



Health
Infrastructure

Community Communication Strategy

Goulburn Hospital and Health Service
Redevelopment
SSD 8667

October 2019

Document Management

Revision History

Version	Date	Author	Description
0.1	19/09/19	Isaac Conway	Draft Issue for review by SNSWLHD & HI
1.0	30/09/19	Isaac Conway	Includes comments by SNSWLHD & HI, For submission.

Abbreviations

Abbreviation	Definition
2GN	Radio Goulburn Pty Ltd
ABC	Australian Broadcasting Corporation
GHHSR	Goulburn Hospital and Health Service Redevelopment project
HI	Health Infrastructure
LHD	Local Health District
SNSWLHD	Southern New South Wales Local Health District
SSD	State Significant Development

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EXECUTIVE SUMMARY

The Goulburn Hospital and Health Service Redevelopment SSD 8667 was approved on 3 December 2018. The following scope of works was approved as part of that determination:

- site preparation works including demolition of existing buildings and structure and site remediation works.
- construction of a new four storey Acute Services Building and internal refurbishment works to existing hospital buildings with a total gross floor area of 12,072 sqm.
- construction of a new Engineering Compound and new emergency vehicle bay off Faithfull Street.
- augmentation to existing vehicle access arrangements and construction of new car parking areas accommodating a net increase of 54 car parking spaces.
- landscaping and public domain works, including construction of a new formal landscaped lawn area at the northern end of Goldsmith and Albert Streets and screen planting to car park site frontages.
- installation of business identification signage including 10 pylon signs and four building façade signs.
- ancillary infrastructure and services works.
- lot consolidation.

Condition B11 (Schedule 2, Part B) of the approval SSD 8667 for the Goulburn Hospital and Health Service 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 B11 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 28 months commencing October 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 March 2015 the NSW Government announced \$120 million towards the Goulburn Hospital and Health Service Redevelopment (GHHSR) project. An additional \$30 million was allocated to the GHHSR project in 2019/20 budget. The \$150 million redevelopment, with a new acute building, is expected to open in early 2022.

The GHHSR will deliver:

- A new four storey Clinical Services Building that includes:
 - New main entry and hospital reception
 - New emergency department
 - New medical imaging department
 - New intensive care unit
 - New operating theatres, day surgery and recovery areas
 - New medical, surgical, paediatric, rehabilitation and geriatric inpatient units with specific designated palliative care beds
 - New maternity inpatient unit, birthing suites and neonatal special care unit.
 - Sterilising Services
 - Mortuary
 - Patient Flow
 - Mental Health Triage and Emergency Call Service
- Improved distribution of, and increase in, on-site car parking.
- Ambulatory care services.
- In addition, the following services were also relocated to enable the redevelopment:
 - Child and Family Services;
 - Community Mental Health Services (includes extension to this service);
 - Key Health Worker Accommodation;
 - Medical Records;
 - Asset Management; and
 - Medical Gas Compound.

1.2 Engagement objectives

Extensive stakeholder and community engagement was undertaken during the planning phases of the project, inviting feedback on the GHHSR 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 SSD 8667.
- 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 the protocols, as outlined in section 4.

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
B11	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 Communication Strategy, this Strategy also provides information in relation to the following conditions of consent:

Condition	Detail	Response
A19	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: <ul style="list-style-type: none"> (a) make the following information and documents (as they are obtained or approved) publicly available on its website: <ul style="list-style-type: none"> (i) the documents referred to in condition B2 of this consent; 	Chapter 3 – Communication Tools

