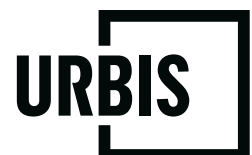




SOCIAL IMPACT ASSESSMENT

GRIFFITH BASE HOSPITAL
REDEVELOPMENT

Prepared for
HEALTH INFRASTRUCTURE NSW
29 January 2021



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Project Code	P0014571
Report Number	Final

Urbis acknowledges the Wiradjuri people as the traditional owners of the land in which Griffith Base Hospital is located and pays respect to Wiradjuri Elders past, present and future.

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EXECUTIVE SUMMARY

This Social Impact Assessment has been prepared for Health Infrastructure NSW for the redevelopment of the Griffith Base Hospital at 5-39 Animoo Avenue, Griffith. The SIA is to inform a State Significant Development Application for the redevelopment of the Griffith Base Hospital.

Assessing social impacts

The assessment of social impacts can be approached in several ways. The IAIA highlights a risk assessment methodology, whereby the significance of potential impacts is assessed by comparing the consequence of an impact against the likelihood of the impact occurring. This approach is also used in the draft DPIE SIA Guidelines for State Significant Projects (2020).

The DPIE risk assessment methodology is outlined below and has been used in this SIA.

			Magnitude level				
			1	2	3	4	5
			Minimal	Minor	Moderate	Major	Transformative
Likelihood level	A	Almost certain	Medium	Medium	High	Very high	Very high
	B	Likely	Low	Medium	High	High	Very high
	C	Possible	Low	Medium	Medium	High	High
	D	Unlikely	Low	Low	Medium	Medium	High
	E	Very unlikely	Low	Low	Low	Medium	Medium

Magnitude level

According to the IAIA and draft DPIE SIA Guidelines, the magnitude level of impact considers:

- who is expected to be impacted, including the volume of people affected and their relative location to the proposal
- when the potential impact will occur and the frequency of potential impacts
- the scale or degree of change from the existing condition as a result of the impact
- the extent to which people or an environment can adapt to or mitigate the impact
- the level of concern or interest among the people affected.

Management measures

Social impacts are assessed before and after the implementation of management measures. Management measures are designed to reduce negative impacts and enhance positive impacts. These measures can take different forms and may be incorporated in the planning, construction, or operational stage of the proposal.

Section 8 of this report assess potential impacts prior to management measures as part of the impact scoping phase. Impacts which are assessed as moderate or higher are considered significant and included for further assessment in Section 9. The significant impacts are assessed with any planned mitigation measures to determine the residual impact level.

Potential social impacts

This SIA has been undertaken to assess the potential social impacts arising from the redevelopment of the Griffith Base Hospital.

Based on the assessment in this report, the key social impacts of the proposal are:

- **Delivery of new and improved regional hospital services:** the new contemporary building and health precinct will provide the local Griffith community, and the wider Murrumbidgee district community with a transformative and significant public asset that delivers on key State and local strategic planning visions. The redevelopment of Griffith Base Hospital will likely have a very high positive impact on the community.
- **Improvement to community health from a new focus on wellness:** the shift from a clinical approach to a holistic health approach with a focus on wellness and preventative health measures is likely to provide the community with greater awareness about their health and wellbeing. The new focus on wellness is likely to have a high positive impact on the community.
- **Improved built environment and layout:** The new Hospital will improve the built environment and layout from the current situation by consolidating services in one building to enhance operational efficiencies and connections between units and St. Vincent's Private Community Hospital. Improved built environment and layout is likely to have a very high positive impact on the community.
- **Enhanced community confidence in the future of Griffith:** the investment in the Griffith Base Hospital is a regionally significant project that will enhance community confidence among the local Griffith community, as well as other rural and regional communities. It is likely that enhanced community confidence in the future of Griffith will have a high positive impact on the community.
- **Increased job opportunities:** additional jobs will be created with the expansion of the Hospital. The delivery of a new, contemporary hospital is also likely to encourage health professionals within and outside the Griffith community to work at the Hospital. Greater awareness of the health sector may also enhance the younger population in Griffith to enrol in health related tertiary education opportunities. Increased job opportunities is likely to have a high positive impact on the community.
- **Enhanced engagement with Aboriginal culture and heritage:** the inclusion of Indigenous spaces within the new Hospital, including an Aboriginal lounge and courtyard, and greater connection of the new Hospital to the natural environment will assist in creating a welcoming and inclusive environment for Aboriginal patients, staff and visitors. This enhanced engagement with Aboriginal culture and heritage through the design of the new Hospital is likely to have a high positive impact on the community.
- **Increase in open space and public amenity:** the redevelopment of the Griffith Base Hospital will enhance the existing parkland setting by providing embellished courtyards, including a cultural, indigenous focused courtyard, forecourt areas and lawns. Pedestrian pathways, with boundary landscaping will also provide the community with recreational paths throughout the site, connecting to the broader street network and open space. Increased open space and public amenity is likely to have a high positive impact on the community.

Recommendations are provided below to further manage and improve the potential impacts arising from the proposal.

Based on this assessment it is likely the proposal will have a high positive impact on the community. It will provide a regionally significant public asset that will provide contemporary and holistic health approaches with a focus on preventative health and wellbeing for the local and regional community.

Recommendations

The following recommendations are provided to further manage and enhance impacts from the proposal:

- Consider specific programs and/or activities that address prevention of diabetes and obesity to address unique challenges for Griffith.
- Implement health and wellbeing programs that can be delivered virtually or through outreach programs to rural communities in the Murrumbidgee district.
- Hold a public open day when the Hospital opens to provide an opportunity to showcase the Hospital and engage with the local community.
- Once operational consider other regular open days to continue community engagement and promotion of health and wellbeing.

- Develop relationships with local high schools to enhance knowledge of career opportunities in the health sector.
- Engage with the local Aboriginal community to discuss potential opportunities to use Aboriginal language throughout the hospital.
- Work with the local Aboriginal community in the final stages of design for the cultural courtyard.
- Implement a landscape maintenance schedule in the Hospital's Operational Plan or Plan of Management.
- Engage with Council to consider how walking and cycling paths outside the Hospital site could be connected to enhance connections to the open space network.

1. INTRODUCTION

Urbis Pty Ltd (Urbis) was engaged by Health Infrastructure NSW to prepare a Social Impact Assessment (SIA) for the redevelopment of the Griffith Base Hospital (the Hospital) at 5-39 Animoo Avenue, Griffith (the site). The SIA is to inform a State Significant Development Application (SSDA) for the redevelopment of the Griffith Base Hospital.

1.1. SOCIAL IMPACT REQUIREMENT

This SIA has been undertaken to address the Secretary's Environmental Assessment Requirements (SEARs) for SSD-9838218 which outlines:

10. Social Impacts

- Prepare a social impact assessment, which:
 - identifies and analyses the potential social impacts of the development, from the points of view of the affected community/ies and other relevant stakeholders, i.e how they expect to experience the project.
 - considers how potential environmental changes in the locality may affect people's way of life; community; access to and use of infrastructure, services, and facilities; culture; health and wellbeing; surroundings; personal and property rights; decision – making systems; and fears and aspirations, as relevant and considered how different groups may be disproportionately affected.
 - assesses the significance of positive, negative, and cumulative social impacts, considering likelihood, extent, duration, severity/scale, sensitivity/importance, and level of concern/interest.
 - includes mitigation measures for likely negative social impacts, and any proposed enhancement measures.
 - details how social impacts will be adaptively monitored and managed over time.

Griffith City Council currently does not have a policy to guide the preparation of a SIA. This SIA has been informed by best practice guidelines outlined by the Department of Planning, Industry and Environment (DPIE) and the International Association for Impact Assessment (IAIA).

1.2. DEFINING SOCIAL IMPACTS

A SIA is a specialist study undertaken to identify and analyse the potential positive and negative social impacts associated with a development proposal. It involves a detailed and independent study to outline social impacts, identify mitigation measures, and provide recommendations in accordance with professional standards and statutory obligations.

In line with the DPIE guidelines, social impacts can involve changes to people's:

- Way of life
- Community
- Access to facilities and services
- Culture
- Health and wellbeing
- Surroundings
- Livelihoods
- Decision-making systems.

1.3. METHODOLOGY

1. Background review	2. Impact scoping	3. Assessment and reporting
<ul style="list-style-type: none">▪ Review of surrounding land uses▪ Review of relevant state and local policies to understand potential implications of the proposal▪ Analysis of relevant data to understand the existing community.	<ul style="list-style-type: none">▪ Review of site plans and technical assessments▪ Consultation with Council to identify potential impacts▪ Stakeholder mapping.	<ul style="list-style-type: none">▪ Assessment of significant impacts considering management measures▪ Provision of recommendations to enhance positive impacts, reduce negative impacts and monitor ongoing impacts.

2. ASSESSING SOCIAL IMPACTS

The assessment of social impacts can be approached in several ways. The IAIA highlights a risk assessment methodology, whereby the significance of potential impacts is assessed by comparing the consequence of an impact against the likelihood of the impact occurring. This approach is also used in the draft DPIE SIA Guidelines for State Significant Projects (2020).

