

Report to HammondCare Greenwich Health Campus project







Quotes

This report has been supplemented with quotes from questions and comments received during the online information sessions and individual stakeholder briefings. Quotes have been corrected for spelling errors and grammar, where necessary. Often, commentary shared has covered a range of topics and issues. This report therefore includes excerpts from such commentary relevant to the issue being discussed in the report. The words or intent shared have not been changed.

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Document Control

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Contents

1.	Introduction	.4
2.	Background	. 5
3.	Engagement methods	.6
4.	Key themes	.9
5.	Appendices	22
Арре	endix A: Project newsletter	
Арре	endix B: Distribution area for project newsletter	
Арре	Appendix C: Media release	
Арре	endix D: Copy of media coverage	
Арре	endix E: Presentation – online information sessions	



1. Introduction

TSA Management was engaged by HammondCare to undertake community and stakeholder engagement for the Greenwich Health Campus as it moves to the detailed design stage.

The purpose of the engagement was to proactively inform the community and interested stakeholders of the latest information on the project and seek early feedback on the detailed design which responds to the parameters of the concept approval received in December 2020.

HammondCare has previously sought feedback on the proposal in terms of use and scale.

This engagement and outcomes report documents the engagement and communications program and approach, and summarise key themes and feedback received during consultation. The report also references HammondCare's considerations in response to feedback undertaken for the Greenwich Health Campus detailed design.

In May 2022, an Environmental Impact Statement (EIS) will be lodged with the Department of Planning.

Consistent with requirements, pre-lodgement engagement with the community and interested stakeholders was undertaken by HammondCare with the support of TSA Management, from February – April 2022. It is noted there will be further opportunity for the community and interested stakeholders to make formal submissions following the EIS lodgement as part of the public exhibition process.

In recognising the importance of the Greenwich Health Campus project to the community and site neighbours, HammondCare is committed to working closely with local residents and welcomes further input and engagement on the latest detailed design.

HammondCare continues to proactively engage with neighbouring community members of the Greenwich Health Campus site and a number of key stakeholders to capture early feedback on the design and address any concerns as it relates to their individual interests.

Since the Concept State Significant Development (SSD) was approved in December 2020, HammondCare has been working to develop the design as part of the Detailed Design SSD, culminating in the release of a draft concept plan for the new Greenwich Hospital and associated Serviced Seniors Living accommodation.

The latest design changes are reflective of community feedback received through previous engagement and will honour the site's significant heritage aspects while aiming to provide state-of-the-art healthcare provision for the lower north shore community.

Key enhancements made to the concept plan include:

- Reduced building height
- Improved building articulation and widespread greenery and plantings, including on balconies, roofs and podiums
- Relocating non-care elements such as loading provisions and carparking underground (where possible)
- Enhancing views of the heritage-listed Pallister House which will continue to provide research and administrative functions
- Improved accessibility and connection to ground level for residents, patients, visitors and staff
- Incorporation of the site's important Indigenous and European Heritage aspects

2. Background

The Greenwich Hospital Redevelopment is a \$141.5 million initiative of HammondCare which aims to cater for the North Sydney community's health care needs, both now and into the future, by creating an integrated facility for seniors and others with complex health needs.

The existing precinct was built in the 1960s to provide inpatient palliative care and general health services to the local community, however, these facilities are no longer considered fit for purpose due to growing demand in the health sector. People are living longer and the need for complex aged health services is increasing. The number of people aged 65 or older in Northern Sydney is expected to increase to 18% by 2031. The provision of healthcare is also changing, with a preference for shorter hospital stays, more treatments in home, and demand for improved access to specialised health services and greater choice on how to receive care.

HammondCare's ambition is to set the global standard of relationship-based care for people with complex needs and to increase our care for those that others won't or can't. The Greenwich Health Campus will be the first site of its kind in the Northern Sydney Local Health District. The project involves:

- Demolition of the existing hospital building and associated facilities
- Construction of a new hospital facility and integrated healthcare uses and services including:
 - o A new main hospital building up to RL 80.0
 - Two new seniors living buildings, Northern building up to RL 56.36 and Southern building up to RL 60.65
 - A new respite care building up to RL 56.9
- Construction of associated site facilities and services such as pedestrian and vehicular access and basement car parking
- Site landscaping and infrastructure works
- Preservation of the heritage-listed Pallister House which will continue to provide research and administrative functions

Since the project was announced in 2017, there has been strong interest among the local community, particularly those residents immediately surrounding the site. HammondCare has undertaken several rounds of engagement, including the Concept Plan public exhibition in 2019 which resulted in significant changes to the concept design, demonstrating a high degree of responsiveness to community and stakeholder feedback, such as:

- Minimising visual impact on neighbours and the heritage-protected Pallister House
- Reduction in bulk and scale of serviced seniors living buildings
- Protection of tree canopy through greater retention and commitment to revegetation
- Undergrounding non care elements, such as car parking, to maximise greenspace and ground-level connectivity

Project newsletters were distributed in June 2019, November 2019 and December 2020 to 1,800 properties in the Greenwich and Northwood areas to coincide with project milestones served as the last broad communication about the project. Project updates have also been published on the HammondCare website. Local media, including the *North Shore Times* and the Lane Cove website *In the Cove*, as well as Nine News have covered project milestones.

The Concept State Significant Design (SSD) approved was received in December 2020 for the envelope which the new Greenwich Health Campus could be built within. Since this time, the HammondCare project team has redesigned both the Health and Serviced Seniors Living buildings to be substantially within the approved envelope and will be seeking approval within these parameters.

3. Engagement methods

3.1 Project newsletter

A two-page A4 project newsletter (see Appendix A) was distributed to 1,836 residents and key stakeholders on 17 March 2022. The newsletter provided a general project update and welcomed further input and engagement on the latest design through invitation to attend an online information session. See Appendix B for a copy of the distribution map.

3.2 Media

A media release was published on 17 March 2022 (see Appendix C) to announce the latest design changes and promote the online information sessions. As a result, the announcement received media coverage from the following outlets (see Appendix D for copies):

- The North Shore Times Facebook page
- In The Cove website
- The Weekly Source, a national aged care news website

3.3 Online information sessions

While consideration was given to holding in-person drop-in sessions on site at Greenwich, online engagement was considered the preferred option given the current status of COVID-19n and health advice at the time. This was supported by community members who expressed a preference to avoid in-person gatherings.

Two online information sessions were held on Monday 28 March from 6 to 7pm and Thursday 31 March 2022 from 12 to 1pm and hosted using the Microsoft Teams platform. The sessions involved a formal presentation by members of the HammondCare project team, Dr Andrew Montague (General Manager of Health and Palliative Care) and Katie Formston (Head of Design, Property and Capital Works), covering:

- Project timeline works completed to date
- What was approved under the Concept State Significant Development (SSD) approval
- About HammondCare and Project Vision
- Services to be provided at Greenwich Health Campus
- Project benefits
- Proposed Detailed Design features
- Construction timeframe
- Next steps and further opportunity for community input

Chris Forrester (Associate Director, Planning) from Ethos Urban was also present to answer any technical questions about the latest design.

The sessions were interactive and provided an opportunity for interested stakeholders to hear about the project and ask any questions of the HammondCare project team.

A copy of the presentation (see Appendix E) is available on the HammondCare website and emailed to all community members and interested stakeholders who attended or registered to attend an online information session.

The sessions were attended by approximately 25 community members and interested stakeholders. Key topics raised during the sessions included:

- Building height
- Overviewing / privacy and how HammondCare will address
- Protection of bushland and trees
- Landscaping outcomes more generally
- Future of Pallister House
- Construction timeframes, staging, work hours and impact on neighbours
- Traffic management during construction and more generally
- Serviced Senior Living units who can access, what are they designed for (e.g. reassurances that they will not be 'lifestyle villas')
- Drainage / stormwater

The HammondCare project team answered most questions at the session and was able to update attendees on improvements made since the Concept Plan was approved in November 2020.