	<ul style="list-style-type: none"> (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 <p>(b) keep such information up to date, to the satisfaction of the Planning Secretary.</p>	
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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	<p>The broad distribution of relevant external stakeholders will be identified and consulted, including:</p> <ul style="list-style-type: none"> - Local residents and community - Local businesses - Community-controlled Aboriginal Medical Services - Local Aboriginal Land Council - Local Aboriginal Elders group - Local Community groups - Neighbours - Goulburn Health Service Community Consultation Committee - Goulburn High School - Wollondilly Public School - The Crescent School - Goulburn Pre-School - Goodstart Early Learning Goulburn 	<p>Stakeholder engagement will involve a comprehensive mix of channels, tools and activities designed to provide regular, proactive, transparent and two-way communication.</p> <p>Channels and tools for engagement may include:</p> <ul style="list-style-type: none"> - Brochures, flyers, factsheets and timelines - Newsletters and letter box drops - Digital communications: websites, e-newsletters, social media, surveys and videos - Site signage: posters, sign boards, way finding, traffic maps, shade cloth and hoarding - Feedback mechanisms: phone number, email address and online forms - Media releases and paid community notices - Project fly throughs' and artist impressions
Local Media Outlets	<ul style="list-style-type: none"> - Goulburn Post - 2GN - ABC Central West - Post Weekly - Crookwell Gazette 	<ul style="list-style-type: none"> - Report on progress and at key milestones. - Media releases and MP points (via local MP).
Local business community	<ul style="list-style-type: none"> - Goulburn Health Service Community Consultation Committee - Goulburn Pre-School - Goodstart Early Learning Goulburn 	<ul style="list-style-type: none"> - Meetings / briefings - Website - Letterbox drop - Phone/ email - Signage
Community leaders/ Other Stakeholders	<ul style="list-style-type: none"> - Office of Environment and Heritage - History Goulburn (Goulburn and District Historical & Genealogical Society) - National Trust - Goulburn Heritage Group Aunty Jean's Group - Pejar Local Aboriginal Land Council 	<ul style="list-style-type: none"> - Meetings / briefings - Website - Phone/ email

Elected Representatives	<ul style="list-style-type: none"> - Local MP – Ms Wendy Tuckerman MP, Member for Goulburn - The Hon. Angus Taylor, Minister for Energy and Emissions Reduction, Federal Member for Hume 	<ul style="list-style-type: none"> - Provide media releases and milestone event opportunities as appropriate. - Report on project progress as required. - Key messages via general communications channels.
Local Council	<ul style="list-style-type: none"> - Goulburn Mulwaree Council 	<ul style="list-style-type: none"> - Direct consultation with Mayor and General Council at key milestones.
Government Agencies	<ul style="list-style-type: none"> - Commonwealth Government – Department of Health - ACT Health - NSW Ministry of Health - NSW Treasury - Office of the NSW Minister for Health 	<ul style="list-style-type: none"> - Report on project progress and key milestones as directed. - Engaged through governance structure. - Provide media releases and milestone event opportunities as appropriate.
Service Partners / NGOs	<ul style="list-style-type: none"> - NSW Police - NSW Ambulance - Primary Health Network - Aboriginal Medical Services - Community Services and not for profit agencies 	<ul style="list-style-type: none"> - User group meetings - Email - Governance meetings - Flyer - Media releases - Display boards - - Facility feedback - Community information sessions (incl. feedback)

Table 2: Internal Stakeholders

Type	Key Stakeholders	Communication Tools
Southern NSW Local Health District	<ul style="list-style-type: none"> - Board - Executive 	<ul style="list-style-type: none"> - Report on functionality, progress and risks. - Via monthly ESC meetings and reporting.
Health Infrastructure	<ul style="list-style-type: none"> - Board - Executive 	<ul style="list-style-type: none"> - Report on project budget, progress and key milestones. Engaged through governance structure.
Goulburn Health Service staff	<ul style="list-style-type: none"> - Goulburn Base Hospital Staff - Bourke Street Health Service Staff - Community Health Staff - Kenmore Hospital Staff - Chisholm Ross Centre Staff - Community Mental Health Drug and Alcohol Staff - HealthShare Staff 	<ul style="list-style-type: none"> - Engagement and consultation through briefing or internal communications. - Description of the delivery process, emphasis on assessment of all strategic options to identify benefits. - Engagement/briefing and internal communications regarding delivery phases and disruption impact. - Hold staff forums discussing the project scope and scale. - Newsletter - Email - Factsheets - Face to face consultation

