



Health  
Infrastructure

# Community Communication Strategy

TWEED VALLEY HOSPITAL

Stage 1 State Significant Development  
(SSD) 9575

Update September 2019

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## EXECUTIVE SUMMARY

The Tweed Valley Hospital and Stage 1 State Significant Development (SSD) 9575 was approved on 11 June 2019. The following scope of works was approved as part of that determination:

- Establishing access to the Project Site
- Demolition of existing buildings/structures on the Project Site
- Construction compound
- Augmentation and connection of permanent services for the new facility (water, sewer, electricity, telecommunications)
- General clearance of vegetation within the footprint of the hospital construction works including tree stumps
- Chipping of cleared vegetation (excluding weed species) to use on-site for ground stabilisation/ erosion control, or off-site disposal (as required)
- Bulk earthworks to establish the required site levels and create a stable landform in preparation for hospital construction
- Piling and associated works
- Associated in-ground infrastructure and works, including stormwater and drainage works
- Site stabilisation, including establishment of necessary erosion and sediment controls
- Rehabilitation and revegetation of part of the wetland area
- Construction of internal road ways for use during construction and in preparation for final road formations in Stage 2
- Retaining walls.

Condition B21 under Schedule 3, Part B of the approval SSD 9575 for the Tweed Valley Hospital 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 Tweed Shire Council and government agencies, 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 works are proposed to be undertaken over a period of approximately 9 months, commencing in May 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 Tweed Valley Hospital will be the major referral hospital for the Tweed-Byron communities and will form the core of the region's network of hospital and community health centres.

The vision for the Project is to deliver 'a life-changing healthcare solution for the Tweed-Byron region'. The Project consists of:

- Delivery of a new major referral hospital to provide the health services required to meet the needs of the growing population of the Tweed-Byron region, in conjunction with the other hospitals and community health centres across the region.
- Master planning for additional health, education, training and research facilities necessary to support these health services, which will be developed with service partners over time.
- Delivery of the supporting infrastructure required for the new hospital, including greenspace and other amenity spaces, campus roads and car parking, external road upgrades and connections, utilities connections, and other site infrastructure.

The new hospital will deliver:

- More beds and an expanded emergency department
- Enhanced medical, surgical and mental health services
- Expanded outpatient services with more clinics
- New interventional cardiology service

The Stage 1 SSD 9575 provides overall approval for the hospital concept and consent to commence early and enabling works on the site. These works consist of site preparatory activities such as clearing, bulk earthworks, retention walls and other in-ground works to enable development of the hospital.

The Stage 2 State Significant Development application will seek approval for the design and commissioning of the hospital itself, is expected to be lodged mid-2019.

### 1.2 ENGAGEMENT OBJECTIVES

Extensive stakeholder and community engagement has been undertaken throughout the planning phases of the project, inviting feedback on the Tweed Valley Hospital site selection and concept proposal and Stage 1 works. 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 phases and works involved, and how potential impacts will be proactively managed.

The community engagement objectives for this project are to:

- Comply with the conditions of SSD consent SSD 9575
- Ensure potentially directly affected residents, property owners, businesses, community facilities, interested stakeholders, State and local government agencies and the broader community are informed about the project and the potential impacts
- Ensure proactive appropriate and direct communication with residents, property owners, businesses and community facilities directly affected by the works
- Ensure enquiries and complaints about the work are managed in accordance with the Feedback Mechanisms and Procedures, as outlined in section 4.

The project's Principal Contractor 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 and 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
Schedule 3, Part B, B21	The Community Communication Strategy must:	
B21 a)	Identify people to be consulted during the design and construction phases;	Section 2 – Key Stakeholders
B21 b)	Set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the development;	Section 3 – Communication Tools
B21 c)	Provide for the formation of community-based forums, if required, that focus on key environmental management issues for the development;	Section 3 – Communication Tools
B21 d)	Set out procedures and mechanisms: <ul style="list-style-type: none"> <li>(i) Through which the community can discuss or provide feedback to the Applicant;</li> <li>(ii) Through which the Applicant will respond to enquiries or feedback from the community; and</li> <li>(iii) To resolve any issues and mediate any disputes that may arise in relation to the Stage 1 construction works, including disputes regarding rectification or compensation.</li> </ul>	Section 4 – Feedback Mechanisms and Procedures