Attendees also heard about the project's next steps and the Environmental Impact Statement (EIS) process, including further opportunities for consultation and feedback.

Follow up meetings were arranged with those community members who wished to discuss their questions further as a result of attending an information session, and for neighbours of the Greenwich site, how the project would relate with their property.

It was noted in the presentations that further detail of the Greenwich Health Campus will be made available in the coming months and via lodgement of the project's Environmental Impact Statement (EIS) with the NSW Department of Planning and that the community will be invited to make formal submissions as part of the public exhibition process.

3.4 Individual stakeholder briefings

The HammondCare project team also sought to undertake individual stakeholder briefings with the local Members of Parliament, Lane Cove Council and several local interest groups. The purpose of these briefings was to provide an update on the project, discuss any questions or concerns which may be worked through as part of the design process and understand what success looks like to them. A summary of the themes discussed at these meetings is provided in *4.2 Individual stakeholder briefings*.

- Briefing to Lane Cove Council executive on Tuesday 29 March.
- Briefing to Lane Cove North Residents Association on Monday 4 April
- Briefing to HammondCare Hospital staff and volunteers on Friday 8 April
- Briefing to Lane Cove Council elected members on Monday 11 April
- Greenwich Community Association on Wednesday 20 April
- Greenwich Public School on Wednesday 4 May

Briefings were also offered to the following groups but not accepted at this time, noting that several members of these groups attended an online information session:

- Hon Anthony Roberts MP, Member for Lane Cove
- Mr Trent Zimmerman MP, Member for North Sydney
- Greenwich Public School Parent's and Citizens Association Inc
- Greenwich Action Group
- Greenwich St Leonards Action Group
- Lane Cove Bushland and Conservation Society
- Longueville Residents Association
- Northwood Action Group

3.5 Meetings and site-walks with neighbours

Representatives of the HammondCare project team have been meeting with near site neighbours since the Greenwich Health Campus project was announced in 2017. These meetings, phone calls and emails occur on an ad hoc basis and relationship management will be ongoing.

HammondCare enjoys positive relationships with its Greenwich neighbours and is demonstrating good will, over and above the requirements of the planning and design process, in achieving mutually beneficial outcomes, particularly in the areas of accessibility, screening and stormwater management.

3.6 Dedicated information line and email address

HammondCare has well-established contact details within the community which have been promoted on all engagement materials to encourage ongoing contact with the project team:

Phone: 1300 426 666

Email: AskGreenwich@hammond.com.au

3.7 Website

The latest round of engagement and information sessions were promoted on the HammondCare website's dedicated Greenwich Hospital and associated Greenwich Redevelopment webpages. The Greenwich Redevelopment webpage has been updated with the latest information on the detailed design phase.

A copy of the presentation shared at the online information sessions is also available to download from the website.

4. Key themes

4.1 Summary of key themes raised

Themes have been identified through review of commentary received during the online information sessions and during one-on-one stakeholder briefings. Six key themes were identified as being most frequently referenced by community members and interested stakeholders:

- Preservation of bushland and tree canopy
- Building height and mass
- Traffic management and safety
- Overviewing
- Water run-off/drainage
- Construction impacts timeline, hours, staging

Topics which were less frequent but worth noting are:

- Further information on the process
- Service provision and access by lower income earners
- Indigenous input and site history
- Ongoing engagement and opportunities for input

These themes are described and analysed over the following pages, with the inclusion of quotes to highlight the observations made.

It is acknowledged that the strongest interest in the project is largely generated by neighbours immediately surrounding the site and therefore the following key themes are not generally representative of the broader area or potential Greenwich Health Campus users.

Preservation of bushland and tree canopy

The main topic of interest both with local community members and other stakeholders is maintaining the integrity of the untouched bushland and tree canopy which is unique to the Greenwich Hospital site.

There was generally support for HammondCare's landscape response and effort to maintain the site's extensive tree canopy. The community was particularly receptive that the significant tree located on River Road, tree 167 would be maintained. This was an update from the Concept Plan approved in November 2020 which originally planned on removing this tree, however the building has been redesigned to ensure this tree can remain.

Positive comments were received in response to how the design has placed a greater emphasis on commitment to green space and enhancing the landscape.

Questions raised:

- Which trees will be maintained?
- How many trees will be removed?
- How is the bushland being protected during construction? Particularly in the south-western corner of the site.

- Has Council had any input into the landscaping scheme?
- What input have Indigenous groups had into the proposal, including identification of sites and history?
- Were there any other trees that we to be retained by condition?
- Seeing the size of tree 167 and the amount of excavation needed, how can you give assurance that the tree will survive?
- Have you investigated the option of moving and replanting 167 or is it a stipulation to remain where it is?
- This development has always seemed to have a fundamental flaw, in that an underground carport, especially one of such depth, will seriously interfere with and divert the groundwater flow from uphill to the very large trees especially the huge eucalypts, on the southwestern border of the property. This will compromise them and could eventually cause them to fail and fall on neighbouring houses, especially during storms or high winds. Will HammondCare please assure we local residents that due and proper research be carried out with the lower carport design to ensure that these trees get the water they require to thrive?

Building height and mass

The proposed height of the Health and Serviced Seniors Living buildings received significant interest through previous engagement. Community members were interested in seeing how the designs had changed and noted the building height reduction.

- Has the height of the Seniors Living South building been reduced from earlier plans?
- How have you adjusted orientation and modulation of the [Seniors Living South building] envelope to minimise bulk and massing?
- Has the footprint of the Serviced Seniors Living buildings changed?

Traffic management and safety were raised a number of times in regard to pedestrian movement (particularly along River Road), vehicular access through the site and how this relates to neighbouring streets.

Summary of questions asked:

- How have you incorporated the two-way bicycle path along St Vincents Road into your vehicle entry point?
- Is a further traffic impact study being undertaken?
- If so, will the community be able to see the results?
- Will the traffic study take into account the changes in traffic with more people working at home?
- Will there be any parking impacts for River Road at the moment we can park in front of our house without restrictions on River Road, will this remain?
- Will there be any traffic implications e.g., if we are heading down River Road towards Lane Cove, can residents turn right turn into a driveway? Will we be able to turn into the hospital from River Road as we currently can (not at the traffic light).

- In terms of patients and safety, will there be any potential danger to patients (being on a main road) or the community (e.g., local primary school across the road) based on the medical needs of the patients?
- How will pedestrian movement be managed along the River Road frontage?

Overviewing

Neighbours closest to the Greenwich Hospital site frequently raised the issue of potential overviewing from the new Health and Serviced Seniors Living buildings. Neighbours to the rear of the site requested information on screening and the visual scale of the Health Building, once constructed.

Example of questions asked:

- Has the potential for overviewing of [neighbouring] properties been addressed in the detailed plan?
- What measures have you taken to minimise privacy impacts on residents to the west and south?
- Has there been analysis on what can be seen from the higher levels into neighbours' back yards?
- Can the residents on Level 7 be able to see into neighbours' back yards?
- What treatments to balconies and or habitable rooms have you introduced?
- Does the design consider privacy from Gore Street neighbours' behind the hospital near Pallister House?

Storm water and drainage

HammondCare has had regular, ongoing correspondence with neighbouring properties regarding to stormwater management, particularly following significant rain events associated with the La Niña weather pattern. The following questions were raised both in regards to the development and ongoing site management more broadly.