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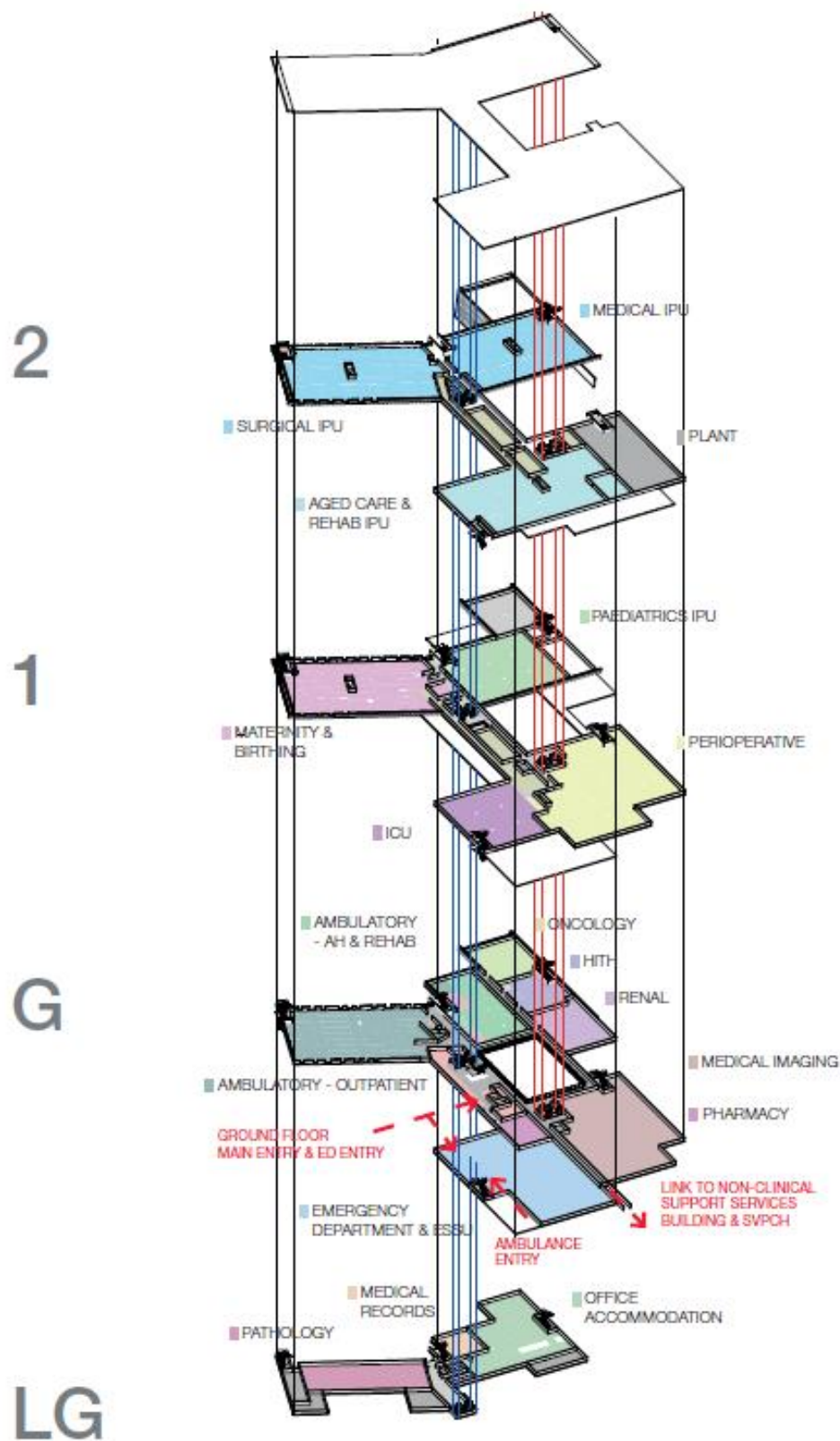
3. PROPOSAL

The proposal is for a new four storey hospital building to replace outdated buildings on site. The proposal will also involve construction of site works including roads, car parking and landscaping as well as new signage.

The new hospital building will provide:

- Main entry with café
- Emergency department with acute beds, resuscitation bays, consulting rooms and an ESSU
- Medical Imaging with X-ray, fluoroscopy, ultrasound, CT, MRI and nuclear medicine modalities
- Wellness Centre with ambulatory care clinics, allied health and rehabilitation, specimen collection, oncology, hospital in the home (HiTH) and Renal
- Pharmacy
- Pathology
- Medical Records
- Administration facilities
- Perioperative unit with 2 operating theatres and a procedure room
- Critical Care / ICU
- Maternity and birthing unit with birthing rooms, inpatient beds and a Special Care Nursery
- Paediatric unit with a day recovery area
- Two medical/surgical inpatient units
- An aged care and rehabilitation inpatient unit.

Figure 1 Proposed Hospital building layout



Source: djrd architects

Figure 2 Site layout



Source: djrd architects

4. SOCIAL LOCALITY

Current hospital context

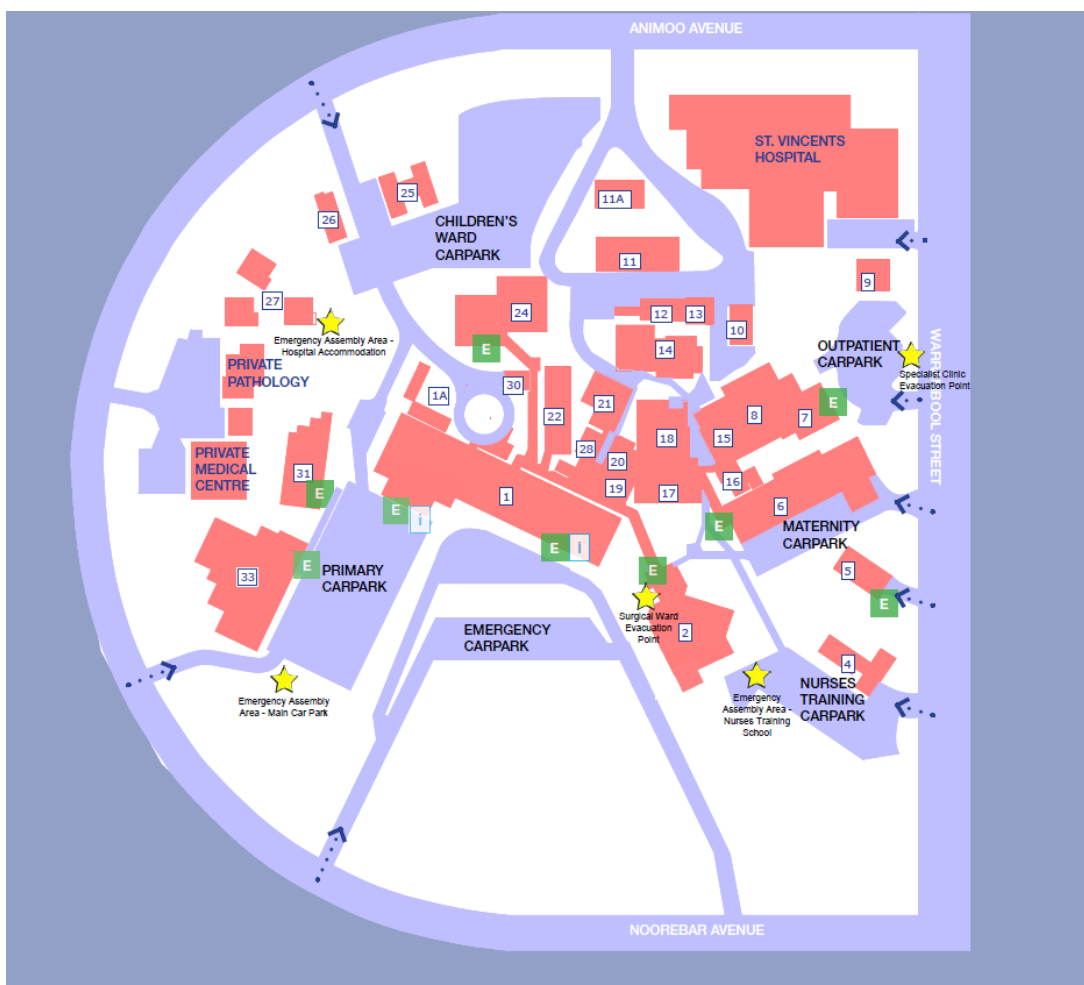
The Griffith Base Hospital is located at 5-39 Animoo Avenue, Griffith, also referred to as 1 Noorebar Avenue. The Hospital is situated on a D-shaped block and set back from the road by landscaping. The Hospital occupies most of the block with small buildings for various services. Subdivisions of the block have also been made over the years to accommodate St Vincent's Private Hospital, Griffith Medical Centre and Laverty Pathology.

The Hospital currently has an emergency department and intensive care unit. The Hospital also has telehealth cameras to connect the team in Griffith with specialists across the NSW Critical Care Advisory Service to provide care for rural communities.

The Hospital currently provides services from various detached buildings across the site. In addition to the emergency department and intensive care unit, services include:

- Alcohol and drug unit
- Coronary care unit
- Domiciliary care unit
- Maintenance renal dialysis unit
- Obstetric services
- Oncology unit
- Paediatric service
- Rehabilitation unit.

Figure 3 Existing site campus map



Local context

Griffith is a regional city location located in the Griffith Local Government Area (LGA). Griffith was established out of the construction of the Murrumbidgee Irrigation Area (MIA) in the early twentieth century. The area is a major producer of a variety of foods and textiles including rice, citrus and stone fruits, vegetables, eggs, canola, cotton, sheep, and wool. The area also has several successful wineries in the region which have international reach.

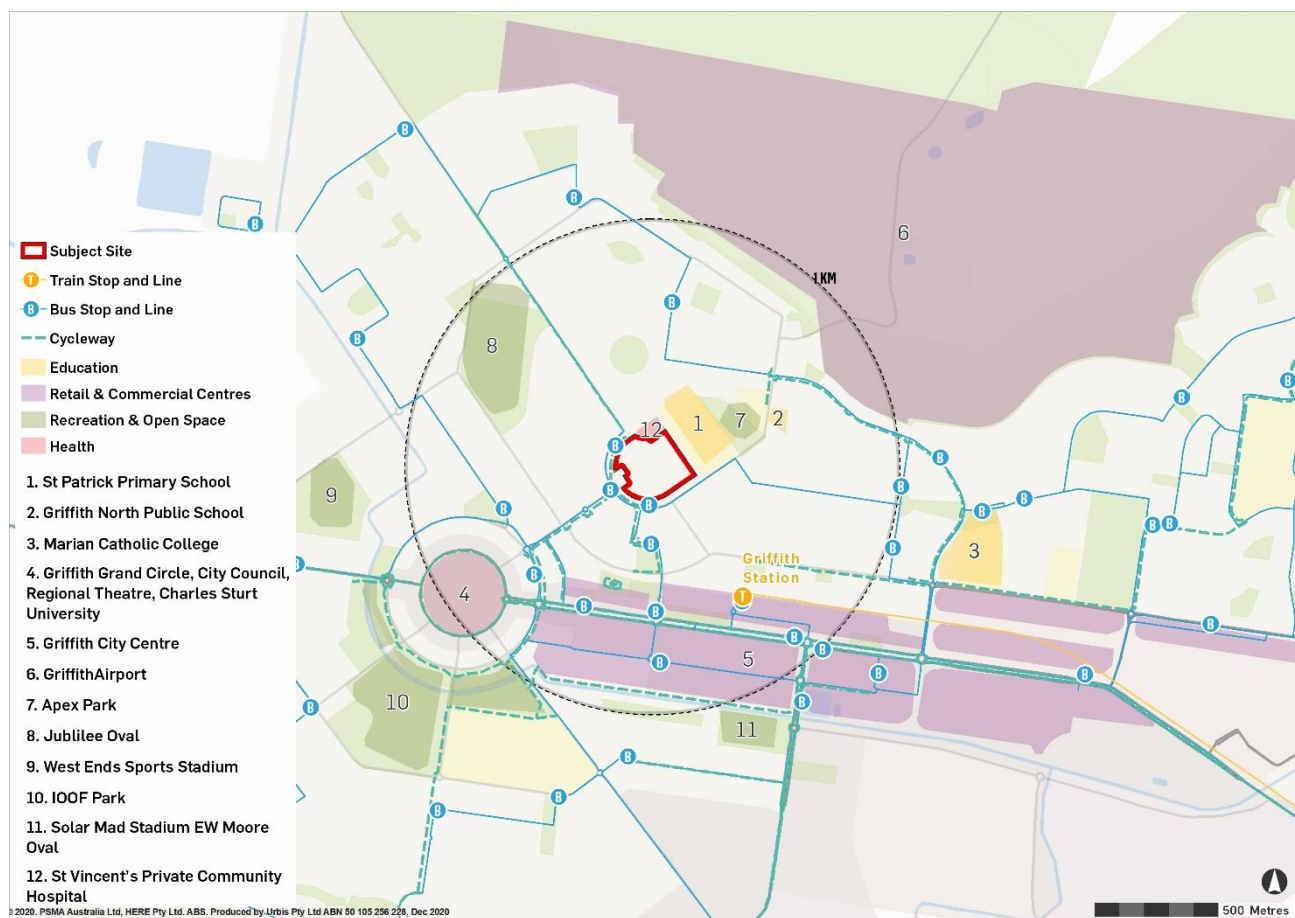
The Griffith Base Hospital is in the town centre, approximately 700m north-east of the Griffith Grand Circle commercial centre. The Hospital is easily accessible by train and bus, with Griffith railway station located within a 500m walking distance. The local bus network provides direct access to the Hospital from surrounding suburbs.

