

Revised Staging Report

Greenwich Hospital Redevelopment

Rev 5

January 2026



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1. Overview

This Revised Staging Report (Report) has been prepared on behalf of HammondCare to address Conditions A10 to A13 of Development Consent SSD-13619238 for the redevelopment of Greenwich Hospital.

The purpose of this Report is to outline the staging of works required for the delivery of the redevelopment while maintaining the ongoing operational requirements of the existing hospital and ensuring continuity across the integrated healthcare campus.

Background

The original Staging Report (Revision 03) outlined a four-stage approach to the redevelopment:

- **Stage 1 – Early Works**, including site establishment, landscaping, and enabling infrastructure works.
- **Stage 2 – Health Building**, providing the new health building and associated facilities including basement levels and podium.
- **Stage 3 – Serviced Seniors Living Buildings**, providing the serviced seniors living across the north and south building from podium level.
- **Stage 4 – Respite**, delivery of the respite building on the eastern edge of the site.

Under the original staging, Stage 2 and Stage 3 were to be delivered sequentially, with only the shared basement and podium structure of Stage 3 constructed during Stage 2 to facilitate the later works.

Revised Staging Approach

Following a detailed review of the construction program and feedback from key stakeholders, the contractor, and the community, HammondCare has submitted a Modification Application to the SSD consent to enable the concurrent delivery of Stage 2 and Stage 3.

The concurrent construction approach is intended to:

- Improve overall project efficiency and program delivery.
- Reduce prolonged construction impacts on the surrounding community.
- Minimise disruption to the existing hospital operations.
- Optimise coordination of shared infrastructure and services between the Health Building and Serviced Seniors Living components.

As such the approach is revised:

- **Stage 1 – Early Works**, including site establishment, landscaping, and enabling infrastructure works.
- **Stage 2 – Health Building and Stage 3 Serviced Seniors Living**, providing the new health building, serviced seniors living buildings, and basement levels.
- **Stage 4 – Respite**, delivery of the respite building on the eastern edge of the site.

Stage 1 early works remain on program and are anticipated to be completed in early 2026. The concurrent delivery of Stage 2 and Stage 3 will commence following completion of the early works and will proceed as part of an integrated construction program, which will then be followed and completed with Stage 4.

2. Purpose of the Staging Report

Condition A9 states that the Project may be constructed and operated in stages. Where compliance with conditions is required to be staged due to staged construction or operation, a Staging Report (for either or both construction and operation as the case may be) must be prepared and submitted to the satisfaction of the Planning Secretary.

This Report has been prepared to facilitate the staged construction of the Project. Table 1 sets out how this Report has addressed the requirements relating to staging:

Table 1 - Staging Report Conditions of Consent Alignment

#	Condition	Report Section
A9	The project may be constructed and operated in stages in accordance with the terms/conditions of this consent and the details set out in the RtS.	Note
A10	Staging of the development may be varied (for either construction or operation) in accordance with a revised Staging Report submitted to and approved by the Planning Secretary prior to that stage of construction and/or operation commencing.	This revised Staging Report seeks to vary staging in line with A10.
A11	Any revised Staging Report prepared in accordance with condition A10 must: a) If staged construction is proposed, set out how the construction of the whole of the project will be staged, including details of work and other activities to be carried out in each stage and the general timing of when construction of each stage will commence and finish. b) If staged operation is proposed, set out how the operation of the whole of the project will be staged, including details of work and other activities to be carried out in each stage and the general timing of when operation of each stage will commence and finish (if relevant). c) Specify how compliance with conditions will be achieved across and between each of the stages of the project d) Specify how compliance with independent auditing requirements will be achieved across and between each of the operational stages of the project; and e) Set out mechanisms for managing any cumulative impacts arising from the proposed staging.	a) Section 4.1 b) Section 4.2 c) Section 5.1, 5.2 and 5.2 d) Section 5.4 e) Section 5.5
A12	The project must be staged in accordance with the details approved under condition A9, unless a revised staging report has been approved under condition A10, in which case the project must be stages in accordance with the revised Staging Report.	This revised staging report submitted under condition A10.
A13	The terms of this approval that apply or are relevant to the works or activities to be carried out in a specific stage set out in the details as approved under condition A9 or a revised Staging Report approved under condition A10, must be complied with at the relevant time for that stage, including independent auditing requirements.	Note

3. Description of the Works

3.1 Introduction

HammondCare is redeveloping Greenwich Hospital at 95-115 River Road, Greenwich to provide an integrated, contemporary healthcare campus providing specialised care services and a continuum of care to age in place. The project has been approved by Department of Planning, Housing and Infrastructure (DPHI) on 28 March 2024.

