

## Engineering and Technology Precinct (ETP) – Stage 1

### Community Communication Strategy

#### Document and revision history

Document details	
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02	31 Jan 19	Align with draft Conditions of Approval	Susan Allton	
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#### Management reviews

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## Terms and definitions

The following terms, abbreviations and definitions are used in this plan.

Term	Definition
EMS	Environmental Management System
The Strategy	(This) Community Communication Strategy
Laing O'Rourke	Laing O'Rourke Australia Construction Pty Limited

Table 1: Terms and definitions

## Distribution

The master 'controlled' document will be retained in Aconex, the Laing O'Rourke Document Management System, where it can be accessed by personnel as necessary.

All paper copies of the Plan will be considered as 'uncontrolled' unless they have been allocated a 'copy number' in a colour other than black.

The University of Sydney will be provided with a copy for approval in conjunction with the submission of the Strategy.

## Issue, Revision and Re-issue

The initial issue of this Strategy has been reviewed by Laing O'Rourke's Regional Environmental Manager to ensure it meets the requirements of the current Environmental Management System (EMS) and policy, contract, specifications and standards. The Strategy is approved for use on the project by the Project Leader. Evidence of initial review and approval is by signatures on the cover sheet.

This Strategy is to be submitted to the University of Sydney representative prior to the proposed commencement of work on site. In conjunction with the submission of the Strategy, Laing O'Rourke will coordinate and facilitate an initial communication workshop with representatives from the University of Sydney and Laing O'Rourke if it is deemed to be required. This workshop will discuss the contents and application of the Strategy to facilitate its approval and agree the proposed management measures and controls.

Revisions of this Strategy may be required throughout the duration of the project to reflect changing circumstances or identified opportunities for improvement.

Revisions may result from:

- Management Review
- Changes to the Company's standard system
- Audit (either internal or by external parties)
- Client complaints or non-conformance reports.

Revisions will be reviewed and approved by the Project Leader prior to issue. Updates to this Plan are numbered consecutively and transmitted to holders of controlled copies.

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## 1. Introduction

This Strategy forms part of the suite of project management plans developed for the Engineering and Technology Precinct (ETP) – Stage 1 project. It outlines the key management systems, procedures and controls that Laing O’Rourke will use to:

- Achieve all project objectives
- Deliver the University of Sydney (the University) value for money
- Give certainty of delivering the project on schedule
- Provide innovative solutions that align with the overall project objectives
- Achieve exceptional and demonstrable outcomes in safety, whole of life, environment, sustainability and quality.

### 1.1 Scope of work

The University is transforming its Engineering and Technology Precinct into an environment that fosters scholarship at the highest standard possible and delivers a positive experience to all of its staff, students and stakeholders. Therefore the ETP Stage 1 works involve delivering high-quality infrastructure that accommodates maximum research opportunities while being flexible enough to respond to new education pathways in the future.

Stage 1 works relate to a new Micro Engineering Building which will incorporate ~11,000m<sup>2</sup> of new space and ~6,000m<sup>2</sup> of refurbished facilities. The building will include research and teaching labs, office areas and teaching spaces and be connected to the existing Electrical Engineering Building.

The project also involves the associated demolition works of part of the Electrical Engineering building and infrastructure upgrades, as well as staging and decanting works in adjacent buildings.

### 1.2 Project objectives

The University’s objectives for the project are to deliver:

- An improved reputation as an innovative and modern engineering faculty
- Fit-for-purpose research facilities
- Increased research productivity and quality
- An enhanced student learning experience and quality of learning resources, such as learning spaces, computer labs, and teaching labs
- Iconic engineering innovations in design, construction and operation
- Improved integration between research and teaching
- Lower (rate of increase) of operating and maintenance costs
- Improved safety and security processes.

## 2. Purpose

Laing O’Rourke is a trusted delivery partner committed to working closely with the University of Sydney to deliver timely and meaningful community and stakeholder engagement strategies. The team recognises the importance of positive community and stakeholder relations to the successful delivery of the project.

Through this Strategy, the team has identified how effective communication will minimise the impacts of construction on stakeholders and the surrounding community. This is based on the team's understanding that a key project challenge is mitigation of the impacts of the works on the surrounding neighbourhood and adjacent campus buildings. In conjunction with CIS, Laing O'Rourke will ensure that the local community and university stakeholders are engaged with the project and well informed about works before construction starts and throughout delivery.

