatient and outpatient capacity and:

- Rusty Priest Centre for Rehabilitation and Aged Care – including ambulatory clinics, assessment and therapy areas, rehab gyms and psychogeriatric medicine.
- Comprehensive cancer centre – additional capacity for day and inpatient oncology services.
- Australia's first National Centre for Veterans' Healthcare to support the health and wellbeing of veterans' and their families.

The new clinical services building is scheduled to open in late 2021 and will provide 214 beds, 59 outpatient consult rooms and 48 infusion chairs across the seven level building with linkages to the main hospital multi-block. This will increase the hospital's capacity for aged care and cancer services (excluding asset replacement) by 111 beds, 29 consult rooms and 13 oncology chairs. The development will also include the construction of a temporary 300 space on grade car park and a new five storey car park accommodating 590 parking spaces.

Communications and engagement will be managed by the Sydney LHD, Corporate Communications Manager, in close collaboration with the broader Project Team and Sydney Local Health District (SLHD) while under the guidance of Health Infrastructure's Communications and Engagement Team. This collaborative approach will ensure communications and engagement for the project remain appropriate, relevant and effective and are aligned to procedures and protocol within both Health Infrastructure and NSW Health.

1.2 ENGAGEMENT OBJECTIVES

Extensive stakeholder and community engagement was undertaken during the planning phases of the project, inviting feedback on the Concord Hospital Redevelopment. As the project enters the construction phase, engagement and communication will focus on keeping stakeholders and community informed about the construction so they can clearly understand the different construction phases and works involved, and how impacts will be managed.

The community engagement objectives for this project are to:

- Comply with the conditions of development consent SSD 9036.
- Ensure potentially directly affected residents, property owners, interested stakeholders and the broader community are informed about the project and the likely impacts.
- Ensure appropriate and direct communication with residents and property owners directly affected by the work.

- Ensure enquiries and complaints about the work are managed in accordance with in the project Communications management plan

HI will keep directly affected residents, stakeholders and the broader community informed before and during the work. Mitigation measures to reduce construction impacts will be implemented to minimise potential complaints. A complaints management process will be in place to resolve complaints as soon as possible. This process will be responsive and strive to find joint solutions where feasible.

1.3 CONDITIONS OF CONSENT

This Strategy has been developed to address the following conditions of consent:

Condition	Detail	Response
B21	The Community Communication Strategy must:	
	a) Identify people to be consulted during the design and construction phases;	Chapter 2 – Key Stakeholders
	b) Set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the development;	Chapter 3 – Communication Tools
	c) Provide for the formation of community-based forums, if required, that focus on key environmental management issues for the development;	Chapter 3 – Communication Tools
	d) Set out procedures and mechanisms: <ul style="list-style-type: none"> (i) Through which the community can discuss or provide feedback to the Applicant; (ii) Through which the Applicant will respond to enquiries or feedback from the community; and (iii) To resolve any issues and mediate any disputes that may arise in relation to construction and operation of the development, including disputes regarding rectification or compensation. 	Chapter 4 – Procedures for managing enquiries and feedback

In addition to the Conditions of Consent relating to the contents of the Community Communications Strategy, this Strategy also provides information in relation to the following conditions of consent:

Condition	Detail	Response
A19	<p>At least 48 hours before the commencement of construction until the completion of all works under this consent, or such other time as agreed by the Planning Secretary, the Applicant must:</p> <p>(l) make the following information and documents (as they are obtained or approved) publicly available on its website:</p> <ul style="list-style-type: none"> (i) the documents referred to in condition A2 of this consent; (ii) all current statutory approvals for the development; (iii) all approved strategies, plans and programs required under the conditions of this consent; (iv) regular reporting on the environmental performance of the development in accordance with the reporting arrangements in any plans or programs approved under the conditions of this consent; (v) a comprehensive summary of the monitoring results of the development, reported in accordance with the specifications in any conditions of this consent, or any approved plans and programs; (vi) a summary of the current stage and progress of the development; (vii) contact details to enquire about the development or to make a complaint; (viii) a complaints register, updated monthly; (ix) audit reports prepared as part of any independent environmental audit of the development and the Applicant's response to the recommendations in any audit report; (x) any other matter required by the Planning Secretary; and 	Chapter 3 – Communication Tools

	(m) keep such information up to date, to the satisfaction of the Planning Secretary.	
--	--	--

2 KEY STAKEHOLDERS

Following is a list of stakeholders identified as being relevant to this project, with an emphasis on external stakeholders within the community. The key community liaison activities for the construction contractors will focus on directly affected landowners and those landowners that live near, or may be travelling through, a construction area.