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
Schedule 3, Part A, A24.	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"> <li>(a) make the following information and documents (as they are obtained or approved) publicly available on its website:                             <ul style="list-style-type: none"> <li>(i) the documents referred to in condition A2 of Schedule 3 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> </li> <li>(b) keep such information up to date, to the satisfaction of the Planning Secretary.</li> </ul>	Section 3 – Communication Tools

Schedule 3, Part C, C46	The Applicant must consult with the community regularly throughout construction, including consultation with the nearby sensitive receivers of Catchments A and B identified in the Noise and Vibration Impact Assessment Report prepared by Acoustic Studio dated 17 October 2018, and the addendum document Additional Stage 1 Works – Site Access and Associated Road Works prepared by Acoustic Studio dated 18 January 2019, the adjoining landowners / users of the agricultural land, relevant regulatory authorities, Registered Aboriginal Parties and other interested stakeholders	Section 3 – Communication Tools
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## 2 KEY STAKEHOLDERS

Table 1 below outline the 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 Principal Contractor will focus on directly affected landowners/businesses and those landowners that live near, or may be travelling past the 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: Stakeholder Groups**

Type	Key stakeholders	Communication tools
Local community	<p>The broad distribution of relevant external stakeholders have been identified and will be consulted with:</p> <ul style="list-style-type: none"> <li>• Neighbours and residents in the local vicinity of the site</li> <li>• Residents and visitors travelling to/from Kingscliff from Pacific Highway, Cudgen or Tweed Coast suburbs</li> <li>• Kingscliff TAFE</li> <li>• Kingscliff High School</li> <li>• Faith groups</li> <li>• Youth groups</li> <li>• Sporting clubs</li> <li>• Local medical service providers.</li> </ul>	<p>Stakeholder engagement will involve a comprehensive mix of channels, tools and activities designed to provide regular, proactive, transparent and two-way communications.</p> <p>Channels and tools for engagement may include:</p> <ul style="list-style-type: none"> <li>• Digital communications: Project website, video, e-newsletters</li> <li>• Community info pack <ul style="list-style-type: none"> <li>○ Brochures</li> <li>○ Fact sheets</li> <li>○ Newsletters.</li> </ul> </li> <li>• Letter box drop / work alerts (print / digital)</li> <li>• Signage: Posters, sign boards, way finding, traffic maps, shade cloth and hoarding</li> <li>• Media releases</li> <li>• Phone / email and other feedback mechanisms</li> <li>• Community Reference Panel.</li> </ul> <p>Activities may include:</p> <ul style="list-style-type: none"> <li>• Community meetings, briefings, info sessions and roadshows</li> <li>• Door knocks</li> <li>• ‘Pop-ups’ / ‘drop-ins’ in key locations linked to project phases</li> <li>• Project walls in relevant key locations</li> <li>• Media and Minister/local MP events</li> <li>• Arts &amp; Culture programs</li> <li>• Schools presentations (safety talk - staff, parents, carers and students)</li> <li>• Community Reference Panel workshops.</li> </ul>
Local business community	<ul style="list-style-type: none"> <li>• Local Chambers of Commerce</li> <li>• Immediately neighboring businesses</li> <li>• Primary Health Network</li> <li>• Carer organisations/NDIS service providers</li> <li>• Other local businesses/service providers</li> <li>• Tourism groups</li> <li>• Chinderah Industrial Estate businesses</li> <li>• Local workforce, subcontractors and suppliers.</li> </ul>	<ul style="list-style-type: none"> <li>• Meetings and briefings</li> <li>• Door knocks</li> <li>• Digital communications: Project website, video, e-newsletters</li> <li>• Community info pack</li> <li>• Signage</li> <li>• Posters</li> <li>• Advertising</li> <li>• Phone / email.</li> <li>• Local industry and employment presentations</li> <li>• Recruitment strategies to meet targets for Apprentices and trainees, Aboriginal participation and providing Northern NSW businesses with the best possible change of competing for and winning work on the project.</li> </ul>

