

RANDWICK CAMPUS REDEVELOPMENT

INTEGRATED ASB (IASB) CONSTRUCTION COMMUNICATIONS PLAN

JULY 2019



Health
Infrastructure



Randwick City
Council
a sense of community



DOCUMENT HISTORY

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V 1.0	10 July 2019	Lendlease	Draft for review
V 2.0	12 July 2019	Health Infrastructure	Document review

DOCUMENT CONTROL

To ensure the Construction Communication Plan remains relevant and accurate, this document will be continuously reviewed and evaluated throughout the planning and delivery of the IASB Addition. Any changes made to this document must be reviewed and approved by a senior member of the Lendlease Project Team and appropriate HI representative.

Any revisions made will be communicated to the project team accordingly.

CONSTRUCTION MANAGEMENT PLAN

IASB ADDITION CONSTRUCTION COMMUNICATIONS PLAN

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1.0 INTRODUCTION

BACKGROUND

The NSW Government is investing \$720 million to strengthen the Randwick Health and Education Precinct as a world-leading centre for health and wellbeing, research, education and teaching. This investment will see a new Prince of Wales Hospital (POWH) Acute Services Building (ASB) as part of the Randwick Campus Redevelopment (RCR) will be delivered to the community in 2022.

The new ASB will transform the patient experience at Randwick and deliver significant community benefits. Facilities in the ASB will include a new adult emergency department and intensive care unit, five levels of inpatient units, new operating theatres for the campus, embedded education, training and research spaces, improved helipad and ambulance access, a new signalised intersection and two new visitor and patient drop-offs.

State Significant Development (SSD) 9113 for the Prince of Wales Hospital Expansion Stage 1 was approved by NSW Department of Planning and Environment on 27 February 2019.

The approved ASB Addition is located on the corner of Magill and Botany streets, between the Randwick Hospitals Campus and University of New South Wales Sydney (UNSW).

The NSW Government is now partnering with UNSW Sydney to strengthen the Randwick Hospitals Campus (RHC) further through the integration of additional health education, training and research with acute healthcare services - directly benefiting patients, carers and the NSW community.

Under the latest partnership initiative, an extension to the approved ASB is proposed to enable clinical innovation and research, biomedical engineering, and research laboratories to be collocated directly alongside clinical staff. The UNSW Eastern Extension, includes:

- Research Governance and Collaboration Spaces.
- Clinical Research Facility.
- Clinical Innovation and Translation Spaces.
- High tech Interventional Suite and Clinical Translational Laboratory.
- Bioengineering Innovation space.
- Clinical Research Spaces.

This extension will bring together clinicians, researchers, educators and public health professionals to drive the rapid translation of research and innovation, expand excellence in health teaching and education opportunities, and improve the patient care experience at Randwick. The IASB addition and the \$250 million UNSW Health Translation Hub (to be subject of a separate SSD Application) are part of UNSW Sydney's \$500 million commitment to invest in the Precinct over the next decade.

PURPOSE

This Construction Communications Strategy has been prepared for the IASB Addition and defines the approach to stakeholder engagement for construction and delivery of the IASB Addition.

This plan has been developed to align with the RCR Communications and Engagement Strategy (RCR CSES) and overarching RCR Construction Communications Strategy.

2.0 STAKEHOLDER ENGAGEMENT

GUIDING PRINCIPLES FOR IASB ADDITION STAKEHOLDER ENGAGEMENT

Throughout all stages of IASB Addition construction the project will remain committed to early, coordinated, proactive and transparent stakeholder engagement.

Extensive planning and engagement has been undertaken to identify and develop collaborative and productive relationships with key stakeholders to support planning and delivery of the new IASB Addition and these have been and will continue to be leveraged throughout planning, design and delivery of the IASB Addition.

The following principles underpin the project's approach to stakeholder engagement for the delivery of IASB Addition:

- **Purposeful:** Engagement is meaningful to stakeholders and provided in a clear and consistent manner.
- **Timely:** Information is provided, and available, to stakeholders at the appropriate time and in the appropriate format.
- **Inclusive:** Engagement activities are accessible to all relevant interested and impacted stakeholders.
- **Respectful:** Stakeholders diverse, needs and perspectives are acknowledged and respected.
- **Transparent:** Engagement is open and honest with expectations clearly set.