We understand that often the first point of contact the local community and wider public has for this project, is through our workforce. We will ensure that all members of our team have sufficient training to understand the potential sensitivity around contact with the public, and to be able to respond in an appropriate manner to any approaches.

We recognise that this project comes with significant responsibilities. This Strategy ensures all members of the community and adjacent campus are aware of the project and can participate in relevant project aspects. It also ensures that those most affected by the work receive timely information and the consideration they need.

The team will implement a proactive approach to risk identification and issues management to ensure that, where possible, potential issues are avoided or minimised.

This Strategy provides the broad approach for managing communications and stakeholder relations for the project. It will primarily complement the Construction Management Plan, and will be updated as required to ensure it reflects the University of Sydney's current strategy.

This Strategy includes:

- An overview of the stakeholder groups including those consulted during the design phase and who will be consulted during construction phase
- A management approach that articulates the communication and consultation objectives and principles
- Management strategies including communication and engagement tools and activities
- Roles and responsibilities which identify key personnel with accountability for managing stakeholder communication and relationships
- Procedures and mechanisms for information dissemination and stakeholder feedback
- An enquiries and complaints management system

Underpinning this Strategy is a stakeholder scan. This was undertaken to identify key project stakeholders and assess the project impact and areas of interest/concern for those stakeholders. This data has been used to identify the appropriate tools to be used in communicating and engaging with these stakeholders.

### 3. About the Stakeholders

#### 3.1 Stakeholder Analysis

A comprehensive scan of all stakeholders has been undertaken to inform the development of the Strategy. The following provides an overview/description of key stakeholder groups, their issues and potential areas of interest and proposed communication and engagement strategies.

Stakeholder group	Potential project concerns and issues	Mitigations
User groups	Lack of quality input into the design process, and teaching, learning and research facilities that are not fit for purpose.	<ul style="list-style-type: none"> <li>• Conduct extensive user group consultation in the ECI phase for production of the schematic design</li> <li>• Continue extensive user group consultation throughout the 30%, 70% and 100% design milestones.</li> </ul>

Stakeholder group	Potential project concerns and issues	Mitigations
ETP project governance	An improved reputation as an innovative and modern engineering faculty; fit-for-purpose research facilities; increased research productivity and quality; enhanced student learning experience and quality of learning resources; iconic engineering innovations in design, construction and operation; improved integration between research and teaching; lower (rate of increase) of operating and maintenance costs; improved safety and security processes and value for money.	<ul style="list-style-type: none"> <li>Focus on the project objectives at every milestone throughout the design and delivery processes</li> <li>Apply leading-edge global experience in design and engineering methodologies to produce an iconic building</li> <li>Obtain input from Laing O'Rourke's EnEx.G.</li> </ul>
University buildings and users of adjoining buildings in the ETP	Construction impacts, such as timetable changes, noise, dust, vibration, disruption to routines, extra construction traffic and reduced parking.	<ul style="list-style-type: none"> <li>Apply our experience in working in dynamic operating environments</li> <li>Deliver transparent and timely information to potentially impacted stakeholders through a variety of communication channels</li> <li>Actively mitigate construction noise and dust as described in our Environmental and Waste Management Plan (EWMP).</li> <li>Actively mitigate construction traffic issues as described in our Traffic Management Control Plan (TMP)</li> </ul>
Internal and external approval authorities	Detailed and timely information is necessary to provide approve in the required timeframes.	<ul style="list-style-type: none"> <li>Work collaboratively to establish relationships early with internal and external approval authorities, so a partnership approach leads to streamlined approvals.</li> </ul>
University staff based in the ETP's J03 building	Disruption, having to move locations and move equipment.	<ul style="list-style-type: none"> <li>Provide clear information through our Staging and Decanting Plan</li> <li>Manage stakeholders required to move, providing appropriate lead times and decanting resources.</li> </ul>
University students based in the ETP	Changes to timetables, especially at the last minute.	<ul style="list-style-type: none"> <li>Keep students informed of temporary changes to their learning environments via a project-specific app and the University's Timetables department</li> <li>Provide timely information through mediums such as noticeboards, posters, SMS alerts, website updates.</li> </ul>
Broader university community	Construction impacts including noise, dust, parking limitations and construction traffic route	<ul style="list-style-type: none"> <li>As outlined in our EWMP and Traffic Management Control Plan (TMCP), Laing O'Rourke has determined mitigation solutions which will minimise impacts on the amenity of the wider University community.</li> <li>We will proactively inform via a variety of communication channels</li> </ul>
Adjacent residents in Shepherd Street	Construction impacts including noise, dust, parking limitations and construction route	<ul style="list-style-type: none"> <li>As outlined in our EWMP and Traffic Management Plan (TMCP), Laing O'Rourke has determined mitigation solutions which will minimise impacts on the amenity of the wider University community ie construction vehicle route does not use Shepherd Street</li> <li>We will proactively inform via a variety of communication channels including emails and CIS notifications through CIS letterbox drops</li> </ul>

