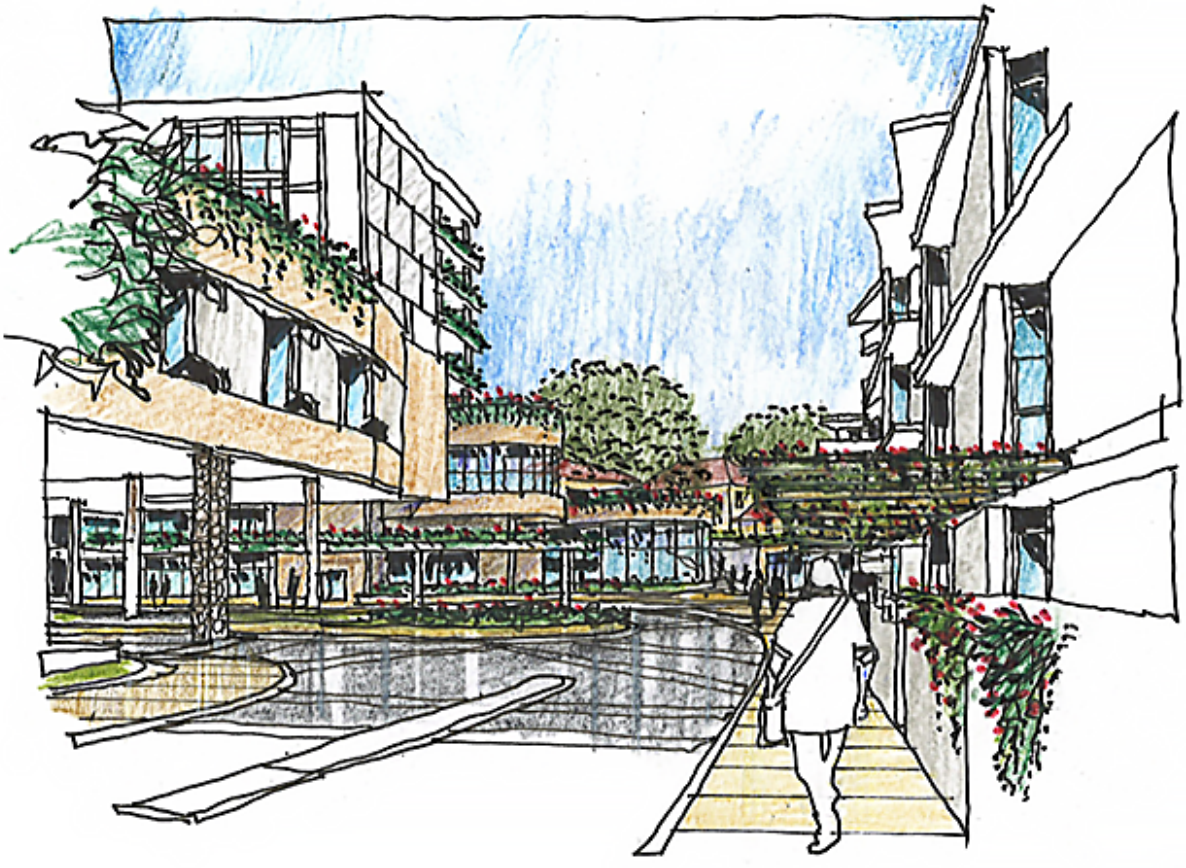
HammondCare

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 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.

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 manage 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.

This revised CCS has been prepared for submission to the Planning Secretary for approval under Condition C8, addressing the requirements of Condition C9 of SSD-13619238 following the determination of Mod 2. This revised CCS will be publicly available on HammondCare's project website in accordance with Condition A29.

Modifications (Mods) to the approved State Significant Development Application (SSDA) have been submitted as part of the ongoing refinement of the project. Mods 1, 2, 3 and 4 have been determined, with Mod 2 approved on 15 September 2026 and Mod 4 on 30 September 2026. Mod 5 was submitted on 2 October. For detailed information go to the NSW Planning Portal.

