



Tweed Valley Hospital Project

Stakeholder and Community Consultation Report: Master planning and Environmental Impact Statement (Stage 1 Planning Submission). Volume 1 of 2: Report & Appendices A-C

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NSW Health Infrastructure

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1 Introduction

This report summarises the stakeholder and community engagement activities undertaken to support the Tweed Valley Hospital Project in developing the campus masterplan and Environmental Impact Statement (EIS) to support the State Significant Development (SSD) application for a Concept Approval and Stage 1 Early / Enabling Works for the new hospital.

This report comprises Volume 1: Report and Appendices A-C (This report) and Volume 2: Appendix D.

This report has been compiled by Elton Consulting on behalf of Health Infrastructure.

Consultation activities have been led by different organisations and individuals, including:

- » Individuals within Health Infrastructure.
- » Individuals within the Local Health District.
- » Independent consultants with responsibility for various components of the project, including Aboriginal engagement led by Niche.
- » Community consultation led by Elton Consulting.

This report summarises the consultation activities based on information received from the above.

1.1 Project History

The NSW Government has committed a total of \$582 million for the Tweed Valley Hospital Development. This includes a new state-of-the-art hospital on a greenfield site (the Tweed Valley Hospital) and interim upgrades at The Tweed Hospital (TTH) to keep it safe and operational until the new hospital opens and hospital services are transferred (known as TTH Holding Works).

The Tweed Valley Hospital will provide:

- » Comprehensive cancer services, including radiation oncology, and other specialised services, such as cardiac catheterisation.
- » Expanded critical care services including an expanded Emergency Department, intensive care services and helipad.
- » Expanded operating theatres and surgical services, additional capacity of inpatient medical and surgical beds and maternity, birthing and paediatric services.
- » Rehabilitation services and integrated care for our ageing community.
- » Expanded ambulatory care services, including community health and outpatient services with outreach support of people with chronic and complex conditions.
- » Expanded renal services to address the increasing incidence of chronic kidney disease in the Tweed Valley.
- » Mental health services working with our service partners to deliver more community-based care.

Since the Government announced funding for the Tweed Valley Hospital in 2017, the site selection process has been completed, service planning updated, new models of care explored and the

Integrated Project Team established. Masterplanning of the hospital campus and a planning envelope followed, informing the SSD application.

Services from The Tweed Hospital (TTH) will be transferred to the new Tweed Valley Hospital when it opens. The future of the existing hospital site will be subject to a decision by Government. A program of interim upgrade works is being undertaken at the existing hospital to assist in meeting the needs of the community until the new hospital opens.

1.2 Principles of Engagement

The principles of engagement for the Tweed Valley Hospital Project have been established to achieve the overarching project vision, being:



Together we're delivering a life-changing healthcare solution for the Tweed –Byron Region.



Supporting this are the **project values**, which are:

- » We are inclusive, respectful and take a generous view.
- » Safe and empowered people.
- » We explore all opportunities.
- » We all bring our best and celebrate success.

These support the **consultation principles**, as adapted from the Northern New South Wales Local Health District (the LHD), and are:

Ensuring people have a voice

- » All stakeholders have a chance to share their point of view.
- » Everyone's point of view is valid and respected.

Ensuring many voices are represented

- » The perspectives of many people and groups are represented.

Shared vision

- » Everyone works together towards the same vision of the future.

Transparency

- » Transparency means open communication and sharing of information.
- » It also means everyone has the same, accurate information.

Planning based on the strengths of the community

- » The strengths and resources already in the community are recognised.
- » These are a strong basis for future plans.

Authentic engagement

- » All perspectives are valued and used to make change.

Realistic aims and expectations

- » Objectives and constraints are understood by everyone.

1.3 Stakeholder Mapping

At the outset of the project, the project team mapped six high-level stakeholder groups. These have been consulted, and will continue to be consulted throughout the lifespan of the project.

Figure 1 Stakeholder Mapping

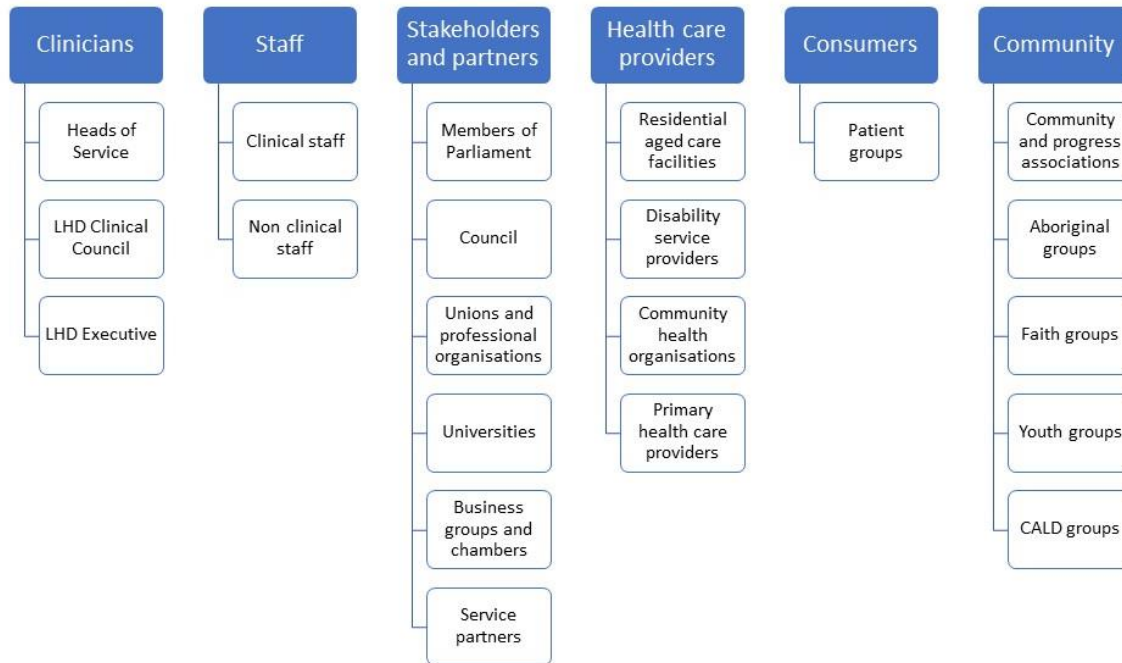
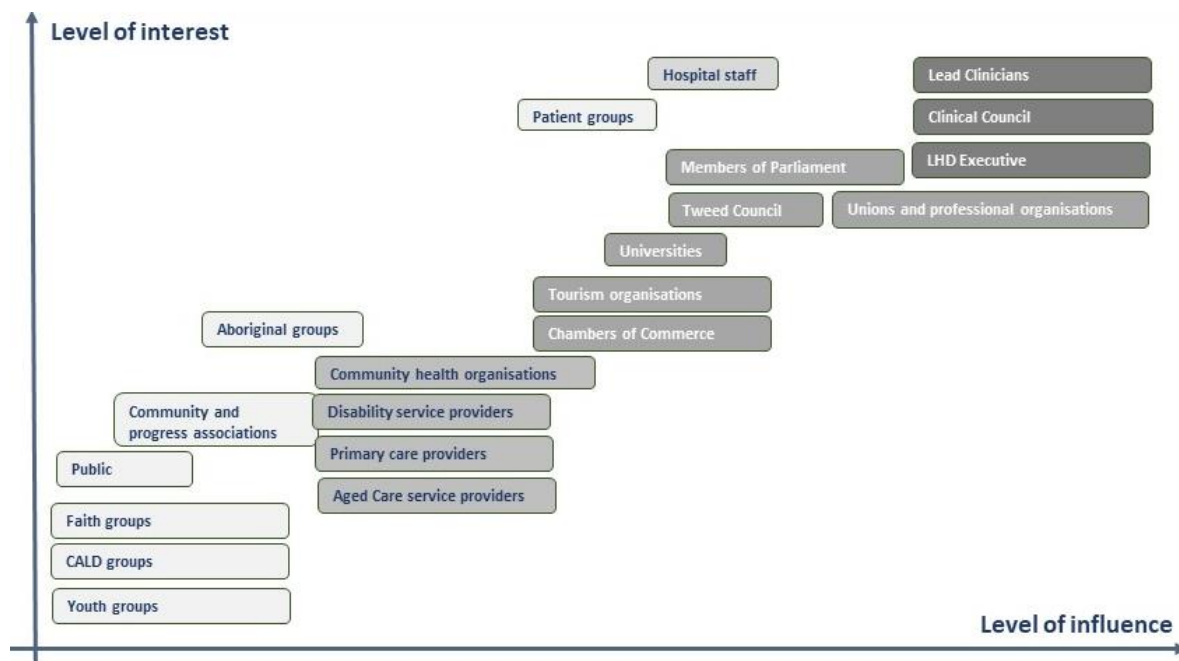


Figure 2 outlines the above stakeholders' potential influence over the project. This was informed by project team analysis and risk mapping.

Figure 2 Level of Influence Mapping



2 Stakeholder Engagement

This section outlines stakeholder engagement activities and outcomes.

2.1 Consultation Snapshot

The following figures outline the total consultation undertaken to date. Please note that consumer and community consultation is captured separately under section 3.

2.1.1 External Stakeholder Engagement

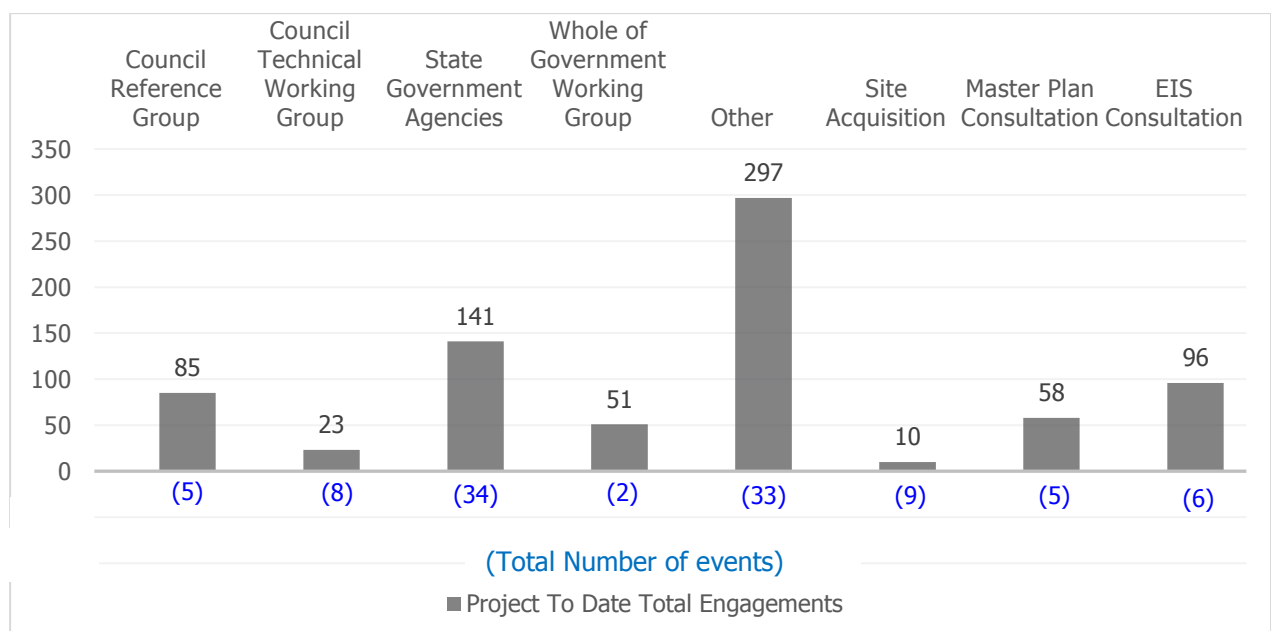
External stakeholder engagement included:

- » Government agencies and service authorities.
- » Cross Government working group.
- » Tweed Council elected members and technical staff, including through the Council Reference Group.
- » Land owners.

