



Health
Infrastructure

Community Communication Strategy

Prince of Wales Hospital Expansion
Stage 1

SSD 9113

April 2019

DOCUMENT MANAGEMENT

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EXECUTIVE SUMMARY

The Prince of Wales Hospital Expansion Stage 1 State Significant Development Application (SSD 9113) was approved on February 27 2019. The following scope of works was approved as part of that determination:

- bulk earthworks;
- construction and operation of a 13 level building, including providing the following facilities: an emergency department; operating theatres; central sterilising service department; intensive care unit, inpatient units; and ambulance bays;
- overhead pedestrian links to existing hospital buildings;
- a helipad on the uppermost roof of the building;
- Magill Street road works, Botany Street signalised intersection, internal roads and drop-off/pick-up areas; and
- utility, site infrastructure and landscaping works.

Condition B16 of SSD 9113 requires the Applicant to prepare a Community Communication Strategy. The strategy will outline how the Applicant will communicate with Randwick City Council, relevant Government authorities, Randwick Hospitals Campus users 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.

Early and Enabling works, including site establishment, are well underway and are managed under a Development Application (DA/208/2018) approved by Randwick City Council on 4 September 2018. Construction activities relating to the scope of SSD 9113, are proposed to commence in the second quarter of 2019. The new Acute Services Building will be commissioned in 2022.

In accordance with the Conditions of Consent, the following Community Communications Strategy will be implemented for the duration of construction and a minimum of 12 months following completion. This strategy is a supplement to the Construction Communication Plan (submitted as part of the Environmental Impact Statement) and the Projects Overarching Communications and Engagement Strategy.

1 COMMUNITY COMMUNICATIONS STRATEGY

1.1 PROJECT OVERVIEW

The NSW Government is investing \$720 million to redevelop the Prince of Wales Hospital and Randwick Hospitals' Campus, and strengthen Randwick as a world-leading Precinct for health and wellbeing, research, education and teaching (herein referred to as the RCR project).

This redevelopment will see the expansion of the existing Randwick Hospital's Campus to the west and includes the delivery of a new Acute Services Building (ASB) that will provide:

- a new adult Emergency Department,
- an expanded Psychiatric Emergency Care Centre
- an expanded Intensive Care Unit
- ten inpatient units
- a medical assessment unit
- a new helipad to support all Campus partners
- new shared operating theatres for the Randwick Hospitals' Campus
- education and research spaces that will support collaborative clinical research and innovation

The Randwick Hospitals' Campus includes four major hospitals, including the Prince of Wales Hospital, The Royal Hospital for Women, Eastern Suburbs Mental Health Service, the Sydney Children's Hospital, Randwick and the Prince of Wales Private Hospital.

The NSW Government has also developed a masterplan for further expansion on the northern area of the site which will include health-related education, training and research opportunities that will be closely integrated with the new Acute Services Building and existing Hospitals' Campus.

This project is being delivered by Health Infrastructure (HI) in partnership with the South Eastern Sydney Local Health District (SESLHD), Sydney Children's Hospital, Randwick, and UNSW.

Engagement Objectives

Extensive stakeholder engagement and community partnerships are essential in planning for the Randwick Campus Redevelopment so that we can shape and deliver a new hospital that responds to the needs of patients, carers, families, local residents and the community.

Engaging Randwick Hospitals Campus, consumers and community have been, and continues to be, a key focus in the design and planning process for the new Prince of Wales Hospital Acute Services Building.

This commitment to engagement and keeping impacted stakeholders informed will continue as the project enters the construction phase to ensure stakeholders can clearly understand the different construction phases, and how impacts will be managed.

The community engagement objectives for this project are to:

- Comply with the conditions of development consent SSD 18_9113.
- Ensure the safety of patients, carers, staff, students and the community at all times.

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- Ensure potentially affected residents, property owners, interested stakeholders and the broader community are informed about the project and the likely impacts.
- Ensure appropriate, timely 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 the project’s complaints management procedures.

The project team 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 impacts on nearby residents and services. 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.

