

**BUILT
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Northside Hospital Project

Communications and Stakeholder
Engagement Strategy

Infrastructure Canberra

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Version History

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1. BACKGROUND

The ACT has experienced the fastest growing population of any State or Territory over the last 10 years, growing from 370,000 to 455,000 people. By 2027, the ACT is expected to reach half a million residents and on average, welcome 9,000 new Canberrans each year. Every member of the community, both now and in the future, will need access to high quality health services.

The 2023 ACT Health Infrastructure Plan details the ACT Government's critical investment in health infrastructure across the Territory for the coming decade. This includes a new northside hospital.

Data and demand projections indicate a need for a significantly larger northside hospital. This suggests that current capacity at North Canberra Hospital (former Calvary Bruce Public Hospital) will need to double by 2041. Further analysis recommended building a brand-new hospital, rather than expanding the existing hospital.

Recognising this as a priority, the ACT Government committed in the 10th Parliamentary and Governing Agreement to plan and design a new northside hospital and shift to in-source operations. In May 2023, the *Health Infrastructure and Enabling Act 2023* was passed in the Legislative Assembly enabling the ACT Government to move existing functions from Calvary Health Care ACT to Canberra Health Services. Calvary Bruce Public Hospital transitioned to Canberra Health Services and was renamed as North Canberra Hospital in July 2023. This is the site for the new northside hospital.

In February 2024, the Strategic Communication Review Group approved the ACT Health Infrastructure Communication and Engagement Strategy for the next five years. This strategy takes elements from that overarching plan and applies these specifically to the Northside Hospital Project.

In April 2024, the then Minister for Health, Canberra Health Services (CHS) and ACT Health communication teams developed an overarching narrative for all infrastructure projects. The agreed narrative is:

"Canberra is growing and so is our health system.

The ACT Government is investing in health infrastructure to support the Territory's changing health needs now and into the future.

We are building a new hospital in the north, modernising the Canberra Hospital, and expanding our network of community health facilities so we can deliver safe, high-quality and person-centred care closer to home.

We are also investing in attracting, training, and retaining the best health professionals.

From our health centres and Walk-in Centres to our hospitals, we are making sure you can access the very best health care where and when you need it".

The narrative will be considered in line with all key messaging for the project.

The new, modern facility will deliver world-class, person-centred, and accessible public health care, to attract and retain a strong clinical workforce, and to respond the demand for public hospital services driven by ACT's predicted population growth.

1.1 Purpose of this document

This Communications and Engagement Strategy has been developed for the Northside Hospital Project (the project). It describes the overarching communications and engagement approach for the project and how key stakeholders and the community will be engaged and informed throughout the project lifecycle.

Consistent, transparent and proactive communications and engagement are essential to delivering a successful project outcome. Engaging with the right people at the right time informs project planning,

design and delivery, linking the community, stakeholders, and consumers at all levels of the health system to the Project.

It also enables the project team to identify risks early and ensures effective mitigation measures are in place to manage those risks throughout the project lifecycle while looking for innovative project opportunities.

This plan aligns with the ACT Government's people-focused approach to communicating with, and encouraging participation from, a range of stakeholders during the planning, design, and delivery of the new northside hospital.

This strategy outlines who, when and how the project will engage and communicate at each project milestone from planning through to operations. This is a strategy document that will be supported by a number of detailed action plans for specific impacts and stakeholder groups.

1.2 Key themes

Preceding this strategy was a three-phased Community Engagement Plan, Designing ACT health services for a growing population (Designing ACT health services), which explored the community's current and future perceptions of the ACT health care system. The themes that will be integrated into this strategy as messaging, content or consultation points and are as follows:

- > Clinical services – maternity, emergency, mental health and paediatrics
- > Experience – wayfinding, green space, experience for the young and elderly
- > Quality – safety, workforce, customer service and wait times
- > Parking and travel
- > Location
- > Accessibility and inclusion
- > Infrastructure and technology
- > Governance and operations
- > Sustainability
- > Hospital general
- > Health general

The clinical services that will be offered, experience and quality were the strongest themes from this consultation that will form the foundation for future engagements and consultation.

1.3 Project milestones

Communication and engagement activities will be aligned to the northside hospital project's three overarching project phases:

- > Plan
- > Design
- > Deliver



At each phase, the steps taken will be informed by engagement with community, stakeholders, clinicians, consumers, and First Nations peoples, and will be tailored specifically for the Northside Hospital Project and its program of work.

The table below outlines indicative key milestones during the planning, design and delivery phases and will be reviewed and updated regularly to include critical project milestones and opportunities.

Milestone	Indicative timing	Status
Plan		
Scope and needs analysis	2018	Complete
Site selection and assessment of Calvary Public Hospital	2020	Complete
Early clinical services planning community consultation	2022	Complete
Calvary transition to Canberra Health Services	2023	Complete
Designation of Northside Hospital Project	2024	Complete
Planning and early contractor procurement	2024	Complete

Milestone	Indicative timing	Status
Early Works	2025-2026	See CAMHS strategy
Design		
VECI process	2024/2025	Complete
Concept Design	2025	In progress
Schematic Design	2025	In progress
Detailed Design	2025	In progress
Deliver		
Main works Development approval	2026/2027	
Early and enabling works - Mental health - Childcare	2024-2026	
Construction	Mid-decade	
Completion	2031	
Commissioning	2031	
Opening	2031	

The procurement model and planning timeframe provides adequate time for meaningful engagement and feedback as well as providing adequate time to prepare communications that resonate.

1.4 Project vision

The new northside hospital will be a modern, state-of-the-art hospital for patients, visitors and workforce. It will form part of a Territory wide person-centred health system that is accessible, accountable, and sustainable.

1.5 Project objectives

Communications and engagement objectives will ensure the local community, consumers, workforce and key stakeholders are consulted, engaged and informed of project activities and any potential impact of this project while ensuring these stakeholders are able to provide feedback as the project progresses. This will be achieved by:

- > providing regular information on the development and delivery of the project to all project stakeholders; and
- > delivering targeted consultation with the local community and key stakeholders during project planning, design and delivery.

The guiding communication and engagement objectives include:

1. Give partners, stakeholders and the community **confidence in the planning and delivery process** through a consistent approach and messaging and increasing stakeholder understanding of the project and its vision
2. Provide a **clear governance framework and transparent approach** for managing consultation and communication
3. Identify key stakeholders and **encourage proactive two-way communication, manage concerns and set expectations** during all project stages
4. Set out an achievable commitment to **regular, transparent and meaningful engagement**
5. Develop targeted, effective communications and **manage the flow of information, mitigating any risks and misinformation** relating to the project
6. **Listen to feedback, investigate suggestions and report back every time**
7. **Leverage the skills and lessons learned** from the delivery of previous health infrastructure projects, Canberra Health Services (CHS) and Health and Community Services Directorate.

1.6 Communication and engagement risks and challenges

The table below lists potential communications and engagement risks associated with the planning for the Northside Hospital Project. Risks are also captured in the Northside Hospital risk register and will be reviewed, reported and updated monthly to the project team and as part of the Communication and Engagement Working Group.

Risk/Potential issue	Mitigation measures
Timeframes for the planning and delivery process including the right time to engage stakeholders	• Communicate clear and agreed messages about the planning and/or delivery process and make this information publicly available and easily accessible (refer to staging diagram for Northside Hospital Project when developed) • Provide clear and accessible feedback channels with agreed key messages and process for collecting feedback and responding • Where possible utilise existing communications forums to convey key messages and timelines. • Advise stakeholders of opportunities for input and decisions • Clearly explain how any impacts to the community and staff will be mitigated throughout the project lifecycle • Where possible ensure proactivity around works onsite to build trust
Stakeholders underestimate or overestimate the role they can have in the planning phase	• Clearly define engagement opportunities with stakeholders • Clearly define negotiables and non-negotiables • Clearly define the mix of voices in decision making process • Demonstrate how feedback has and will be used and close the loop on all feedback
Perception around the land acquisition and transition from Calvary	• Identify advocates for the project to assist with disseminating project communications and increase stakeholder understanding and buy-in

	• Develop targeted and timely communications and engagement activities to increase stakeholder understanding of the project benefits
Ensuring inclusive participation and capacity of stakeholders	• Ensure diverse input and involvement is sought throughout the project lifecycle • Identify and engage with a diverse range of project advocates to assist with project understanding and participation • Build the capacity of stakeholders as required to engage in the planning process, increase health literacy, and develop a shared understanding of the process • Utilise any existing partnerships for engagement • Specialist consultants for groups that do not generally engage with government or who face barriers to participation
Understanding project benefits	• Ensuring at each phase broad benefits are promoted • Use ambassadors and workforce to speak to benefits • Ensure a broad Territory health perspective with benefits and outcomes • Balance the focus of construction impacts with outcomes
Increased activity onsite for early works and relocations	• Build trust through early engagements and setup clear internal communications forums and feedback mechanism • Ensure feedback lines are consistently published for where people can find accurate information or voice concerns • FAQs for internal and external engagement • Media opportunities and proactive announcements where appropriate • Timelines and impact communications
Impacts to nearby bushland and biodiversity	• Clear messaging about requirement for an Asset Protection Zone and relate to the environmental management plans • Environmental mitigation measures outlined in collateral • Masterplan that includes environmental outcomes
Lack of understanding about the project	• Clear and proactive messaging, scope and timelines using a diverse range of channels • Stakeholder specific information
Inadequate funding for project delivery	• Clear and proactive messaging to ministerial offices to advise of risk and impacts to project/s • Project scope to be included in communication material
Program/project delay	• Update timelines, key messages and milestones providing reasons for delay.

Reaching current and prospective workforce	• Proactive and upfront communication with staff with regular opportunities for engagement • Communication plan and feedback mechanisms to support staff during construction • Robust change management plan to support transition into operations
Disruption to services/parking/way finding	• Collaborate with Canberra Health Services to understand staff requirements and opportunities to minimise disruption during construction • Work with Contractor on innovations • Clear and proactive communication to advise of changes
Engagement / consultation fatigue	• Coordinated, strategic engagement plans that consider previous engagement outcomes and milestones • Combined calendar of engagement activities • Overcoming time poor engagements through outcomes • Coordination across partner directorates to leverage and collaborate engagement activities and opportunities.

1.7 Communication and engagement opportunities

The project timeframe, scale and expected outcomes allows for risks to be offset or project outcomes to be enhanced through a focus on opportunities. Some opportunities that could be investigated as part of the communications and engagement strategy rollout include:

- > Reimagined Bruce Sports, Health, and Education Precinct
- > Set a new standard in engagement by demonstrating how feedback is used
- > Future focussed – what else will be different by mid-decade?
- > App for notifications, geo targeting within the hospital, parking
- > Use of virtual reality (VR) or augmented reality (AR) tools
- > Community ambassadors – how do we work together to tailor key messages to targeted groups
- > Video updates catering to time poor, those with lower literacy and culturally and linguistically diverse (CALD) audiences
- > Excellence in First Nations engagement with community led initiatives and big thinking
- > Get out – don't expect the community to come to us
- > Contractor engagement initiatives, way finding and support
- > Promotion of job and local participation outcomes
- > Social enterprise included in the supply chain
- > School and university programs
- > Legacy projects – history, time capsule, gardens, arts
- > Innovations in models of care and advancements in medical technology in the new hospital
- > Expansion of services.

1.8 Project learnings

Given the recency of other major infrastructure projects underway, in particular the Canberra Hospital Expansion project, we have the opportunity to capture communication and stakeholder engagement learnings to drive innovation and outcomes for northside hospital project. Learnings include:

- > Involving consumer advocates in Project User Groups (PUGs) to provide education and holistic understanding of the process including what can and cannot be included in a clinical setting and why.
- > Working with CHS and staff to identify recent and relevant stakeholders to involve in consumer reference groups. Establish this process early and develop a framework for recruitment and training so that when the opportunity arises these consumer stakeholders understand their role.
- > Set out terms, negotiables and principles for all reference groups and help them understand their involvement.
- > Ensuring the right timing in the process with stakeholders. Do not go out too early with clinical or design information that is irrelevant or hard for consumer of community groups to understand. Early and often is important but understanding the long timeframe for this project and keeping up interest and involvement.
- > Understanding the roles and responsibilities between clinical engagement and community engagement and how these differ and also cross over. Ensure systems and processes are in place to support the clinical process as well as looking for any emerging issues and opportunities.
- > Understanding the roles and responsibilities for communication between the iCBR communications team, CHS communication and engagement team and campus modernisation team to ensure clarity of message and channel and being able to work hand in hand.
- > Visually capture the project through photos and video including the PUG and other reference group consultation processes. This is a good news story for socials, websites, case studies and for the people involved to see them coming together. Also ensure better coordination of video/photo capture between the contractor, iCBR and CHS for use across organisations, in particular during construction and commissioning phases where access to the site is restricted.
- > Better visibility of the project through establishment of information display within the current hospital building to engage consumers in the project and build increased awareness of the new hospital during construction.

1.9 Stakeholders

The stakeholder analysis below identifies the range of stakeholders with an interest in, or that may be impacted by, the project and their likely views. The project will strategically and proactively engage the community and key stakeholders. These stakeholders can be broadly categorised into the following groups:

- > ACT Government
- > Health workforce – current and potential, and NCH workforce
- > Health consumers, families, carers and other hospital users including those with specific needs
- > Health peak bodies and interest groups
- > Consumer Reference Groups
- > First Nations communities
- > Precinct stakeholders
- > Northside community – resident and community stakeholders

- > Business and industry groups
- > Broader ACT and surrounding regions
- > Interface projects

The stakeholder analysis table below categorises stakeholders who are either directly involved, impacted or influence the outcomes of the project. It outlines areas of interest or concerns relevant to these stakeholders as well as suggested initiatives and/or responses.