» Total Number of Project Engagements to Date: 607

» Total Number of People Reached (Estimated): 350

Figure 3 External Stakeholder Engagement – Consultation to Date



2.1.2 Internal Engagement

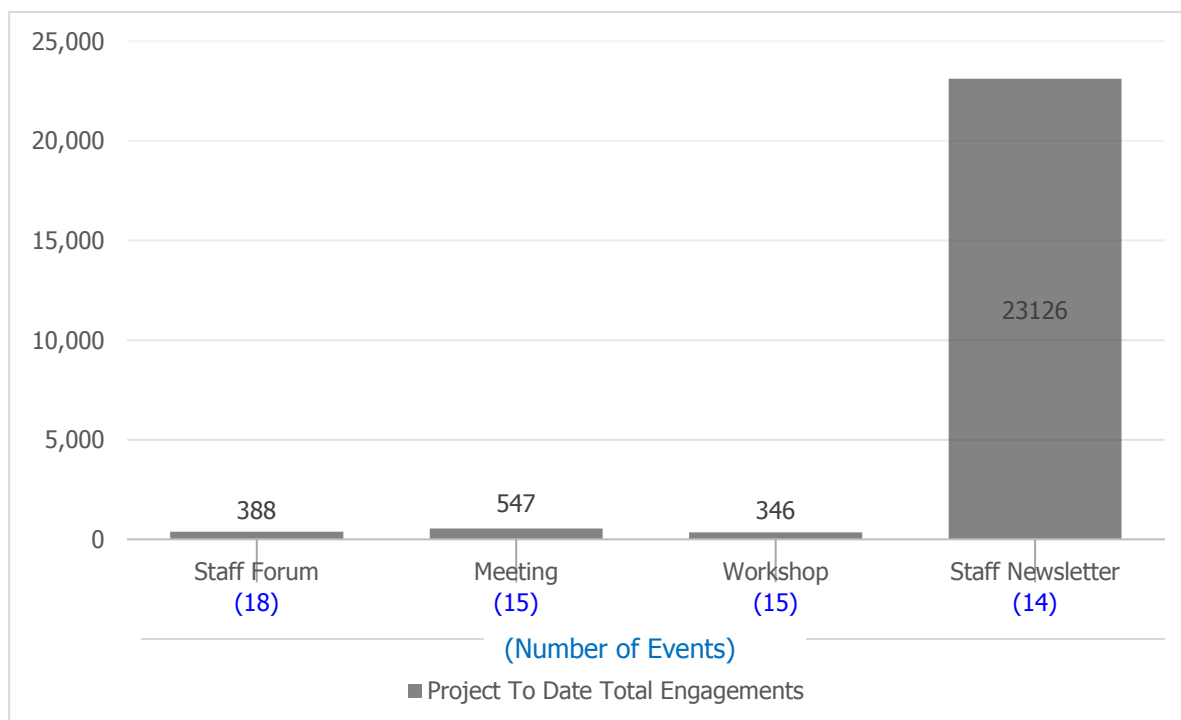
Internal stakeholder engagement included consultation with:

- » Members of the Integrated Project Office, comprising staff from Health Infrastructure, the NSW LHD, appointed project managers, as well as other independent consultants.
- » Existing hospital and NSW LHD staff.
- » Health Infrastructure executives.
- » Project User Group (PUGs) leads.
- » Specific clinicians and departmental heads.

» Total Number of Project Engagements to Date: 24,407

» Total Number of People Reached (Estimated): 3,573

Figure 4 Internal Engagement – Project to Date



2.2 Government Agency Consultation

HI and appointed independent specialists undertook consultation with relevant government agencies. This consultation aimed to seek additional guidance from relevant authorities and clarify items for the SSD application. A summary of consultation is outlined in Table 1.

Table 1 Summary of Agency Consultation through the Site Selection & Planning Phases

Stakeholder	Details of Engagement	Key Aspects	Outcome / Project Influence
Services Infrastructure			
Various	Dial before you dig information received	Existing services infrastructure	Information received and files as per service delivery plan.
Jemena (Gas) Network Development Manager	Email Correspondence	Existing services infrastructure	Confirmation of non- availability of natural gas for site.
Tweed Shire Council Water and Waste Water Unit	Email Correspondence- Water Pressure and flow information	Existing services infrastructure	Included within Hydraulic Services Infrastructure Management Plan.
Tweed Shire Council Water and Waste Water Unit	Meeting at Council Offices Acor Consultants Tweed Shire Council Officer	Services infrastructure	Refer minutes of meeting contained within Hydraulic Services Infrastructure Management Plan Report.
Tweed Shire Council Water and Waste Water Unit	GIS water and Sewer data received via email Tweed Shire Council Officer	Services infrastructure	Water and sewer main maps.
Tweed Shire Council Water and Waste Water Unit	Meeting at Council Offices Acor Consultants	Services infrastructure	Refer minutes of meeting contained within Hydraulic Services Infrastructure Management Plan Report.

Stakeholder	Details of Engagement	Key Aspects	Outcome / Project Influence
	Tweed Shire Council Officers		
Tweed Shire Council Water and Waste Water Unit	Acor Consultants Water Service Connection Application via email	Services infrastructure	Refer copy of application contained within Hydraulic Services Infrastructure Management Plan Report.
Tweed Shire Council Water and Waste Water Unit	Acor Consultants sewage pump station calculations via email.	Services infrastructure	Email response received 23 rd August 2018 from Tweed Shire Council.
Tweed Shire Council Water and Waste Water Unit	Existing Tweed Heads Hospital water usage data via email Tweed Shire Council Officer	Services infrastructure	Provide as per request at meeting.
Tweed Shire Council Water and Waste Water Unit	Water Service Connection Quotation via Australia Post Tweed Shire Council Officer	Services infrastructure	Refer copy of quotation contained within Hydraulic Services Infrastructure Management Plan Report.
Cultural Heritage Assessment			
Tweed Shire Council	Correspondence by mail	Aboriginal Cultural Heritage and Archaeological Assessment in accordance with Statutory Regulations and Guidelines	Stage 1: Agency Notification Letter of Heritage Report.
Office of Environment and Heritage	Correspondence by mail		Heritage Assessment Stage 1: Agency Notification Letter.
Office of the Registrar, Aboriginal Land Rights Act 1983	Correspondence by mail		Heritage Assessment Stage 1: Agency Notification Letter.

Stakeholder	Details of Engagement	Key Aspects	Outcome / Project Influence
Local Land Services – North Coast Region	Correspondence by mail		Stage 1: Agency Notification Letter.
Office of Environment and Heritage	Phone correspondence		Acknowledging receipt of the notification letter and issuing the list of Registered Aboriginal Parties (RAPs) by post.
Office of Environment and Heritage	Email correspondence		Issuing the list of Registered Aboriginal Parties (RAPs) electronically.
Flooding Report			
Tweed Council	Meeting	» To discuss the site’s response to regional flooding and consider local flood effects, and cumulative development flood effects.	The outcomes of the discussion were that the site is immune to regional flooding (provided the upper portions of the site are developed above the flood line), local flooding was required to be managed on-site through drainage solutions (i.e. retention, detention, etc.). Cumulatively, it was considered that the additional flow from the site post development was unlikely to worsen flood impacts in the Kingscliff/Chinderah area. Council has the mechanism of increasing drainage capacity through this area and may seek co-funding from HI as part of ongoing drain management.
Roads and Maritime Services (RMS)	Meeting	Discussion on flood immunity on the Pacific Highway from Byron to Queensland Border	Advice received that flood immunity has been captured in the flood assessment in relation to traffic access regionally. There are a number of locations on the Pacific Highway, particularly in the Tweed River catchment, that have less than 1% AEP flood immunity.

Stakeholder	Details of Engagement	Key Aspects	Outcome / Project Influence
Natural Hazards Gold Coast City Council.	Email	Discussed CoGC road flood immunity.	There was a large data cost to extract data from the various flood models of the Gold Coast and relate this to flood immunity for various road/bridges, etc. This option was not pursued, and local knowledge has been documented in the flood assessment report. This local knowledge was largely provided by Bitzios.
Engineering & Technology, Department of Transport and Main Roads	Meeting	Discussion of flood immunity of the M1 from the Queensland/NSW border north to exits to both Robina Hospital and the Gold Coast University Hospital at Southport.	Identification of a few locations of potentially lower than 1%AEP immunity. This has been captured in the flood assessment in relation to traffic access regionally.
State Emergency Services: <ul style="list-style-type: none"> – Tweed Heads SES Meeting – Murwillumbah SES Meeting 	Individual Meetings	Review of 2017 Flood Impacts	Advice received on scale of flood, access routes, inundation levels and evacuations including need for medical evacuations by air and boat access to Murwillumbah Hospital.
Traffic Impact Assessment			
NSW Roads and Maritime Services:	Meeting	<ul style="list-style-type: none"> » Existing operations of state-controlled roads in proximity to the site. » Expected intersection operations with the inclusion of the hospital. » Notification of the expected signalised intersection form on Cudgen Road. 	The traffic report to accompany the application has been developed in line with the RMS - Guide to Traffic Generating Developments checklist and supported by consultation.

Stakeholder	Details of Engagement	Key Aspects	Outcome / Project Influence
Tweed Shire Council and NSW Roads and Maritime Services:	Meeting	<ul style="list-style-type: none"> » Site access intersection upgrades and integration with the adjacent road network; » External traffic operations and likely impacts associated with the inclusion of the hospital; 	The traffic report to accompany the application has been developed with consideration to Council's planning documents, guidelines and future planning.
Tweed Shire Council	Meeting	<ul style="list-style-type: none"> » Future road network infrastructure planning in proximity to the site and changes to travel patterns; » Pedestrian and active transport connections; » Public transport facilities and integration with existing services; » Parking facilities on-site in line with standard requirements and consideration to other recent HI developments in regional NSW. 	The traffic report to accompany the application has been developed with consideration to Council's planning documents, guidelines and future planning.
Surfside Buslines / Transit Australia Group	Meeting	<ul style="list-style-type: none"> » Location of the site with respect to existing bus services and stops located at the neighbouring Kingscliff TAFE » Review of bus stop location options both within and external to the site and what impacts this has on site operations, bus movements, traffic conflicts and route planning; and <p>Potential for updates to bus services and incorporation into current route planning being undertaken for the Tweed Shire by TfNSW and Surfside.</p>	The traffic report to accompany the application incorporates an assessment of existing public transport provisions and inclusion of the site in a range of operational plans currently being investigated by TfNSW.

Stakeholder	Details of Engagement	Key Aspects	Outcome / Project Influence
Environmental Impact Assessment			
Department of Planning and Environment	Telephone Call	» Discussion on Coastal Management SEPP requirements – DPE advised that they while they would be involved in assessing the proposal in respect to the requirements under the Coastal Management SEPP, they did not mandate any specific criteria that needs to be met, other than ensuring that for the proposed development, the water quality coming off the site is not detrimental to the wetlands, and that the project does not alter water flows to the wetlands detrimentally.	This advice was relevant to considerations for aspects of the design and construction that have the potential to impact water quality for water flows from the site.
Tweed Shire Council	Meeting	» Discussion on important ecological and threatened species considerations.	Incorporated into threatened species assessment methodology.
Office of Environment and Heritage	Site meeting	» Advice on application of Biodiversity Assessment Method (BAM) for vegetation surveys, in particular which zones of the site required survey using the BAM.	Incorporated into vegetation survey methodology.
Stormwater Management			
Tweed Shire Council	Meeting	» Proposed stormwater quantity and quality requirements.	» It was proposed in the first instance to provide water quality treatment measures in accordance with Council requirements. > This would then be checked by Ecologist to ensure that the outcome

Stakeholder	Details of Engagement	Key Aspects	Outcome / Project Influence
			<p>for the adjacent sensitive receiving environment was acceptable.</p> <ul style="list-style-type: none"> > Treatment measures would include bio-retention and potentially proprietary treatment devices. The MUSIC (water quality software) computer program would be utilised to demonstrate compliance with water quality targets. » It was proposed to limit post-development peak flows from the site to existing peak flows. > This would be achieved by providing on-site detention basins (intention being to incorporate on-site detention basins with bio-retention treatment measures).
Bushfire Risk Assessment Report			
NSW Rural Fire Services	Meeting	<ul style="list-style-type: none"> » Applicability of the Draft Planning for Bushfire Protection (PBP) (2017) provisions to the project, and the timing of the release of the PBP 2018. » Consultation with RFS around the current project proposal in respect to meeting current PBP 2006 provisions. 	Final guidance has not been formally received on this, and consultation with RFS is continuing, however it was suggested that transitional arrangements would be put in place, the specifics and application of which will be confirmed.
Electricity and Communications			
Essential Energy	Formal Application	» Preliminary Network Application submitted,	Next step will be to appoint a level 3 ASP to coordinate the HV design.

Stakeholder	Details of Engagement	Key Aspects	Outcome / Project Influence
		» Engagement surrounding temporary supply, relocation of assets and HV switching stations	
AARNet	Correspondence	» Engagement regarding identifying and relocating assets located under Cudgen Road	HI to appoint an accredited asset locator to survey the site.
Telstra	Correspondence	» Engagement regarding identifying and relocating assets located under Cudgen Road	HI to appoint an accredited asset locator to survey the site.
Telstra	Formal Application	» Application for a new connection submitted, advised that	Telstra are not undertaking design work over 6 months before connection, due to NBN roll out.
Optus	Correspondence	» Engagement regarding identifying and relocating assets located under Cudgen Road	HI to appoint an accredited asset locator to survey the site.
NBN	Correspondence	» Engagement regarding connection to the site.	At present the site does not lie within NBN fixed wiring boundaries, directed to Telstra.
Cross Government			
Regional Cross Government Agency Engagement	Workshops	» Objective to bring council and agencies together to collectively understand the background and decision-making process	Collaborative Working group established Masterplan presented for discussion and feedback. Summary of EIS findings presented for discussion and feedback.
	Meetings	» Updates on planning process	Government agencies kept informed about progress
	Meeting – Regional Fire & Ambulance Coordination	» Updates on the master plan process	Regional fire and ambulance coordination kept informed about progress.