OBJECTIVES

The success of this plan will be monitored as the project progresses. The successful implementation of this strategy can be articulated through the achievement of the objectives outlined below.

1. Deliver a high quality, consistent and integrated stakeholder engagement approach that supports and aligns with RCR planning and objectives.
2. Implement and maintain effective coordination and communication channels between the project and key stakeholders throughout planning and delivery of the project.
3. Effectively manage and mitigate potential impacts to RHC business continuity and nearby residential and commercial neighbours.
4. Minimise construction impacts to ensure there is minimal impact on the staff, patient and visitor hospital service and experience.
5. Provide a transparent and pro-active consultation process that meets and exceeds best practice stakeholder engagement.
6. Build commitment to, and a shared understanding among project team and stakeholders on the benefits of the Project.

IASB ADDITION ENGAGEMENT APPROACH

In line with the Project’s overarching communication and stakeholder engagement plan and the Construction Communication Strategy, coordinated and transparent communications will be integral to the success of this plan.

The below table outlines key objectives that have been set for each main phase of IASB Addition construction.

Project Phase	Objective	KPI
Planning	Identify and build collaborative relationships with impacted stakeholders	Early identification of issues and modification to the construction methodology that responds to issues or concerns
	Engage campus and community stakeholders to analyse construction staging to ensure the methodology pro-actively responds to stakeholder needs	Early identification of key construction impacts and development of mitigation strategies Stakeholders are given the opportunity to provide input into the planning and design of the IASB Addition within communicated parameters Stakeholders are listened to and understand how their feedback has been used
	Anticipate and respond to potential issues or concerns transparently	Provide quick and mutually agreeable resolutions to matters which may impact stakeholders
Site establishment and construction	Deliver accurate and timely information that addresses the needs of each stakeholder group	Stakeholders understand key stages of construction and how impacts are managed Build and maintain project awareness and support Early identification of issues and concerns Issues are managed promptly with transparency
	Deliver a comprehensive communications program that ensures stakeholders are pro-actively notified of and clearly understand changes to site conditions	Stakeholders understand how the construction activities affects them Stakeholders clearly understand how to provide feedback or lodge complaints regarding construction activities
	Provide stakeholders with clear communication channels to raise issues and provide project feedback	Stakeholders feel valued and confident their feedback is received Stakeholders receive timely responses to complaints and enquiries
	Utilise notification platforms to document and communicate potential disruptions for the Hospital campus	Disruptions are communicated in a timely, interactive and transparent manner Disruptive works are approved by key campus stakeholders Stakeholders are provided with advance notice of disruptions Disruption to Hospital campus operations are minimised and effectively coordinated
	Deliver site specific inductions to all workers engaged in the IASB Addition project	All site workers conduct their business in a respectful manner and understand their responsibilities when working in a live Hospital environment and in close proximity to sensitive receivers
Commissioning and opening of IASB Addition	Communicate information about the benefits to community and site changes Consistent enhanced reputation of all project partners across the life of the Precinct	Stakeholders understand the features of the project and how it benefits them

STAKEHOLDER ANALYSIS

The Project’s stakeholder environment is complex and extensive. The ongoing proactive identification of issues and sound analysis of stakeholders’ needs have been critical factors in successfully managing the Project’s interface with staff, health consumers and the community.

The Project team has developed a deep understanding of stakeholders and the engagement environment which has informed the timing, method and level of engagement across all stages of the redevelopment.

In communicating and engaging with stakeholders, the project team aims to ensure:

- Stakeholders are aware of the IASB Addition and its purpose within the broader redevelopment.
- Stakeholders understand the impacts, benefits and drivers for the IASB Addition.
- Stakeholders understand how they can find out more, ask questions and provide feedback about the IASB Addition.
- Stakeholders are given the opportunity to provide input into the planning and design of the IASB Addition within communicated parameters.
- Stakeholders are listened to and understand how their feedback has been used.



