



ENVIRONMENT ASSESSMENT COMMUNICATION PLAN

for the

PROPOSED PRIVATE HOSPITAL AT 1-8 NIELD AVENUE, GREENWICH

Prepared for

Murlan Consulting Pty Ltd

On Behalf of the Proponent

Waterbrook at Greenwich Pty Ltd

For Submission to

NSW Department of Planning

Prepared by

Urban Concepts

October 2008



TABLE OF CONTENTS

1.0	INTRODUCTION	3
1.1	Urban Concepts Role	3
1.2	The Communication Needs of this Project	4
1.3	Background.....	5
1.4	The Statutory Approval Process and Consultation Requirements	5
1.5	Project Description	6
2.0	COMMUNICATION AIMS AND OBJECTIVES	8
3.0	COMMUNICATION MESSAGES	10
4.0	TARGET AUDIENCES	11
4.1	Introduction	11
4.2	Key Target Audiences	11
4.3	Target Audience Communication Lines	14
5.0	COMMUNICATION METHODOLOGY	17
5.1.	Project Inception	17
5.2.	Information Lines	17
5.3.	Information and Consultation Initiatives	19
6.0	CALENDAR OF EVENTS.....	21



1.0 INTRODUCTION

The Communication Plan has been prepared by Urban Concepts on behalf of the Project Manager Murlan Consulting Pty Ltd and the proponent of the development, Waterbrook at Greenwich Pty Ltd. The Communication Plan forms part of the Environment Assessment documentation that will be lodged with the NSW Department of Planning in accordance with the Director Generals Requirements in respect of Project Application MP 07 0167. The Communication Plan presents a strategy and calendar for the staging of community information events to facilitate resident and stakeholder understanding about the proposed private hospital at 1-8 Nield Avenue, Greenwich during the Environment Assessment process.

In this respect the Plan addresses the first stage in the communication process. Subsequent communication events would be designed to coincide with later stages of the project being at the post consent and construction commencement stage.

The private hospital will provide much needed health care services to the lower North Shore Community including rehabilitation care, sub-acute and post-operative medical services and high level care health services for the aged and disabled of all ages. The hospital will also service any ongoing aged care hospital needs of residents of the adjoining Waterbrook Greenwich which is a recently completed independent self care retirement village.

The Communication Plan is presented in six sections. A summary of the information presented in each section is provided below:

- **This introduction** providing an overview of the proposal, its statutory approval process and specific consultation requirements defined for this project by the Director General of the NSW Department of Planning.
- **Communication Aims and Objectives** which define the underlying intent of the communication plan.
- **Communication Messages.** These are the key messages that the plan seeks to communicate about the project.
- **Target Audiences.** These are the people that the consultation plan seeks to address through its implementation.
- **Communication Methodology.** The strategy details the range of consultation activities that respond to each stage in the delivery process.
- **Calendar of Events.** The consultation calendar presents a task list for the implementation of Stage 1 of the communication plan. It establishes milestone dates for when the communication initiatives will be held.

1.1 Urban Concepts Role

Urban Concepts will act as an independent facilitator overseeing the implementation of the Communication Plan. In this role we will work to establish a meaningful dialogue with the community and integral stakeholders to ensure that there is a thorough understanding of the project. These lines of communication will then support the development function at later stages in the project.



We understand that the specific objectives the client seeks to fulfil from embarking on a community information process are:

- To ensure surrounding residents and integral stakeholders fully understand the physical design of the private hospital facility, the proposed management model and its relationship to the Waterbrook Greenwich retirement village being an independent living retirement village adjacent to the site in Morven Gardens.
- To ensure that providers of health care services in the Northern Sydney Region fully understand the proposed level of operation and service delivery to ensure the successful integration of the private hospital facility into the Northern Sydney Health Care network.
- To ensure surrounding residents and interested stakeholders understand the involvement of Lane Cove Council in the proposal with regard to the sale of part of the Nield Avenue public road reserve to the proponent as part of this project.
- To ensure surrounding residents and integral stakeholders are provided with the opportunity to express their views about the proposed private hospital.
- To establish and maintain open channels of communication between surrounding residents, and integral stakeholders that will remain in place for the development assessment and construction process.

