



Appendix D – Community Engagement

Royal Prince Alfred Hospital Redevelopment

Architectus Australia Pty Ltd
ABN 90 131 245 684

Adelaide
Level 1, 15 Leigh Street
57 Wyatt Street
Adelaide SA 5000
T +61 8 8427 7300
adelaide@architectus.com.au

Brisbane
Level 2, 79 Adelaide Street
Brisbane QLD 4000
T +61 7 3221 6077
brisbane@architectus.com.au

Melbourne
Level 25, 385 Bourke Street
Melbourne VIC 3000
T +61 3 9429 5733
melbourne@architectus.com.au

Perth
QV1 Upper Plaza West
250 St Georges Terrace
Perth WA 6000
T +61 8 9412 8355
perth@architectus.com.au

Sydney
Level 18, 25 Martin Place
Sydney NSW 2000
T +61 2 8252 8400
sydney@architectus.com.au

architectus.com.au

Report Contact

Jane Fielding
Senior Associate, Planning
jane.fielding@architectus.com.au

13 January 2023

Revision history

Issue Reference	Issue Date	Issue Status
A	11 October 2022	First Draft to Client
B	18 October 2022	Test of Adequacy
C	8 November 2022	Final lodgement
D	13 January 2023	Final

File Ref: architectus.local\DFS\Projects\200466.00\Docs\C_Client\EIS\

Acknowledgement of Country

Architectus acknowledges the Australian Aboriginal and Torres Strait Islander peoples of this nation as the Traditional Custodians of the lands on which we live and work.

We pay our respects to Elders, past and present and emerging.

Architectus is committed to honouring Australian Aboriginal and Torres Strait Islander peoples' unique cultural and spiritual relationships to the land, waters, and seas and their rich contribution to society.

Contents

1. Engagement Objectives	1
2. Key Stakeholders	2
3. Engagement Actions	4
3.1 Engagement Actions	4
3.3 Ongoing Engagement	7
4. Conclusion	8

1. Engagement Objectives

An Engagement Report has been prepared by Health Infrastructure (HI) and is appended at **Appendix V**. The Engagement Report provides information on the key stakeholders, methods of engagement and community views consistent with the International Association of Public Participation's Public Participation Spectrum (IAP2 Spectrum).

The communications and engagement approach for the RPA Hospital Redevelopment focuses on early, proactive, transparent and regular communications and engagement throughout all stages of the project.

The level of public participation required for this project is informed by the IAP2 Spectrum and based on the level of public impact from the project and the scope for community and stakeholder input to the RPA Hospital Redevelopment.

The communications and engagement objectives for this project are to;

- Provide stakeholders (defined as staff, consumers, community) with the opportunity to contribute feedback to the planning and design of the redevelopment;
- Raise awareness of the redevelopment and its benefits to stakeholders;
- Provide an avenue for stakeholders to be involved in the redevelopment, receive updates and engage with the Project team on an ongoing basis;
- Positively position the redevelopment by showcasing its drivers, benefits and future outcomes;
- Establish relationships with stakeholders early in the planning process and build positive sentiment toward the redevelopment;
- Leverage opportunities for key stakeholders and community to become advocates for the redevelopment; and
- Meet DPE statutory requirements for community participation to support the SSDA.

2. Key Stakeholders

2.1 Engagement Carried Out

As noted above, an Engagement Report has been prepared by Health Infrastructure (HI) and is appended at **Appendix U**. The Engagement Report provides information on the key stakeholders, methods of engagement and community views consistent with the International Association of Public Participation's Public Participation Spectrum (IAP2 Spectrum).

Key Stakeholders

Based on the IAP2 spectrum, key internal and external stakeholders were identified as have been consulted on the project. Internal and external stakeholders are outlined in **Table 1** below.

Table 1 Key Internal Stakeholders

Source: Engagement Report, prepared by HI

Internal Stakeholders	
Group	Stakeholder
Sydney Local Health District	Executive, staff & board
	Health Science Alliance Clinicians
RPA Hospital	Executive, staff & board
	RPAH Clinical Staff Council
	Volunteers
	Hospital patients, visitors, careers & families
	RPA Pharmacy
	RPA Vaccination Hubs
NSW Health	Ministry of Health
	Health Infrastructure
	NSW Ambulance
	HealthScope NSW
	NSW Health Pathology;
	Patient Transport Services
	HealthShare NSW
	eHealth NSW
	Bureau of Health Information
	HETI

Table 2 Key External Stakeholders

Source: Engagement Report, prepared by HI

External Stakeholders	
Group	Stakeholder
Consumer Groups	RPA's Consumer & Community Advisory Network
	Consumer Representatives
Education Institutions	The University of Sydney (USYD)
	University of Technology Sydney (UTS)
	The University of Notre Dame
	The University of New South Wales (UNSW)
Partnerships	Central & Eastern Sydney Primary Health Network
	Aboriginal Medical Service Redfern
	Sydney Research
	Sydney Health Partners
	Medical Research Institutes connected to RPA (14)
	Research partnerships with USYD and UNSW
	Camperdown-Ultimo Collaboration Alliance

