



Health  
Infrastructure

# Community Communication Strategy

Nepean Hospital and Integrated  
Ambulatory Services Redevelopment  
Stage 1 | SSDA 8766 | April 2019

## DOCUMENT MANAGEMENT

### DOCUMENT TRACKING

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## EXECUTIVE SUMMARY

The Nepean Hospital and Integrated Ambulatory Services Redevelopment Stage 1 Project – SSDA 8766 i.e Nepean Hospital Redevelopment was approved on 24 February 2019. The following scope of works was approved as part of that determination:

*Redevelopment of Nepean Hospital Integrated Ambulatory Services (Stage 1) involving the demolition of existing structures, construction of a new 14 storey clinical and ambulatory services building with rooftop helipad, and associated works to access and parking, tree removal and landscaping*

Condition B.13 – included in Schedule 2 and Part B of the approval SSDA 8766 for the Nepean Hospital and Integrated Ambulatory Services Redevelopment Stage 1 Project 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 B.13 – included in Schedule 2 and Part B 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 relevant Council and the community (including adjoining affected landowners and businesses), and others directly impacted by the development during the construction of the development.

The development is proposed to be undertaken over a period of 33 months, commencing in 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

The proposal involves the construction of a 14-storey hospital tower consisting of new and expanded hospital services to accommodate the growing demands of the community. The following table provides a level by level summary of the intended use for the proposed Stage 1 Tower.

Location / Level	Works/Use
LV0	Emergency Department, plant, Psychiatric Emergency Care Centre, central landscape courtyard, external car parking and travel space.
LV1	Administration unit, Cardiac Diagnostics Interventional Unit shell space, Front of House areas, pedestrian link to existing hospital building and travel space.
LV2	Administration unit, Endoscopy space, Day of Surgery Admissions space, two pedestrian links to existing hospital building and travel space.
LV3	Operating theatre suites, Stage 1 recovery, two pedestrian links to existing hospital building and travel space.
LV4	Plant space, sterilising services, and travel space.
LV5	Intensive care unit shell space, administration unit and travel space.
LV6	Neonatal Intensive Care Unit / Special Care Nursery services, Administration unit and travel space.
LV7	Birthing Suites and travel space.
LV8	Maternity Inpatient Units - 24 Bed wards x 2 and travel space.
LV9	Generic Inpatient Unit - 28 Bed wards x 2 and travel space.
LV10	Generic Inpatient Unit - 28 Bed wards x 2 and travel space.
LV11	Generic Inpatient Unit - 28 Bed wards x 2 and travel space.
LV12	Generic Inpatient Unit - 28 Bed wards x 2 and travel space.
LV13	Plant and travel space.
LV14	Helipad and travel space.

## 1.2 ENGAGEMENT OBJECTIVES

Extensive stakeholder and community engagement was undertaken during the planning phases of the project, inviting feedback on the Nepean Hospital and Integrated Ambulatory Services Redevelopment Stage 1 Project. 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 SSDA 8766.
- Ensure potentially directly affected residents, property owners, interested stakeholders and the broader community continue to be informed about the project and the likely impacts.
- Ensure ongoing 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 HI Incident Comms Stakeholder 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 formal complaints management process will be communicated to enable the complaints to be resolved within a reasonable timeframe. 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
B.13	Community Communication Strategy must be prepared 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. 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 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
A.20	<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"> <li>(i) the documents referred to in condition A2 of this consent;</li> <li>(ii) all current statutory approvals for the development;</li> <li>(iii) all approved strategies, plans and programs required under the conditions of this consent;</li> <li>(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;</li> <li>(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;</li> <li>(vi) a summary of the current stage and progress of the development;</li> <li>(vii) contact details to enquire about the development or to make a complaint;</li> <li>(viii) a complaints register, updated monthly;</li> <li>(ix) audit reports prepared as part of any independent audit of the development and the Applicant’s response to the recommendations in any audit report;</li> <li>(x) any other matter required by the Planning Secretary; and</li> </ul> <p>(b) keep such information up to date, to the satisfaction of the Planning Secretary.</p>	Chapter 3 – Communication Tools

