

# Greenwich Health Campus

Community Communication Strategy  
– Construction to operational phase



# 1. Document introduction

This Community Communication Strategy (CCS) has been developed to provide a framework for communications and engagement activities for the Greenwich Health Campus project during the project delivery phase and into operation. Hindmarsh Constructions will engage in construction activities on behalf of HammondCare. TSA Riley has been appointed project manager.

HammondCare, one of Australia's most innovative health and aged care providers, acknowledges the Greenwich Hospital site located at 95-115 River Road, Greenwich is a valuable community asset both for the care services provided and its leafy urban amenity. HammondCare understands there is an expectation from neighbouring residents, the broader community, Lane Cove Council and state and federal governments that construction work will be undertaken responsibly with intention to minimise impacts on the local neighbourhood and broader community.

HammondCare has been committed to best-practice community engagement and consultation, resulting in significant project modifications, since first engaging with the community on the Greenwich Health Campus proposal in 2017.

By informing and engaging with key stakeholders and the community throughout the construction phase of the project, HammondCare will ensure there is appropriate awareness and understanding of what work is being carried out and how it will be performed. We understand that keeping the community informed and involved wherever possible generally helps generate goodwill and should enable HammondCare to complete the work with minimal delays arising from stakeholder concerns or opposition. Where matters give rise to a complaint, HammondCare will seek to promptly resolve matters.

On March 28, 2024, the NSW Independent Planning Commission handed down its reasons for approving the Greenwich Hospital Redevelopment – Detailed Design and Concept Proposal Modification SSD-13619238 and SSD-8699 MOD 1. The Commission found the project is consistent with the existing strategic planning framework as it will provide healthcare for an ageing population and housing to support ageing in place. It also found the project was in accordance with the Environmental Planning and Assessment Act and is in the public interest.

Key issues identified by the IPC related to built form and urban design, sustainability, landscaping and the public domain, transport and traffic impacts, flooding and stormwater.

HammondCare notes that the Commission, when granting approval, has imposed conditions of consent to management and mitigate impacts, including requiring appropriate consultation with adjoining properties on noise and stormwater impacts, short-term noise monitoring, implementation of appropriate stormwater mitigation measures and ensuring appropriate levels of flood protection for the development throughout each stage of construction.

## 2. Objectives and aim of this CCS

The aim of this CCS is to provide an overall strategy and plan of how the Community and key Stakeholders are to be engaged throughout the construction phase of the Greenwich Health Campus. The objectives of this document are to:

- Provide background information on the Greenwich Health Campus and its associated stakeholder and communications management considerations;
- Outline the mechanisms to facilitate communication between the Applicant, Authorities and the community (including adjoining affected landowners and others directly impacted by the development) during the construction stage of the development and for a minimum 12 months following completion of construction;
- Identify key stakeholders, their known concerns and how they be engaged';
- Set out procedures and mechanisms through which the community can discuss or provide feedback to HammondCare; through which HammondCare can respond to enquiries or feedback from the community; and resolve any issues and mediate disputes that may arise in relation to construction and operation of the development, including disputes regarding notification or compensation;
- Identify general consent conditions for construction and operational noise, stormwater and flooding, landscaping, traffic and ecological sustainability: and,
- Be a live document that will be updated regularly as stakeholder, environmental and social issues and needs change throughout the Project.

## 3. Context:

HammondCare has a long-term vision to transform Greenwich Hospital from a dated, 1960s facility into an integrated, contemporary health campus capable of providing specialised care services.

This vision will assist HammondCare, an independent Christian charity with a proud history of providing quality care and supporting people in need for 91 years, fulfill our ambition to set the global standard for people with complex needs and to increase our care for those that others can't or won't.

Care services to be provided in the new Greenwich Healthcare Campus include:

- Palliative care
- Older persons mental health
- Rehabilitation
- Residential aged care
- Serviced seniors living
- GP & outpatient clinics
- 24/7 onsite care

There is no comparable integrated health campus in Northern Sydney.