Government Agencies	Dept. Planning, Industry & Environment Government Architect NSW Heritage NSW Transport NSW	Greater Sydney Commission City of Sydney Council Inner West Council
Non-government agencies	Airspace Australia Sydney Airport	
Utility Providers	Sydney Water Ausgrid Fire & Rescue NSW	Jemena (Gas) NBN/Telco
Surrounding Landholders/ Institutions	The University of Sydney St John's College St Andrew's College Sancta Sophia College Charles Perkins Centre Centenary Institute	Chris O'Brien Lifehouse Professor Marie Bashir Centre Susan Wakil Health Building Student Accommodation Providers Newtown North Public School
Aboriginal and CALD Groups	Traditional custodians Metropolitan LALC Aboriginal Health & Medical Research Council Registered Aboriginal community groups	Ethnic Community Services Co-op Bilingual Community Hub Multicultural Children's Services CALD Disability Group
Local Community	Immediate residential neighbours Surrounding residential neighbours General public	
Community Groups	Community health groups Registered interest groups	
Elected Officials	Minister for Health Minister for Mental Health Local Councilors	State Member for Newtown Federal Member for Sydney
Media	Local & metropolitan media Local Aboriginal & CALD media Social media	

3. Engagement Actions

3.1 Engagement Actions

Refer to **Table 3** below on the outline of engagement actions, their purpose and the corresponding stakeholder.

Table 3 Engagement Actions

Source: Engagement Report, prepared by HI

Engagement method	Audience	Purpose
Briefings (formal and informal)	All stakeholders	Presentations and discussions with stakeholders and community groups to gather feedback, ideas, or options. Formal and informal.
Co-Design	Targeted stakeholders	Consumers and key stakeholders work with designers to co-design the Project including built form, services, and processes.
Collaborative Governance	Project Governance	Structured decision-making for process to support project delivery. Stakeholders work collaboratively to make decisions and offer recommendations.
Door Knocking / Letterbox Drops	Neighbouring Landholders and residents	Notify neighbouring landholders to raise project awareness, notify and have their questions answered.
Focus Groups	Targeted stakeholders, community groups	Small group discussion focused on discussing, understanding, negotiating, or resolving a specific topic. Allows open discussion.
Interactive online tools	All stakeholders	Online platforms that allow community participation including feedback forms, webinars, public meetings, surveys, submissions, workshops, Social Pinpoint, Engagement HQ (Bang the Table).
Pop-up stalls	All stakeholders (targeting general public)	Pop-up stalls (staffed) at a physical location in community displaying information, plans, documents and surveys.
Project User Groups	Targeted stakeholders	Select group that provides specialist input into the design process ensuring a broad representation of stakeholder views.
Public Displays	All stakeholders (targeting general public)	Staffed or unstaffed displays of information, plans or documents made publicly available.
Staff Forums	Internal stakeholders	Presentations and discussions with internal staff groups to provide updates, answer questions and gather feedback and ideas.
Surveys	All stakeholders	A series of questions suitable for internal and external stakeholders to understand preferences, seek feedback and provide input.
Workshops	All stakeholders	Structured method suitable for small groups of internal and external stakeholders to explore specific, complex issues.

In addition to the above and further information on engagement within the Engagement Report at **Appendix V**, a full engagement tracker is outlined in **Table 4** below.

Table 4 Engagement Tracker

Source: Engagement Report, prepared by HI

Date	Stakeholder	No. Reached	Activity	Promotion	Purpose	Key findings/ feedback	Project Response/ Design Changes	Associated documents
8/3/2022 – 1/5/2022	Staff, Public	357	Survey/Online survey	<ul style="list-style-type: none"> Media release from Health Minister Social Media posts HI Website, Intranet EDM to staff Letterbox drop Posters, flyers Community handouts 	Inform staff and community, foster relationships & respond to questions or concerns. Provide channel for feedback to be given.	87% of survey respondents support the project. Wayfinding for people with disabilities or CALD is important. Need for green spaces, particularly post COVID. More amenities requested for staff.	Recommended future communication materials continue to be available. Key relationships with the Camperdown and wider community must be maintained. Continue providing opportunities for input and consultation, inclusive of CALD communities. Continue to incorporate indigenous values and Connection with Country framework. Include targeted and direct engagement with key stakeholder groups.	<ul style="list-style-type: none"> Survey Newsletter RPA Survey Outcomes Report
18/8/2022 – 30/9/2022	Public, Staff, Agencies, Neighbours	36,000	Concept Design Consultation	<ul style="list-style-type: none"> Letters Media Release SLHD staff EDM HI & SLHD LinkedIn, SLHD Facebook Community pop ups Community meetings Online community meeting Letterbox drop Project email Door knock 	Call to action to attend and then be informed by organised meeting detailing Concept Design. Provide channel for feedback to be given.	Comprehensive nature of consultation and information sessions meant constructive and critical feedback was limited and overwhelming response was in agreement with designs.		<ul style="list-style-type: none"> Survey Newsletter Survey Outcomes Report
26/9/2022 – 29/9/2022	Public, Staff, Agencies, Neighbours	1500	Temporary HLS relocation consultation	<ul style="list-style-type: none"> Individual briefings Door knocks Letterbox drops Web update Project email EDM to RPA Staff 	Promote awareness of HLS relocation, foster ongoing relationship			<ul style="list-style-type: none"> Survey Newsletter Survey Outcomes Report

