



Health  
Infrastructure

# Community Communication Strategy

TWEED VALLEY HOSPITAL

Stage 2 State Significant Development  
(SSD) 10353

September 2020, v0.2

## DOCUMENT MANAGEMENT

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## EXECUTIVE SUMMARY

The Tweed Valley Hospital Stage 2 State Significant Development (SSD) application 10353 was approved on 12 June 2020. The following scope of works was approved as part of that determination:

Detailed design, construction and operation of the Tweed Valley Hospital, comprising:

- a new hospital building with rooftop helipad
- three buildings for support services (Health Hub) and a substation
- a temporary building (Tweed Skills Centre) accommodating a skills centre during the construction phase
- car parking areas including the detailed design and construction of a multi-deck car park
- internal road layouts, landscaping, wetland rehabilitation, services and signage
- operation and use of the hospital and the ancillary buildings
- public domain works, external roadworks including upgrade to the intersection of Tweed Coast Road and Cudgen Road and a new signalised intersection on Cudgen Road.

Condition B8 under **Schedule 2, Part B of the approval SSD 10353** for the Tweed Valley Hospital requires the preparation of a Community Communication Strategy, referenced below.

B8. No later than two weeks before the commencement of construction, a Community Communication Strategy must be submitted to the Planning Secretary for information. The Community Communication Strategy must include the details of Stage 1 of SSD-9575 and any additional community communication strategies needed for the works subject of this development consent (including the Tweed Coast Road / Cudgen Road intersection works).

- (a) The additional strategies must identify people to be consulted (the relevant Council and the community including adjoining affected landowners and businesses, and others directly impacted by the development) during the design and construction phases and for a minimum of 12 months following the completion of construction;
- (b) set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the development;
- (c) provide for the formation of community-based forums, if required, that focus on key environmental management issues for the development;
- (d) set out procedures and mechanisms:
  - (i) through which the community can discuss or provide feedback to the Applicant;
  - (ii) through which the Applicant will respond to enquiries or feedback from the community; and
  - (iii) to resolve any issues and mediate any disputes that may arise in relation to construction and operation of the development, including disputes regarding rectification or compensation.

In accordance with Condition B8 of the approval, the purpose of this document is to outline the mechanisms that will be engaged to facilitate communication between Health Infrastructure (and its Principal Contractor), the Tweed Shire Council and government agencies, and the community (including adjoining affected landowners and businesses, and others directly impacted by the development) during Stage 2 of the Tweed Valley Hospital development, inclusive of public domain works and external roadworks.

The Stage 2 works are proposed to be undertaken over a period of approximately two and a half years, commencing in September 2020, with this strategy being implemented for the duration of construction and a minimum of 12 months following completion.

# 1 COMMUNITY COMMUNICATION STRATEGY

## 1.1 PROJECT OVERVIEW

The Tweed Valley Hospital will be the major referral hospital for the Tweed-Byron communities and will form the core of the region's network of hospital and community health centres.

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

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

The new hospital will deliver:

- More beds and an expanded emergency department
- Enhanced medical, surgical and mental health services
- Expanded outpatient services with more clinics
- New interventional cardiology service
- New radiotherapy service as part of integrated cancer care.

On 11 June 2019, the Minister for Planning approved the Stage 1 State Significant Development (SSD) application (SSD 9575), for the hospital concept and consent to commence early and enabling works on the site. These works commenced on-site July 2020 and consist of site preparatory activities such as clearing, bulk earthworks, retention walls and other in-ground works to enable development of the hospital.

On 12 June 2020, the Minister for Planning approved the Stage 2 SSD application (SSD 10353) for the detailed design, construction and operation of a new hospital and associated works, located at 771 Cudgen Road, Cudgen. These works will commence in September 2020.

## 1.2 ENGAGEMENT OBJECTIVES

Extensive stakeholder and community engagement has been undertaken throughout the planning and Early Works phases of the project. Community engagement and feedback has been actively sought during the site selection, concept proposal and Early Works phases. As the project enters the Main Works construction phase, engagement and communication will focus on keeping stakeholders and community informed about the construction so they can clearly understand the works being undertaken, and how potential impacts will be managed and mitigated.

The community engagement objectives for this project are to:

- Comply with the conditions of Stage 2 SSD consent (SSD 10353) and Stage 1 SSD consent (SSD 9575)
- Ensure that directly affected residents, property owners, businesses, community facilities, interested stakeholders, state and local government agencies and the broader community are informed about the project and the management and mitigation of potential impacts
- Deliver proactive, appropriate and direct communication with residents, property owners, businesses and community facilities directly affected by the works
- Ensure enquiries and complaints are managed in accordance with the Feedback Mechanisms and Procedures, as outlined in section 4.

The project's Principal Contractor will keep directly affected residents, stakeholders and the broader community informed before and during the work. Mitigation measures to reduce construction impacts will be implemented to minimise potential impacts and complaints. A complaints management process will be in place to resolve complaints as soon as possible. This process will be responsive and strive to find joint solutions where feasible.