DRAFT

Stakeholder group	Stakeholder	Interest level	Interest area	Tactics for engagement
Elected officials	Minister for Health Minister for Mental Health Minister for Justice Health Member for Canberra	High	Community perception of the project in the lead up to the next election Economic, social and environmental objectives met Infrastructure that is fit for purpose Addressing local issues such as traffic, congestion and parking	Stakeholder meetings Briefings Formal correspondence
Government and non-government Territory agencies	Health and Community Services Directorate Canberra Health Services CMTEDD DDTS City and Environment Directorate Education Directorate Parks ACT Community councils Non -Government Organisations (NGOs) Emergency Services Ministerial advisory councils	High	Awareness and understanding of the project Project timeline Opportunities to input into the design Consulted on an ongoing basis at relevant stages of the project Project related development consent processes	Stakeholder meetings Briefings FAQs Fact sheets
Hospital and local health services	General Manager, executive staff and executive steering groups Clinical staff Non-clinical staff Volunteers Patients, visitors and carers Unions and alliances Suppliers and other service providers Bruce Ridge Early Childhood Centre stakeholders Child and Adolescent Mental Health (CAMHS) Gawangal Mental Health Unit Arcadia House Calvary Haydon Aged Care and Retirement Living Clare Holland House	High	Awareness and understanding of the project Consulted on an ongoing basis at relevant stages of the project Project timeline Opportunities to input into the design Up to date and timely information Construction impacts including impacts to services	Staff updates Project updates Emails/phone Website Social media Stakeholder meetings Information sessions FAQs Fact sheets
Health consumers	Patients Families Carers Visitors	High	Awareness and understanding of the project and its benefits Consulted at relevant stages of the project Planning considerations Project timeline	Project updates Emails/phone Website Social media

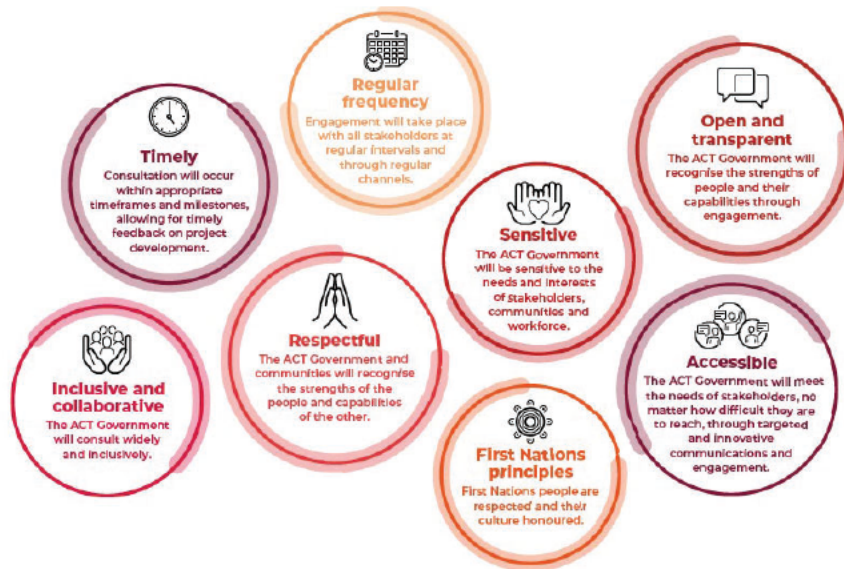
Stakeholder group	Stakeholder	Interest level	Interest area	Tactics for engagement
	Territory Health Infrastructure Consumer Reference Group Australian Medical Association (ACT Branch) Health Care Consumers Association Medical Women's Society of the ACT Public Health Association of Australia Australian Medical Students' Association A Gender Agenda Asthma Australia Canberra Hospital Foundation Headspace Ronald McDonald House Carers ACT Other consumer groups		Opportunities to input into the design Up to date and timely information that is easily accessible and understood Construction impacts and impacts to services	Stakeholder meetings Information sessions FAQs Fact sheets
Media	Metro and regional media outlets Social media channels	High	Awareness and understanding of the project Share media news and stories at relevant stages of the project	Media release Media holding statement Key messages for spokesperson Stakeholder meetings
Research and education providers	Canberra Institute of Technology Radford College Australian National University University of Canberra Hospital	Medium	Awareness and understanding of the project Project timeline Partnership opportunities	Project updates Emails/phone Website Social media Stakeholder meetings Information sessions FAQs Fact sheets
Other interest groups	Environmental groups Canberra Business Chamber GIO Stadium Canberra ACT Council of Social Service Community Councils	Medium	Awareness and understanding of the project Project timeline Up to date and timely information that is easily accessible and understood Opportunities to input into the design Construction impacts and impacts to services	Project updates Emails/phone Website Social media Stakeholder meetings Information sessions FAQs /Fact sheets
Local and broader community and small businesses	General community Small businesses	Medium	Awareness and understanding of the project Project timeline	Project updates Emails/phone

Stakeholder group	Stakeholder	Interest level	Interest area	Tactics for engagement
			Up to date and timely information that is easily accessible and understood Opportunities to input into the design Construction impacts and impacts to services	Website Social media Stakeholder meetings Information sessions FAQs Fact sheets
Priority community groups	Older persons LGBTQIA+ CALD stakeholders People with disabilities or complex needs People with chronic conditions People on lower incomes People experiencing family or domestic abuse Carers Youth (people between 10 years and 21 years)	Medium	Awareness and understanding of the project Project timeline Up to date and timely information that is easily accessible and understood Opportunities to input into the design Construction impacts and impacts to services	<i>(note: all content will be adapted to suit different needs)</i> Project updates Emails/phone Website Social media Stakeholder meetings Information sessions FAQs Fact sheets
Environment and ecological groups	TBC	High	Biodiversity of the site Capturing and showcasing the ecological values The connection of the hospital to the outdoors Appropriate planting and species Opportunities to be involved	Early consultation Provide research and investigations to guide engagement Negotiables for consultation to be developed Information sessions FAQs
Transport providers and user groups	Transport Canberra and City Services	High	Access and joint opportunities Fully integrated masterplan and transport Opportunity for user engagement	Early consultation Provide research and investigations to guide engagement Negotiables for consultation to be developed Information sessions and FAQs
First Nations communities, organisations, associations and services	First Nations engagement plan to be delivered as part of the external communication planning			

2. COMMUNICATION AND ENGAGEMENT APPROACH

2.1 An aligned approach

The Northside Hospital Project communication and engagement approach aligns with and leverages the ACT Health Infrastructure Communication and Engagement Strategy and principles. They serve as a guide to building trust, maintaining transparency, and creating an environment where everyone's voice is heard



2.2 Northside hospital project strategic framework

The new northside hospital sits within a substantial and well-established health precinct with an exciting broader masterplan. The northside team will focus on innovative and best practice engagement methods to build awareness, and ultimately support, from external stakeholders and communities while understanding the pivotal importance of our internal stakeholders.

This framework demonstrates how we will deliver consistent communications and engagement activities to support all project phases through a series of communication and engagement sub-plans. Each specific plan will focus on either a particular project stage or group of stakeholders. These plans will be revised and updated as required to ensure that they respond to project staging and deliverables.

The sub-plans are:

External Communications Plan

- > Consumer Reference Groups
- > Engagement with special interest groups, community members and other stakeholders
- > Media and PR opportunities
- > Campaigns focussed on increasing awareness of the project throughout its lifecycle
- > Activities to broaden awareness and involvement

Internal Communications Plan

- > Staff engagement and consultation
- > Awareness and advocacy
- > Impact management

First Nations Engagement Plan

- > Developed and implemented in partnership
- > Leading long-term opportunities

Audience specific or works specific plans

- > Environment and transport plans
- > Early works engagement
- > Relocations

This framework for the new Northside Hospital Project focuses on early, proactive, transparent and regular communications and engagement throughout all stages of the project. This helps to develop community and stakeholder understanding, ensure opportunities for stakeholder and community input and feedback, identify and manage issues early and help achieve better outcomes for the project.

The interrelation of the strategy and plans is outlined in the diagram below:

Background	Key Messages	Approach	Stakeholders	Governance
• Project summary • Project history • Timeframes	• The project narrative	• Objectives • Principles	• Stakeholder cohorts • Areas of interest & influence	• Team structure • Role responsibilities & accountabilities • Protocols
Internal Engagement Plan		External Engagement Plan		
• Clinicians & staff • Detailed key messages • Detailed stakeholder analysis	• Engagement objectives • Engagement program • Collateral & activities	• Stakeholder cohorts • Areas of interest & influence • Negotiable & non-negotiables • Team structure	• Role responsibilities & accountabilities • Protocols	
Communications Plan		Evaluation Plan		
• Branding • Collateral	• Digital • Events	• Monitoring • KPIs	• Research	

This framework is based on providing appropriate levels of engagement. The level of public participation required for this project is informed by the IAP2 Spectrum and based on the level of public impact from the project and the scope for community and stakeholder input to the Northside Hospital Project. The method of public participation required for this project will be to 'Inform' and 'Consult'. The method of stakeholder participation, such as service partners, consumers and staff being will be to 'Involve' and 'Collaborate'.

Inform	Consult	Involve	Collaborate	Empower
We will keep you informed	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decision to the maximum extent possible	We will implement what you decide
Neighbours Precinct partners Northside community Broader ACT	User groups Special interest groups Precinct partners Interface projects	Community Reference Group Health Reference Groups Youth Reference Group	Partner directorates Clinicians and staff First Nations	Project teams

2.3 Key message hierarchy

This key message hierarchy will guide key messaging for the northside hospital project to ensure the Territory wide health narrative as well as benefits are captured throughout the project lifecycle while supporting important operational and mitigation messaging needed to progress the design then construction of the project.

Tier 1 key messages	Tier 2 key messages	Tier 3 key messages
Territory wide messages. Who, what, why, when and how snapshot. Capture in our templates, pull out boxes, baseplates. Include on all communications.	Benefits key messages Opportunities	Operational Process What is happening What action or change is required?
Constant messaging Feedback loops Contact Us Support/Accessibility For more information		

These key messages have been developed as a scaffold to build communication tools and collateral to capture the bigger picture messaging right down to specific key messages on all communication. Each communication activity will include messages scaffolded from aspirational to practical. Key messages are detailed in Appendix A.

To ensure consistency and recency of messaging, a full key message document will be reviewed and updated regularly through the life of the project.

2.4 Overarching engagement planner

This plan aligns with the three project stages of Planning, Design and Delivery and offers an overview of what will be covered in the sub-plans. This is an overview and specific action plans with timelines, roles and responsibilities will be developed for approval through the governance process.

	Planning 2024-2025	Design 2025-2026	Construction – mid decade
Sub-plan	Build confidence in the planning and delivery process through education and awareness Develop a vision for the project and ensure consistency Focus on governance and transparency	Encourage proactive participation Manage concerns and set expectations Be regular, meaningful and transparent Listen and report back every time	Mitigate risks and misinformation Listen Be targeted and effective Focus on the project vision for the future
<i>Internal Communication Plan</i> North Canberra Hospital Staff Full plan to be developed in consultation with CHS	- Staff briefing and pop ups to raise awareness and provide communication channels direct with ICBR - Staff survey to learn more about the hospital, special interest areas and how they best receive communication. This may be an early engagement channel to understand any issues or concerns to develop required mitigation strategies. - All staff updates provided via intranet, video, written, forums etc are made internally as well, where possible prior to general public. - Ensure all external announcements for tenders, consultants etc are made internally as well, where possible prior to general public. - Nominate internal project spokespeople or champion to distribute project information. - Develop an internal look and feel for the project so staff can differentiate this information from other internal communications. - Where possible use existing communication channels. - CSP consultation and PUGS setup.	- Align consultations both internally and externally to key milestones - Capture, report and feedback to stakeholders to demonstrate the rigour of the design process. - Process and governance to open consultation to Project User Groups (PUGS) - Agree negotiables and close out all feedback - Present how feedback has driven design changes - Project updates using CHS channels - Staff briefings - Open communication channels - Create advocacy with consumer facing staff	- Impact management - Change/workforce management - Escalation process for issues - Provision of key messages for consumers and patients - Using the best platforms for messages on changes - Signage and wayfinding - Site tours - Media milestones and construction updates - Planned handover, change management and tours in the lead up to completion and go live - Promotion of outcomes aligned to the delivery of built infrastructure - Keep the vision front and centre
Consumer Reference Groups	- One-on one briefings to increase awareness and understanding of project, timeframes and opportunities - Ensure timelines and contact details are provided including meeting schedule and the best way to provide information - Survey or meeting on the best way to disseminate information - Timeline of expected consultation and planner - Offer one to one or group briefings outside of this group to key organisations - Lessons learnt review and plan - Inductions	- Project updates provided to this group to disseminate to stakeholders - Project milestone consultations and presentations - Two-way communication demonstrating informed design - Establish briefing and feedback process and timeframes	- Continued project updates to reach a larger audience through this group with construction impacts - Feedback on construction impacts accepted and closed out with this group - Consultation on construction impacts on access and wayfinding - Continued presentations and updates including imagery and tours
First Nations	- Work with specialist consultant to map out strategy for engagement and key stakeholders and families - Understand priorities for these groups in relation to the area and the hospital - Look for two-way educational opportunities to understand country and the design process. - Map out consultation and feedback milestones - Possible Walk on Country if appropriate	- Meetings to explore culturally appropriate design opportunities - Meetings to explore construction related opportunities - Engagement at each design milestone and feedback on input - Two-way communication demonstrating informed design - Develop arts and cultural projects and outcomes	- Ceremony prior to any construction including early works - Onsite support as needed - Education opportunities for hospital staff - Broader community education opportunities - Content for Project Updates - Provision of all Project Updates to disseminate to broader community audience.