The site is located within the Lane Cove Council Local Government Area (LGA), comprises two allotments legally described Lots 3 and 4 in DP584287. Lot 3 accommodates the existing Hospital building, while Lot 4 accommodates Pallister House, a Stage Heritage-listed Victorian residence (SHR00574). Together the site has an area of 33,763m² and is irregular in shape. It is bounded by River Road to the north, St Vincents Road to the east, and established residential properties to the south and west. The topography is varied, with levels rising towards the centre and falling steeply at the southwest corner towards Gore Creek Reserve.

Existing development on the site includes the Greenwich Hospital complex, comprising a series of interconnected buildings of 1-5 storeys, refer to Figure 1. These include:

- the Main Hospital Building, which provides patient hospital beds, general healthcare, and palliative care services
- the Riverglen building which provides sub-acute mental health services for older persons, and
- Blue Gum Lodge, which is currently used for pain clinic and community care healthcare services

Pallister House currently accommodates dementia care, research and education facilities.

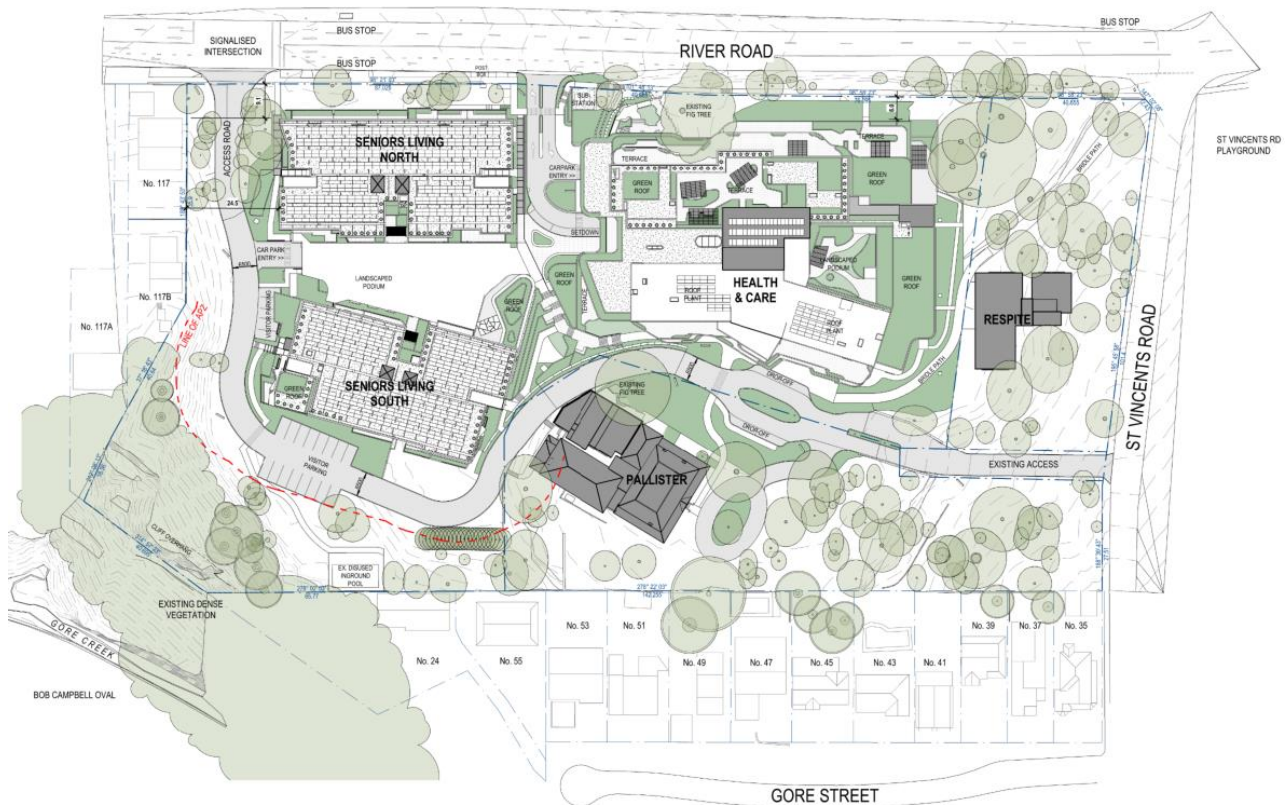


Figure 1 – Approved Site Plan

The approved redevelopment involves:

- Demolition of the existing hospital building and associated facilities at the site with the exception of heritage listed Pallister House.
- Construction of a new hospital facility and integrated healthcare services, including:
 - A new 7 storey main hospital building offering 130-bed residential aged care and health care facilities
 - Two new 5-6 storey serviced self-care buildings offering 89 services senior living units
 - A new 2-3 storey respite care building
- Construction of associated site facilities and services, including pedestrian and vehicular access to basement parking
- Site landscaping and infrastructure works
- Preservation of Pallister House which will continue to house dementia care and administrative functions.

The original Staging Report (Revision 03) outlined a four-stage approach to the redevelopment:

- **Stage 1 – Early Works**, including site establishment, landscaping, and enabling infrastructure works.
- **Stage 2 – Health Building**, providing the new health building and associated facilities including basement levels and podium.
- **Stage 3 – Serviced Seniors Living Buildings**, providing the serviced seniors living across the north and south building from podium level.
- **Stage 4 – Respite**, delivery of the respite building on the eastern edge of the site.

Under the original staging, Stage 2 and Stage 3 were to be delivered sequentially, with only the shared basement and podium structure of Stage 3 constructed during Stage 2 to facilitate the later works.

As such the approach is revised:

- **Stage 1 – Early Works**, including site establishment, landscaping, and enabling infrastructure works.
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- **Stage 4 – Respite**, delivery of the respite building on the eastern edge of the site.

Stage 1 early works remain on program and are anticipated to be completed in early 2026. The concurrent delivery of Stage 2 and Stage 3 will commence following completion of the early works and will proceed as part of an integrated construction program, which will then be followed and completed with Stage 4.

4. Staging

This section details the Project's proposed approach to staging of construction and operations of the project, in accordance with the conditions detailed in Schedule 2 SSD-13619238.

4.1 Construction Staging

The redevelopment of Greenwich Hospital is approved under four stages of works (Stage 1 to Stage 4). As part of SSD Modification 2, Stages 2 and 3 are proposed to be consolidated into a single delivery stage. This approach provides greater efficiency and removes the need to maintain an operational hospital building during partial demolition. Stage 4 remains unchanged.

The project works considered under this application will be delivery in four separate stages, with two built concurrently as per Table 2. Refer to staging plans for details included in **Appendix 2 – Revised Staging Plans**.

Table 2 - Construction Staging Program

Stage	Scope	Previous Program (Rev3)	Revised Program (Rev5)
1	Early Works comprises enabling and external works. Works include: - Decommissioning and capping of existing services - Installation of temporary MSB, substations, potable water, power and comms to the hospital and Pallister House - Civil and stormwater works and new internal access road - Landscape works (nursery garden, southern boundary berm, revegetation of southwest slope) - Other temporary services	Commence: Q4 2024 Complete: Q4 2025	Commence: Q4 2024 Complete: Q1 2026
2	Health Buildings - Demolition and earthworks for the hospital and seniors living building sites - Basement (shared with Stage 3) - Full construction of the new hospital building	Commence: Q4 2029 Complete: Q4 2031	Commence: April 2026 Complete: Q4 2028
3	Serviced Seniors Living – North and South - Construction of two 5-6 storey seniors living buildings - Basement (shared with Stage 2)	Commence: Q4 2031 Complete: Q1/2 2033	Commence: April 2026 Complete: Q3 2028
4	Respite Care Building Construction of two storey respite building	Commence: Q1 2033 Complete: Q4 2033	Commence: Q1 2033 Complete: Q4 2033

It is further noted that delivery of the project will be supported by multiple Construction Certificates (CCs), which will align with the above staging and may involve additional sub-staging by the Contractor.