In formulating the communication methodology we had regard to the consultation requirements specified for this project by the Director General of the NSW Department of Planning in accordance with the Part 3A statutory planning approval process prescribed for Major Projects. At the same time the suggested consultation initiatives seek to encourage participation from a proactive stand point to ensure meaningful dialogue and participation is achieved.

1.2 The Communication Needs of this Project

- The need to manage community and stakeholder expectations. All too often community consultation can leave participants with a feeling of despair- *'what was the point of participating none of my ideas have been incorporated'*. This will be achieved by ensuring that participants clearly understand the information that is being presented to them, accurately recording the comments and concerns expressed at information events, circulating records of comments to participants and to regulatory authorities.
- The need to ensure that regulatory authorities are informed about the communication plan and events for the project.
- The need to maintain an open, regular and consistent dialogue with all key stakeholders that is commensurate with the specific level of knowledge they require and their regulatory role in the project. This will include briefing papers to non participatory stakeholders that would benefit from being kept informed about the progress of consultation events.
- The need to establish a single point of contact that takes responsibility for co-ordinating all information flows between the client, the project manager (Murlan Consulting Pty Ltd), the community and key stakeholders.



- The need to ensure that community concerns are accurately recorded and incorporated into the Environmental Assessment process.

1.3 Background

In August 2007, Murlan Consulting acting on behalf of the proponent Waterbrook at Greenwich lodged a development application for the demolition of the existing properties located at 1-8 Nield Avenue and the erection of a residential care facility. The application was advertised and a number of residents submitted objections to Lane Cove Council concerning the development. The development application was subsequently withdrawn from Lane Cove Council.

Murlan Consulting reviewed the proposal in conjunction with the proponent and specialist consultants. The proposal was refined to conform with the requirements for a hospital facility and an application was made to the NSW Department of Planning to ascertain whether the proposed development constituted a project of state or regional significance pursuant to the Major Projects State Environmental Planning Policy 2005 (Major Projects SEPP).

The director-General, as a delegate of the NSW Minister for Planning, has formed the opinion that the proposed development constitutes a Major Project and in so doing has determined that it is of state or regional significance.

1.4 The Statutory Approval Process and Consultation Requirements

The proposed hospital will be assessed pursuant to Part 3A of the Environmental Planning and Assessment Act 1979 (EP&AA) by the NSW Minister of Planning. Clause 75B of the EP&AA specifies criteria for projects to which Part 3A applies and invokes the provisions of the Major Projects SEPP.

Under the Major Projects SEPP the proposed development is described in Schedule 1 which relates to Health and Public Service Facilities as a hospital (Category 18 in Group 7). The Major Project SEPP establishes the planning process to be followed for the assessment and determination of the Stage 1 development application.

Under the provisions of the Major Project SEPP, the Minister for Planning is the Consent Authority for the development application henceforth known as the Environmental Assessment.

The Director Generals requirements identify the need to undertake consultation. They are reproduced below:

'CONSULTATION REQUIREMENTS:

During the preparation of the Environmental Assessment you should undertake an appropriate level of consultation with the relevant Local or State Government authorities, service providers, community groups and other stakeholders. In particular you should consult with:

- *Lane Cove Council*
- *NSW Health (including the Private Health Care Branch)*



- *NSW Roads and Traffic Authority*
- *NSW Department of Environment and Climate Change*
- *All utility providers*

These consultation requirements are addressed in this Communication Plan.

1.5 Project Description

The hospital will be developed over 6 levels and contain 147 patient care suites over 6 levels arranged in a U-shape or courtyard. This configuration facilitates delivery of health care services. Each ward will have a nurse's station, linen and utility facility, dining area and living room. On site car parking for visitors and staff will be provided for 89 vehicles over three basement levels. The design incorporates an admission clinic, triage, specialist consulting rooms, a centralised kitchen facility, laundry room and undercover ambulance vehicle space. There will be a rehabilitation centre, café, and chapel. It will operate 24 hours a day, 7 days a week.

Landscaping is an important feature of the design and will include a dementia courtyard, densely planted setbacks to common boundaries, lawn areas and reflective ponds. It is recognised that landscaping is an important component of aged care facilities providing both visual relief and areas for gentle and passive recreation.