Precinct stakeholders	- Project Updates - Briefings if needed - Provide contact details and key points of contact	- Consultation at project milestones - One to one precinct consultations	- Impact management - Escalation process for issues - Provision of key messages for consumers and patients - Using the best platforms for messages on changes - Signage and wayfinding
Environmental and Heritage	- Develop suite of professional information to inform any impacts - Provide updates and briefings as needed - Setup required reference groups to understand needs - Opportunities for involvement or projects	- Consultation at project milestones - Specific meetings or consultations as needed - Agree negotiables based on professional advice - Capture stories and outcomes - Project Updates and information to share with broader groups and interested parties.	- Active involvement where possible at various stages - Project Updates and FAQs - Escalation process for issues - Provision of key messages for stakeholders
Traffic and Transport	- Develop full stakeholder matrix and roles and responsibilities - Capture key engagements and outcomes - Seek to understand various outcomes	- Consultation at project milestones - Specific meetings or consultations as needed - Communicate outcomes in this area and agreement on strategy	- Construction impacts - Long term changes and education - Updating maps, GPS and guides - Wayfinding
Community Local residents Businesses	- Education around the process and timeframes - Use graphics and project updates for general awareness - Focus on the vision for the project - Area specific communications - Advocacy from the precinct and neighbouring precincts	- Public information sessions at shopping centres and key health hubs - Community group information sessions - Media and advertising for promoting engagement opportunities - In hospital pop up sessions - Static stands at libraries and key locations with feedback loops - Factsheets, website and Project Updates - Media	- Report back on Your Hospital campaign - Public information sessions for EIS, with supporting collateral
General Communications	- Setup templates and newsletters - Define and update project key messages and FAQs each month to ensure consistency - Specific FAQs – e.g Early Works - Media opportunities and events - Develop schedule of internal and external communications - Project factsheets - Built for CBR website - ACT Government owned channels – i.e. Our Canberra - Database development and management - Building key relationships	- Media opportunities and events around design milestones - Campaigns around key milestones - Built for CBR website - ACT Government owned channels – i.e. Our Canberra - Project factsheets - Project newsletters – internal and external - Specific engagement plans for key community and reference groups - Develop all complaint management process - Comms planning for construction methodology - Demonstrate the planning process - Collateral updates - Information display and collateral - Pop ups	- Impact management – noise, dust, vibration, closures, access, parking etc. - Way finding and engagement for key stakeholders - Clear lines to find out information - Complaint management - Website updates - ACT Government owned channels – i.e. Our Canberra
Evaluation	- Development of KPIs - Develop group assessment tool and check-ins for CEWG	- Evaluation at all engagement events and feedback ideas to the team - Capturing and monitoring internal and external complaints - Opportunities for promotion - Media sentiment	- Ongoing evaluation and feedback. - No. of internal and external complaints - Capturing and monitoring internal and external complaints - Opportunities for promotion - Media sentiment

2.5 First Nations engagement

iCBR will work in partnership with specialist consultants as well as First Nations communities and families to ensure engagement is:

- > Delivered in partnership
- > Genuine
- > Meaningful
- > Sought at the correct points in the design development (with ample time for input)
- > Remunerated and arranged as appropriate (location, walk shop, yarning circle, online, in person etc)
- > Diverse in its reach
- > Appropriate in its touchpoints. That the most appropriate people are involved depending on the issue / theme being addressed.

iCBR will continue to meet, engage and collaborate with governing bodies and through other forums as normal, or in collaboration with partner directorates and as needed.

The plan developed by a specialist First Nation consultant will align with the governance, key messaging and timelines of this strategy.

2.6 Tools and channels

The table below provides a summary of the tools that may be used to communicate and engage.

Tools and channels	Description
Project spokesperson(s)	• The primary project spokesperson is the Minister for Health. • The primary iCBR spokesperson is the Director-General or their delegate. • The internal spokesperson is the Project Director. • Clinical or workforce spokesperson is CHS.
Media (proactive and reactive)	• Media events will be used to keep Canberrans informed of project developments, noting updates via mainstream media is an effective delivery tool to reach a wide audience. • Reactive media issues and enquiries will be managed by iCBR Communications and Engagement alongside partners. See RACI and SOP below.
Project key messages	• Updated monthly and presented to CEWG to provide consistency and to capture moving project status for easy development of media, holding statements and speaking points.
Project email	• A project email provides a direct and easy access avenue for the community, staff and stakeholders to ask questions or provide feedback.
Project webpage	• A project website will be the single source of truth for the project. It will be updated regularly to provide updated information on the project.
Your Say and Built for CBR webpages	• Clear link back to the project web page. Can be used while consultations are open for input.
Factsheets and project updates	• Factsheets and tailored collateral will provide information about the project, design progress, construction methodology, next steps and address key community questions and issues.

Project distribution subscriber sign-up list	Stakeholders and the community will be encouraged to sign up for e-newsletters via the web and other engagement tools.
E-newsletter/email updates	- E-newsletters and email updates will be sent to stakeholders and the community as per the project's sign-up list. - The project's e-newsletter provides updated information on the project. Targeted email communication to stakeholder groups will also come from the Project team.
Advertising	Advertising through paid channels will assist in directing Canberrans to be informed and/or participate in formal consultation on the project.
Social media and other ACT Government owned channels	- Regular posts to increase project awareness and encourage engagement with the project, support key project milestones and any consultation information or link. - Other ACT Government owned channels, i.e. Our Canberra (print, digital and EDM) will also be used to increase awareness across the community for key project milestones.
Maps/visualisations/flythrough videos and artists impressions	- Artist impressions and visualisations are used to share the project vision and communicate project outcomes and benefits to the community and stakeholders. - High quality visualisations, maps and artists impressions (video and stills) to be used for public consultation and meetings with key stakeholders.
Virtual and augmented reality	Virtual and augmented reality could be used to help audiences better understand the designs being proposed for the project.
Pop ups/ community events and information displays	- Pop ups are an effective way to personalise the project with one-on-one engagement between the public and project team members. - Additionally, having a project presence at relevant community events, and at key stakeholder association events assists in familiarity with the Project over time.
Site events/ tours	Events for stakeholders and members of the community to interact with the project and to facilitate a maintained level of interest. May include media visits to promote the reporting of construction progress.
Feedback forms	Feedback forms will be used to gather insights at relevant forums, info sessions and activities.
Stakeholder packs	We will work with our stakeholders and reference groups to help share information through their networks. This will include creating content that can be shared through their channels and providing guidance on timelines. This will help broaden our reach and provide a trusted source of information.
Reference groups	Reference groups will be established as needed throughout all phases of the project – i.e. Health Infrastructure Consumer Reference Group, Northside Community Reference Group, Consumer Reference Group, First Nations Group/s etc.
Briefings (key stakeholder/elected reps/gov agencies)	- Key stakeholders and sensitive receivers will be given the opportunity to receive briefings on the project. - Regular briefings will be scheduled with key stakeholders to seek input on project development and provide a project update.

Signage/notice boards	• Project signage displayed when needed outlining key project information and using appropriate ACT Government branding.
Photography/videos	• Share the construction journey using renders, photos, drone footage, and time-lapse video.
Work notifications	• For construction phase and early works activities. • Notifications will be distributed prior to works being undertaken and will be distributed electronically and on the website. • These can be provided well in advance of works to be distributed to hospital users.
SMS	• Use of SMS updates around construction, parking or traffic changes will be explored as the project progresses.
Door knocking	• Door knocking will be used as required to gain contact details, seek feedback, engage with impacted stakeholders and provide project information or updates.
Individual and group meetings (on-line/face-to-face)	• One-on-one or group meetings are used to engage with nearby property owners, landholders and interested stakeholders as requested by the stakeholder or the project team. • Meetings can be held in person or online and provides a mechanism for informing, collaborating, addressing issues and gathering feedback.

2.7 Branding

[Built for CBR](#) is the ACT Government's infrastructure brand. Its purpose is to clearly and consistently highlight the benefits of the Territory's infrastructure projects to the community. This brand will be used on all external facing content through all of the project's phases. For more on the Built for CBR brand and its principles, refer to the [Built for CBR Brand Guardian](#).

Communications and engagement internal to ACT Government

Infrastructure Canberra is responsible and accountable for the project, so communications and engagement to other ACT Government directorates and agencies should use iCBR branding and templates. This includes, briefs, reports and all other correspondence.

The ACT Government uses the [Australian Government's Style Manual](#). The Style Manual is information easy to read, accessible and inclusive.

2.8 Accessibility

To ensure we are delivering accessible information and encouraging diversity in the feedback received, the following communications and engagement tools and methods will be used to meet the needs of various audiences. These include those that have mobility issues, are vision or hearing impaired, have low literacy, are from culturally and linguistically diverse (CALD) communities, children and the elderly. Easy English standard will be applied.

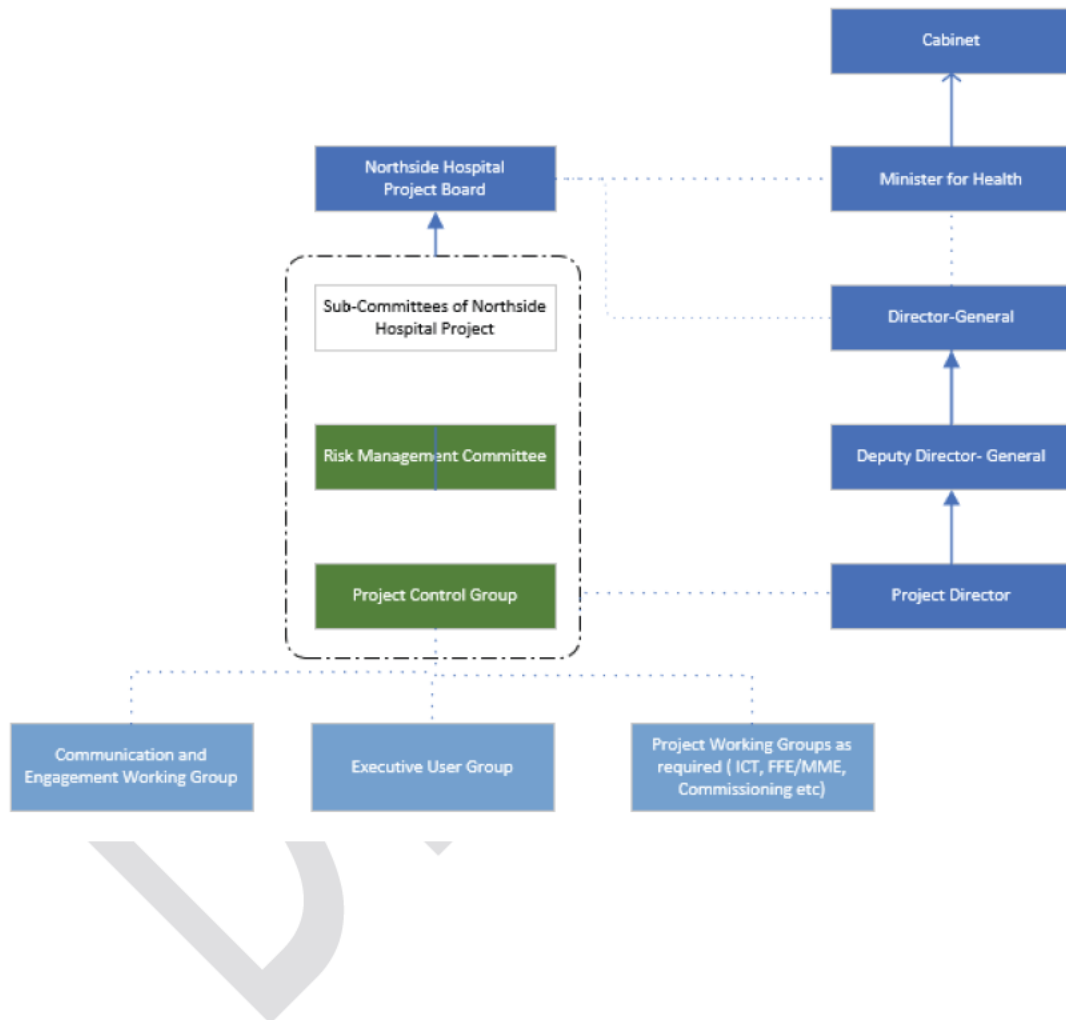
Channel/ method	Accessibility
Website	• The Project website will be WCAG 2.1 level AA.
Hybrid meetings	• Hybrid meetings will always be offered when engaging with stakeholders and the community.
Venues	• Venues used for consultation activities will be easily accessed with public transport, have nearby accessible parking and allow for equal entry, circulation and participation for the whole community.
One-on-one conversations	• Discussions over the phone or face-to-face can be arranged for those who need additional assistance to receive information or provide feedback.
Project collateral	• We are committed to improving accessible design in printed and online collateral to improve readability such as use of colour, font sizes, alt text, meaningful captions, audio content where possible. • Easy English collateral will be considered. • Printed collateral can also be requested for those who do not have access to a computer.
Translation service	• Infrastructure Canberra has established a free telephone service for people who require translation support 13 14 50. This is available on project collateral and the website.
Co-design and representation	• We will consult with those who have a lived experience in developing engagement and communications methods that facilitates genuine inclusion. This could include accepting video submissions, the use of a variety of survey tools and engagement styles, or the flexible consideration of meeting times and locations. • We will ensure broad representation on reference groups and on engagement activities, or design opportunities to ensure diverse voices are heard.

