

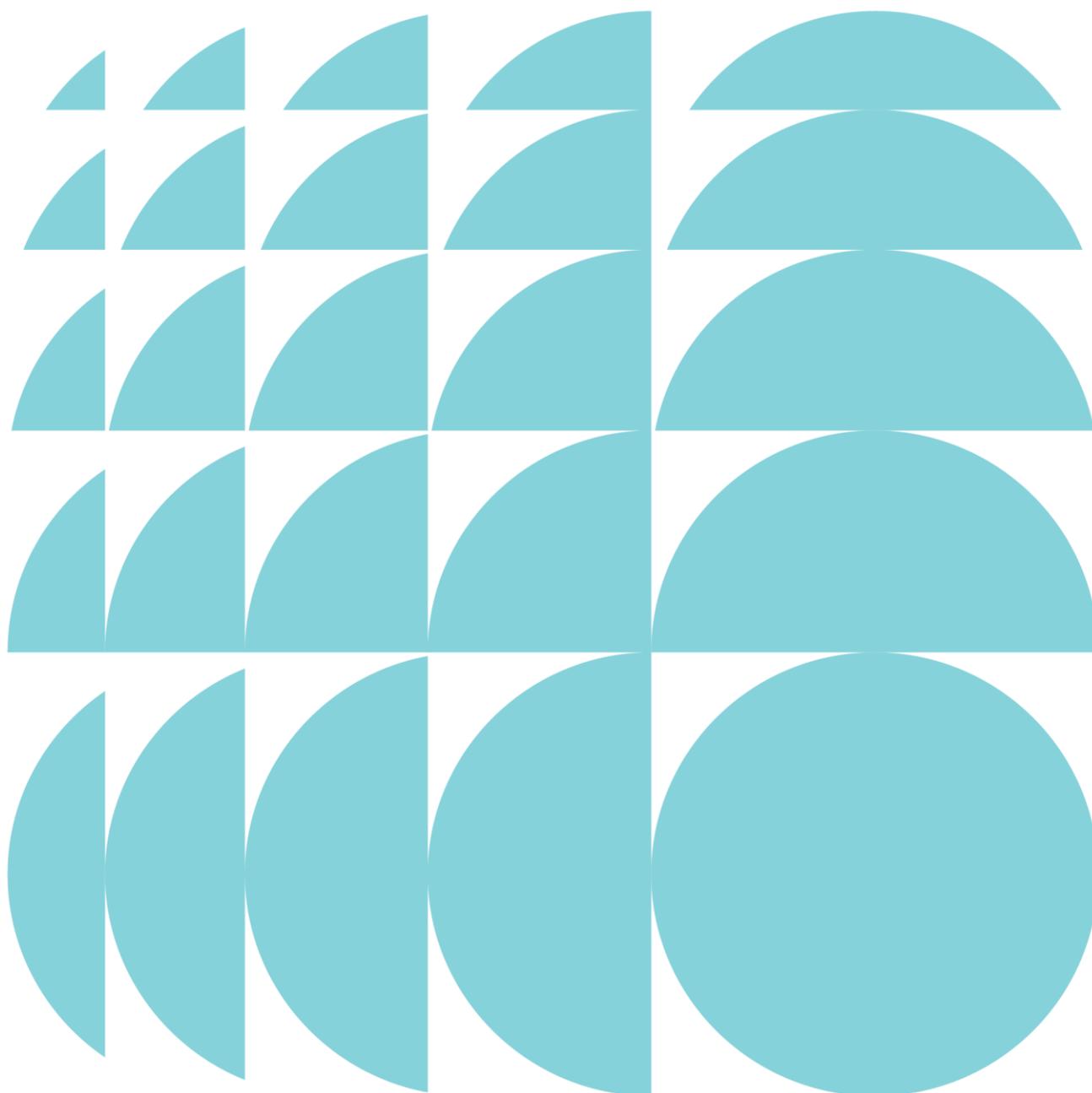
# ETHOS URBAN

**Western Sydney Stadium**  
Community Communication Strategy

11-13 O'Connell Street, Parramatta

Submitted to NSW Department of Planning  
and Environment  
On behalf of Lendlease

14 September 2017 | 16435





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## 1.0 Introduction

### 1.1 Purpose

This Western Sydney Stadium Community Communication Strategy (the Strategy) has been prepared on behalf of Lendlease to set out a proposed approach for stakeholder and community communications and engagement throughout Stage 2 delivery of the Western Sydney Stadium Project (the Project). It aims to ensure that accurate, quality information is gathered and disseminated in an accessible format that is relevant to the target stakeholders and community members. It also seeks to ensure that the foundations laid during the early engagement and consultation undertaken by Infrastructure New South Wales (INSW) continues to create opportunities for long term community involvement and participation with the Project over time.

The Strategy has been developed to respond to the Secretary of Planning's Conditions of Approval for the Western Sydney Stadium Project, State Significant Development 8175. The Strategy will be submitted to the Secretary for consideration, monitored and further amended in collaboration with the State and stakeholders as required by the Project.

The Strategy is intended to provide guidance in the development of an evolving communication and engagement approach and aims to:

- Identify key stakeholders and communities of interest to the project;
- Set out the communication and engagement objectives and principles for the project;
- Describe the proposed communication tools and engagement techniques used to disseminate information and provide feedback; and
- Outline how enquiries and complaints will be received and responded to during construction.