### 3.2 Project Phases and Stakeholder Impacts

One of the key elements of an effective communication strategy, in the context of a construction or development project, is a schedule of activities that reflects the construction programme. Each phase of the construction programme will have varying impacts and risks. This is particularly pertinent to the university community. Managing these issues will require the implementation of targeted stakeholder communication and engagement strategies that reflect the construction activities as the project progresses. The following provides an overview of key project milestones.

Timing	Key activities
<b>Site Establishment</b>	
Jun-Aug 18	Project Newsletter CIUG (Construction Interface User Group) Information/Fact Sheets Key Message and FAQs
<b>Demolition</b>	
Jun – Oct 18	Clear Communication of Activities Updating ETP Project App Site Signage and Hoardings Student Updates - notices Email Alerts CIUG - Weekly Progress and Upcoming Works CIS notifications to residents
<b>Construction</b>	
Feb 19 – Aug 20	(as per demolition)

## 4. Management Approach

### 4.1 Communication Objectives

The communication objectives of this Strategy are to:

- Deliver the project with minimum disruption and impact on the surrounding community
- Comply with the relevant conditions of approval
- Deliver messaging consistent with the various communities in consultation with the CIS Community Engagement Manager, the ETP Project Team, USYD Engineering Department and the FEIT (Faculty of Engineering and Information Technology) marketing and communications team
- Effectively manage any issues in a proactive, honest and transparent manner to minimise complaints
- Ensure that all members of the University community are aware and kept up to date on the works being performed
- Ensure all issues raised by members of the University and local community are dealt with in a timely manner

- Position the project positively within the University and local community

## 4.2 Communication Principles

The following principles will be adhered to in all communication activities undertaken by the team:

- Transparency – communication will be honest, open and transparent at all times
- Timely – information will be provided in a timely manner to ensure project impacts are managed appropriately and that key stakeholders have an appropriate amount of time to respond to any issues as they may arise
- Inclusive – project information and engagement activities will be conducted in a manner that ensures all stakeholders can contribute in a meaningful way. This includes using plain English and a range of alternative communication tools. The team recognises the diversity of the Australian community and will ensure Indigenous Australians, people of non-English speaking backgrounds, people with disabilities and other culturally diverse groups are included and represented
- Proactive – communication and engagement activities will be conducted using a proactive approach which may include taking a leading role in issues identification and management, fast response time (that is, above the required response time) to enquiries and complaints responses
- Legacy – the team will ensure that, where possible, initiatives undertaken will leave a positive legacy for the local and broader community
- Respect for privacy – the team will adhere to all relevant legislative requirements in relation to the protection of privacy. This relates specifically to local community members and members of the broader public.

## 5. Stakeholder Management Tools

### 5.1 Communication Tools

Laing O'Rourke will liaise and work collaboratively with the CIS Community Engagement Manager and ETP (FEIT) communication and marketing team.

Proven and effective consultation and engagement initiatives and tools will be used to inform all stakeholders of the ETP precinct about the project. The engagement method and consultation tools will be tailored to suit the target audience. Early consultation with the CIS Community Engagement Manager and ETP (FEIT) Marketing and Communications team will determine the communication channels and approved content. The elements which make up the overall communications strategy for the ETP Stage 1 will include, but not be limited to, the following tools and processes.