3. GOVERNANCE AND PROTOCOLS

An overarching governance structure has been established to ensure that adequate input is provided to the project from all levels within iCBR, ACT Health and CHS.

This strategy outlines a specific approach for developing, progressing and agreeing upon communications and engagement activities for the project in line with the overarching governance plan. It is intended to make clear the accountabilities, responsibilities and support required from all organisations.

Refer to the governance structure below:



3.1 Communication and engagement roles and responsibilities

With communication and engagement professionals supporting the project from all areas the roles and responsibilities below will be used to support the approach and reflect the governance and approvals structures in place.

Infrastructure Canberra	Canberra Health Service (CHS)	Health and Community Services (HCSD)
• Strategy and communication planning • Media and ministerial milestone opportunities • Community and special interest group engagement • Closing out enquiries or complaints • Materials development • Internal communication development • Business Case	• Staff engagement and internal communications support • Staff transitions, workforce planning and change management • Operational input into local community engagement and planning • Internal communications support and approvals • Clinical Services Plan	• Policy • Service Design • Community Health • Integrated Health Network promotion

3.2 Project team roles and responsibilities

In addition, to the communications and engagement specialists with direct responsibility for implementing engagement activities there will be senior executives and teams with accountability for ensuring communications outcomes help meet project aspirations and reduce risk. The table below provides an overview of the key roles.

Title	Members	Accountability
Project Board	Rebecca Cross, Director-General, ACT Health Directorate (ACTHD) Mark Lamond, Independent Member Russ Campbell, Deputy Under Treasurer, Chief Minister, Treasury and Economic Development Directorate (CMTEDD) Dave Pepper, Chief Executive Officer, Canberra Health Services (CHS) Ben Ponton Director-General, Environment, Planning & Sustainable Development Directorate (EPSDD) Ben McHugh (proxy for David Pryce) Deputy Director-General, Transport Canberra and Business Services, TCCS	Board TOR includes: • Provide advice in respect of strategy formulation and project development matters in with the project management team. • Provide advice to assist the project team performing its functions and exercising its powers in a proper, effective and efficient way. • Review, comment and endorse Cabinet submissions. • Provide advice in respect of key emerging risks and issues, including stakeholder risks and strategic risks. • Assist project team to assist in achieving organisational goals and alignment with other ACT Government plans and strategies.

Title	Members	Accountability
	Rishi Dutta A/g Chief Digital Officer, CMTEDD	• Approve / note Business Case appendices, and C+E Strategy.
Project Control Group		PCG TOR includes: • Provide direction, guidance and oversight to the NHP Project Team (across the planning, design development, construction and commissioning phases), • In partnership with Communications and Engagement teams, provide appropriate and • consistent engagement and communication with staff of CHS, consumers and local residents to both gain input to, and disseminate information from the NHP PCG. • Endorse and/or make recommendations to the NHP Project Board regarding the budget for the various aspects of the project.
Project Director	Steve Hall	• Provide look ahead to inform communication. • Update team on program, risks and issues from project, Board and PCG • Attend CWG.
Project Communication and Engagement lead supported by iCBR Senior Director Communications and Engagement	iCBR	• Lead Project communications and engagement. • Implement communication plans. • Prepare material/ collateral. • Ensure consistency with iCBR and Whole of Government processes. • C&E reporting. • Respond to enquiries and close out.
Canberra Health Services		• Internal communications feedback and channels.
		•
		•

Title	Members	Accountability
iCBR Senior Director Communications and Engagement	Corporate communications	
Project Communication Lead		• Content • Media • Graphic design
Consultants		• Assist in preparation and presentation of information and materials in their area of expertise.
Contractor	Multiplex and BNV	• Program of works • Design principles • Signage • Plans
Commissioning/ Change team	Campus Modernisation Team	

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3.3 Protocols

The following protocols will be employed to ensure a consistent and comprehensive approach to communications and engagement throughout the project lifecycle.

Escalation process

The Northside Hospital Project Communications and Engagement lead, supported by the Project Communications Manager, will have overarching responsibility for implementation of this strategy and associated plans and for identifying, coordinating and reporting on items which require escalation, to the Senior Director Communications and Engagement and the Project Director.

Throughout the project iCBR Communications and Engagement team will escalate any issues or concerns to the Project User Group.

Contact and communication management

We will set up and manage the project specific email, as well as a database to community/stakeholder contact. As the project progresses this may also include an 1800 number for construction related enquiries.

Capturing and closing out all consultation is an important element for the entire team to take responsibility for, with numerous cross team interactions with stakeholders. Consultation Manager is designed for the process to occur.

3.4 Community feedback and complaints

Stakeholders and the community can ask a question, provide feedback or make a complaint by:

- > emailing
- > calling or emailing a member of the Project team directly
- > calling Access Canberra on 13 22 81
- > completing a feedback form at a relevant event, pop-up or engagement.

In the design phase and as the project moves into early works and construction, the Project will manage complaints in line with the 'Infrastructure Canberra – Community Liaison Management Guidelines', which provides guidance and a series of protocols for managing and escalating complaints.

4. MONITORING, REPORTING AND EVALUATION

Monitoring, reporting and evaluation will be carried out over the life of the Project and used to assess what is/isn't working, next stages, opportunities, or adjustments to engagement planning and delivery.

4.1 Reporting

All communications and engagement activities including stakeholder meetings and interactions will be tracked, evaluated and reported.

The types of communications and engagement reports produced will include:

- > post announcement and monthly media summaries
- > monthly/or quarterly communication data reports (TBC)
- > post consultation briefing session summaries/minutes/actions (as needed)
- > post consultation listening reports (as needed)
- > post consultation 'What We Heard' reports (as needed)
- > YourSay data collection and activity reports (monthly).
- > CM stakeholder reporting as required by the PD or PCG.

4.2 Evaluation

Regular evaluation will be conducted to track and monitor the effectiveness of activities, capture sentiment and identify areas where more work is needed to inform and engage our audience.

An evaluation will be conducted at the end of each consultation activity, with specific measures outlined in the relevant communications and engagement action plan. A listening or 'What we Heard' report will be prepared to close out the engagement loop and report back on:

- > who we engaged with
- > how engagement took place
- > how much feedback was received
- > key themes raised
- > how community and stakeholder feedback was or is being used in project development.

Success will be measured in areas of:

- > number of submissions received
- > number of people attending information sessions
- > number of stakeholders engaged or participating
- > number of community members engaged or participating
- > positive sentiment
- > website views
- > social media reach and engagement
- > media coverage
- > post event surveys, feedback loop from stakeholders on effectiveness of engagement.

5. APPENDICES

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1.2 Appendix A – Key messages

These key messages are dynamic and aligned to the changing project environment. To ensure consistency and recency messaging will be updated monthly and reviewed as part of the CEWG meeting.

TIER ONE KEY MESSAGES

The ACT Government is committed to a more integrated and sustainable health system for the Canberra community.

- > The ACT Government's vision is for a public health system in the ACT that is accessible, accountable, and sustainable.
- > ACT Government is committed to health care that puts patients and their families first, and to providing the right facilities to meet the future health needs of the growing ACT and the surrounding regions.
- > Canberrans should have access to public health care, where and when they need it.
- > The ACT Government is investing in health infrastructure to support the Territory's changing health needs now and into the future.
- > The ACT Government is building a new northside hospital to meet the growing health care needs of our community with demand for hospital services in Canberra's north expected to more than double by 2041.
- > A new northside hospital will provide care for the community, meeting the demand for public hospital services driven by expected population growth, an ageing population and the changing health needs of the community.
- > Bringing together the ACT's health services to become one, integrated public health system ensures we can support the health of the community into the future.
- > From our health centres and Walk-in Centres to our hospitals, we are making sure you can access the very best health care where and when you need it.
- > The ACT Government is investing in attracting, training, and retaining the best health professionals.

TIER TWO KEY MESSAGES

Opportunity

Canberra's northside community is set to benefit from a \$1 billion investment into a new state-of-the-art hospital that will strengthen health services and serve a growing and ageing population.

- > The new northside hospital will be the largest health project ever undertaken in the ACT.
- > Located on the North Canberra Hospital site the new state-of-the-art hospital will provide (XX greater capacity, enhanced services, specialist services, increased emergency capacity, integrated services....)
- > The new northside hospital will create more jobs both during construction and operation and will help attract and retain a clinical workforce with modern, state-of-the-art facilities.
- > The new northside hospital provides more convenient access to health services, creating a more liveable city.
- > The new northside hospital will provide modern, sustainable, and accessible infrastructure to support our growing city. It will consider our wider sustainability goals, including the net zero target.

- > By delivering a new state of the art facility on an existing health site provides the opportunity to develop a masterplan to support growth and complementary services and transport.
- > With construction set to commence by mid-decade, the northside hospital will provide public health services to Canberra's north for decades to come.

North Canberra Hospital

During the planning and delivery of the new northside hospital the North Canberra Hospital will remain open and fully operational.

- > The new northside hospital will be built on the existing North Canberra Hospital campus in Bruce.
- > The new northside hospital will not be an additional hospital for the ACT but will replace the existing North Canberra Hospital with a larger, modern hospital.
- > Delivering a new northside hospital builds on the ACT Government's commitment to a more integrated and sustainable health system for the Canberra community.
- > The safety, health and wellbeing of patients and staff will remain our top priority.
- > While planning and construction is in progress, public hospital services will continue to be provided on the site.
- > The hospital will remain open throughout construction.
- > The initial early works onsite will commence in 2025.
- > Over the last five years alone, the ACT Government has invested more than \$62 million in capital works at North Canberra Hospital, and we will continue to invest in the facility until the new northside hospital is built.

TIER THREE KEY MESSAGES

Process

Building a new hospital starts with good planning. The development of a Clinical Services Plan that is specific to the health needs of the community is an essential first step for the new northside hospital.

- > Clinical service planning for the new northside hospital demonstrated (insert needs xx) that can be delivered with this new hospital.
- > Planning and design of the new hospital is being led by Infrastructure Canberra with partners ACT Health and Canberra Health Services and a team of specialist consultants. It is a collaborative process involving clinicians and operational staff, patient groups, local stakeholders and the community.
- > The project team is working with clinicians and operational staff, patients, carers and the community to complete functional design, concept design and schematic design for the new hospital.
- > The project to date has been committed to and undertaken regular, detailed and consultation with the community, local industry, health consumers and hospital staff and we intend to continue this close collaboration through development of the design, service planning and construction.
- > During the planning and delivery of the new Northside Hospital the North Canberra Hospital will remain open and fully operational.

Consultation

Building a new contemporary facility requires thoughtful planning and consultation to ensure it meets the needs of staff, clinicians, patients, community members and visitors, now and for years to come.

- > The ACT Government is committed to working closely with the community, stakeholders, consumers, and our workforce to ensure health facilities are designed to meet the needs of Canberrans now and into the future.
- > There will be significant opportunity for the community to provide their feedback on the design and construction of the new northside hospital.
- > The project team is working with clinicians and operational staff, patients, carers, special interest groups, First Nations and the broader northside community to complete planning and design for the new hospital.
- > Throughout the planning process there will be numerous opportunities to see how stakeholder feedback can be integrated.
- > This is a new hospital for the northside, and we encourage local communities to be involved and reimagine a new hospital precinct.

Project design outcomes and innovations

- > The ACT Government is designing a facility to enhance consumer, staff and public experience, while at the same time providing innovation in the design of health infrastructure.
- > The new Northside Hospital Project will deliver facilities that support greater alignment of health service delivery across the ACT.
- > The new Northside Hospital Project will deliver sustainable and environmentally conscious health infrastructure that is contemporary, safe and appropriate to support the delivery of modern, high-quality healthcare.

5.1 Appendix D – Complaints management process

This core process is part of iCBR's Quality Management System. It outlines the standards, requirements and expectations in managing, actioning and recording enquiries and complaints received by the community and stakeholders related to iCBR matters and the designated projects managed by Infrastructure Canberra.

This document functions as an 'internal control' to safeguard our people and assets, minimise errors and ensure that operations are conducted in a consistent and approved manner.

The following roles and responsibilities have been identified for this work instruction:

Role	Responsibility
Communications and Engagement Team	• Implement Community Liaison Management Guidelines outlined in this document. • Respond promptly to all enquiries and complaints received via phone, in writing and in person. • Monitor project inboxes during business hours (9am to 5pm, Monday to Friday). • Provide a written or verbal acknowledgement to community enquiries/feedback within one business day, sooner if related to onsite construction works. • Where possible keep the enquirer and/or complainant informed of the process until the enquiry/complaint is resolved. • Coordinate, draft and approve community enquiry and complaint responses as per approved protocol outlined in Section 3.0 below. • Close out community enquiries and complaints within agreed timeframes. • Record all enquiries, complaints and outcomes in accordance with the Territory Records Act 2002 (refer to section 2.2). • Track trends in community feedback and complaints and provide to contractors, project teams and iCBR for continuous improvement and reporting. • Refer community enquiries and complaints received in relation to other Directorates to the appropriate Communications and Engagement team / member and advise stakeholder.
Project teams	• Ensure complaints received on the work site or at any project location are referred to the Communications and Engagement team in a timely manner. • Assist in resolving enquiries and complaints, including providing technical information and review, within allotted timeframe.
Contractors	• Ensure complaints received on the work site or at any project location are referred to the Communications and Engagement team in a timely manner. • Provide information as requested by the Communications and Engagement Team within the allotted timeframe for response.