The project will involve the demolition of existing buildings on the ten allotments that comprise 1-8 Nield Avenue, the removal of the road pavement within that part of the road reserve that forms part of the site and the removal of some existing site vegetation. The site encompasses the pedestrian pathway that connects from Nield Avenue through to Morven Gardens. This pedestrian connection will be preserved and enhanced as part of the proposal.

A multidisciplinary team headed by Murlan Consulting has been responsible for the design of the proposed private hospital. The team is detailed in Table 1.

TABLE 1 – MULTI DISCIPLINARY CONSULTANCY TEAM

• Project Manager	Murlan Consulting Pty Ltd
• Architectural and Urban Design	Marchese and Partners
• Town Planning Consultants	BBC Consulting
• Traffic Management and Assessment	Transport and Traffic Planning Associates
• Urban Design Independent Peer Review	Professor Peter Webber
• Landscape Architect	Taylor Brammer
• Legal	Mallesons Stephen Jaques
• Shadow Analysis	Virtual Ideas
• Land Surveyor	Rygate and West
• Quantity Surveyor	Rider Levett Bucknall
• Environmental Consultant (SEPP 55)	Environmental Consulting Services



• Health Care Consultant	Essence Consulting Group, IBIS Care
• Acoustic Engineer	Vipac Engineers and Scientists
• NatHERS	Vipac Engineers and Scientists
• Electrical Consultant	Arnold Thompson and Associates
• Hydraulic and Fire Consultant	LHO Group
• Ecologist Flora and Fauna	Footprint Green Pty Ltd
• Accessibility Consultant	Accessibility Solutions
• Aboriginal Cultural Heritage	Australian Museum Business Services
• Geotechnical	Jeffrey and Katauskas Pty Ltd
• Community Consultation	Urban Concepts

Source: Murlan Consulting



2.0 COMMUNICATION AIMS AND OBJECTIVES

The communication aims and objectives of the plan are:

- To ensure that the community and integral stakeholders have a clear understanding about the physical design of the proposed hospital in particular its built form and scale, height, vehicular access arrangements, landscaping and setbacks from common boundaries. This understanding should also include explanations relating to potential impacts which include but are not limited to:
 - Overshadowing
 - Visual and acoustic privacy
 - Traffic generation and resident parking
 - Visual Impacts
 - Impact on residential amenity
 - Streetscape
 - Health care service delivery
 - Environmental sustainability
- To ensure that the community and integral stakeholders have a clear understanding of the demand for a private hospital facility providing sub-acute professional health care services in rehabilitation, post operative care, high level care for the aged and disabled on the lower North Shore. This explanation should include details about how the hospital will interact with existing health care arrangements in the area and its relationship to the self care Waterbrook residential facility located adjacent to the site.
- To ensure that the community and integral stakeholders understand how the private hospital will operate. This should include information relating to its day to day operation such as loading and unloading of supplies, kitchen facilities, laundry operation, staffing numbers, patient thresholds, and an explanation of the type of care to be provided including specific areas of operation such as post operative care, rehabilitative care and high level care for the aged and disabled.
- To explain the development approval process established for the project given its status as a Major Project. This explanation should clearly define the relationship and roles played by Lane Cove Council, the NSW Department of Planning and the Minister for Planning and the statutory commitments that the proponent of the hospital will enter into with the NSW Department of Planning as part of the proposal.
- To explain the statutory compliance of the proposal against existing and proposed planning controls that pertain to the site under the Major Project SEPP, Lane Cove Council and specific areas of concern identified in the Director Generals Requirements issues to this project by the NSW Department of Planning.
- To commence a dialogue with local residents and integral stakeholders that will remain in place throughout the development approval and construction processes.



-
- To define parameters for community and stakeholder involvement so participants can provide meaningful comment. This is particularly important as the project does not allow for discussion about alternative uses of the site.
 - To ensure the views of all residents and stakeholders are represented in the study process. Depending on their role in the process each stakeholder group or target audience will have its own specific information requirements that reflect their role or area of statutory responsibility. It is important that a timely flow of information is provided to these audiences throughout the delivery process. This flow of information should be handled by the appropriate member of the project team to ensure that there is no distortion of factual information.
 - To ensure all material produced for public circulation is presented in a clear and concise 'Plain English' manner.
 - To encourage community involvement by ensuring communication initiatives are accessible and professionally run reflecting the operators genuine concern for the local community.
 - To interpret concerns and ideas as effectively and concisely as possible ensuring that they are addressed in the Environmental Assessment documentation and fulfil the requirements established for consultation specified in the NSW Department of Planning Director General Requirements reproduced in Section 1.5.