2.3 Council Reference Group

A Council Reference Group (CRG) was established through the site selection stage, comprising elected Councillors and technical staff from the Tweed Shire Council.

The CRG was established to provide input to the Site Selection process. During this period, the CRG met with the Integrated Project Team four times.

Following site selection, the scope of the Council Reference Group has been adjusted, and will continue to operate as a consultation forum on an ongoing basis in relation to design, planning and construction of the Tweed Valley Hospital.

Sessions to date under the revised scope of the CRG are listed below.

Table 2 Council Reference Group Meetings Held

Date	Content	Outcome / Project Influence
15 August 2018	Presentation to CRG of Masterplan and Design Concepts	Discussion and feedback.
3 October 2018	Presentation to CRG of EIS key findings	Discussion and feedback.

Further sessions are currently scheduled for November and December 2018.

2.4 Project User Groups

A series of Project User Groups (PUGs) were established in late 2017 to consult with key members of staff, and to form a conduit for broad, two-way staff engagement.

Groups were established to capture the following areas:

Table 3 Project User Groups

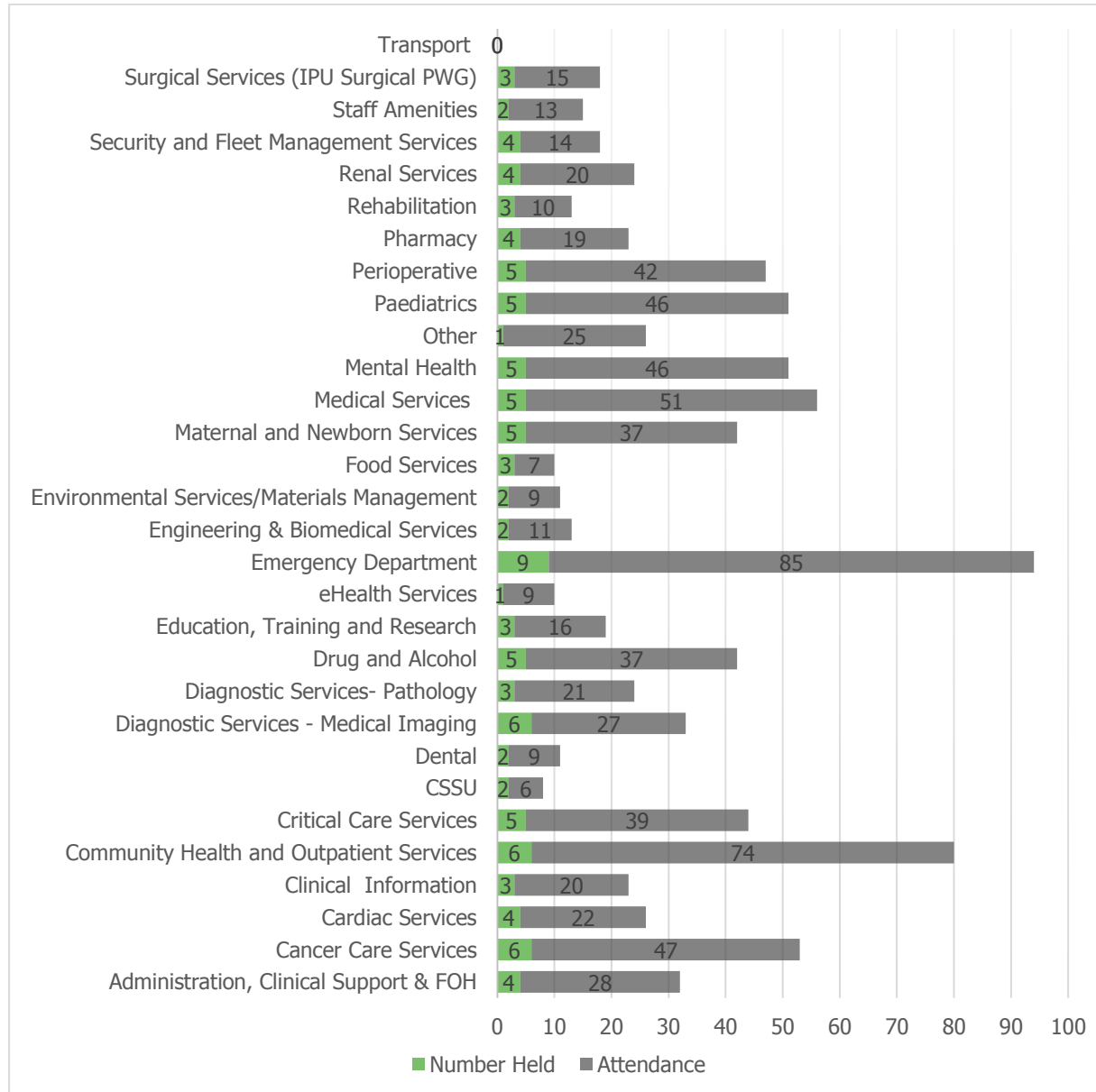
Category		Category	
1	Emergency Department	14	Renal Services
2	Critical Care Services	15	Dental
3	Perioperative & Surgical Services	16	Pharmacy
4	Medical Services	17	Administration, Clinical Support & FOH
5	Maternal and Newborn Services	18	Food Services
6	Paediatrics	19	Security
7	Cardiac Services	20	Staff Amenities
8	Diagnostic Services - Medical Imaging	21	Engineering & Biomedical Services
9	Diagnostic Services- Pathology	22	Environmental Services/Materials Management
10	Mental Health	23	Transport
11	Cancer Care Services	24	Clinical Information
12	Community Health and Outpatient Services	25	eHealth Services
13	Drug and Alcohol	26	Education, Training and Research

PUG meetings are currently ongoing.

2.4.1 Number of PUGs Held

Figure 5 outlines the total number of PUGs held, and attendance by individuals at each PUG.

Figure 5 Number of PUGs held and Attendance



2.4.2 Preliminary Feedback

The PUGs provide valuable insight into design solutions to achieve clinical outcomes. While the process is ongoing, initial feedback and project input includes:

- » Development of new models of care.
- » Opportunity to view and discuss the master plan with the Tweed Valley Hospital design team.
- » Development of macro level functional relationships to inform concept design, patient safety and operational efficiency.

2.5 Staff Forums & Newsletters

Staff forums are conducted regularly to inform and consult with all staff across The Tweed Hospital, Murwillumbah District Hospital and Byron Central Hospital.

The table below outlines staff forums held since the announcement of the hospital site on 30 June 2018.

Table 4 Staff Forums Held

Forum Date	Location	Forum Topic
4 July 2018	The Tweed Hospital	Site confirmation & next steps
5 July 2018	Murwillumbah District Hospital	Site confirmation & next steps
6 July 2018	Byron Community Hospital	Site confirmation & next steps
1 August 2018	The Tweed Hospital	Holding Works update
5 September 2018	The Tweed Hospital	Master plan overview
6 September 2018	Murwillumbah District Hospital	Master plan overview
17 October 2018	The Tweed Hospital	EIS content overview
18 October 2018	Murwillumbah District Hospital	EIS content overview

Staff newsletters are also issued regularly, providing the latest news and information on the Tweed Valley Hospital Project, as well as TTH Holding Works updates. The number of staff newsletters issued and total reach is outlined in Figure 4.

3 Consumer & Community Engagement

Community engagement has been ongoing for the life of the project, including:

- » Online consultation through the project website, including publication of media releases, fact sheets, supporting reports and frequently asked questions. The website also provides the opportunity for online comments, and registration to receive updates.
- » A dedicated 1800 telephone line.
- » A comprehensive community engagement process, including pop-ups and written feedback.
- » The establishment of a Community Reference Panel (CRP).
- » Attendance of community-led meetings and forums.

Elton Consulting was engaged by NSW Health Infrastructure in April 2018 to carry out independent community consultation activities relating to the site selection process of the Tweed Valley Hospital Development. That report is attached as Appendix D (Volume2), and summarised at Section 3.3.1.

3.1 Online Engagement

The project website at www.tweedvalleyhospital.health.nsw.gov.au continues to be a key consultation channel for the project. The following website analytics since inception of the website up to 30 Jul 2018 outline the reach of the project:

- » Total number of sessions: **8,499**.
- » Total number of page views: **24,465**.
- » Total number of unique users (i.e. not repeat visitors from the same device): **5,395**.
- » Time spent on the website: **Average of 2 minutes and 44 seconds**.
- » Number of times a contact form has been used: Form accessed **339** times.

3.2 Media Releases

A total of nine (9) media releases specifically relating to the Tweed Valley Hospital Project have been released.

Copies of the media releases issued by the project are available on the project website.

A number of related media releases have been made by the local Member for Tweed, Geoff Provest and are available on the relevant website.

Copies of media releases are attached at Appendix A.

3.3 Focused Community Consultation Programs

There have been two rounds of focussed community consultation undertaken on the project to date, with a third round planned during the public exhibition of the EIS.

The first two rounds of focussed consultation programs are outlined below.

3.3.1 Site selection

A six-week focused community consultation process was undertaken following the announcement of the proposed site for the Tweed Valley Hospital on 4 April 2018, running until 14 June 2018.

The consultation allowed for the community to provide feedback on the proposed site, as well as inviting submission of alternative sites for consideration.

The consultation was achieved through the following engagement tools:

- » Pop-up information booths - more than 20 held at local venues and markets across the region
- » Project office drop in sessions - nine community drop-in sessions
- » Written submissions – feedback forms available on the project website and hospital receptions

The outcome of the consultation process resulted in:

- » Approximately 100 telephone calls to the 1800 number
- » 604 community members completing the Community Feedback Form, or providing written feedback through the website contact form or email.
- » Approximately 625 people attending 19 pop-up sessions and 2 staff forums, at 15 locations throughout the consultation period.
- » Website Analytics specific to this stage in consultation:
 - > 1,980 site visits
 - > 79% new visitors, 21% returning visitors
 - > Community nomination form downloaded 114 times
 - > Site Summary Report downloaded 472 times
 - > 70% of visitors accessing site via mobile, 30% via desktop
 - > 48.1% accessed the site directly; 26.6% via search engine; 23.6% via social media and 1.7% via referral (e.g. via a news website).

The outcomes of the consultation process were provided to NSW Health Infrastructure and the Tweed Valley Hospital Integrated Project Team to inform assessment of alternative sites, and a final decision on the hospital location.

A copy of the consultation outcomes report for this stage of consultation is attached at Appendix D (Volume 2).

3.3.2 Master plan and design concept

A two-week focussed community consultation process was undertaken in September 2018, focused on the key design concepts for the Tweed Valley Hospital.

The consultation engaged community members in developing the principles relating to master planning and design concepts for the hospital, based on themes developed by the project's Community Reference Panel at a workshop session.

Community members were encouraged to share their ideas and aspirations for the new hospital using a number of engagement methods, including:

- » Pop-up information booths - held at local venues and markets across the region
- » Online survey – promoted at pop ups through A5 flyer, link available on project website
- » Direct mail campaign to subscribed mailing list
- » Project website information updates

The outcome of the consultation program resulted in:

- » 9 community pop-ups, attended by 148 community members
- » 509 survey responses to the online survey during the 2-week period
- » 494 emails sent to invite stakeholders to complete the online survey
- » 71% of website visitors were new to the site during the consultation period, with the community input page viewed 106 times and the Site selection report viewed 296 times.

3.4 Community Reference Panel

In July 2018, an advertisement was issued for interested patients, carers and community members to participate in a Community Reference Panel (CRP).

The CRP would form part of the community engagement and consultation during the briefing and design phases of the hospital development.

Membership of the Panel includes:

- » Members of the Tweed-Byron community with an interest in ensuring that the new hospital has a positive impact on the Tweed Valley and has a strong interface with the surrounding areas, maximising the public benefit of the community asset.
- » Users of health facilities in the Tweed-Byron region including patients, carers, family members and friends of the hospital and other health facilities.
- » General members of the Tweed-Byron community.

The ability for members of the community to participate in this forum is ongoing, with applications to be part of the CRP remaining open throughout the project.

It is envisaged that this consultation forum will be going throughout the planning and design stages of the hospital, with potential future input through construction stage and into the operational stage of the hospital.

