



POWERHOUSE

PARRAMATTA

**STAKEHOLDER MANAGEMENT AND
COMMUNITY ENGAGEMENT PLAN**



Project Name: Powerhouse Parramatta

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STAKEHOLDER MANAGEMENT AND COMMUNITY ENGAGEMENT PLAN - DRAFT

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1. INTRODUCTION

The project comprises Design and Delivery of Powerhouse Parramatta, a flagship museum of the Museum of Applied Arts and Sciences. At approx. 30,000sqm with 18,000sqm of exhibition and public spaces it will be the largest museum in NSW and the leading science and technology museum in the Southern Hemisphere.

1.1. The Project

Powerhouse Parramatta (the Project) is to be a world-class museum, centrally located in the geographic heart of Sydney, in Parramatta’s CBD. Built on the bank of the Parramatta River between Church and Phillip Streets and Wilde Avenue, it is the first large cultural institution based in Western Sydney and is expected to attract two million visitors every year. Large flexible spaces will provide unprecedented access to the Museum’s collection, new exhibitions, and host cultural and community events. In addition to the Museum itself, new public areas and open spaces will be created for the whole community to enjoy.

Powerhouse Parramatta is a once-in-a-generation opportunity to transform and renew one of Australia’s oldest and most important cultural institutions. As the first NSW State Cultural Institution to be based in Western Sydney, Powerhouse Parramatta will increase access to culture for all and reflect the diverse communities of Greater Sydney. Powerhouse Parramatta will deliver dynamic exhibition, education, and community programs.

Powerhouse Parramatta will provide opportunities for 10,000 regional NSW students each year to stay at the Museum and immerse themselves in science, technology, engineering, and maths (STEM) programs. The Museum will also support research and industry through the creation of Powerlab, a co-working space bringing together Powerhouse employees, researchers, industry, partners, students, and members of the community into one collaborative working space.

Lendlease has been awarded the contract to deliver the Project and will deliver a 6 Star Green Star rated building. This includes exhibition spaces and the largest column-free space in Australia.

1.2. Project Vision

Design	Sustainability	Collaboration
<ul style="list-style-type: none"> • An outstanding piece of architecture • Flexible spaces that deliver a dynamic changing program • A 24-hour working precinct that actively contributes to the city • Public domain that supports inclusion and diversity • A building that meets International Museum Standards • A demonstration of adaptable technology 	<ul style="list-style-type: none"> • A museum and precinct that delivers significant cultural programming for Sydney that is affordable and accessible • A changing program that drives repeat visitation and attracts new audiences • A 6 Star Green Star rated building • An entrepreneurial approach to leveraging partnerships and investment • Project delivery within approved Capital and Operational budgets 	<ul style="list-style-type: none"> • A place that acknowledges Country and embeds First Nations culture • World class facilities that connect community with industry • Exhibitions that provide increased access to Powerhouse collections • An interdisciplinary facility, that brings together researchers, scientists, and artists • Programs that connect local and remote communities with experiential, lifelong learning opportunities

2. STRATEGY

The *Stakeholder Management and Community Engagement Plan* (SMCEP or the Plan) is a roadmap to ensure that accurate, quality information is gathered and disseminated in accessible formats and is relevant to target stakeholders and community members. It builds on Infrastructure NSW's (INSW) and Powerhouse's early engagement. The Plan also seeks to ensure that the foundations laid during the early engagement phase continue seamlessly to create opportunities for long term community involvement and participation with the Project over time.

It is the guide to fulfilling all Contractor Obligations, Statutory Requirements and communication procedures and protocols, including for complaints and media management. As Contractor, Lendlease is committed to implementing proactive mitigation strategies to avoid stakeholder and community-related issues and risks, and promote the Project in a positive light, encouraging participation and building community excitement.

The SMCEP establishes a framework and approach for stakeholder and community involvement across the delivery of the Project.

The SCMP includes the following:

- Powerhouse Parramatta stakeholder matrix
- Stakeholder and community issues and interests
- Project opportunities and initiatives
- Project staging programme
- Resourcing and responsibilities
- Media and communication protocols
- Complaints management process
- Monitoring and evaluation

The Plan is aligned with the Contract Program, and incorporates the core principles of respect, inclusion, transparency, and proactivity.

The interface between this Plan and other key project management plans including the Construction, Traffic and Environmental management plans, and compliance with the SSDA Conditions of Consent, is key to the success of the project. These complementary plans underpin a collaborative and streamlined project organisation structure and guide our interface with INSW and other contractors involved in the design and construction of the Project.