### 1.2 Project Overview

The new Western Sydney Stadium is part of the NSW Government's \$1.6 billion stadium strategy to improve sporting infrastructure across the state. The new 30,000 seat, rectangular stadium will be located at the site of the existing Parramatta Stadium.

An Environmental Impact Statement for the first stage of planning approval was prepared and placed on exhibition and approved in 2016. Lendlease then prepared an Environmental Impact Statement for the Stage Two Development Application, including the detailed design of the stadium is currently in the process of being finalised.

Prior to lodgement, Infrastructure NSW together with Lendlease engaged with the community and provided local residents and interested stakeholders an opportunity to view the Stage Two Development Application, ask questions and provide feedback, which was incorporated into the final plans.



Figure 1. The Site

### 1.3 Conditions of Approval

The Project received approval from the Minister for Planning in August 2017. This Strategy specifically addresses the following Secretary’s Conditions of Consent for the project:

#### Community Consultative Committee

- **B4.** *The Applicant must establish a Community Consultative Committee (CCC) for the development prior to the commencement of construction to the satisfaction of the Secretary. The CCC must commence operation prior to the commencement of construction and be operated in accordance with the Department’s Community Consultative Committee Guidelines, November 2016 (as may be updated or replaced from time to time) for the duration of construction and for at least two years from the commencement of operations.*
- *Notes: The CCC is an advisory committee. The Department and other relevant agencies are responsible for ensuring that the Applicant complies with this consent. In accordance with the guidelines, the Committee should comprise an independent chair and appropriate representation from the Applicant, Council and the local community.*

#### Community Communication Strategy

- **B5.** *A Community Communication Strategy (CCS) must be prepared to provide mechanisms to facilitate communication between the Applicant, the relevant Council and the community (including adjoining affected landowners and businesses, and others directly impacted by the development), during the design and construction of the development and for a minimum of 12 months following the completion of construction of the development.*
- *The CCS must:*
  - a. *identify people to be consulted during the design and construction phases;*
  - b. *set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the development;*
  - c. *provide for the formation of community-based forums, if required, that focus on key environmental management issues for the development;*
  - d. *set out procedures and mechanisms:*
    - *through which the community can discuss or provide feedback to the Applicant;*
    - *through which the Applicant will respond to enquiries or feedback from the community;*  
*and*
    - *to resolve any issues and mediate any disputes that may arise in relation to construction and operation of the development, including disputes regarding rectification or compensation.*
- **B6.** *The CCS must be submitted to the Secretary for approval no later than one month prior to commencement of any work.*

## 2.0 Community Communication Strategy

### 2.1 Overview

This Strategy:

- Reinforces Lendlease's commitment to working in close partnership with the community, City of Parramatta Council and INSW throughout delivery of the Project;
- Embraces an inclusive and collaborative approach to engaging with all relevant stakeholders and involving the community;
- Confirms the engagement approach with key business stakeholders throughout d of the Project;
- Identifies communications tools and methods to be implemented during implementation of the Strategy.

### 2.2 Objectives

The key objectives of the Strategy are to:

- Keep the local community and stakeholders informed about progress and major works relating to the Project;
- Be a good neighbour to local communities, businesses and stakeholders during construction;
- Raise awareness of potential disturbances and provide advance notice of impactful works;
- Minimise unnecessary disturbances; and
- Ensure that community and stakeholder enquiries and complaints are managed and resolved effectively.

### 2.3 Community communications principles

The principles adopted by Lendlease to guide communications and engagement with the community on the Project include:

- **Proactive** - communicate with affected properties, including local residents, businesses, and individuals from the local community who have a demonstrable interest in the project. Ensure they remain informed through the provision of timely, relevant and targeted information.
- **Accessible** - the team will be accessible to potentially affected members of the community.
- **Responsive** - respond in an effective manner to individual concerns. Ensure every reasonable effort is made to resolve issues to the satisfaction of all involved in the shortest time possible.
- **Inclusive** - ensure those from non-English speaking backgrounds have appropriate access to information about the project to ensure there are 'no surprises'.
- **Organised** - record engagement activities to ensure that issues are properly dealt with and documented.

## 2.4 Outcomes

Lendlease aim to achieve the following outcomes in delivering this Strategy:

- Build acceptance of the Project by all stakeholders and the community – a united vision for the area;
- Promote community ownership of the Project;
- Support the creation of an outstanding reputation for the Western Sydney Stadium from prior to commencement of the Project;
- Provide long term benefits and a positive legacy for the community of Western Sydney and for the sports and entertainment industry in NSW; and
- Satisfy the Conditions of Consent for the Project.

## 2.5 Stakeholder identification and analysis

Lendlease has taken steps to properly understand the stakeholders and communities affected by delivery of the Project.

A comprehensive and proactive stakeholder management and community engagement program has been developed to build community capacity, strong relationships and a sense of ownership which endures beyond completion of the Stadium.

To ensure the successful delivery of the Project for the State and the people of Western Sydney, Lendlease recognises it is important to also understand all levels of stakeholder and community issues which may arise

Lendlease has already commenced engagement with a number of key stakeholders. These relationships also support our understanding of the interests of other associated Project stakeholders and the community. We have used this to inform the Project's design development, our engagement approach, and this Strategy. A list of stakeholders identified in relation to the Project is included at Appendix A.