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 will 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, fulfil 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 storeys above ground level offering 130 beds
- Two new Serviced Seniors Living buildings up to six stories 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 3.30pm 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 12pm and 2pm to 5pm Monday to Friday and 9am to 12pm Saturday, in accordance with Condition D8.

Out of Hours Work (OOHW) was approved by DPHI on 14 August 2026 under Condition D5. The approval covers structural concrete works from 25 November 2026 to 28 May 2027, including pre-pour preparation from 7am to 7:30am (Monday to Friday) and concrete finishing from 5.30pm to 8.00pm up to three times a week where required due to unforeseen circumstances, excluding weekends and public holidays. The first two months are subject to a trial period.

A Construction Noise and Vibration Management Sub Plan outlines required engagement with adjoining residents and adequate monitoring of noise impacts for each stage of development.

High-noise works notifications will be issued in accordance with the approved management plans and consent requirement, where construction noise exceeds the high noise and vibration affected level with short-term monitoring and a complaints management system needs to be put in place.

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 is in place that outlines communication requirements between HammondCare and adjoining affected landowners and Lane Cove Council during construction to ensure no overland flow impacts are experienced on adjoining properties.

Dust management: Dust will be managed in accordance with the Construction Environmental Management Plan, including dust suppression measures, monitoring where required and prompt investigation of community concerns. Where works have the potential to generate elevated levels of dust, HammondCare will provide advance notification to affected neighbours where appropriate and respond promptly to any dust-related enquiries or complaints.

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 undertook a Road Safety Audit to assess the suitability of the St Vincents Road access during construction.

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

Notifications must be issued at least 7 days before to authorities, adjoining neighbours and Greenwich Public School regarding, temporary traffic controls, parking changes, access changes, traffic management changes.

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, identifying the location, species and maturity of plants at the time of planting. 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 have 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 Communication Strategy 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 across 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 – Q4 2024 to Q1 2026: Early works.

Stage 2 – April 2026 to Q4 2028: Health and Community Services building.

Stage 3 - April 2026 to Q3 2028: Seniors Living buildings.

Stage 4 – Q1 2033 to Q4 2033: 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
Information line – use existing **1300 426 666**	Dedicated project information line managed by HammondCare.	Promoted on all communications to be accessible and maintain open lines of communication.
Email address – use existing **AskGreenwich@hammond.com.au**	Dedicated project email account managed by HammondCare.	Project-specific email address on newsletter, encouraging community members to email should they want to be involved in the process and have their say. Quick and easy way to contact the project team if want to report any issues or ask questions.
Information session	If required, convene local community and interested stakeholders to provide an update on project progress, design changes and invite further feedback.	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).
Briefings	If required, provide update on project to Council, Elected Members and Members of Parliament. Discuss constituent feedback on project.	Opportunity to discuss constituent views and attitudes toward the development, how the project fits in with local policy and initiatives.
Face-to-face meetings	If required, discussions with key stakeholders to address specific issues	Ongoing relationship management.

Supporting communications

Tool	Description	Purpose
Dedicated project contact	AskGreenwich inbox and hotline 1300 426 666.	AskGreenwich and hotline will be monitored daily by dedicated community communication team.
Project website	Source of truth for project	Provides factual information on project. Monthly constuction updates. Out of hours work Links to modifications, project documents and notifications Monthly complaints register Frequently asked questions Details of AskGreenwich inbox and 1300 426 666 hotline.
Newsletters	Distributed to addresses as per updated contact list. Copies to Council reception and Electorate Offices.	Regular project updates quarterly, or as required, including details of AskGreenwich inbox.
Notification letters	Letterbox drop to adjoining neighbours, Greenwich Public School and authorities	Inform of Traffic, parking or access changes; High noise works, night works; disruption to utility
Social Media	Monitor social media (Facebook, LinkedIn and Instagram)	Identify any issues raised via social media and provide timely responses as needed. Details of AskGreenwich inbox and 1300 426 666 hotline.
Media release	Communicate to media	Discussion of latest key messages.
Sod turn, opening event	Developed for staff, patients and volunteers	Communicate project updates
Communication tools	Developed as needed.	Well-designed communications, maps and/or infographics to help better communicate project updates