## 1.3 CONDITIONS OF CONSENT

This Community Communications Strategy has been developed to address the Conditions of Consent of the Stage 2 and Stage 1 SSD approvals (SSD 10353 and SSD 9575), with key items outlined in the tables below.

**Table 1 - Stage 2 SSD 10353 Conditions of Consent**

Condition	Detail	Response
Schedule 2, Part B B8.	<b>Community Communication Strategy</b> No later than two weeks before the commencement of construction, a Community Communication Strategy must be submitted to the Planning Secretary for information. The Community Communication Strategy must include the details of Stage 1 of SSD-9575 and any additional community communication strategies needed for the works subject of this development consent (including the Tweed Coast Road / Cudgen Road intersection works).	
B8 a)	The additional strategies must identify people to be consulted (the relevant Council and the community including adjoining affected landowners and businesses, and others directly impacted by the development) during the design and construction phases and for a minimum of 12 months following the completion of construction;	Section 2 – Key Stakeholders
B8 b)	Set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the development;	Section 3 – Communication Tools
B8 c)	Provide for the formation of community-based forums, if required, that focus on key environmental management issues for the development;	Section 3 – Communication Tools
B8 d)	Set out procedures and mechanisms: (i) Through which the community can discuss or provide feedback to the Applicant; (ii) Through which the Applicant will respond to enquiries or feedback from the community; and (iii) To resolve any issues and mediate any disputes that may arise in relation to the Stage 1 construction works, including disputes regarding rectification or compensation.	Section 4 – Feedback Mechanisms and Procedures

In addition to the Conditions of Consent relating to the contents of the Community Communications Strategy, this Strategy also provides information in relation to the following conditions of consent:

**Table 2 – Additional Stage 2 SSD 10353 Conditions of Consent**

Condition	Detail	Response
Schedule 2, Part A A10.	<b>Evidence of Consultation</b> Where conditions of this consent require consultation with an identified party, the Applicant must: (a)consult with the relevant party prior to submitting the subject document for information or approval; and(b)provide details of the consultation undertaken including: (i)the outcome of that consultation, matters resolved and unresolved; and (ii)details of any disagreement remaining between the party consulted and the Applicant and how the Applicant has addressed the matters not resolved.	

<p>Schedule 2, Part A A25.</p>	<p><b>Access to Information</b></p> <p>At least 48 hours before the commencement of construction until the completion of all works under this consent, or such other time as agreed in writing by the Planning Secretary, the Applicant must:</p> <p>(a) make the following information and documents (as they are obtained or approved) publicly available on its website:</p> <ul style="list-style-type: none"> <li>(i) the documents referred to in condition A2 of this consent;</li> <li>(ii) all current statutory approvals for the development;</li> <li>(iii) all approved strategies, plans and programs required under the conditions of this consent;</li> <li>(iv) regular reporting on the environmental performance of the development in accordance with the reporting arrangements in any plans or programs approved under the conditions of this consent;</li> <li>(v) a comprehensive summary of the monitoring results of the development, reported in accordance with the specifications in any conditions of this consent, or any approved plans and programs;</li> <li>(vi) a summary of the current stage and progress of the development;</li> <li>(vii) contact details to enquire about the development or to make a complaint;</li> <li>(viii) a complaints register, updated monthly;</li> <li>(ix) audit reports prepared as part of any independent audit of the development and the Applicant's response to the recommendations in any audit report;</li> <li>(x) any other matter required by the Planning Secretary; and</li> </ul> <p>(b) keep such information up to date, to the satisfaction of the Planning Secretary.</p>	<p>Section 3 – Communication Tools</p>
<p>Schedule 2, Part B B5.</p>	<p><b>Protection of Public Infrastructure</b></p> <p>Prior to the commencement of construction, the Applicant must update the pre-construction dilapidation report for public infrastructure, submitted for Stage 1 works of SSD-9575. The report must:</p> <p>(a) <b>consult with the relevant owner</b> and provider of any additional services that are likely to be affected by the proposed works under this development consent (in addition to the Stage 1 works under SSD-9575) to make suitable arrangements for access to, diversion, protection and support of the affected infrastructure;</p> <p>(b) include an additional dilapidation report (or update the Stage 1 dilapidation report for public infrastructure) identifying the condition of all additional public infrastructure in the vicinity of the Site (including roads, gutters and footpaths); and</p> <p>(c) submit a copy of the updated dilapidation report to the Planning Secretary, Certifier and Council.</p>	<p>Section 2 – Key Stakeholders</p>
<p>Schedule 2, Part B B13.</p>	<p><b>Construction Environmental Management Plan</b></p> <p>Prior to the commencement of construction, the Applicant must submit a Construction Environmental Management Plan (CEMP) to the Certifier and provide a copy to the Planning Secretary. The CEMP must include, but not be limited to, the following:</p> <p>(a) Details of:</p> <ul style="list-style-type: none"> <li>(i) hours of work;</li> <li>(ii) 24-hour contact details of site manager;</li> <li>(iii) management of dust and odour to protect the amenity of the neighbourhood;</li> <li>(iv) stormwater control and discharge;</li> <li>(v) measures to ensure that sediment and other materials are not tracked onto the roadway by vehicles leaving the site;</li> </ul>	