The project involves demolition of the existing hospital building and associated facilities, construction of a new hospital facility and integrated health care uses and services including:

- A new main hospital building up to seven stories above ground level offering 130 beds
- Two new Serviced Seniors Living buildings up to six offering a total of 89 units
- A respite care building over 3 storeys
- Construction of associated site facilities and services such as pedestrian and vehicular access and basement car parking for 330 cars
- Site landscaping and infrastructure works
- Preservation of the heritage listed Pallister House which will continue to provide research and administrative functions

## 4. Conditions of Consent

The Commission has imposed conditions of consent to manage and mitigate impacts. More detail is included in the Independent Planning Commission's Statement of Reasons for Decision of 28 March 2024. Matters canvassed include the following:

**Construction noise:** Standard construction hours of 7:30am to 5.30pm Monday to Friday inclusive and Saturdays 8am to 1pm are a condition of the approval. No work will be carried out on Sundays or public holidays. Additional works can be done 1pm to 3.30 Saturdays if construction works achieve noise management levels for "Outside recommended standard hours" detailed in the Interim Construction Noise Guideline.

High noise generating activities including rock breaking, rock hammering, sheet piling, pile driving and other similar activities are limited to 9am to 12 pm and 2pm to 5pm Monday to Friday

A Construction Noise and Vibration Management Sub Plan will be required to ensure adequate engagement with adjoining residential receivers and adequate monitoring of noise impacts for each stage of development.

Construction methodology for excavation has not been determined. However, excavation will need to meet the noise management levels in the EPA's Interim Construction Noise Guideline and implement measures to manage high noise generating works. Community consultation will need to be undertaken where construction noise exceeds the highly noise and vibration affected level with short-term monitoring and a complaints management system needs to be put in place.

**Operational noise:** A Combined Operational, Demolition and Construction Waste Management Plan will restrict waste collection noise to between 7am to 7pm for waste collection. Waste collection will be relocated to the basement loading dock, providing improved noise outcomes compared to the present at-grade location.

**Flooding and stormwater:** As the site is mapped as flood affected, there is a requirement for a Construction Flood Emergency Response Sub-Plan to outline emergency responses for the construction phases of the development, available onsite during construction at all times.

During operation of the development, a Flood Emergency Response Plan is required to provide guidance on flood risks, including predicted flood levels, flood warning time and notification, assembly points, evacuation routes and intended evacuation and refuge protocols.

All entrances to the buildings and habitable levels must be above the 1 per cent AEP level and buildings must be designed to withstand the impact of floods up to and including the PMF events.

A Construction Soil and Water Management Sub-plan will be developed after consultation with adjoining landowners, and there should be mechanisms to facilitate communication between HammondCare and adjoining affected landowners during construction to ensure no overland flow impacts are experienced on adjoining properties.

A Water Management Plan is required that provides mechanisms for neighbouring landowners to communicate with the Applicant on stormwater and overland flow matters during operation of the development, as well as requiring applicants to implement permanent measures if stormwater runoff or overland flow impacts are identified on adjoining properties.

**Traffic impacts:** The Commission is satisfied the project will not have unacceptable traffic impacts on the existing road network. The eastern River Road entrance was designed in consultation with Greenwich Public School and there are no changes to the existing access arrangements or the driveway at St Vincents Road.

HammondCare is required to undertake a Road Safety Audit to assess the suitability of the St Vincents Road access during construction.

A Construction Traffic and Pedestrian Management Sub-plan will be prepared to ensure safety and efficiency of the road network.

**Public transport:** A Green Travel Plan is required to detail measures to reduce private vehicle usage, including the provision of a free shuttle bus to local retail centres and public transport nodes. The plan needs to address lack of public bus transport past the site on Sundays

**Landscaping:** The proposed plantings of more than 86 trees, and at a ratio of greater than 1:1 to existing tree numbers, meets the requirements of the Concept Approval. There was also approval that 46 per cent of the property would be deep soil.

The Commission was satisfied with the benefits of co-locating proposed PV solar panels and green roof as a sustainability measure.

A revised Landscape Plan is required for the bush regeneration areas that requires the location, species, maturity at time of planting should be devised. There is also a requirement that endemic species be included.