The CRP engagement process is outline in Figure 6 and Figure 7, below.

Figure 6 Community Engagement through the CRP Process

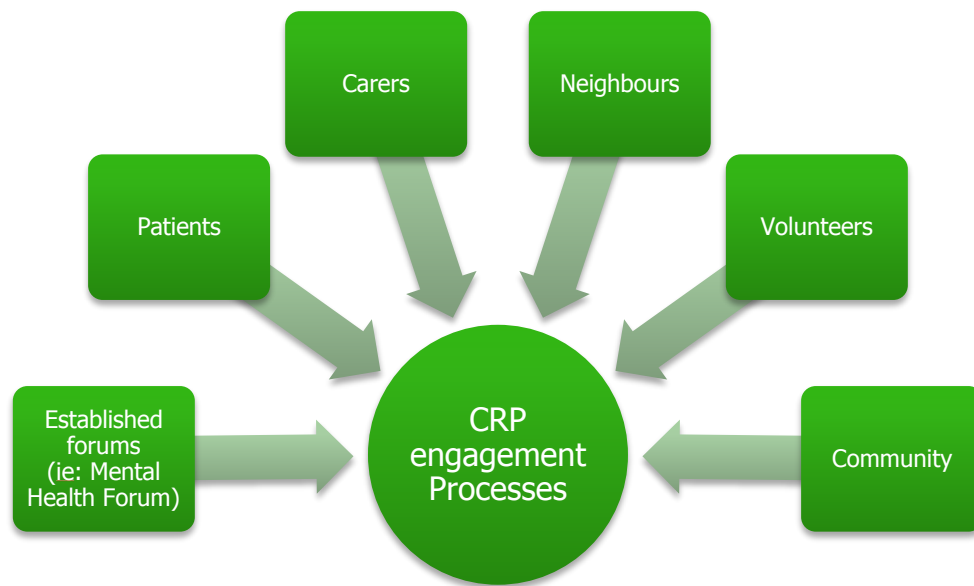
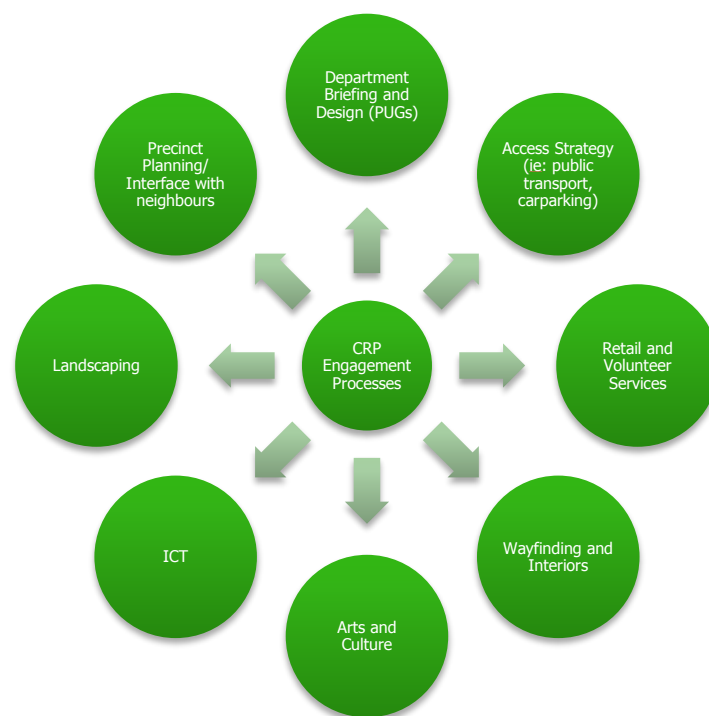


Figure 7 CRP Engagement Processes



3.4.1 Consumer Reference Panel Meetings

Establishment and Induction Meeting

The Community Reference Panel (CRP) was established on 21 August 2018, with all applicants invited to an induction session held on that day. There are currently approximately **60 members** of the community participating in consultation and engagement opportunities.

Master Planning Workshop

The first formal CRP engagement session was a master plan workshop held on Wednesday 30 August 2018. Panel members were engaged in providing input into the evolution of the master plan. Feedback from this workshop was also captured and published on the project website to enable broader information and consultation opportunities (Appendix C). The outputs of this workshop were also used to inform the basis of an online survey for the general public to provide feedback on the principles of master plan and design concepts for the new hospital.

Environmental Impact Statement Overview Workshop

Panel members were also invited to attend an Environmental Impact Statement (EIS) overview Workshop on 18 October 2018. Attendees had the opportunity to gain understanding of the content of the EIS and provide feedback.

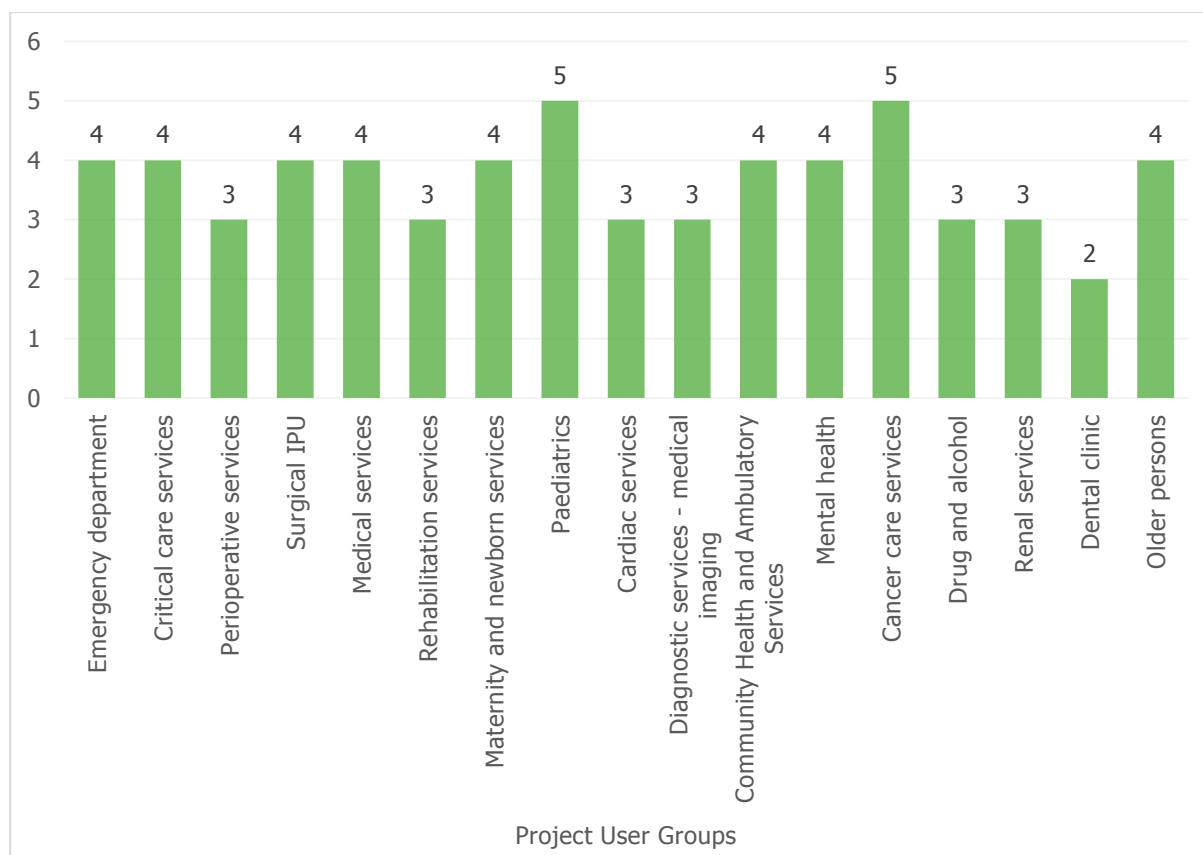
Project User Group (PUG) Participation

CRP members have been invited to participate alongside clinicians and staff to ensure that a broad variety of inputs are feeding into the briefing and design as it progresses.

This has included involvement in Project User Group (PUG) sessions and other project workshops, and will be extended to include specific interest groups, including but not limited to farming/agricultural interests, information technology, environmental interests, as well as social and economic interests.

Figure X outlines the number of CRP participants involved in the various PUGs, with members attending PUG meetings through September 2018.

Figure 8 Number of CRP members registered to take part in PUGs



3.5 Factsheets

In the interests of keeping staff and the community informed, a number of factsheets have been developed. Factsheets are distributed to all of the interested parties registered on the project engagement database.

Distribution groups include all members of the Regional Cross Government Agency Working Group, CRG members, CRP members and members of the community who have provided their contact information through community pop-ups or online.

Factsheet topics relevant to this phase of consultation include: Project Overview, Planning Approval Process and the EIS.

Copies of factsheets prepared up to 17 October 2018 attached at Appendix A.

4 Ongoing and Future Consultation

The Tweed Valley Hospital Project has an ongoing commitment to stakeholder, consumer and community engagement. An iterative consultation and engagement strategy supports continuous consultation activities, including but not limited to:

4.1 Consumer and Community Engagement

4.1.1 Community Reference Panel (CRP)

Ongoing consultation of the Community Reference Panel will ensure consistent consumer and community input throughout the planning and design stages. It will provide transparency to effectively respond to challenges, queries and comments from the community; as well providing insight on when to seek comment from the wider community on specific issues.

Members of the CRP will be invited to participate and engage in a meaningful way across a wide variety of groups. These will include, but will not be limited to; Precinct Planning/ Interface with neighbours, Arts and Culture Program, Landscaping and Strategy and Interior Design.

Simultaneously, an experience based methodology will be undertaken to capture and understand the patient and carer perspective relating to the healthcare experiences of individuals and how these can contribute to designing and delivering better quality healthcare, leading to more effective health services.

4.1.2 Online Engagement

Proactive provision of information, and the ability for community members to contact on, complete surveys and participate in the planning process through the project website.

Collateral includes:

- » Frequently asked questions.
- » Fact sheets.
- » Project specific reports.
- » Media releases.
- » News as applicable.
- » Video and animation.

4.1.3 Face-to-face engagement to support future development tasks

To support ongoing project awareness, as well as future stages of the project, consultation will be delivered through appropriate direct engagement options, such as:

- » Community pop-ups.
- » Online surveys.

- » Community Information Sessions.
- » Drop-in sessions.

4.2 Stakeholder Engagement

4.2.1 Project User Groups (PUGs)

Ongoing use of PUGs to engage staff and consumers across the practice areas outlined in Section 2.4.

4.2.2 Internal Engagement

Ongoing internal engagement with IPO staff, executive staff and NSW LHD Hospital Staff.

4.2.3 External Engagement

Ongoing external stakeholder engagement including:

- » New South Wales Government Departments.
- » NGOs and Service Providers.
- » Land Owners.
- » Cross Government Working Group.
- » Council Reference Group.

Appendices

- A Project Media Releases
- B Project Fact Sheets
- C CRP Workshop Outcomes Summaries

A Project Media Releases



John Barilaro

Deputy Premier

Dominic Perrottet

Treasurer and Minister for Industrial Relations

Brad Hazzard

Minister for Health and Minister for Medical Research

MEDIA RELEASE

Tuesday 13 June 2017

NSW BUDGET: NEW WORLD-CLASS HOSPITAL FOR TWEED HEADS

The spotlight is on the Tweed community with a new, state-of-the-art hospital to cater for the region's growing population.

Treasurer Dominic Perrottet, Deputy Premier John Barilaro, Minister for Health Brad Hazzard and Tweed MP Geoff Provest today visited the Tweed Hospital and announced the 2017-18 Budget includes funding of up to \$534 million for a new hospital in the Tweed region.

Mr Barilaro said the new hospital will greatly improve health services for the region, which is forecast to grow by more than 40 per cent to 128,000 people by 2031.

"The Tweed Shire is the latest area to benefit from the NSW Government's pledge to enhance regional health services as part of a record hospital-building boom," Mr Barilaro said.

Mr Perrottet said, "We're a government that has its books in order. When you're in a strong economic position you can reinvest in your communities and I'm delighted that the Tweed community will have a new, state-of-the-art hospital."

Mr Hazzard said that senior clinicians consulted during the planning process and lobbying by Mr Provest helped form the decision to build a new hospital in the area, given the constraints of the current site.

"Local member Geoff Provest has been lobbying and advocating for the Tweed community and the Tweed's nursing and medical workforce for world-class facilities," Mr Hazzard said.

"At Geoff's invitation I've met with the Medical Staff Council at Tweed Hospital to hear exactly what they need to continue delivering excellent patient care – and this new hospital will deliver just that."