Questions raised:

- How will the underground carpark interfere with groundwater flow uphill to the very large trees ... on the southwest border of the property?
- Drainage to the south has always been a huge problem for residents in Gore St. What has been planned to ensure that storm waters do not continue to flood these properties?
- Will stormwater be harvested?
- How will run-off be handled, including maintaining natural flows through to Gore Creek?

Construction impacts – timeline, hours, staging

It was evident that there is an element of concern by those living closest to the Greenwich site about the construction process and how disruption would be minimised for neighbouring properties.

Questions raised:

- When will you start demolition?
- Will you work with other developments to ensure residents and the school are not impacted?
- Will anything be done to help reduce the clogging of side streets with construction workers / vehicles?
- What are the construction timelines in terms of what time of day will they be working? Will it be during nights? Will it be on weekends? What are normal construction hours?
- What is the scheduled construction period of the project?
- Exactly how many months will it take to build the Southern Seniors Apartments?
- What is the timeline for staging?
- How will hospital operations be maintained throughout construction?
- What will the impact be on neighbouring properties (e.g., Gore Street)?

Further info

Several community members enquired about the process, when further information (e.g., detailed plans) would become available and when they would have an opportunity to provide formal responses to the detailed design.

Questions raised:

- When will the detailed design material be available?
- What is the planning approval process? Will there be one overall State Significant Development Application (SSDA) or staged? If an overall SSDA, will there be staged Construction Certificates?
- What are the plans for Pallister House?

Service provision

Several community members requested further detail around how the Serviced Seniors Living accommodation could be accessed, specifically in relation to ensuring that residents genuinely require healthcare provision.

- What is the model for Serviced Seniors Living?
- Are all over 55 (years of age) Seniors Living units serviced?
- What are the pre-requisites to access this accommodation? E.g., will anything prevent a healthy, 55-year-old from taking advantage of this service as permanent housing?
- Will lower income earners be able to access this service?

4.2 Individual stakeholder briefings

4.2.1 Lane Cove Council – executive

A meeting was held on Tuesday 29 March 2022 with members of the Lane Cove Council executive:

- Rajiv Shankar Manager Development Assessment
- Chris Shortt Senior Town Planner
- Chris Pelcz Coordinator Strategic Planning
- Terry Tredrea Strategic Planner

Representatives from HammondCare shared a presentation on the latest detailed design enhancements.

A summary of the consultation:

- Staff enquired about what questions the community had asked during information sessions held the previous week. Representatives from HammondCare provided an overview on key themes and responses.
- Council was interested in the staging timeline, construction noise, impact on neighbouring properties along Gore Street and stormwater "harvesting".
- There was also a discussion about solar panels, one of HammondCare's sustainability initiatives for the site, and a particular interest in the proposed use of photo-volcanic glass.
- It was confirmed during this meeting that HammondCare representatives would attend the full meeting of Council on Monday 11 April, and HammondCare's intention to undertake further stakeholder meetings.

4.2.2 Lane Cove Council – elected members

A briefing was provided to Lane Cove Council elected members on Monday 11 April 2022.

Councillors asked various questions of the HammondCare project team representatives and requested a response to two in particular:

- 1. The condition of Consent (b) on the Greenwich Hospital Redevelopment requires that Lane Cove Council be the consent authority on the redevelopment's Seniors Living component.
- 2. What sustainable development considerations will be implemented as part of the development?

Key themes and areas of interest included:

- Clarification on what services will be provided on site.
- Whether the development of other aged care in the Local Government Area (LGA) will impact the viability of the project. It is noted these developments were already considered and still would not meet growing demand on health and aged care.
- How long consultation would run for and next steps.
- Discussion around the Serviced Seniors Living apartments and compliance with the Apartment Design Guide (ADG), specifically as it relates to daylight.
- Potential for a partnership between HammondCare and Lane Cove Council to develop a shared-use pathway along River Road.

- Construction management, truck movement and primary access during excavation works.
- Whether the site would be gated confirmation that the Greenwich Health Campus will not be gated and will remain open to the community in line with HammondCare's vision.

At this meeting it was agreed that HammondCare will exhibit the project documentation, once finalised, at Council for those community members and interested stakeholders who do not have access to the Department of Planning and Environment's Major Projects Portal.

4.2.3 Lane Cove North Residents Association

HammondCare representatives met with members of the Lane Cove North Residents Association on Monday 4 April 2022 to present the information shared at the community information sessions the week prior and discuss in more detail using hard copy visuals.

A summary of the questions and topics raised during this meeting:

- Location of the respite cottage, including discussion about whether another location could be found on the site?
- Preservation of the bushland in the south-western corner of the site from the development.
- The number of trees to be removed.
- Preservation of tree 167, a change welcomed by the committee.
- The River Road frontage, including pedestrian movement.
- The Serviced Seniors Living model planned for the site, including potential access by lower income earners.
- Council input into the landscaping scheme.
- How water run-off from the site will be handed, including maintaining natural flows through to Gore Creek.
- Indigenous input into the proposal, including identification of sites and history.

4.2.4 Greenwich Community Association

HammondCare representatives met in person with the Greenwich Community Association (GCA) at their regular monthly meeting held at the Greenwich Sailing Club on Wednesday 20 April 2022.

About 25 members were in attendance. HammondCare representatives presented a project update identical to that given at the online information sessions. Hard copy presentations were shared with attendees.

Key themes and areas of interest included:

- What has been budgeted for s7.11/7.12 contributions?
- Are there any changes proposed to the St Vincents Road access?
- Are there any other comparable facilities other than Calvary Bethlehem Hospital site in Victoria?
- St Vincents Road is considered inadequate for construction and the view was that all construction vehicles should utilise River Road.

- Concerns were raised about how that would impact children.
- Has a new traffic study been undertaken?
- Who owns the land and who is the operator?
- Overshadowing diagrams were requested.
- Request for an explanation of the community hub.
- Would HammondCare contribute to a shared-use pathway along River Road?
- Will patients and staff need to be relocated during construction?
- When is construction due to be completed?

4.2.5 Greenwich Public School

A HammondCare representative met in person with Greenwich Public School Principal Callum Thomson on Wednesday 5 May 2022 to provide an overview of the project, what is proposed for the site and latest detailed designs.

Key themes discussed included:

- Potential for the school to form close links with the new residential aged care and Serviced Seniors Living community that will be established on site.
- Positive feedback about the initiative to re-align the footpath around the front entrance to fix the dangerous River Road footpath step into the blind right-turn slip lane traffic.
- Improved access for pedestrians, including school children, to walk through the site.
- General conversation about the site's history, specifically whether the current Greenwich Public School site on River Road was once part of the private school which operated at Pallister House.

4.3 Individual neighbour meetings

Representatives of the HammondCare project team have undertaken a series of meetings and interactions with site neighbours, including (but not limited to):

- Meeting with neighbours to the southern boundary of Greenwich on Tuesday 1 February to discuss:
 - Stormwater and overland flow to the southeast of the site noting the neighbouring properties sit lower than the Greenwich site and stormwater flows down the vegetated and rocky embankment on the southern boundary of the site onto their properties.
 - HammondCare confirmed the requirement to complete appropriate stormwater design and management through the planning and construction pathways.
 - Further, agreement was made for HammondCare to investigate a permanent structure, such as a small berm (or equivalent landscaping feature) to the south-eastern boundary within the landscaping response to assist in the capture and redirection of stormwater away from the neighbouring properties. This design feature is not required as part of the planning but would be included by HammondCare as an act of goodwill.
 - Confirmation that HammondCare would undertake to plant screening vegetation along the southern boundary prior to construction work commencing.