2.1. Approach

Lendlease understands that through the early consultation required as part of the planning process, both Infrastructure NSW and Powerhouse have developed well-established, and continue to maintain, key partnerships and relationships with various stakeholders both interested and impacted by the Project. We therefore recognise that while as Contractor, Lendlease will manage stakeholder communications and community engagement in a manner that will ensure the Project meets the requirements of the consent conditions and take an approach that dovetails into this existing framework. We will take the lead from INSW; however, we recognise that support of and collaboration with Powerhouse will be key to developing buy-in and Project support from the wider community.

Our approach to stakeholder management and community engagement for this project is to work collaboratively and transparently with all stakeholders throughout the Project lifecycle, through to handover and overall completion.

Building upon the knowledge gleaned from INSW's early consultation during the planning process, we will manage stakeholder and community interests and expectations through early and ongoing engagement, as well as the provision

of opportunities to provide feedback that may be considered and incorporated into the various stages. In response to any feedback received, we will articulate how it has or has not been incorporated by the Project team.

Furthermore, Lendlease believes that every member of the Project Team is responsible for the appropriate and effective management and engagement of Project stakeholders and the community. The key principles which underpin this responsibility and govern our overall approach are:

- Establish and maintain open and transparent communication channels with all interested and impacted stakeholders to ensure they are accurately informed about the Project.
- Tailor Project communications to provide the right information to the right people at the right time.
- Ensure a proactive, rather than reactive approach to all potential stakeholder related issues and engagement activities.
- Respect, involve and engage all stakeholders and the community to ensure they are provided with the necessary forums that allow their needs and concerns to be recognised and considered at the various stages of the Project.
- Proactive and clear transparent communications underpin our approach and help avoid frustration and disappointment. Transparency will importantly help build trust between the Project and stakeholders, in support of INSW and Powerhouse.

2.2. Plan Objectives

The successful implementation of this plan will be continuously monitored, evaluated, and revised throughout the various stages of the Project, with a high-level review carried out as part of the fortnightly Communications Working Group (CWG). Additional evaluation and feedback may occur via emails and telephone as and when appropriate. Successful implementation will be articulated through achievement of the following objectives:

- The successful design and delivery of the Project is to be supported through mitigation of stakeholder and community-related issues and risks, implementation of actions and initiatives which involve and excite and encourage stakeholder and community advocacy throughout the detailed Design and Construction phases.
- The SMCEP's overarching strategic objective is to support the safe and timely coordination and delivery of the Project's Design and Construction works, mitigating impacts on surrounding stakeholders and community and protecting the reputations of all parties.

Table 1 outlines key Project objectives and performance indicators.

Table 1 Successful implementation of the Powerhouse Parramatta Project SMCEP will be monitored and evaluated against the key objectives and related performance indicators.

Objective	Key Performance Indicators
Ensure limited impact on the area surrounding the Project site, particularly for adjacent residential and commercial businesses and tenants and including local roads and pedestrian access ways	<ul style="list-style-type: none"> • Establish and maintain a regularly schedule of meetings with adjacent property property/ landowners and operators. • Where works impact the ongoing operation and functionality of a building or specific stakeholder group, Lendlease will work with these affected stakeholders to collaboratively develop mitigation strategies. • All disruptive works to neighbouring commercial operations and residents, including service shutdowns and/ or noisy works, are planned, approved by the relevant authority (where required), and communicated at least 7 days prior to disruptive works.
To build commitment, support, and a shared understanding among the local community on the strategic intent, objectives, and benefits of the Powerhouse Parramatta development.	<ul style="list-style-type: none"> • Approved key messages are incorporated and accurately reported in each Project communication. • Project team and impacted stakeholders can contribute to onsite community initiatives.

Objective	Key Performance Indicators
	<ul style="list-style-type: none"> • Work with Project stakeholders to identify “Project Champions” from a variety of sectors including schools, university, arts, science, and cultural organisations/ groups, who will enjoy acting as advocates for the Project and promote the benefits the Project will provide during delivery and in the future.
Provide a transparent and responsive consultation process that meets and exceeds best practice stakeholder management and community engagement.	<ul style="list-style-type: none"> • Community members are provided with the opportunity to provide feedback on the planning and delivery of the works, as well as the design (where applicable), and Lendlease will advise on how the feedback has been incorporated or responded to. • Lendlease will record and manage all feedback received onsite and provide reports to Infrastructure NSW detailing the nature of the feedback.
Plan construction activities accordingly to ensure there is minimal impact to stakeholders and members of the community when and where possible, within proximity to the Project site.	<ul style="list-style-type: none"> • Any changes to pedestrian and/ or vehicular access to neighbouring properties due to construction activities is approved by the relevant owner and/ or authority and is carefully planned and communicated to affected stakeholders. • Areas adjacent to the construction site, such as shared footpaths and driveways are kept clear of idle plant and equipment. • All disruptive works to neighbouring commercial operations and residents, including service shutdowns and/ or noisy works, are planned, approved by the relevant authority (where required), and communicated at least 7 days prior to disruptive works.
Implement and maintain effective coordination and communication channels between Lendlease, INSW and Powerhouse, as well as other key stakeholders throughout the design and delivery of the Project.	<ul style="list-style-type: none"> • Lendlease, INSW and Powerhouse will meet regularly with other key stakeholders as appropriate, as part of the CWC.
Deliver a high quality, consistent and integrated stakeholder management and community engagement plan which supports and complements INSW existing policies and procedures.	<ul style="list-style-type: none"> • Lendlease’s plan incorporates INSW’s strategic approach, Project objectives and agreed key messages. • All revisions to the SMCEP are submitted to the relevant INSW team member for review and approval. • All Lendlease Project Team members and onsite contractors undertake a specific stakeholder engagement training module as part of their site induction, which outlines the Project’s vision and key messages, individual and collective Project responsibilities, and communication protocols. • Unless directed by INSW, onsite contractors will not engage with stakeholders on any aspect of this Project. Project contact cards will be made available to contractors to issue to members of public or stakeholders. Project contact cards to include 1800 number and construction email address.