Mr Provest said: "This is fabulous news, it's the biggest news in the Tweed in decades. It's taken a Liberals and Nationals Government, which I am part of, to recognise the needs of the Tweed and I am so proud of what we are going to achieve here.

"A new hospital for the Tweed area means patients in our region will get a welcoming, modern facility that provides the best care for the future," Mr Provest said.



Geoff Provest
Member for Tweed

Brad Hazzard
Minister for Health
Minister for Medical Research

MEDIA RELEASE

Wednesday, 4 April 2018

KINGSCLIFF TO BE THE HOME OF \$534 MILLION TWEED VALLEY HOSPITAL & JOBS BONANZA

Member for Tweed Geoff Provest today announced the site for the new Tweed Valley Hospital, which is set to bring a jobs bonanza to the region.

Mr Provest, joined by Health Minister Brad Hazzard, said the Kingscliff site for the \$534 million state-of-the-art hospital was selected after an extensive search.

"Today is a fantastic day for our community because it means detailed planning for our new hospital can now get underway and soon it will rise out of a new greenfield site," Mr Provest said.

"The message from our community, doctors and nurses was that we need a new hospital and the Liberal & Nationals Government is now delivering.

"Its location on Cudgen Road opposite Kingscliff TAFE provides an opportunity to develop a health and education precinct over time. This is great news.

"Site works are expected to start once acquisition and planning processes are completed with the target of having our new hospital completed in 2022 and opened as soon as possible after that.

"When Labor was in Government the State was broke and the Tweed missed out. Now our State is number one and all of us in the Tweed are getting our fair share in our new hospital.

"With our growing population, our new hospital will deliver a bonanza of hundreds of construction and health service jobs and the best possible healthcare well into the future," Mr Provest said.

Mr Hazzard said the location was selected from more than 30 sites across the region.

"Seventy per cent of the current and future population is within a 30-minute drive to the new hospital, which is great news for patients, their families and staff," Mr Hazzard said.

"After I became the Minister for Health, my first visit to the region was to the Tweed – compliments of Geoff Provest getting into my ear enthusiastically and early on.

“The project team is now meeting with clinicians and other staff to progress planning, with masterplans and concept designs expected to be unveiled in the coming months.

“This year alone, the NSW Government is spending \$851 million on health services in the Northern NSW LHD.

“Only Geoff Provest as part of the Berejiklian-Barilaro Government can be trusted to deliver this brand new hospital for the Tweed.”

MEDIA: Geoff Provest | xxx

Some highlights of the new hospital will likely include:

- more overnight beds
- more operating theatres
- a larger emergency department
- an integrated cancer care service
- enhanced cardiac care services

An Expression of Interest and site selection process to identify the most suitable site for the new hospital will commence shortly.

Over the coming months, the project team will work with staff and clinicians to understand how services will be delivered at the new hospital.

This will determine the project design and construction program, which should be finalised mid-next year.

MEDIA: Georgina Kentwell | Deputy Premier | 0427 206 308
Anna Hitchings | Treasurer | 0437 765 466
Leonie Lamont | Minister Hazzard | 0407 591 926

TWEED VALLEY HOSPITAL - SITE SELECTION SUMMARY REPORT

The NSW Government is investing \$534 million in a brand new, state-of-the-art, major referral Hospital for the Tweed Valley region, which will be built on a greenfield site to the west of Kingscliff.

Selecting the right site for the Tweed Valley Hospital is vital to building the future of healthcare and servicing the health needs of the Tweed Valley community now and into the future.

The new hospital will provide a significant expansion in healthcare services to meet the forecast population growth in the Tweed Valley and will include new services such as interventional cardiology and radiotherapy. This will mean that residents will be able to access more of the healthcare services they need locally, without travelling outside the region.

The site announcement followed a comprehensive site selection process, which considered more than 35 potential sites across the region, including around 20 sites put forward through a publicly advertised expression of interest (EOI) process.

The Site Selection Summary Report has been published on the project website following completion of debriefs requested by EOI proponents. The Report provides more information on the site selection process, the key features and considerations for the selected site and an overview of all the site investigation areas and the key issues and considerations applicable to each area.

The first step in briefing stakeholders has been completed, including Medical Staff Council and staff forums at The Tweed Hospital and Murwillumbah District Hospitals; Tweed Shire Council senior planning officers, Mayor and Councillors; and local community group organisers.

A program of broader community engagement will now take place over the coming weeks. This will include opportunities for the community to attend drop-in sessions and community pop-ups in various locations as well as meetings with established community groups.

Community and consumer reference groups are also being established to provide perspectives and insights into the planning for the new Tweed Valley Hospital.

For more project information please visit:

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

END

The NSW Government is inviting the community to provide feedback on the proposed site for the new Tweed Valley Hospital and nominate any alternative sites for consideration, Health Infrastructure's Chief Executive, Sam Sangster announced today.

The consultation process will help ensure the construction of the new state-of-the art hospital occurs on the best available site.

The NSW Government investment in a \$534 million brand new, major referral hospital is a major gain for the Tweed Valley.

"Involving the community in confirming the right site for the Tweed Valley Hospital is the next step in building the future of healthcare for the Tweed Valley region," Mr Sangster said.

"The new hospital will provide a significant expansion in healthcare services for the region, including new services such as interventional cardiology and radiotherapy".

The NSW Government has undertaken a comprehensive site selection process, which considered more than 35 potential sites across the region. The results of this process have been made publicly available via a Site Selection Summary Report on the project website.

"Some members of the local community have raised some concerns about the location of the proposed site, the potential impact on the local farming community and Kingscliff itself," Mr Sangster said.

"In recognition of these concerns, the NSW Government has directed Health Infrastructure to undertake a further consultation period of six weeks around the proposed site.

"During this time, the community is invited to provide detailed feedback on the proposed site; as well as identify any potential alternative sites to be considered by the project team."

Site Feedback / Alternative Site Nomination Forms will be available on the Tweed Valley Hospital project website or in hard copy at The Tweed Hospital reception and Murwillumbah District Hospital receptions.

Forms and any supporting information are required to be submitted through the Tweed Valley Hospital project email address (tweedvalleyhospital@health.nsw.gov.au) or by mail to the project team by no later than 5pm on Thursday June 14. Early submissions are encouraged to enable the timely assessment of submissions.

Submissions will be assessed by the project team in conjunction with a Tweed Shire Council Reference Group comprising a small number of Councillors and Council officers. An Alternative Site Review Summary Report will be published at the conclusion of this process and the process will be overseen by an independent Probity Advisor.

For more information, please visit the project website at www.tweedvalleyhospital.health.nsw.gov.au/

End

Tuesday 15 May, 2018

TWEED VALLEY HOSPITAL COMMUNITY DROP-IN SESSIONS

The first of a number of community drop-in sessions about the site for the new \$534 million Tweed Valley Hospital will be held at the project office in Tweed Heads on **Wednesday, 16 May 2018**.

These informal sessions will provide the community with the opportunity to discuss the site selection process with the project team, including the key features and considerations for the proposed site and the key issues with other areas investigated across the region.

The drop-in sessions form part of a six-week focussed community consultation program that commenced in late April in recognition of the concerns of some members of the local community regarding the proposed site and the potential impact on the local farming community and Kingscliff itself.

The consultation process includes an opportunity for the local community to provide feedback on the proposed hospital site, as well as nominate alternative sites for further consideration. This process will help ensure the construction of the brand new, major referral hospital occurs on the best available site.

The drop-in sessions are available to all members of the community - find out more and register interest to attend by contacting the project team on **1800 992 634** to confirm a time.

Further information on the project and details regarding submission of feedback on the proposed site and nomination of alternative sites can be found on the project website at www.tweedvalleyhospital.health.nsw.gov.au

ENDS

Friday 01 June, 2018

TWEED VALLEY HOSPITAL SITE CONSULTATION AND INVESTIGATIONS

The community consultation process on the site for the new \$534 million Tweed Valley Hospital is continuing with a good level of community engagement and constructive feedback.

“We are pleased that the request for feedback on the proposed site and the nomination of alternative sites is receiving a strong response from the community,” Sam Sangster, Chief Executive, Health Infrastructure said.

“More than 100 submissions have been received since the process commenced in late-April, with a broad range of community views expressed on the proposed site as well as nearly 20 alternative sites nominated for further consideration,” he said.

The current community consultation process is being run to help ensure that construction of the brand new, major referral hospital occurs on the best available site. **Community submissions close at 5pm on 14 June 2018.**

Community drop-in sessions are being held at the project office throughout the consultation period, as well as pop-up information booths at local venues across the region to provide information to the community on the site selection process, including the key features of the proposed site and the key considerations for other areas investigated across the region.

Site investigations on and around the currently proposed site will also be taking place over the coming weeks as part of further due diligence on this site. These investigations will be undertaken by independent, specialist consultants. The investigations will be non-invasive and will not damage any crops or impact farming activities on the site.

Mr Sangster said these studies will provide further information and confirmation of the challenges, opportunities and timeframes associated with the proposed site for comparison against alternative sites nominated through the current community consultation process.

Find out more and confirm a time to attend a drop-in session by contacting the project team on **1800 992 634**.

Further information on the project and details regarding the submission of feedback on the proposed site and nomination of alternative sites can be found on the project website at www.tweedvalleyhospital.health.nsw.gov.au

ENDS

Wednesday 13 June, 2018

TWEED VALLEY HOSPITAL UPDATE

The community consultation on the site for the new \$534 million Tweed Valley Hospital has received a great response, with the local community welcoming the opportunity to provide input on the location.

Minister for Health Brad Hazzard and Tweed MP Geoff Provest will attend a community meeting on 18 June, to discuss the need for the new hospital and provide an update on the outcomes of the consultation process. The meeting will be facilitated by the Tweed Daily News and will be held at the **Tweed Civic Centre on Monday 18 June 2018, from 5pm to 7pm.**

During the six-week consultation process, which closes at **5pm on Thursday 14 June**, the community was invited to share their views on the best site for the new hospital, with over 650 conversations held with community members at 14 pop-up information booths across the region, and a number of drop-in sessions held at the project office.

More than 500 written submissions providing feedback from the community on the proposed site for the new hospital have been received, and more than 20 alternative sites nominated for further consideration.

Most of the alternative sites were nominated in the first few weeks of the process, which enabled the assessment to get underway, pending further submissions up to 14 June and resulting investigations. Alternative sites are being assessed against the original selection criteria and compared to the proposed site on Cudgen Road opposite Kingscliff TAFE.

“Whilst the vast majority of the alternative sites nominated have been previously considered, all nominated sites are undergoing careful assessment. All new information submitted and feedback from the community and the Council Reference Group will be considered before making a final decision on the site for the new hospital.” Rebecca Wark, Health Infrastructure’s Executive Director Regional & Rural said.

“There is overwhelming support from the entire community that we need a new Tweed Valley Hospital. At the community meeting on Monday evening we will provide an overview of the community feedback on the proposed site. Subject to agreement with the landowners, we also hope to be able to announce those alternative sites shortlisted for further investigation” she said.

As with the expression of interest (EOI) process, the assessment is being informed by advice from independent expert advisers and the process is being overseen by an independent probity adviser. The Council Reference Group is reviewing and providing feedback on all alternative site nominations to provide further transparency to this assessment process.

For more information and details of the timing and venue of the community meeting, please visit the project website at www.tweedvalleyhospital.health.nsw.gov.au

ENDS

Health Infrastructure

Media contact: Communications and Engagement

website: hi-comms@health.nsw.gov.au | hinfra.nsw.gov.au | [@healthinfra](https://twitter.com/healthinfra) |



Brad Hazzard
Minister for Health
Minister for Medical Research

MEDIA RELEASE

Saturday 30 June, 2018

GOVERNMENT CONFIRMS HOSPITAL SITE TO BE AT KINGSCLIFF – NOW FULL STEAM AHEAD

Minister for Health Brad Hazzard has today confirmed the new \$534 million Tweed Valley Hospital will be located opposite Kingscliff TAFE, following extensive community feedback and support for the greenfield site.

“The NSW Government thanks Health Infrastructure, the community, landowners and Council for their time and participation in the site selection process,” Mr Hazzard said.

“As announced at the community forum on 18 June, Health Infrastructure shortlisted three sites based on independent expert advice and the assessment process was overseen by an independent probity advisor.

“These three sites were assessed against the original evaluation criteria and this, along with community feedback, has confirmed that the proposed site opposite Kingscliff TAFE remains the best site for the new hospital.

“The basis on which the Kingscliff (Cudgen) site has been chosen will be released to the community in an updated site selection report which I have asked Health Infrastructure to prepare and release as soon as possible.

“Health Infrastructure has advised me it will make the report public in the next week or so, after it has met the shortlisted landowners and briefed them on the assessment.”

“The NSW Government is getting on with the job and we will deliver the Tweed Valley Hospital as soon as possible. I have directed the project team to proceed with detailed planning and to get on with building the hospital.