- In May 2019, HammondCare received a complaint about weeds and stormwater runoff impacting on two properties along the southwestern boundary of the property from a neighbour at 117A The River Rd, Greenwich and his neighbour at 117. Complaint claimed water was running from car park embankment above and running down and eroding soil.
- Meetings with the neighbours took place on May 15 and 29, 2020 where it was decided:
 - Maintenance Team would be instructed to manage weed control on a regular basis.
 - Neighbour raised concern that a dish drain ran 3/4 of the way along the boundary fence of 117B but does not connect to a drainage brick system. Water diverts through the internal bottom area of 117B and then towards 117A.
 - On 4 December 2020 a week management plan for a five-year period was provided to Lane Cove Council for the area.
 - On 11 March 2022, after a period of planning and works, a half pipe extension designed by engineers was completed.
 - On 11 March 2022, further complaint from neighbour at 117a about erosion on a cliff bank.
- Meeting with Meera and Kesavan Paripurapavan of Greenwich. Meera attended an online information session and requested to meet with the project team to follow up her specific queries. Head of Design Katie Formston met her at her home on April 22, 2022. Key concerns included:
 - Privacy and overlooking of their backyard
 - Whether their view of the fireworks would be blocked (I don't think it will as it is over the trees next to Pallister House and we are not building between them and those trees)
 - Impacts during construction
 - Impact on property values
 - Traffic and whether people will end up parking outside their house instead of paying for parking
 - Maintaining a green outlook
 - Safety specifically public passer-by
 - Consideration for double-glazing on the front windows of their property

As a result of this meeting, HammondCare has agreed to commission drone photos for sight lines for the Seniors Living north and Health floors. HammondCare will also undertake to identify which trees are being retained on Rive Road and to identify a key contact within the Department for Planning, Infrastructure and Environment.

4.4 Summary of feedback and HammondCare responses

Theme and feedback	Response
Preservation of bushland and tree canopy	
Queries about the impact of the development on tree removal and bushland more broadly. Query about how many trees will be removed / retained.	As part of the Environmental Impact Statement (EIS) process, HammondCare has commissioned two technical reports: the Bushland Management Plan and Construction Management Plan. The reports are interrelated and will cover the measures to be taken to protect bushland and trees and demonstrate how this will be implemented throughout construction.
	Significant and large trees to the perimeter of the site will be retained to maintain the leafy outlook and create a visual buffer that improves the amenity of the streetscape. The southwestern corner of the site contains a densely vegetated area extending down a steep slope towards Gore Creek. This part of the site will remain largely intact, and a management plan implemented.
	Through an adjustment of the concept building footprint, 48 more existing trees will be saved (a total of over 212 trees to be retained) and there will be a commitment to plant a further 86 new trees. Some of the trees designated to be removed with the Development are dead or pest/noxious weed species.
Building height and mass	
Queries included how tall the buildings will be, and whether the height of the Seniors Living buildings has been reduced from earlier plans.	The building steps up the site and has 10 distinct levels. However in terms of height above natural ground, the Health building ranges from 1 to 7 storeys above existing ground level. The Southern Seniors Living building is 6 to 7 Storeys above existing ground level and the Northern Seniors Living building is 4 to 5 storeys above existing ground level.
	The proposal for the new hospital, along with the inclusion of seniors living has been prepared following detailed investigation of the community's projected needs over the long-term.
	The proposal provides a framework for the holistic future of the site for the coming decades, rather than having a piecemeal approach to future development.
	At the same time, HammondCare is mindful of the need to reduce the impact on our neighbours from development and overshadowing, and ensure the site and

precinct retains a leafy feel. Larger buildings will be set back from sensitive areas in local streets, and significant trees and bush corridors will be protected.

The revised Concept Proposal, submitted to the Department of Planning in August, reduced the bulk and scale of the Serviced Seniors Living buildings by up to two floors at the western end to minimise visual impact on neighbours and Pallister House.

Traffic management and safety

Queries raised included how HammondCare will manage traffic and parking on site.

Traffic impacts

The Environmental Impact Statement (EIS) will address traffic and related construction impacts, identifying potential impacts and outlining proposed methods of mitigation.

Traffic management and accessibility will be primary considerations as the Greenwich Hospital will continue to operate during the construction process.

The Construction Management Plan, which will form part of the State Significant Development (SSD) application will include measures to mitigate traffic management impacts during construction.

Parking

The proposal includes approximately 329 parking spaces with the majority underground. The main site access will remain off River Road through a signalised entry.

A detailed traffic study was commissioned as part of the proposal and concluded that the traffic generated from the proposed redevelopment would only have a minimal impact. This is because the type of vehicle trips generated from a hospital and facilities like seniors living, do not generally contribute to regular commuter traffic, or have peak periods like school pick-up and drop-off times.

There will be controlled parking to ensure patients, families, staff and visitors to the campus have safe and convenient access to parking. Whilst parking terms are still being finalised, free parking will not be provided for anyone not associated with the hospital.

Overviewing

Queries from neighbouring properties around overviewing and how the design considers privacy. Screening was also raised as a potential solution as part of the landscape design.	HammondCare has considered the potential for overviewing and in response, the Serviced Seniors Living buildings look predominantly to the south and north.
	This will also be managed through the incorporation of green planters to keep residents away from the edge of the building and prevent any viewing down onto neighbouring properties to the west.
	The landscape concept does include upgrading the planting along the boundary to our southern neighbours. Subject to approval, HammondCare would commit for this to occur in Stage 1, the early works, so that it is established prior to the demolition commencing.
	As part of the landscape response, screening plants approx. 2.5m high can be planted along their boundary to achieve screening. Plans will be further developed in coming months.
	HammondCare will explore making montages available showing visual impact of new building as part of the detailed design phase.
Water run-off/drainage	

Query around what stormwater measures
will be included in the planning for
Greenwich to stop drainage onto
neighbouring properties.The Environmental Impact Statement (EIS) submission will
include a Stormwater Management Plan.HammondCare will be committing to new stormwater
works to ensure the proposal does not contribute to
natural overland flow and will monitor stormwater to
determine effectiveness of diversions.

Construction impacts - timeline, hours, staging

Queries around when demolition will commence, anticipated construction hours and timeline for staging more broadly.

Queries around how neighbouring properties will be impacted and how HammondCare will prepare for this.

Demolition timing

The construction program timing is dependent on an approval being issued however based on previous forecasting, demolition may commence from early to mid-2023.

Early enabling works will be undertaken prior to demolition to ensure hospital services won't be interrupted.

Construction	staging
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Construction will be undertaken in a 5-stage process, with some stages overlapping. The project will be delivered in stages to ensure health services are not disrupted.

Subject to approval of the detailed design application, work may start on site in early 2023.

Stage 1: Early works – 6 months

Stage 2: Health Building – 20 months

Stage 3: Seniors Living South – 14 months

Stage 4: Seniors Living North – 12 months

Stage 5: Respite – 8 months

A noise and vibration management and sediment and erosion control plan will be submitted with the Environmental Impact Statement to demonstrate the measures that will be implemented to mitigate noise, dust and vibration impact. Unlike many construction sites, the Greenwich Hospital will be operating throughout the works, and HammondCare has a vested interest in ensuring construction impacts are minimised.

Further information on process

Query as to why the proposal for the
Serviced Seniors Living is not being
assessed by Lane Cove Council.HammondCare is committed to working closely with Lane
Cove Council at every step of the process. However, as a
State Significant Development (SSD) project, assessment
is required by the Department of Planning and
Environment as the consent authority. This provides a
more holistic approach to future development on the site,
rather than parts of the proposal being assessed by
separate consent authorities.