Tool	Description and targeted stakeholders
Advice to stakeholders:	<ul style="list-style-type: none"> <li>• Digital Engineering (DE) is a powerful new way to communicate with stakeholders and the community and will be used to increase project awareness. DE creates a data-rich virtual environment that clearly demonstrates construction methodologies, timeframes and potential impacts, enabling more effective communication.</li> </ul>
<ul style="list-style-type: none"> <li>• Digital Engineering, augmented reality and virtual reality</li> </ul>	<ul style="list-style-type: none"> <li>• Augmented reality allows the project to be visualised within the physical world through use of a mobile device such as a smartphone or tablet with an integrated camera. Static, flat communications are transformed into dynamic and engaging representations of the project, with a high degree of interactivity and information.</li> <li>• Virtual reality allows the user to stand inside the digital model and be totally immersed and fully present within the space. This technology allows end users and other project stakeholders to better examine the end results of the project as well as different options and configurations</li> </ul>



Tool	Description and targeted stakeholders
	<ul style="list-style-type: none"> <li>A DE station will enable stakeholders to access the digital model including model visualisations, fly-throughs, animations and other movie simulations.</li> </ul>
Advice to stakeholders: <ul style="list-style-type: none"> <li>Digital and social media</li> </ul>	<ul style="list-style-type: none"> <li>Digital media will be used to promote greater community awareness for the project and inform the community of significant milestones and events, in accordance with the University's social media policies. Existing University social media could be used to advise students and other users of upcoming impacts</li> <li>Announcements and posts will be coordinated with the CIS communication team. Posts could be shared in conjunction with wider University community stakeholders such as the colleges and student union, including the use of shared hash tags to improve cut-through messaging.</li> </ul>
Advice to stakeholders: <ul style="list-style-type: none"> <li>Project information line and email address</li> </ul>	<ul style="list-style-type: none"> <li>A free 1800 phone number and email address for the wider University and student community will allow them to obtain information about the project. These will be promoted on all project materials and publications.</li> <li>Phone calls and email inquiries will be acknowledged and responded to in relation to University communications protocols. Such responses will be managed by Laing O'Rourke and will require CIS input.</li> <li>All inquiries and responses Laing O'Rourke manages will be recorded by our Stakeholder and Communication Manager in a project stakeholder database.</li> </ul>
University/project website	<ul style="list-style-type: none"> <li>The University website (or dedicated project page within the website) will contain details about the project. The University website uses language consistent with University writing guidelines and all content provided for upload will continue with this style.</li> <li>Laing O'Rourke will provide updates about construction activities including scope, impacts, engagement including activities or events, especially any community and stakeholder consultation, video and photography.</li> <li>Prepared file uploads such as PDFs, images or video files showing time-lapse of the build, will adhere to accessibility and safety guidelines, including provision of a transcript for any video provided.</li> </ul>
Intranet	<ul style="list-style-type: none"> <li>CIS has a regular page on the intranet to update students and staff on works being undertaken across the precinct. Laing O'Rourke will work with the CIS Community Engagement Manager to provide weekly updated material during construction.</li> </ul>
SMS updates	<ul style="list-style-type: none"> <li>SMS updates (which could be distributed through a database) may be used to advise students, staff and neighbours of changes to working times and access conditions on the bordering Blackwattle Creek Lane and Maze Crescent which may impact on the community.</li> </ul>
Project construction newsletter for internal and adjoining community stakeholders  Hard copy and email version	<ul style="list-style-type: none"> <li>Project construction newsletters (approved by the CIS Community Engagement Manager) will be published to advise nearby stakeholders, including residents in Shepherd Street and other surrounding residential areas, of information on the project scope and benefits, progress updates, upcoming works and impacts, project-related issues upcoming works and any planned out-of-hours works or any variations to pedestrian or traffic egress.</li> <li>Notifications will be published in a format that will be appropriate to display on noticeboards and also be suitable to email to stakeholders via the CIS email notification template.</li> </ul>
ETP Project App	<ul style="list-style-type: none"> <li>Designed to specifically meet the needs of student stakeholders, the Project App will rely on DE imagery with virtual reality and augmented reality technology so stakeholders may be updated regularly on progress, the finished look and feel of the project as well as practicalities such as room changes for lectures in key milestone points such as the exam period (June 2018) when no exams will be scheduled in J03 on Level 2 due to the staging of the renovation works.</li> </ul>
Door knocks	<ul style="list-style-type: none"> <li>Door knocking staff rooms in the adjacent university buildings and residents will be undertaken before construction activities start to discuss upcoming works and provide general information on the project. Their details could be added to the project email database to receive newsletters. If University staff are not at home when door knocking is undertaken, a calling card will be left with contact details.</li> </ul>
1800 project contact number and dedicated email address	<ul style="list-style-type: none"> <li>On award, Laing O'Rourke in consultation with the CIS Community Engagement Manager will establish a 1800 project contact phone number and email address which will be widely communicated in the footer of all construction notifications and other communication materials.</li> </ul>
Contact cards	<ul style="list-style-type: none"> <li>A stakeholder information card, containing the project information line, email and website details, will be provided to all project staff to be passed on to members of the wider University community who may have</li> </ul>