Lendlease bears in mind the proximity of the Project Site to Parramatta CBD’s main street and the recent period of intensive infrastructure delivery of the Parramatta Light Rail. We have taken into consideration the impact on ongoing construction and resolve to ensure the local community including residents and businesses feel well informed and supported throughout the Project duration. Other key interests we will manage carefully and proactively is ensuring clear thoroughfare between the adjacent properties and the site and residential across the river, requiring attentive public interface.

3. STAKEHOLDERS

As an important project for Western Sydney and for all of NSW, Powerhouse Parramatta attracts significant interest from an extensive and diverse range of stakeholders. Stakeholders deserve to be managed respectfully, using a coordinated approach, with Lendlease working closely with INSW and Powerhouse, and their communications and engagement representatives, to ensure all Project needs, and interests are met.

The location of the Project Site in the centre of the City of Parramatta and close to popular public areas, requires well planned and delivered communications management and engagement. Through our analysis of the Project brief, as well as detailed desktop research, Lendlease acknowledges the significant number of stakeholders who are both interested in and/ or impacted by the Project. While Lendlease understands we may not have direct interface with all of these stakeholders, Table 2 illustrates the many and diverse stakeholders for this Project.

Ongoing identification and analysis of Project stakeholders will remain crucial in determining the timing of communication activities, appropriate levels of engagement and the most effective channels for clear communication. Furthermore, it provides insight into how these stakeholders may influence the various stages of the Project and bring to the forefront, any potential emergent issues.

Table 2 - The new Powerhouse Parramatta Museum will be an iconic cultural institution, attracting the interest of a wide and diverse group of stakeholders in the local area and across Greater Sydney seeking to be informed and engaged.

Category	Stakeholder	Interest and concerns	Engagement Method
Government Departments, Agencies and Elected Representatives	Department of Premier and Cabinet Department of Enterprise, Investment and Trade Create NSW NSW Treasury Transport for NSW Greater Sydney Commission Department of Education Trustees of the Museum of Applied Arts and Sciences Powerhouse staff Department of Planning and Environment Member for Parramatta City of Parramatta; and City of Parramatta Council Advisory Committees	<ul style="list-style-type: none"> • Project progress and milestone achievement • Governance • Willow Grove • Community engagement, feedback, and project responsiveness • Construction management, timelines, and progress • Legislative compliance and adherence to project conditions • Construction traffic and road usage • Skilling, training, and employment outcomes • Programs and partnerships 	<ul style="list-style-type: none"> • Briefings • Key events • Governance • Requests for information • Individualised meetings and direct correspondence • Project updates and communication collateral
First Nations	Darug Custodians Aboriginal Corporation The Deerubbin Local Aboriginal Land Council Gandangara Local Aboriginal Land Council The Darug Strategic Management Group (DSMG) NSW Aboriginal Education Consultative Group (AECG) Yarpa Hub (NSW Aboriginal Land Council)	<ul style="list-style-type: none"> • First Nations engagement strategy and programs • First Nations participation in supply chain and workforce • Cultural heritage • Progression of dedicated First Nations programs 	<ul style="list-style-type: none"> • Briefings • Key events • Individualised meetings and direct correspondence • Project updates and communication collateral
Authorities	Emergency Services (Police, Fire, Ambulance) NSW Heritage Council NSW Environment Protection Authority (EPA)	<ul style="list-style-type: none"> • Construction management, timelines, and progress • Coordination of works with other construction projects • Legislative compliance and adherence to project conditions with regards to any archaeological findings Precinct change management • Construction traffic and road usage 	<ul style="list-style-type: none"> • Briefings • Project updates and communication collateral
Utilities	Sydney Water, Jemena, Telstra, NBN, Ausgrid, AGL, Energy Australia, Endeavour Energy	<ul style="list-style-type: none"> • Construction management, timelines, and progress • Coordination of works with other construction projects 	<ul style="list-style-type: none"> • Successfully gain required approvals and permissions • Direct correspondence
Industry and business	Western Sydney Business Connection Business Western Sydney Parramatta Business Chamber Western Sydney Powerhouse Alliance Placemaking NSW Advisory Committee Chamber Alliance of Western Sydney Committee for Sydney Western Sydney Leadership Dialogue Group Development Committee	<ul style="list-style-type: none"> • Project progress and milestone achievement • Programs and partnerships • Community impact, engagement, and project responsiveness • Economic opportunities – employment and procurement 	<ul style="list-style-type: none"> • Briefings • Project updates and communication collateral
Skilling and training	Industry Capability Network (ICN) TAFE NSW Regional Industry Education Partnerships (RIEP) Employment and Skilling services providers and organisations; Aboriginal Employment Strategy (AES); Career Seekers, Career Trackers, Productivity Bootcamp, Trades Women Australia, MyGateway Training Services NSW	<ul style="list-style-type: none"> • Employment, skilling, and training opportunities • Programs and partnerships • Schools engagement • Skills and training needs 	<ul style="list-style-type: none"> • Direct correspondence
Interest and action groups	Willow Grove Community Reference Group (being run by Create Infrastructure)	<ul style="list-style-type: none"> • Project progress • Community feedback and project responsiveness 	<ul style="list-style-type: none"> • Engagement as requested