Service provision

Query around why Serviced Seniors Living is part of the Greenwich Health Campus and what the model will be e.g. who can access this service. The inclusion of serviced seniors living is an integral part of the development and a contemporary approach to the way we provide a continuum of care for older people. It allows people to downsize as they age, remain living in their local area and also receive health and aged care services they may need over time. These units, intended for resident aged 75 and above with chronic health needs, is included as a financially responsible use of the site.

Seniors living provides an opportunity for couples to remain living together after one of them requires inpatient or residential aged care services. It also offers an

	opportunity for single older people to live independently without family support while still having convenient access to hospital and outpatient support services.
	The number of people aged 65 or older in Northern Sydney is expected to increase to 18% by 2031, and we estimate that more than 45% recipients of HammondCare's services are low income or disadvantaged older people. This will be reflected throug the mix of services at Greenwich Health Campus.
Future of Pallister House	
Generally seeking surety that heritage- protected Pallister House will be retained for future use.	There are no changes proposed for Pallister House. Pallister House. Pallister House was built in 1892 as a residence for John St Vincent Welch and his family and is listed on the State Heritage register.
	Today it is home to HammondCare's world-leading specialised Dementia Centre. Funded through a partnership with the Australian Government, it provides quality specialised dementia support nationally to people living with dementia and their carers.
	HammondCare has a strong record of protecting this important heritage asset and in the past five years has spent more than \$2 million restoring Pallister House.
	The revised Concept Proposal, submitted to the Department of Planning and Environment in August 2019 removed Seniors Living accommodation along St Vincents Road to enhance the Pallister House heritage curtilage, with a new respite care facility added.
	Pallister House will continue to provide research and administrative functions.

Further opportunity for engagement and input

Queries around what the next step is for the Greenwich Health Campus project and further opportunities for input.	The detailed design process will continue and HammondCare will consider community feedback received in finalising the relevant documentation.
	An Environmental Impact Statement (EIS) is being prepared with input from several technical consultants. It is based on the detailed design of the buildings. This process is directed by the Department of Planning and Environment for assessment.
	HammondCare will then lodge detailed designs for approval through the Department of Planning and Environment's State Significant Development (SSD) process. The SSD will go on public exhibition for 30 days.

The community will be able to provide feedback through a formal submission as part of this process.

The department will then give HammondCare an opportunity to respond to any matters raised through a 'response to submissions report', and this will inform the rest of the assessment.

Project updates and latest news will be shared to the project distribution list of people who have registered for email updates, and also published to HammondCare's website. This includes the set of detailed plans for the site which will be uploaded to the Ask Greenwich webpage for feedback. Interested community members and stakeholders can also use the contact form to request a copy.

HammondCare will also exhibit project documentation at Lane Cove Council for those community members and interested stakeholders who do not have access to the Department of Planning and Environment's Major Projects Portal.

The HammondCare project team is available to meet with community members and interested individuals as the project progresses.

5. Appendices

Appendix A	Project newsletter
Appendix B	Distribution area
Appendix C	Media release
Appendix D	Media coverage
Appendix E	Presentation – online information sessions



March 2022



Greenwich Hospital

Community update: Health campus vision moves to the detailed design stage

As you may be aware, HammondCare is pursuing a long-term vision for Greenwich Health Campus as an integrated facility for seniors and others with complex health needs.

HammondCare's vision is to transform Greenwich Hospital from a dated, 1960's facility into a contemporary healthcare campus providing specialised care services.

The Greenwich Health Campus includes a hospital building offering health services, residential care, older persons mental health and palliative care along with a tailored accommodation offering Serviced Seniors Living.

Serviced Seniors Living units are an important aspect of the project, offering 24/7 access to health services for older people with chronic health conditions who wish to live independently.

Since the Concept State Significant Development (SSD) was approved in December 2020, the project team is now working to develop the design as part of the Detailed Design SSD. HammondCare is pleased to share the below design development of the new Greenwich Hospital Campus on River Road.

In developing the detailed design following the Concept SSD approval, a number of key themes have been addressed, including:

- Reduced building height
- Improved building articulation and widespread greenery and plantings, including on balconies, roofs and podiums
- Relocating non-care elements such as loading provisions and carparking underground (where possible)
- Enhancing views of the heritage-listed Pallister House
- Improved accessibility and connection to ground-level for residents, patients, visitors and staff
- Incorporation of the site's important Indigenous and European Heritage aspects

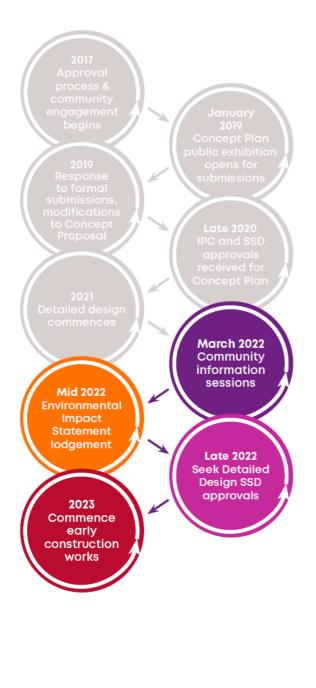




Project milestones

The realisation of HammondCare's vision for Greenwich Hospital is a long-term project.

HammondCare is committed to working with the community and will continue to keep the local community and other interested stakeholders up to date as the project progresses.



Community information sessions

HammondCare invites community members and interested stakeholders to attend an online information session to view the updated designs for Greenwich Hospital and the integrated Seniors Living Facility, to hear from HammondCare representatives about the project's next steps and ask any questions, prior to the detailed Concept State Significant Design (SSD) being submitted.

The sessions will be held on the following days and hosted on Microsoft Teams:

Monday 28 March 2022 from 6pm - 7pm

Thursday 31 March 2022 from 12pm - 1pm

Please register your attendance using the contact details below and a member of the project team will send you a confirmation email with a link and instructions on how to attend.

The community and interested stakeholders will be invited to formally respond to the updated designs for the Greenwich Health Campus once finalised.

We invite you to find out more about the vision and detailed design for Greenwich Hospital by attending an upcoming online information session or by visiting: www.hammond.com.au/ greenwich

Keeping you updated

We encourage you to register for project updates via the HammondCare website:

www.hammond.com.au/greenwich

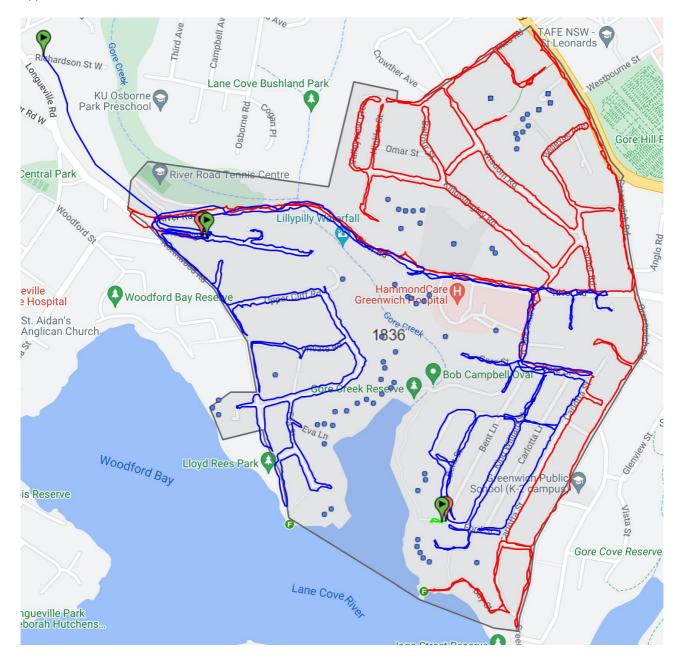
If you have any queries or would like to speak with a member of the team, please contact us:

Phone 1300 426 666

> Email AskGreenwich@hammond.com.au



Appendix B: Distribution area





Appendix C: Media release



Media Release

For release: Immediately

Date: March xx, 2022

Health campus vision for Greenwich Hospital site moves to detailed design stage

HammondCare's vision to transform Greenwich Hospital into an integrated health campus has been enhanced with detailed design showing reduced building heights, maximised greenspace and better views of historic Pallister House.