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Table of Stakeholders – Communication Objective – Method of Engagement

Stakeholder Group	Communication objectives	Typical methods of engagement
Hospital Prince of Wales Hospital Executive, Board, staff, patients, suppliers, visitors, unions, volunteers	<ul style="list-style-type: none"> • Build awareness • Show staff they are valued partners • Ensure accurate and timely information is provided to staff and other stakeholders, including regular updates, pop-up stalls and briefings where required • Highlight benefits and drivers for the IASB Addition, including future health, educational and employment opportunities 	<ul style="list-style-type: none"> • Project Governance • Staff Forums, Ward updates, Pop-Up Stands • Communications materials – signage, newsletters, intranet, noticeboard, email
Randwick Health and Education Precinct Executives (UNSW, HI, SESLHD, SCHN)	<ul style="list-style-type: none"> • Involved in project Governance • Actively participate in strategic development • Project and Precinct Champions - representing the vision and engaging other stakeholders to participate 	<ul style="list-style-type: none"> • Project and Precinct Governance • Briefings – formal and informal • Collaboration workshops • Email
Randwick Hospitals Campus Royal Hospital for Women, Sydney Children's Hospital, Randwick, Prince of Wales Hospital, Prince of Wales Private Hospital, Eastern Suburbs Mental Health Service, and other health and research institutions	<ul style="list-style-type: none"> • Build project awareness • Ensure accurate and timely information to staff and other stakeholders, including regular updates • Highlight benefits and drivers for the IASB Addition, including future health, educational and employment opportunities 	<ul style="list-style-type: none"> • Briefings - Staff Forums, Ward Updates • Communications materials – newsletters, intranet, noticeboard, email • Pop-Up information stands
University of New South Wales Executives, other staff, students of UNSW	<ul style="list-style-type: none"> • Build project awareness • Ensure accurate and timely information, including regular updates and briefings • Highlight role of UNSW as key IASB Addition proponent and funding source • Highlight benefits and drivers for the IASB Addition, including future health, educational and employment opportunities 	<ul style="list-style-type: none"> • Precinct Governance • Briefings – formal and informal • UNSW Newsletter • Pop up information stands • Signage
Randwick City Council General Manager, planning, traffic and engineering staff, Communication Manager, Councillors	<ul style="list-style-type: none"> • Build project awareness • Ensure accurate and timely information, especially around the planning process and potential impacts on Magill Street • Be available for briefings as required • Collaborate during planning to ensure feedback, technical requirements are adequately considered in building design and construction staging 	<ul style="list-style-type: none"> • Formal and informal briefings • Written correspondence

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Stakeholder Group	Communication objectives	Typical methods of engagement
Precinct (other) Transport for NSW CBD and South East Light Rail, community, local schools, bicycle users	<ul style="list-style-type: none"> • Build project awareness • Collaborative approach to planning and vision • Regular meetings, focused on interface issues, traffic and access and construction management 	<ul style="list-style-type: none"> • Briefings – formal and informal • Communications materials – newsletters, email, signage
NSW Government (Ministry of Health and Departments)	<ul style="list-style-type: none"> • Collaborative approach to planning and vision • Collaborate during planning to ensure feedback, technical requirements are adequately considered in building design and construction staging 	<ul style="list-style-type: none"> • Project and Precinct Governance • Regular briefings – formal and informal
Consumers Members of the community, actively participating in planning for the Redevelopment	<ul style="list-style-type: none"> • Build project awareness • Keep informed 	<ul style="list-style-type: none"> • Website, phone and email • Briefings – formal and informal • Signage, factsheets, project website
Indigenous community La Perouse Local Aboriginal Land Council	<ul style="list-style-type: none"> • Engaged in planning throughout project development for IASB Addition 	<ul style="list-style-type: none"> • Briefings
Community Immediate neighbours	<ul style="list-style-type: none"> • Build project awareness, keep regularly informed about developments • Understand key impacts and mitigations proposed as part of the project • Regular contact to discuss project developments 	<ul style="list-style-type: none"> • Construction impact notifications • Regular community updates • Website, phone and email • Community information drop in session
Community Commercial, business	<ul style="list-style-type: none"> • Provide engaging and informative content that promotes accurate information and reiterates IASB Addition drivers and benefits 	<ul style="list-style-type: none"> • Construction impact notifications • Regular community updates • Website, phone and email • Community information drop in session
Community Wider community	<ul style="list-style-type: none"> • Provide engaging and informative content that promotes accurate information and reiterates IASB Addition drivers and benefits 	<ul style="list-style-type: none"> • Regular community updates • Website, phone and email • Community information drop in session

COMMUNICATION TOOLS

The following communication tools will be used to facilitate stakeholder engagement during delivery of the IASB Addition.