	Parramatta Community Reference Group Save Willow Grove (Facebook) North Parramatta Residents Action Group (NPRAG) Save the Powerhouse	<ul style="list-style-type: none"> • Community initiatives • Construction management 	
Local business, residents, and community	Properties of Phillip Street, Church Street, Dirrabarri Lane and Wilde Avenue, residents and community members, cyclist's groups, road users	<ul style="list-style-type: none"> • Project progress • Construction management, timelines, and progress • Precinct change management • Construction traffic and road usage • Impacts to business continuity and patronage • Safety and security • Visual amenity 	<ul style="list-style-type: none"> • General project updates • Briefings • Works notifications
Schools and universities	Western Sydney University Local primary and high schools University of Sydney Westmead Campus	<ul style="list-style-type: none"> • Project progress • Programs and partnerships • Graduate and undergraduate education and careers opportunities • Employing, skilling and careers opportunities • Research 	<ul style="list-style-type: none"> • Briefings • Collaboration workshops • Individualised meetings and direct correspondence • Project updates and communication collateral
End users	Researchers, scientists, artists, industry partners, First Nations, multicultural communities of Western Sydney, students, teachers, local community, broader Sydney community, regional, interstate, and international visitors	<ul style="list-style-type: none"> • Project progress • Programs and partnerships 	<ul style="list-style-type: none"> • Collaboration Workshops • Project updates and communication collateral
Media	Local, metro, social	<ul style="list-style-type: none"> • Project progress, milestones, and events • Community feedback and project responsiveness • Community initiatives and programs • Access to information, photo opportunities and special events 	<ul style="list-style-type: none"> • Collaboration on opportunities for positive media engagement • Media releases • Response to inquiries
Donors	Lang Walker family, Western Sydney University, Vitocco family and others TBC	<ul style="list-style-type: none"> • Project progress, milestones, and events • Programs and partnerships • Community initiatives and programs • Media 	<ul style="list-style-type: none"> • Briefings • Key events • Individualised meetings and direct correspondence

4. COMMUNICATIONS PROCESSES AND PROTOCOLS

All communications and engagement processes will be clear and transparent to ensure all participants are aware of what they can and cannot influence. Managing stakeholder and community expectations for engagement and consultation up front and in an open manner will help build trust in the community and avoid disappointment.

The following protocols establish a framework that articulates the following:

- Who should communicate with whom, and when
- The scope or extent of what should be communicated
- The appropriate channels of communication.
- Complaints Management
- Issue Escalation
- Communication Approvals
- Community Engagement Induction

We anticipate these protocols will be further developed upon consultation with INSW as well as other key Project stakeholders such as Powerhouse.

4.1. Stakeholder feedback and enquiries

The ongoing and consistent management of Project related feedback through the design, planning and delivery of the Project, is crucial to ensuring appropriate mitigation strategies are developed in response to potential issues. As such, Lendlease will document all stakeholder related feedback received directly, in a professional and timely manner.

The following issues management procedure has been compiled to ensure the process of resolving issues and complaints raised for the duration of the Project's lifecycle, is consistent and ensures feedback is responded to appropriately and respectfully.

Lendlease defines an issue (or complaint) as any communication received from a stakeholder or community member which expresses dissatisfaction with any aspect of the Project and its delivery. Management of issues is of critical importance for developing and nurturing meaningful and resilient relationships with Project stakeholders and the wider Parramatta CBD area, throughout the Project, and helps set up the Powerhouse Parramatta for ongoing success during its future operation.