## 2.6 Stakeholder issues

Potential issues and opportunities which may be of particular interest to stakeholders include but are not limited to the following:

- Planning and design – objection from some sectors of the community to removal of the Parramatta Swimming Centre and its related building and structures. Local community action groups include the Greater Western Sydney Action Group and the North Parramatta Residents Action Group (NPRAG), who have proposed an alternative location for the new Stadium within the proposed Project site boundary, in order to retain the Parramatta Swimming Centre.
- Public amenity – removal of the Parramatta Swimming Centre and its related building and structures resulting in the loss of a recreational facility in the local area; increased frequency of events at the Stadium; potentially increased rubbish, graffiti and vandalism; and off-site works in public areas including the relocation of utilities, the intersection of Victoria Road and O'Connell Street, pedestrian paths, the access road to the Cricket Oval and hard and soft landscaping around the Site.

- Remediation – remediation management at the Site;
- Heritage and environment – Parramatta Swimming Centre as an item of cultural and heritage interest; adjoining heritage buildings, tree removal and transplanting and potential to impact local fauna. Aboriginal heritage sites are recorded in or near the Site, and Aboriginal places have been declared near the Site. As such, there is potential to unearth artefacts of Aboriginal and European cultural significance.
- Demolition and construction impacts – demolition of the existing Pirtek Stadium adjacent to the Parramatta Swimming Centre while the pool remains operational; impacts of demolition and construction related activities on the surrounding community; potential “after hours” work.
- Parking and access – the carpark areas to the south of Pirtek Stadium to remain operational for as long as possible; reduction in public parking availability during and after Project delivery; reduced vehicular access to adjoining cricket oval; disruption of access to local schools as a result of increased frequency of Stadium events.

Key public interface issues:

- Existing access to Old Kings Oval will be within our demolition and remediation zone and must be closed. Maintenance / authorised access will be available from the southern carpark but cricketers, associated spectators and visitors, are required to walk from the southern carpark.
- A total of approximately 74 parking spots in the southern carpark will be removed in stages from the end of April 2017. A strategy will be in place to ensure advance notification to existing users of the carpark.

## 2.7 Communications approach

Lendlease is committed to an inclusive, proactive and transparent stakeholder management and community involvement process with appropriate resourcing.

Participation by stakeholders and the community provides valuable input during the development process and Lendlease will ensure enquiries are responded to in a timely manner through the Project website, email, 1800 number and other face to face discussion opportunities.

Lendlease’s approach is to provide maximum value, implementing best practice engagement philosophy and activities to ensure the design, planning and construction phases progress as smoothly as possible.

This approach is grounded in:

- **Being inclusive** – Lendlease’s approach to stakeholder engagement is tailored to a Project’s stakeholders and the community. In this way the right information will be communicated to the right people, at the right time and in the most appropriate way. Stakeholders will be provided with accurate and quality information which enables them to make informed decisions when necessary and to contribute in a meaningful way. Information will be provided in an easily accessible format, reinforced with clear and concise text in English and if requested, other languages and seek to involve the community broadly and deeply including groups whose involvement may be challenged (e.g. young people and people from culturally and linguistically diverse backgrounds).
- **Being proactive** – Lendlease will use a proactive approach to stakeholder engagement and community involvement. For all communications and information to be respectful, it must also be

timely. This helps create a relationship with stakeholders and the community which is built on trust. Lendlease will seek to pre-empt emergent issues and quickly correct any erroneous information in the public sphere should it occur, before it escalates. Engaging early and often will de-risk the Project and mitigate stakeholder and community related issues and complaints which may delay planning and delivery Programme. Lendlease is aware delivery times are critical.

- **Being transparent** – Lendlease believes a “no surprises” approach is also critical to building and maintaining respectful relationships with stakeholders and the community. Engagement and communications processes will be clear, open and genuine, again to build trust within the community and demonstrate an understanding that delivering the Western Sydney Stadium is a Project for the people of Western Sydney. Lendlease’s “people’s-venue” approach will be responsive to their interests and will demonstrate a willingness to listen, consider concerns and manage expectations. To do this, Lendlease will be clear about the purpose of the engagement and ensure stakeholders and community are aware of what they can and cannot influence.

### 3.0 Communications Tools and Procedures

A range of different communication tools and engagement techniques will be used by Lendlease to disseminate information, raise awareness of construction activities and invite feedback. These will allow the project team to distribute information on construction progress and management, provide the mechanisms to respond to enquiries and allow the community to discuss and raise any concerns.

Lendlease has proposed the appointment of a Stakeholder Engagement Officer whose primary role is to support the Lendlease Project Team to deliver the objectives, outcomes and actions identified in this Community Involvement Plan, across all phases of the Project.

The Stakeholder Engagement Officer's responsibilities include implementation of this Strategy and community interface for the Project as required. The Stakeholder Engagement Officer will be one of the key points of contact with the State, key stakeholders and the community, supported by key members of the Lendlease Project Team and the internal Lendlease Stakeholder Engagement Team and other communications representatives as required.

#### 3.1 Public information and communication channels

Lendlease will utilise a variety of public information channels to raise awareness of the construction works and ensure the public and nearby stakeholders have advance notice of potential impacts as well as an understanding of ongoing progress on the Project. These channels will also be employed where appropriate for 12 months following completion of the construction in accordance with condition B5.