Tool	Description and targeted stakeholders
	questions about the project.
Site hoarding/ temporary fencing/ site project signs	<ul style="list-style-type: none"> <li>In consultation with and on approval from the CIS Communication team, site hoarding, temporary fencing and site project signs provide an opportunity to display project information and progress.</li> </ul>
Photography	<ul style="list-style-type: none"> <li>Video, still and time-lapse photography will capture project progress and key milestones. This material will be used for public information such as newsletters and the website, as well as provide a record of the work. All images will be reviewed by the University communication team prior to publication.</li> </ul>
Community noticeboard	<ul style="list-style-type: none"> <li>The University communication team may consider providing a space for project information and updates to be displayed in an Engineering and Technology Precinct Noticeboard in digital format.</li> </ul>
Key messages and FAQs	<ul style="list-style-type: none"> <li>Key messages and FAQs will be prepared and agreed to ensure consistency in responding to project enquiries.</li> </ul>
Artists impressions and photographs, including time-lapse	<ul style="list-style-type: none"> <li>Artist's impressions and other representative images, photographs and time-lapse recordings of the project at various stages of development will be incorporated into project communications to show project progress and the benefits of the completed development</li> <li>Diagrammatic and graphic representations will also be used as a tool to support wayfinding, traffic movements and pedestrian access around the project site during construction.</li> </ul>
University branding guidelines	<ul style="list-style-type: none"> <li>Laing O'Rourke will adhere to the University's communication approval process including branding guidelines and application of the University logo. Approvals will be managed in advance through the CIS project team.</li> </ul>
Site signage and hoardings	<ul style="list-style-type: none"> <li>Project site signage and hoardings will include the required details and we will work collaboratively with the CIS Community Engagement Manager and the Faculty of Engineering and Information Technology (FEIT) marketing and communications team to integrate our company site signage guidelines with the University's requirements.</li> </ul>
Stakeholder database	<ul style="list-style-type: none"> <li>All stakeholder interactions will be recorded in the stakeholder database and reported on as required. The database will assist in the dissemination of information and management and tracking of communication and stakeholder activities.</li> </ul>
Issues register	<ul style="list-style-type: none"> <li>Logging of all issues/reasons for approaching the project team about the project will be recorded in the stakeholder database. This will facilitate accurate reporting of all issues and provide a snapshot of emerging trends which may in turn inform communications and meaningful stakeholder engagement.</li> </ul>
Presentations, meetings, on site meetings and briefings	<ul style="list-style-type: none"> <li>Presentations, and briefings will be held with key stakeholders and wider University community members to provide updates on project progress, upcoming project works and impacts, and other project-related information as required and organised by the CIS Community Engagement Manager and the Laing O'Rourke team. Meetings and briefings will be held on an as-needs basis and outcomes documented in the stakeholder database.</li> </ul>
University engagement events	<ul style="list-style-type: none"> <li>Laing O'Rourke will actively pursue opportunities to work with the ETP and wider University community to improve local amenity; for example, this may include involvement in Orientation Days and student union projects and events.</li> </ul>
Staff news and initiatives	<ul style="list-style-type: none"> <li>University staff will be included in many of the tools listed above; however, it may be pertinent that Laing O'Rourke contributes to specifically organised staff engagement events at the recommendation of the FEIT or CIS communication team.</li> </ul>
Student updates	<ul style="list-style-type: none"> <li>Key stakeholders such as the electrical engineering students will be updated through many different communication channels. Laing O'Rourke will develop the Project App with students in mind as this is a communication channel they are most likely to relate to.</li> </ul>
Email alerts	<ul style="list-style-type: none"> <li>Where stakeholders will be affected by construction works, Laing O'Rourke will provide timely advice to the CIS EFT so an email alert can be issued to the affected personnel. This procedure will also be used for any emergency communications, as required.</li> </ul>
Weekly progress and upcoming works – CIS excel spreadsheet	<ul style="list-style-type: none"> <li>ETP communication team members will be invited to the weekly team progress meetings (Construction Interface User Group - CIUG) where the look-ahead programme for the upcoming week will be discussed. There will also be a six to eight-week look-ahead programme (updated weekly) so the communications for</li> </ul>