	<p>(vi)groundwater management plan including measures to prevent groundwater contamination;</p> <p>(vii)external lighting in compliance with AS 4282-2019 Control of the obtrusive effects of outdoor lighting;</p> <p>(viii)community consultation and complaints handling;</p> <p>(b)Construction Traffic and Pedestrian Management Sub-Plan (see condition B15);</p> <p>(c)Construction Noise and Vibration Management Sub-Plan (see condition B16);</p> <p>(d)Construction Waste Management Sub-Plan (see condition B17);</p> <p>(e)Construction Soil and Water Management Sub-Plan (see condition B18);</p> <p>(f)Flood Emergency Response Sub-Plan (see conditionB19);</p> <p>(g)Construction Air Quality Management Sub-Plan (condition B20);</p> <p>(h)be consistent with the CEMP of Stage1 of SSD-9575;</p> <p>(i)details of location of protective fencing (exclusion fence) to protect the vegetation on the Site, identified for retention in the approved plans in condition A2;</p> <p>(j)an unexpected finds protocol for contamination and associated communications procedure;</p> <p>(k)details to demonstrate that the proposed exclusion fence on the Site would not impinge on species movement within the Site and the adjoining 'Coastal wetlands' during the construction works;</p> <p>(l)an unexpected finds protocol for contamination and associated communications procedure;</p> <p>(m)an unexpected finds protocol for Aboriginal and non-Aboriginal heritage and associated communications procedure including recommendations for works within the Tweed Coast Road / Cudgen Road intersection;</p> <p>(n)procedures to protect the retained stone walls on the Site identified in the Historical Heritage Assessment Report prepared by Niche Environment and Heritage dated 23 September 2019;</p> <p>(o)waste classification (for materials to be removed) and validation (for materials to remain) be undertaken to confirm the contamination status in these areas of the Site; and</p> <p>(p)mitigation measures against mosquitos and biting insects for construction workers and measures to minimise mosquito breeding on the existing sediment basins, where feasible and ensuring the correct function of the basins and protection of the surrounding environment.</p>	
<p>Schedule 2, Part B B16.</p>	<p>The Construction Noise and Vibration Management Sub-Plan (CNVMSP) must address, but not be limited to, the following:</p> <p>(g) describe the management and mitigation measures to be implemented when the predicted construction noise levels for the above construction activities (exceed 75dB(A) LAeq(15min) at the residential and non-residential receivers in Catchments A / B / C, Kingscliff TAFE and Kingscliff High School, including (but not limited to):</p> <p>(i) proposing suitable location of the noise generating equipment so that the predicted construction noise levels at the residential and non-residential receivers in Catchments A / B / C can be lowered;</p> <p>(ii) intra-day respite periods (such as one hour of respite every three hours or exclusion of such works on the Saturdays);</p> <p>(iii) scheduling of the noisy activities outside the sensitive times of the day and specific periods of the year;</p>	



	<p>(iv) equipment-specific temporary screening for noisy equipment or use of noise control measures in AS-2436; and</p> <p>(v) use of noise shields where feasible;</p> <p>(k) include strategies that have been developed with the community (specifically residents in Catchments A and B), Kingscliff TAFE and Kingscliff High School for managing high noise and vibration generating works, especially during the Tweed Coast Road / Cudgen Road intersection upgrade works;</p> <p>(l) describe the community consultation undertaken to develop the strategies in condition B16(g); and</p> <p>(m) include details of a complaints management system that would be implemented for the duration of the construction.</p>	
Schedule 2, Part B B32.	<p><b>Heritage Interpretation Plan</b></p> <p>Prior to the commencement of landscape works on the site, the Applicant must submit a Heritage Interpretation Plan to the satisfaction of the Planning Secretary. The plan must be prepared in accordance with the Interpretation Strategy prepared by Niche Environment and Heritage and dated 23 September 2019 and must:</p> <p>(a) be prepared by a suitably qualified and experienced expert in consultation with the local South Sea Islander Community;</p> <p>(b) where appropriate include engagement of local South Sea Islander and community artists to assist with development of the interpretation material in a culturally appropriate manner;</p> <p>(c) outline all interpretation measures to be implemented that acknowledges the Site's heritage; and</p> <p>(d) provide details of any associated physical works including any relocation of previously removed drystone walls into the landscaping scheme and provide updated landscape plans accordingly.</p>	Section 3 – Communication Tools
Schedule 2, Part C C15.	<p><b>Construction Noise Limits</b></p> <p>The intra-day respite periods required to be provided in the CNVMSP in condition B16 of this development consent must be reviewed on a monthly basis, after the commencement of Stage 2 construction works, in consultation with Kingscliff TAFE and Kingscliff High School. The respite periods are to be maintained / or amended, as agreed with the identified noise receivers. The details of any amendments to the intra-day respite periods due to agreement with the Kingscliff TAFE and Kingscliff High School, must be provided to the Department for information.</p>	Lendlease action
Schedule 2, Part C C35.	<p><b>Unexpected Finds Protocol –Aboriginal Heritage</b></p> <p>In the event that surface disturbance identifies a new Aboriginal object, all works must halt in the immediate area to prevent any further impacts to the object(s). A suitably qualified archaeologist and the registered Aboriginal representatives must be contacted to determine the significance of the objects. The site is to be registered in the Aboriginal Heritage Information Management System (AHIMS) which is managed by EES Group and the management outcome for the site included in the information provided to AHIMS. The Applicant must consult with the Aboriginal community representatives, the archaeologists and EES Group to develop and implement management strategies for all objects/sites. Works must only recommence with the written approval of EES Group.</p>	
Schedule 2, Part D D15.	<p><b>Green Travel Plan</b></p> <p>Prior to the commencement of first operation, a Green Travel Plan (GTP), must be submitted to the satisfaction of the Certifier to promote the use of active and sustainable transport modes. The plan must:</p> <p>(j) identification of a communications strategy for conveying Travel Plan information to staff, patients and visitors, including for the Travel Access Guide</p>	