The Hospital's central location means that it is within close proximity (less than 2km) to social infrastructure and open space. St Patrick Primary School and Griffith North Public School are within 750m of the Hospital. Marian Catholic College, a secondary school, is located approximately 1.5km directly east. Close to the Hospital are informal areas of open space including Apex Park, Burley Griffith Community Garden Park, IOOF Park and Binguie Park. More formal recreation areas in close by include Jubilee Oval, West Ends Sports Stadium, Griffith Showground and Solar Mad Stadium.

The Griffith Grand Circle is located 750m south west of the Hospital and is the main retail and commercial centre of Griffith. Within the Grand Circle is Griffith City Council chambers, Griffith Regional Theatre and Charles Sturt University. The Griffith City Centre high street with commercial, retail and food and beverage services, connects to the Grand Circle at the west along Banna Avenue.

Residential uses are also located in proximity to the Hospital with closest receivers to the west and south along Animoo Avenue.

Figure 4 Local site context



Source: Urbis

Figure 5 Site Photos



Picture 1 View of the Hospital looking north on Noorebar Avenue



Picture 2 View of the Hospital looking west on Warrambool Street



Picture 3 St Patrick's Primary School



Picture 4 Residential uses along Animoo Avenue to the west of the Hospital



Picture 5 Apex Park



Picture 6 Commercial and retail strip along Banna Avenue

Image Sources: Google Maps

Regional context

Griffith is one of three major regional cities, along with Albury and Wagga Wagga, in the Riverina Murray region of New South Wales. It is located approximately 570km west of Sydney, 300km north west of Canberra, 150km north west of Wagga Wagga and approximately 200km south of New South Wales and Victorian border town of Albury.

While the population of Griffith is home to approximately 26,000 people, the Hospital services a far greater population catchment area with its location in the Murrumbidgee Local Health District (MLHD). The MLHD covers 125,242 square kilometres from Lake Cargelligo to the north, Gundagai to the east, Albury to the south and Hay to the West. The MLHD has an estimated resident population of 242,840.

Griffith and Wagga Wagga Hospitals are the main base and rural referral hospitals for the region. There are another 28 district hospitals, community hospitals, multipurpose services, Mercy Care hospitals, community health posts and one brain injury rehabilitation service that also service the MLHD.

Figure 6 MLHD map



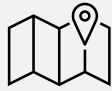



Source: MLHD


5. POLICY CONTEXT

A review of relevant state and local policies was undertaken to understand the strategic context of the proposed development and any potential impacts. The complete policy review is contained in Appendix A.

A summary of the key findings from the policy review, as it relates to the proposal, are outlined below.

Table 1 Policy review

Theme	Summary of findings
Support Griffith as a major Regional City 	<ul style="list-style-type: none"> ▪ The Regional Plan identifies Griffith as a focal point for population and housing growth, as well as a health precinct in the west of the region. ▪ The Local Strategic Planning Statement (LSPS) aligns with the Regional Plan by recognising the importance of supporting the growth of Griffith as a key provider of services that supports over 60,000 residents in the Western Riverina.
Support the growth of the health and aged care sectors 	<ul style="list-style-type: none"> ▪ All strategic planning documents, from the Regional Plan to Council's local strategies support the growth of Griffith as a health precinct. ▪ The Regional Plan identifies the ageing population trend in the region and therefore a need for higher-order medical services and specialist services to support the elderly.
Expand opportunities for education and training in the health and education sectors 	<ul style="list-style-type: none"> ▪ The Regional Plan acknowledges that the region has a shortage of skilled workers, particularly in health and education. There is a need to enhance tertiary education opportunities for the local community, provide medical training to university rural health schools and provide greater co-location opportunities between hospitals and clinical teaching facilities. ▪ The Community Strategic Plan also identifies a need to support more local employment opportunities.
Diverse housing options for medical staff 	<ul style="list-style-type: none"> ▪ To support the establishment of the Griffith Health and Education Precinct, the LSPS outlines the need for diverse housing options for medical staff. ▪ The Housing Strategy supports the need for more diverse housing in Griffith and has outlined a strategy to enable higher densities in the Hospital Precinct.

<p>Encourage healthy and active lifestyles</p> 	<ul style="list-style-type: none"> ▪ One of the aims in the Community Strategic Planning Statement is to encourage healthy and active lifestyles in Griffith to tackle childhood obesity, reduce domestic violence and reduce youth homelessness. ▪ The Community Strategic Plan also identifies the need to develop partnerships to improve local access to health, mental health, and allied health services in Griffith.
<p>Protect Aboriginal culture and heritage</p> 	<ul style="list-style-type: none"> ▪ The Riverina Murray Regional Plan acknowledges the highly valued rich Aboriginal cultural heritage in the region. It outlines the importance of understanding how growth can have a cumulative impact on Aboriginal heritage values and historic places, and the need for early intervention in the strategic planning process to protect and preserve this heritage. ▪ Engagement with the community to inform Council's Community Strategic Plan identified that there is a desire to have more awareness about Aboriginal culture, history, and local content.

6. SOCIAL BASELINE

A social baseline identifies the demographic and social characteristics of the existing community. It is an important tool in understanding how a community currently lives and that community's potential capacity to adapt to changes arising from a proposal.

6.1. DEMOGRAPHIC PROFILE

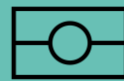
A demographic profile has been developed for Griffith suburb based on demographic data from the Australian Bureau of Statistics (ABS Census 2016). The demographic characteristics of NSW have been used for comparison purposes. Population projections for Griffith LGA have been sourced from Forecast ID.

In 2016, Griffith suburb was home to 18,196 people, representing approximately 70% of the Griffith LGA population.



High proportions of children and the elderly

Compared to NSW, Griffith has a higher proportion of children aged below 15 (21% compared to 19% in NSW) and older people aged 75 and over (9% compared to 7%).



High Indigenous representation

Aboriginal and/or Torres Strait Islander Peoples make up 5% of the population (compared to 3% in NSW)



Diverse migrant population

Around a third of residents were born overseas (32%) and speak a language other than English at home (33%). The top countries of birth are India (5%) and Italy (4%). Italian is the most common non-English language (7%).



Strong health sector employment

The third largest industry of employment is hospitals, which employs 3% of employed people in the suburb.



Less people with tertiary education qualifications

11% of residents have a bachelor's degree or higher (compared to 23% in NSW).



Disadvantage present

Griffith is ranked in the bottom 80% of suburbs in NSW for relative socio-economic advantage and disadvantage.



More people receiving JobSeeker and youth allowance

In October 2020, 1,118 of 15-64 year olds (or 7% of this population) were receiving JobSeeker or youth allowance payments, compared to 763 (or 5%) in December 2019.



Steady population growth

Between 2016 and 2036, the Griffith LGA population is expected to grow by approximately 15% to 30,507 people. The 75+ age group is expected to experience considerable growth (+44%).

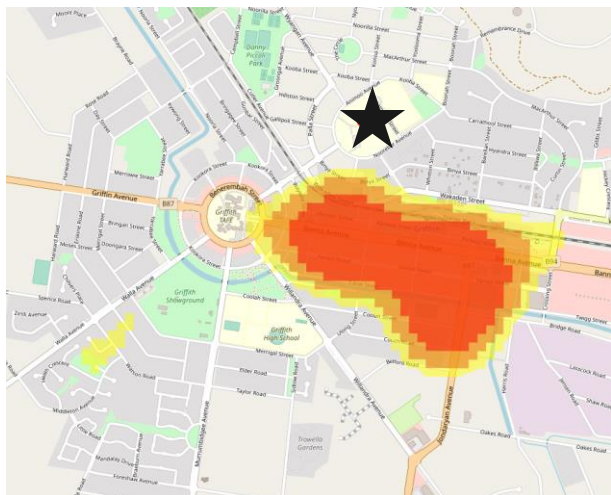
6.2. CRIME PROFILE

Crime data from the Bureau of Crime Statistics and research (BOCSAR) has been analysed to identify the crime profile at Griffith suburb. Data for NSW was used to help assess risk compared to the LGA and State. The data below was accessed on 7 December 2020 and is accurate to that date.

Key findings of relevance to this assessment include:

- BOCSAR produces hotspot maps to illustrate areas of crime density relative to crime concentrations across NSW. In the year to September 2020, these maps show that most offences occurred around the main street of Griffith (Banna Street), however there have been incidents of break and enter non-dwelling and non-domestic assault within 400m of the site (see Figure 7 below).
- In the year to June 2020, crime rates per 100,000 people indicate that Griffith suburb has higher rates of crime compared to NSW. The three most common offences in the suburb as relevant to the proposal include:
 - Malicious damage to property: 1,361 in Griffith suburb (compared to 683 in NSW)
 - Steal from motor vehicle: 868 in Griffith suburb (compared to 136 in NSW)
 - Trespass: 863 (compared to 136 in NSW).

Figure 7 Crime hotspots, October 2019 – September 2020



Picture 7 Break and enter non-dwelling

Source: BOCSAR



Picture 8 Non-domestic assault

Note: Site indicated by black star

6.3. IMPLICATIONS FOR THIS SIA

- While most people in the LGA live in the suburb of Griffith, the LGA comprises several other smaller townships that generally have populations of less than 1,000. It is important the new Hospital provides services that support people who live in rural areas, as well as those who live in urban areas.
- It is likely there will be a greater demand for geriatric health facilities and services given the high proportion of people aged 75+ living in the suburb and the ageing of the population over the next 15 years.
- There is a high proportion of Aboriginal and Torres Strait Islander peoples living in Griffith suburb. Recognition of Aboriginal heritage and culture and engagement with Aboriginal communities in the design and development of the Hospital will be important.
- The redevelopment of the hospital may encourage more young people to stay in Griffith to undertake studies in health at Griffith TAFE or Charles Sturt University and build on the suburb's strong health sector workforce.