Tool	Description and targeted stakeholders
distributed Uni wide	all project stakeholders can be planned in advance in consultation with the ETP communications team.
Disabled access service consultation	<ul style="list-style-type: none"> <li>Aligned to Laing O'Rourke's Diversity and Inclusion Policies, we will consult Disability Services to ensure impacts are mitigated for disabled stakeholders should the construction works impact on established disabled access.</li> </ul>

## 5.2 Engagement Tools and Strategies

Engagement tools are used to seek input from stakeholders into the project. Input may be sought on the management of impacts, landscaping, urban design elements and other project aspects that are negotiable. General feedback regarding the project may also be sought through the use of engagement tools and strategies. It is important that input from stakeholders is sought only in relation to those elements of the project in which stakeholders are able to influence the outcome, rather than elements that are fixed or not-negotiable. Examples of elements of a project that may not be negotiable often relate to the conditions of approval and user requirements.

Tool	Description	Frequency	Target Group
User Groups Forums / Workshops	Forums / workshops (as distinct from briefings) are used as a means to gather information / input from project stakeholders.  Where possible, the team will use interactive consultative forums to gain input on relevant aspects of the project. This may include on design elements / features, targeted employment initiatives or targeted economic development activities. These will be conducted with agreement from the University of Sydney	As required during the project. Usually in the early project phases.	This would include University stakeholders.
Individual Community Meetings / Interviews	Where needed (for example if a complaint is received) and if approved by CIS, Laing O'Rourke will conduct one-to-one meetings to resolve issues or minimise impacts.	As required.	Local residents/ university community.
University site visits and events	Site visits and events are a way to generate interest in a project, promote outcomes, activities and provide information about progress.  In this instance, site visits and events will be approved by the University of Sydney and be coordinated by the team as required. The team is also interested in using this strategy with students, local community members and other stakeholders, subject to approval by the University of Sydney.	As required / approved.	University stakeholders.
Construction events – Welcome to Country and smoking ceremony		Soon after project approval	University stakeholders and benefactors

## 6. Risk and Issues Register

Communications personnel will take a proactive approach to the identification and management of risks. This includes notifying the University of Sydney of any potential and actual issues as they arise in a timely manner, while also providing suggested mitigation strategies and draft responses where required.

To ensure risks and issues are managed and tracked for the project duration, Laing O'Rourke and CIS will maintain a risk and issues register based on the one provided in *Schedule 3 Volume 9 Project Risks Rev B*. This includes assessing the level of risk and the notification timeframe to the University of Sydney.

## 7. Roles and Responsibilities

### 7.1 Stakeholder and Communication Manager

Laing O'Rourke's Project Stakeholder and Communication Manager will maintain primary responsibility for the implementation of this Community Communication Strategy through the Project Leader.