Tool	Purpose	Frequency	Targeted Stakeholders
24/7 community information phone	A key channel for stakeholders to raise issues, ask questions and speak directly to a member of the Lendlease project team	Prior to commencement of works onsite	<ul style="list-style-type: none"> All impacted stakeholders
Site signage	To inform the community about who is responsible for the construction activities and the contact details for further information about the work	Prior to commencement of works onsite	<ul style="list-style-type: none"> All impacted stakeholders
Disruptive Works Notice (Live Ops)	Our LiveOps system, a collaborative digital platform, will be utilised to effectively plan and program works which affect live operations	Issued for approval at least 10 days prior to works commencing	<ul style="list-style-type: none"> RCR project team
Construction Notices - Community	To inform the community about upcoming works on site and outline how to contact the project	Generally issued monthly/ as required in advance of works	<ul style="list-style-type: none"> Community stakeholders
Site Coordination Meetings	To provide information related to upcoming activities as well discuss onsite issues coordination of design and delivery	Weekly / Fortnightly (as directed)	<ul style="list-style-type: none"> Prince of Wales Hospital
Construction Coordination Meetings	To help ensure works and materials handling on and around the Hospital campus are coordinated with all neighbouring contractors Opportunity to provide project status updates for the respective projects	Fortnightly / monthly (as required)	<ul style="list-style-type: none"> RCR project team Site contractors
Subcontractor Induction	Educate staff and workers about the correct protocols and procedures when dealing with stakeholders	Prior to commencing works onsite	<ul style="list-style-type: none"> Onsite contractors and staff
Project Updates	To provide an update on the project's overall progress, key achievements and next stages. Updates to be distributed via email, phone or in person	Monthly As Required	<ul style="list-style-type: none"> To be disseminated via RCR project team
Virtual Superintendent	A digital platform used to assist in the management of materials through the strategic routing of construction traffic, minimising disturbance to surrounding intersections and traffic flows Efficient traffic flows will support Major Events within the surrounding Randwick community during construction periods	As required	<ul style="list-style-type: none"> RCR project team

3.0 COMMUNICATION AND ENGAGEMENT PROTOCOLS

STAKEHOLDER AND COMMUNITY NOTIFICATION PERIODS

Stakeholder engagement and community notification will:

- Outline the reason that the work is required
- Outline the location, nature, and duration of the proposed works
- Outline work hours
- Be written in plain English

- Include a diagram that clearly identifies the location of the proposed works, where required
- Include 1800 community contact number, project email address and website details

The below table outlines minimum notification periods that will be targeted for stakeholder and community notification. Notification periods prescribed within development approvals or by approving bodies will be adhered to.

Construction activity classification	Notification period	Communication classification				
		A	B	C	D	E
Monthly project resident update (general work)	3 days	●	●			
Out of boundary works (low impact)	3 days	●	●			
Out of hours work (low impact)	3 days	●	●			
Out of hours work (high impact work that may cause sleep disturbance)	5 days	●	●	●	●	
Disruptions to public access (traffic and pedestrian diversions)	7 days	●	●	●	●	●
Significant disruptions (I.e. Road closure, disruption to services, closure of access)	7 – 14 days	●	●	●	●	●

A – Community notice

B – Project website

C – Email to impacted stakeholders

D – Door knock to impacted residents (including calling card)

E – Stakeholder briefing

STAKEHOLDER CONTACT AND COMPLAINTS

Stakeholder contact is any communication with an external stakeholder or community member that results in a transfer of, or request for information. A contact may be a complaint, an enquiry, a comment or a compliment.

All stakeholder contact will be responded to in a professional and timely manner. All stakeholder contact will be documented and captured within the Project's record management system.

A complaints register is maintained on the project's website to document complaints received and responses provided by the project team.

The following stakeholder contact categorisation matrix will be used to guide the approach to stakeholder contact.