4.2 Operations Staging

While Stages 2 and 3 are now proposed to be constructed concurrently under the revised construction staging approach, their operational commencement will be staged separately to reflect the differing commissioning, licensing, and occupancy requirements of the Health Building (Stage 2) and the Serviced Seniors Living (Stage 3) components.

The proposed operational staging is shown in Table 3.

Table 3 - Operations Staging Review

Stage	Component	Operational Focus	Anticipated Timing	Key Considerations
Stage 1	Early Works	Commissioning of infrastructure with operation of current Greenwich Hospital	N/A	Decoupling of the existing hospital from services to allow for the commencement of Stage 2 and 3.
Stage 2	Health Building	Commissioning and occupation of the new hospital and healthcare facilities, including clinical, aged care, and palliative care services.	Following completion and commissioning of the Health Building.	Requires completion of relevant health and aged care compliance certifications, staff training, and transfer of hospital operations from existing facilities.
Stage 3	Serviced Seniors Living Buildings	Commencement of operations for the two Serviced Seniors Living buildings, providing independent living accommodation for older persons.	May occur prior to or following Stage 2 operation, depending on program and readiness.	Subject to separate occupation certificates and operational readiness requirements. Will operate independently of the hospital but form part of the integrated healthcare campus.
Stage 4	Respite Building	To be operated following completion of construction as part of the final development stage.	Future stage	Operation will integrate with the broader healthcare and seniors living services.

Although Stages 2 and 3 are being delivered concurrently, HammondCare intends to commence operations for the Serviced Seniors Living independently of the Health Building. This approach allows flexibility in commissioning and occupation timelines and enables earlier activation of the seniors living component once the relevant buildings and services are complete and compliant.

This staged operational approach provides the following benefits:

- Facilitates earlier delivery of accommodation and community benefits associated with the seniors living component.
- Enables progressive occupancy and commissioning aligned with compliance and readiness milestones.
- Allows the Health Building to complete its clinical commissioning and regulatory approvals independently.
- Reduces interface risks between operational healthcare and residential areas during the transition phase.

Each operational stage will be subject to separate Occupation Certificates, and relevant management plans (including operational waste, flood, and emergency management plans) will be updated to reflect the commencement of each operational stage as required to achieve handover. All operational phases will continue to comply with the relevant conditions of consent and the approved Operational Environmental Management Plans.

5. Managing Compliance and Potential Impacts

5.1 Approach

Management of environmental issues and compliance with the conditions of consent relating to construction and operations will be achieved through the implementation of Project management plans, periodic reviews and Independent Auditing.

No aspect of the staged approach to construction will affect the ability of the Project to comply with the conditions of consent. All triggered conditions of consent will be complied with at each applicable construction stage.

Once this Staging Report is approved, the Project must be staged in accordance with the staging set out in this document.

5.2 Management Plans

A number of management plans are required by the Project conditions of consent and are to be enacted in accordance with the relevant contractor's management systems (including environmental management systems), conditions of consent requirements, relevant standards and guidelines and best practice.

The Project management plans outline the requirements of the Project and ensure compliance with the conditions of consent (Appendix 1 – List of Mitigation Measures) and manage potential environmental and community impacts that may arise from the carrying out of the development.

The key management plans applicable to construction stages include (but are not limited to):

- Construction Environmental Management Plan (condition of consent C13) and sub-plans:
- Construction Traffic and Pedestrian Management Sub-Plan (condition of consent C15)
- Construction Noise and Vibration Management Sub-Plan (condition of consent C16)
- Construction Waste and Management Sub-Plan (condition of consent C17)
- Construction Soil and water Management Sub-Plan (condition of consent C18)
- Biodiversity Management Sub-Plan (condition of consent C19)
- Construction Flood and Emergency Management Sub-Plan (condition of consent C20)
- Dewatering Management Plan (condition of consent C22).

These plans have been prepared for the current Stage 1 Works, and may be updated for Stage 2, 3 and 4 particularly if the contractors differ between packages. Updates to the documents may also occur where opportunities for improvement have been identified to ensure ongoing compliance is achieved and impacts are appropriately managed.