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
Kylea Tink MP, Federal Member for North Sydney	Project falls within electorate	Newsletter Briefing if desired
Hon Anthony Roberts MP, State Member for Lane Cove	Project falls within electorate	Newsletter Briefing if desired
Lane Cove Council and Elected Members	Project falls within Council boundary Opposed approval Interest in vegetation / tree canopy / noise / stormwater/ flooding / heritage/ traffic	Newsletter Briefing if desired
Lane Cove Council Director – Planning and Sustainability – Mark Brisby	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
Greenwich Community Association	Opposed approval Interest in vegetation / tree canopy / noise / stormwater/ flooding / heritage /traffic	Newsletters Hotline Information line Website One-on-one meetings if requested
Greenwich Public School Parent's and Citizens Association	Site neighbour interested in safety, relationship with school, project opportunities (café)	Newsletters Hotline Information line Website One-on-one meetings if requested
Greenwich St Leonards (GSL) Action Group	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
Lane Cove Bushland and Conservation Society	Interest in vegetation /tree canopy/heritage	Newsletters Hotline Information line Website One-on-one meetings if requested
Lane Cove North Residents Association	Opposed approval Interest in vegetation / tree canopy / noise / stormwater/ flooding / heritage/ traffic	Newsletters Hotline Information line Website One-on-one meetings if requested

Longueville Residents Association	Opposed approval Interest in vegetation / tree canopy / noise / stormwater/ flooding / heritage/ traffic	Newsletters Hotline Information line Website One-on-one meetings if requested
Northwood Action Group	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

Stakeholders	Key interests/issues	Engagement tool
Greenwich Hospital staff	Job uncertainties transition back to site plans and updates	Briefings Staff email Workplace Information boards Website
Greenwich Hospital patients	Construction impacts on services Construction updates	Website
Seniors Living Residents	Construction impact from ongoing works traffic, access, noise	Concierge Email Information boards Face to face meeetings

Other

Stakeholders	Key interests/issues	Engagement tool
Immediate neighbouring residences in Greenwich	Visual impact and sightlines, construction impacts including noise, vegetation (including screening), stormwater runoff and erosion	AskGreenwich Email/ Hotline Newsletters Website Notification letters One-on-one meetings
Greenwich Public School	Site neighbour Accessibility, construction impacts	Newsletters Hotline/AskGreenwich Email Website Bi-monthly meeting with builder or as requested
Heritage Council of NSW	Heritage preservation, specifically as it relates to Pallister House	Newsletters AskGreenwich Email/ Hotline
Lane Cove Chamber of Commerce	Business impacts and opportunities	Newsletters AskGreenwich Email Hotline, Website One-on-one meetings
Broader Greenwich / Lane Cove / North Sydney communities	Users / future users of health care provision at Greenwich site, accessing health care and/or residential care services	AskGreenwich Email/ Hotline Newsletter One-on-one meetings if requested
Media, including In the Cove, North Shore Times, Sydney Morning Herald and Daily Telegraph	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 426 666 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 the Hindmarsh construction team.

Both the AskGreenwich@hammond.com.au inbox and the 1300 426 666 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 within 48 hours for prompt resolution of the project-related matter. The HammondCare Property and Capital Works team will similarly be informed. Complaint response to be within 48 hours.

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 and displayed on the project website.

Last Review Date: October 2026
Owner: Community Engagement Lead
Portfolio Responsible: Property & Capital Works
Version: 4.0

HammondCare