Schedule 2, Part D D39.	<b>Agricultural Offsets</b> Prior to commencement of operation, the Applicant must demonstrate to the satisfaction of the Planning Secretary: (a) that there is a plan in place outlining the future implementation of the recommendations of the approved Agricultural Offset Report to result in tangible offsets to the loss of State significant farmland; and (b) that a procurement strategy has been developed and in place for the new hospital that includes initiatives for supporting and engaging local food providers /suppliers, as far as possible within the constraints of the State Purchasing Policy.	
Schedule 2, Part E E3.	<b>Community Communication Strategy</b> The Community Communication Strategy must be implemented for a minimum of 12 months following the completion of construction.	As noted in the Executive Summary
Schedule 2, Part E E4.	<b>Heritage Interpretation</b> The Applicant must implement the requirements of the most recent version of the Heritage Interpretation Plan approved under condition B32.	
Schedule 2, Part E E5.	<b>Agricultural Offset</b> Within two years of operation of the hospital, the Applicant must provide evidence to the satisfaction of the Planning Secretary that demonstrates that: (a) the commitments in the implementation plan required by condition D39 in relation to Applicant commitments are been implemented or implementation is underway; or (b) a positive contribution to offset the loss of State Significant farmland has been made by the Applicant through funding assistance or carrying out an initiative, based on the outcomes of the Working Group consultation.	
Schedule 2, Part E E11.	<b>Outdoor Lighting</b> Notwithstanding condition D28 and D29, should outdoor lighting result in any adverse impacts on the amenity of surrounding sensitive receivers, the Applicant must provide mitigation measures in consultation with affected landowners to reduce the impacts to an acceptable level.	
General Mitigation Measure	Implement community consultation measures to keep the community informed of the construction program and potential impacts, including relevant contact details.	Section 3 – Communication tools

**Table 3 - Stage 1 SSD 9575 Conditions of Consent**

Condition	Detail	Response
Schedule 3, Part B, B21	<b>Community Communication Strategy</b> The Community Communication Strategy must:	
B21 a)	Identify people to be consulted during the design and construction phases;	Section 2 – Key Stakeholders
B21 b)	Set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the development;	Section 3 – Communication Tools
B21 c)	Provide for the formation of community-based forums, if required, that focus on key environmental management issues for the development;	Section 3 – Communication Tools
B21 d)	Set out procedures and mechanisms: (vi) Through which the community can discuss or provide feedback to the Applicant; (vii) Through which the Applicant will respond to enquiries or feedback from the community; and	Section 4 – Feedback Mechanisms and Procedures

	(viii) To resolve any issues and mediate any disputes that may arise in relation to the Stage 1 construction works, including disputes regarding rectification or compensation.	
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In addition to the Conditions of Consent relating to the contents of the Community Communications Strategy, this Strategy also provides information in relation to the following conditions of consent:

**Table 4 – Additional Stage 1 SSD 9575 Conditions of Consent**

Condition	Detail	Response
Schedule 3, Part A, A24.	<p>At least 48 hours before the commencement of construction until the completion of all works under this consent, or such other time as agreed by the Planning Secretary, the Applicant must:</p> <p>(a) make the following information and documents (as they are obtained or approved) publicly available on its website:</p> <ul style="list-style-type: none"> <li>(i) the documents referred to in condition A2 of Schedule 3 of this consent;</li> <li>(ii) all current statutory approvals for the development;</li> <li>(iii) all approved strategies, plans and programs required under the conditions of this consent;</li> <li>(iv) regular reporting on the environmental performance of the development in accordance with the reporting arrangements in any plans or programs approved under the conditions of this consent;</li> <li>(v) a comprehensive summary of the monitoring results of the development, reported in accordance with the specifications in any conditions of this consent, or any approved plans and programs;</li> <li>(vi) a summary of the current stage and progress of the development;</li> <li>(vii) contact details to enquire about the development or to make a complaint;</li> <li>(viii) a complaints register, updated monthly;</li> <li>(ix) audit reports prepared as part of any independent audit of the development and the Applicant's response to the recommendations in any audit report;</li> <li>(x) any other matter required by the Planning Secretary; and</li> </ul> <p>(b) keep such information up to date, to the satisfaction of the Planning Secretary.</p>	Section 3 – Communication Tools
Schedule 3, Part C, C46	<p>The Applicant must consult with the community regularly throughout construction, including consultation with the nearby sensitive receivers of Catchments A and B identified in the Noise and Vibration Impact Assessment Report prepared by Acoustic Studio dated 17 October 2018, and the addendum document Additional Stage 1 Works – Site Access and Associated Road Works prepared by Acoustic Studio dated 18 January 2019, the adjoining landowners / users of the agricultural land, relevant regulatory authorities, Registered Aboriginal Parties and other interested stakeholders</p>	Section 3 – Communication Tools

## 2 KEY STAKEHOLDERS

The list of stakeholders identified relevant to this project are outlined in Table 5, with an emphasis on external stakeholders within the community. These stakeholders will be consulted throughout the main works construction phase of the project, with the list reviewed and updated as required to ensure ongoing relevance.

The key community liaison activities for the Principal Contractor will focus on directly affected landowners and businesses, as well as landowners that live near to, or regularly travel past, the construction area.

A main works commencement tactical engagement plan has been drafted that outlines 'high touch' engagement activities scheduled to occur prior to commencement of main works construction. Site neighbours have been grouped based on their proximity to the site i.e. 'Zone 1' (immediately neighbouring properties), 'Zone 2' (nearby properties), and Zone 3 (Cudgen and Kingscliff postcodes). These zones are highlighted in Figure 1 below with further detail available in the Tactical Plan.

*Figure 1 – Main Works commencement tactical engagement catchment areas*



*Table 5: Stakeholder groups*

Type	Key stakeholders	Communication tools
Site neighbours	<p><b>Zone 1</b> Landowners adjoining or adjacent to the site, including TAFE NSW Kingscliff, Mate &amp; Matt's Fresh Fruit and Veg and residential properties.</p> <p><b>Zone 2</b> Kingscliff High School, residents of surrounding streets (approx. 150 properties), Kingscliff Library, Kingscliff Community Health Centre, Kingscliff Aquatic Centre, Life Bridge Australia, Kingscliff Hill residents</p> <p><b>Zone 3</b> Kingscliff and Cudgen postcodes</p>	<ul style="list-style-type: none"> <li>• Door knock /letterbox drop to Zone 1 ahead of works commencing to provide Information pack including Works notice, Main Works Fact Sheet, Contact Us details</li> <li>• Fortnightly project update email and monthly site stakeholder meetings throughout main works construction for Zone 1.</li> <li>• Mail out ahead of works commencing to Zones 2&amp;3</li> <li>• Project newsletter, Valley Pulse (published quarterly)</li> <li>• Website updates (ongoing)</li> </ul>

