

Randwick Campus Redevelopment

Construction Communications Plan

Document History

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Document Control

To ensure the Construction Communication Plan remains relevant and accurate, this document will be continuously reviewed and evaluated throughout the planning and delivery of the RCR project. Any changes made to this document must be reviewed and approved by a senior member of the Lendlease Project Team and appropriate HI representative.

Any revisions made will be communicated to the project team accordingly.

Contents

Document History.....	2
Document Control	2
1. Introduction	4
Background	4
Purpose	4
2. Stakeholder Engagement.....	5
Scope of Engagement.....	5
Guiding principles.....	5
Objectives	5
Roles and Responsibilities	8
Stakeholder Analysis.....	9
Engagement approach.....	10
Stakeholder mix	11
Key engagement activities	16
Communication tools.....	18
3. Communication and Engagement Protocols	20
Communications Collateral	20
Response Times	20
Media.....	20
Stakeholder contact and complaints	20
4. Key Messages	22
Planning	22
Detailed Planning	22
Site Establishment	22
Construction	23
Completion and Commissioning	23
5. Issues Analysis	24
6. Monitoring and reporting	26
Appendix A - Stakeholder engagement key activities schedule.....	27

1. Introduction

Background

The NSW Government is investing \$720million to redevelop the Prince of Wales Hospital and Randwick Hospitals' Campus, and strengthen Randwick as a world-leading Precinct for health and wellbeing, research, education and teaching (here-in referred to as the RCR project).

This redevelopment will see an expansion of the existing Randwick Hospital's Campus to the west and includes the delivery of a new Acute Services Building (ASB) that will provide:

- a new adult Emergency Department,
- an expanded Psychiatric Emergency Care Centre, adjacent to the Emergency Department
- an expanded Intensive Care Unit
- ten inpatients units
- a medical assessment unit
- a new helipad to support all Campus partners
- new shared operating theatres for the Randwick Hospitals' Campus
- education and research spaces that will support collaborative clinical research and innovation

The Randwick Hospitals' Campus includes four major hospitals, including the Prince of Wales Hospital, The Royal Hospital for Women, Eastern Suburbs Mental Health Service, the Sydney Children's Hospital, Randwick and the Prince of Wales Private.

To safeguard the future of the Randwick Hospitals' Campus, 92 properties are being acquired to allow expansion to the west of the existing campus. The new Acute Services Building will be built on the southern area of the land acquired.

A masterplan for further expansion on the northern area of the acquired land will include future clinical health care expansion and health-related education, training and research opportunities that will be closely integrated with the existing Hospitals' Campus.

This project is being delivered by Health Infrastructure (HI) in partnership with the South Eastern Sydney Local Health District (SESLHD), Sydney Children's Hospital, Randwick, and the University of New South Wales.

Lendlease has been engaged to undertake early construction works. Award of contract for the main construction works is expected in December 2018. This plan will be updated at that time.

Purpose

The Construction Communication Plan defines Lendlease's approach to stakeholder engagement that will contribute to the realisation of the objectives and vision for the RCR project.

Lendlease supports the strategic approach outlined within the Randwick Campus Redevelopment Communications and Engagement Strategy (RCR CSES). The Construction Communication Plan has been developed to reflect, and align with, this overarching strategy and will evolve in parallel to works undertaken by Lendlease.

2. Stakeholder Engagement

Scope of Engagement

Lendlease commits to actively supporting the RCR project team in achieving early, coordinated, proactive and transparent communications that contribute towards the success of this project.

The RCR communications team is recognised as the stakeholder engagement lead with ultimate responsibility, and ownership, over stakeholder management and communications. Lendlease's role to be defined by the works in which it is engaged as Principle Contractor.

Lendlease will ensure all stakeholder engagement activities and communications, inclusive of incident management, are aligned with and support established RCR process and protocols.

The Lendlease scope of engagement is limited to communications and activity directly related to the planning and delivery of the new Acute Services Building. Any stakeholder interaction that falls outside of scope of works will be forwarded to the RCR communications team for actioning.