Tool/technique	Description	Target audience
<b>Notifications</b>	<ul style="list-style-type: none"> <li>• Notifications describing the type, location and duration of significant construction works (such as the commencement of excavation, road closures etc) will be letterboxed to potentially impacted properties in advance of works taking place.</li> <li>• Notifications will be letterboxed with a target notice period of five days prior to any major work commencing.</li> <li>• For advance notice of road closures, letters will be delivered to properties within a 1km radius.</li> <li>• For advance notice of construction, letters will be delivered to properties within a 400m radius.</li> <li>• Out of hours wide load deliveries will be notified with relevant authorities.</li> </ul>	<ul style="list-style-type: none"> <li>• Local communities and businesses</li> </ul>
<b>Letters</b>	<ul style="list-style-type: none"> <li>• Additional targeted letters to inform community and stakeholders will be used to communicate other issues related to the project.</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholders and local communities</li> </ul>

Tool/technique	Description	Target audience
<b>Flyers</b>	<ul style="list-style-type: none"> <li>Distribution to local communities on project issues, invitations to events, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Local communities and businesses</li> </ul>
<b>Website</b>	<ul style="list-style-type: none"> <li>The dedicated Project website at <a href="http://www.insw.com/westernsydneystadium">www.insw.com/westernsydneystadium</a> will include the latest project information and background material including: project description, program info, latest notifications and updates. Website will be advertised on all communication materials.</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholders, local communities and businesses. General public and interested stakeholders</li> </ul>
<b>Newsletter / project update</b>	<ul style="list-style-type: none"> <li>A project update newsletter which includes information on progress and upcoming construction activities will be provided via an initial letterbox drop to residents and businesses. The newsletters will be issued at least every 6 months.</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholders, local communities, tenants and businesses</li> </ul>
<b>Site hoardings</b>	<ul style="list-style-type: none"> <li>Signage and posters on hoardings to communicate works and contact details for enquiries.</li> </ul>	<ul style="list-style-type: none"> <li>Local communities and businesses</li> </ul>
<b>Media releases</b>	<ul style="list-style-type: none"> <li>As required for major events, aspects of the works and project progress.</li> </ul>	<ul style="list-style-type: none"> <li>General public, interested stakeholders and the community</li> </ul>
<b>Translation service on request</b>	<ul style="list-style-type: none"> <li>Advertised on notifications and project newsletters. Materials will be translated upon request.</li> </ul>	<ul style="list-style-type: none"> <li>General public, interested stakeholders and the community</li> </ul>
<b>Project email</b>	<ul style="list-style-type: none"> <li>A dedicated project email (WestSydStadium@lendlease.com) has been established by Lendlease as a means of contacting the project to source information, providing feedback and lodging complaints. The email will be advertised on all materials and the aim will be to ensure all enquires receive a response within 2 working days.</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholders, local communities and businesses</li> </ul>
<b>Community hotline</b>	<ul style="list-style-type: none"> <li>A dedicated community phone number 1800 962 221 has been established for the construction and operation of the development. This number will be made available on the Project website as well as any communications material.</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholders, local communities and businesses</li> </ul>
<b>Community emails</b>	<ul style="list-style-type: none"> <li>Emails will be issued regularly to update the community and interested stakeholders about the project. Sign up to the mailing list will be available through the project website and information and engagement events.</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholders, local communities and businesses.</li> </ul>

### 3.2 Management processes and procedures

Tool/technique	Description	Target audience
<b>Enquiry and complaint register</b>	<ul style="list-style-type: none"> <li>A contact database will be maintained by Lendlease. Details of person, time, location, nature of contact (request for information, complaint,</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholders, local communities and businesses.</li> </ul>

Tool/technique	Description	Target audience
	enquiry) action taken and close out details will be included. Complaints and enquiries will be closed out as soon as reasonably possible.	
<b>Considerate contractor training and toolbox talks</b>	<ul style="list-style-type: none"> <li>All workers and visitors attending the site will be required to complete a project induction, which will clearly set out obligations and requirements in relation to health, safety, environmental and community issues.</li> <li>The Principal Contractor is also responsible for properly training all necessary staff on the procedures required. All employees, Sub-contractors and consultants will be required to provide evidence of appropriate licences or permits to operate machinery or other equipment required to perform their works on the Site.</li> <li>The Principal Contractor or Principal Contractor's agent will retain Site induction records, evidence of appropriate licenses or permits and other documents as necessary as training records for the project.</li> <li>In addition, toolbox talks will be undertaken on a regular basis and will include, where required, information on the environmental aspects of the remedial and earth works. Where required, specific training will be provided to the relevant personnel on hazards associated with specific tasks and the controls to be implemented to minimise environmental harm and community impact.</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholders, local communities and businesses.</li> </ul>
<b>Complaints handling process</b>	<ul style="list-style-type: none"> <li>Complaints will be acknowledged within 24 hours. Lendlease will liaise internally on a response and provide an initial update to the enquirer within 2 working days, with an aim to achieve resolution or close out as soon as reasonably possible.</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholders, local communities and businesses.</li> </ul>

### 3.3 Community Consultative Committee and Community Forums

As required by Condition B4, a Community Consultative Committee will be established and meet regularly during delivery of the project. A draft Terms of Reference for the CCC is set out in Appendix C.

Lendlease's approach to the CCC and other ad hoc community forums is set out below.