The Greenwich Hospital Redevelopment is a \$141.5 million plan which aims to cater for the Northern Sydney's health care needs now and into the future, especially for older people.

HammondCare has called for community feedback on the detailed design for the Greenwich Hospital site before proceeding with an environmental impact statement to be lodged by mid-2022.

A Concept State Significant Design (SSD) proposal for Greenwich Hospital was approved in November 2020. The approval covered demolition of all buildings other than Pallister House, construction of a combined hospital and residential care bed building, two seniors living blocks, a respite facility and basement care parking

The 89 serviced seniors living units will offer older people with chronic health conditions who want to live independently with access to 24/7 health services.

The *Greenwich Hospital Redevelopment* – *Detailed Design*, which is consistent with the approved Concept, has building articulation and widespread greenery and plantings, including on balconies, roofs and podiums, to integrate the proposed structures with the landscape.

The campus reflects that healthcare is changing, with a preference for shorter hospital stays, more treatments in home, and demand for improved access to specialised health services and greater choice on how to receive care.

HammondCare General Manager of Health and Palliative Care Andrew Montague said the proposed design is the result of listening to community feedback received through previous engagement.

Dr Montague said the detail proposal respects the site's significant heritage aspects while bringing the campus into the 21st century with state-of-the-art healthcare provision.

"HammondCare is pleased to be bringing the detailed plans back to the community to demonstrate how it is consistent with the Concept approval and



to share how we plan to transform the Greenwich Hospital from a dated, 1960's facility into an integrated, contemporary healthcare campus.

"HammondCare recognises the importance of this project to the local community – we are committed to working closely with local residents as the project develops and to ensure the new health care facilities meet community needs, both now and into the future.

Key enhancements in response to the Concept approval include:

- Reducing building heights
- Further greening of the site through landscaped edge conditions, green roofs and terraces and enhancing the tree canopy.
- Relocating non-care elements such as loading provisions and carparking underground (where possible) to maximise greenspace and ground level pedestrian connectivity
- Improving safety and accessibility on site by providing for service vehicle movements into the basement
- Enhancing views of the heritage-listed Pallister House which will continue to provide research and administrative functions
- Improved direct-level access and connection to nature for residents, patients, visitors and staff
- Incorporating interpretation installations to communicate the site's Indigenous and European Heritage
- Development of the landscape design to accommodate all patients, regardless of ability, access to paths and walks with interactive and informative points of interest

Care services which will be provided at the new Greenwich Health Campus include palliative care, mental health, rehabilitation (including hydrotherapy), serviced seniors living, aged care, General Practicioners and outpatient clinics and 24/7 on-site care.

HammondCare is inviting the community and interested stakeholders to attend an online information session in late March 2022 to hear from project representatives and view the detail design for Greenwich Campus

To register or for more information, visit www.hammond.com.au/locations/greenwich-hospital

HammondCare: HammondCare provides health, aged and dementia care expertise that empowers the people that we serve. Regarded nationally and internationally as one of Australia's most innovative health and aged care providers, HammondCare offers hospital care, residential care and community services. HammondCare is an independent Christian charity.

Media: For more information contact Kelvin Bissett on 0418 222 107 or email at kbissett@hammond.com.au

Appendix D: Copy of media coverage





Detailed designs have been released for the redevelopment of the 1960's Greenwich Hospital site into an integrated health campus. Online community feedback sessions will be held on Monday and Thursday https://www.hammond.com.au/locations/greenwich-hospital



Source: https://www.facebook.com/northshoretimes/posts/detailed-designs-havebeen-released-for-the-redevelopment-of-the-1960sgreenwich/10158881035393719/?msclkid=b04059fdc51111ec90e64a15ce4da8fd



Register for Greenwich Hospital Community Information Sessions on Design Plans

By Jacky Barker - 22 March 2022



In November 2020, the Independent Planning Commission approved plans for a \$141.5 million redevelopment of Greenwich Hospital. **Background information on the IPC decision here.**

The Concept State Significant Design proposal for Greenwich Hospital covers the demolition of all buildings other than Pallister House, and the construction of an integrated hospital and residential care building serviced seniors living accommodation, respite facility and basement car parking. Care services that will be provided at the new Greenwich Health Campus include palliative care, mental health, rehabilitation (including hydrotherapy), serviced seniors living, aged care, General Practitioners, outpatient clinics, research and 24/7 on-site care.

Detailed Design Plans

HammondCare has now developed detailed design plans.

HammondCare General Manager of Health and Palliative Care Andrew Montague said the detailed proposal respects the site's significant heritage while bringing the campus into the 21st century with state-of-the-art healthcare provision.

"HammondCare is pleased to be bringing the detailed plans back to the community to demonstrate how it is consistent with the Concept approval and to share how we plan to transform the Greenwich Hospital from a dated, 1960's facility into an integrated, contemporary healthcare campus."

"HammondCare recognises the importance of this project to the local community – we are committed to working closely with local residents as the project develops and to ensure the new health care facilities meet community needs, both now and into the future."

How Do I See the Detailed Designs?

HammondCare is holding online community sessions on the detailed design for the Greenwich Hospital site. After the sessions, they expect to lodge a Detailed State Significant Design Application by mid-2022.

The online information sessions will be held on March 28 and 31, 2022.

You can register for the online sessions by clicking this ${\bf link}$ and completing the contact form located at the bottom of the page.



When Will the Redevelopment Be Completed?

HammondCare on their websites states:

"The realisation of HammondCare's vision for Greenwich Hospital will take many years to complete. HammondCare recognises the significant interest in our plans and we are committed to working with the community to develop contemporary services that meet future needs.

Depending on approvals, HammondCare expects construction to begin in 2023. The hospital will continue to operate during construction."

Source (above article): <u>https://inthecove.com.au/2022/03/22/register-for-greenwich-hospital-community-information-sessions-on-design-plans/</u>

Source (right): https://www.theweeklysource.com.au/hammondcare-seekscommunity-feedback-on-its-141-5m-redevelopment-of-greenwich-hospital-in-sydney/



HammondCare seeks community feedback on its \$141.5M redevelopment of Greenwich Hospital in Sydney Published on March 24, 2022

The Not For Profit provider has released the detailed design of the proposed integrated health campus planned for its Greenwich Hospital, 7km northwest of Sydney's CBD.

HammondCare is calling for community feedback on the new design which has reduced the building height, maximised green space and improved the views of the historic Pallister House before it proceeds with the lodgement of a Detailed State Significant Design Application by mid-2022.

A Concept State Significant Design proposal for Greenwich Hospital was originally approved by the Independent Planning Commission NSW in November 2020. The approval covered demolition of all buildings other than Pallister House, and construction of an integrated hospital and residential care building, serviced seniors living accommodation, respite facility and basement parking.

The 89 serviced seniors living units will offer older people with chronic health conditions who want to live independently with access to 24/7 health services.

HammondCare is inviting the community and interested stakeholders to attend an online information session this month to hear from project representatives and view the detail design for Greenwich Campus.

To find out more and register, click here.