Guiding principles

The following principles underpin the Lendlease approach to stakeholder engagement for the RCR project.

- **Purposeful:** Engagement is meaningful to stakeholders and provided in a clear and consistent manner.
- **Timely:** Information is provided, and available, to stakeholders at the appropriate time and in the appropriate format.
- **Inclusive:** Engagement activities are accessible to all relevant and interested stakeholders.
- **Respectful:** Stakeholder diversity; in background, expertise, needs and perspectives is acknowledged and respected.
- **Transparent:** Engagement is open and honest with expectations clearly set.

In addition, the RCR project team commit to continuing the communications and engagement with key stakeholders for 12 months after the completion of the new Acute Services Building. A comprehensive change management and commissioning program will be undertaken in the lead up to the opening and many of the stakeholders included in this plan will be a key part of the commissioning of the building. They will also form part of the post-occupancy evaluation that will be undertaken after 12 months.

Objectives

The success of this strategy will be monitored and revised as the project progresses. Lendlease believes that the successful implementation of this strategy can be articulated through the achievement of the objectives outlined in the table below.

These objectives have been developed to support the strategic aims outlined in the RCR CSES.

OBJECTIVE	KEY PERFORMANCE INDICATORS
1. Deliver a high quality, consistent and integrated stakeholder engagement approach that supports and aligns with RCR planning and objectives.	<ul style="list-style-type: none"> • The Construction Communication Plan reflects RCR strategic approach, objectives and key messages • All revisions to the plan are reviewed and approved by the HI Communications and Stakeholder Engagement Manager • All project team members and onsite contractors undertake stakeholder engagement induction which outlines the project's

	<p>vision and key messages, individual and collective project responsibilities, as well as communication protocols</p> <ul style="list-style-type: none"> • Unless directed by Health Infrastructure or Lendlease, onsite contractors will not engage with stakeholders on any aspect of planning and/or delivery of this project
2. Implement and maintain effective coordination and communication channels between Lendlease and RCR project team members throughout the planning and delivery of this project.	<ul style="list-style-type: none"> • Establish and maintain weekly internal Construction Interface Group (CIG) meetings • Maintain regular engagement with Randwick City Council on all issues relevant to the project. • The Lendlease Stakeholder Manager participates in RCR communications team planning activities and weekly meetings, contributing information as required
3. Ensure there is limited impact to daily operations within and to the surrounding Randwick Hospitals' Campus operations, as well as adjacent residential and commercial neighbours.	<ul style="list-style-type: none"> • All disruptive works to hospital operations, including service shutdowns and/or noisy works, are planned, approved by the relevant party and communicated in a timely manner • Where works impact the ongoing operation and functionality of a building or specific stakeholder group, Lendlease will work with stakeholders to collaboratively develop mitigation strategies • Any disruptive works which have the potential to impact and/or disrupt adjacent local neighbours (residential and commercial) are communicated in a timely manner and consideration is given to the operations and/or feedback received during consultation. • All works are communicated regularly with surrounding neighbours which includes regular door-knocks, letter-box drops of information and offers to hold meetings, briefings or phone calls at times convenient to the resident.
4. Minimise construction impacts to ensure there is minimal effect on the staff, patient and visitor hospital service and experience.	<ul style="list-style-type: none"> • Any changes to pedestrian and/or vehicular access into the Randwick Hospital's Campus are carefully planned, communicated and signposted • Areas adjacent to the construction site, such as shared footpaths and driveways are kept clear of plant and equipment • All incidents are communicated following protocols outlined in the HI Incident Stakeholder Management Plan.
5. Provide a transparent and responsive consultation process that meets and exceeds best practice stakeholder engagement.	<ul style="list-style-type: none"> • Local neighbours (residential and/or commercial) are provided an opportunity to provide feedback on the planning and delivery of the works, and Lendlease will advise on how feedback has been responded to • Lendlease will record and manage all feedback received onsite and provide monthly reports to RCR project team.
6. To build commitment to, and shared understanding among project team and impacted stakeholders on the strategic intent, objectives and benefits of the RCR Project.	<ul style="list-style-type: none"> • RCR's key messages are incorporated and accurately reported in each project communication • All project team members and onsite contractors undertake a specific RCR site induction that outlines the project's vision and key messages, individual and collective project responsibilities, as well as communication protocols