Tool/technique	Description	Target audience
<b>Community Consultative Committee</b>	<ul style="list-style-type: none"> <li>The CCC will meet regularly during construction and for a period of at least 12 months after construction is completed, acting as a forum for providing information about the type and timing of construction works. It will also ensure the community has a direct line of contact to the</li> </ul>	<ul style="list-style-type: none"> <li>Members will be chosen through Expression of Interest process and include representatives of potentially affected properties, including local residents, businesses, and</li> </ul>

Tool/technique	Description	Target audience
	<p>project team to ask questions and raise issues.</p> <ul style="list-style-type: none"> <li>Relevant plans will be presented to members for comment as outlined in the project's conditions of approval or as amended.</li> <li>The draft Terms of Reference for the Group which includes objectives, membership, operation and meeting details is included in the Appendix.</li> </ul>	<p>individuals from the local community who have a demonstrable interest in the project.</p> <ul style="list-style-type: none"> <li>Meeting Summaries will be sent to the City of Parramatta and the Department of Planning and Environment.</li> </ul>
<b>Community Forums and Town Hall Meetings</b>	<ul style="list-style-type: none"> <li>From time to time Lendlease will organise public meetings at a suitable venue close to the site.</li> <li>These meetings will provide an update on project progress and an outline of construction planned over the coming period. They will also provide opportunities for two-way communication and question and answers between Lendlease and the local community.</li> <li>These meetings will be notified to the public via the project website and a letterbox notification to nearby residents.</li> </ul>	<ul style="list-style-type: none"> <li>Local communities and businesses</li> </ul>
<b>Tenant Briefings / Events</b>	<ul style="list-style-type: none"> <li>Lendlease will continue the regular briefings and events for existing stadium tenants.</li> </ul>	<ul style="list-style-type: none"> <li>Existing stadium tenants</li> </ul>

### 3.4 Communications management procedures

Lendlease defines stakeholder contact as any communication with stakeholders or community members which result in the transfer of, or request for information. Contacts (or feedback) may be received through a range of communication channels. These may include telephone, face to face contact, emails, letters, meetings or activities.

Contact with all stakeholders or community members is to be registered and recorded on the INSW Project-dedicated Consultation Management System (CMS). The record will be actioned and distributed as necessary to those involved in managing and/or responding to the contact. The CMS will be maintained and updated to track and report on all stakeholder and community contacts and records.

The following information will be registered with full details on the CMS:

- The full name and contact details of the stakeholder or community member making the contact;
- Date and time of the contact;
- Description of the contact and/or issues raised;
- Nature of the contact (i.e. enquiry, notification, complaint);
- Action required and the timing, particularly if commitments are made around timeframes;
- The action taken by the Project Team with respect to the contact made;
- Person responsible for the action; and

Lendlease will manage and participate in stakeholder management and community engagement meetings, as contained in this Strategy or as directed by the State from time to time

All relevant authorities, including City of Parramatta, will be consulted on planned delivery and construction activities, including the possible effects on any infrastructure or utility services. Lendlease will notify the State of all issues raised by authorities in relation to Western Sydney Stadium Project activities and the State will be invited to participate in all meetings, presentations and Site visits by authorities.

Stakeholder management, community engagement and communication protocols will be included in the Site induction of all Project personnel engaged in Lendlease Project activities.

*Note:*

*Although this Plan sets out approaches to communications and engagement practices between Lendlease and the community, a number of authorities and agencies such as the NSW Department of Planning and Environment, City of Parramatta, WorkCover NSW and the Environmental Protection Authority have statutory obligations to investigate and perform necessary enforcement and complaint resolution in relation to compliance with consent conditions and the state's environmental, safety, road traffic, etc, laws. Nothing in this Strategy affects the rights or abilities of stakeholders to raise matters of compliance, environmental management, safety, etc to the relevant agency or authority.*

## 4.0 Conclusion

This Strategy has been designed to satisfy all relevant Conditions of Approval and provides a clear framework to guide the implementation of communications and engagement with the community during construction of the Project and for a period of 12 months after completion.

It will be reviewed and updated on a regular basis during construction of the Project.

## Appendix A. Project Stakeholders

Identified Stakeholder	Identified Stakeholder
INSW	National Rugby League
NSW Sports and Recreation	Australian Rugby Union
Venues NSW	Parramatta Eels
Urban Growth	Parramatta Eels Supporters Groups: <i>Blue and Gold Army</i> <i>1EyedEels</i> <i>Parramatta Eels Supporters Club (PESC)</i>
NSW Police Force	Western Sydney Wanderers
Transport for NSW	Western Sydney Wanderers Supporters Groups: <i>Western Sydney Wanderers FC-Supporters (FB)</i> <i>Western Sydney Wanders FC Members and Supporters</i> <i>Red and Black Bloc</i>
Government Agencies (with authority over the works)	Western Sydney Rams Fan Club: <i>The Horned Army</i>
Parramatta City Council	Fox Sports
Parramatta Park Trust	Channel 9
Parramatta River Trust	Gearhouse
Parramatta Leagues Club	NEP
NSW PCYC	ABC Radio
Parramatta (Pirtek) Stadium Operations	Triple M
Parramatta (Pirtek) Stadium contracted service providers	