“Over the coming weeks we will be advertising for consumer and community representatives to join the project team in planning and designing the new hospital,” Mr Hazzard said.

Geoff Provest, Member for Tweed said: “On behalf of the doctors and patients of the Tweed I am delighted that we can now get on with building our new Tweed Valley Hospital. From here on in it’s full steam ahead.”

During community engagement sessions, more than 600 people were spoken to, and nearly 700 written submissions were received. Around 50 per cent of people spoken to supported the Kingscliff site; a further 25 per cent were neutral; and the remaining 25 per cent opposed.

For more information, please visit the project website at www.tweedvalleyhospital.health.nsw.gov.au

MEDIA: Natasha Wallace | Minister Hazzard | 0439 484 015
Geoff Provest | 0419 710 592

MEDIA RELEASE

Wednesday, 29 August 2018

MAJOR PLANNING MILESTONE FOR TWEED VALLEY HOSPITAL

Lynne Weir, Acting Chief Executive for Northern NSW Local Health District, has welcomed a major milestone in the Tweed Valley Hospital planning process, with the project lodging a request for environmental assessment requirements.

The request for Secretary's Environmental Assessment Requirements (SEARs) from the Department of Planning & Environment comes as consultation for the project continues to increase. Meetings of the project's Council Reference Group and Consumer and Community Reference Panel have been held during the past fortnight.

"We are committed to delivering a world-class hospital for the people of the Tweed-Byron region," Ms Weir said.

"Ensuring that health professionals, consumers and the broader community are able to provide input and help shape the planning and design of this brand new hospital is key to the success of this project.

"I'm delighted to receive reports that progress is being made on the planning studies and submissions required to secure the necessary approvals to commence early works before the end of the year," Ms Weir said.

The request for SEARs identifies the planning pathway for the project, which is a staged State Significant Development application including:

- Stage 1 – seeking approval for the hospital concept and consent to commence early and enabling works on site, and
- Stage 2 - seeking approval for the design, construction and commissioning of the Tweed Valley Hospital itself.

An Environmental Impact Statement (EIS) is being prepared to support the Stage 1 application for the early and enabling works. A separate EIS will be prepared to assess any impacts associated with building the hospital itself, which will be subject to a second State Significant Development application.

NSW Health Infrastructure has also requested that the Department of Planning and Environment prepare a site-specific State Environmental Planning Policy (SEPP) to allow the State Significant Development application to be considered.

Tweed Valley Hospital Development

“The planning pathway acknowledges the significance of this project for the region and our absolute focus on having this new hospital open as soon as possible to meet the critical health needs of the Tweed-Byron community,” said Rebecca Wark, Executive Director, Rural & Regional, Health Infrastructure.

“This includes expanded and new services, including access to the necessary range of cancer treatments, including radiotherapy, as well as cardiac catheterisation and other life-saving interventional procedures.

“Recent engagement with Council, and consumer and community representatives has continued to develop our thinking and inform the master plan and initial building concepts of a hospital for the people of the Tweed-Byron region, by the people of the Tweed-Byron region,” said Ms Wark.

The NSW Government’s \$582 million investment in the Tweed-Byron region will deliver a brand new, state-of-the-art hospital on a greenfield site, as well as interim upgrades at The Tweed Hospital.

The project consists of:

- Delivery of a new major referral hospital to provide the health services required to meet the needs of the growing and ageing population of the Tweed-Byron region, in conjunction with the other hospitals and community health centres across the region
- Master planning for the 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 supporting infrastructure.

Works on site will commence as soon as site acquisition and planning approvals are in place. Early and enabling works are expected to begin by the end of 2018, with the new hospital completed in 2022 and open in 2023.

Please visit the website for all the latest project news and information:
www.tweedvalleyhospital.health.nsw.gov.au.

ENDS

B Project Fact Sheets

TWEED VALLEY HOSPITAL

COMPLETION 2022



Delivering a life-changing healthcare solution for the Tweed-Byron region

Our region is growing and changing, and to keep pace with these changes, healthcare delivery needs to change too.

The 2018-19 State Budget confirmed a \$582 million investment in health for the Tweed-Byron Local Government Areas, which will deliver a brand new, state-of-the-art hospital on a greenfield site, as well as interim upgrades at the existing Tweed Hospital to help meet community needs until services transfer to the new hospital.

The Tweed Valley Hospital project includes:

- » 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 to support these health services, which will be developed with service partners over time. These areas will be used initially for construction site/compound and at-grade car parking.
- » 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.



Why do we need a new hospital?

There are many reasons why a new hospital is needed for the Tweed-Byron region:

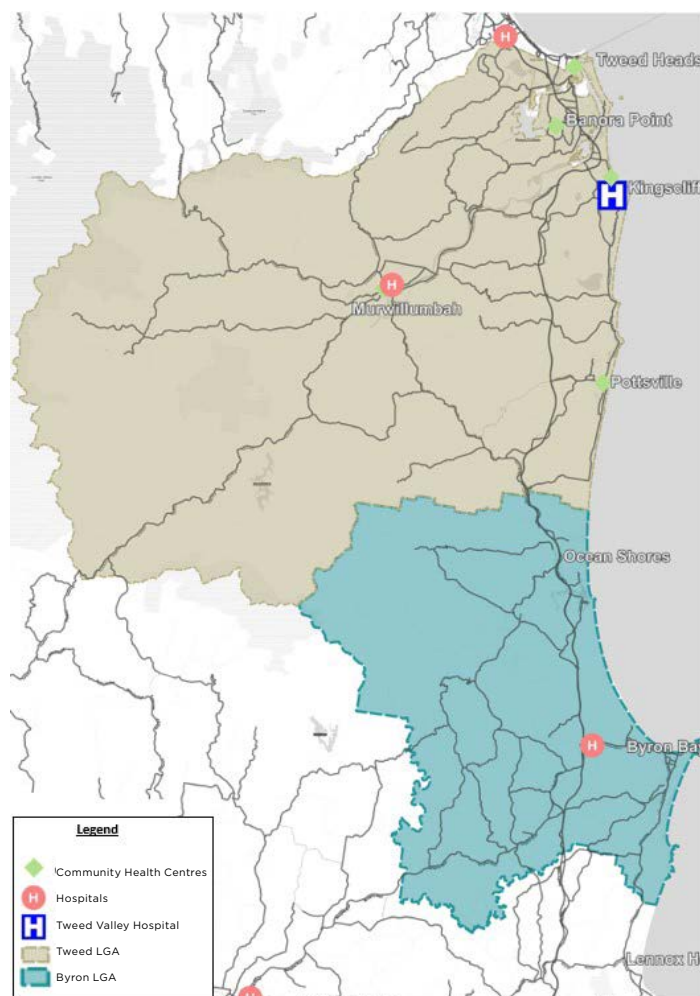
- » The significant forecast population growth in the region, and in particular the increase in the ageing population.
- » The need for the health services in the region to be more self-sufficient, to give residents access to more services locally, without travelling outside the region.
- » The need to implement modern healthcare models, to deliver high quality health services into the future.
- » The constraints of current infrastructure at the existing Tweed Hospital, which is at capacity.
- » The physical limitations of the existing Tweed Hospital site, which has inadequate space to develop new buildings and access is impacted by flooding.

The new Tweed Valley Hospital will provide:

- » more beds
- » expanded emergency department
- » enhanced surgical and medical services
- » enhanced ambulatory services and outpatient clinics
- » cardiac catheterisation laboratory (new service)
- » integrated cancer care service, including radiotherapy (new service).



Example image – subject to design development and equipment selection



Strengthening the region's network of hospitals

The Tweed Valley Hospital will be a major referral hospital at the heart of the network of hospitals and community health facilities across the Tweed-Byron region. This includes Murwillumbah District Hospital, Byron Central Hospital, community health facilities and other out-of-hospital services. Hospital services will move from the existing Tweed Hospital to the new site in 2023. A range of community health and other out-of-hospital services will continue to be provided at or in close proximity to the existing site and the range of the services will be confirmed through further clinical service planning by the end of 2018.



The community benefits of a new hospital

What benefits will the new Tweed Valley Hospital bring to the Tweed-Byron region?

A new hospital for a new era of healthcare

The new Tweed Valley Hospital will provide a number of benefits for the Tweed-Byron community, including for our patients, staff, carers, visitors and students. Some of the benefits of building a brand new hospital include:

- » Designing a purpose-built major regional referral hospital to meet the healthcare needs of the region's growing and aging population
- » Designing healthcare services around patients, carers and their families, embedding a patient-centred approach within the design of the buildings and delivery of health services
- » Improved technology that enhances patient care and allows for a seamless patient journey through the health system
- » New facilities that support safer and higher quality care
- » Increased capacity for emergency, surgery, sub-acute and outpatient services
- » Designing a tailored health service provision for our Aboriginal community
- » Significant boost to the local economy, including provision of local jobs throughout construction and operation.



More clinical services, closer to home

The new Tweed Valley Hospital will provide an increase in self-sufficiency of health services, which means that patients will be able to access more healthcare services locally.

This includes access to the necessary range of cancer treatments, including radiotherapy, as well as cardiac catheterisation and other life-saving interventional procedures.

In addition to improved access to services on the one campus, the new Tweed Valley Hospital will reduce the need for patients to travel out of the area, or between various hospitals, for their treatment.



An environment to deliver high quality healthcare and education

The new hospital will enable modern healthcare models to be implemented and allow education, training and research to be more closely integrated into the healthcare services provided across the region.

The new state-of-the-art referral hospital will provide a healing environment for patients and a great place to work. This will help attract and retain high quality staff; and create a culture that promotes excellence in clinical practice and education, training and research to support a talented and skilled workforce.

With the potential to develop a broader health and education campus over time, there is also an opportunity to strengthen relationships with tertiary education and vocational training institutions and work together in developing the workforce of the future.



What happens next?

Planning a major hospital is a complex process and it takes time to work through the various stages and arrive at a final design solution.

The Integrated Project Team, including Northern NSW Local Health District and NSW Health Infrastructure, is committed to getting the planning right and will continue to engage with health professionals, consumers and the local community throughout the planning, design, construction and commissioning of the new Tweed Valley Hospital.

A Stage 1 State Significant Development application will seek an overall approval for the hospital concept and consent to commence early and enabling works on the site. This planning application is being finalised and will be placed on public exhibition. For more information regarding planning approvals, refer to the Planning Approval Process and associated factsheets.

The Stage 2 State Significant Development application will seek approval for the design, construction and commissioning of the hospital itself.

Works on site will commence as soon as site acquisition and planning approvals are in place, with the target of beginning early and enabling works by the end of 2018 and having the new hospital completed in 2022 and open in 2023.

How can I be a part of the project?

The project's Consumer and Community Reference Panel was established in August 2018 and has a diverse membership that represents a broad spectrum of the local community. Panel members are invited to attend working groups aligned with their experience and areas of interest to help shape the planning and design of the Tweed Valley Hospital.

The Panel is open to all members of the community and the opportunity to join the Panel will remain open throughout the project. Please see the Community Input tab on the project website for further information and application forms.

Contact us



tweedvalleyhospital@health.nsw.gov.au



1800 992 634



tweedvalleyhospital.health.nsw.gov.au



Environmental Impact Statement

The NSW Government is building the new Tweed Valley Hospital to meet the critical health needs of the growing Tweed-Byron region.

The new hospital is a State Significant Development (SSD) and will be completed in 2022 and open in 2023. The project will be assessed and approved under Part 4 of the *Environmental Planning and Assessment Act 1979*. Under Part 4, an Environmental Impact Statement (EIS) is required to outline the project activities, any potential environmental impacts, and proposed mitigation measures to manage those impacts.

What is an Environmental Impact Statement (EIS)?

An EIS is used to assess any potential environmental impacts of a major project to determine what mitigation measures should be implemented and inform the approval decision. The EIS is publicly exhibited for comment to ensure that feedback from the community, Tweed Shire Council and other government agencies is considered in the assessment process. Figure 1 outlines the EIS stage in the context of the SSD application process.

For more information on the planning approvals for the Tweed Valley Hospital project, refer to the overarching Planning Approval Process Factsheet.

When will the EIS be exhibited?

The upcoming EIS will relate to the Stage 1 SSD application, which will seek an overall approval for the hospital concept and consent to commence early and enabling works on the site.