7. CONSULTATION

7.1. PREVIOUS ENGAGEMENT ACTIVITIES

Concept Design engagement activities (October – November 2019)

The concept design was released for stakeholder and community comment and feedback from October to November 2019. Engagement activities with over 180 community individuals, organisations and staff was undertaken by Health Infrastructure. Activities included:

- Five drop in information sessions for the community at various locations including the Yenda Supermarket, Darlington Point Post Office, Griffith Exies Club, Griffin Plaza and Griffith Central
- Five drop in information sessions for staff conducted at the Hospital
- Project webpage including access to a community survey
- Presentation to community groups and organisations including Griffith City Council, local members, Griffith Interagency, Griffith Rotary Club, Griffith Aboriginal Working Group, Griffith Multicultural Council and the Aunty Jeans Program.


Schematic Design engagement activities (May-July 2020)

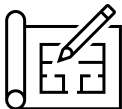


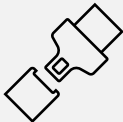

The schematic design for the Hospital was released for stakeholder and community comment and feedback from May to July 2020. Community consultation activities were restricted to online, website, reply paid mail and email channels due to COVID-19 restrictions. Engagement with over 80 community individuals, organisations and staff was undertaken by Health Infrastructure. Activities included:

- Media release to local and regional media including interviews with ABC Riverina Radio, Griffith FM Breakfast and the Area News
- Project webpage with access to a community survey
- Static information displays at prominent facing Hospital locations, Griffith City Council foyer, Griffith Library and St Vincent's Private Community Hospital
- Briefings with various stakeholders including local members, Griffith City Council, Local Health Advisory Committee, Hay Shire Council and Leeton Shire Council
- Newsletter mailed to 12,500 homes and businesses in Griffith, Yenda, Hanwood and surrounding communities
- Two virtual two hour staff drop-in information sessions.

A high level summary of community and stakeholder feedback from the concept and schematic design is provided below.

Concept and schematic design feedback from the community and stakeholders

Theme	Feedback
Layout 	<ul style="list-style-type: none">▪ Positive comments that all services are consolidated in one building▪ Positive comments that the new building will not be as spread out as the current building arrangements and has the consumer experience in mind.▪ Positive comments that connections to St Vincent's Private Community Hospital will be improved.▪ Comments to consider easy and quick access for the daily visitors to outpatient services with wide corridors and numerous toilet facilities.▪

Design 	<ul style="list-style-type: none"> ▪ Positive comments on the location of surgical, medical and aged care wards at the top level of the Hospital so that patients can overlook green spaces. ▪ Positive comments about the modern design of the Hospital. ▪ Suggestions to consider a darker external façade colour to complement landscaping. ▪ Suggestions to consider re locating current art to the new Hospital ▪ Suggestion to consider a potential helipad as part of the delivery of the new Hospital
Services 	<ul style="list-style-type: none"> ▪ Positive comments that the levels of service are generally appropriate. ▪ Suggestions for potential inclusion of other services such as a mental health unit, fracture clinic, orthopaedics and oral health. ▪ Suggestions to consider the large screen in the gym also providing satellite sites for virtual activities for outlying rural communities (e.g. disease support groups, pulmonary and cardiac rehabilitation, chronic pain management, education and falls prevention sessions). ▪ Comments to include an Aboriginal cultural space.
Parking 	<ul style="list-style-type: none"> ▪ Comments that parking needs to be close to the entrance. ▪ Comments that there needs to be more car parking and consideration of different types of car parking spaces (e.g. larger spaces for maternity patients and long term parking for people and carers). ▪ Comments to provide more staff parking than is currently provided. ▪ Suggestions for the design of the car park to include trees, gardens, and shade.
Traffic and road safety 	<ul style="list-style-type: none"> ▪ Comments to consider location of the delivery truck area on Warrambool Avenue and the interaction with large numbers of children in this location. ▪ Comments that there is significant vehicle traffic on Warrambool Avenue between 8:00am – 9:30am and 2:30pm – 4:00pm associated with school drop off and pick up, which may create access challenges for hospital traffic and deliveries.
Staff 	<ul style="list-style-type: none"> ▪ Suggestions to consider the location of the cafeteria and staff eating area to take more advantage of the winter sun. ▪ Comments that there may not be enough office space for staff. ▪ Comment that the Nurse Training School is not being upgraded and is currently an outdated building which is not fit for purpose.

7.2. CONSULTATION WITH GRIFFITH CITY COUNCIL

Urbis undertook consultation with Griffith City Council on 7 December 2020 to inform this SIA. The interview focused on understanding the local characteristics of the Griffith community, general community sentiment towards the project and potential positive and negative social impacts from Council's perspective.

A summary of consultation outcomes is provided below.

Community sentiment towards the project

- The community is generally excited about the project and the implications a new base hospital will have for their community.
- There are some feelings of frustration among the community that the project should have been undertaken years ago.
- There has been a perception that the project is not moving fast enough and the funding allocated to the redevelopment will be taken away. However, this sentiment is generally reducing.
- Some initial project concerns in the early stages of planning about the clinical services plan and the modern ways to deliver medicine (i.e. a holistic approach where people spend less time in hospital). Through extensive consultation over the past three to four years, the broader community understands this approach.

Unique characteristics of the community

- Culturally diverse community that has organically developed over many decades.
- Shifting migrant communities from a strong Italian community to more prevalent Indian and Sikh communities.
- Strong sense of family and community and “sticking together” of communities. This is both due to cultural values, as well as the geographic location of Griffith.
- Some unique health challenges including high rates of diabetes and domestic violence.
- Like many regional cities retention of young people is an issue. However, there is a trend of people returning to the community once they have received tertiary qualifications or other training in other major towns or cities.

Potential positive impacts

- The link with St. Vincent’s Private Hospital will be positive for enhancing connection and sharing of resources between the two hospitals.
- Increased job opportunities with the expanded service offerings of the Hospital.
- Enhanced sense of confidence among the community that there are funding and political commitments that will have local and regional positive implications.
- New or enhanced services such as the orthopaedics unit which will work with St. Vincent’s Private Hospital to combine resources, and the new fracture clinic which will serve a current gap.
- Enhanced work environment for current staff which will provide more space, natural light and improved facilities.
- A new, contemporary hospital is also likely to attract professionals outside of Griffith.
- The new building will also likely provide an improved experience for patients and their families.

Potential negative impacts

- There has been some community concern that not enough parking is being provided, including enough disabled parking, and concern about physical access from cars to the Hospital. However, this is primarily due to current experiences with parking and access, which is currently not DDA compliant.
- Potentially some concern that there will be pressure on the housing market because of increased job opportunities.

8. IMPACT SCOPING

A proposal may cause a range of direct and indirect social impacts which can have a positive, negative or neutral impact on the existing environment and community. A SIA should assess the impacts which are considered to have the most significant impacts on the community and identified stakeholder groups.

The following section outlines the impact scoping considerations which were used to inform the determination of significant social impacts. The assessment process used to determine each impact level is described in Section 2.

8.1. IMPACTED INDIVIDUALS AND COMMUNITIES

Based on the local context and community profile, the following individuals and communities are likely to be impacted by the proposal:

- Griffith residents
- Griffith LGA residents
- Murrumbidgee district residents
- Local Indigenous communities
- Griffith Base Hospital staff
- Health professionals
- Local businesses
- St Patrick Primary School, Griffith North Public School and Marian Catholic College
- Charles Sturt University
- St Vincent's Private Community Hospital staff.

8.2. PRELIMINARY ASSESSMENT

Table 2 outlines the social impacts which were considered as part of this SIA. These social impacts have been informed by the contextual information presented in Sections 3 – 7 of this report.

The social impacts in Table 2 were assessed against the SIA criteria contained in Section 2, without considering management measures.

Any impacts which were assessed as having a moderate or higher impact are considered significant and included for further assessment in Section 9. Social impacts which were assessed as having a low or neutral impact are described below and are not included for further assessment.

Table 2 Impact scoping

Potential impacts	Potentially impacted communities	Preliminary assessment
Neutral to low impacts: not included for further assessment		
Increase in traffic	<ul style="list-style-type: none">▪ Griffith residents▪ Local businesses▪ St Patrick Primary School, Griffith North Public School and Marian Catholic College	<p>Previous engagement with the community and stakeholders identified concerns that the proposal could increase local traffic, particularly on Warrambool Street where St Patrick's Primary School is located.</p> <p>The redevelopment will result in changes to the vehicle entry/exit points to the Hospital, including the removal of one of the three existing vehicle entry/exit points on Warrambool Street.</p>

Potential impacts	Potentially impacted communities	Preliminary assessment
		<p>As outlined in the Traffic and Parking Report prepared by PTC (November 2020), 20% of trips to the Hospital enter from Warrambool Street. This is expected to decrease to 10% when the new Hospital is operational. The report also outlines that the redevelopment will have minimal impacts on key intersections at Noorebar Avenue, Animoo Avenue and Warrambool Street.</p> <p>Based on the findings in the Traffic and Parking Report, an increase in traffic is considered to have a low impact on the community.</p>
Lack of parking	<ul style="list-style-type: none"> Griffith residents Griffith LGA residents Murrumbidgee district residents Griffith Base Hospital staff 	<p>Engagement with the community and Council identified concern that the new Hospital would have insufficient on-site car parking.</p> <p>The current Hospital has 311 on-site car parking spaces. The current demand for car parking, as outlined in the Traffic and Parking Report, is approximately 296 cars. The report notes that very few hospital staff and visitors choose to park on the street given the on-site parking is not at capacity.</p> <p>The new Hospital will increase demand for on-site parking spaces. The proposal will provide an additional 46 on-site parking spaces to meet this demand, increasing the total number of on-site parking spaces to 357.</p> <p>Based on the findings in the Traffic and Parking Report, the redevelopment is expected to successfully accommodate the increase in demand for on-site parking. A lack of parking is therefore expected to have a low impact on the community.</p>
Pressure on housing supply	<ul style="list-style-type: none"> Griffith residents Health professionals 	<p>Consultation with Griffith City Council identified concern around an under-supply of housing in the LGA. Council noted that the Hospital redevelopment could potentially place pressure on housing supply as a result of increased jobs.</p> <p>According to the Griffith Housing Strategy (2019), the LGA has a sufficient supply of residentially zoned greenfield land to meet projected demand for the next 10-15 years. However it is noted that more one and two bedroom dwellings are required to provide more diverse housing options. Council is currently in the process of amending its DCP and LEP to create</p>