Appendix E: Presentation – online information sessions

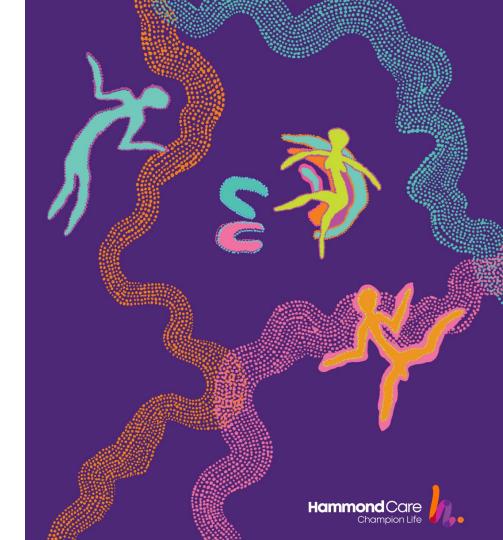


Greenwich Health Campus

Community forums March 2022

Acknowledgement of Country

Although today we are meeting virtually, we would like to acknowledge the Cammeraygal people, Traditional Custodians of the land on which the Greenwich site sits, and pay our respects to their Elders past, present and emerging.



Agenda

Housekeeping Introductions Session format Project timeline – what has been completed and next steps About HammondCare and Project Vision 5 Services to be provided at Greenwich Health Campus 6. **Project** benefits 8 **Proposed Detailed Design features Construction timeframe** 9 10. Questions 11. Next steps

Welcome and Introductions

Dr Andrew Montague General Manager, Health and Palliative Care, HammondCare **Katie Formston** Head of Design, Property and Capital Works, HammondCare

Chris Forrester Associate Director, Planning, Ethos Urban

Peter Whelan TSA Management (Chair)



Timeline – what has been completed?

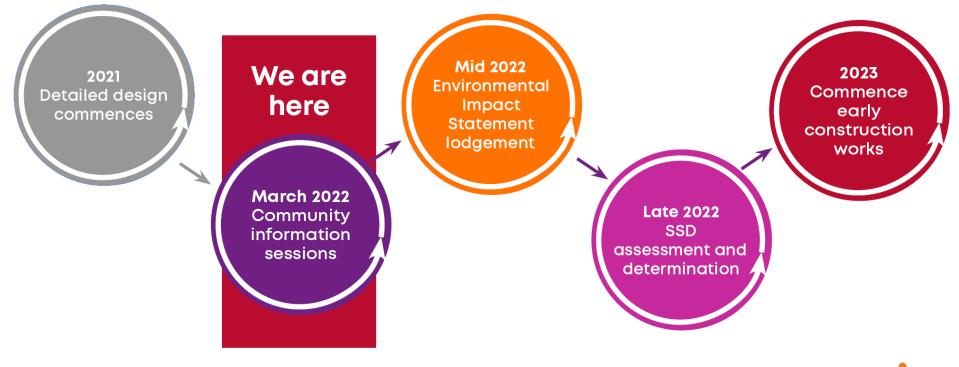
2017 Approval process & community engagement begins

January 2019 Concept Plan public exhibition opens for submissions 2019 Response to formal submissions, modifications to Concept Proposal

Late 2020 IPC and SSD approvals received for Concept Plan



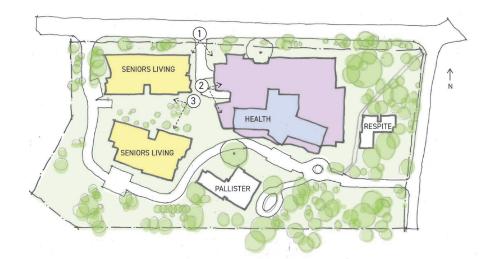
Timeline – next steps





What has already been approved?

- The Concept State Significant Development (SSD) approval received was for the envelope which the project could be built within.
- HammondCare will shortly be seeking approval for the building within these parameters.
- The proposed Health and Serviced Seniors Living buildings which we are sharing today have been redesigned to be substantially within the approved envelope.





About HammondCare

We are an independent Christian charity, with a proud history of providing quality care and supporting people in need for almost 90 years.

Our ambition is to set the global standard of relationshipbased care for people with complex needs and to increase our care for those that others won't or can't.

HammondCare is pursuing a long-term vision for Greenwich Health Campus as an integrated facility for seniors and others with complex health needs in line with our mission.



Our Vision

To transform Greenwich Hospital from a dated, 1960's facility into an integrated, contemporary health campus providing specialised care services

Care services to be provided:

- ✓ palliative care,
- ✓ older persons mental health
- ✓ rehabilitation
- ✓ residential aged care
- \checkmark serviced seniors living
- ✓ GP & outpatient Clinics
- ✓ 24/7 onsite care

There is no comparable integrated health campus in Northern Sydney.



Increasing community needs

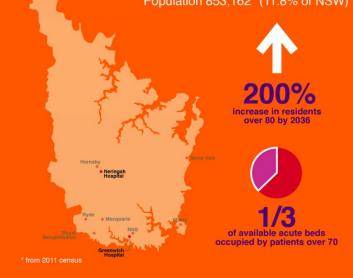
People are living longer and the need for complex aged health services is increasing.

The provision of healthcare is also changing:

- Preferences for shorter hospital stays
- More treatments in the home
- Opportunities to 'age in place' or live in communities with access to specialised health services.

Hammond Co

Northern Sydney Local Health District Population 853,162* (11.8% of NSW)

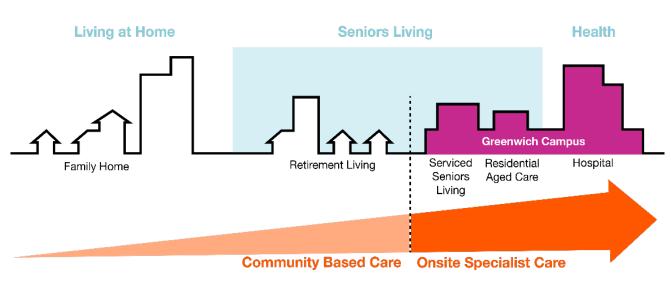


Health care trends:

- Higher prevalence of chronic disease
- Prolonged duration of illness
- Complex co-morbidities
- More than half of people aged 76 and over have five or more chronic health conditions

Serviced Seniors Living

- Accommodation with access to 24/7 personal care & health care
- Provided on a licensed basis
- Stays may be short or long term with flexibility and pathways to Residential care



Key points:

- ✓ Title remains with HammondCare
- Residents likely to be 75+ with chronic health needs
- Provides integrated model of preventative and restorative care
- Aligned with Royal Commission into Aged Care Preliminary report and calls for seniors to have improved access to health services



Benefits of the Greenwich Health Campus

~	Public health benefit	Upgraded Sch 3 Public Hospital at no cost to NSW Government. Reduces burden on existing Public Hospital acute system by quality preventative and restorative care
✓	Additional specialised care	Creates a sustainable continuum of care by the provision of additional integrated health services
✓	A sustainable campus	Campus will be aligned with contemporary care delivery and become operationally sustainable
✓	Meeting the growing demand	Delivers growth to service current and future need of northern Sydney's aging population. Options to keep seniors in their neighbourhood.
✓	Physical and operational integration	Integrated specialist health care not provided elsewhere in the lower north shore
✓	Landscape & Heritage enhancement	Views to Pallister reinstated, Pallister House's curtilage restored, and quality landscaped grounds created
1	Employment	174 FTE Operational jobs



What does the project involve?