Type	Key stakeholders	Communication tools
Aboriginal and Torres Strait Islander Community	<ul style="list-style-type: none"> <li>Local Aboriginal Lands Council</li> <li>Tweed Valley Hospital Aboriginal and Torres Strait Islander Community Working Group members</li> <li>Aboriginal and Torres Strait Islander community</li> </ul>	<ul style="list-style-type: none"> <li>Bi-monthly meetings with the LALC</li> <li>Briefing sessions with the projects Aboriginal and Torres Strait Islander Community Working Group</li> <li>Workshops seeking design input</li> <li>Session summaries and project update brochures</li> <li>Phone/email feedback mechanisms</li> <li>Representation on the Arts Working Group</li> </ul>
Tweed South Sea Islander Community	<ul style="list-style-type: none"> <li>Tweed South Sea Islander community</li> <li>Tweed Gold Coast Australian South Sea Islander United Communities Inc</li> <li>Tweed Valley South Sea Islander Communities Inc</li> <li>Tweed South Sea Islander Community Stakeholder Committee</li> </ul>	<ul style="list-style-type: none"> <li>Consultation program to implement the Heritage Interpretation Plan via the project's South Sea Islander Community Stakeholder Committee.</li> <li>Representation from the South Sea Islander community on the Arts Working Group</li> </ul>
Local community	<p>The broad distribution of relevant external stakeholders have been identified and will be consulted with:</p> <ul style="list-style-type: none"> <li>Residents and visitors travelling to/from Kingscliff from Pacific Highway, Cudgen or Tweed Coast suburbs</li> <li>Kingscliff TAFE</li> <li>Kingscliff High School</li> <li>Faith groups</li> <li>Youth groups</li> <li>Sporting clubs</li> <li>Local medical service providers.</li> </ul>	<p>Stakeholder engagement will involve a comprehensive mix of channels, tools and activities designed to provide regular, proactive, transparent and two-way communications.</p> <p>Channels and tools for engagement may include:</p> <ul style="list-style-type: none"> <li>Digital communications: Project website, videos, e-newsletters</li> <li>Brochures, fact sheets, newsletters (print/digital)</li> <li>Work alerts (print / digital distribution via letter box drops, email)</li> <li>Signage: Posters, sign boards, way finding, traffic maps, shade cloth and hoarding, VMS boards</li> <li>Information sharing via media /social media platforms</li> <li>Phone / email and other feedback mechanisms</li> <li>Project working groups (i.e. Community Reference Panel, Aboriginal and Torres Strait Islander Community Working Group, South Sea Islander Committee).</li> </ul> <p>Activities may include:</p> <ul style="list-style-type: none"> <li>Community meetings, briefings, info sessions and roadshows</li> <li>Door knocks</li> <li>'Pop-ups' / 'drop-ins' in key locations linked to project phases</li> <li>Project information walls / static displays in relevant key locations</li> <li>Media and Minister/local MP events</li> <li>Arts &amp; Culture programs</li> <li>Schools presentations (safety talk - staff, parents, carers and students)</li> <li>Community Reference Panel workshops.</li> </ul>
Local business community	<ul style="list-style-type: none"> <li>Local Chambers of Commerce</li> <li>Immediately neighboring businesses</li> <li>Primary Health Network</li> <li>Carer organisations/NDIS service providers</li> <li>Other local businesses/service providers</li> <li>Tourism groups</li> <li>Chinderah Industrial Estate businesses</li> <li>Local workforce, subcontractors and suppliers.</li> </ul>	<ul style="list-style-type: none"> <li>Meetings and briefings</li> <li>Door knocks</li> <li>Digital communications: Project website, videos, e-newsletters</li> <li>Brochures, fact sheets, newsletters (print/digital)</li> <li>Signage</li> <li>Posters</li> <li>Advertising</li> <li>Phone / email</li> <li>Local industry and employment presentations</li> </ul>



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

Communication tools have also been identified highlighting how each stakeholder will be kept informed about the project through construction. An explanation of the tools is provided in Section 3.

### 3 COMMUNICATION TOOLS

This section describes the communication tools to support the objectives and aims of this Community Communications Strategy. These will be supported by Ministerial, Local MP, Health Infrastructure, Northern NSW LHD senior management speaking opportunities.

The project team will consult with the directly affected residents, property owners, relevant stakeholders and the broader community before and during construction, including on-site and public domain works.

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

- *Council Reference Group*
  - Providing regular opportunities for elected members and senior Council officers to be briefed on the project and provide input and feedback on the planning and development of the project.
- *Cross-Agency Planning Group*
  - Providing a coordination and communication forum for NSW Government Agencies and the Tweed Shire Council officers on the planning and development of the project. This includes development of initiatives to support and promote on-going agricultural activity on the Cudgen Plateau.
- *Community Reference Panel*
  - Providing regular opportunities for representatives of patients, carers and community representatives to have their say on the design and development of the project. (There are 60 members of Community Reference Panel as at July 2020).
  - Panel members may be drawn on, if required, to form a working group that focuses on the key environmental management issues for the project.
- *Aboriginal and Torres Strait Islander Community Working Group*
  - The Aboriginal and Torres Strait Islander Community Working Group (CWG) aims to address and respond to feedback received as part of the consultation process; while also building support and community advocacy for Aboriginal people accessing the Tweed Valley Hospital. The Aboriginal CWG involves representatives from local Aboriginal organisations, as well as individual community members and representatives from the Northern NSW Local Health District Aboriginal Health staff.
- *Australian South Sea Islander Community Stakeholder Committee*
  - The Australian South Sea Islander (ASSI) Community Stakeholder Committee was established to represent the local South Sea Islander community in acknowledging their history on the Tweed Valley Hospital site. The focus of this consultation is to deliver the Interpretation Strategy for incorporating te dry-stone walls on the site into the landscaping, art and cultural approach for the hospital.
  - Where appropriate, engagement of local South Sea Islander and community artists to assist with development of the interpretation material in a culturally appropriate manner will be facilitated through their representation on the Arts Working Group.
- *Project User Groups*
  - Providing opportunities for representatives of clinical and operational staff, as well as community representatives to provide input to the design and development of the project.
- *Community Information Pop-Ups*
  - Providing opportunities for all members of the local community to ask questions, provide feedback, express any concerns and gather information about the project. Community Pop-Ups provide a welcoming and informal way for individuals to engage with the project.
- *Local Chamber events, Employment expos, Community events, targeted presentations, e.g. aged care facilities, schools and other forums*
  - Proactive engagement with a broad range of stakeholders and community members through participation in their events and activities. These activities focus on sharing information about the project, gathering and providing feedback, providing opportunities for stakeholders to ask questions directly to representatives of the project team.