Potential impacts	Potentially impacted communities	Preliminary assessment
		<p>opportunities for greater residential density around the CBD.</p> <p>The new Hospital is expected to generate an additional 86 health care jobs. It is likely that some of these jobs will be filled by local graduates or people currently residing within the LGA, which would alleviate some potential pressure on housing supply.</p> <p>As the new Hospital will not be operational until 2025 and only a moderate increase in staff is expected, it is unlikely the proposal will create significant pressure on future housing supply. As such, this is expected to have a low impact on the community.</p>
Noise during construction	<ul style="list-style-type: none"> ▪ Griffith residents ▪ Local businesses ▪ St Vincent's Private Community Hospital ▪ St Patrick Primary School and Griffith North Public School ▪ Griffith Base Hospital staff 	<p>The Noise and Vibration Impact Assessment prepared by EMM (November 2020) considers impacts during the demolition, construction, and operational phases of the redevelopment on noise sensitive receivers surrounding the site.</p> <p>During construction, the most affected location is at St Vincent's Private Community Hospital, which immediately adjoins the northern boundary of the proposal. As shown in the Architectural Design Statement, all other surrounding buildings (including residences) are located at least 80m from the new building envelope.</p> <p>A detailed construction noise and vibration management plan will be prepared prior to construction to further mitigate potential noise impacts.</p> <p>While noise during construction is expected to affect St Vincent's Private Community Hospital, it is expected to be short term and limited to during the day. As noise is not likely to affect other sensitive receivers, such as nearby residences or the primary school, it is expected to have an overall low impact on the community.</p>
Disruption to service delivery during construction	<ul style="list-style-type: none"> ▪ Griffith residents ▪ Griffith LGA residents ▪ Murrumbidgee district residents 	<p>While not raised during the engagement activities, it is possible some community members may be concerned that hospital services will be disrupted or cease operating during the redevelopment. This may create feelings of stress and anxiety, particularly among the elderly and people with health conditions that require regular hospital-based treatment.</p> <p>The staging plan prepared by DJRD Architects shows that the existing hospital building structures will continue delivering hospital services while the new</p>

Potential impacts	Potentially impacted communities	Preliminary assessment
		<p>multi-level clinical services building is constructed on the northern part of the site. The existing hospital structures will be demolished once services move into the new building.</p> <p>Details on staging is available to the community on the Griffith Base Hospital Redevelopment section on the Murrumbidgee Local Health District webpage.</p> <p>Given services will continue to operate in the existing hospital structure while the new clinical services building is constructed, service disruption is expected to have a low impact on the community.</p>
Damage or destruction of Aboriginal artefacts	<ul style="list-style-type: none"> Local Indigenous communities 	<p>Archaeological investigations undertaken in May 2020 found approximately 270 Aboriginal artefacts on site. Some of these artefacts were thought to have come from an Aboriginal campsite which could be several thousand years' old.</p> <p>In November 2020, Heritage NSW issued an Aboriginal Heritage Impact Permit (AHIP) to approve the excavation and removal of Aboriginal artefacts, which would occur prior to the redevelopment of the site. The AHIP specifies that artefacts found on site will be transported to a temporary, secure storage location. The long-term management of artefacts will be in accordance with a care agreement developed by Griffith Local Aboriginal Land Council and Heritage NSW.</p> <p>As there has been significant due diligence undertaken since discovering the Aboriginal artefacts on site, damage or destruction of the artefacts is unlikely, and is therefore considered a low impact.</p>
Increase or decrease in crime	<ul style="list-style-type: none"> Griffith residents Griffith LGA Griffith Base Hospital staff 	<p>As outlined in Section 6.2, Griffith suburb has higher crime rates (per 100,000 people) compared to NSW averages. Hotspot maps show that there have been incidents of break and enter non-dwelling and non-domestic assault within 400m of the site in the last 12 months.</p> <p>Engagement with Council identified safety concerns due to the aged buildings on site with dark corridors and minimal safer by design principles. There was also concern with the current layout of the buildings across the site which requiring staff to walk between buildings at night time, with limited passive surveillance.</p>

Potential impacts	Potentially impacted communities	Preliminary assessment
		<p>The Architectural Design Statement prepared by DJRD Architects (November 2020) outlines how the proposal incorporates the four Crime Prevention Through Environmental Design (CPTED) principles. A summary is provided below:</p> <ul style="list-style-type: none"> ▪ Surveillance: the proposal includes clear sight lines, lighting along paths and CCTV cameras to provide 24/7 surveillance. ▪ Access control: reception areas are publicly accessible to the public while secure areas/departments will be accessed controlled. ▪ Territorial reinforcement: the proposal contains attractive places to meet, including café areas, outdoor seating, art and shading. ▪ Space management: resilient materials have been selected, particularly at low levels of the building, to allow for easy maintenance in case of damage or vandalism. <p>The consolidated layout of the new Hospital is also expected to improve staff safety as staff will no longer be required to walk long distances between buildings.</p> <p>Overall, the consolidated site layout and incorporation of CPTED principles in the Hospital's design is expected to have a low positive impact on the community.</p>
Moderate to very high impacts: significant impacts, assessed further in Section 9		
Delivery of new and improved regional hospital services	<ul style="list-style-type: none"> ▪ Griffith residents ▪ Griffith LGA residents ▪ Murrumbidgee district residents ▪ Health professionals ▪ Local businesses ▪ Charles Sturt University 	<p>The Griffith Base Hospital was founded almost 100 years ago in 1922 and has approximately 30 small buildings across the site, some dating back to 1931. There has been gradual development over the years, however this has been completed on 'ad hoc' basis, with no clear planning strategy implemented for future growth.</p> <p>The new Griffith Base Hospital building will replace outdated buildings on site and deliver all new clinical services within one four storey contemporary and architecturally designed building.</p> <p>The redevelopment of the Hospital will support the health needs of the local Griffith community, and the wider Murrumbidgee district community. Overall, it is considered that the delivery of new and improved regional hospital services will have a positive impact</p>

Potential impacts	Potentially impacted communities	Preliminary assessment
		on the community and has been included for further assessment in Section 9.
Improvement to community health from a new focus on wellness	<ul style="list-style-type: none"> ▪ Griffith residents ▪ Griffith LGA residents ▪ Murrumbidgee district residents 	<p>Council's Community Strategic Plan and engagement with Council identified some unique health challenges for Griffith including higher rates of diabetes and childhood obesity. Council's Community Strategic Plan and the Murrumbidgee LHD Strategic Plan also identify the need to improve community health and wellbeing.</p> <p>The new Hospital will focus on community health and wellbeing through the provision of a new Wellness Centre which will include renal, oncology, Hospital in the Home, clinics and an outpatient rehabilitation gym.</p> <p>This shift from a traditional clinical Hospital to a focus on wellness will enhance opportunities for education and promotion of health and wellbeing for the community.</p> <p>Therefore, improvement to community health from a new focus on wellness is considered to have a positive impact on the community and has been included for further assessment in Section 9.</p>
Improved built environment and layout	<ul style="list-style-type: none"> ▪ Griffith residents ▪ Griffith LGA residents ▪ Riverina Murray district residents ▪ Griffith Base Hospital staff ▪ St Vincent's Private Community Hospital staff 	<p>There are currently over 30 buildings across the site providing a range of Hospital services. Due to the current layout, there are multiple access points throughout the site and wayfinding throughout the site is difficult.</p> <p>The proposal will remove 14 buildings and provide a consolidated main hospital building site across four storeys (including a lower ground level). The design of the new Hospital maximises functionality through careful consideration of connecting various departments and clinical clusters for ease of access and shared resources.</p> <p>Therefore, improved built environment and layout is considered to have a positive impact on the community and has been included for further assessment in Section 9.</p>
Enhanced community confidence in the future of Griffith	<ul style="list-style-type: none"> ▪ Griffith residents ▪ Griffith LGA residents ▪ Local businesses 	<p>Engagement with Council identified that prior to the 2017 funding commitment there was feeling among the community that Griffith Base Hospital would not receive the funding it needed to upgrade a dated</p>

Potential impacts	Potentially impacted communities	Preliminary assessment
		<p>hospital, therefore impacting community confidence in the future growth of Griffith.</p> <p>The \$250 million commitment to redevelop the Griffith Base Hospital will provide the community with a new, contemporary hospital, but also have other cumulative impacts such as increased jobs and increased economic activity in the local area. Therefore, it is likely that enhanced community confidence in the future of Griffith will have a positive impact on the community and has been included for further assessment in Section 9.</p>
Increased job opportunities	<ul style="list-style-type: none"> Griffith residents Griffith LGA residents Murrumbidgee district residents Health professionals Charles Sturt University 	<p>The Griffith Base Hospital currently employs 355 full time equivalent (FTE) staff, ranging from doctors and nurses to allied health professionals to administrative staff.</p> <p>The redevelopment of the Hospital will create an additional 86 FTE health care jobs, which aligns with local and regional strategic priorities to increase employment in Griffith. The redevelopment is also expected to increase awareness of jobs available within the Griffith community and encourage young adults in final years of secondary study to consider pursuing careers in health.</p> <p>Increased job opportunities is therefore considered to have a positive impact on the community and has been included for further assessment in Section 9.</p>
Enhanced engagement with Aboriginal culture and heritage	<ul style="list-style-type: none"> Local Indigenous communities Griffith residents 	<p>Griffith has a strong Indigenous representation, with around 5% of the suburb's residents identifying as Aboriginal and/or Torres Strait Islander. Regional and local strategies for Griffith acknowledge the area's rich Aboriginal cultural heritage and identify a desire to have more awareness about Aboriginal culture, history, and local content.</p> <p>Consultation with the Aboriginal community and stakeholder groups was undertaken to inform the design of the new Hospital. The new Hospital provides several dedicated Indigenous spaces, including an Aboriginal lounge and courtyard, and a greater connection to the natural environment. This is delivered through the provision of open space around the Hospital entry to create a welcoming and inclusive environment for Aboriginal patients, staff and visitors.</p>

Potential impacts	Potentially impacted communities	Preliminary assessment
		Enhanced engagement with Aboriginal culture and heritage through the design of the new Hospital is considered to have a positive impact on the community and has been included for further assessment in Section 9.
Increase in open space and public amenity	<ul style="list-style-type: none"> ▪ Griffith residents ▪ Griffith Base Hospital staff ▪ St Vincent's Private Community Hospital staff 	<p>The Hospital is known for its existing parkland setting with large lawn areas located along Noorebar Avenue and smaller lawns and trees throughout the precinct. While it is known for its landscaped setting, areas of open space are largely unembellished and do not encourage places to sit or gather.</p> <p>The redevelopment of the Hospital will protect and enhance the existing parkland setting. The removal of 14 buildings and consolidation of one main Hospital building further north of the site will provide room for a larger area of open space along Noorebar Avenue.</p> <p>Across the precinct, there are new open space and landscaped areas which are focused on creating places for people and encouraging healing and wellness.</p> <p>Therefore, it is likely that the increase in open space and public amenity will have a positive impact on the community and has been included for further assessment in Section 9.</p>

9. ASSESSMENT OF SIGNIFICANT IMPACTS

The following section provides a detailed assessment of the significant social impacts to the proposal, as identified in Section 8. The significant impacts are assessed with any planned mitigation measures to determine the residual impact level. The assessment process used to determine each impact level is described in Section 2.