1.2 CONDITIONS OF CONSENT

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

Condition	Detail	Response / Location within the Strategy
B14	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: (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 and protocols for managing enquiries and feedback

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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 / Location within the Strategy
A25	<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>(a) 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

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	(b) keep such information up to date, to the satisfaction of the Planning Secretary.	
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2 KEY STAKEHOLDERS

Table 1 below provides a list of stakeholders identified as being relevant to the RCR 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 to the construction area.

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

Table 1: External Stakeholder Groups

Type	Key Stakeholders	Communication Tools
Randwick Hospitals Campus users (staff, patients, carers and the community)	<ul style="list-style-type: none"> - Royal Hospital for Women - Sydney Children’s Hospital, Randwick - Prince of Wales Hospital - Prince of Wales Private Hospital - Eastern Suburbs Mental Health Service - Black Dog Institute - NeuRA - NSW Ambulance Randwick depot - Metro Parking 	<ul style="list-style-type: none"> - Project Governance - Briefings – staff forums, Project User Groups, Rounds - Communicational material - Project website - Social media - Campus pop-ups
UNSW	<ul style="list-style-type: none"> - Executives - Staff - Students 	<ul style="list-style-type: none"> - Precinct Governance - Briefings – formal and informal - Communication material - Project website - Phone/Email
Local community	<ul style="list-style-type: none"> - Members of the local community - Neighboring residents - Local Aboriginal Land Council - Schools - Randwick Precinct Committee - Community groups 	<ul style="list-style-type: none"> - Meetings / briefings - Project website - Letterbox drop - Door knocking - Phone/ email - Signage
Local business community	<ul style="list-style-type: none"> - Commercial businesses – High Street - Not for profit businesses – Botany Street - Small Business Association 	<ul style="list-style-type: none"> - Meetings / briefings - Project website - Letterbox drop - Phone/ email - Signage
Community leaders/ Other Stakeholders	<ul style="list-style-type: none"> - Local Aboriginal Land Council - Local emergency services - Eurimbla Precinct Historical Association 	<ul style="list-style-type: none"> - Briefings - Individual meetings - Communicational material - Website

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	<ul style="list-style-type: none"> - Bike East - BikeNSW 	<ul style="list-style-type: none"> - Phone/ email
Emergency Services	<ul style="list-style-type: none"> - NSW Ambulance - Air Ambulance - NETS - NPT - Fire and Rescue NSW - Eastern Beaches Police Area Command 	<ul style="list-style-type: none"> - Formal and informal briefings - Letters
Government Agencies and Departments	<ul style="list-style-type: none"> - Department of Planning and Environment - Government Architects Office - NSW Office of Environment and Heritage - Transport for NSW - Civil Aviation Safety Authority - Sydney Airport Corporation Limited - 	<ul style="list-style-type: none"> - Briefings - Individual meetings - Written communication - Phone/Email
Elected Representatives	<ul style="list-style-type: none"> - Local Members for Heffron, Coogee and Maroubra - Health Minister - Councilors of Randwick Council 	<ul style="list-style-type: none"> - Formal and informal briefings - Letters
Randwick City Council	<ul style="list-style-type: none"> - Mayor - Councillors - Staff - Randwick City Council Traffic Committee 	<ul style="list-style-type: none"> - Formal and informal briefings - Letters
Services	<ul style="list-style-type: none"> - Sydney Water - Telstra - Ausgrid - Jemena - Optus 	<ul style="list-style-type: none"> - Formal and informal briefings - Letters
Related construction projects	<ul style="list-style-type: none"> - CBD South East Light Rail - Multiplex UNSW development - Inglis Newmarket / CBus 	<ul style="list-style-type: none"> - Formal and informal briefings - Letters

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Table 2: Internal Stakeholders