Specific roles and responsibilities to be undertaken by communication personnel (CIS, Engineering Department and Laing O'Rourke) include:

- Coordinating activities, key messages and collateral with the University of Sydney and other local projects
- Ensuring key project messages are agreed with the University of Sydney and used consistently across the project
- Implementing targeted communication and engagement strategies that are consistent with documented protocols, procedures and the agreed approach. This includes responding to inquiries and complaints and providing onsite support as required
- Maintaining positive relationships with the local community, community groups and the University stakeholders
- Taking a proactive approach to managing issues and advising the University of Sydney of them in a timely manner to ensure they do not escalate
- Taking a proactive approach to managing media issues if they arise and referring them to the University's Head of Media and Marketing and CIS Director
- Implementing other engagement strategies as agreed
- Preparing information on the project for the University of Sydney including project updates, web information, e-newsletters and others as required
- Providing input to the team induction to ensure all team members are aware of their responsibilities in relation to the University stakeholders, media and the local residents. This includes delivering a component that specifically addresses these issues
- Working in a collaborative way with the Environmental Manager to ensure the team's sustainability and environmental targets are met
- Attend the University of Sydney interface meetings (where required) and other site based project meetings as required
- Provide project updates and reports on communication and stakeholder activities to the University of Sydney as required.

### 7.2 Project Leader

The Project Leader is responsible for overseeing all communication and stakeholder engagement activities. The Project Leader will ensure adherence with the University of Sydney's requirements and maintain relationships with high level stakeholders including:

- Representatives from the University of Sydney
- Representatives with service providers / utilities
- Key team personnel (including sub-contractors and consultants)
- Other local projects.

## 8. Procedures and Protocols for Information Dissemination and Feedback

The following provides an overview of all information procedures relating to the project. These will be tailored to meet the CIS's communication requirements where required.

### 8.1 University and Community Notifications Procedure

University and community members impacted by project works will be issued with a written notification prior to the commencement of works. The notification will be distributed via email notification and letterbox drop and include residents/businesses identified in the stakeholder scan (and discussed above).

The distribution of notifications will be coordinated with the University of Sydney and other projects (as relevant). Where appropriate (for example, if the construction programme necessitates significant changes to established mitigation strategies), the notification will include 'door knocking' affected stakeholders to advise them of the project impacts and provide face-to-face information regarding the works. This may take place at the time of the written notification or one week prior to the commencement of works. Where stakeholders cannot be contacted in this way, an email will be sent including the project's 1800 contact information or a contact calling card will be left.

Notifications will include information regarding:

- Time of works
- Date of works (duration)
- Specific information regarding likely impacts - for example, traffic, visual amenity, noise and dust
- Mitigation strategies (where relevant)
- Project 1800 number and email
- Project website

All notifications will be recorded in the project's database.

### 8.2 Contacts/Enquires Procedure

It is anticipated that community members and University stakeholders will contact the project team using a number of methods including email, 1800 project number and verbal/face-to-face inquiries. After CIS approval, Laing O'Rourke communication personnel will respond promptly at all times to such inquiries. Complaints will also be logged on the project database. Where an immediate response is not possible, (eg. due to the need to source relevant information from personnel within the project team), communication personnel will record the enquirer's details and advise them that a response will be provided within 24 hours (or earlier if possible).

Where a written response is required, Laing O'Rourke communication personnel will provide the University of Sydney with a draft response. It is anticipated that the University of Sydney would provide approval for the response within 24 hours or as agreed (see proposed Approvals Protocol provided below for suggested timeframes).

Communication personnel will ensure that the enquirer is satisfied with the response provided and close the action on the database. If the enquirer is not satisfied with the response, communications personnel should further attempt to resolve the inquiry. If a satisfactory resolution is not reached, communications personnel should refer the inquiry to the Project Leader and advise the University of Sydney.

Information to be recorded on the database should include:

- Date and time of contact/inquiry
- Name of inquirer (if agreed by the inquirer)
- Inquirer's contact details (if agreed by the inquirer)
- Nature and location of inquiry (for example, information request)
- Proposed follow up action/s (for example immediate verbal response, letter, other). This may require one or more actions
- Content of response
- Status of the inquiry (open/closed).

### 8.3 Complaint Management Procedure

Laing O'Rourke has developed a Complaints Management System and Procedure and a Complaints and Enquiries Register as an adjunct to this section of the Strategy.

Complaints may be received by the project team in a number of ways including email, project 1800 number and verbal/face-to-face. It is the responsibility of communication personnel to respond to all complaints in a timely manner that is consistent with the conditions of approval and the University of Sydney requirements.

In all instances, a complaint will be logged on the database and the University of Sydney will be advised. This will occur on the day that the complaint is received and within one hour of receipt of the complaint (this includes a draft response if required).