9.1. DELIVERY OF NEW AND IMPROVED REGIONAL HOSPITAL SERVICES

Description of impact	Impacted groups
New and improved regional hospital services that will meet the health needs of the local Griffith community and wider Murrumbidgee district community.	<ul style="list-style-type: none"> Griffith residents Griffith LGA residents Murrumbidgee district residents Health professionals Local businesses Charles Sturt University
Current environment	
<p>The Griffith Base Hospital was founded almost 100 years ago in 1922. There are approximately 30 small buildings across the 6.4-hectare site, some dating back to 1931. Griffith Base Hospital, along with Wagga Wagga Base Hospital, are the major hospitals for the Murrumbidgee Local Health District which serves approximately 242,840 people.</p> <p>The Hospital currently provides hospital care beds and maternity beds. The Hospital also provides a 24 hour Emergency Department (ED). The ED is supported by an Intensive Care Unit and is equipped with telehealth cameras to connect with other specialist services across the NSW Critical Care Advisory Service. Other specialist services provided at the Hospital include emergency care, critical care, general medicine, surgery, paediatric medicine, oncology, obstetrics, respiratory medicine, renal dialysis and rehabilitation. The Hospital also provides physiotherapy, dietetics, social work, occupational therapy, Aboriginal health services and a pharmacy.</p> <p>The Bureau of Health Information provides quarterly performance results for emergency departments at a hospital and district level. Data shows that for the July to September 2020 period, Griffith Hospital had 4,538 emergency department attendances, which accounts for approximately 14.5% of all emergency attendances in the MLHD.</p> <p>There has been gradual development over the years, however this has been completed on 'ad hoc' basis. Generally, the buildings and facilities across the Hospital are limiting the delivery of contemporary models of care.</p> <p>The Riverina Murray Regional Plan identifies the strategic need for Griffith to develop a Health and Education precinct to enhance Griffith's role as a major regional city in the District. The Regional Plan also identified the need for higher order medical facilities to address the ageing population of the District. As identified in Section 6.1 of this report, Griffith currently has a higher proportion (9%) of older people aged over 75 years compared to NSW (7%).</p>	

Impact of the proposal

The new Griffith Base Hospital building will replace buildings on site and deliver all new clinical services within one four storey contemporary and architecturally designed building. The new Hospital will also retain some existing buildings that are of suitable condition.

The Hospital will provide modern, innovative spaces to support clinical and non-clinical services and maximise functionality of the building. A key strategic driver of the project is providing a clinical connection to St. Vincent's Private Hospital from the new Hospital to deliver a co-located health precinct. This will enhance staff connection and knowledge sharing, as well as sharing of resources.

The proposal will continue to provide all current services available at the Hospital. In addition to these services, the proposal will also provide a new Aged Care and Rehabilitation unit and the expanded emergency department and operating theatre. The new Aged Care and Rehabilitation unit will provide a range of medical, allied health and nursing professionals who are experienced in caring for older people who have complex medical needs.

Management measures

- Future flexibility and growth have been considered in the siting of the Hospital on site to enable future expansion if required. Services already identified for potential future expansion include the Ambulatory Care/Wellness Centre to the west and Medical Imaging to the North.
- In response to the community feedback some in patient beds will be available for mental health purposes.

SIA recommendations

- None identified.

Residual impact (considering management measures)

Likelihood: Almost certain

Magnitude level: Transformative

The new contemporary building and health precinct will provide the local Griffith community, and the wider Murrumbidgee district community with a transformative and significant public asset that delivers on key State and local strategic planning visions. The redevelopment of Griffith Base Hospital will likely have a very high positive impact on the community.

9.2. IMPROVEMENT TO COMMUNITY HEALTH FROM A NEW FOCUS ON WELLNESS

Description of impact	Impacted groups
Potential improved community health outcomes with a shift from traditional models of care to a contemporary holistic approach with modernised facilities and programs.	<ul style="list-style-type: none"> Griffith residents Griffith LGA residents Murrumbidgee district residents
Current environment	
<p>Council's Community Strategic Plan and engagement with Council identified some unique health challenges for Griffith including higher rates of diabetes and childhood obesity. Data for the 2017 to 2019 period from HealthStats NSW shows that the rate per 100,000 people for diabetes hospitalisations is more than double in Griffith, compared with the NSW average (322.1 compared to 156.1 respectively). For the same period (2017 – 2019), the rate per 100,000 people for overweight and obesity hospitalisations was higher in Griffith (890.5) compared to the NSW average (752.2). Council's Community Strategic Plan also identifies the need to develop partnerships to improve local access to health, mental health, and allied health services in Griffith.</p> <p>The Murrumbidgee LHD Strategic Plan 2016 – 2021 sets out priorities for the district which include a focus on wellness, and supporting communities to learn about, and become responsible for, improving their own health and wellbeing. As part of this focus on wellness, a priority is to also shift the balance of care from hospitals to integrated primary and community based services and seize any opportunity to educate patients on wellness.</p>	
Impact of the proposal	
<p>The new Hospital will focus on community health and wellbeing including the provision of a new Wellness Centre which will include renal, oncology, Hospital in the Home, clinics and an outpatient rehabilitation gym.</p> <p>This shift from a traditional clinical Hospital to a focus on wellness will enhance opportunities for education and promotion of health and wellbeing for the community, aligning with priorities for the Murrumbidgee LHD. Other strategies to implement health and wellbeing at the Hospital include providing a range of spaces such as quiet contemplation rooms, or alternatively planned places for social interaction.</p> <p>The Hospital also includes courtyards and green space to enable active living programs to be hosted at the Hospital. It is also proposed to host more cultural and creative programs to enhance community wellbeing, as well as interaction with the Hospital. The focus on community health and wellbeing, as well as the ongoing provision of dietetics at the Hospital will help address existing health challenges for Griffith including diabetes and obesity which are largely preventable diseases and impacted by lifestyle.</p>	
Management measures	SIA recommendations
<ul style="list-style-type: none"> Implementation of health and wellbeing, cultural and creative programs and activities. Provision of courtyards and gardens, walking paths and a children's playground. 	<ul style="list-style-type: none"> Once operational consider specific programs and/or activities that address prevention of diabetes and obesity to address unique challenges for Griffith. Implement health and wellbeing programs that can be delivered virtually or through outreach

	programs to rural communities in the Murrumbidgee district.
Residual impact (considering management measures)	
Likelihood: Likely	Magnitude level: Transformative
The shift from a clinical approach to a holistic health approach with a focus on wellness and preventative health measures is likely to provide the community with greater awareness about their health and wellbeing. The new focus on wellness to is likely to have a high positive impact on the community.	

9.3. IMPROVED BUILT ENVIRONMENT AND LAYOUT

Description of impact	Impacted groups
Improved quality of buildings in a consolidated building with an improved layout which focuses on providing an integrated health precinct.	<ul style="list-style-type: none"> ▪ Griffith residents ▪ Griffith LGA residents ▪ Murrumbidgee district residents ▪ Griffith Base Hospital staff ▪ St Vincent's Private Community Hospital staff
Current environment	
<p>As outlined in Section 9.1 there are approximately 30 small buildings across the site that are generally outdated and not fit for purpose or do not comply with current building regulations and health facility guidelines. Due to the current layout, there are multiple access points for patients and visitors throughout the site.</p> <p>Engagement with staff and the community identified that the current buildings are too spread out making it difficult for accessibility and wayfinding throughout the site. Engagement with Council and staff also identified that there is a lack of space in the Hospital including narrow and dark hallways. There was also feedback that the Hospital buildings lack of natural light which impacts the working environment for staff.</p> <p>St. Vincent's Private Hospital is located at the north western portion of the site. Currently there is some integration between the Private Hospital and Griffith Base Hospital which could be improved.</p>	
Impact of the proposal	
<p>The proposal will remove 14 buildings and provide a consolidated hospital building site across four storeys (including a lower ground level). The design of the new Hospital maximises functionality through careful consideration of connecting various departments and clinical clusters for ease of access and shared resources.</p> <p>The design has also zoned the building according to hours of use with a 12 hour zone and a 24 hour zone. At ground floor 12 hour zone services are co-located including the front-of house, wellness centre, outpatient rehabilitation, medical imaging and the pharmacy. Emergency is also located at ground floor. At the first floor and second floor are 24 hour zone services including the maternity and birthing suite, in patient suites and operating suites. This includes the in patient aged care and rehab unit at level 2 which overlooks the courtyard and gardens.</p> <p>Engagement with staff and the community showed strong support for the layout and overall design and location of services within the building. There was positive community and staff feedback on the logical flow and layout that shows consideration for the consumer experience. There was also support that the consolidated Hospital building will be easier to navigate and enhance connection with St. Vincent's Private Hospital. The orientation of the building was also viewed positively, with those patients who are likely to stay the longest located at the top level, with a good outlook over green space.</p> <p>A key design element is the provision of natural light and ventilation throughout the building. The central courtyard and glazed bridge central to the building will enable natural light into circulation spaces and provide a better patient, visitor and staff experience.</p>	
Management measures	SIA recommendations

<ul style="list-style-type: none"> ▪ Single point of public arrival for all patients and visitors to enhance safety and wayfinding. ▪ Inclusion of intuitive wayfinding throughout the Hospital site. 	<ul style="list-style-type: none"> ▪ None identified.
Residual impact (considering management measures)	
Likelihood: Almost certain	Magnitude level: Major
<p>The new Hospital will improve the built environment and layout from the current situation by consolidating services in one building to enhance operational efficiencies and connections between units and St. Vincent's Private Community Hospital. Improved built environment and layout is likely to have a very high positive impact on the community.</p>	

9.4. ENHANCED COMMUNITY CONFIDENCE IN THE FUTURE OF GRIFFITH

Description of impact	Impacted groups
Enhanced confidence and hopes in the investment and future growth of Griffith.	<ul style="list-style-type: none"> Griffith residents Griffith LGA residents Local businesses
Current environment	
<p>In 2015, a Clinical Services Plan was prepared by MLHD which sets out the projected demand for health services to 2031. In mid-2017 the NSW Government announced funding commitments for the Griffith Base Hospital redevelopment and subsequently the Clinical Services Plan was refreshed. The Clinical Services Plan identified a range of services that were already operating at capacity and outlined the need for a contemporary hospital offering.</p> <p>Prior to the announcement of the Griffith Base Hospital redevelopment, plans were already underway for significant upgrades at the Wagga Wagga Hospital within the MLHD. Stages one and two are now complete, with the last stage currently under construction.</p> <p>Engagement with Council and the community identified that prior to the 2017 funding commitment there was feeling among the community that Griffith Base Hospital would not receive the funding it needed to upgrade a dated hospital and Council identified a general lack of community confidence in the future for Griffith.</p> <p>As identified by engagement with Council, this community sentiment was not immediately minimised post funding commitments. There was a perception among the community that the project has been slow to progress and therefore a sense of fear that with political changes, funding could be taken away. This view is also outlined in the Engagement and Communications Strategy, as outlined in Section 7 of this report. The report notes that the community were generally supportive of the design of the new Hospital, however still held a level of scepticism as to whether the project would go ahead. Council were of the view that this community scepticism has been lessening in the past year to eighteen months through the extensive community consultation process on concept and master plans.</p>	
Impact of the proposal	
<p>Hopes and fears for the future of communities are readily felt in many areas, but can be especially prominent in regional tight knit communities.</p> <p>The \$250 million commitment to redevelop the Griffith Base Hospital will provide the community with a new, contemporary hospital, but also have other cumulative impacts such as increased jobs and increased economic activity in the local area. This is likely to enhance the community's confidence in Griffith as a major regional city in the Murrumbidgee District.</p> <p>This sentiment is evident by the very positive comments provided by the community during the consultation process.</p>	
Management measures	SIA recommendations
<ul style="list-style-type: none"> Detailed engagement and communications strategy in place by Health Infrastructure with project milestones mapped until 2025. 	<ul style="list-style-type: none"> Hold a public open day when the Hospital opens to provide an opportunity to showcase the Hospital and engage with the local community.