**Asset Protection Zone:** The Commission is satisfied that the revised Asset Protection Zone (APZ) is satisfactory as the tree canopy cover is limited to 15 per cent of the Inner Protection Zone.

The revised APZ area, including cover extended to an area of cleared and managed land between the formerly proposed APZ and the adjoining property to the south, will be designed and constructed in accordance with Appendix 4 of Planning for Bushfire Protection 2019. An update is required of the Vegetation Management plan to include planting details, APZ measures and vegetation protocols for the remainder of the site as a condition of consent.

**Ecologically sustainable development:** There is a requirement that the main hospital building, and respite building achieve a minimum 4-star Green Star rating (or equivalent) through an alternative certification process. While the seniors housing buildings are not subject to Green Star rating certification, it must meet BASIX standards and be in compliance with Section J of the NCC.

## 5. Previous engagement

This Community Consultation Plan acknowledges there has been strong interest in the Greenwich Hospital Redevelopment among the local community, especially among residents immediately surrounding the site, since it was first envisaged in 2017 through the progressive stages of approval through SEARS, Concept Approval and Detailed Design.

Throughout this process through to the Detailed Design and Concept Proposal Modification approval in March 2024, HammondCare has engaged in best-practice community engagement and consultation, with a commitment to be responsive to feedback. This has resulted in significant project modifications such as:

- Minimising visual impact on neighbours and the heritage-protected Pallister House
- Reduction in bulk and scale of serviced seniors living buildings
- Protection of tree canopy through greater retention and commitment to revegetation
- Undergrounding car parking to maximise greenspace and ground level connectivity

Previous consultation has featured public drop-in events at Pallister House for one-on-one community interaction plus face-to-face meetings and briefings with Lane Cove Council, state and federal MPs, Greenwich Public School representatives and local community groups. There have been letterboxed newsletters to more than 1500 homes, a project website, a hotline and inbox. There has been media releases with coverage in the North Shore Times, In the Cove local news website sector media and a feature news story on Nine News, Sydney.

There have also been a number of one-on-one meetings with neighbours to address specific concerns, including stormwater run-off and site traffic movements.

## 6. Timelines

This Community Consultation Plan acknowledges there has been strong interest in the Greenwich Hospital Redevelopment among the local community, especially among residents immediately surrounding the site, since it was first envisaged in 2017 through the progressive stages of approval through SEARS, Concept Approval and Detailed Design.

This consultation strategy applies cross the construction and implementation period. Modifications to this timeline may arise as construction methodology is confirmed and lack of certainty in sub-contractor and building materials availability arising from heated local development conditions.

The present timelines are the following:

**Stage 1** – November 2024 to November 2025: Enabling works.

**Stage 2** – December 2025 to January 2028: Health and Community Services building.

**Stage 3** – January 2025 to May 2029. Seniors Living buildings.

**Stage 4** – May 2029 to July 2030. Respite building.

## 7. Engagement tools

For the construction phase and beyond, HammondCare will continue to engage with the community and specific stakeholders in the following way:

## Engagement

Tool	Description	Purpose
<p><b>Information line – use existing</b></p> <p><b>1300 426 666</b></p>	<p>Dedicated project information line managed by HammondCare.</p>	<p>Promoted on all communications to be accessible and maintain open lines of communication.</p>
<p><b>Email address – use existing</b></p> <p><b>AskGreenwich@hammond.com.au</b></p>	<p>Dedicated project email account managed by HammondCare.</p>	<p>Project-specific email address on newsletter, encouraging community members to email should they want to be involved in the process and have their say.</p> <p>Quick and easy way to contact the project team if want to report any issues or ask questions.</p>
<p><b>Information session</b></p>	<p>If required, convene local community and interested stakeholders to provide an update on project progress, design changes and invite further feedback.</p>	<p>Continuation of feedback loop by sharing how previous community feedback has been adopted (or where it hasn't, why and articulate what the project constraints are).</p>
<p><b>Briefings</b></p>	<p>If required, provide update on project to Council, Elected Members and Members of Parliament. Discuss constituent feedback on project.</p>	<p>Opportunity to discuss constituent views and attitudes toward the development, how the project fits in with local policy and initiatives.</p>
<p><b>Face-to-face meetings with local action groups</b></p>	<p>If required, discussions with key stakeholder groups to address specific issues which require additional time outside of the information sessions (meetings or doorknocking).</p>	<p>Ongoing relationship management.</p>