Type	Key stakeholders	Communication tools
Community Leaders/ Other Stakeholders	<ul style="list-style-type: none"> <li>Community Reference Panel</li> <li>Indigenous stakeholders</li> <li>Heritage conservation groups</li> <li>Local Police and Emergency Services</li> <li>Public Transport Providers ( Buses)</li> <li>Freight, Post and Courier companies</li> <li>Unions</li> <li>Local Cycling Groups / Triathlon groups.</li> </ul>	<ul style="list-style-type: none"> <li>Meetings and briefings</li> <li>Digital communications: Project website, video, e-newsletters</li> <li>Community info pack</li> <li>Newsletter</li> <li>Letter box drop</li> <li>Signage</li> <li>Posters</li> <li>Advertising</li> <li>Phone / email.</li> </ul>
Elected Representatives	<ul style="list-style-type: none"> <li>State</li> <li>Commonwealth</li> </ul>	<ul style="list-style-type: none"> <li>Meetings and briefings</li> <li>Digital communications: Project website, video, e-newsletters</li> <li>Community info pack</li> <li>Phone / email.</li> </ul>
Local Council	<ul style="list-style-type: none"> <li>Tweed Shire Council</li> <li>Council Reference Group</li> </ul>	<ul style="list-style-type: none"> <li>Meetings and briefings</li> <li>Digital communications: Project website, video, e-newsletters</li> <li>Community info pack</li> <li>Posters.</li> </ul>
State government agencies	<ul style="list-style-type: none"> <li>Department of Premier and Cabinet</li> <li>Department of Planning and Environment</li> <li>Department of Primary Industries</li> <li>Transport for NSW</li> <li>Fire and Rescue NSW</li> <li>NSW Rural Fire Service</li> <li>Office of Environment and Heritage</li> <li>Environment Protection Agency</li> <li>NSW Ambulance.</li> </ul>	<ul style="list-style-type: none"> <li>Cross government meetings</li> <li>Digital communications: Project website, video, e-newsletters</li> <li>Community info pack</li> <li>Phone / email.</li> </ul>
Media	<ul style="list-style-type: none"> <li>Local, state and national media</li> </ul>	<ul style="list-style-type: none"> <li>Media site tour</li> <li>Press pack</li> <li>Media releases and statements</li> <li>Phone / email</li> </ul>
Northern NSW LHD staff  <ul style="list-style-type: none"> <li><i>The Tweed Hospital</i></li> <li><i>Murwillumbah District Hospital</i></li> <li><i>Byron Central Hospital</i></li> <li><i>Community Health Centre</i></li> </ul>	<ul style="list-style-type: none"> <li>Clinical Staff</li> <li>Non-clinical staff</li> <li>Patients and visitors</li> <li>Carers</li> <li>Volunteer groups</li> <li>Contractors</li> <li>Service providers.</li> </ul>	<ul style="list-style-type: none"> <li>Staff forums</li> <li>Project User Groups (PUGs)</li> <li>Digital communications: Project website, video, e-newsletters</li> <li>Community info pack</li> <li>Northern NSW Local Health District website</li> <li>Newsletters</li> <li>Information displays/wraps</li> <li>Posters.</li> </ul>

Communication tools have also been identified highlighting how each stakeholder will be kept informed about the project through construction. An explanation of the tools is provided in Section 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, Local MP, Health Infrastructure, Northern NSW LHD senior management speaking opportunities.