<ul style="list-style-type: none"> Arts in Health Program which encourages community members to submit their interest in being part of the Arts Working Group. Arts in Health will aim to improve community connection and generate a sense of community pride and ownership of the Hospital. 	<ul style="list-style-type: none"> Once operational consider other regular open days to continue community engagement and promotion of health and wellbeing.
Residual impact (considering management measures)	
Likelihood: Likely	Magnitude level: Moderate
<p>The investment in the Griffith Base Hospital is a regionally significant project that will enhance community confidence among the local Griffith community, as well other rural and regional communities. It is likely that enhanced community confidence in the future of Griffith will have a high positive impact on the community.</p>	

9.5. INCREASED JOB OPPORTUNITIES

Description of impact	Impacted groups
Increased health sector job opportunities for the Griffith and Riverina communities.	<ul style="list-style-type: none"> Griffith residents Griffith LGA residents Murrumbidgee district residents Health professionals Charles Sturt University
Current environment	
<p>As outlined in Section 6.1, hospitals account for the third largest industry of employment in Griffith suburb, employing 3% of all workers. The Riverina Murray Regional Plan identifies a shortage of skilled workers in the Griffith and Riverina communities, particularly in the health sector. Only 11% of Griffith suburb residents have a bachelor's degree or higher, compared to the NSW average of 23%.</p> <p>The Griffith Base Hospital currently employs 355 full time equivalent (FTE) staff, including (but not limited to) doctors, surgeons, nurses, midwives, physiotherapists, occupational therapists, counsellors, social workers, speech pathologists, technical assistants, and administration staff. The Hospital also employs several student nurses and midwives.</p>	
Impact of the proposal	
<p>The redevelopment of the Hospital will create an additional 86 FTE health care jobs to a total number of FTE staff to 441. This aligns with local and regional strategic priorities to increase employment in Griffith. It is expected that a significant proportion of these additional jobs will be associated with the new aged care and rehabilitation unit.</p> <p>The expansion of the Hospital and an increased awareness of jobs available within the Griffith community is likely to encourage health professionals to stay working in the community or attract health professionals living outside the community. It is also likely to encourage young adults in final years of secondary study to consider careers in health and therefore enrolment in tertiary education.</p>	
Management measures	SIA recommendations
<ul style="list-style-type: none"> Preparation of a workforce plan which clearly outlines proposed staffing changes across all hospital units. Continuation of ongoing partnerships with tertiary institutions to provide on site clinical teaching and student placement programs. 	<ul style="list-style-type: none"> Develop relationships with local high schools to enhance knowledge of career opportunities in the health sector.
Residual impact (considering management measures)	
Likelihood: Very likely	Magnitude level: Major
<p>Additional jobs will be created with the expansion of the Hospital. The delivery of a new, contemporary hospital is also likely to encourage health professionals within and outside the Griffith community to work at the Hospital. Greater awareness of the health sector may also enhance the younger population in</p>	

Griffith to enrol in health related tertiary education opportunities. Increased job opportunities is likely to have a high positive impact on the community.

9.6. ENHANCED ENGAGEMENT WITH ABORIGINAL CULTURE AND HERITAGE

Description of impact	Impacted groups
Increased engagement with Aboriginal culture and heritage through the inclusion of dedicated Indigenous spaces.	<ul style="list-style-type: none"> Local Indigenous communities Griffith residents
Current environment <p>Griffith has a strong Indigenous representation, with around 5% of the suburb's residents identifying as Aboriginal and/or Torres Strait Islander (compared to the NSW average of 3%). Griffith is in the heart of the Wiradjuri Nation, the largest nation of Aboriginal people in Australia.</p> <p>The Riverina Murray Regional Plan acknowledges the highly valued rich Aboriginal cultural heritage in the region and outlines the importance of understanding how growth can have a cumulative impact on Aboriginal heritage values and historic places, and the need for early intervention in the strategic planning process to protect and preserve this heritage. Community engagement to inform the Griffith Community Strategic Plan identified a desire to have more awareness about Aboriginal culture, history, and local content.</p> <p>One-way Aboriginal culture and heritage can be expressed and celebrated is through design. While there has been no best practice framework to achieve inclusive design outcomes, the Government Architect NSW's Designing with Country discussion paper way provides a starting point for the development of Principles of Country that can be applied to government projects in the built environment.</p> <p>Health Infrastructure NSW's Arts in Health Initiative aims to improve patient, staff and carer experience through the integration of art in hospital spaces. Research shows that exposure to the arts in hospital settings has significant healing and restorative benefits for patients¹. The Arts in Health has been recently implemented in redevelopments of other regional hospitals, including Dubbo, Parkes and Forbes Hospitals.</p>	
Impact of the proposal <p>As part of the early planning for the new Hospital, engagement was undertaken with the Aboriginal community and Aboriginal stakeholder groups, including the Griffith Local Aboriginal Land Council, Griffith Aboriginal Medical Service, Griffith Aboriginal Working Party, and Aunty Jeans Program. The engagement provided opportunities to obtain feedback on the proposed design of the new Hospital.</p> <p>The new Hospital has incorporated several Indigenous spaces in its design, including an Aboriginal lounge and courtyard. These spaces are flexible and can be used for quiet reflection or for cultural ceremonies. In November 2020, an Aboriginal smoking ceremony was held on the Hospital site in collaboration with Griffith Local Aboriginal Land Council, Health Infrastructure NSW and MLHD to acknowledge the Aboriginal artefacts found during early archaeological investigations.</p> <p>The embellishment of open space around the main building to create a more natural and welcoming entry to the new Hospital was also considered an important inclusion in the design of the Hospital for the Aboriginal community.</p> <p>As identified in Section 9.4 an Arts Working Group has also been established which encourages the Aboriginal community to apply to guide the integration of arts elements within the Hospital.</p>	

¹ See Stuckey and Nobel 2010, The Connection Between Art, Healing, and Public Health: A Review of Current Literature. <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC2804629/>

Management measures	SIA recommendations
<ul style="list-style-type: none"> ▪ Incorporation of Indigenous spaces within the new Hospital, including an Aboriginal lounge and courtyard. ▪ Integration of the new hospital building with the natural environment through the embellishment of open space on site. ▪ Encouragement of members of the Aboriginal community to apply for the Arts Working Group to provide advice on potential arts elements that could respond to local Indigenous culture. 	<ul style="list-style-type: none"> ▪ Engage with the local Aboriginal community to discuss potential opportunities to use Aboriginal language throughout the hospital.
Residual impact (considering management measures)	
Likelihood: Likely	Magnitude level: Major
<p>The inclusion of Indigenous spaces within the new Hospital, including an Aboriginal lounge and courtyard, and greater connection of the new Hospital to the natural environment will assist in creating a welcoming and inclusive environment for Aboriginal patients, staff and visitors. This enhanced engagement with Aboriginal culture and heritage through the design of the new Hospital is likely to have a high positive impact on the community.</p>	

9.7. INCREASE IN OPEN SPACE AND PUBLIC AMENITY

Description of impact	Impacted groups
Increase in open space provision and enhanced public amenity for patients, visitors, staff and the broader community.	<ul style="list-style-type: none"> Griffith residents Griffith Base Hospital staff St Vincent's Private Community Hospital staff
Current environment	
<p>The current layout of the Hospital has the main hospital building at the centre of the site, with small buildings distributed across the site. The Hospital is known for its existing parkland setting with large lawn areas located along Noorebar Avenue and smaller lawns and trees throughout the precinct. While it is known for its landscaped setting, areas of open space are largely unembellished and do not encourage places to sit or gather.</p> <p>Apex Park is located approximately 300m north east of the Hospital along Noorebar Avenue and Kooba Street. The Park predominately consists of a grass lawn area, with some trees and a playground.</p>	
Impact of the proposal	
<p>The redevelopment of the Hospital will protect and enhance the existing parkland setting. The removal of 14 buildings and consolidation of one main Hospital building further north of the site will provide room for a larger area of open space along Noorebar Avenue.</p> <p>Across the precinct, there are new open space and landscaped areas which are focused on creating places for people and encouraging healing and wellness. The new building forecourt and cultural courtyard will provide the central community facing space and entry to the Hospital. This space will provide a canopy covered walkway from the car park to the entry, as well as bench seating, planter beds with seating nodes and a water feature. The building forecourt will also include a cultural courtyard which opens off the Aboriginal Family Lounge area. This will provide the indigenous community indoor and outdoor spaces for community gatherings of varying scales.</p> <p>At ground floor, at the centre of the new Hospital building, a central courtyard is proposed which will provide a lawn area and seating. At the lower ground a staff courtyard is proposed which will provide an open lawn area with seating, a courtyard area with seating and large planting and trees to provide staff with privacy. A large lawn area is proposed to the north-east of the site which is envisioned to accommodate health and wellbeing community programs.</p> <p>A through site link and a defined circuit pathway is also proposed throughout the site which will be embellished with landscaping and provide recreational paths that will improve public amenity. The through site link runs south west to north east from the entry to the Hospital to Warrambool Street providing an important horizontal link connection to Apex Park.</p>	
Management measures	SIA recommendations
<ul style="list-style-type: none"> Retention of significant trees across the site. All landscaped areas will have an automated drop irrigation system to ensure viability and ongoing maintenance, especially during extreme weather events. 	<ul style="list-style-type: none"> Implement a landscape maintenance schedule in the Hospital's Operational Plan or Plan of Management. Work with the local Aboriginal community in the final stages of design for the cultural courtyard.

<ul style="list-style-type: none"> Proposed planting chosen is predominately low maintenance, suitable for the local condition and are low allergenic and non-toxic which is important for a Hospital context. 	<ul style="list-style-type: none"> Engage with Council to consider how walking and cycling paths outside the Hospital site could be connected to enhance connections to the open space network.
Residual impact (considering management measures)	
Likelihood: Likely	Magnitude level: Moderate
<p>The redevelopment of the Griffith Base Hospital will enhance the existing parkland setting by providing embellished courtyards, including a cultural, Indigenous focused courtyard, forecourt areas and lawns. Pedestrian pathways, with boundary landscaping will also provide the community with recreational paths throughout the site, connecting to the broader street network and open space. Increased open space and public amenity is likely to have a high positive impact on the community.</p>	

10. CONCLUSION

This SIA has been undertaken to assess the potential social impacts arising from the redevelopment of the Griffith Base Hospital. The proposal seeks to provide a new four storey hospital building to replace outdated buildings on site.