After advising CIS, Laing O'Rourke communication personnel will follow up with the complainant immediately where possible. If the complaint cannot be resolved immediately, communication personnel will liaise with the University of Sydney to identify an appropriate resolution strategy. This includes a proposed draft response which will be provided within one hour of receipt of the complaint.

Communication personnel will ensure the complaint is closed (resolved) in the shortest timeframe possible.

Information to be recorded on the database should include:

- Date and time of complaint
- Name of complainant (if agreed by the complainant)
- Complainant's contact details (if agreed by the complainant)
- Nature and location of complaint matter (for example, noise impacts)
- Proposed follow up action/s (for example immediate verbal response, letter, other). This may require one or more actions
- Content of response
- Status of the complaint (open / closed).

### 8.4 Escalation and Dispute Resolution Procedure

If a complainant states they remain unsatisfied with the actions and resolutions proposed or undertaken, a process of mediation will be adopted as follows:

1. The client, CIS, will be actively engaged to assist the Project Leader in resolving the matter
2. The complainant will be invited to attend a meeting with CIS (Project Manager and other CIS staff as required), the Laing O'Rourke Project Leader and Communication and Stakeholder Engagement Manager

3. If the matter cannot be resolved at stage 2, then the CIS Project Team will determine the matter and advise all parties
4. Notes will be taken at all stages

## 8.5 Media Protocol

The Laing O'Rourke Communication team recognises that no interaction is to take place with the media unless specifically approved or agreed by the University of Sydney. Where required, communication personnel will provide relevant information to the University of Sydney to respond to media inquiries, requests for information and/or advertisements.

As part of the project induction, all personnel will be instructed that no communication is to take place with the media and that any media contacts/requests are to be referred immediately to CIS and Laing O'Rourke's Communication and Stakeholder Engagement Manager.

The Communication and Stakeholder Engagement Manager will seek approval from the University of Sydney to publish any project information, advertisements or promotional activities. This is consistent with the approvals protocol which is detailed above.

As part of the reporting process, the Communication and Stakeholder Engagement Manager will provide the University of Sydney with information/issues that may attract media attention.

## 8.6 Privacy

Laing O'Rourke will comply with the requirements of the Privacy and Personal Information Act 1998. All inquirers (including complainants) will be asked for permission to record their personal details. Information will only be noted with their consent.

This will be managed through the project database which is used to record and track all stakeholder communications.

Regular reports from the database will not include personal details. Confidentiality will also be preserved in the event of complaints against personnel.

## 9. Monitoring and Reporting

### 9.1 Reports to the University of Sydney

Laing O'Rourke will provide CIS with daily reports on complaints, issues arising and risks.

Laing O'Rourke will provide CIS with a monthly report that includes:

- A summary of all contacts received and made by the team and of communication activities undertaken. This will include all emails, phone enquiries, face-to-face enquiries, meetings and others as relevant
- A summary of all complaints received including actions taken to resolve the complaint and current status (open/closed). NOTE: Communication personnel will provide daily reports to the University of Sydney regarding any complaints or issues received including actions taken to resolve issues or complaints
- A summary of all communication/stakeholder engagement activities undertaken including letter-box drops, publication of Facts Sheets and other collateral, meetings held (this includes stakeholder meetings undertaken by communications personnel and other team members) and other activities as relevant

- A summary of any project issues - potential, emerging or other and analysis of their status and potential for escalation. Proposed issues management strategy/ies would also be included as relevant. Issues may relate to the community, media, environment, safety or other project areas. While these are not the direct responsibility of communications personnel to manage or resolve, communication personnel will maintain responsibility for reporting these issues to the University of Sydney
- Information regarding any activity /issue that may attract media attention

When and as required, communications personnel will provide the University of Sydney with other written reports and /or presentations including for Working Group meetings, Interface meetings and other meetings undertaken by the University of Sydney.

## 9.2 Audits

Laing O'Rourke understands the University of Sydney may audit the Community Relations Plan and associated strategies to ensure that communication and stakeholder engagement strategies are current and effective.

## 9.3 Review

Communications personnel will review the Community Communication Strategy as required to ensure it is current and effective.

If agreed by the University of Sydney, Laing O'Rourke and/or University communication personnel will undertake confidential surveys with key stakeholders (local residents and University stakeholders) to ensure the level of information and support is of an appropriate standard.