During the construction phase of the project the following stakeholders will be consulted, and the list reviewed and updated to ensure currency.

Table 1: External Stakeholder Groups

Type	Key Stakeholders	Communication Tools
Local community	<ul style="list-style-type: none"> - Veteran’s community including the RSL and Soldier On - Local residents and community including schools and near neighbours 	<ul style="list-style-type: none"> - Meetings / briefings - Website - Letterbox drop - Phone/ email - Signage
Local business community	<ul style="list-style-type: none"> - Neighbouring businesses 	<ul style="list-style-type: none"> - Meetings / briefings - Website - Letterbox drop - Phone/ email - Signage
Community leaders/ Other Stakeholders	<ul style="list-style-type: none"> - Registered Aboriginal parties: <ul style="list-style-type: none"> o Metropolitan Local Aboriginal Land Council o Darug Land Observations Pty Ltd o Didge Ngunawal Clan o Wailwan Aboriginal Digging Group o Butucarbin Aboriginal Corporation o Corroboree Aboriginal Corporation - Local community groups including Rotary War Widows Association and Canada Bay Heritage Society 	<ul style="list-style-type: none"> - Meetings / briefings - Website - Phone/ email
Elected Representatives	<ul style="list-style-type: none"> - Local MP 	<ul style="list-style-type: none"> - Meetings / briefings - Website - Phone/ email
Local Council	<ul style="list-style-type: none"> - Canada Bay Council 	<ul style="list-style-type: none"> - Meetings / briefings - Website - Phone/ email

Table 2: Internal Stakeholders

Type	Key Stakeholders	Communication Tools
Sydney LHD	<ul style="list-style-type: none"> - Board - Executive 	<ul style="list-style-type: none"> - Governance Meetings - Communication Working Groups - Meetings/ briefings - Phone/ email
Health Infrastructure	<ul style="list-style-type: none"> - Board - Executive 	<ul style="list-style-type: none"> - Governance Meetings - Communication Working Groups - Meetings/ briefings - Phone/ email
Concord Repatriation General Hospital	<ul style="list-style-type: none"> - Clinical Staff - Non-clinical staff - Patients and Visitors - Consumer and volunteer groups 	<ul style="list-style-type: none"> - Governance Meetings - Communication Working Groups - Staff forums - Meetings/ briefings - Phone/ email

Communication tools have also been identified highlighting how each stakeholder will be kept informed about the project through construction. An explanation of tools is provided in Chapter 3.

3 COMMUNICATION TOOLS

The project team will consult with the directly affected residents, property owners, relevant stakeholders and the broader community before and during construction. This section describes the communication tools to support the objectives and aims of this Community Communications Strategy. These will be supported by Ministerial and Department speaking and media opportunities.

Below is a list of tools that will be used where appropriate across a number of mediums to assist with communication and engagement activities:

- Flyers
- Fact sheets
- Directional signage and maps (including variable message signs)
- Posters
- Shade cloth
- Site sign boards
- Banners
- Web and digital (including social media, where appropriate)
- E-newsletters
- Newsletters
- Letter box drops
- Media releases
- Events
- Reference groups and forums

3.1 PROJECT INFORMATION LINE, POSTAL ADDRESS AND EMAIL ADDRESS

Primary Site Contact

Project information can be obtained from the Sydney LHD, Corporate Communications Manager:

Phone number: 02 9767 6039

Email address: SLHD-ConcordRedevelopment@health.nsw.gov.au

Online feedback forms: Project website

Website: <http://concordredevelopment.health.nsw.gov.au>

Emergency Site Contact

Roberts Pizzarotti

Project Manager – Jim Stavropoulos

Phone: 0417 258 217

3.2 PROJECT WEBSITE

<http://concordredevelopment.health.nsw.gov.au>

The Concord Hospital Redevelopment webpage provides a comprehensive source of project information and contact details to make an enquiry or complaint. The website will be promoted in all other communication activities. Regular updates to the website will ensure currency of information. Other communication material, such as community updates, will be stored on the webpage.