	• Manage resolution of construction-related enquiries and complaints in accordance with agreed process and/or requests from the Communications and Engagement Team (refer to section 2.6). • Resolve queries with approved project information and record details as per process outlined in Section 2.2 below.
Other ACT Government Directorates	• Refer community enquiries and complaints received directly in relation to Infrastructure Canberra back to the appropriate Communications and Engagement team / member. • Assist in resolving enquiries and complaints where there may be overlap in responsibility (traffic management, public transport impacts). • Approve responses to Tier 1 enquiries and complaints in line with approved Community Liaison Management Guidelines.

Process instructions

Enquiries, compliments and complaints can be lodged via one of the following methods:

Method	Details
Email	Infrastructure Canberra: infrastructurecanberra@act.gov.au (monitored 9am to 5pm, Monday to Friday, excluding public holidays) Designated project inboxes (monitored 9am to 5pm, Monday to Friday, excluding public holidays), including: • Northside Hospital: info.northsidehospitalproject@act.gov.au • Canberra Light Rail: lightrailtowoden@act.gov.au • CIT Campus – Woden: citcampuswoden@act.gov.au • Canberra Hospital Expansion: hospitalexpansion@act.gov.au • Canberra Theatre: canberratheatreproject@act.gov.au
Phone	Available project community information lines: Light rail: 1800 956 409 (24 hours a day, seven days a week) Complaints and enquiries can also be directed to the construction contractor or onsite construction manager/supervisor of each project.
Letter	Infrastructure Canberra PO Box 158 Canberra ACT 2601
In person	Via meeting or information session
Online	Each of the project's ' Contact Us ' pages outlines the most efficient online method to provide feedback, a compliment or complaint.

Record keeping

In accordance with the Territory Records Act 2002, comprehensive records (electronic) must be maintained using an approved Infrastructure Canberra records management program (Objective).

Recommended information to record includes:

- > all communication and documentation to and from the enquirer/complainant
- > any correspondence received and/or sentiment relating to the matter
- > issues raised and any information discussed, both internally and externally
- > what records were used in the analysis of the enquiry/complaint
- > the outcome(s) of the enquiry/complaint including any recommendations or decisions made and any actions undertaken or proposed, or investigations underway
- > verbal or written authority to communicate with third parties on behalf of the enquirer/ complainant
- > Response to enquiry/ complaint and response times. Include decisions made about the issues, the reasons for the decisions and any evidence referenced sections of legislation, policies, procedures and business rules that were relevant to determine a fair and reasonable outcome to the issues.
- > any undertakings given to the person making an enquiry/complaint about actions that are to be taken to resolve the problems identified as a result of their enquiry/complaint.

Referring community enquiries

Where an enquiry is received that does not relate to activities planned, in progress or completed by iCBR, the referring officer will identify the appropriate ACT Government agency to respond, forward the enquiry and provide the customer with an updated point of contact within five business days.

Definitions

Enquiry

A general question or compliment made by a member of the community, industry representative or interest group.

Enquirer

A person lodging a general question or compliment about a iCBR project or its staff.

Complaint

An expression of dissatisfaction made to or about a iCBR project, its staff or the handling of a complaint where a response or resolution is expected or legally required. A complaint covered by this Policy includes:

- > any allegation of impropriety or misconduct by a staff member not covered by the Code of Conduct during the project
- > any clearly articulated grievance about the handling of a matter, our policies, procedures, actions or proposed actions or service during the project.

Complainant

A person expressing dissatisfaction about a iCBR project, its staff or the handling of a complaint where a response or resolution is expected or legally required. A complaint can be made by one person, jointly with somebody else, or can be lodged on another person's behalf.

Concern

A less formal expression of worry or anxiety about an issue which expresses a hopeful resolution.

Critical Incident

A traumatic event or threat of such (within scope of iCBR delivery) which may cause extreme stress, fear or injury.

Dispute

An argument or disagreement between two or more parties where agreement on the facts or resolution cannot be reached.

Feedback

Positive or negative opinions, comments and expressions of interest or concern made about iCBR, its projects, its staff or the handling of a complaint where a response or resolution is NOT expected or legally required.

Receiving community enquiries/complaints

Enquiries and complaints may be received via phone, letter, email, website, face-to-face engagement or via a contractor. Any enquiries and complaints including supporting information must be recorded from first contact. The initial record of the enquiry will document:

- > date and time of the enquiry or complaint
- > method of enquiry or complaint (e.g. phone, email, meeting, letter)
- > the contact information of the enquirer or complainant
- > summary of the enquiry/complaint and nature (e.g. noise, vibration), including sentiment
- > any other relevant information (e.g. location, number of people affected by a complaint)
- > any commitments made
- > any additional support the person making a complaint requires.

Confidentiality

Personal information that identifies individuals will only be disclosed or used by iCBR as permitted under the relevant privacy laws and any relevant confidentiality obligations. An enquirer or complainant's contact information along with their query will be recorded for the purposes of addressing their enquiry.

Role of appointed contractor(s)

Appointed works contractor(s) will play a vital role in the triage, escalation and resolution of community enquiries and complaints. iCBR's Communication and Engagement Team will ensure contractors understand their role in this regard via:

- > delineation of responsibilities and required escalation protocol in contract documents
- > provision of the approved Community Engagement Management Guidelines.

Responsiveness and timeframes

Timeliness is an important driver of customer satisfaction across all levels of government regarding service delivery. While resolution of complaints can be complex and take time, we will endeavour to meet the following minimum standards:

- > all construction-related complaints received are acknowledged within the same business day, or within the project agreed timeframe, and resolved within 10 business days, if the complaint cannot be resolved in the initial contact
- > all enquiries/feedback received are acknowledged within one business day of receipt and resolved within ten (10) working days

- > where a response within 10 working days is not possible, the enquirer or complainant will be notified and expectations regarding the timeframe for response will be managed accordingly
- > All enquiries/feedback and complaints will be recorded within a timely manner in accordance with the Territory Records Act 2002. An enquiry/complaint will be assessed and prioritised in accordance within the Tier of the issues raised (refer to Section 3.3). If a matter concerns an immediate risk to safety or security, the relevant critical incident notification process should be initiated via the relevant Project Director and/or Contractor's Representative, and the response escalated accordingly.

Managing expectations

While iCBR makes every effort to meet the expectation of enquirers and complainants, sometimes expectations cannot be reasonably met. Our commitment is to we provide all relevant facts and related information in a timely manner including:

- > who is handling their enquiry and how to contact them
- > how the enquiry will be handled
- > the expected timeframes for our actions
- > the progress of the enquiry and reasons for any delay
- > their likely involvement in the process
- > what to do next if not satisfied with the outcome.

If we are unable to meet the enquirer or complainant's expectations, we will endeavour to explain what we can and cannot do and provide alternative avenues. If we are unable to deal with any part of an enquiry/complaint, we will advise the enquirer or complainant as soon as possible and provide guidance as to where such issues may be directed (if known and appropriate).

If the specified timeframes for responding to complaints is likely to be longer than is reasonably expected, this will be explained in the response acknowledging the enquiry/complaint or in additional correspondence.

Classifying complaints

Complaints are classified using a triage methodology to determine the complexity, urgency and risks associated with a complaint. The majority of enquiries/complaints will fall within tiers 2 and 3. The triage levels are described as follows:

Tier 3

Tier 3 enquiries/complaints are classified low risk and the project team will seek to resolve these within a reasonable timeframe and method. Depending on the nature of the enquiry/complaint it might be resolved in person, on the phone or through a follow-up email or letter using approved project information. Wherever possible, resolution of a Tier 3 complaint will include information on how to seek a review of the outcome. All details of the customer interaction are recorded in accordance with the Territory Records Act 2002 (see section 2.2).

Common examples

- > General feedback about the project
- > An enquiry relating to notified night works or traffic disruptions.
- > An enquiry relating to notified traffic control in line with an approved traffic management plan.
- > An enquiry relating to dust where suppression is occurring in line with an approved mitigation strategy.
- > A compliment to the project team.

- > An enquiry related to project matters where a pre-approved response is available, or enquirer/complainant can be referred to approved source i.e. the project website or collateral (construction notification).

Tier 2

Tier 2 enquiries/complaints are classified medium risk and may require escalation to the Project Director for review and approval. Tier 2 complaints should be resolved quickly and effectively within the project team. All details of the customer engagement are recorded in accordance with the Territory Records Act 2002 (see section 2.2).

Common examples

- > A complaint relating to construction-related impacts (i.e. vibration, construction noise or dust beyond acceptable levels) or poor worker behaviour (i.e. swearing, littering).
- > A complaint relating to unnotified out of hours works or traffic disruptions.
- > An enquiry relating to a more complex project matter which requires technical input and/or risk mitigation.

Tier 1

Tier 1 enquiries/complaints relate to complex issues which require escalation to the Project Director, Chief Projects Officer and where required, the relevant Minister's Office. These enquiries/complaints will relate to critical project issues including safety, community wellbeing and conduct of staff. The project team will take responsibility for the final resolution of the issues raised.

Tier 1 enquiries/complaints should be resolved quickly and effectively within the project team and keep the Chief Projects Officer informed of the resolution. All details of the customer engagement are recorded in accordance with the Territory Records Act 2002 (see section 2.2).

- > A complaint relating to a perceived major safety risk on site.
- > A complaint relating to a perceived major safety risk to the community.
- > A major complaint relating to worker behaviour (i.e. unsafe or vulgar conduct).
- > A complaint relating to project design or construction that carries an identified reputational risk.

Note: critical safety incidents should follow the project specific crisis communications procedure.

Resolution and approvals

After acknowledging receipt of the enquiry/complaint, project teams and subject matter experts may be contacted to prepare a response or resolution.

This is done by considering the outcome(s) sought by the person making a complaint, gathering more information or investigating where needed and, where there is more than one issue raised, determining whether each matter needs to be separately addressed.

The person who made the enquiry/complaint must be kept up to date on progress, particularly if a complaint is not resolved within the standard timeframe (maximum 10 business days).

The outcome of the enquiry/complaint should be done using the most appropriate medium (phone call, email, meeting or letter), or via the preferred method requested by the person who made the enquiry/complaint.

Actions taken will be tailored to each case and will consider any statutory requirements, policies and practices.

Workflow

Tier 3

Step	Task Description	Responsibility
1.	Resolved within the standard timeline as outline in 2.6 by the receiving officer using approved project information.	Communications and Engagement Team and/or appointed works contractor

Tier 2

Step	Task Description	Responsibility
1.	Response drafted by receiving officer with required input(s) from the project team (subject matter experts), contractor and/or other relevant directorates/iCBR officers. Reviewed by Communications Director for the relevant project.	Communications and Engagement Team / or contractor
2.	- The project's Communications Director may seek advice or a further review from the Senior Director, Communications and Engagement, Infrastructure Canberra. - This may be if there are conflicting views on how to best respond/resolve the matter or for other reasons relating to the topic.	Communications and Engagement Team
3.	Response reviewed and approved by the project's relevant Executive Branch Manager or project area lead, who can also request for <i>Project Director</i> approval.	Executive Branch Manager / Project Director
4.	Approved response provided to enquirer or complainant.	Communications and Engagement Team/ or contractor

Tier 1

Step	Task Description	Responsibility
1.	- Enquiry/complaint immediately escalated for attention of the relevant Project Director, Senior Director Communications and Engagement, and Executive Branch Manager and Chief Projects Officer. - If requested by the Chief Projects Officer, enquiry/complaint alerted to relevant Minister's Office.	Communications and Engagement Team/ or contractor

2.	Response drafted by the receiving officer in partnership with the project's Communications Director - taking in required input(s) from the project team (subject matter experts), contractor and/or other relevant directorates/iCBR officers.	Communications and Engagement Team/ with contractor if applicable
3.	Reviewed by iCBR's Senior Director Communications and Engagement and Executive Branch Manager.	Senior Director Communications and Engagement Executive Branch Manager.
4.	Response reviewed by Project Director	Project Director
5.	- Response reviewed by Chief Projects Officer - If requested by the <i>Chief Projects Officer</i>, response escalated to <i>relevant Minister's Office</i> for final review.	Chief Projects Officer
6.	Approved response provided to enquirer or complainant.	Communications and Engagement Team

Forwarding enquiries/complaints

For enquiries that need to be resolved by another directorate.

Step	Task Description	Responsibility
1.	Make a call to an identified contact officer at the appropriate Directorate best placed to resolve the enquiry/complaint.	Communications and Engagement Team and / or contractor
2.	Forward enquiry/complaint and any additional supporting information.	Communications and Engagement Team and / or contractor
3.	Advise enquirer/complainant of course of action and provide contact details for officer handling the enquiry/complaint.	Communications and Engagement Team and / or contractor

Escalation

Enquiries/complaints may be subject to internal escalation in circumstances where:

- > the enquiry/complaint cannot be resolved using the classification and resolution procedures outlined in 3.0 within a reasonable timeframe agreed to by the enquirer or complainant.
- > the nature of the enquiry/complaint falls into one of the following categories:
 - an activity generates three enquiries/complaints within a 24-hour period (separate complainants).
 - a single stakeholder reports three or more complaints within a three-day period.