3.2 Issues Raised within Community Engagement

As noted in the Engagement Report at **Appendix U**, a strategic and early engagement approach has enabled the project team to respond in a timely matter and achieve outcomes that meets the needs of the project, its community and stakeholders.

Table 5 below outlines the project response for the key issues raised within the engagement process and their outcome.

Table 5 Issues Raised within Community Engagement
Source: Engagement Report, prepared by HI

Key Issue	Project Response	Outcome
Indigenous Partnership	The Project completed a Connecting with Country Framework. The framework is based on the following principles: <ul style="list-style-type: none"> – Acknowledgement of proud history – Language integration – Indigenous Cultural Intellectual Property – Respect cultural protocols, build community trust through ongoing engagement – Country-centred design, intersection of nature, people and design 	Connecting with Country Framework
Heritage Impacts	Consider acknowledgement of indigenous communities as custodians over the land that RPA sites	Environmental Impact Statement Reference Connecting with Country Framework
Inclusive Participations	Identified importance of considering CALD (Culturally and Linguistically Diverse), elderly, visually impaired, limited mobility accessibility.	Reviewed and aligned with the Communications and Engagement Plan
Art and culture	<ul style="list-style-type: none"> – Identified the desire for indigenous elements to be incorporated into new buildings including: – Language integration – Nature, art, historical photos and stories that connect with Country – Specialized space that can be used for traditional ceremonies – Clearly acknowledge artists and community in indigenous design (ICIP) 	Reference Connecting with Country Framework
Wayfinding signage	<ul style="list-style-type: none"> – Identified as most important to community in survey, particularly for people with disabilities, impairments or CALD – Directional signage, Hospital map and Concierge, Building signs – Incorporate digital solutions 	Considered as the designs progress and amended accordingly
Services and facilities	Survey feedback focused on: <ul style="list-style-type: none"> – Dedicated drug and alcohol unit – Mental health facilities – Improve storage spaces – Private rooms in maternity wards and for private patients – Transgender services – Increased meeting rooms. 	Considered as the designs progress and amended accordingly (and as appropriate)
Staff shortages, below adequate working conditions	Survey feedback focused on: <ul style="list-style-type: none"> – Improved staff to patient ratios – Greater food/beverage options – Improved break rooms (bigger, more) – Childcare services (free/more options) – Showers, better end of trip facilities 	Considered as the designs progress and amended accordingly (and as appropriate)
Parking	Survey feedback focused on: <ul style="list-style-type: none"> – Free parking – More options for parking – Greater accessibility for mobility impaired – Short term pick up and drop off parking options 	Considered as the designs progress and amended accordingly (and as appropriate)
Green spaces	Survey feedback focused on: <ul style="list-style-type: none"> – green spaces, particularly post COVID – Outdoor spaces for staff only 	Considered as the designs progress and amended accordingly

	<ul style="list-style-type: none"> – Integration of biophilic design 	
Ongoing Engagement	Need for ongoing engagement with general public, local community, indigenous community, neighbours and broader important stakeholders	Reviewed and aligned with the Communications and Engagement Plan
Current hospital shortcomings	Survey highlighted need for: <ul style="list-style-type: none"> – Natural lighting – Improved space/open planning – More beds – Simpler transit between services 	Considered as the designs progress and amended accordingly

3.3 Ongoing Engagement

As noted in the Engagement Report at **Appendix U**, the RPA Hospital Redevelopment project will consider and respond to any issues raised with the submission and continue to engage with the community, health service staff and relevant agencies during future stages of the planning development and approvals process.

The project team will continue to actively engage with our stakeholders after the SSDA approval phase through tot the delivery and operational commissioning phases.

The project team will continue to update project webpages, including the dedicated project website, and produce regular content to keep all stakeholders informed and engaged throughout the lifecycle of the project.

A Communications and Engagement Plan has been developed and is regularly updated to guide the project's proactive engagement approach during the planning, design, construction and operational commissioning of the project.

4. Conclusion

The engagement approach undertaken for the RPA Hospital redevelopment has enabled the project team to respond to key issues raised and develop mitigation measures which meet project objectives as well as satisfying the needs of the community and project stakeholders.

The Engagement Report, prepared by HI (at **Appendix V**) demonstrates how planned and transparent communication and engagement activity has met the consultation requirements prescribed by the SEARs, and how these consultations have led to changed outcomes for the project design and construction.