Classification	Description	Action
High Issue cannot be resolved by the project team	<ul style="list-style-type: none"> • Involves media attention/coverage • Involves political and/or government agencies • Relates to safety or security incident 	<ul style="list-style-type: none"> • Immediate report to the HI Communications Director • No comment to be provided
Medium Issue cannot be immediately resolved	<ul style="list-style-type: none"> • Involves an individual or group expressing negative sentiments towards the project with risk of further action • The stakeholder raising the issue is not satisfied with the response provided 	<ul style="list-style-type: none"> • Project Stakeholder Manager engages the broader project team to investigate further, determine a suitable outcome and respond appropriately • Issue is reported on following reporting protocols
Low Issue can be responded to immediately	<ul style="list-style-type: none"> • Involve an individual or group expressing negative sentiments towards the project • Involves an individual or group expressing concern for project impacts and outcomes • There is no threat of further action 	<ul style="list-style-type: none"> • Project Stakeholder Manager provides the appropriate response and notifies the broader project team as required • Records of low-level issues to be tracked and reported on following reporting protocols

RESPONSE TIMES

The following response times will be targeted for any external stakeholder feedback received (excluding media).

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

INCIDENT MANAGEMENT

Health Infrastructure's Incident and Communications and Stakeholder Management Plan has been developed for the purposes of providing an incident-specific, proactive framework for the management of incidents and issues with the potential to arise in the construction of major capital works.

The project will comply with the Incident Management Framework as outlined within the Plan. All incidents will be managed by the Project.

4.0 KEY MESSAGES

Key messages form part of the core information provided to stakeholders to remember and respond to. Their inclusion within project communications and accurate reporting in external publications will be important to ensuring consistency and transparency in the delivery of all communications.

PLANNING

- Design of the IASB Addition has occurred in close consultation and coordination with key project stakeholders.
- Planning and delivery of the IASB Addition aims to minimise disruption to campus operations and prioritises the safety of staff, patients and the community, and the maintenance of business continuity.
- Careful and considered planning of construction activity and related road usage has occurred in ongoing consultation with Randwick City Council, Hospital campus and relevant road and transport authorities.

CONSTRUCTION

- The health and safety of patients, families, visitors, staff and the community is our top priority.
- We are working closely with Transport for NSW, CBD and South East Light Rail, UNSW and Randwick City Council to coordinate construction in the Randwick Precinct.
- All stages of the Randwick Campus Redevelopment, including the IASB Addition comply with strict environmental and planning controls. Mitigation measures are in place to manage noise, dust and vibration.
- With the exception of trucks moving in and out of site, machinery and equipment will be used and housed behind site hoarding.
- The site perimeter will be secured at all times with no unauthorised access permitted. Construction worker access to the site will be controlled through a secure gate system.
- A hording wall will be installed around the site perimeter. Hoarding is a temporary protective structure designed and installed to allow safe movement around the site vicinity.

- Changes to Hospital Road access will be required during construction. Affected stakeholders will be consulted on all access changes.
- Access to the Hospital car park and loading dock will be maintained.

WORKFORCE MANAGEMENT

- Site workers will undertake induction training to make sure they are highly aware and considerate of their presence within the local community and live hospital precinct.
- The IASB Addition construction workforce is provided with dedicated onsite worker amenities and facilities. Construction worker parking will be provided offsite along with a shuttle bus service.
- Littering, idling vehicles, loud or offensive language will not be tolerated by site workers.
- Lendlease works with the entire supply chain to ensure a clean, clear and safe working environment.

COMMITMENT TO STAKEHOLDERS

- Throughout all stages of IASB Addition construction the project will remain committed to early, coordinated, proactive and transparent stakeholder engagement.
- Any impact to the operations and business continuity of Hospital Road stakeholders and Hospital campus will be communicated and coordinated in consultation with key campus representatives
- During IASB Addition delivery the project team will continue to engage with residents, the wider community and associated stakeholders to ensure that an open, honest, clear and consistent messaging is delivered.
- Regular CIG (Construction Interface Meetings) will be established and held to ensure that any interface to the hospital or affected stakeholders is done in a controlled and timely manner.