Based on the assessment in this report, the key social impacts of this proposal are:

- **Delivery of new and improved regional hospital services:** the new contemporary building and health precinct will provide the local Griffith community, and the wider Murrumbidgee district community with a transformative and significant public asset that delivers on key State and local strategic planning visions. The redevelopment of Griffith Base Hospital will likely have a very high positive impact on the community.
- **Improvement to community health from a new focus on wellness:** the shift from a clinical approach to a holistic health approach with a focus on wellness and preventative health measures is likely to provide the community with greater awareness about their health and wellbeing. The new focus on wellness is likely to have a high positive impact on the community.
- **Improved built environment and layout:** The new Hospital will improve the built environment and layout from the current situation by consolidating services in one building to enhance operational efficiencies and connections between units and St. Vincent's Private Community Hospital. Improved built environment and layout is likely to have a very high positive impact on the community.
- **Enhanced community confidence in the future of Griffith:** the investment in the Griffith Base Hospital is a regionally significant project that will enhance community confidence among the local Griffith community, as well as other rural and regional communities. It is likely that enhanced community confidence in the future of Griffith will have a high positive impact on the community.
- **Increased job opportunities:** additional jobs will be created with the expansion of the Hospital. The delivery of a new, contemporary hospital is also likely to encourage health professionals within and outside the Griffith community to work at the Hospital. Greater awareness of the health sector may also enhance the younger population in Griffith to enrol in health related tertiary education opportunities. Increased job opportunities are likely to have a high positive impact on the community.
- **Enhanced engagement with Aboriginal culture and heritage:** the inclusion of Indigenous spaces within the new Hospital, including an Aboriginal lounge and courtyard, and greater connection of the new Hospital to the natural environment will assist in creating a welcoming and inclusive environment for Aboriginal patients, staff and visitors. This enhanced engagement with Aboriginal culture and heritage through the design of the new Hospital is likely to have a high positive impact on the community.
- **Increase in open space and public amenity:** the redevelopment of the Griffith Base Hospital will enhance the existing parkland setting by providing embellished courtyards, including a cultural, indigenous focused courtyard, forecourt areas and lawns. Pedestrian pathways, with boundary landscaping will also provide the community with recreational paths throughout the site, connecting to the broader street network and open space. Increased open space and public amenity is likely to have a high positive impact on the community.

Section 10.1 below contains recommendations to help further manage and improve the potential impacts arising from the proposal.

10.1. RECOMMENDATIONS

The following recommendations are provided to further manage the potential impacts from the proposal:

- Consider specific programs and/or activities that address prevention of diabetes and obesity to address unique challenges for Griffith.
- Implement health and wellbeing programs that can be delivered virtually or through outreach programs to rural communities in the Murrumbidgee district.
- Hold a public open day when the Hospital opens to provide an opportunity to showcase the Hospital and engage with the local community.

- Once operational consider other regular open days to continue community engagement and promotion of health and wellbeing.
- Develop relationships with local high schools to enhance knowledge of career opportunities in the health sector.
- Engage with the local Aboriginal community to discuss potential opportunities to use Aboriginal language throughout the hospital.
- Work with the local Aboriginal community in the final stages of design for the cultural courtyard.
- Implement a landscape maintenance schedule in the Hospital's Operational Plan or Plan of Management.
- Engage with Council to consider how walking and cycling paths outside the Hospital site could be connected to enhance connections to the open space network.

10.2. OVERALL IMPACT ASSESSMENT

Based on this assessment and the recommendations provided, the redevelopment of the Griffith Base Hospital will have a very high positive impact on the community. It will provide a regionally significant public asset that will provide contemporary and holistic health approaches with focus on preventative health and wellbeing for the local and regional community.

11. DISCLAIMER

This report is dated 29 January 2021 and incorporates information and events up to that date only and excludes any information arising, or event occurring, after that date which may affect the validity of Urbis Pty Ltd (**Urbis**) opinion in this report. Urbis prepared this report on the instructions, and for the benefit only, of Health Infrastructure NSW (**Instructing Party**) for the purpose of Social Impact Assessment (**Purpose**) and not for any other purpose or use. To the extent permitted by applicable law, Urbis expressly disclaims all liability, whether direct or indirect, to the Instructing Party which relies or purports to rely on this report for any purpose other than the Purpose, and to any other person which relies or purports to rely on this report for any purpose whatsoever (including the Purpose).

In preparing this report, Urbis was required to make judgements which may be affected by unforeseen future events, the likelihood and effects of which are not capable of precise assessment.

All surveys, forecasts, projections and recommendations contained in or associated with this report are made in good faith and on the basis of information supplied to Urbis at the date of this report, and upon which Urbis relied. Achievement of the projections and budgets set out in this report will depend, among other things, on the actions of others over which Urbis has no control.

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This report has been prepared with due care and diligence by Urbis and the statements and opinions given by Urbis in this report are given in good faith and in the reasonable belief that they are correct and not misleading, subject to the limitations above.

APPENDIX A

POLICY REVIEW

Riverina Murray Regional Plan, Department of Planning and Environment (2017)

The Riverina Murray Regional Plan (the Regional Plan) is a strategic planning document that outlines the NSW Government's vision, planning priorities and decisions for the Riverina Murray for the next 20 years. The Regional Plan is supported by 4 goals and 29 directions to support the vision for the Riverina Murray area to be a *diversified economy founded on Australia's food bowl, iconic waterways, and a network of vibrant connected communities*. The goals and directions relevant to this proposal are summarised below.

Griffith, Albury and Wagga Wagga are the three regional cities of the region, located along major transport routes and supported by a network of other interdependent centres. Griffith is identified as a focal point for population and housing growth in the west of the region. Of the three priorities for Griffith, one is supporting the establishment of a health precinct around Griffith Base Hospital and St Vincent's Private Community Hospital.

Goals, directions, and actions	Trends and opportunities
Goal 1: A growing and diverse economy	
Direction 5: Support the growth of the health and aged care sectors <ul style="list-style-type: none"> - Action 5.1 Establish health precincts around hospitals in the regional cities of Albury, Wagga Wagga and Griffith - Action 5.3 Facilitate multipurpose, flexible, and adaptable health and education infrastructure that responds to community needs 	<ul style="list-style-type: none"> ▪ Ageing population will drive demand for higher-order medical services in the regional cities, including hospitals and specialist services. ▪ There will also be a demand for tailored community-based healthcare facilities, such as multipurpose services. ▪ Significant opportunities for the development of complementary health services around existing health facilities in Griffith.
Direction 6: Promote the expansion of education and training opportunities <ul style="list-style-type: none"> - Action 6.1 Work with stakeholders to identify the opportunities to address skill shortages in the region through the development of tailored regional training programs with the region's education providers. - Action 6.2 Promote development of education precincts around universities and education facilities to facilitate specialisation in rural studies and cater for increasing interest from international students. 	<ul style="list-style-type: none"> ▪ The region has a shortage of skilled workers, particularly in health, education, manufacturing, and agribusiness. ▪ Tertiary education will be crucial to overcoming the shortage of skilled workers to meet workforce demands. ▪ Shortages in the health sector may be resolved through medical training in university rural health schools and through co-location opportunities between hospitals and clinical teaching facilities. ▪ Approximately 70% of Charles Sturt University graduates from regional and rural areas remain employed and living in regional and rural areas.
▪ Goal 4: Strong, connected, and healthy communities	
Direction 29: Protect the region's Aboriginal and historic heritage	<ul style="list-style-type: none"> ▪ The region has a rich Aboriginal cultural heritage, which is highly valued by the community. ▪ Areas of high growth can have a cumulative impact on both Aboriginal cultural heritage values and historic places. Early investment at the strategic planning stage is important in protecting and preserving heritage.

Guiding Griffith 2040: Community Strategic Plan, Griffith City Council

The Community Strategic Plan (CSP) identifies the community's main priorities and aspirations for the future of their communities. The CSP is supported by a delivery program and operational plan to drive priorities into actions.

The CSP consists of several aims and objectives to guide future priorities. Relevant to this proposal are aims and objectives outlined below.

Aim	Objectives
Leadership Aim 1: Develop an engaged and connected community Aim 2: Work together to achieve our goals	<ul style="list-style-type: none">▪ Acknowledge and be responsive to issues which have an impact on community well-being▪ Be well informed about current issues that impact our community▪ Partner with and provide support to organisations who deliver services and programs locally
Love the lifestyle Aim 5: Encourage a healthy and active lifestyle	<ul style="list-style-type: none">▪ Develop partnerships to improve local access to health, mental health and allied health services▪ Build a community which promotes and facilitates an active and healthy lifestyle to tackle childhood obesity, reduce domestic violence and reduce youth homelessness
Growing our City Aim 7: Encourage a skilled workforce with employment opportunities	<ul style="list-style-type: none">▪ Increase the range of opportunities to work locally▪ Develop partnerships to build on quality education and training opportunities

Growing Griffith to 2045: Draft Local Strategic Planning Statement (LSPS), Griffith City Council (2020)

The LSPS provides a 25 year land use vision for Griffith, directs how future growth will occur, implement the Strategic Plan and identify future strategic planning exercises that are required to achieve the vision for Griffith. It also priorities changes to planning controls and policies in the Griffith Local Environmental Plan 2014 and Development Control Plan(s).

The LSPS has four themes that are supported by planning priorities, strategies and actions to guide future growth. The relevant theme and planning priority for this proposal is summarised below.

Theme 3 – Linking Griffith to the World

Planning priority 8: A Regional Centre for health education and services

Griffith is recognised as an important Regional City that supports a population of over 60,000 residents in the Western Riverina for commercial and high order services. Therefore, it will be important to continue to support the growth of Griffith as a key provider of services in the region. The LSPS states that the planned Health and Education Precinct at Griffith Base Hospital and St Vincent's Private Community Hospital will increase Griffith's prominence as a regional centre for health and education.

To support the Health and Education Precinct, it will also be important to encourage and promote tertiary education institutions to located themselves in the Precinct, as well as support diverse housing options for

medical staff that will work in the Precinct. This includes permanent housing, as well as short stay accommodation, housing share options and new generation boarding houses.

Griffith Housing Strategy, Griffith City Council (2019)

The Housing Strategy provides an overview of housing demand, supply, need and affordability and the legislative underpinning of Council's engagement with affordable housing. It also outlines several priority strategies to increase affordable housing provision in the LGA. One of these strategies relates to affordable housing in the priority precinct which is summarised below.

Strategy 9 Hospital Precinct

The strategy identifies a need for increased market delivery of residential flat buildings and multi dwelling housing in the Hospital Precinct due to its location and accessibility to Griffith's commercial core. To facilitate higher densities, Council will support amendments to local controls to rezone the entire precinct to medium density residential.

This strategy aligns with Council's LSPS to support diverse housing options for medical staff to support the establishment of the Health and Education Precinct.