3.0 COMMUNICATION MESSAGES

Based on our understanding of the project, Urban Concepts has identified a number of key messages to be communicated. These key messages are presented below. It is noted that this list is not finite or static. As the project evolves additional key messages will need to be communicated to the various target audiences as issues and concerns are identified by target audiences.

- | | |
|------------------|--|
| Message 1 | The statutory approval process and the role of the NSW Department of Planning and Lane Cove Council in the assessment of the application. |
| Message 2 | To educate the community about the demand for a private hospital focusing on the demand for hospital services and aged care and disabled beds in the Lower North Shore area. |
| Message 3 | To detail why the Nield Avenue Site is a suitable and desirable location for a private hospital. |
| Message 4 | To explain how the private hospital facility will operate having regard to current trends in the delivery of healthcare services for specialist care areas such as post-operative care, rehabilitative care and high level care for the aged and disabled. |
| Message 5 | To explain the design rationale behind the project and how the design of the hospital responds to its environment. This will include an explanation of the site analysis investigations by the respective specialist consultants identified in Section 1.5 of this report. |
| Message 6 | To explain the relationship between the newly completed Waterbrook self care development at Morven Gardens and the proposed private hospital. |
| Message 7 | To present the results of specialist investigations to address the proposed level of impact arising from the development having regard to its day to day operation as a private hospital and its physical relationship to adjoining development. |



4.0 TARGET AUDIENCES

4.1 Introduction

A project of this type will require the establishment of a number of lines of information with a large number of stakeholders. To assist with the management of information and its dissemination the stakeholders have been classified into target audiences or users groups.

The key target audiences for this consultancy have been classified as follows:

- Local Residential and Business Community
- NSW Department of Planning
- Special Interest and Community Groups
- Northern Sydney Region Health Service Providers
- State and Federal Elected Representatives
- Adjoining Major Landowners
- Lane Cove Council
- State Government Agencies
- Utility Providers
- Emergency Services
- Local Aboriginal Community
- Media

A database has been established which presents the details of the individual contacts within each target audience.

4.2 Key Target Audiences

LOCAL RESIDENTIAL AND BUSINESS COMMUNITY

The site is located on the fringe of the St Leonards commercial centre and is adjoined by residential areas to the south, east and west. It is essential that local residents and businesses are kept informed about the proposal. Figure 4.1 indicates the catchment area that has been identified for notification.

Following our review of the objections raised with Lane Cove Council for the original development application lodged with Lane Cove Council for a resident care facility on the site in August 2007 we anticipate that local residents will be interested in understanding the:

- Potential impact on the residential amenity of the area including overshadowing, loss of views, privacy and visual amenity.
- Density and scale of development and the placement of the building on the site
- Construction management issues including mitigation measures to control noise and dust and hours of construction
- Landscape impact including an understanding of proposed landscaping and potential for loss of existing trees
- Traffic generation



NSW DEPARTMENT OF PLANNING

The NSW Department of Planning will be responsible for assessing the application. The Department will act on behalf of the Director General and the NSW Minister for Planning, the Consent Authority for the project.

Liaison with the NSW Department of Planning will be undertaken by the Project Manager, Murlan Consulting, the proponent and various members of the specialist consultancy team.

SPECIAL INTEREST AND COMMUNITY ORGANISATIONS

These groups are important in the environment of debate and public opinion. They are also important for obtaining an insight into the workings of a community and specific issues of concern. Communication lines must be established that allow for a steady flow of information to these groups at key project milestones.

- Greenwich Community Association
- Greenwich Senior Citizens' Association
- St Leonards – North Wollstonecraft Community Association
- Lane Cove Bushland and Conservation Society Inc

NORTHERN SYDNEY REGIONAL HEALTH SERVICE PROVIDERS

This group is important as they represent state government interests in the health care system. These groups must be satisfied that the proposed development will not place a burden on existing health services operating in the region and that proposed health care services are appropriately licensed and regulated.