- an enquirer/complainant threatens to escalate their issue to the media or government representative.
- the enquiry/complaint relates to a compliance matter.

Enquiries/complaints will be escalated internally to the relevant Project Director. At the outset, contractors (where relevant) will be required to work with delegated representatives with the view of resolving the enquiry/complaint. The contractor will be required to satisfy iCBR representatives that considerations and recommendations have been implemented and all avenues available to them have been exhausted prior to seeking further escalation.

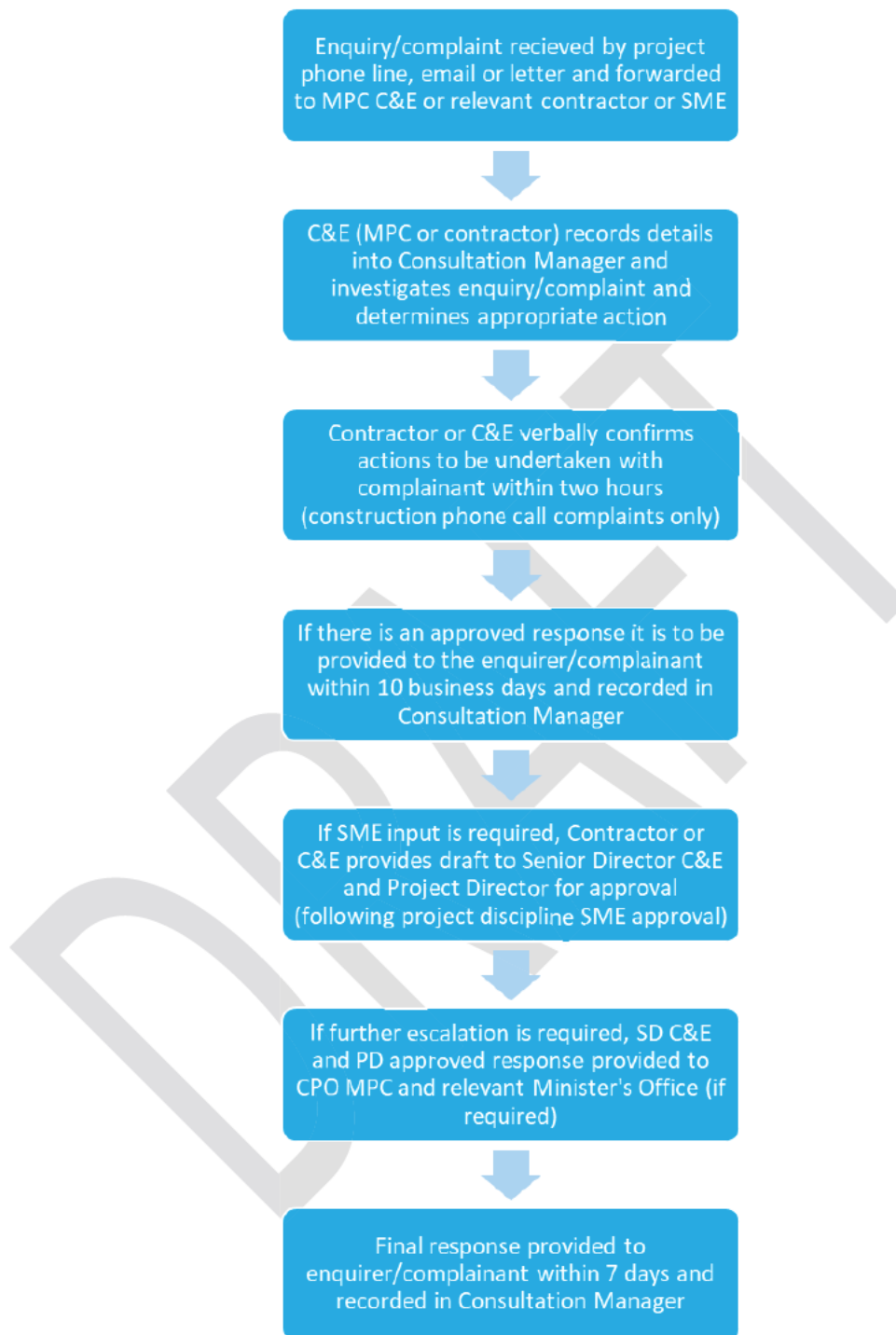
Reporting

Appropriate records must be kept from the outset which also contributes to project and Directorate reporting (see section 2.2).

Regular reporting, review and analysis of complaints provides vital data for the project and iCBR to track, measure and improve performance.

Reporting on complaint management and resolution is done as part of standard monthly project reporting, and/or as part of the iCBR's monthly corporate report.

Process map



Training and accreditation

No training or accreditation is required to complete these tasks, however IAP2 and Consultation Manager training is desirable.

Resources

Policy/Document	Location
Territory Records Act 2002	Territory Records Act 2002 Acts

Records management

Refer to 2.2 for record keeping management.

Evaluation

If you identify any opportunities for improvement while following this process, please email your suggestions to the content owner and to iCBRGovernance@act.gov.au for consideration when the document is next reviewed.

Document Information

Version	Issue Date	Position	Details
0.1	July 2022	Communications and Engagement	Drafted
0.2	February 2023	Senior Director Communications and Engagement	Content owner review
0.3	Month 2023	Senior Director, Governance	Quality control review
1.0	Month 2023		Delegate review

Review and Approval

Date approved: DD Month 2025

Approved by: Insert title

Date effective: As at the date of approval

Review frequency: Typically annually or biennially

Document Details

Content owner: Insert position title

Support Contact: Insert position title and email address

QMS ID: [Governance Unit to insert following quality review]

Communications Action Plan

What is being communicated?	The purpose of this action plan is to outline communications and engagement activities to support the release of the Northside Hospital Masterplan to key stakeholders.		
Why are we communicating on this issue?	This round of consultation is targeted at key stakeholders, groups and authorities pivotal to the planning process. These will be considered consultative groups where feedback provided will support the masterplan and ongoing planning process		
Background/research/insights	Masterplan Report tabled in August PCG		
Tier:	Tier 1		
Other directorates/agencies involved in	CHS	Spokesperson/s	Minister Rachel Stephen-Smith, MLA Gillian Geraghty, Director General & ACT Chief Engineer

Target audiences

Audiences	Consult Calvary Private Hospital as part of the Bruce Campus Consultative Committee Bruce Ridge Early Childcare Centre Health Infrastructure Consumer Reference Group (Consumers) ACT Government Architect & Panel First Nations stakeholders via the CHS CRG (RFT underway for Cultural Advisor) North Canberra Hospital staff Interface projects – Bruce Health, Educations and Sports Precinct Masterplan DCCEEW Conservators Office (MPX) ACT Emergency Services Agency (MPX) CED (MPX)
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Approved by:
Action officer: Beth Burgess
Date: 1 Sept 2025

	Inform Surrounding community – Bruce Residents Association, Belconnen Community Council Environmental Groups - Friends of Grasslands, Friends of Dryandra Woodland, Friends of Flea Bog Flat and Friends of Gossan Hill
Key influencers	Media Birth Centre stakeholders

Risk and sensitivities

Risk / Sensitivity	Mitigation
Masterplan demonstrates the need for a staged development which retains existing infrastructure. This will be the first time a staged approach instead of a full new hospital will be public and expectations on what is included in at \$1b hospital will need to be managed.	Agreement on approach from Ministers Office Agreement on approach on staging included Management of visuals and key messages
Standalone Birth Centre is not shown on these plans	Provide key messages on location and progress for all stakeholders
Site has significant ecological value	Key messages on protection and preservation plans Approvals pathway key message
Release of plans prior to Business Case outcome	Key messages and indicative used on all plans and imagery.
No final agreed approvals pathway for project	Key message for next steps
Concept Design being fully progressed during this round of consultation	Key message for next steps and integration of concept where feasible in consultations and ensuring the most up to date, governance approved information in made available.

Approved by:
 Action officer: Beth Burgess
 Date: 1/9/2025



Key Messages

- This project is the largest health infrastructure project in the Territory's history, aiming to improve healthcare delivery across the ACT.
 - The hospital will focus on patient-centred care, meeting the needs of both the local community and the broader Canberra population.
 - Key services include emergency, medical, surgical, mental health, maternity, and older persons' health.
 - The ACT Government has committed \$1b to deliver the Northside hospital project.
 - Over past 18 months, the ACT Government has been working with our construction partners to work out how to best utilise the site and achieve the best outcome for the community in delivering modern hospital facilities that also improve accessibility on a challenging landscape.
 - The Masterplan has been designed to emphasise a human-centred, connected, accessible, sustainable, functional, future-proofed, and vibrant environment.
-
- The Masterplan shows how the precinct will be developed. It will be delivered in multiple stages to deliver services identified in the 2041 Clinical Services Plan.
 - Stage 1 addresses the 2031 demand projections; Stage 2 aims to deliver the remainder of the 2041 scope and proposes flexible land envelopes for future stages.
 - The Masterplan includes a detailed analysis of the existing assets on the North Canberra Hospital campus, identifying buildings that can be retained, those with potential for adaptive reuse, and those suitable for demolition.

Communications & Engagement Action Plan

When	Who	How	By
27 October	Calvary Private Hospital as part of the Bruce Campus Consultative Committee	Presentation of Masterplan Parking Workshop 1 Parking Workshop 2 Joint planning sessions monthly	iCBR Working Group
23 September 23 October	Bruce Ridge Childcare Centre Online Presentation	Meet and Greet with PD and masterplan overview Needs workshop to develop SOA.	SH iCBR ICBR
16 October	Government Architect and Panel	Presentation to Government Architect and panel by iCBR and BVN	iCBR and BVN
4 September TBC – 13 Nov	Consumers - HCCA paper presentation to entire team as base level consumer recommendations - HICRG 4 Sept COMPLETED - FOH joint session with FOH staff and consumers. Proposed Consumer Focus Groups (CD)	Presentation and report issued to the team. Opportunity to check the masterplan and concept design against the HCCA paper. Health Infrastructure CRG presentation of the masterplan The FOH session will be with NCH FOH staff. HCCA invited to put together a select small group of relevant participants for these focus groups.	Review to be completed Completed

Approved by:
Action officer: Beth Burgess
Date: 1 Sept 2025

When	Who	How	By
	• Carer and Consumer Spaces • Multi Faith and Multi-cultural		
TBC	Aboriginal and Torres Strait Island Lounge Veterans Lounge	Must be determined these are within scope prior to any action	
27 October	South Bruce Residents Association	Teams Meeting and masterplan presentation being arranged with members and PD	ICBR BB
31 October	Friends of the Grasslands and environmental groups	Teams Meeting and masterplan presentation being arranged with members and PD BB in liaison with President	SH iCBR
24 November	North Canberra Hospital Staff Online Presentation Foyer Pop Ups	All staff presentation and recording and staff intranet page Staff pop up sessions in NCH foyer Work with M Wells on plan of promotion on CHS channels	SH iCBR
TBC	Belconnen Community Council	Seek agenda item on monthly meeting to provide update	
TBC	Community Displays – Local Area	PFriends ofop up sessions – local shopping centres. Schedule to be confirmed with a possible Health Projects focus including Northside.	Team
November	Project Update and 2025 close out	Built for CBR website	BB
November	Project Website Update and 2025 close out	Built for CBR and CHS websites	BB

Approved by:
 Action officer: Beth Burgess
 Date: 1/9/2025

When	Who	How	By

Approved by:
Action officer: Beth Burgess
Date: 1/9/2025



Project: Northside Hospital Project
Directorate/Business Unit: Infrastructure Canberra