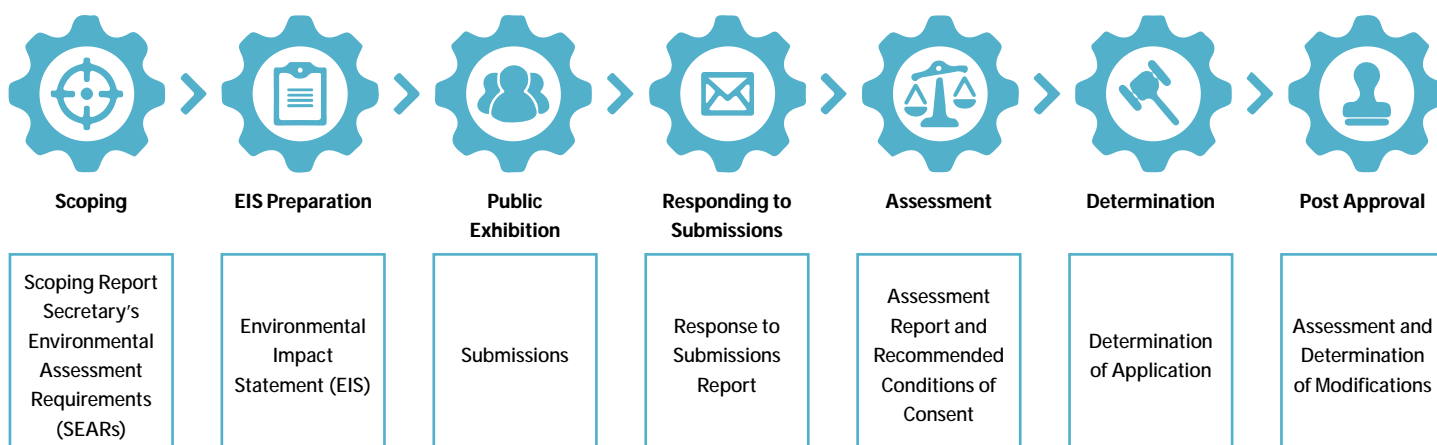
These works consist of site preparatory activities such as clearing, demolition, bulk earthworks, retaining walls and other in-ground works to enable development of the hospital.

A separate EIS will be developed for the Stage 2 SSD application, which relates to the design, construction and commissioning of the hospital itself.

The forecast timing for the EIS exhibition periods are:

- » Stage 1 – October 2018
- » Stage 2 – first half of 2019

Figure 1 | SSD planning application process



What does the EIS include?

The EIS includes information to address the Department of Planning and Environment (DPE) Secretary's Environmental Assessment Requirements (SEARs). The SEARs outline the range of environmental considerations that are relevant to the Tweed Valley Hospital project.

The EIS will address the following topics:

- » **Traffic and transport** – an assessment of anticipated traffic movements and demand, and recommendations on appropriate road and parking design to manage traffic impacts.
- » **Environmental amenity** – an assessment of amenity impacts including solar access, acoustic impacts, visual privacy, views, overshadowing and wind impacts, and recommended mitigation measures if required.
- » **Noise** – an assessment of existing noise levels, additional noise levels generated by the development, and recommended mitigation measures if required.
- » **Aboriginal and non-Aboriginal heritage** – assessment of the likelihood and instances of items and/or areas of heritage significance, and suggested measures to protect and preserve any historical items of significance.
- » **Social impacts** – consideration of social and economic costs and benefits including people's health and wellbeing and changes in the community and opportunities to increase positive social impacts.
- » **Biodiversity** – an assessment of the project area's environmental value and any activities that may impact ecology, to determine appropriate mitigation measures.
- » **Agricultural impact** – an assessment of any perceived or potential land use conflicts and how they can be minimised.
- » **Hydrology** – an assessment of how the proposed development will change the behaviour of water flow, including modelling to make recommendations about the project's design to manage flood events.
- » **Waste management** – an assessment of how waste will be managed during construction and when the hospital is commissioned, particularly in relation to healthcare waste.
- » **Design** – a demonstration of how high-quality design will be achieved, in consultation with the Government Architect of NSW.

NSW Health Infrastructure (HI) will ensure the EIS addresses all the matters identified in the SEARs so that DPE has sufficient information to assess the application. The EIS will be supported by a range of specialist studies.

How can the community be involved?

The Consumer and Community Reference Panel for the Tweed Valley Hospital project provides hospital users and the broader community the opportunity to shape the NSW Government's \$582 million investment in health in the Tweed-Byron region. Panel members will participate in a range of workshops, focus groups and meetings, and contribute to both the clinical and physical design of the new hospital. For further information and application forms for the Panel, please visit the project website.

DPE will place the EIS on public exhibition for 28 days for comment. The community and other stakeholders can make submissions during this time, which will be addressed by HI in a Response to Submissions Report.

DPE will advertise the public exhibition of the EIS.

Who approves the application?

DPE will carry out an assessment of the application, taking into consideration all submissions received during the exhibition period, and make a recommendation to the Minister for Planning regarding the application.

The Minister for Planning (or delegate) will then determine the application, including consent conditions that must be adhered to during construction and commissioning of the hospital.

Where can I find out more about the EIS process?

DPE's website provides a guide to understanding how major projects are assessed in NSW under the *Environmental Planning and Assessment Act 1979*.

For more information please visit this website at www.planning.nsw.gov.au/Policy-and-Legislation/Environmental-Planning-and-Assessment-Act-updated/Guide-to-the-updated-Environmental-Planning-and-Assessment-Act-1979



Planning Approval Process

Where will the new hospital be built?

Following a comprehensive site selection and community consultation process, land at 771 Cudgen Road, opposite Kingscliff TAFE, has been selected as the site for the new Tweed Valley Hospital.

What is the development approval process for the hospital?

The Tweed Valley Hospital will be assessed as a State Significant Development (SSD) application. Hospitals that have a value of more than \$30 million are classified as SSD. The 2018-19 State Budget confirmed \$582 million for a brand new, state-of-the-art hospital on a greenfield site, as well as interim upgrades at the existing Tweed Hospital.

The NSW Minister for Planning or delegate is the consent authority for SSD applications, which are assessed by the Department of Planning and Environment (DPE). Figure 1 below outlines the steps in the SSD application and approval process.

Concurrent with the SSD application, DPE will also prepare a site-specific State Environmental Planning Policy (SEPP), which is required to allow the SSD application to be considered.

What will be included in the upcoming SSD application?

Planning a major hospital is a complex process and it takes time to work through the various stages and arrive at the final design solution. To ensure that the hospital is completed in 2022 and opens in 2023 to

meet the critical health needs of the Tweed-Byron region, planning approval will be sought in two stages.

Stage 1 will seek an overall approval for the hospital concept and consent to commence early and enabling works on the site. These works consist of site preparatory activities such as clearing, demolition, bulk earthworks, retention walls and other in-ground works to enable development of the hospital.

See the following page for further information on the Stage 1 approval process.

Stage 2 will seek approval for the design, construction and commissioning of the hospital itself.

How can the community provide feedback on the SSD application?

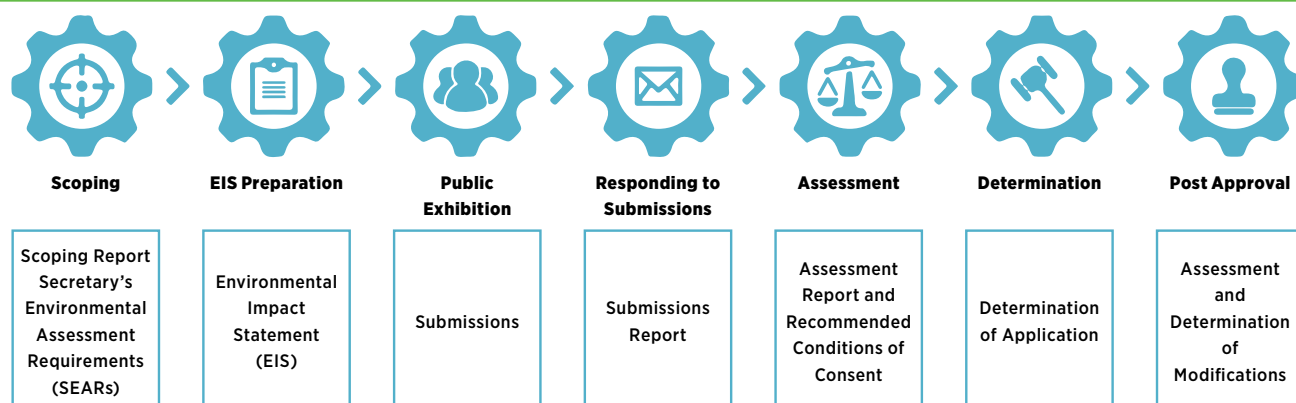
During the assessment process, the SSD applications and site-specific SEPP will be placed on public exhibition for a period of 28 days, so that the community is able to have their say. The forecast timing for these exhibition periods are:

- » Stage 1 SSD and SEPP – October 2018
- » Stage 2 SSD – first half of 2019

To keep up to date on the project, please visit the project website or contact us on the details provided on the following page.

To find out more about SSD, view DPE's SSD Fact Sheet and SSD Procedures Policy Statement at www.planning.nsw.gov.au

Figure 1 | SSD planning application process



STAGE 1 APPROVAL PROCESS

SCOPING

Site selection including consideration of options with community and stakeholders.

Request Secretary's Environmental Assessment Requirements

Applicant requests and DPE issues SEARs (max 28 days) in consultation with Council and agencies and places them on DPE's website within 5 days of issue.

Prepare Environmental Impact Statement

Applicant prepares EIS and Community and Stakeholder Engagement Plan. These documents will address the requirements outlined in the SEARs.

Request preparation of a SEPP to amend Tweed Local Environmental Plan

Minister for Health formally requests the Minister for Planning to prepare a SEPP that amends the Tweed Local Environmental Plan (LEP) to zone part of the site to SP2 Infrastructure.

Prepare Planning Study

DPE prepare a draft SEPP and a Planning Study which provides the intent of the draft SEPP and justification for proposed LEP amendment.

LODGE/SUBMIT

PUBLIC EXHIBITION (28 Days)

Oct
2018

DPE places the SSD Application and EIS on exhibition and seeks submissions from Council, agencies and the community.

DPE places the draft SEPP and Planning Study on exhibition concurrently with the SSD application and EIS and seeks submissions from Council, agencies and the community.

REVIEW OF SUBMISSIONS

DPE collates and forwards submissions and where necessary a request for additional information to the applicant who prepares a Submissions Report that explains how the issues raised in submissions have been addressed. The Submissions Report is made available on DPE's website.

DPE considers submissions received and may seek agency views.

ASSESSMENT

DPE assesses the SSD application and provides a report and recommendations to the consent authority (in this case the Minister for Planning or delegate).

SSD DETERMINATION

Dec
2018

Once the SEPP is gazetted, the Minister for Planning determines the SSD application, including conditions of consent.

POST APPROVAL

DPE regulates SSD application to ensure compliance with the conditions of consent. Applicant implements mitigation and enhancement measures, and monitoring and management framework.

MODIFICATION

To modify an approved project, an applicant can prepare a modification application to the SSD approval.



C CRP Workshop Outcomes Summaries

Welcome and orientation for our new Panel members

Tuesday, 21 August 2018

The Consumer and Community Reference Panel members (the Panel) for the Tweed Valley Hospital project met on Tuesday 21 August for an orientation to the project and introduction to the project team.

There was an air of excitement as the group officially began their involvement in the Tweed Valley Hospital project, with around 50 representatives attending the two sessions held at the integrated project office.

The orientation included an introduction and welcome by senior members of the project team, and the project architect (Silver Thomas Hanley | Bates Smart) presented their perspectives on the site and some of the concept design principles. These consider the connection to the community and the adjacent education facilities, as well as evidence-based design approaches to promote wellness and provide a healing environment.

The role of Panel members was also outlined, noting the many ways in which they will be involved in the project; whether it be from the perspective of a carer, patient, neighbour, or volunteer. The message was clear that the involvement of consumers and the community was highly valued and inherent to the success of the project.

Panel members nominated their specific areas of interest to assist with matching their involvement in project activities and also responded to the question *“What does being a consumer representative mean to you?”*.

Responses to this question were detailed and indicated the diversity as well as the high level of interest and commitment from Panel members; and included that the Panel “provided the opportunity to contribute to the biggest investment in health and our community as a parent, carer, patient or community member”, and that “others can have a voice [about the hospital planning and design] through me”.

Wrap up of the orientation provided a look-ahead of the coming months, which will see Panel members actively involved as project planning and design progresses. Some Panel members will be involved in a master planning focus group, with others invited to participate in the Project User Groups alongside hospital clinical and support staff, and others will become involved in working groups for specific areas of the project including arts, health information and technology etc.

Consumer and Community Reference Panel Masterplanning Workshop

Session summary

More than 20 Consumer and Community Reference Panel members attended a masterplanning workshop at the Tweed Valley Hospital project office on 30 August 2018.

Building on the site context and design principles that were presented at the first meeting of the Panel, this session focused on the campus masterplan in more detail.