Type	Key Stakeholders	Communication Tools
South Eastern Sydney Local Health District (SESLHD)	<ul style="list-style-type: none"> - Board - Executive - RCR project team representatives 	<ul style="list-style-type: none"> - Project and Precinct Governance - Briefings – formal and informal - Collaboration workshops - Email
Health Infrastructure	<ul style="list-style-type: none"> - Board - Executive - RCR project team representatives 	<ul style="list-style-type: none"> - Project and Precinct Governance - Briefings – formal and informal - Collaboration workshops - Email
PwC	<ul style="list-style-type: none"> - RCR project team representatives 	<ul style="list-style-type: none"> - Project and Precinct Governance - Briefings – formal and informal - Collaboration workshops - Email
Prince of Wales Hospital	<ul style="list-style-type: none"> - Executive - RCR project team representatives - Clinical Council 	<ul style="list-style-type: none"> - Meetings/briefings - Communication material - Phone/Email - Signage - Project website - Social media
Sydney Children’s Hospital, Randwick	<ul style="list-style-type: none"> - Board - Executive - RCR project team representatives 	<ul style="list-style-type: none"> - Project and Precinct Governance - Briefings – formal and informal - Collaboration workshops - Email
Royal Hospital for Women	<ul style="list-style-type: none"> - Board - Executive - RCR project team representatives - Clinical Council 	<ul style="list-style-type: none"> - Project and Precinct Governance - Briefings – formal and informal - Collaboration workshops - 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:

- Briefings – formal and informal presentation materials
- Brochures
- Printed notifications
- Fact sheets
- Directional signage and maps (including variable message signs)
- Posters
- Shade cloth / hoarding
- Site sign board
- Banners
- Web and digital (including social media, where appropriate)
- Staff e-newsletters
- Community newsletters
- Letter box drops
- Media releases
- Events
- Site tours
- Reference groups and forums
- Campus partner social media

3.1 PROJECT INFORMATION LINE, POSTAL ADDRESS AND EMAIL ADDRESS

Stakeholder questions, feedbacks and complaints will be received through the following channels:

Phone	24/7 Community Contact 1800 571 866
Email	randwickcampusredevelopment@health.nsw.gov.au
Website	www.randwickcampusredevelopment.health.nsw.gov.au
Postal Address	Randwick Campus Redevelopment Health Infrastructure PO BOX 1060 North Sydney NSW 2060

Stakeholder and community notification periods

Stakeholder engagement and community notification will:

- outline the reason that the work is required
- outline the location, nature, and duration of the proposed works
- outline work hours
- be written in plain English
- include a diagram that clearly identifies the location of the proposed works, where required
- include 1800 community contact number, project email address and website details

The below table outlines minimum notification periods that will be targeted for stakeholder and community notification. Notification periods prescribed within development approvals or by approving bodies will be adhered to. Monthly construction updates will be provided to nearby households and businesses throughout construction.

Construction activity classification	Notification period	Communication classification				
		A	B	C	D	E
Monthly project resident update (general work)	3 days	•	•			
Out of boundary works (low impact)	3 days	•	•			
Out of hours work (low impact)	3 days	•	•			
Out of hours work (high impact work that may cause sleep disturbance)	5 days	•	•	•	•	
Disruptions to public access (traffic and pedestrian diversions)	7 days	•	•	•	•	•
Significant disruptions (i.e. Road closure, disruption to services, closure of access)	7 – 14 days	•	•	•	•	•

A	Community notice
B	Project website
C	Email to impacted stakeholders
D	Door knock to impacted residents (including calling card)
E	Stakeholder briefing

Response Times

The following response times will be targeted for all external stakeholder feedback received (excluding media).

The project communications team will be responsible for responding to stakeholder inquiries and complaints. The 24/7 phone line is managed by the Contractor.

All media contact will be directly referred to the Health Infrastructure media unit for response.

Activity	Response time
Email enquiry acknowledgment	1 business day
Email / onsite enquiry response	5 business days
Site phone line	30 minutes (during business hours)
Website contact form	3 business days

3.2 PROJECT WEBSITE

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

Web address: www.randwickcampusredevelopment.health.nsw.gov.au

To meet the obligations set out in the SSD 9113 condition A25, the Project 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

The RCR communications team will lead and monitor stakeholder engagement to ensure communications occurs in a purposeful, timely and transparent manner.

Regular stakeholder updates and briefings will be provided by the Contractors Stakeholder and Engagement Manager to ensure information is provided and available to stakeholders at the appropriate time and in the appropriate format.

