



Health
Infrastructure

Community Communication Strategy

Macksville Hospital Development
SSD No 9103

May 2019

DOCUMENT MANAGEMENT

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EXECUTIVE SUMMARY

The Macksville Hospital Development (SSD 9103) was approved on 29 March 2019. The following scope of works was approved as part of that determination:

Construction of the New Macksville Hospital, including:

- A new three-storey building, including a lower ground level, comprising an emergency department, various inpatient units, a perioperative unit, community health services, associated administration spaces and back of house services;
- Large new at-grade carpark;
- Loading dock associated with the lower ground level; and
- Landscaping, civil infrastructure and plant.

Condition B12 of the approval SSD 9103 for the Macksville Hospital Redevelopment requires the preparation of a Community Communication Strategy to provide *mechanisms to facilitate communication between the Applicant, the relevant Council and the community (including adjoining affected landowners and businesses, and others directly impacted by the development), during the design and construction of the development and for a minimum of 12 months following the completion of construction.*

In accordance with Condition B12 of the approval, the purpose of this document is to outline the mechanisms that will be engaged to facilitate communication between Health Infrastructure (and its Principal Contractor), the relevant Council and the community (including adjoining affected landowners and businesses), and others directly impacted by the development during the construction of the development.

The development is proposed to be undertaken over a period of 18 months commencing in June 2019 with this strategy being implemented for the duration of construction and a minimum of 12 months following completion.

1 COMMUNITY COMMUNICATIONS STRATEGY

1.1 PROJECT OVERVIEW

In February 2015, the then Deputy Premier of NSW, Troy Grant, announced a \$50 million commitment for the redevelopment of Macksville District Hospital. The project was based on the Macksville Health Services Clinical Services Plan 2015-2019 and Supplement issued in January 2016. In the 2017 NSW State Budget a further announcement of \$23 million was made, bringing the total project budget to \$73 million. This was accompanied by the announcement that a new hospital would be built on a greenfield site. The Macksville Hospital Development will deliver increased service capacity, contemporary models of care and align with broader Coffs Clinical Network (CCN) and Mid North Coast Local Health District (MNCLHD) services.

The Macksville Hospital Development will include construction of the New Macksville Hospital, including:

- A new three-storey building, including a lower ground level, comprising an emergency department, various inpatient units, a perioperative unit, community health services, associated administration spaces and back of house services;
- Large new at-grade carpark;
- Loading dock associated with the lower ground level; and
- Landscaping, civil infrastructure and plant.

1.2 ENGAGEMENT OBJECTIVES

Extensive stakeholder and community engagement was undertaken during the planning phases of the project, inviting feedback on the Macksville Hospital Development. As the project enters the construction phase, engagement and communication will focus on keeping stakeholders and community informed about the construction so they can clearly understand the different construction phases and works involved, and how impacts will be managed.

The community engagement objectives for this project are to:

- Comply with the conditions of development consent (SSD 9103).
- Ensure potential affected property owners, interested stakeholders and the broader community are informed about the project and the likely impacts.
- Ensure appropriate and direct communication with property owners directly affected by the work.
- Ensure enquiries and complaints about the work are managed in accordance with the protocols as outlined Section 4

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

1.3 CONDITIONS OF CONSENT

This Strategy has been developed to address the following conditions of consent:

Condition	Detail	Response
B11	The Community Communication Strategy must:	
a)	Identify people to be consulted during the design and construction phases;	Chapter 2 – Key Stakeholders
b)	Set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the development;	Chapter 3 – Communication Tools
c)	Provide for the formation of community-based forums, if required, that focus on key environmental management issues for the development;	Chapter 3 – Communication Tools
d)	Set out procedures and mechanisms: <ul style="list-style-type: none"> (i) Through which the community can discuss or provide feedback to the Applicant; (ii) Through which the Applicant will respond to enquiries or feedback from the community; and (iii) To resolve any issues and mediate any disputes that may arise in relation to construction and operation of the development, including disputes regarding rectification or compensation. 	Chapter 4 – Procedures for managing enquiries and feedback