The procedure will assist in identifying issues which may escalate (from low to medium or medium to high) and offer mitigation measures. This procedure is supported by an issues classification matrix, which identifies and defines categories of issues.

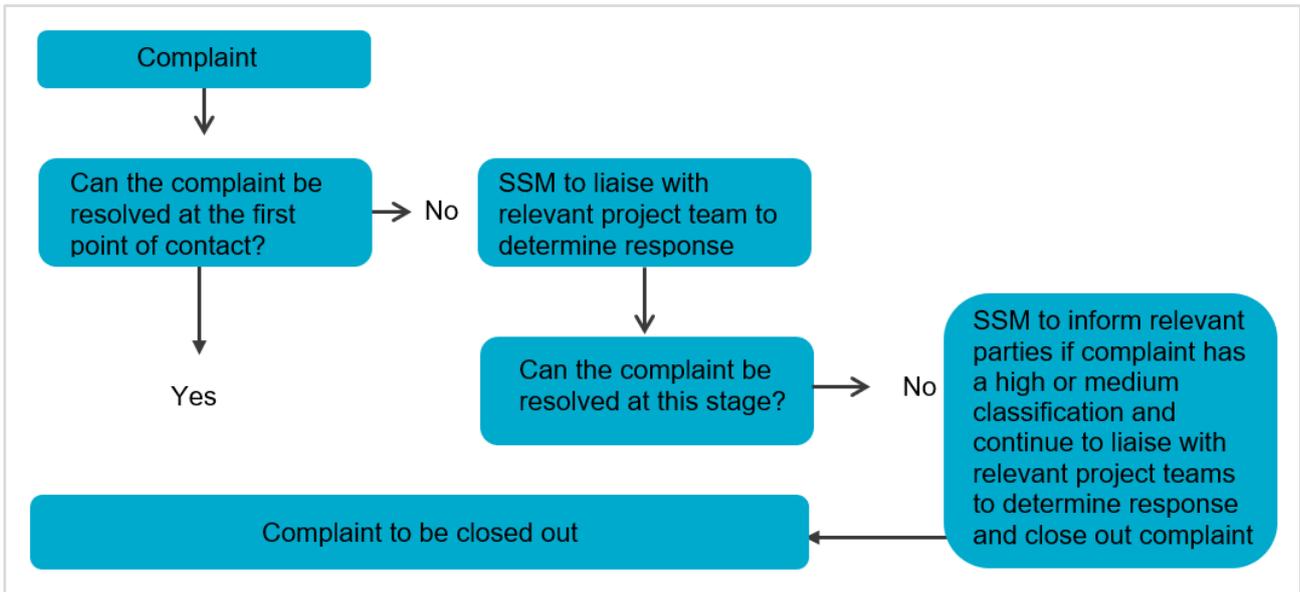
Stakeholder and community contact response times will be agreed with INSW and subject to INSW and SSSA conditions' performance measurement indicators. We expect that these times will be approximately as follows:

- Same day acknowledgement of contacts (for urgent and safety issues). For non-urgent issues same day acknowledgement via automated acknowledgement of receipt.
- 48-hour (business hours) response target for all routine business and community enquiries
- 72-hour (business hours) response target for complex or policy-related enquiries where possible.

4.2. Complaints Management Protocol

Timeliness is often the single most important driver in satisfaction of complaint management. To support INSW and protect the reputation of the Project, it is critical to manage the expectations of stakeholders making complaints. This is achieved by explaining our process and continuing to keep them informed, should resolution of the complaint take time.

Figure 1 – The complaints escalation procedure is to be followed to the point when the stakeholder is satisfied the complaint has been adequately addressed or as considered reasonable by INSW. Social Sustainability Manager (SSM) responsible for managing incoming contact and informing relevant parties.



As Contractor, Lendlease will notify INSW in writing immediately, should any of the following occur:

- A complaint is made, or any proceedings are instituted or threatened.
- A letter of demand is issued; or,
- Order or direction is made by anyone (including any authority or any landowner, lessee, or licensee near the Site), against us, or any of our personnel in connection with the Works or the carrying out of the work in connection with the Contract including:
 - contamination arising out of, or in any way in connection with, the work in connection with the Contract.
 - non-compliance with any Approval, condition, or requirement thereunder, or any Environmental Statutory Requirement.
 - use or occupation of the Site or the Works; or,
 - loss of or damage to the Site, the Works or any adjacent property or the injury to or death of any person.