Approved by:
Action officer: Beth Burgess
Date: 1 Sept 2025

#	Date	Month	Event Type	Project Type	Description / Activity	Note
5	16	August	Stakeholder engagement - Staff	CAMHS Cottage	1 online briefing session held with CAMHS Cottage staff covering: the service's planned relocation to Lyons, overview of project and next steps with ACTHD and CHS. Sentiment was neutral, reflecting staff not concerned until more information is available (co-design, relocation timeline) -7 attendees (potentially more as some staff sharing rooms) -3 questions raised, no follow-up emails. Sentiment was neutral, reflecting staff not concerned until more information is available (co-design, relocation timeline) -7 attendees (potentially more as some staff sharing rooms) -3 questions raised, no follow-up emails.	
22	21	August	Media announcement	Northside Hospital Project	Ministerial announcement for shortlisted Very Early Contractor Involvement (VECI) tenderers.	Stakeholders to be updated
1	22	August	Stakeholder engagement - Consumer group / NGO / health service provider	Directions ACT Relocation	Meeting with Directions ACT (AOD service) covering potential options for the service future relocation and opportunity to advise about the upcoming CAMHS relocation announcement.	
1	27	August	Media announcement	CAMHS Cottage	Ministerial announcement for CAMHS Cottage relocation and design partner selected.	
3	27	August	Internal communications	CAMHS Cottage	Project update sent to CAMHS / Cottage staff, HCCA, mental health stakeholder groups and consumers.	
3	29	August	Government relations	Northside Hospital Project	Comms and Engagement Working Group met to discuss upcoming activities. TOR approved, RACI and SOP to be finalised out of session.	Organisation/stakeholders to be updated Meeting notes?
9	12 - 16	August	Clinical engagement	Northside Hospital Project	5 clinical engagement sessions with staff as part of the Clinical Services Plan in development. Sentiment was positive, with staff noting they appreciated the inclusive engagement. Feedback from the sessions was focused on level of services being delivered; whether Centres of Excellence would be incorporated; considerations for paediatrics; how innovation can be incorporated in the design; how training/education and research spaces will be incorporated into the design.	KE
1	5 - 9	August	Clinical engagement	Northside Hospital Project	7 clinical engagement sessions with staff as part of the Clinical Services Plan in development.	KE
1	13 & 14	August	Stakeholder engagement - Staff	Northside Hospital Project	2 information sessions held for North Canberra Hospital staff covering: project overview, delivery, stages, next steps with ACTHD and CHS. Sentiment was positive, reflecting significant staff interest: -97 attendees (joining via Webex or in-person) -20 questions raised, and 2 follow-up emails received Key themes were reduction or reconfiguration of services; parking and transport; timeframes; specific spaces included.	Stakeholders/Organisation to be updated
1	19 - 23	August	Clinical engagement	Northside Hospital Project	22 meetings held with clinical staff / services / departments as part of the development of a Clinical Services Plan. Sentiment was mostly positive, and staff have been very generous with their time/feedback provide. Feedback from the sessions was focused on digital innovation; design and considerations for mental health; level of services being delivered (e.g. ICU / trauma); how training/education and research spaces will be incorporated into the design. Some cynical views raised by staff about the timeline being overdue and the models of care/ capacity not being adequate to support population growth on the northside of Canberra.	KE
1	21, 23 & 28	August	Internal communications	Northside Hospital Project	Event promotion and calendar reminders on the NCH intranet, followed with an all-staff email about the pop-up information sessions.	
12	26 - 30	August	Clinical engagement	Northside Hospital Project	9 clinical engagement sessions with staff as part of the Clinical Services Plan in development. Sentiment was positive, with staff eager to have their say/feedback provide – evidenced by additional sessions being added in. Feedback from the sessions was focused on where the hospital will fit within the territory-wide approach to healthcare in Canberra, including levels of care; whether it will be a tertiary facility or not; parking; movement between hospitals; digital innovation; and whether the build will be staged.	KE
2	26, 28 & 30	August	Stakeholder engagement - Staff and consumers	Northside Hospital Project	3 pop-up information sessions held at NCH main entrance to engage with staff and public. Representatives provided an overview of the project, delivery, stages, next steps and answered any questions. Sentiment was positive, but a low level of awareness noted. -80 attendees with a mix of visitors and staff -2 follow-up emails -Key themes were parking and connections with transport services; relocation of services; timeframes; outpatient services; paediatrics; and what specific spaces are being built for staff as part of the new hospital.	Stakeholders to be updated
1	7, 8 & 12	August	Internal communications	Northside Hospital Project	Event promotion and calendar reminders on the NCH intranet and all-staff email about the staff information sessions.	Stakeholders/Organisation to be updated
1	1	September	External communications	Northside Hospital Project	Article in Our Canberra print newsletters (all regions) about the shortlisted VECI tenderers.	
1	7	September	Media announcement	Yamba Drive Entrance /B2 Foyer	Ministerial announcement about the Yamba Drive entrance works commencing at Canberra Hospital that will improve and modernise the western entrance.	
1	9	September	External communications	CAMHS Cottage	Article on Our Canberra website (all regions), and social media posts (FB and LinkedIn) about the CAMHS Cottage relocation to Lyons.	
1	9	September	External communications	Northside Hospital Project	Update to the Built for CBR – Northside Hospital Project website to refresh content with the latest information.	
1	9	September	Internal communications	Yamba Drive Entrance /B2 Foyer	Project update sent to CHS clinical and administrative staff, email sent to HCCA about Yamba Drive entrance Works. Digital screens in Canberra Hospital. Health Hub intranet pages and healthdirect updated with messages about access through Building 3.	
1	9	September	External communications	Yamba Drive Entrance /B2 Foyer	Branded signage and construction fence mesh installed at Canberra Hospital to assist visitors and staff wayfinding.	
1	12	September	Internal communications	Northside Hospital Project	Article on the NCH intranet about shortlisted VECI tenderers.	
3	12	September	Internal communications	CAMHS Cottage	Article on the NCH intranet about CAMHS Cottage relocation.	
1	13	September	Government relations	Northside Hospital Project	Comms and Engagement Working Group - meeting four	Stakeholders/Organisation to be updated. Meeting notes?
1	19	September	Clinical engagement	CAMHS Cottage	CAMHS Cottage - Clinical PUG - Vision Workshop and Function Design Brief Review.	KE
1	20	September	Stakeholder engagement - Consumer group / NGO / health service provider	Northside Hospital Project	Cath attended the ACT Health Community Reference Group Meeting with HCCA to provide NHP project overview and team introductions and discuss project timeframes.	Stakeholders to be updated
1	23	September	Stakeholder engagement - Consumer group / NGO / health service provider	Yamba Drive Entrance /B2 Foyer	Site walk with Pat McCabe, Terry Martin, Cath, Emm, Owen and MPX to look at the Yamba Drive entrance works, discuss removal of ANZAC items and also view the temporary location for the Veterans' Lounge.	
1	24	September	Government relations	Northside Hospital Project	Comms and Engagement Working Group - meeting four	Stakeholders/Organisation done
1	26	September	Stakeholder engagement - Consumer group / NGO / health service provider	Yamba Drive Entrance /B2 Foyer	Follow-up email to Pat McCabe from Veterans' Lounge to answer her questions and provide the meeting presentation.	
1	9 - 13	September	Clinical engagement	Northside Hospital Project	3 clinical engagement session (executive session) as part of the development of a Clinical Services Plan.	KE

#	Date	Month	Event Type	Project Type	Description / Activity	Note
1	2 - 6	September	Clinical engagement	Northside Hospital Project	development. Sentiment was positive and there was a high level of excitement noted. Staff have been very generous with their time/feedback provide. Feedback from the sessions was focused on a desire from staff for the project to deliver a truly 'inclusive' facility that caters for a clinical and administration staff better. We also heard similar themes being raised as those earlier sessions.	KE
1	3 & 6	September	Stakeholder engagement - Staff and consumers	Northside Hospital Project	2 pop-up information sessions held at NCH main entrance to engage with staff and public. Representatives provided an overview of the project, delivery, stages, next steps and answered any questions. Sentiment was positive, but a low level of awareness noted. -25 attendees with a mix of visitors and staff -Key themes were parking and connections with transport services; relocation of services; timeframes; outpatient services; paediatrics; and what specific spaces are being built for staff as part of the new hospital.	Stakeholders to be updated
1	2	October	Stakeholder engagement - Consumer group / NGO / health service provider	Yamba Drive Entrance /B2 Foyer	Cath, Emma and Owen attended the Veterans and Kindred Organisation Committee (KOC) Meeting to discuss the Yamba Drive entrance works and provide an overview of the flooring works in Building 2.	
1	4	October	Internal communications	Northside Hospital Project	Article on the NCH intranet about surveyors being on campus	
1	9	October	Stakeholder engagement - Consumer group / NGO / health service provider	Yamba Drive Entrance /B2 Foyer	Phone call with Pat McCabe from Veterans' Lounge to provide the project update about service relocations from the Yamba Drive entrance works.	
1	15	October	Stakeholder engagement - Consumer group / NGO / health service provider	Yamba Drive Entrance /B2 Foyer	Phone call and email sent to Pat McCabe from Veteran's Lounge seeking her to proof the A5 flyer MPC has developed.	
1	23	October	Stakeholder engagement - Staff	Northside Hospital Project	Service Prioritisation Workshop, for the Clinical Services Plan. A key meeting to work out priorities and clinical service adjacencies. Workshop attendees include North Canberra Hospital Department heads, COO, GMs and Executive Directors	Stakeholders to be updated
1	28	October	Internal communications	Northside Hospital Project	Internal workshop with CHS and MPC communication staff to discuss internal communications strategy, channels, and the roles/responsibilities.	Stakeholders to be updated
1	29	October	Government relations	Northside Hospital Project	Comms and Engagement Working Group - meeting five.	Stakeholders to be updated
1	29	October	Clinical engagement	Northside Hospital Project	Pharmacy robotics discussion as part of the Clinical Services Planning. Cost is high and may not proceed.	KE
1	30	October	Stakeholder engagement - Staff	Northside Hospital Project	NHP - PUG project briefing - sentiment positive was very engaged and willing group. There were over 65 attendees from NCH and CHS - Clinical ops, Exec and Admin Way forward and Future Services Framework and the engagement and desired outcomes / path to get to those outcomes. Attendees nominated to represent 'groups' no a singlur viewpoint. Expectations set. Kate Evans ran sessions. Northside teams channles set up for PUGs - CHS to manage these. Vanessa Brady attended.	
	1	November	Stakeholder engagement - Staff	Yamba Drive Entrance /B2 Foyer	All Staff Email and update on CHS intranet pages about works starting for the Building 2 refurbishment at Canberra Hospital.	
	4	November	Stakeholder engagement - Consumer group / NGO / health service provider	Yamba Drive Entrance /B2 Foyer	Email - Project update, map and email content about the Building 2 refurbishment at Canberra Hospital sent to HCCA Darcy Whitmore and Kate Gorman for inclusion in their upcoming newsletter.	
	4	November	Stakeholder engagement - Consumer group / NGO / health service provider	Yamba Drive Entrance /B2 Foyer	Email - Project update, map and email content about the Building 2 refurbishment at Canberra Hospital sent to Council of the Ageing (COTA) for inclusion in their upcoming newsletter	
	4	November	Stakeholder engagement - Consumer group / NGO / health service provider	Yamba Drive Entrance /B2 Foyer	Email - Project update, map and email content about the Building 2 refurbishment at Canberra Hospital sent to Woden Vale Community Council (WVCC) for inclusion in their upcoming newsletter	
	4	November	Stakeholder engagement - Consumer group / NGO / health service provider	Yamba Drive Entrance /B2 Foyer	Email - Project update, map and email content about the Building 2 refurbishment at Canberra Hospital sent to Pat McCabe and Ron Sheargold for inclusion in their upcoming veterans newsletter	
	7	November	Clinical engagement	CAMHS Cottage	Meeting - Master Plan Concept Design Project User Group (PUG)	KE
	13	November	Clinical engagement	CAMHS Cottage	Meeting - Concept Design Executive User Group (EUG)	KE
	14	November	Stakeholder engagement - Consumer group / NGO / health service provider	Canberra Hospital Expansion	Meeting - Resident on 1 Eldridge Street Garra (Mark Bradley) will meet with MPC stakeholder engagement and CHS operations about complaints regarding the helicopter on the new Clinical Services Building, and the amount of noise it is creating.	
1	14	November	Stakeholder engagement - Consumer group / NGO / health service provider	Northside Hospital Project	Briefing with HCCA about Northside Hospital Project Communications and Engagement Plan	
1	26	November	Government relations	Northside Hospital Project	Comms and Engagement Working Group - meeting six.	
	4	December	Clinical engagement	CAMHS Cottage	Meeting - Prioritisation Services Planning Project User Group (PUG)	KE
1	5	December	Stakeholder engagement - Staff and consumers	Northside Hospital Project	Meeting - NCH Consumer Engagement Representative Forum to update members about Northside Hospital Project and consumer engagement avenues	