## Appendix B. Stakeholder Matrix

Stakeholder Category	Stakeholder	Aim of Engagement
<ul style="list-style-type: none"> <li>Client</li> </ul>	<ul style="list-style-type: none"> <li>Infrastructure NSW (INSW)</li> <li>Venues NSW</li> </ul>	<ul style="list-style-type: none"> <li>To provide accurate and timely information about the design development, planning and delivery of the Project</li> <li>To understand stakeholder and community engagement undertaken to date by the State and to continue to manage stakeholders successfully</li> <li>To seek collaboration on developing a community initiative which will contribute an additional positive legacy to the people of Western Sydney</li> </ul>
<ul style="list-style-type: none"> <li>Government</li> </ul>	<ul style="list-style-type: none"> <li>NSW Sport and Recreation</li> <li>Urban Growth NSW</li> <li>Government Architects Office</li> <li>Department of Premier and Cabinet Office of Sport</li> <li>Office of Environment and Heritage</li> <li>Department of Environment and Conservation</li> <li>Parramatta City Council</li> <li>Western Sydney Regional Organisation of Councils (WSROC) – Blacktown City Council, Blue Mountains City Council, Canterbury-Bankstown City Council, Cumberland City Council, Fairfield City Council, Hawkesbury City Council, Liverpool City Council, Parramatta City Council and Penrith City Council</li> </ul>	<ul style="list-style-type: none"> <li><i>The responsibility for this engagement will rest with INSW. Lendlease will assist as required by INSW</i></li> <li>To establish and maintain communications with key Government stakeholders who must be kept informed of Project status, schedule and issues</li> <li>To support the State's Western Sydney Stadium communications strategy through the provision of accurate and timely Project related information including milestones</li> <li>To engage with WSROC which represents nine local councils and communities in Western Sydney further establishing inclusivity of all of Western Sydney and increasing potential for information sharing</li> </ul>
<ul style="list-style-type: none"> <li>Elected Representatives</li> </ul>	<ul style="list-style-type: none"> <li>Premier of NSW, Gladys Berejiklian</li> <li>Minister for Penrith, Minister for Western Sydney, Minister for WestConnex and Minister for Sport, Stuart Ayres</li> <li>Minister for Transport and Infrastructure, Andrew Constance</li> </ul>	<ul style="list-style-type: none"> <li><i>The responsibility for this engagement will rest with INSW. Lendlease will assist as required by INSW</i></li> <li>To support the State to provide timely information to key stakeholders who have heightened interest in the Project, its delivery and its outcomes and ensure Project Programme milestones are</li> </ul>

Stakeholder Category	Stakeholder	Aim of Engagement
<ul style="list-style-type: none"> <li>Key Stakeholders and other Influencers</li> </ul>	<ul style="list-style-type: none"> <li>Parramatta Chamber of Commerce, President, Michael Mekhitarian</li> <li>NSW Business Chamber, Western Sydney Director David Borger</li> </ul>	<p>proactively communicated to their personnel</p> <ul style="list-style-type: none"> <li><i>The responsibility for this engagement will rest with INSW. Lendlease will assist as required by INSW</i></li> <li>To engage with representatives to explore interest in collaborative economic and potentially social initiatives during the delivery and operating phases</li> <li>To seek support to create programs which will help deliver local economic benefits</li> </ul>
<ul style="list-style-type: none"> <li>Authorities and Utilities</li> </ul>	<ul style="list-style-type: none"> <li>Transport for NSW (TfNSW)</li> <li>State Transit Authority of NSW (STA)</li> <li>Roads and Maritime Services (RMS)</li> <li>Environmental Protection Authority (EPA)</li> <li>Parramatta Park Trust</li> <li>Parramatta River Trust</li> <li>Department of Planning</li> <li>Heritage Council</li> <li>NSW Worksafe</li> <li>Utilities: Sydney Water; Ausgrid; gas providers</li> <li>NSW Police Force and emergency services</li> </ul>	<ul style="list-style-type: none"> <li>To work in close consultation with all relevant authorities to manage critical Project elements which are reliant on successful approvals and permissions and avoid any impacts to Programme due to delays</li> <li>Close liaison with key State authorities (TfNSW, STA, RMS) and their personnel which ensures the seamless management of public enquiries and complaints throughout the Project</li> </ul>
<ul style="list-style-type: none"> <li>Industry</li> </ul>	<ul style="list-style-type: none"> <li>Principal's Third Party Works Contractors</li> <li>Local suppliers and manufacturers</li> <li>Western Sydney University (Building Design Management, Construction Management, Construction Technology, Engineering)</li> <li>TAFE NSW-Greater Western Sydney</li> <li>CFMEU, Electrical Trades Union, PTU</li> </ul>	<ul style="list-style-type: none"> <li>To manage all interfaces between Project Works, Principal's Works and Surrounding Works to ensure that the design and construction of the Project works integrates seamlessly and is fully coordinated with the design and construction of the Principal's Works and Surrounding Works</li> <li>To engage with representatives to explore interest in collaborative economic and potentially social initiatives during the delivery and operating phases</li> <li>To seek support to create programs which will help deliver local economic,</li> </ul>