Management of environmental issues and compliance with the Project's Conditions of Consent will be achieved through implementation of the management plans required by the consent. The key management plans applicable to operations include (but are not limited to):

- Green Travel Plan (condition of consent E18)
- Stormwater Operation Maintenance Plan (condition of consent E30)

- Vegetation Management Plan (condition of consent E33 and E45)
- Heritage Interpretation Plan (condition of consent E34)
- Operational Waste Management Plan (condition of consent E40)
- Operational Flood Emergency Response Plan (condition of consent E47)
- Water Management Plan (condition of consent E48).

Further the post occupation of the site will be subject to the following:

- Vegetation Management Plan (condition of consent F7)
- Heritage Interpretation Plan (condition of consent F8)
- Long Term Environmental Management Plan (condition of consent F9)
- Green Travel Plan (condition of consent F15)
- Bush Fire Emergency Management and Evacuation Plan (condition of consent F20)
- Operational Flood Emergency Response Plan (condition of consent F21)

5.3 Training and Periodic Review

Regular training is critical in ensuring the Project workforce understands and is committed to achieve compliance with the consent. In accordance with condition A30, the Project team will ensure that all employees, contractors (and their sub-contractors) are made aware of, and are instructed to comply with, the conditions of consent relevant to activities they carry out in respect of the Project.

Further, periodic review of Project documentation is key in ensuring that plans, strategies, and programs required under the consent are adequate, fit for purpose and effective. In accordance with conditions A36 and A37, the Project team will review the strategies plans and programs required under the consent within three months of:

- the submission of an incident report under condition A32;
- the submission of an Independent Audit under condition D47;
- the approval of any modification of the conditions of this consent; or
- the issue of a direction of the Planning Secretary under condition A2(b) which requires a review,

The strategies, plans and programs required under this consent must be reviewed, and the Planning Secretary and the Certifier must be notified in writing that a review is being carried out.

Following the review, if necessary to either improve the environmental performance of the development, cater for a modification or comply with a direction, the strategies, plans, programs or drawings required under this consent must be revised, to the satisfaction of the Planning Secretary or Certifier (where previously approved by the Certifier). Where revisions are required, the revised document must be submitted to the Planning Secretary and / or Certifier for approval and / or information (where relevant) within six weeks of the review.

5.4 Auditing

Independent Audits provide a valuable tool in ensuring compliance is achieved and opportunities for improvement are realised. As required by condition of consent D43, Independent Audits will be implemented on the Project in accordance with the Department's Independent Audit Post Approval Requirements (2020).

The Independent Audits assess compliance with the conditions of consent, along with the adequacy and implementation of Project plans, the handling and reporting of incidents and complaints and the environmental performance of the Project.

Each Independent Audit report shall be submitted to the Planning Secretary within two months of undertaking the independent audit site inspection as outlined in the Independent Audit Post Approval Requirements unless otherwise agreed by the Planning Secretary, in accordance with condition D47. The undertaking of Independent Audits for the Project will not be impacted by implementing a staged approach, as proposed in this Report.

5.5 Cumulative Impact

Impacts associated with the delivery and operations of the Project are anticipated to be unchanged as a result of the proposed construction staging and remain the same as those assessed by the Department prior to consent.

The Project would continue to manage the potential impacts through implementation of the Project plans, strategies and protocols identified within the conditions of consent. These are summarised in 5.2 above.

6. Conclusion

This Revised Staging Report (the Report) has been prepared on behalf of HammondCare to address Conditions A10 and A12 of Development Consent SSD-13619238 for the redevelopment of Greenwich Hospital.

The Report provides an updated staging framework for the delivery of the Project, reflecting the key change from the previous Staging Report (Revision 03), the concurrent construction of Stage 2 (Health Building) and Stage 3 (Serviced Seniors Living). This modification follows consultation with key stakeholders, the contractor, and the community and is intended to support a more efficient delivery program while reducing the duration of overall construction and minimising impacts on the surrounding community and existing hospital operations.

The revised approach maintains the approved overall staging sequence, with Stage 1 (Early Works) nearing completion and Stage 4 (Respite Building) to follow as a separate and final stage. All conditions of consent will continue to be addressed at each applicable stage through the implementation of project-specific management plans and monitoring processes.

This revised staging approach provides a coordinated framework to deliver the Greenwich Redevelopment efficiently, safely, and in accordance with the objectives of the approved Development Consent.

Appendix 1 – List of Mitigation Measures

Appendix 2 – Revised Staging Plans

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