Type	Key Stakeholders	Communication Tools
Goulburn Health Committees	<ul style="list-style-type: none"> - Medical Advisory Committee 	<ul style="list-style-type: none"> - Engage and consult with Medical Advisory Committee regarding planning process. - Bimonthly meetings with GHS General Manager and Project Lead
Visiting Health Specialists	<ul style="list-style-type: none"> - GP Visiting Medical Officers (VMOs) - Visiting Specialists 	<ul style="list-style-type: none"> - Engagement and consultation quarterly and at key milestones. - Description of planning and delivery processes, emphasis on process having assessed strategic options to identify benefits. - Fact sheets, newsletters and 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 Communication Strategy. These will be supported by Ministerial and Department speaking and media opportunities.

Communication channels will include the provision of feedback mechanisms including phone numbers, email addresses, online feedback forms, surveys and community forums/reference groups. 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 a 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 and Engagement (including media management and government relations), Legal and other key stakeholders including government.

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

- Brochures, flyers and fact sheets
- Directional signage and maps (including variable message signs)
- Posters and banners
- Project shade cloth and site sign boards
- Web and digital (including social media, where appropriate), E-newsletters and Intranet
- Newsletters and letter box drops
- Media releases
- Events

3.1 Project information line, postal address and email address

Project address

130 Goldsmith Street, Goulburn, NSW 2580

Primary Contact

Southern New South Wales Local Health District

Major Capital Works Communications Manager: Rebecca Bergman

Email: SNSWLHD-GoulburnHospital-Redevelopment@health.nsw.gov.au

Phone: 02 6150 7339

Target response: 5 Business days

The SNSWLHD Media and Communications team receives correspondence and will seek input from the Project Team to support responses.

Emergency Site Contact

Hansen Yuncken (Contractor)

Project Manager – Rhys Collum

Phone: 0419 378 551

Site signage and contact details will be provided on site fencing at the time of commencement.

3.2 Project website

A dedicated webpage on the GHHSR project is available with project information and FAQs at:

<http://www.goulburnredevelopment.health.nsw.gov.au/>

The webpage is maintained by SNSWLHD Communications Team.

The GHHSR 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 8667 Development Consent A19, the website will be regularly updated to ensure that information available is current.

- 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 includes 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 any disruptive works prior to the disruptive works commencing. Household letters will be delivered directly to affected residents, household occupants and relevant stakeholders.

A project newsletter will be established and provided via electronic means to registered stakeholders.

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

3.4 Key stakeholder updates and briefings

Multiple stakeholder groups maintain varying levels of involvement in the GHHSR project. Client and end user groups such as hospital staff and the SNSWLHD engage in frequent collaboration with the GHHSR project team. Departments and parliament members of the NSW government provide direction as well as strategic and policy advice towards the project. Health Infrastructure is to serve as a facilitator and overseer role in implementing stakeholder input into the project development.

4 Feedback Mechanisms and Procedures

Communications Working Group (CWG)

The Communication Working Group (CWG) reports to the ECCG. It has responsibility for developing and monitoring key project activities including communications and consultation (further outlined below). This is the only avenue to formally highlight communication issues to the ESC.

The CWG team meets monthly and reports to the ECCG. A standard agenda for the CWG includes:

- Project Status Update
- Upcoming Milestones
- Upcoming communications/Activities
 - Proactive Communications
 - External Communications
 - Reactive Communications
- Key Issues and Risks
- Items for escalation to the ECCG

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:

- Community contact points are as defined in Section 3.1
- All community consultation is managed through the Major Capital Works Communications Manager, Rebecca Bergman
- All enquiries and complaints will be directed to the Major Capital Works Communications Manager who will determine the most appropriate response or action.

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

The Project 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
Email enquiry acknowledgment	1 business day

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 and Engagement Lead 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.