#	Date	Month	Event Type		Project Type	Description / Activity	Key findings/outcomes	Status
	22	January	Intranet article	Staff	Northside Hospital Project	Northside Hospital Project pages to go live on the NCH staff intranet		
	22	January	Email	Consumers	Northside Hospital Project	Email - Future Services Framework Consumer Consultation		
	27	January	Meeting	Consumers	Northside Hospital Project	Meeting with HCCA - Future Services Framework Meeting		
	29	January	Meeting	Consumers	Northside Hospital Project	Meeting with HCCA - Future Services Framework Meeting		
	5	February	Community pop-up	Community/Staff	Northside Hospital Project	Pop-up information stall for Northside Hospital Project - Canberra Hospital (DAY 1)		
	6	February	Community pop-up	Community/Staff	Northside Hospital Project	Pop-up information stall for Northside Hospital Project - Canberra Hospital (DAY 2)		
	10	February	Meeting	Consumers	Northside Hospital Project	Meeting with HCCA - Future Services Framework Meeting		
	11	February	Meeting	Cross Directorate	Northside Hospital Project	Meeting - Comms and Engagement Working Group - Meeting #7		
	12	February	E-newsletter article	Community	Northside Hospital Project	Our Canberra - Progress on Northside Hospital		
	17	February	Workshop	Staff PUG	Northside Hospital Project	Project User Group Surgical – Workshop Two: Northside Hospital Future Service Frameworks		
	17	February	Workshop	Staff PUG	Northside Hospital Project	Project User Group Medical – Workshop Two: Northside Hospital Future Service Frameworks		
	17	February	Meeting	Cross Directorate	Northside Hospital Project	Meeting - Transport Modelling for Bruce Predict		
	17	February	Workshop	Staff PUG	Northside Hospital Project	Project User Group - Consumers - Northside Hospital Future Service Frameworks		
	1	February	Workshop	Staff PUG	Northside Hospital Project	Project User Group Emergency – Workshop Two: Northside Hospital Future Service Frameworks		
	18	February	Workshop	Staff PUG	Northside Hospital Project	Project User Group Older Person – Workshop Two: Northside Hospital Future Service Frameworks		
	18	February	Workshop	Staff PUG	Northside Hospital Project	Project User Group Cardiology – Workshop Two: Northside Hospital Future Service Frameworks		
	19	February	Workshop	Staff PUG	Northside Hospital Project	Project User Group Intensive Care – Workshop Two: Northside Hospital Future Service Frameworks		
	19	February	Workshop	Staff PUG	Northside Hospital Project	Project User Group Mental Health – Workshop Two: Northside Hospital Future Service Frameworks		
	20	February	Workshop	Staff PUG	Northside Hospital Project	Project User Group Ambulatory Care – Workshop Two: Northside Hospital Future Service Frameworks		
	11	March	Meeting	Cross Directorate	Northside Hospital Project	Meeting - Comms and Engagement Working Group - Meeting #8		
	24	March	Intranet article	Staff NCH	Northside Hospital Project	Intranet Article - NHP - Very Early Contractor Involvement (VECI)		
	24	March	E-newsletter article	Community	Northside Hospital Project	Our Canberra eNewsletter - NHP - Very Early Contractor Involvement (VECI)		
	24	March	Website article	Community	Northside Hospital Project	Website Update - Very Early Contractor Involvement (VECI)		
	24	March	Media event	Community	Northside Hospital Project	Media Announcement - Very Early Contractor Involvement (VECI)		
	24	March	Community pop-up	Community/Staff	Northside Hospital Project	Pop-up information stall for Northside Hospital Project - North Canberra Hospital		
	24	March	Email	Staff NCH	Northside Hospital Project	Email - Seeking to join Clinical Project User Groups for Northside Hospital Project planning and design		
	25	March	Intranet article	Staff NCH	Northside Hospital Project	All staff email - NHP - Very Early Contractor Involvement (VECI) - Sent by Kate McKenzie		
	28	March	Ministerial correspondence		Northside Hospital Project	Ministerial Correspondence - North Canberra Hospital - Parking Concerns		
	10	April	Community pop-up	Community	Northside Hospital Project	Pop-up information stall for Northside Hospital Project - Belconnen Health Centre		
	11	April	Intranet article	Staff NCH	Northside Hospital Project	Notification - Site Walks at NCH - All Staff Email		
	11	April	Email	Campus Stakeholder - Childcare	Bruce Ridge Early Childhood Centre	Outgoing email reply - Bruce Ridge Childcare Centre		
	11	April	Email	Campus Stakeholder - Childcare	Bruce Ridge Early Childhood Centre	Outgoing email reply - Bruce Ridge Childcare Centre and North Canberra Hospital		
	11	April	Email	Campus Stakeholder - Childcare	Bruce Ridge Early Childhood Centre	Incoming email reply - Bruce Ridge Childcare Centre		
	15	April	Meeting	Cross Directorate	Northside Hospital Project	Meeting - Comms and Engagement Working Group - Meeting #9		
	24	April	Email		Northside Hospital Project	Email - Query about car parking at North Canberra Hospital		
	29	April	Community pop-up	Community	Northside Hospital Project	Pop-up information stall for Northside Hospital Project - Gungahlin Health Centre		
	29	April	Email	Community	Northside Hospital Project	Incoming email - Query about relocation of CAMHS, Arcadia House and Gawanggal		
	1	May	Community pop-up	Community	Northside Hospital Project	Pop-up information stall for Northside Hospital Project - Phillip Health Centre		
	5	May	Email		Northside Hospital Project	Outgoing email - Query about relocation of CAMHS, Arcadia House and Gawanggal		
	5	May	Email	Community - Birth Centre	Northside Hospital Project	Outgoing email - Friends of the Birth Centre ACT - Sharing contact information		
	7	May	Meeting	CAMHS	CAMHS Cottage	Meeting - BLP presentation to CAMHS Project User Group for initial Erendale site concepts		
	8	May	Email	Key stakeholder - Bruce Residents	Northside Hospital Project	Email - South Bruce Residents Association seeking inclusion in stakeholder consultation for NHP		
	14	May	Meeting	Cross Directorate	Northside Hospital Project	Meeting - Comms and Engagement Working Group - Meeting #10		
	19	May	Project briefing	Campus Stakeholder - Calvary	Northside Hospital Project	Project briefing about Northside Hospital Project provided to Calvary Private Hospital		
	23	May	Meeting	Key stakeholder - First Nations	Northside Hospital Project	Meeting - Aboriginal and Torres Strait Islander engagement on the Northside Hospital Project		
	27	May	Drop-in information session	Staff NCH	Northside Hospital Project	NCH Staff Information Session 1 - Online and in-person events about Clinical Services Planning		
	30	May	Drop-in information session	Staff NCH	Northside Hospital Project	NCH Staff Information Session 2 - Online and in-person events about Clinical Services Planning		
	30	May	Drop-in information session	Staff NCH	Northside Hospital Project	NCH Staff Information Session 3 - Online and in-person events about Clinical Services Planning		
	2	June	Doorknock	Campus Stakeholder - Calvary	Northside Hospital Project	Doorknock tenants in the Calvary Private Hospital's Calvary Clinic to advise of Northside Hospital Project and where to subscribe for future updates		
	2	June	Doorknock	Campus Stakeholder - Calvary	Northside Hospital Project	Doorknock tenants in the Calvary Private Hospital's Calvary Clinic to advise of Northside Hospital Project and where to subscribe for future updates		
	2	June	Doorknock	Campus Stakeholder - Calvary	Northside Hospital Project	Doorknock tenants in the Calvary Private Hospital's Calvary Clinic to advise of Northside Hospital Project and where to subscribe for future updates		
	2	June	Doorknock	Campus Stakeholder - Calvary	Northside Hospital Project	Doorknock tenants in the Calvary Private Hospital's Calvary Clinic to advise of Northside Hospital Project and where to subscribe for future updates		
	2	June	Doorknock	Campus Stakeholder - Calvary	Northside Hospital Project	Doorknock tenants in the Calvary Private Hospital's Calvary Clinic to advise of Northside Hospital Project and where to subscribe for future updates		
	2	June	Doorknock	Campus Stakeholder - Calvary	Northside Hospital Project	Doorknock tenants in the Calvary Private Hospital's Calvary Clinic to advise of Northside Hospital Project and where to subscribe for future updates		
	2	June	Doorknock	Campus Stakeholder - Calvary	Northside Hospital Project	Doorknock tenants in the Calvary Private Hospital's Calvary Clinic to advise of Northside Hospital Project and where to subscribe for future updates		
	2	June	Doorknock	Campus Stakeholder - Calvary	Northside Hospital Project	Doorknock tenants in the Calvary Private Hospital's Calvary Clinic to advise of Northside Hospital Project and where to subscribe for future updates		
	2	June	Doorknock	Campus Stakeholder - Calvary	Northside Hospital Project	Doorknock tenants in the Calvary Private Hospital's Calvary Clinic to advise of Northside Hospital Project and where to subscribe for future updates		
	3	June	Project briefing	Campus Stakeholder - Childcare	Bruce Ridge Early Childhood Centre	Project briefing about Northside Hospital Project provided to Bruce Ridge Early Childcare Centre		
	3	June	Email	Staff NCH	Northside Hospital Project	Email - NCH staff briefing presentation about Northside Hospital Clinical Services Plan (CSP)		
	6	June	Reference Group meeting	Key stakeholder - First Nations	Northside Hospital Project	Consumer Reference Group - CHS First Nations presentation		
	10	June	Intranet article	Staff - Works Notification	Northside Hospital Project	NCH intranet and all staff email - Geotechnical drilling in June and July 2025		
	19	June	Project briefing	Consumers HCCA	Northside Hospital Project	Meeting - HCCA and Infrastructure Canberra to discuss next steps		
	26	June	Email	Staff	Northside Hospital Project	Email - Follow up about NCH staff briefing presentation regarding the Northside Hospital Clinical Services Plan (CSP)		
	1	July	Presentation	Ministers Office	Northside Hospital Project	Presentation to Minister Stephen-Smith on Options Analysis		
	2	July	Presentation	RG	Northside Hospital Project	Project presentation and overview to CRG		
	3	July	Presentation/Consumers	Consumers HCCA	Northside Hospital Project	Kate Gorman of the HCCA provided a Design Principles presentation and lessons learnt session for the Integrated Project Team for inclusion in the design		Presentation tabled with the VECI team with a commitment to work further with the HCCA on this project using these principles as a guide
	3	July	Presentation	CAMHS Staff	CAMHS Cottage	Presentation and Q&A session with CAMHS staff		
	29	July	Consumers	Consumer HCCA	Northside Hospital Project	Interviews with potential consumer to join the Health Infrastructure CRG.		
	4	August	Staff	Staff PUG	Northside Hospital Project	BOH Education Session		
	5	August	Staff	Staff PUG	Northside Hospital Project	BOH Wardpersons		
	5	August	Staff	Staff PUG	Northside Hospital Project	BOH Cleaning and Hospital Assistance		
	5	August	Staff	Staff PUG	Northside Hospital Project	BOH Waste		
	5	August	Staff	Staff PUG	Northside Hospital Project	BOH FM, Biomed, HTM, Stores & Dock, Central Equipment		
	5	August	Staff	Staff PUG	Northside Hospital Project	BOH - Kitchen		
	20	August	Gov Architect	Government Architect	Northside Hospital Project	Project presentation and briefing session - to agree next steps	Plan for October for the first panel presentation	Booked for 16 August
	26	August	Staff	Staff PUG	Northside Hospital Project	BPSP PUG		
	26	August	Staff	Staff PUG	Northside Hospital Project	Education and Training PUG		
	27	August	Staff	Staff PUG	Northside Hospital Project	Ambulatory Care		
	27	August	Staff	Staff PUG	Northside Hospital Project	Emergency		
	27	August	Staff	Staff PUG	Northside Hospital Project	Surgical ICU		
	27	August	Staff	Staff PUG	Northside Hospital Project	Pathology		
	27	August	Staff	Staff PUG	Northside Hospital Project	Intensive Care		
	27	August	Staff	Staff PUG	Northside Hospital Project	Maternity and Gynaecology		

#	Date	Month	Event Type	Project Type	Description / Activity	Key findings/outcomes	Status
	27	August	Staff	Staff PUG	Northside Hospital Project	Sterilising Services	
	28	August	Staff	Staff PUG	Northside Hospital Project	Pharmacy	
	28	August	Staff	Staff PUG	Northside Hospital Project	Radiology and Imaging	
	28	August	Staff	Staff PUG	Northside Hospital Project	Mental Health	
	28	August	Staff	Staff PUG	Northside Hospital Project	Medical IPU	
	28	August	Staff	Staff PUG	Northside Hospital Project	Perioperative and Endoscopy	
	2	September	Presentation	CAMHS	CAMHS Cottage	Industry briefing session	
	4	September	Working Group	Health Infrastructure CRG	Northside Hospital Project	Presentation of the master plan and site plan to consumers	Report developed by HCA for consideration by design team
	23	September	Meeting	Campus Stakeholder - Childcare	Northside Hospital Project	Meeting with CRCS team to discuss next steps and relocation	
	22	September	Meeting	ESA, Conservators, Parks	Northside Hospital Project	Preliminary Bushfire discussion	
	14	October	Staff	Staff PUG	Northside Hospital Project	BPSD PUG Round 3	
	14	October	Staff	Staff PUG	Northside Hospital Project	Education and Training PUG Round 3	
	15	October	Staff	Staff PUG	Northside Hospital Project	Ambulatory Care PUG Round 3	
	15	October	Staff	Staff PUG	Northside Hospital Project	Emergency PUG round 3	
	15	October	Staff	Staff PUG	Northside Hospital Project	Surgical ICU PUG Round 3	
	16	October	Staff	Staff PUG	Northside Hospital Project	Cardiology PUG Round 3	
	16	October	Staff	Staff PUG	Northside Hospital Project	Perioperative and Endoscopy PUG Round 3	
		October	Staff	Staff PUG	Northside Hospital Project	Medical IPU PUG Round 3	
	16	October	Staff	Staff PUG	Northside Hospital Project	Mental Health PUG Round 3	
	16	October	Staff	Staff PUG	Northside Hospital Project	Radiology and Imaging PUG Round 3	
	16	October	Staff	Staff PUG	Northside Hospital Project	Pharmacy PUG Round 3	
	16	October	Stakeholder	Government Architect and Panel	Northside Hospital Project	Site Walk and Masterplan Presentation to GA and panel	GA to submit a paper of recommendations and set a date to present the Masterplan
	16	October	Stakeholder	ESA and Conservators Office	Northside Hospital Project	Meeting to discuss bushfire zone, ecology and planning pathways	Additional meetings ongoing
	23	October	Campus Partner	Capital Region Community Services	Northside Hospital Project	Workshop MPX, BVN, ICIR and CRCS to develop childcare SGA	SGA being developed for further consultation
	27	October	Campus Partner	Bruce Consultative Committee	Northside Hospital Project	Presentation of Masterplan and way forward with ongoing consultation	Ongoing consultation required for Calvary
	27	October	Community	Bruce Resident Association	Northside Hospital Project	Masterplan update and understanding community needs and how to communicate going forward	Provide any project updates to Julia to distribute to her local residents database. Regular catch ups
	31	October	Community	Friends of the Grasslands	Northside Hospital Project	Masterplan update and understanding community needs and how to communicate going forward	
	5	November	Mental Health Industry	Mental Health Coordination Group	CAMHS Cottage	Project Update Presentation	