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

Condition	Detail	Response
A21 – Access to Information	At least 48 hours before the commencement of construction until the completion of all works under this consent, or such other time as agreed by the Planning Secretary, the Applicant must: <ul style="list-style-type: none"> (a) make the following information and documents (as they are obtained 	Chapter 3 – Communication Tools

	<p>or approved) publicly available on its website:</p> <ul style="list-style-type: none"> (i) the documents referred to in condition B2 of this consent; (ii) all current statutory approvals for the development; (iii) all approved strategies, plans and programs required under the conditions of this consent; (iv) regular reporting on the environmental performance of the development in accordance with the reporting arrangements in any plans or programs approved under the conditions of this consent; (v) a comprehensive summary of the monitoring results of the development, reported in accordance with the specifications in any conditions of this consent, or any approved plans and programs; (vi) a summary of the current stage and progress of the development; (vii) contact details to enquire about the development or to make a complaint; (viii) a complaints register, updated monthly; (ix) audit reports prepared as part of any independent environmental audit of the development and the Applicant’s response to the recommendations in any audit report; (x) any other matter required by the Planning Secretary; and <p>(b) keep such information up to date, to the satisfaction of the Planning Secretary.</p>	
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2 KEY STAKEHOLDERS

The following is a list of stakeholders identified as being relevant to this project, with an emphasis on external stakeholders within the community. The key community liaison activities for the construction contractors will focus on directly affected landowners and those landowners that live near, or may be travelling through, a construction area.

During the construction phase of the project the following stakeholders will be consulted, and the list reviewed and updated to ensure currency.

Table 1: External Stakeholder Groups

Type	Key Stakeholders	Communication Tools
Local Community	<p>The broad distribution of relevant external stakeholders will be identified and consulted, including:</p> <ul style="list-style-type: none"> - Local residents and community - Local Community groups 	<p>Stakeholder engagement will involve a comprehensive mix of channels, tools and activities designed to provide regular, proactive, transparent and two-way communication.</p> <p>Channels and tools for engagement may include:</p> <ul style="list-style-type: none"> - Brochures, flyers, factsheets and timelines - Newsletters and letter box drops - Digital communications: websites, e-newsletters, social media, surveys and videos - Site signage: posters, sign boards, way finding, traffic maps, shade cloth and hoarding - Feedback mechanisms: phone number, email address and online forms - Media releases and paid community notices - Project fly troughs’ and artist impressions Direct communication - Mid North Coast Local Health District Network Community Reference Group updates - Interactive Community Workshops allowing feedback on design

Type	Key Stakeholders	Communication Tools
Local Aboriginal Community	<ul style="list-style-type: none"> - Community-controlled Aboriginal Medical Services - Local Aboriginal Land Council - Local Aboriginal Elders group - Local Aboriginal Reference Group 	<ul style="list-style-type: none"> - Direct communication (Aboriginal Reference Group meetings) - Media releases - Social media posts - Community updates - Display boards
Local Council	<ul style="list-style-type: none"> - Nambucca Shire Council 	<ul style="list-style-type: none"> - Meetings / briefings - Website - Phone / email
Neighbours	<ul style="list-style-type: none"> - Letitia Close, Mattick Road and old Coast Road Residents 	<ul style="list-style-type: none"> - Media releases - Display boards - Letterbox drops - Emails - Face to face
Service Partners / NGOs	<ul style="list-style-type: none"> - NSW Police - Ambulance NSW - Primary Health Network - Aboriginal Medical Services - Community Services and not for profit agencies 	<ul style="list-style-type: none"> - User group meetings - Email - Governance meetings - Media releases - Display boards - Staff notice board - Intranet - Facility feedback - Community information sessions (incl. feedback)
Elected Representatives	<ul style="list-style-type: none"> - NSW Minister for Health - Local MP 	<ul style="list-style-type: none"> - Meetings / briefings - Website - Phone / email
Volunteers	<ul style="list-style-type: none"> - United Hospitals Auxiliary (UHA) BowraMacksville Branch and Nambucca Branch - Palliative care Volunteers - Nambucca Valley Cancer Support Group 	<ul style="list-style-type: none"> - Direct communication - Flyers/information brochures - Mid North Coast Local Health District Community Reference Group updates - Media releases - Display boards