As part of our commitment to ensuring our Works cause minimum disruption and cause for complaint and to avoid escalation of any issue - other than where clause 38.4 applies – we will:

- Deal proactively with any complaint, proceedings, letter of demand, order or direction referred to in clause 38.2 in accordance with all Statutory Requirements.
- Other than where clause 38.4 applies, take all measures to resolve those matters as soon as possible (including defending any proceedings).
- Record, track and report on all complaints, proceedings, letters of demand, orders and directions referred to in clause 38.2, using the INSW Consultation Manager database system.
- Record full details of each complaint, proceedings, letter of demand, order and direction, our action taken with respect to each, promptly updated to consider any developments with respect to each, which we acknowledge may be inspected by INSW's Authorised Person.
- We will assist INSW in respect of complaints, proceedings, demands, orders, or directions which relate to their authority to carry out Powerhouse Parramatta, provided Lendlease has complied with this Contract, that arise under the EPBC Act.

Additionally, in the event of a stakeholder or community complaint being received, Lendlease will implement an internal Complaints Review process, to occur within 5 days of the complaint being received.

4.3. Community Notifications

NSW Government branded Project Notifications will be used to inform of current and upcoming work, with the potential to impact on stakeholders and the community. Lendlease will identify an appropriate distribution area for all community notifications and submit a map of the area to INSW for approval, prior to the dissemination of information.

To ensure all notifications are distributed to impacted and/ or interested stakeholders and community members in a timely manner, Lendlease will issue written notifications at least 7 days before commencing any activity which has the potential to impact on any stakeholders or members of the community. This includes, but is not limited to:

- Construction commencement.
- Significant milestones (i.e., completion of staged or a component of works).
- Changes to scope of work.
- Night works and/or out of hours work.
- Changes to traffic conditions.
- Modifications to pedestrian routes, cycle ways and bus stops.
- Disruption of residential or business access.
- Disruption of access to cultural, sporting or entertainment events.

As a minimum, Lendlease believes the following information may be required to be included within each notification:

- Scope and location of proposed work/activity
- Hours of work.
- Duration of activity
- Type of equipment to be used
- Anticipated impacts such as noise, vibration, changes to traffic conditions/ access, and/ or dust
- The project's 24-hour telephone number, website address, postal address, and email address.

4.4. Site interface

To ensure the varying levels of stakeholder interest are managed appropriately, a coordinated approach to communications and contact by both INSW and Lendlease will be critical. Inducting the entire Project workforce on the Project specific communication protocols, such as key messages, public interface, and the correct media procedure, will be essential to ensuring the successful implementation of this Plan.

To help manage community expectations for the Project, it is essential that all Project communications delivered are of a high standard, adhere to Project key messages and are in collaboration and coordination with other strategic communications relating to the overall Project.

Given the location of the work site lends itself to a high level of public interface, should a subcontractor be approached onsite and questioned on Project specifics, they will be instructed to direct all public enquiries to the Lendlease Construction Manager and/ or SCEM. They will be inducted not to provide a response. All public interactions will then be recorded and reported to INSW and recorded in the Project electronic database.

4.5. Incident and Crisis Management

In the event of an incident or crisis, we will follow protocols for incident and crisis management and communications and the NSW Government Department of Planning, Industry and Environment SSD 10416 Development Consent Section

A25. And A26. We will also provide timely and relevant information to key stakeholders, including INSW, Powerhouse, key stakeholders, and the community.

The final agreed incident and crisis management communications protocol will be developed with INSW and Powerhouse. All incidents will be managed by the Project and follow escalation procedure.

4.6. Development Consent Conditions Compliance

Lendlease will conduct engagement and communications activities to meet relevant requirements as specified in the Development Consent Conditions (SSD10416). Relevant conditions and response are outlined in Table 3 below.