4 FEEDBACK PROTOCOLS AND PROCEDURES

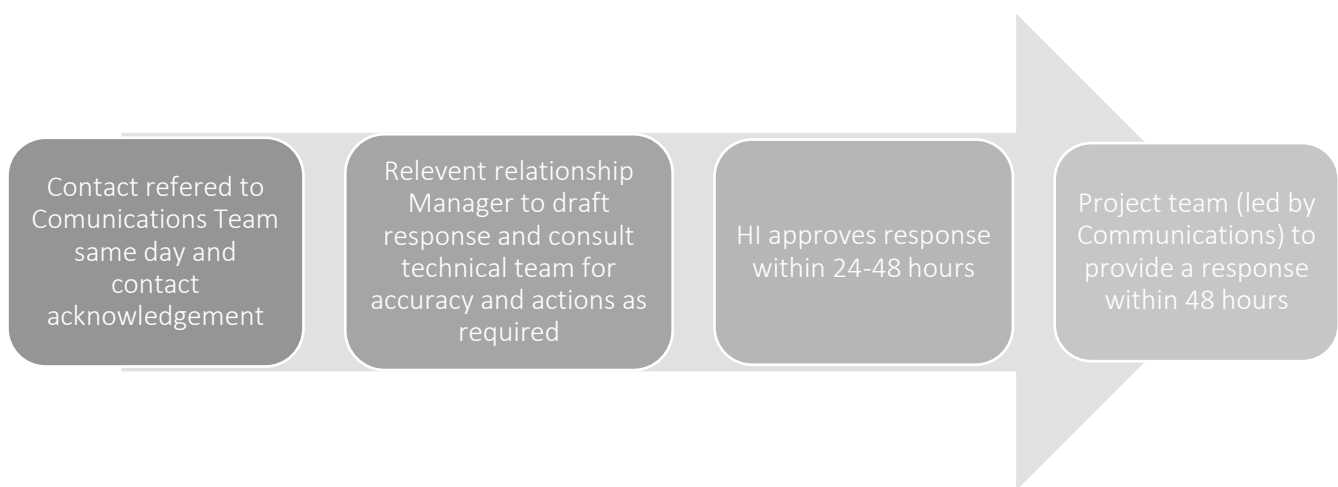
The following protocols and procedures will be in place for the duration of the construction period and for a period of 12 months following completion to effectively manage enquiries and complaints received from the community.

Stakeholder contact and complaints

Stakeholder contact may occur in the form of complaint, enquiry, comment or compliment.

All stakeholder contact will be recorded by the Contractor including nature of contact, response provided, ongoing action required, persons responsible and stakeholder contact information.

The below process will be followed to respond to stakeholder contact.



The following stakeholder contact matrix will be used to guide the approach to stakeholder contact.

Classification	Description	Action
High Issue cannot be resolved by the project team.	<ul style="list-style-type: none"> Involves media attention/coverage Involves political and/or government agencies Relates to safety or security incident. 	<ul style="list-style-type: none"> Immediate report to the HI Communications Director and HI Senior Project Director
Medium Issue cannot be immediately resolved	<ul style="list-style-type: none"> Involves an individual or group expressing negative sentiments towards the project with risk of further action. The stakeholder raising the issue is not satisfied with the response provided. 	<ul style="list-style-type: none"> Contractor Stakeholder Engagement Manager engages the broader project team to investigate further, determine a suitable outcome and respond appropriately Issue is reported on following reporting protocols

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Low Issue can be responded to immediately.	<ul style="list-style-type: none">• Involve an individual or group expressing negative sentiments towards the project• Involves an individual or group expressing concern for project impacts and outcomes• There is no threat of further action.	<ul style="list-style-type: none">• Contractor Stakeholder Engagement Manager provides the appropriate response and notifies the broader project team as required• Records of low-level issues to be tracked and reported on following reporting protocols
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Contact points

Stakeholder questions, feedbacks and complaints will be received through the following channels:

Phone	24/7 Community Contact 1800 571 866
Email	randwickcampusredevelopment@health.nsw.gov.au
Website	www.randwickcampusredevelopment.health.nsw.gov.au
Postal Address	Randwick Campus Redevelopment Health Infrastructure PO BOX 1060 North Sydney NSW 2060

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