## Supporting communications

Tool	Description	Purpose
<b>Newsletter</b>	<p>Distributed to 1,800 addresses per previous communications.</p> <p>Provide copies to Council reception and Electorate Offices to respond to queries about project or information session.</p>	<p>Initially to be distributed when enabling works commence. Then regular project updates at six monthly intervals, or as required, including details of AskGreenwich inbox and 1300 426 666 hotline. AskGreenwich and hotline will be monitored by Sally Grosvenor and Kelvin Bissett</p>
<b>Project website</b>	<p>Source of truth for project</p>	<p>Provides factual information on project, regularly updated. Details of AskGreenwich inbox and 1300 426 666 hotline. AskGreenwich and hotline will be monitored by Sally Grosvenor and Kelvin Bissett</p>
<b>Visual presentation</b>	<p>Powerpoint presentation to illustrate project for briefings and one-on-one sessions</p>	<p>Communicates in visual form project and benefits</p>
<b>Social Media</b>	<p>Monitor social media (Facebook, Twitter, etc.)</p>	<p>Identify any issues raised via social media and provide timely responses as needed. Details of AskGreenwich inbox and 1300 426 666 hotline. AskGreenwich and hotline will be monitored by Sally Grosvenor and Kelvin Bissett</p>
<b>Media release</b>	<p>Communicate to media</p>	<p>Discussion of latest key messages. Details of AskGreenwich inbox and 1300 426 666 hotline. AskGreenwich and hotline will be monitored by Sally Grosvenor and Kelvin Bissett</p>
<b>Information boards</b>	<p>Developed for staff, patients and volunteers</p>	<p>Communicate project updates. Details of AskGreenwich inbox and 1300 426 666 hotline. AskGreenwich and hotline will be monitored by Sally Grosvenor and Kelvin Bissett</p>
<b>Sod turn, opening event</b>	<p>Developed for staff, patients and volunteers</p>	<p>Communicate project updates</p>
<b>Communication tools</b>	<p>Developed as needed.</p>	<p>Well-designed communications, maps and/or infographics to help better communicate project updates</p>

## 8. Key stakeholders

This consultation plan identifies the following stakeholders and their key interests/ concerns at the construction phase of the project:

### Government

Stakeholders	Key interests/issues	Engagement tool
<b>Kylea Tink MP, Federal Member for North Sydney</b>	Project falls within electorate	Newsletter Briefing if desired
<b>Hon Anthony Roberts MP, State Member for Lane Cove</b>	Project falls within electorate	Newsletter Briefing if desired
<b>Lane Cove Council and Elected Members</b>	Project falls within Council boundary  Opposed approval  Interest in vegetation / tree canopy / noise / stormwater/ flooding / heritage/ traffic	Newsletter Briefing if desired
<b>Lane Cove Council Director – Planning and Sustainability – Mark Brisby</b>	Planning, design changes  Key point of contact to advise on engagement with Council committee(s)	Newsletter Briefing if desired

## Local community/action groups

Stakeholders	Key interests/issues	Engagement tool
<b>Greenwich Community Association</b>	Opposed approval Interest in vegetation / tree canopy / noise / stormwater/ flooding / heritage /traffic	Newsletters Hotline Information line Website One-on-one meetings
<b>Greenwich Public School Parent's and Citizens Association</b>	Site neighbour interested in safety, relationship with school, project opportunities (café)	Newsletters Hotline Information line Website One-on-one meetings if requested
<b>Greenwich St Leonards (GSL) Action Group</b>	Opposed approval Unknown if still operational Interest in vegetation / tree canopy / noise / stormwater/ flooding / heritage/ traffic	Newsletters Hotline Information line Website One-on-one meetings if requested
<b>Lane Cove Bushland and Conservation Society</b>	Interest in vegetation /tree canopy/heritage	Newsletters Hotline Information line Website One-on-one meetings if requested
<b>Lane Cove North Residents Association</b>	Opposed approval Interest in vegetation / tree canopy / noise / stormwater/ flooding / heritage/ traffic	Newsletters Hotline Information line Website One-on-one meetings if requested