Table 3 Development Consent Conditions Compliance

Development Consent Condition	Response
<p>C28. At least 48 hours before the commencement of construction (if the requirement is triggered) until the completion of all works under this consent, or such other time as agreed by the Planning Secretary, the Applicant must:</p> <p>(a) Make the following information and documents (as they are obtained or approved) publicly available on its website</p> <ul style="list-style-type: none"> (vii) Contact details to enquire about the development or make a complaint (viii) Complaints register, updated monthly 	<ul style="list-style-type: none"> • Dedicated community contact points (1800 number and email) are available for local residents, community members and stakeholders to raise issues, ask questions and speak directly to a member of the Lendlease Project Team. • Dedicated community contact details will be displayed on site signage, communication material, project websites and all communication collateral including emails. • All community contact will be recorded in Consultation Manager V4 (CMv4). CMv4 will be used to manage, track, and maintain a communications activities and contacts register, capturing the relevant Project stakeholders, key personnel, contact details and escalation contacts. • A summary of complaints will be documented in a complaints register uploaded to the project website. This register will be updated monthly.
<p>D3. A site notice(s):</p> <p>Must be prominently displayed at the boundaries of the site during construction for the purposes of informing the public of project details including, but not limited to the details of the Builder, Certifier and Structural Engineer is to satisfy the following requirements:</p> <ul style="list-style-type: none"> • Minimum dimensions of the notice must measure 841mm x 594mm (A1) with any text on the notice to be minimum of 30-point type size. • The notice is to be durable and weatherproof and is to be displayed throughout the works period. • The approved hours of work, the name of the site/project manager, the responsible managing company (if any), its address and 24-hour contact phone number for any inquiries, including construction/noise complaint must be displayed on the site notice; and • The notice(s) is to be mounted at eye level on the perimeter hoarding/fencing and is to state unauthorised entry to the site is not permitted. 	<ul style="list-style-type: none"> • Site signage will be displayed during construction to inform the local community, residents, and stakeholders about who is responsible for construction activities and the contact details for further information. • Site signage will be maintained to ensure it remains visible and clear at all times.
<p>D7. Notification of such construction activities as referenced in condition D6 must be given to affected residents before undertaking the activities or as soon as is practical afterwards</p>	<p>NSW Government branded Project Notifications will be used to inform of current and upcoming work, with the potential to impact on stakeholders and the community. Out of hours activity will be communicated in advance, where available, or as soon as practical afterwards. Notification will be provided by the following channels:</p> <ul style="list-style-type: none"> • Email Alerts • Website

Development Consent Condition	Response
	<ul style="list-style-type: none"><li data-bbox="794 282 975 309">• Project Updates Where out of works has potential to cause high level disturbance or impact affected residents and stakeholders will be notified directly by phone or email where available.

5. TOOLS AND TECHNIQUES

Due to the differing levels of stakeholder and community interest in the Project as well as the proximity of the construction site to a highly populated and busy CBD, Lendlease recognises that a multi-channelled approach to communications is required to facilitate consistent and proactive engagement with all stakeholder groups.

A detailed communications plan, including timings, content, and outputs, will be further developed in consultation with INSW, to ensure the proposed methods align with the existing communications collateral and activities.

Several communications and engagement techniques, backed up by the protocols and processes agreed with INSW, will form a central suite of tools used throughout the Project. The below list highlights some of the key techniques and tools that will be used to support INSW and to deliver the Plan:

- Tools and resources that allow all stakeholders and community members the opportunities they seek and/ or expect, to make contact via a variety of accessible and inclusive means, to make contact when needed, including 24 hours/ day, 7 days a week (as required).
- Methods of communication, engagement and consultation that address any continuing social distancing requirements and consideration of stakeholders' potential concerns or anxieties.
- Table 4 lists the main tools and techniques to be put in place prior to the Project commencing on site.

Table 4 Tools and techniques proposed for implementation during the Project to ensure stakeholders and the community are informed and engaged and can contact the Project team at any time during delivery.

Initiative	Description
Construction Community Contact Points	Dedicated key channels (1800 number and email) for stakeholders to raise issues, ask questions and speak directly to a member of the Lendlease Project Team. Availability of community contact points supports Development Conditions Consent C28 (vii).
Site signage	To inform the community about who is responsible for the construction activities and the contact details for further information about the work. Also, to provides a brief summary of the works taking place. Site signage will be designed, produced, and installed to comply with Development Consent Condition D3. Site Signage.
Hoardings	Hoardings can be used as a strategic communication tool to ensure the neighbouring community is informed about key Project information including the relevant contact numbers.
Client Meetings	Opportunity to discuss Project concerns, to provide Project updates and report on any issues or concerns raised by key stakeholders or the community.
One-on-one briefings	To discuss concerns raised by key stakeholders face-to-face and provide more detailed information and assurances about the Project. Build trusting and sustained relationship with key stakeholder through face-to-face consultation.
Collaboration Workshops	Generally facilitated or structured to discuss an important topic/issue. Results in actions/ outcomes/ resolutions.
Door knocking / Letterbox drop	To inform impacted stakeholders of works, face-to-face. Allows the team to proactively address any stakeholder concerns or issues and provide assurances about the work.
Milestone Event	Events such as sod turns, ribbon cutting and topping out ceremonies provide the opportunity to capture a programme milestone in time and allow for key project representatives such as MPs, government agencies and/ or peak bodies to be in attendance.
Email Alerts	To ensure all stakeholders potentially impacted by construction activities are informed in advance of key work commencing. Notifications will be used to inform impacted groups of key issues such as the timing of noisy work, out of hours construction and traffic impacts. Alerts will be provided to satisfy Development Consent Condition D7 – notification of out of hours construction activity.
Site Coordination Meetings	To provide INSW with information related to upcoming activities as well as discuss onsite issues coordination of design and delivery. It will also provide an opportunity for regular liaison with key stakeholders as nominated by INSW.