Stakeholder Category	Stakeholder	Aim of Engagement
		education, skilling and employment benefits
<ul style="list-style-type: none"> <li>Media</li> </ul>	<ul style="list-style-type: none"> <li>Daily Telegraph</li> <li>Parramatta Sun</li> <li>Parramatta Advertiser</li> <li>Parramatta Chamber e-Newsletter</li> <li>Pirtek Stadium website and social media</li> </ul>	<ul style="list-style-type: none"> <li><i>The responsibility for this engagement will rest with INSW. Lendlease will assist as required by INSW</i></li> <li>To support the State's media program and any press releases through the provision of accurate Project information as it is requested/required</li> </ul>
<ul style="list-style-type: none"> <li>Stadium Hirers, Users and Potential Users</li> </ul>	<ul style="list-style-type: none"> <li><i>Sporting Codes:</i></li> <li>Australian Rugby League Commission (ARL)</li> <li>National Rugby League (NRL)</li> <li>Football Federation Australia (FFA) A-League</li> <li>Asian Champions League (ACL)</li> <li>Australian Rugby Union (ARU)</li> <li>NSW Rugby Union</li> <li><i>Sporting Teams:</i></li> <li>Parramatta Eels</li> <li>Western Sydney Wanderers</li> <li>Western Sydney Rams</li> <li>Fan groups</li> <li><i>Broadcast Media:</i></li> <li>Fox Sports</li> <li>Channel 9</li> <li>Gearhouse</li> <li>NEP</li> <li>ABC Radio</li> <li>Triple M</li> <li>Parramatta Stadium Operations, including its contracted service providers</li> <li>Concert, event and function promoters, organisers, partners, suppliers and sponsors</li> <li>Food &amp; Beverage providers</li> </ul>	<ul style="list-style-type: none"> <li><i>The responsibility for this engagement will rest with INSW. Lendlease will assist as required by INSW</i></li> <li>To ensure we consider the needs and expectations of stadium users, particularly sporting codes and sporting teams during the works, in order to achieve the best outcomes for them</li> <li>To engage with future users of Western Sydney Stadium to understand and consider in design, a diverse range of design requirements and operating processes, programs and aspirations and seek to exceed their expectations</li> <li>To consider and understand use of the stadium outside of "game days" and to build these needs into the design</li> </ul>
<ul style="list-style-type: none"> <li>Neighbours (adjoining owners and occupants of adjoining buildings)</li> </ul>	<ul style="list-style-type: none"> <li>Parramatta Leagues Club (PLC)</li> <li>PLC Car Park</li> </ul>	<ul style="list-style-type: none"> <li>To ensure Project goals and objectives by all stakeholders to effectively manage stakeholder expectations</li> </ul>

Stakeholder Category	Stakeholder	Aim of Engagement
	<ul style="list-style-type: none"> <li>• PLC Sports and Leisure Centre</li> <li>• NSW PCYC</li> <li>• Parramatta Swimming Centre (District and Parramatta War Memorial Pool)</li> <li>• Our Lady of Mercy College Parramatta (OLMC, Principal, Stephen Walsh)</li> <li>• Catholic Diocese of Parramatta/Trustees RC Church</li> <li>• Old Government House and Domain</li> <li>• Cricket NSW</li> <li>• Old Kings Oval cricket ground</li> <li>• Old Kings School &amp; Parade Grounds</li> <li>• Parramatta Park Café and Event Centre</li> <li>• Northcott Disability Service</li> </ul>	<ul style="list-style-type: none"> <li>• To help the Lendlease Project Team develop delivery strategies which mitigate issues and risks associated with neighbouring properties and tenants</li> <li>• To demonstrate respect for our neighbours' rights, their comfort and amenity and proactively inform them of Western Sydney Project programme activities which may impact them, ensuring a "no surprises" approach</li> <li>• To notify in writing our intention to commence demolition and construction works</li> <li>• To notify of changes to relevant access points and locations in relation to the Project site and delivery activities</li> <li>• To ensure we are able to identify and proactively mitigate issues and risks to avoid programme delays</li> <li>• To build strong relationships with our neighbours, ensure their inclusion in our processes and avoid negative publicity</li> </ul>
<ul style="list-style-type: none"> <li>• Community</li> </ul>	<ul style="list-style-type: none"> <li>• Local Western Sydney audiences/users/fans living in Western Sydney</li> <li>• Local community: schools, sporting groups, clubs, health facilities (Cumberland Hospital, Westmead Hospital), Ronald MacDonald House)</li> <li>• Western Sydney sports groups and clubs</li> <li>• Western Sydney business community including service providers, suppliers, hospitality and other</li> <li>• Destination visitors to Western Sydney Stadium including sport fans, officials, players, event and function attendees</li> </ul>	<ul style="list-style-type: none"> <li>• To include the people of Western Sydney in conversations about Western Sydney Stadium and ensure their sense of ownership</li> <li>• To establish and nurture community relations for the Project from the outset</li> <li>• To provide stakeholders and the community with timely and accurate information on issues that may impact or be of interest to them and minimise disruption in the surrounding community</li> <li>• To manage expectations of Project planning, design, delivery and long term operations</li> <li>• To manage expectations of limits of influence over certain decisions, methodologies and ongoing activities associated with the Project</li> <li>• To help Lendlease develop strategies with our Clients to mitigate potential</li> </ul>