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

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

## 3.1 CHANNELS AND TOOLS FOR ENGAGEMENT

The table below outlines the key communications tools to be used throughout the main works stage.

*Table 6 – Key communication tools*

Communication Tool	Description of activity	Frequency / Response timeframe	Stakeholder
Communication strategy	<ul style="list-style-type: none"> <li>- Main works communications Plan</li> <li>- Tactical Engagement plan – main works commencement</li> <li>- Tweed Coast Road / Cudgen Road intersection works intersection works will identify relevant stakeholders, communication activities and the party responsible for actioning (Project/Council)</li> <li>- Targeted strategies eg Green Travel Plan</li> </ul>	As required	N/A
Contact mechanisms	Project 1800 telephone hotline and project email, promoted on all notifications, collateral and the project website.	1800 number – same day Email – within 2 working days	Community
Doorknock	In-person communication of specific information to site stakeholders; notionally ahead of commencement of main works or other key project milestones or impacting activities	10 -14 days prior to works commencing	Affected landowners i.e. Zone 1 site neighbours
Fact sheet	Detailed information on specific topics eg project stages, Health Services, Design process, Art & Culture, Employment opportunities	As required to support related activities or milestones eg main works factsheet ahead of construction commencement	Community Staff
Mailout	Written notification of construction activities, supported by a fact sheet outlining the activities to be undertaken during this construction phase and project team contact details.	10 -14 days prior to works commencing	Community
Media	Media releases and events to promote key milestones; and media statements to provide responses to media enquiries.	At key project milestones and as required	Community
Newsletter	Project update and related information	Quarterly	Community Staff
Notifications	<p>Printed notifications relating to construction activities.</p> <ul style="list-style-type: none"> <li>- Initial notification – Commencement of main works: notification, factsheet, contact details</li> <li>- Impacting works notification – upcoming works with potential impacts for site neighbours.</li> </ul> <p>Notification periods are included in Table 7.</p>	Distributed at least 10 days prior to construction activities; or other project milestones throughout the life of the project.	Affected landowners i.e. Zone 1 Site neighbours



Pop up information booths	Mobile information stands manned by project staff to seek feedback or provide information about the project.	At key project stages and as required throughout main works	Community
Presentations and briefing sessions	<ul style="list-style-type: none"> <li>- Community (general project updates)</li> <li>- Schools (safety talks, careers talks)</li> <li>- Local industry and employment (briefing sessions and Jobs Expos)</li> </ul>	On request	Community Local Schools Local Industry
Procedures and protocols	<p>Document processes and response timeframes, including:</p> <ul style="list-style-type: none"> <li>- Complaints management</li> <li>- Incident management process</li> <li>- Unexpected finds</li> </ul>	Finalise ahead of main works commencement	
Signage	<ul style="list-style-type: none"> <li>- Major project site sign to identify the project site</li> <li>- Branded shade cloth/hoarding</li> </ul>	Prior to commencement of main works	
Site stakeholder email	Site construction activity update to sensitive receivers of current and future works on site.	Weekly, or other by agreement	TAFE NSW Kingscliff Kingscliff High School Mate and Matts
Site stakeholder meetings	Regular consultation forum (held in-person or online) with sensitive receivers to provide an update of current and future site activities; and address any concerns relating to potential impacts including traffic movements, lighting, noise and vibration.	Monthly	TAFE NSW Kingscliff Kingscliff High School Mate and Matts
Social media	Posting key project updates or personal interest pieces on Northern NSW Local Health District Facebook and Instagram pages.	Monthly or at key milestones	Community Staff
Website	<p>All relevant information, documents, contact details, complaints register etc will be made available on the project website.</p> <p>Other websites will be used as appropriate eg Major Projects for planning documentation, MyRoads for local traffic information</p>	As obtained or approved	Community
Working Groups and workshops	<p>Leading or participating in regular and targeted forums eg:</p> <ul style="list-style-type: none"> <li>- Aboriginal and Torres Strait Islander Community Working Group</li> <li>- South Sea Islander Community Stakeholder Committee</li> <li>- Community Reference Panel</li> <li>- Productive Land Use Working Group</li> </ul>	Minimum of quarterly	Community Government agencies Local Council

**Table 7 – Notification periods**

Works Activity	Minimum community notification period
Emergency works/ unforeseen events	Same day
Following a major incident	Same day
Traffic changes, parking impacts, road closures, major detours	10-14 days
Pedestrian route changes and other impacts	10-14 days

### 3.2 PROJECT HOTLINE, POSTAL ADDRESS AND EMAIL ADDRESS

To ensure an open, two-way flow of communication, the contact details for the Tweed Valley Hospital Project are widely promoted and included in all project related notifications, collateral and on the project website.