Initiative	Description
Site Tours	Generally hosted by a senior Project representative. Choose the most appropriate host for audience; consider level of seniority required, depth of Project knowledge and people skills. Often personal invite for individual or group. Requires PPE preparation and organisation with site team.
Staff Induction	Educate staff and workers on the Project about the correct protocols and procedures when dealing with stakeholders and the local community.
Project Updates	To provide an update on the Project's overall progress, key achievements, and next stages. Updates to be distributed via website, email, phone or in person. Alerts will be provided to satisfy Development Consent Condition D7 – notification of out of hours construction activity.
Newsletters	To provide an update on the Project's overall progress, key achievements, and next stages. Newsletters can be distributed monthly, or another agreed recurring timeframe.
Website Presence	INSW - https://www.infrastructure.nsw.gov.au/projects-nsw/powerhouse-parramatta/ Powerhouse - https://www.maas.museum/new-powerhouse/

- All contact with stakeholders and community will be recorded in an electronic stakeholder management database (see below information required to be recorded in the database). This will support effective management of stakeholder contact and communications and for clear and accurate reporting to INSW.

5.1. Electronic Stakeholder Management Database

Lendlease proposes to document and track all stakeholder enquiries received in the electronic stakeholder management database, Consultation Manager Version 4 (CMv4). A record will be created for all stakeholders and community members with whom contact is made. This database will provide an up-to-date, readily accessible central storage point for information and will provide a detailed history of feedback for reporting purposes.

CMv4 will be also used to manage, track, and maintain a communications activities and contacts register, capturing the relevant Project stakeholders, key personnel, contact details and escalation contacts.

The following information will be captured on the CMv4 database:

- Stakeholder's name and contact details (unless requested by stakeholder to be anonymous)
- Date and time of contact
- Team member receiving contact
- Description of issues raised
- Nature and tone of contact
- Action required and timing, particularly if any commitments have been made around timeframes.
- Person responsible for the action or person contact was referred to
- Referral and action date
- How the contact was resolved, where appropriate and date of resolution
- A complaints register will be maintained by the Social Sustainability Manager (SSM) and updated monthly as per Development Consent Condition C28 (viii).

6. OPPORTUNITIES AND INITIATIVES

Lendlease has a recognised and long-term commitment to building community, fostering social sustainability, and delivering extra value for the community beyond its core business. An initial review of Project stakeholders coupled with our understanding of Parramatta and broader Western Sydney, and the aspirations of INSW and Powerhouse, has identified a number of potential proactive community building initiatives and Project legacy opportunities.

Throughout each stage of the Project, the SCEM will work with INSW media and public affairs representatives, to promote good news stories about the Project, celebrate Project milestones with the community, as well as coordinate Site visits by key external stakeholders for media opportunities.

We believe there are several opportunities which can be coordinated with INSW, for the inclusive engagement of stakeholders and community groups, throughout the Project's design and construction. Some initiatives we propose involve 'taking the Project to the community':

- Involving schools and students in science, technology, engineering, and mathematics (STEM) related programs that align with Government and Powerhouse Parramatta objectives
- Career talks regarding STEM careers
- Site visits for students, elected representatives and other VIPs and key Powerhouse stakeholders
- Major projects/ assignment on topic relating to Powerhouse
- Name the crane
- Construction videos / YouTube learning e.g., Blippi and Eddie Woo
- Lendlease annual Community Day
- Sponsorship of overnight visits
- Exploring the use of Immersive Reality and other digital technologies to engage and excite young people, as well as a young construction workforce on matters of safety, health, and wellbeing, is another initiative which aligns with the Lendlease and Powerhouse commitments to innovation
- Utilising Story box or digital art around the site as a means of telling the story of the land, the Project, and the construction.

Lendlease in collaboration with INSW, industry stakeholders and community organisations can seek to establish strong working relationships and build goodwill for the Project, utilising existing relationships and partners we have in Western Sydney, and with local First Nations representatives and employment, skilling, and training organisations. If successful, Lendlease will draw on our relationships with these partners, to support and enhance First Nations engagement and participation, workforce participation, diversity and inclusion opportunities and economic development.

Lendlease would also like to propose that we work closely with INSW as part of our commitment to the Greater Sydney Commission's *Women's Safety Charter* in the building's design as well as for operation during the design and construction phases.

Proactively seeking exciting and innovative ways of engaging with stakeholder and the community will help build good faith during the delivery of the Project as well as help establish a long lasting, positive legacy for the Project.

7. REPORTING

As part of our commitment to work in partnership with all stakeholders and in a cooperative and collaborative manner with INSW and Powerhouse, Lendlease will ensure all stakeholder presentations and meetings, such as but not limited to, PCG, design meetings and weekly site coordination meetings, will be programmed accordingly into Lendlease's programme and key members of Lendlease's Project team will be in attendance. The implementation of a detailed reporting protocol allows timely review and forward planning of activities, issues, and outcomes.