Stakeholder Category	Stakeholder	Aim of Engagement
		issues and explore potential community stakeholder opportunities
<ul style="list-style-type: none"> <li>Indigenous</li> </ul>	<ul style="list-style-type: none"> <li>Darug Peoples</li> <li>Burrattagal clan</li> <li>Deerubbin Land Council</li> <li>Parramatta Koori Interagency</li> </ul>	<ul style="list-style-type: none"> <li>To support indigenous workforce participation</li> </ul>
<ul style="list-style-type: none"> <li>Action Groups</li> </ul>	<ul style="list-style-type: none"> <li>North Parramatta Residents Action Group (NPRAG) &amp; the</li> <li>Greater Western Sydney Heritage Action Group</li> </ul>	<ul style="list-style-type: none"> <li>To work closely with the State to provide information which supports the overarching vision for the Project</li> <li>To acknowledge community sentiment in some sectors about the site of the Western Sydney Stadium and the Parramatta Swimming Centre</li> <li>To demonstrate consideration for environmental and heritage concerns associated with the location and delivery of the Project</li> </ul>
<ul style="list-style-type: none"> <li>Heritage and Environmental</li> </ul>	<ul style="list-style-type: none"> <li>Old Government House and Domain</li> <li>Local <i>Grey Headed Flying Fox</i> community (NPRAG)</li> </ul>	<ul style="list-style-type: none"> <li>To communicate with relevant stakeholders about the management of environmental and heritage aspects of the Project to mitigate Programme delays and potential negative publicity</li> </ul>
<ul style="list-style-type: none"> <li>The Voiceless / Often Voiceless</li> </ul>	<ul style="list-style-type: none"> <li>Homeless/rough sleepers under O'Connell Street Bridge</li> <li>Disadvantaged in the Western Sydney community</li> <li>CALD community members</li> </ul>	<ul style="list-style-type: none"> <li>To consider the safety, health and wellbeing of the homeless community sheltering in proximity to the Project site</li> <li>Seek to understand Western Sydney's cultural diversity and how Lendlease may need to respond to specific language needs in the community when disseminating Project information.</li> </ul>

## Appendix C. Community Consultative Committee – Draft Terms of Reference

### INTRODUCTION

The new Western Sydney Stadium is part of the NSW Government's \$1.6 billion stadium strategy to improve sporting infrastructure across the state. The new 30,000 seat, rectangular stadium will be located at the site of the existing Parramatta Stadium.

An Environmental Impact Statement for the first stage of planning approval was prepared and placed on exhibition and approved in 2016. Lendlease then prepared an Environmental Impact Statement for the Stage Two Development Application, including the detailed design of the stadium is currently in the process of being finalised.

Prior to lodgement, Infrastructure NSW together with Lendlease engaged with the community and provided local residents and interested stakeholders an opportunity to view the Stage Two Development Application, ask questions and provide feedback, which was incorporated into the final plans.

In line with the Secretary's Conditions of Approval, Lendlease will be establishing a Community Consultative Committee (CCC) that will meet regularly during construction on site. This Group will act as a forum for providing information about the type and timing of construction works. It will also ensure the community has a direct line of contact to the project team to ask questions and raise issues.

The CCC will be established and managed in line with the Department of Planning and Environment's guidelines for Community Consultative Committees. It will meet throughout the duration of construction and for at least two years from the commencement of operations.

### OBJECTIVES

The objectives of the Community Liaison Group are to provide a forum through which:

- The needs of potentially affected communities are represented as the project progresses including communication about the construction of the project in a clear, consistent and timely manner;
- Recommendations can be made to the project team, including the Site Manager, regarding potential initiatives to mitigate the works-related impacts on communities through the construction of the project;
- Community concerns and complaints can be raised and the project team to demonstrate resolution of all complaints through a complaints register;
- Relevant plans including the Community Communication Strategy (CCS) can be presented for comment to occur as outlined in the project's conditions of approval or as amended. Comments will need to be received to coincide with the commercial and project delivery requirements of the project.

## MEMBERSHIP

- It is expected that an independent Chair for the CCC will be appointed by the Department of Planning from a panel of approved experts.
- The CCC will draw members comprising representatives of potentially affected properties, including local residents, businesses, and individuals from the local community who have a demonstrable interest in the project.
- Members will be chosen by Lendlease through an Expression of Interest process.
- Members should commit to attend all meetings and if unable to attend, provide appropriate notice where possible.
- Alternate delegates are permissible, but attendance should be notified in advance to the secretariat.
- No quorum for the CCC is required.
- The number of CCC members may vary over time. The Chair will ensure there is appropriate representation of affected communities and stakeholders amongst the group's members. Membership may change including the appointment of additional representatives based on skills or experience.
- As well as nominated Group members, meetings may be attended by senior representatives of the project team or appointed contractors. Specialist advisors or consultants may also be invited to attend meetings as required.
- From time to time, individual members of the Group may be called upon to provide advice and comment on particular issues as they arise between scheduled meetings.

## OPERATION

The Community Liaison Group will operate in the following way:

- Meetings are to be conducted constructively, and with respect towards and between all participants.
- Members will be encouraged to bring to the meetings feedback they have received, and subsequently brief their local community or organisation on what was discussed at the meetings.
- Any real or potential conflict of interest should be declared by members.
- The project team will provide secretariat support.
- Where a response cannot be given at the meeting, questions shall be taken on notice and a reply provided within seven working days subsequent to the session.
- The project team will consider all advice and feedback provided by the CCC.
- Members will have access to 24-hour contact details, location of site offices and a 24-hour phone number? for construction related issues.
- General out of session enquires can be directed to the secretariat.
- Members of the general public are permitted to attend meetings as observers when approval has been sought in advance from the secretariat.

- Members of the CCC are not authorised to provide written or verbal statements to the media about CCC matters, including items discussed at meetings and comments made by members during a meeting.
- Members are not permitted to record meetings using electronic devices.

## MEETINGS

- The CCC quarterly during construction, or as otherwise required and notified by the Chair.
- Meetings will run for approximately 1-2 hours and occur on a weekday evening after 6pm.
- Agendas will be issued one week before each meeting.
- A Meeting Summary will be circulated within two weeks of the meeting and sent to the City of Parramatta and the Department of Planning and Environment.
- Extraordinary meetings may be required throughout the duration of the project to discuss specific issues. Appropriate notice will be given for these meetings.