<b>Longueville Residents Association</b>	Opposed approval Interest in vegetation / tree canopy / noise / stormwater/ flooding / heritage/ traffic	Newsletters Hotline Information line Website One-on-one meetings if requested
<b>Northwood Action Group</b>	Opposed approval Strong focus on visual amenity from Northwood, also tree canopy	Newsletters Hotline Information line Website One-on-one meetings if requested

**Within HammondCare**

<b>Stakeholders</b>	<b>Key interests/issues</b>	<b>Engagement tool</b>
<b>Greenwich Hospital staff</b>	Job uncertainties Staging Parking and public transport	Briefings Staff email Workplace Information boards Website
<b>Greenwich Hospital patients</b>	Staging Construction impacts on services	Briefings Information boards Website
<b>Greenwich Hospital volunteers</b>	Staging Construction impact on services Parking and public transport	Briefings Email Information boards Website

## Other

Stakeholders	Key interests/issues	Engagement tool
<b>Greenwich Public School</b>	Site neighbour Accessibility, construction impacts	Newsletters Hotline Information line Website One-on-one meetings if requested
<b>Lane Cove Chamber of Commerce</b>	Business impacts and opportunities	Newsletters Hotline Information line Website One-on-one meetings
<b>Heritage Council of NSW</b>	Heritage preservation, specifically as it relates to Pallister House	Newsletters Hotline Information line Briefing if requested
<b>Immediate neighbouring residences in Greenwich</b>	Visual impact and sightlines, construction impacts including noise, vegetation (including screening), stormwater runoff and erosion	Newsletters Hotline Information line One-on-one meetings
<b>Broader Greenwich / Lane Cove / North Sydney communities</b>	Users / future users of health care provision at Greenwich site, accessing health care and/or residential care services	Hotline Information line One-on-one meetings if requested Media release
<b>Media, including In the Cove, North Shore Times, Sydney Morning Herald and Daily Telegraph</b>	Communication of key milestones to wider community	Media release

Other stakeholders identified for consideration are:

- Traditional Owners with an interest into the significance of the Greenwich site and connection to country. Specifically, the Cammeraygal people – traditional owners of the North Sydney area or representative body
- Greenwich Senior Citizens Association
- Lane Cove Senior Citizens Club
- Dementia Australia
- North Sydney Local Health Network

## 9. Complaints management

During project delivery, a complaint is defined as in regard to construction impacts including safety, dust, noise, traffic, congestion, loss of amenity, hours of work, property damage, property access, service disruption, conduct or behaviour of construction workers, or other environmental impacts, unplanned or uncommunicated disruptions.

As noted above, the primary means to receive feedback from the community will be the AskGreenwich@hammond.com.au inbox or the 1300 426666 information line. These two means of communication have been in place through other phases of the project's approval process. Complaints may also be communicated verbally to Greenwich Council or to the Hindmarsh construction team.

Both the AskGreenwich@hammond.com.au inbox and the 1300 426666 information line mechanisms will be clearly stated on the project website, in all newsletters or other project updates.

In the first instance, complaints received will be managed by a HammondCare Marketing representative with TSA being informed for prompt resolution of the project-related matter. The HammondCare Property and Capital Works team will similarly be informed.

Where matters remain unresolved within seven days, the matter will be escalated to a representative of the HammondCare General Manager Independent Living, Property and Homelessness . This HammondCare representative will also decide whether rectification and/or compensation may be needed where circumstances warrant.

As outlined in 8. Engagement Tools, there is scope for one-on-one meetings with either individuals or community groups to resolve conflicts on site. Alternatively, there can also be opportunities for briefings ahead of time.

An ongoing register of complaints will be maintained through the construction phase by a HammondCare Marketing representative. This register will record date and time complaint received, name of complainant (if known), nature of complaint, and how the matter was resolved.

Last Review Date:

Owner:

Portfolio Responsible:

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