## 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"> <li>▪ Local Media</li> <li>▪ General Public</li> <li>▪ Residents adjacent to the Nepean Hospital Campus including but not limited to:                             <ul style="list-style-type: none"> <li>○ Parker Street</li> <li>○ Derby Street</li> <li>○ Barber Avenue</li> <li>○ Somerset Street</li> <li>○ Rodgers Street</li> <li>○ Orth Street</li> <li>○ Hargrave Street</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Meetings / briefings</li> <li>▪ Website / Social Media</li> <li>▪ Letterbox drop</li> <li>▪ Phone/ email</li> <li>▪ Signage</li> </ul>
Local business community	<ul style="list-style-type: none"> <li>▪ Health Scope (Private)</li> <li>▪ Tresillian (NGO)</li> <li>▪ Retail / local business adjacent to the Nepean Hospital Campus</li> </ul>	<ul style="list-style-type: none"> <li>▪ Meetings / briefings</li> <li>▪ Website / Social Media</li> <li>▪ Phone/ email</li> </ul>
Community leaders/ Other Stakeholders	<ul style="list-style-type: none"> <li>▪ NBM Primary Health Networks</li> <li>▪ LHD Consumer Advocacy Group</li> <li>▪ Consumer consultation committee</li> <li>▪ Disability representatives/Carers group</li> <li>▪ NBM Multicultural Health</li> <li>▪ Aboriginal Community Representative (Penrith)</li> <li>▪ Aboriginal Community Representatives (Blue Mountains)</li> <li>▪ Aboriginal Medical Service</li> </ul>	<ul style="list-style-type: none"> <li>▪ Meetings / briefings</li> <li>▪ Website / Social media</li> <li>▪ Phone/ email</li> </ul>
Elected Representatives	<ul style="list-style-type: none"> <li>▪ Member for Penrith (Liberal)</li> <li>▪ Member for Mulgoa (Liberal)</li> <li>▪ Federal Member for Lindsay (Labor)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Meetings / briefings</li> <li>▪ Website / Social Media</li> <li>▪ Phone/ email</li> <li>▪ External communications and news stories</li> </ul>
Local Council	<ul style="list-style-type: none"> <li>▪ Penrith City Council</li> <li>▪ Penrith Health and Education Precinct meeting</li> <li>▪ The Quarter</li> <li>▪ Greater Sydney Commission</li> </ul>	<ul style="list-style-type: none"> <li>▪ Meetings / briefings</li> <li>▪ Website / Social media</li> <li>▪ Phone/ email</li> </ul>



Table 2: Internal Stakeholders

Type	Key Stakeholders	Communication Tools
NBMLHD	<ul style="list-style-type: none"> <li>▪ Board</li> <li>▪ Executive</li> </ul>	<ul style="list-style-type: none"> <li>▪ Inclusion in Governance meetings</li> <li>▪ Quarterly briefings</li> <li>▪ Milestone media event participation</li> </ul>
Health Infrastructure	<ul style="list-style-type: none"> <li>▪ Board</li> <li>▪ Executive</li> </ul>	<ul style="list-style-type: none"> <li>▪ Inclusion in Governance meetings</li> <li>▪ ESC meetings</li> <li>▪ Participation in milestone media events</li> </ul>
Nepean Hospital	<ul style="list-style-type: none"> <li>▪ Clinical Staff</li> <li>▪ Non-clinical staff</li> <li>▪ Patients and Visitors</li> <li>▪ Consumer and volunteer groups</li> <li>▪ Open days</li> </ul>	<ul style="list-style-type: none"> <li>▪ Staff forums (bi-monthly)</li> <li>▪ Weekly staff newsletter (INK)</li> <li>▪ Monthly project newsletter</li> <li>▪ Project information walls within the hospital</li> <li>▪ Project website</li> <li>▪ Participation in project user groups and working groups</li> <li>▪ Flyers and brochures in staff tea rooms and cafeteria</li> <li>▪ Project Information stations to display latest designs in each unit within scope</li> </ul>

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:

- Brochures
- Project walls with the hospital
- Project information stations
- 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 Contact:**

Health Infrastructure

Project Communication Lead – Belinda Berryman

Project Email Address: [HI-nepeanredevelopment@health.nsw.gov.au](mailto:HI-nepeanredevelopment@health.nsw.gov.au).

**Emergency Site Contact:**

CPB Contractors

Senior Site Manager – Mark Foster

Phone: 0439 549 167

### 3.2 PROJECT WEBSITE

There is a dedicated project website which is managed by the Nepean Redevelopment communications team: [www.nepeanredevelopment.health.nsw.gov.au](http://www.nepeanredevelopment.health.nsw.gov.au)

The Integrated Nepean Hospital & Ambulatory Care Services 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 consistency of information. Other communication material, such as community updates, will be stored on the webpage.

To meet obligations set out in the SSDA 8766 Development Consent 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.

### 3.2 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.

### 3.3 KEY STAKEHOLDER UPDATES AND BRIEFINGS

The Nepean Redevelopment communications team is responsible for all staff and external stakeholder engagement. An External Stakeholder engagement tracker is updated monthly and reviewed at every month Communications Working Group meeting.

## 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

All general project enquiries that come through to the project email address are managed by the Nepean Redevelopment communications Lead as noted in Section 3.

All community consultation is managed through HI and its Project Communications Lead – Belinda Berryman.

All enquired and complaints will be directed to the Communications Lead who will determine the most appropriate response or action

### 4.1 ISSUES, DISPUTES AND COMPLIANTS

Issues, disputes and complaints relate to those matters which may arise in relation to the construction and operation of the redevelopment, 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 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 HI’s issues management protocols, issues will be managed with the appropriate input from HI’s Executive, Communication Teams (including media management and government relations), Legal and other stakeholders including Government.

HI will target the following response time for community feedback and enquires.

Activity	Response Timeframe
Email enquiry acknowledgement	1 Business Day
Email / Onsite enquiry response	5 Business Days
Site Phone Line	30 minutes
Website Contact	3 Business Days

### 4.2 MONITORING AND REPORTING

HI is committed to establishing and maintaining channels and processes to ensure community opinions are heard, recorded and responded. Established 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 Lead will also regularly review the effectiveness of the communications approach to ensure all channels, tools, activities and opportunities are identified and maximized.

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 the community input and co-design

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