Forums, panels, meetings and briefing are central to the community communication and consultation process for the Tweed Valley Hospital project. There are a number of regular forums, committees and working groups in place to support this activity. These include:

- *Council Reference Group*
  - Providing regular opportunities for elected members and senior Council officers to be briefed on the project, and provide input and feedback on the planning and development of the project.
- *Cross-Agency Planning Group*
  - Providing a coordination and communication forum for NSW Government Agencies and the Tweed Shire Council officers on the planning and development of the project. This includes development of initiatives to support and promote on-going agricultural activity on the Cudgen Plateau.
- *Community Reference Panel*
  - Providing regular opportunities for representatives of patients, carers and community representatives to have their say on the design and development of the project. (There are 60 members of Community Reference Panel as at May 2019).
- *Aboriginal Community Working Party*
  - The Aboriginal Community Working Party aims to address and respond to feedback received as part of the consultation process while also building support and community advocacy for Aboriginal people accessing the Tweed Valley Hospital. The Aboriginal Community Working Party involves representatives from local Aboriginal organisations, as well as individual community members and representatives from the Northern NSW Local Health District Aboriginal Health staff.
- *Project User Groups*
  - Providing opportunities for representatives of clinical and operational staff, as well as community representatives to have their say on the design and development of the project.
- *Community Information Pop-Ups*
  - Providing opportunities for anyone in the local community to ask questions, provide feedback, express concern and gather information about the project. Community Pop-Ups provide a welcoming and informal way for individuals to engage with the project.
- *Local Chamber events, Employment expos, Community events, targeted presentations, e.g. aged care facilities, schools and other forums*
  - Proactive engagement with a broad range of stakeholders and community members through participation in their events and activities. These activities focus on sharing information about the project, gathering and providing feedback, providing opportunities for stakeholders to ask questions directly to representatives of the project team.

**These activities provide important two-way engagement and information sharing around key components of the development, including, but not limited to master planning, hospital design, transport planning and environmental matters.**

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

### 3.1 CHANNELS AND TOOLS FOR ENGAGEMENT MAY INCLUDE:

- Digital communications: Project website, video, e-newsletters, community notifications, RMS website and Tweed Shire Council website
- Community information pack:
  - Brochures
  - Fact sheets
  - Newsletters (Valley Pulse)
  - Fridge magnet (promoting information / feedback mechanisms)
- Letter box drop / work alerts (print / digital)
- Weekly look-ahead provided to Kingscliff High School and TAFE NSW Kingscliff
- Signage: Posters, sign boards, way finding, traffic maps, shade cloth and hoarding
- Media engagement
- Tweed Valley Skills Centre NB: will be planned in Stage 1 for operations in Stage 2 works).
- Phone / email and other feedback mechanisms.

*Activities may include:*

- Community meetings, briefings, info sessions, workshops and focus groups
- Structured stakeholder engagement (as outlined above)
- Door knocks
- 'Pop-ups' / 'drop-ins' in key locations linked to project phases
- Media and MP events: sod turn, progress visits and construction milestones
- Arts & Culture program
- Schools presentations (safety talks, careers talks - staff, parents, carers and students)
- Local industry and employment presentations and events (TAFE NSW Kingscliff and Careers Advisor sessions)
- Recruitment and procurement strategies to meet targets for apprenticeships and training, Aboriginal participation and developing Northern NSW businesses.

### 3.2 PROJECT INFORMATION LINE, POSTAL ADDRESS AND EMAIL ADDRESS

The contact details for the Tweed Valley Hospital Project are as follows:

- General project enquiries:
  - Phone: 1800 992 634
  - Email: [tweedvalleyhospital@health.nsw.gov.au](mailto:tweedvalleyhospital@health.nsw.gov.au)
  - Website: [tweedvalleyhospital.health.nsw.gov.au/](http://tweedvalleyhospital.health.nsw.gov.au/)
- Site, construction & employment enquiries:
  - Phone: 1800 992 634
  - Lendlease: [tvh@lendlease.com](mailto:tvh@lendlease.com)
  - Website: [www.lendlease.com/au/projects/tvh](http://www.lendlease.com/au/projects/tvh)

The Tweed Valley Hospital Communications Team is responsible for receiving, handling and facilitating responses to enquiries and complaints (refer Section 4 Feedback Mechanisms and Procedures for additional detail).