- NSW Health
- Federal Department of Health and Aging

STATE AND FEDERAL ELECTED REPRESENTATIVES

It is essential to ensure all elected representatives are kept informed of the progress of the project and invited to participate. These stakeholders must be able to address concerns or enquiries raised by their constituents about the project. The respective State and Federal Members for this area are:

- The Hon Joe Hockey, Federal Member for North Sydney
- Anthony Roberts, State Member for Lane Cove

ADJOINING LANDOWNERS

The major adjoining landowners include:

- Residential properties in Nield Avenue
- Royal North Shore Hospital (both public and private)
- Sydney Institute Campus of TAFE
- Friends of Gore Hill Cemetery



LANE COVE COUNCIL

The proponent has worked closely with Lane Cove Council in the formulation of the development proposal. This has included the purchase of part of the Nield Avenue Road Reserve. The importance of maintaining regular liaison with this target audience has been given a high priority in the consultation process.

Council Officers

- General Manager
- Town Planning Department
- Engineering Department
- Traffic Department
- Environmental Departments

Elected Representatives

Central Ward Councillors:

Scott Bennison

Shauna Forrest

Ann Smith

East Ward Councillors:

David Brooks-Horn

Pam Palmer

Rod Tudge

West Ward Councillors

Ian Longbottom (Mayor)

Keith McIlroy

Win Gaffney

STATE GOVERNMENT AGENCIES

This audience includes the Agencies specified in the Director General of the NSW Department of Planning Requirements detailed in Section 1.5 of this report. Consultation will be undertaken with these agencies by the appropriate specialist consultants.

- NSW Health including the Private Health Care Branch
- NSW Roads and Traffic Authority
- NSW Department of Environment and Climate Change

UTILITY PROVIDERS

Liaison will be undertaken with the following utility providers by the appropriate specialist consultants identified in Section 1.5 of this report.

- Sydney Water
- Telstra
- Energy Australia
- AGL
- Lane Cove Council – Stormwater System



EMERGENCY SERVICES

Local emergency service providers will be consulted about the project by the appropriate specialist consultants identified in Section 1.5 of this report.

- NSW Police
- NSW Fire Brigade
- NSW Ambulance

LOCAL ABORIGINAL COMMUNITY

The Department of Environment and Climate Change has specifically requested that consultation be undertaken with the Local Aboriginal Land Council. The aboriginal heritage consultant on this project, the Australian Museum Business Centre will be responsible for this liaison and consultation.

MEDIA

The media is crucial for informing the community and stakeholder groups about the progress of works particularly the completion of key milestones. It will also play a crucial role in advising the community of forthcoming information initiatives and opportunities for involvement. We advise that the Lane Cove area is serviced by the following local newspapers:

- The North Shore Times
- Northside Courier
- The Village Observer

4.3 Target Audience Communication Lines

Table 4.1 details the most appropriate method of communication for each target audience, the level of influence and interest they have in the project and the appropriate member of the project team that will be responsible for managing the consultation.



TABLE 4.1 – TARGET AUDIENCE COMMUNICATION LINES

Target Audience	Degree of Interest	Degree of Influence	Method of ongoing communication	Project Team Management Responsibility
Local Residential and Business community	High	High	<ul style="list-style-type: none"> Community Newsletter 1800 Telephone, email address Information Day Website 	<ul style="list-style-type: none"> Urban Concepts Murlan Consulting The proponent Specialist Consultants as required
NSW Department of Planning	High	High	<ul style="list-style-type: none"> Direct Liaison 	<ul style="list-style-type: none"> Murlan Consulting The proponent BBC Consulting supported by the appropriate specialist consultants
State Government Agencies <ul style="list-style-type: none"> Department of Health NSW Roads and Traffic Authority Department of Environment and Climate Change 	High	High	<ul style="list-style-type: none"> Direct Liaison Stakeholder Briefing Papers Newsletter Stakeholder Information Session Website 	<ul style="list-style-type: none"> Murlan Consulting The proponent Specialist Consultants appropriate to the area of concern Urban Concepts
State and Federal Elected Representatives	Medium	Medium	<ul style="list-style-type: none"> Stakeholder Briefing Paper Newsletter Information Day Website 	<ul style="list-style-type: none"> Murlan Consulting The proponent Urban Concepts
Special Interest and Community Organisations	Medium	Medium	<ul style="list-style-type: none"> Stakeholder Briefing Paper Newsletter Information Day Website 	<ul style="list-style-type: none"> Murlan Consulting The proponent Specialist Consultants Urban Concepts
Health Care Providers	High	Medium	<ul style="list-style-type: none"> Stakeholder Briefing Paper Newsletter Information Day Website 	<ul style="list-style-type: none"> Aged Care Consultant Murlan Consulting The proponent Urban Concepts