Table 2: Internal Stakeholders

Type	Key Stakeholders	Communication Tools
Mid North Coast LHD	<ul style="list-style-type: none"> - Board - Executive 	<ul style="list-style-type: none"> - Membership of key executive within the project governance meetings - Briefing as required - Governance meetings
Health Infrastructure	<ul style="list-style-type: none"> - Board - Executive 	<ul style="list-style-type: none"> - Face to face - Email - Governance meetings
Macksville District Hospital	<ul style="list-style-type: none"> - Executive - Clinical Staff - Non-clinical staff - Patients and Visitors - Community Health - Support Services - Volunteer Services - HealthShare/Pathology North 	<ul style="list-style-type: none"> - Manager updates - User group meetings - Staff email - Staff forums - Noticeboards - Intranet updates - Governance meetings
Patients		<ul style="list-style-type: none"> - Direct communication - Flyers/information brochures - Mid North Coast Local Health District Community Reference Group updates - Media releases - Display boards

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

3 COMMUNICATION TOOLS

The project team will consult with the directly affected residents, property owners, relevant stakeholders and the broader community before and during construction. This section describes the communication tools to support the objectives and aims of this Community Communications Strategy. These will be supported by Ministerial and Department speaking and media opportunities.

Communication channels will include the provision of feedback mechanisms including phone numbers, email addresses, online feedback forms, surveys and community forums/reference groups. All community issues, complaints, disputes and feedback received will be recorded, managed and progressed through the appropriate community feedback mechanisms. These may be managed with standard response such as via email or phone or a more specific forum to address more complex matters such as a meeting or forum.

Issues requiring escalation will be managed as per Project Governance and this includes legal issues, disputes, compensation, work health and safety incidents, media enquiries and political issues.

As per Health Infrastructure's issues management protocols, issues will be managed with the appropriate input from Health Infrastructure Executive, Communications & Engagement (including media management and government relations), Legal and other key stakeholders including government.

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

- Direct communication
- Media releases
- Social media posts
- Community updates
- Display boards
- Consultations
- Flyers / information brochures
- Newsletters
- Q&A sessions
- Project website

3.1 PROJECT INFORMATION LINE, POSTAL ADDRESS AND EMAIL ADDRESS

Project address: Macksville Hospital Development, Lots 2&3 DP258324, Macksville

Primary Contact

Mid North Coast Local Health District
Project Communication Lead – Lynn Lelean
Email: MNCLHD-CCNProjects@health.nsw.gov.au

Emergency Site Contact

Hansen Yuncken
Site Manager – Joshua Crilley

Phone: 0456 888 033

Site signage and contact details will be provided on site fencing at the time of commencement.

3.2 Project website

A dedicated webpage on the MHD project is available with project information and FAQs a at

<https://mnclhd.health.nsw.gov.au/hospitals/mnclhd-major-capital-works/macksville-hospital-development/>

The webpage is maintained by Mid North Coast Local Health District Communications Team and is currently undergoing an update. Queries on the website can be directed to: MNCLHD-CCNProjectshealth.nsw.au or through the website.

The Macksville Hospital Development Redevelopment webpage provides a comprehensive source of project information and contact details to make an enquiry or complaint. The website will be promoted in all other communication activities. Regular updates to the website will ensure currency of information. Other communication material, such as community updates, will be stored on the webpage.