Masterplanning deals with the overall layout of the campus, including the location of the main buildings, access, internal roads, car parking, recreational and environmental areas.

Specific design details, including the size, look and feel of the buildings are worked through in the next design stage.

The session was a great success, with Panel members providing valuable insight and feedback that will be incorporated into the next stages of the design process.

There were 158 comments generated relating to campus entry and exits, orientation, facility expansion and renewal and public realm. A summary of the response themes and outputs is included on the following pages.

The masterplan is due for public exhibition in late 2018 as part of the planning approval process.



Masterplan presentation by the project architects

Masterplan presentation

Displaying his passion for good health design and his vision for the site, the session featured an interactive presentation and Q&A of the masterplan by one of the project architects, Mark Healey.

Mark explained the role of the masterplan and introduced some ideas for various parts of the masterplan, including:

- ⇒ Adjacencies and permeability
- ⇒ Vehicular and pedestrian access and egress
- ⇒ Connectivity and wayfinding
- ⇒ Site zones and positioning of facilities
- ⇒ Building orientation and aspect
- ⇒ Options for facility expansion.

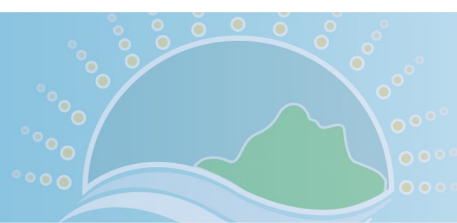
The masterplan workshop was the first in a series of design workshops that will cover Concept Design and Schematic Design in the coming months.

The next steps in the planning stage will see the project team preparing the initial planning application and the design team progress the Concept Design of the hospital itself.

What is a masterplan?

A masterplan is a planning document that provides a conceptual layout of a site to guide future growth and development.

It also makes connections between buildings, social settings and the surrounding environment.



Panel review of masterplan

After the presentation, the panel broke into smaller groups to review and discuss elements of the masterplan, including:

- ⇒ Starting case and facility expansion
- ⇒ Access and egress
- ⇒ Public realm and building orientation.

Groups were assigned 15 minutes for each topic. To facilitate genuine feedback and two-way discussion, members responded to the plans, set up as three stations across the room, by placing sticky notes on large printouts of the plans. A project team member was assigned as a facilitator for each station to provide information, respond to questions and guide discussion.



Panel members taking in the masterplan presentation



Panel members give their feedback on draft masterplan drawings

Panel member comments

The success of the workshop was highlighted by the comments of Panel member Lyn McInerney, who said,

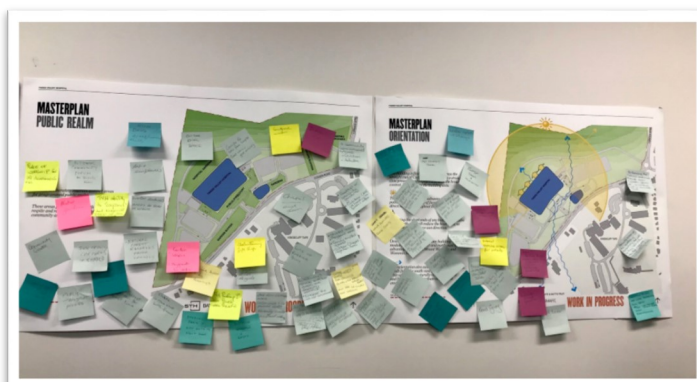
"I enjoyed having the opportunity to learn about and contribute to the development of the hospital. I'm looking forward to sharing this information with other people."

Dot Holdom agreed before adding, *"Consideration of community is the most important part of building a hospital. Following tonight's session, I can now see the vision for the hospital and I'm excited."*

Feedback themes

Some of the key themes that emerged were:

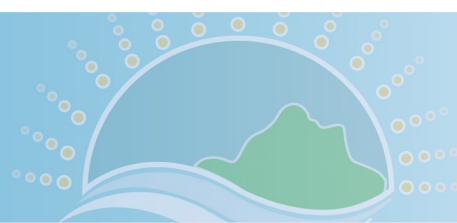
- ⇒ The plan must be integrated with the surrounding community
- ⇒ The plan should allow for expansion of services, particularly in relation to an ageing population
- ⇒ Access should be easy and accommodating
- ⇒ There should be a number of options for car parking, with areas for regular attendees and staff parking
- ⇒ Ensure integration of the natural environment
- ⇒ Outdoor areas for public use are essential.



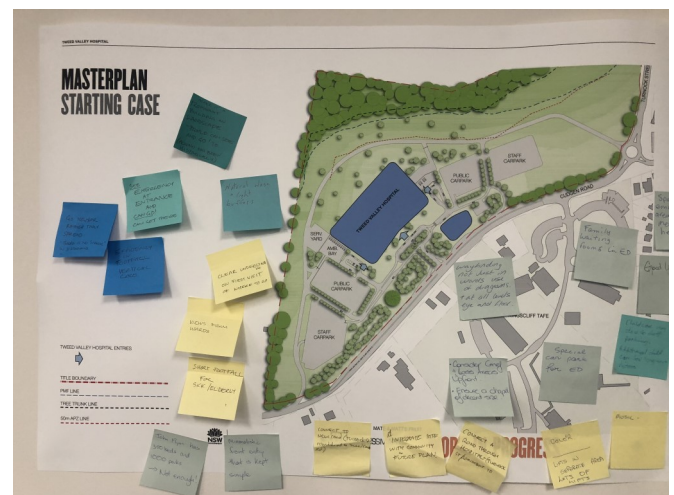
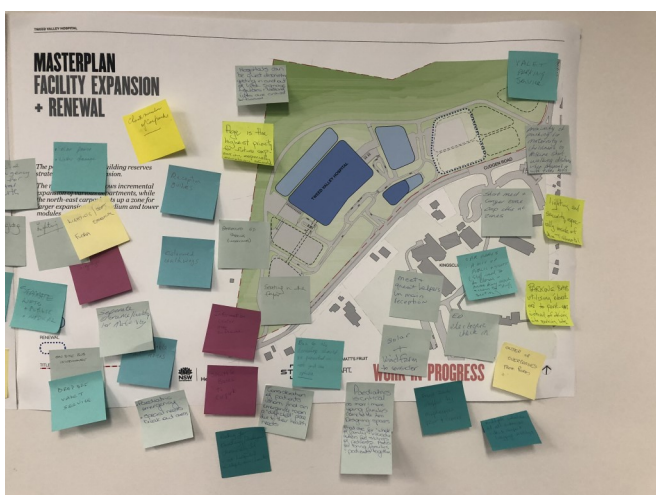
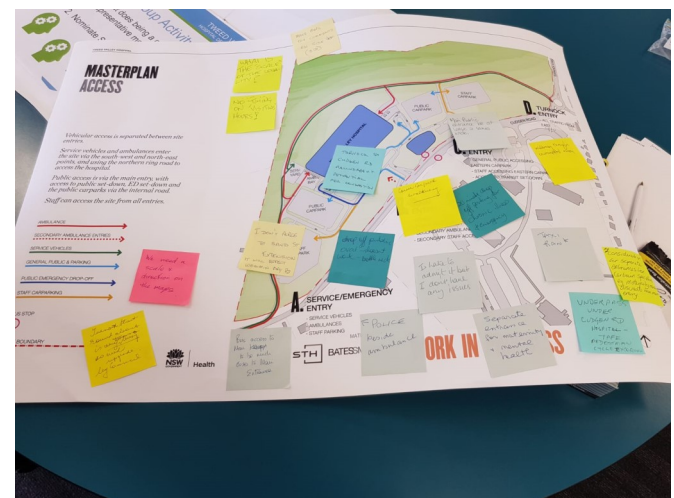
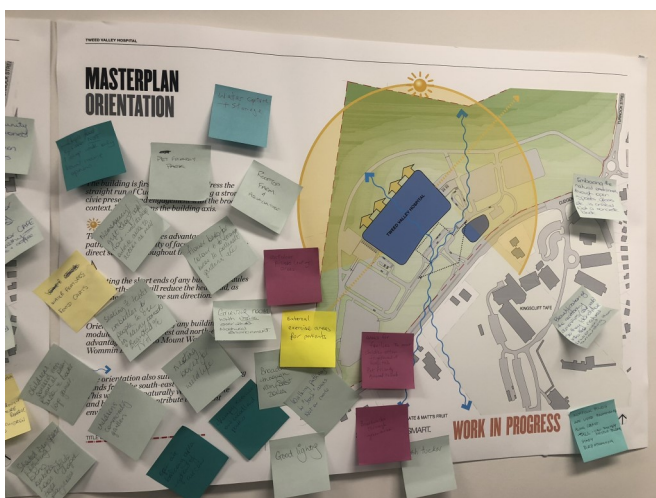
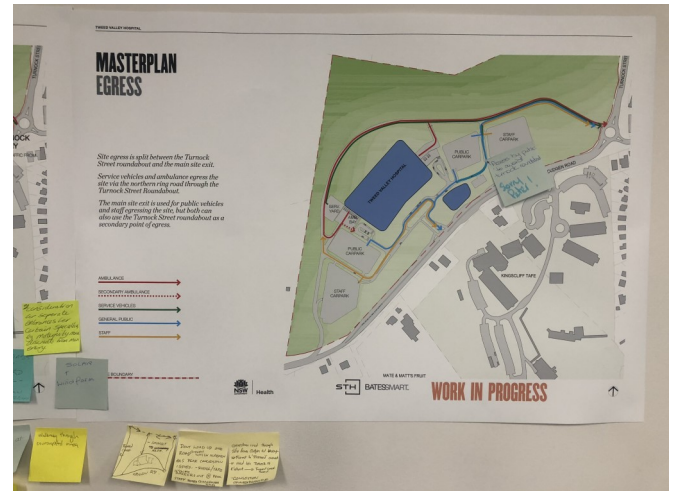
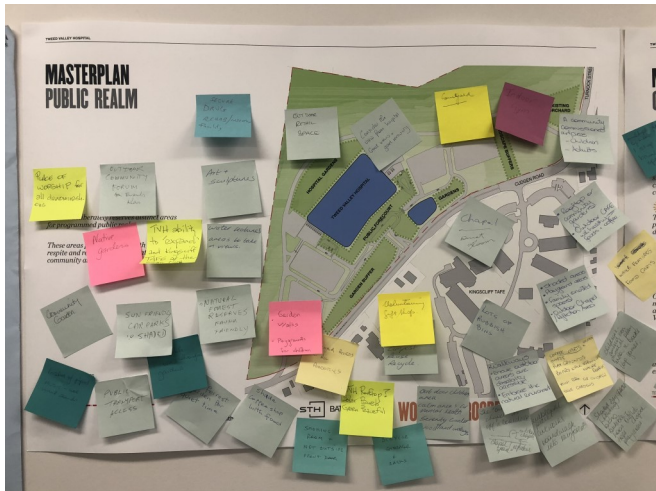
Common themes and key outputs

158 individual comments - Starting Case and Expansion (53) Access & Egress (23) Public Realm & Building Orientation (82)

Common Themes
Facilities for families and children (15)
<i>The facility should encourage, and provide facilities for, families and children such as playgrounds and childcare</i>
Environmental sustainability (12)
<i>The facility should embrace environmentally sustainable strategies such as renewable energy</i>
Clear and easy wayfinding (11)
<i>The site and facility should promote clear and easy navigation using visual signage and natural wayfinding strategies</i>
Pedestrian access to environmental zone (10)
<i>The project should consider public access to the environmental zone via boardwalks and potential therapy spaces</i>
Short travel distances and accessibility (10)
<i>Minimal walking distances between carparks, entry points and circulation cores should be provided</i>
Varied retail provision (9)
<i>The retail provision should provide for a choice of offerings and include external amenities</i>
Provision of car parking (9)
<i>The masterplan should provide sufficient and specialised car parking in the right places to meet the needs of the hospital</i>
Areas for spiritual care and reflection (7)
<i>The hospital and it's surrounds should provide spaces for spiritual care, reflection and grieving</i>
Potential traffic congestion (7)
<i>The facility should not increase traffic congestion to surrounding roads, and should take advantage of future road connections</i>
Welcoming arrival experience (6)
<i>The entry spaces should be welcoming whilst providing information opportunities though signage and greeting by volunteers</i>
Provision of covered external space (6)
<i>The landscape design should provide for covered external areas to protect from the sun and inclement weather</i>
Security to public spaces (6)
<i>Public spaces, particularly external spaces such as car parking, should be well lit and provide a secure environment</i>
Provision of community farm / garden (5)
<i>The project could include space for agriculture such as a community farm or garden</i>
Connection to wider community (3)
<i>The project should integrate with the wider community though local connections</i>
Discreet and specialised entrances (3)
<i>The masterplan and hospital building should consider separate entrances for services such as maternity</i>



Individual panel comments





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