The key community feedback mechanisms are as follows:

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

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

### 3.3 PROJECT WEBSITE

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

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

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

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

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

To meet obligations set out in SSD 10353 Schedule 2, Part A, A25 and SSD 9575 consent condition A24, the website will be regularly updated to include the following information and documents:

- (i) the documents referred to in condition A2 of consent SSD 10353;
- (ii) all current statutory approvals for the development (or links to those approvals);
- (iii) all approved strategies, plans and programs required under the conditions of this consent;
- (iv) regular reporting on the environmental performance of the development in accordance with the reporting arrangements in any plans or programs approved under the conditions of this consent;

- (v) a comprehensive summary of the monitoring results of the development, reported in accordance with the specifications in any conditions of this consent, or any approved plans and programs;
  - (vi) a summary of the current stage and progress of the development;
  - (vii) contact details to enquire about the development or to make a complaint;
  - (viii) a complaints register, updated monthly;
  - (ix) audit reports prepared as part of any independent audit of the development and the Applicant's response to the recommendations in any audit report;
  - (x) any other matter required by the Planning Secretary; and
- (b) keep such information up to date, to the satisfaction of the Planning Secretary.

### 3.4 LETTERBOX NOTIFICATIONS AND E-NEWSLETTERS

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

A project newsletter 'Valley Pulse' is established and distributed to stakeholders who subscribe to the online newsletter (500+ subscribers as at July 2020), along with relevant fact sheets and project information.

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

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

### 3.5 KEY STAKEHOLDER UPDATES AND BRIEFINGS

A number of stakeholder groups maintain varying levels of involvement in the Tweed Valley Hospital planning and development process. Clinicians, hospital staff and Community Reference Panel members engage in frequent collaboration with the Tweed Valley Hospital project team. In addition, there is an established Aboriginal and Torres Strait Islander Community Working Group and an Australian South Sea Islander Community Stakeholder Committee.

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

# 4 FEEDBACK MECHANISMS AND PROCEDURES

The Tweed Valley Hospital Communications Team is responsible for monitoring and managing community feedback. This is encouraged through diverse mechanisms (refer Table 6 – Key communication tools), including:

- Project hotline 1800 number (ongoing)
- Project email inbox (ongoing)
- Project website 'Contact Us' function
- Community and cultural reference groups (regular project forums with established membership)
- All-staff forums for Northern NSW Local Health District staff
- Online community feedback forms and surveys (as required)
- Door knocks (at key milestones)
- Community pop up information booth events (as required)
- Static information displays and Roadshows (as required)

To ensure accessible two-way flow of communication, the contact details for the Tweed Valley Hospital Project are widely promoted and included in all project related notifications, collateral and on the project website. The contact details are as defined in Section 3.2.

The diversity of feedback mechanisms is designed to encourage both proactive feedback from community members by utilising the project team contact details; as well as general feedback gained through incidental interactions eg community pop up events. All community consultation will be managed by the Tweed Valley Hospital Project Communications Team.

Feedback received through community or cultural working group forums will remain as an agenda item for the group until a response has been provided and the matter is closed out. These items will also be noted in session summary publications to demonstrate how the project has responded to or incorporated the feedback, for example input to the hospital planning and design process.

Where community feedback relates to an issue, dispute or complaint, the protocols and procedures outlined in section 4.1 below will be implemented for the duration of the construction period and for a period of 12 months following completion.

## 4.1 ISSUES, DISPUTES AND COMPLAINTS

Issues may encompass community feedback, on-site incidents and media interest. All community issues, complaints, disputes and feedback received by the project team will be recorded and triaged through the community feedback mechanisms for an appropriate response, utilising the same mechanism that the feedback was received ie phone or email. A bespoke meeting may also be held to address complex matters.

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

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

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

Community feedback relating to complaints is noted in a Complaints Register, which is uploaded monthly to the project website in accordance with Stage 1 SSD 9575 Conditions of Consent Schedule 2, Part A, A25 (a)(viii).

The Tweed Valley Hospital project team provides an appropriate response to all community feedback, with the following target response times:

*Table 8 – Community feedback response times*

ACTIVITY	RESPONSE TIMEFRAME
On-site feedback (via site office)	Within 3 business days
Project email	Within 5 business days
1800 project phone line	Same day
Website contact	Within 3 business days

The process to make a complaint is available on the project website (Contact Us/Make a complaint); and is also promoted on relevant project signage and collateral.

## 4.2 MONITORING AND REPORTING

Health Infrastructure is committed to establishing and maintaining appropriate channels and processes to ensure community opinions are heard, recorded and responded to.

Databases are used by the project team to track and record stakeholder interactions and outcomes, for the purpose of managing issues and feeding this information into the planning, design and delivery phases.

Monthly summaries and regular updates will be provided for discussion in project working groups, to be tabled in Project Governance meetings and for contribution to portfolio-wide reporting.

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

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



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