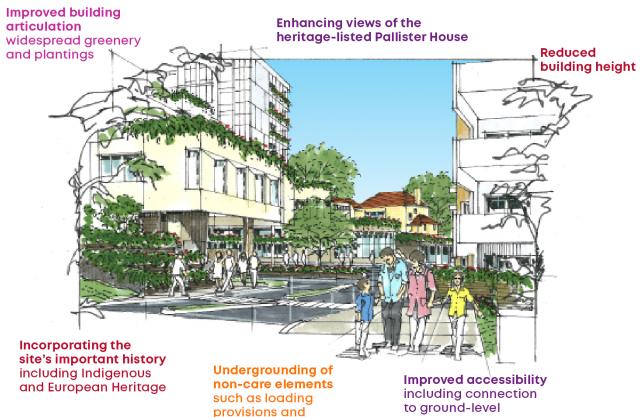
- Demolition of the existing hospital building and associated facilities
- Construction of a new hospital facility and integrated healthcare uses and services including:
 - A new main hospital building up to 7-storeys above ground level
 - Two new Serviced Seniors Living buildings
 - A respite care building over 3-storeys
 - Construction of associated site facilities and services such as pedestrian and vehicular access and basement car parking
 - Site landscaping and infrastructure works
 - Preservation of the heritage-listed Pallister House which will continue to provide research and administrative functions



Proposed Detailed Design

The detailed design for Greenwich Health Campus addresses a number of key themes including:

Right: Artist's impression of the new Greenwich Hospital Campus from River Road



carparking

Detailed Design features

A number of improvements have been made from the Concept SSD:

- A reduction of the overall building height
- A continued focus on the integration of community through the inclusion of additional community spaces within the new buildings.
- Enhanced landscape design, to accommodate all patients, regardless of ability, with walking paths with interactive points of interest and rehab equipment.
- Minimising visual impacts on neighbours and the heritage-protected Pallister House by reducing the bulk and scale of Serviced Seniors Living buildings.
- **Protecting the tree canopy** through greater retention, and commitment to revegetation.
- **Maximising green space** by undergrounding non-care elements such as car parking (where possible) and loading provisions.

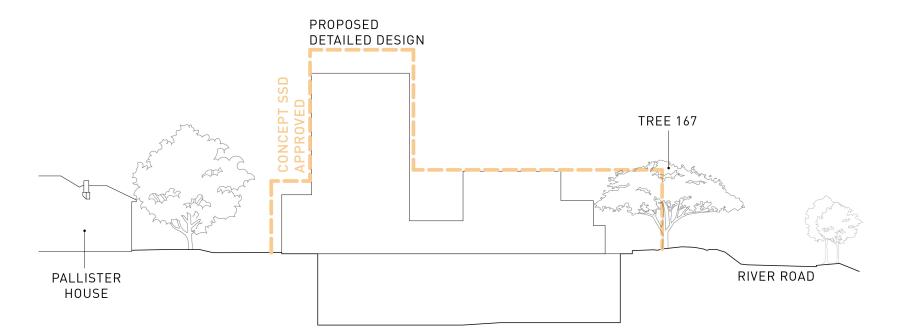


40% of the site is deep soil





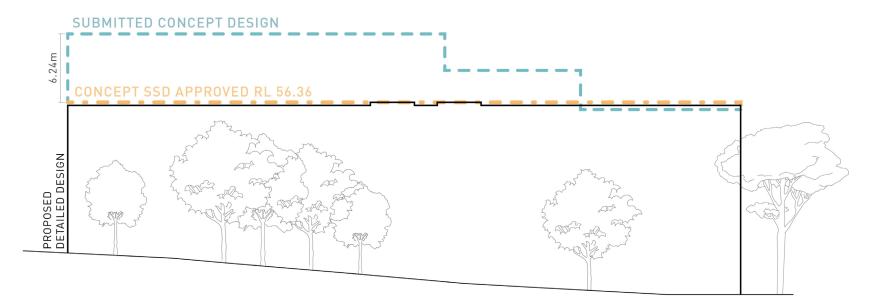
Proposed Detailed Design







Proposed Detailed Design



SERVICED SENIORS LIVING BUILDING NORTH (VIEWED FROM RIVER ROAD)



Building Envelope

Approved envelope from the Conditions of Consent from the Concept Proposal







18

Landscape Response



Artist's impression of the new Greenwich Hospital Campus from River Road Ceremonial Entrance

Artist's impression of the new Greenwich Hospital Campus looking to the Health Building entrance



Artist impressions





Construction Timeline STAGE 1 STAGE 2 EARLY WORKS STAGE 4 LEGEND: SENIORS LIVING CEREMONIAL NORTH MAIN VEHICLE ACCESS VALLEY BASEMENT ENTRY ENTRANCE 1 MAIN PEDESTRIAN ENTRY/PUBLIC INTERFACE ACCESS THROUGH CURTILAGE STAGE 5 MUNIT HEART INTRANCE STAGE 3 SENIORS LIVING Stage 1: Early Stage 2: Health Stage 3: Seniors Stage 4: Seniors Stage 5: Respite works Building Living South Living North 8 months 6 months 20 months 12 months

Staging



EXISTING HOSPITAL



STAGE 1

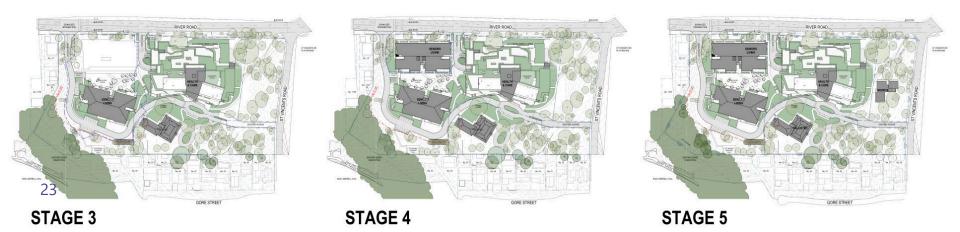
STAGE 2

TVACENTS RD

RIVER ROAD.

GORE STREET

STVINCENTS/NO PLAYSHOLING



Questions?

Next steps

- Online engagement sessions and stakeholder briefings
- Continued detailed design HammondCare will consider community feedback in finalising documentation
- Lodge detailed design for approval
- Community invited to provide feedback to the Department of Planning and Environment

If you have any queries or would like to speak with a member of the team, please contact us: Phone **1300 426 666** Email **AskGreenwich@hammond.com.au**



Thank you.

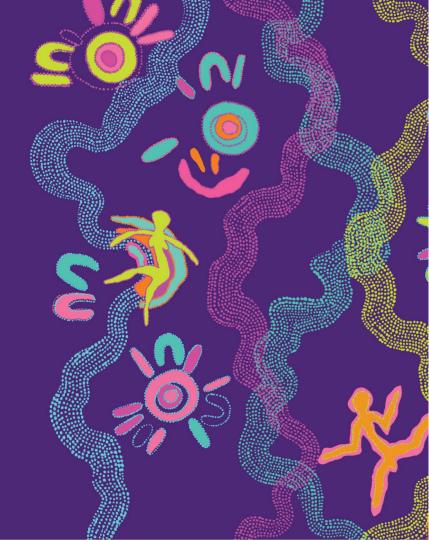
This presentation is designed using the enchanting artwork 'Spring Journey', created for HammondCare by Balarinji, a Sydney-based, Aboriginal-owned strategy and design agency.

'Spring Journey' represents a journey through time featuring a series of trails with people resting along the way. The pathways are all different colours, representing many unique songlines, but they are all on the same path reflecting belonging and community engagement.

Spring Journey is an inspiring representation of our relationship-based care approach, where we support the people we care for, walking alongside them on their journey every step of the way.

Register for project updates via the HammondCare website at: www.hammond.com.au/greenwich





Best for Project

AUSTRALIA SYDNEY | ADELAIDE | BRISBANE | CANBERRA | DARWIN MELBOURNE | NEWCASTLE | PERTH

NEW ZEALAND AUCKLAND | CHRISTCHURCH | TAURANGA | WELLINGTON

> MALAYSIA KUALA LUMPUR

hello@tsamgt.com | tsamgt.com