TABLE 4.1 – TARGET AUDIENCE COMMUNICATION LINES

Target Audience	Degree of Interest	Degree of Influence	Method of ongoing communication	Project Team Management Responsibility
Lane Cove Council Council Officers and Elected Representatives	High	High	<ul style="list-style-type: none"> • Direct Liaison • Stakeholder Briefing Paper • Newsletter • Stakeholder Information Session • Website 	<ul style="list-style-type: none"> • Murlan Consulting • The proponent • Specialist Consultants as required • Urban Concepts
Adjoining Major Landowners	High	Medium	<ul style="list-style-type: none"> • Direct Liaison • Stakeholder Briefing Paper • Newsletter • Website 	<ul style="list-style-type: none"> • Murlan Consulting • The proponent • Urban Concepts
Utility Providers	Medium	Medium	<ul style="list-style-type: none"> • Direct Liaison • Stakeholder Briefing Paper • Newsletter • Website 	<ul style="list-style-type: none"> • Specialist Consultants
Emergency Services	Medium	Medium	<ul style="list-style-type: none"> • Direct Liaison • Stakeholder Briefing Paper • Newsletter • Stakeholder Information Session • Website 	<ul style="list-style-type: none"> • Specialist Consultants
Media	Medium	High	<ul style="list-style-type: none"> • Briefings and Press Release 	<ul style="list-style-type: none"> • Murlan Consulting • The proponent • Urban Concepts



5.0 COMMUNICATION METHODOLOGY

The communication methodology presents the initiatives to be used for informing the target audiences about the project.

5.1. Project Inception

THE COMMUNICATION PLAN

This Communication Plan will form part of the documentation that supports the Environmental Assessment to the NSW Department of Planning. It has been prepared having regard to the Part 3A Director Generals requirements for consultation. At the completion of the communication process a report will be forwarded to the NSW Department of Planning detailing the outcomes and findings arising from the process.

5.2. Information Lines

ESTABLISHMENT OF FREECALL 1800 NUMBER, PROJECT PO BOX AND EMAIL ADDRESS

Urban Concepts will centralise and coordinate all enquiries about the communication program. Urban Concepts has established:

- The 'Waterbrook Private Hospital Information Line' using a 1800 freecall number. The information line will be serviced by Urban Concepts during business hours.
- A Post Office Box at North Sydney Post Office. The project mailing address will be:

Waterbrook Private Hospital
PO Box 780
NORTH SYDNEY NSW 2059
- Project email address which will be serviced by Urban Concepts. The email address will be waterbrook@urbanconcepts.net.au

These contact details will appear on all information prepared about the project including newsletters and media advertisements.

All telephone calls and emails will be logged by Urban Concepts. Specific project enquiries will be forwarded to the Project Manager, Murlan Consulting in the first instance for direction to the appropriate specialist consultants. Urban Concepts will prepare a summary report of all enquiries received for Murlan Consulting on a fortnightly basis.

These contact details will also remain in place during the construction phase of the project.



A PROJECT WEBSITE

Waterbrook at Greenwich will host a community consultation portal off its website. The website will be a key line of communication for this project. The navigation for the website will include:

- Welcome
- The Site
- The Development Proposal
- Development Approval Process
- Project Fact sheets:
 - Design
 - Demand for Private Health Services
 - Specific requirements of a sub-acute private hospital facility.
- Construction Management Process
- Community Consultation
- Comment and Enquiry form.
- Link to the NSW Department of Planning to enable tracking of the Part 3A application.

PREPARATION OF COMMUNITY CONSULTATION NEWSLETTERS

The newsletters will incorporate information about the project, invite participation in forthcoming information events and establish Urban Concepts as the public point of contact for the project. The newsletters will be prepared to coincide with key project milestones. These would include:

- Notification about the Environmental Assessment inviting attendance at a Community Information Day.
- Post Consent to advise of the development approval and provide details of the Construction Program and procedure for managing community concerns.