### 3.3 PROJECT WEBSITE

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

There is a dedicated web page that supports communication of information and provides a channel for engagement for the Tweed Valley Hospital project. The website includes functionality allowing the wider community to register interest in receiving online updates of the project's progress and milestones achieved. The Tweed Valley Hospital Communications Team is responsible for the website and ensuring content is relevant to community needs.

The Tweed Valley Hospital project webpage provides a comprehensive source of project information and contact details to make an enquiry, suggestion or complaint. The website will be promoted in all other communication activities.

The Tweed Valley Hospital Project website <http://www.tweedvalleyhospital.health.nsw.gov.au> is regularly updated, in line with deliverables, key activities and milestones. The following communication tools are developed to support and address community and other stakeholder feedback. These tools include, but are limited to:

- FAQs, newsletter stories, fact sheets
- Promotion of project milestones
- Update of website content
- Project communications material.

To meet obligations set out in the SSDA 9575 consent condition A24, the website will be regularly updated to include the following information and documents:

- (i) the documents referred to in condition A2 of Schedule 3 of this consent;
- (ii) all current statutory approvals for the development(or links to those approvals);
- (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 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

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

### 3.4 LETTERBOX NOTIFICATIONS AND E-NEWSLETTERS

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

A project newsletter 'Valley Pulse' is established and distributed to stakeholders who subscribe to the online newsletter, along with relevant fact sheets and project information.

All notifications and newsletters are available online via the Tweed Valley Hospital website. Posters, signage, and other channels are used to direct all stakeholders to the Tweed Valley Hospital website to access information and feedback mechanisms.

As part of letterbox notifications and door-knocks, households will be encouraged to opt-in to receive regular project updates and alerts as part of ongoing engagement activities.

### 3.5 KEY STAKEHOLDER UPDATES AND BRIEFINGS

A number of stakeholder groups maintain varying levels of involvement in the Tweed Valley Hospital planning and development process. Clinicians, hospital staff and Community Reference Panel members engage in frequent collaboration with the Tweed Valley Hospital project team.

Stakeholder updates, meetings and briefings are delivered to provide information and gain stakeholder feedback around key stages and elements of the Tweed Valley Hospital project. Specific activities include: Staff and community forums, targeted stakeholder briefings, face-to-face meetings, workshops, drop-ins, pop-ups and information sessions.

## 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 Tweed Valley Hospital Communications Team is responsible for monitoring and managing a range of feedback mechanisms including phone numbers, email addresses, online feedback forms, surveys, community forums and reference groups.

All community consultation is managed by the Tweed Valley Hospital Project Communications Team.

The contact mechanisms and details are as defined in Section 3.

### 4.1 ISSUES, DISPUTES AND COMPLAINTS

Issues may encompass community feedback, incidents on-site and media interest. All community issues, complaints, disputes and feedback received will be recorded and triaged through the community feedback mechanisms for an appropriate response. In addition, a bespoke meeting or forum maybe held to address more complex matters.

Issues requiring escalation will be managed via the Project Governance and this includes legal issues, disputes, work health and safety incidents, media enquiries and political issues raised by Local and State government members.

As per Health Infrastructure’s issues management protocols, issues will be managed with the appropriate input from Health Infrastructure and Norther NSW LHD Executive, Communications & Engagement (including media management and government relations), Ministry of Health and Minister Office, legal and other key stakeholders.

The project team tracks and records stakeholder interactions and outcomes, for the purpose of reporting and managing issues. Monthly summaries are provided for discussion in project working groups and for tabling in Project Governance meetings.

Tweed Valley Hospital project will target the following response times for community feedback and enquiries.

ACTIVITY	RESPONSE TIMEFRAME
Email enquiry acknowledgment	1 business day
Email / on-site enquiry response	5 business days
Site phone line	30 minutes (within business hours and by 9:30 am the following day if message is left after hours).
Website contact	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 Project Governance meetings and for contribution to portfolio-wide reporting.

The Tweed Valley Hospital Communications Team will also regularly review the effectiveness of the communications approach to ensure all channels, tools, activities and opportunities are identified and maximised and report to the Project Governance in this regard

Where possible, positive outcomes will be proactively promoted to the community via the appropriate channels and mechanisms.

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