To meet obligations set out in the SSDA 9036 Development Consent Condition A19, the website will be regularly updated to include the following information and documents:

- All relevant development consent documentation
- Regular reporting on environmental performance
- Summary of the monitoring results of the development
- A monthly complaints register
- Audit reports prepared as part of any independent environmental audit.

The website will include functionality allowing wider community to register interest in receiving online updates of the project's progress and attainment of milestones.

3.3 LETTERBOX NOTIFICATIONS AND E-NEWSLETTERS

Household letters will be used to communicate information about the project before and during construction. Household letters will be delivered directly to affected residents, household occupants and relevant stakeholders.

A project newsletter will be established and provided via letter box drops and electronic means.

Where possible, notifications and newsletters will also be made available online.

3.4 KEY STAKEHOLDER UPDATES AND BRIEFINGS

Regular updates to project stakeholders will be provided via the project Website.

Community Information sessions will be arranged as required to provide updates and information on the project to the community.

4 FEEDBACK MECHANISMS AND PROCEDURES

The following protocols and procedures will be in place for the duration of the construction period and for a period of 12 months following completion to effectively manage enquiries and complaints received from the community.

- The Sydney LHD will have a Communications Manager employed for the project who can manage and respond to enquiries from the community.
- Site contacts are provided at all times, including 24 hour contacts.
- The project Website will be updated on a regular basis throughout the course of the project.
- Community information sessions will be held as required.
- The Contractor will manage a Register for any project complaints, which will be reviewed in consultation with the project team.

4.1 ISSUES, DISPUTES AND COMPLAINTS

Issues, disputes and complaints relate to those matters which may arise in relation to the construction and operation of the development, including disputes regarding rectification and compensation.

All community issues, complaints, disputes and feedback received will be recorded, managed and progressed through the appropriate community feedback mechanisms. These may be managed with standard response such as via email or phone or a more specific forum to address more complex matters such as a meeting or forum.

Issues requiring escalation will be managed as per Project Governance and this includes legal issues, disputes, compensation, work health and safety incidents, media enquiries and political issues.

As per Health Infrastructure's issues management protocols, issues will be managed with the appropriate input from Health Infrastructure Executive, Communications & Engagement (including media management and government relations), Legal and other key stakeholders including government.

Health Infrastructure will target the following response times for community feedback and enquiries.

Activity	Response Timeframe
Email enquiry acknowledgment	1 business day
Email / onsite enquiry response	5 business days
Site phone line	30 minutes
Website contact form	3 business days

4.2 MONITORING AND REPORTING

Health Infrastructure is committed to establishing and maintaining appropriate channels and processes to ensure community opinions are heard, recorded and responded to. Established or bespoke Stakeholder

Management Systems will be used by the Project Team to track and record stakeholder interactions and outcomes, for the purpose of managing issues and feeding this information into the planning, design and delivery phases. Monthly summaries and regular updates will be provided for discussion in project working groups, to be tabled in executive steering committees and for contribution to portfolio-wide reporting.

The Project Communications Manager will also regularly review the effectiveness of the communications approach to ensure all channels, tools, activities and opportunities are identified and maximised.

Where possible, positive outcomes will be proactively promoted to the community via the appropriate channels and mechanisms to ensure community awareness of the government's commitment to the principles of community input and co-design.

Health Infrastructure

ABN 89 600 377 397

Level 14, 77 Pacific Highway, North Sydney, NSW 2060

PO Box 1060, North Sydney NSW 2059

Tel 02 9978 5402 Fax 02 8904 1377

www.hinfra.health.nsw.gov.au