The newsletter will be prepared as an A3 double side format folded to DL. It would establish the graphic style for all print media produced about the project. It would be circulated using either a private addressed mail. Figure 4.1 illustrates the resident notification catchment area for the newsletter distribution.

FIGURE 4.1 – SUGGESTED RESIDENT NOTIFICATION CATCHMENT



MEDIA ADVERTISING

It is proposed that display advertisements be placed in the respective local papers to advise the local residential and business community about the proposed development and consultation process. The display advertisements will be posted in Northside Courier, The North Shore Times and Village Voice.

STAKEHOLDER DATABASE

To assist with the management and implementation of the communication plan Urban Concepts will prepare a stakeholder database using Microsoft Access. The database will be updated as community and stakeholder interest in the project develops.

5.3. Information and Consultation Initiatives

PREPARATION OF STAKEHOLDER BRIEFING PAPERS

The briefing paper would provide an overview of the project, a description of the scope of works and the planning approval process. The briefing paper would be approximately 10 pages in length including colour images. It would detail the following information:

- Results of site analysis and investigations,
- Description of the proposed works,
- Description of the intended operation of the facility,
- An overview of the planning approval process,
- An introduction to the specialist consultants engaged on the project, and
- The Communication Plan.



The briefing paper would be circulated to coincide with the lodgement of the Environmental Assessment with the NSW Department of Planning.

STAKEHOLDER INFORMATION SESSIONS

Information briefing sessions will be held with various target audiences if required during the Environmental Assessment process to ensure that these stakeholders fully understand the proposal and can ask specialist consultants to explain any specific areas of concerns. These briefings will be undertaken on demand.

COMMUNITY INFORMATION DAY

The aim of Community Information Day is to:

- Establish a relationship between the project team and local residents;
- Enable the community to understand why the proposed hospital is necessary and the extent of work involved; and
- Describe the planning and development process and establish parameters for ongoing community information.

Urban Concepts will facilitate the Information Day. We would recommend that the Community Information Day be held on a Saturday at the Urban St Leonards Hotel on the corner Pacific Highway and Bellevue Avenue. Participants would be asked to RSVP attendance. Two briefing sessions will be held during the Information Day at 10am and 1pm each of two hours in duration. It is assumed that the technical members of the project team would participate in the day.

Urban Concepts will work with Murlan Consulting and its specialist consultants to prepare a PowerPoint presentation for the Information Sessions. We would recommend that the PowerPoint presentation be no more than 40 minutes in duration. This will enable a substantial period of the 2 hour briefing session, 50-60 minutes to be devoted to a facilitated question and answer time. If weather and time permit, we will also incorporate a site walk so participants can understand 'on the ground' the upgrade works.

PRE CONSTRUCTION COMMUNITY MEETING

A community meeting will be held prior to the commencement of construction. This meeting will explain to local residents the construction management program and introduce the Site Manager of the building company charged with the construction of the hospital. At this meeting residents will be asked to vote three resident spokespersons for the construction period and to select the preferred method for the dissemination of construction information. This could be newsletters, on-site notification, media advertising or the project website. It is noted that the contact details established for the project, the 1800 number and email address, will stay in place during construction.

DIRECT LIAISON

Due to the technical aspects of this project it will be necessary for specialist consultants to undertake direct liaison with various stakeholders throughout the project. Stakeholders requiring direct liaison are detailed in Table 4.1.



6.0 CALENDAR OF EVENTS

Table 6.1 details the specific tasks to be completed in delivering the Communication Plan. Pending development approval a subsequent calendar of events would be prepared to manage post consent and construction communication initiatives.

**TABLE 6.1 – CALENDAR OF COMMUNICATION EVENTS
STAGE 1 – ENVIRONMENTAL ASSESSMENT**

Communication Task	Target Date
Establish 1800 number and email address.	Completed
Establish website.	At lodgement
Media Display Advertisement 1.	Two weeks after lodgement or as agreed with DoP.
Write, print and distribute Newsletter 1.	Two weeks after lodgement or as agreed with DoP.
Stakeholder Briefing Paper 1.	Two weeks after lodgement or as agreed with DoP.
Community Information Day.	During DoP EA Exhibition Period or as agreed with the DoP.
Stakeholder Briefings.	If requested by a specific target audience.
Direct Liaison.	Ongoing.
Communication Report to NSW Department of Planning.	Post Information Day