5.0 ISSUES ANALYSIS

Due to the high-profile nature of the Project, its location within a prominent precinct in Sydney's east, and the vast number of stakeholders involved, it is important to identify potential issues that could arise throughout any phase of the project and proactively develop and implement mitigation strategies wherever possible.

	Theme	Details	Mitigation Strategies
PLANNING	Stakeholder requests have not been accommodated	During construction planning users request haven't been actioned or addressed	<ul style="list-style-type: none"> To hold open, engaging and collaborative working group sessions and outline the parameters so the users understand where, and why, changes can and cannot be accommodated
	CONSTRUCTION	Operational capacity of the Randwick Hospital Campus	Management of disruption to essential services and/or infrastructure disruption
Vibration, noisy works and/or dust arising from site			<ul style="list-style-type: none"> Disruptive Works Notices are disseminated in a timely fashion to ensure works are planned in a considerate and timely manner Noise, dust and vibration control measures are to be implemented inside and outside the Hospitals and Community Health Centres
Unapproved obstruction and use of Hospital Road			<ul style="list-style-type: none"> No unapproved obstruction or parking of plant and/or equipment within dedicated hospital parking zones or access ways All onsite contractors to be advised of no parking areas within signage to be displayed in and around site office
Site Interface		Avoid or minimise any construction impacts (such as noise, dust, mud) to owners or surrounding building occupants	<ul style="list-style-type: none"> Employ reasonable methods of noise and dust suppression on all compressors, jack-hammers, and other high-noise impact machinery Disruption Works Notices are disseminated in a timely fashion to ensure works are planned in a considerate and timely manner Regularly clean public roads which the site sits on as required or when conditions call for it and/or at the request of local authorities
		Security of Site.	<ul style="list-style-type: none"> Employ proper and adequate precautions to prevent unauthorised access to the site
Project Communications		Impacted/interested stakeholders are communicated with in a timely and accurate manner	<ul style="list-style-type: none"> Disruptive Works Notices and/or Community Construction Notices are disseminated in a timely fashion to ensure works are planned in a considerate and timely manner Project signage to link to a project information website which provides details on upcoming activities and project progress Project communication material is provided to stakeholders in advance of works occurring
		Coordination impacts from adjacent construction sites	<ul style="list-style-type: none"> Facilitate a monthly Precinct Construction Coordination Group with representatives of contractors from the adjacent building sites Ensure there is clear delineation and timed communication between projects to minimise construction fatigue and accuracy of information
Transportation and Movement		Changes to pedestrian and/or vehicular access to Randwick campus and/or adjacent neighbouring properties	<ul style="list-style-type: none"> Any changes are carefully planned in coordination with the project team, Authorities and Randwick Hospital Campus management. Changes are then clearly communicated via onsite signage, briefings, letterbox drops, and the Disruptive Works Notice
		Wayfinding difficulties	<ul style="list-style-type: none"> Display of temporary signage and wayfinding

6.0 MONITORING AND REPORTING

The project promotes a culture of continuous improvement, constantly striving for better outcomes for the project, our reputation, the community and our stakeholders. The following channels will be used to monitor and review the effectiveness of stakeholder engagement.

Channel	Objective	Details
Governance	To provide a summary of the stakeholder engagement and communication performance for inclusion in Governance reports	<ul style="list-style-type: none"> • Outline key engagement activities for the period • Highlight key stakeholder issues and strategies implemented to address them • Provide visual updates on status of project (i.e. progress photos) • Report on complaints and enquiries response rates
Construction interface meetings with impacted stakeholders	To provide key project stakeholders and Hospital campus representatives with a summary of stakeholder engagement and communications activities underway	<ul style="list-style-type: none"> • Outline key engagement activities for the period • Highlight key stakeholder issues and strategies implemented to address them • Provide an opportunity for stakeholders to provide feedback on effectiveness of engagement • Provide stakeholders with an opportunity to share their engagement and communication needs
Communications Working Group (CWG)	To provide a summary of stakeholder engagement activities and issues raised and addressed	<ul style="list-style-type: none"> • Outline key engagement activities for the period • Highlight key stakeholder issues and strategies implemented to address them • Reporting on key stakeholder issues, complaints and actions taken • Seeking advice on the engagement and communication needs of key stakeholder groups