To meet obligations set out in the SSDA 9103 Development Consent A21, the website will be regularly updated to include a link to the following information and documents:

- All relevant development consent documentation
- Regular reporting on environmental performance
- Summary of the monitoring results of the development
- A monthly complaints register
- Audit reports prepared as part of any independent environmental audit.

The website will include functionality allowing wider community to register interest in receiving online updates of the project's progress and attainment of milestones.

3.3 LETTERBOX NOTIFICATIONS AND E-NEWSLETTERS

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

A project newsletter will be established and provided via letterbox drops and electronic means.

Where possible, notifications and newsletters will also be made available online.

3.4 KEY STAKEHOLDER UPDATES AND BRIEFINGS

Multiple stakeholder groups maintain varying levels of involvement in the MHD development process. Client and end user groups such as hospital staff and the Mid North Coast (MNC) Local Health District (LHD) engage in frequent collaboration with the MNCLHD development team. Departments and

parliament members of the NSW government provide direction as well as strategic and policy advice towards the project. Health infrastructure is to serve as a facilitator and overseer role in implementing stakeholder input into the project development.

4 FEEDBACK MECHANISMS AND PROCEDURES

Communications Working Group (CWG)

The Communication Working Group (CWG) reports to the PDC. It has responsibility for developing / monitoring key project activities including communications and consultation (further outlined below). This is the only avenue to formally highlight communication issues to the ESC.

The CWG team meets monthly and reports to the PDC. A standard agenda for the CWG includes:

1. Review of the updated plan – Chapters 1 and 2
2. Review of the Communications Actions and Issues Register which tracks consultation and
3. communications completed since last meeting, and identifies feedback and any follow-up required
4. Review of Communications Calendar (three month look ahead).
5. Review of Media Plan
6. Planning for Milestones – review of communications events / media / materials
7. Identification of specific stakeholder risks and management of these risks
8. Change management communications issues

The following protocols and procedures will be in place for the duration of the construction period and for a period of 12 months following completion to effectively manage enquiries and complaints received from the community.

Community contact points are as defined in Section 3.1.

All community consultation is managed through the Project Communication Lead, Lynn Lelean.

All enquiries and complaints will be directed to the Project Communication Lead who will determine the most appropriate response or action.

4.1 ISSUES, DISPUTES AND COMPLAINTS

Issues, disputes and complaints relate to those matters which may arise in relation to the construction and operation of the development, including disputes regarding rectification and compensation.

All community issues, complaints, disputes and feedback received will be recorded, managed and progressed through the appropriate community feedback mechanisms. These may be managed with standard response such as via email or phone or a more specific forum to address more complex matters such as a meeting or forum.

Issues requiring escalation will be managed as per Project Governance and this includes legal issues, disputes, compensation, work health and safety incidents, media enquiries and political issues.

As per Health Infrastructure's issues and disputes management protocols, issues will be managed with the appropriate input from Health Infrastructure Executive, Communications & Engagement (including media management and government relations), Legal and other key stakeholders including government.

The Project will target the following response times for community feedback and enquiries.

Activity	Response Timeframe
Email enquiry acknowledgment	1 business day
Email / onsite enquiry response	5 business days
Site phone line	30 minutes
Website contact form	3 business days

4.2 MONITORING AND REPORTING

Health Infrastructure is committed to establishing and maintaining appropriate channels and processes to ensure community opinions are heard, recorded and responded to. Established or bespoke Stakeholder Management Systems will be used by the Project Team to track and record stakeholder interactions and outcomes, for the purpose of managing issues and feeding this information into the planning, design and delivery phases. Monthly summaries and regular updates will be provided for discussion in project working groups, to be tabled in executive steering committees and for contribution to portfolio-wide reporting.

The Project Communications and Engagement Lead will also regularly review the effectiveness of the communications approach to ensure all channels, tools, activities and opportunities are identified and maximised.

Where possible, positive outcomes will be proactively promoted to the community via the appropriate channels and mechanisms to ensure community awareness of the government’s commitment to the principles of community input and co-design.

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