- Project team and impacted stakeholders have an opportunity to contribute to onsite community initiatives
 - Impacted stakeholders are invited to participate in and take a leading role within the consultation process by acting as advocates. Stakeholders are provided the opportunity to represent their stakeholder group's concerns and needs in the relevant forums.
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Roles and Responsibilities

Health Infrastructure Project Director - Communications	<ul style="list-style-type: none"> • Provide oversight and strategic coordination of all stakeholder engagement and communication activity • Escalate issues to HI and SESLHD executive as required • Chair the monthly CWG meetings • Prepare input and attend regular PCG and ESC meetings • Manage day-to-day media and communications for the project in consultation with HI Communications and campus partners as required.
Health Infrastructure Communications and Stakeholder Engagement Manager	Manage the roll out of the Communications and Stakeholder Engagement Strategy (CSES) and Construction Communication Plan working in a close and collaborative way with the Lendlease Stakeholder Engagement Manager
Health Infrastructure Planning Project Director	<ul style="list-style-type: none"> • Provide strategic advice on project issues • Identify and highlight communications issues and risks with the communications team • Ensure all material and messaging about the project has been seen by the project communications team • Ensure a working knowledge of the goals and objectives of the communications and engagement functions of the project.
SESLHD Project Communications Officer	<ul style="list-style-type: none"> • Work with the HI Communications and Stakeholder Engagement Manager to roll out Communications and Stakeholder Engagement Strategy • Prepare project collateral • Assist with managing the monthly Communications Working Group meetings • Distribute project information to appropriate stakeholders • Collaborate with PoWH, RHW, ESMHS to facilitate internal communications as required
Lendlease RCR Construction Manager	<ul style="list-style-type: none"> • Provide oversight of construction engagement and communication activity and provide strategic advice on project issues • Identify and highlight communications issues and risks with the communications team • Ensure all material and messaging about the project has been seen by the project communications team • Ensure a working knowledge of the goals and objectives of the communications and engagement functions of the project.
Lendlease Stakeholder Engagement Manager	<ul style="list-style-type: none"> • Implement engagement activities and prepare communications material outlined within the Construction Communications Plan • Develop and manage effective partnerships with key stakeholders as relevant to construction related activities • Plan and coordinate construction related stakeholder engagement and communications • Work in a close and collaborative way with the HI Communications and Stakeholder Engagement Manager • Capture, track and manage stakeholder contact related to construction activities • Follow HI processes and protocols in respect to stakeholder engagement and communication to ensure consistency in approach and timely responsiveness.
Project Managers	<ul style="list-style-type: none"> • Provide accurate and timely information about project activities that directly relate to, influence or impact the objectives of this strategy • Ensure communications are included in regular planning meetings • Proactively identify and escalate project issues to the communications team where relevant and appropriate.

Stakeholder Analysis

There are a significant number of stakeholders who are interested in, impacted by, and have influence over the RCR project. Ongoing identification and analysis of stakeholders is critical to determine the timing of communication, appropriate levels of engagement and channels for communication.

Understanding that Lendlease may not have direct engagement with those listed, this group will help articulate the varying levels of interest in and influence over the Randwick Campus Redevelopment project, and will assist Lendlease in the tailoring of relevant project information to Health Infrastructure for wider dissemination.

Lendlease acknowledges that these groupings and lists are not fixed and will most likely evolve throughout the various stages of the project's life cycle. Lendlease will work in consultation with the RCR communications team to ensure all relevant stakeholders are captured and included within future iterations of this strategy.

Engagement approach

In line with the overarching Communications and Stakeholder Engagement Strategy, coordinated, and transparent communications will be integral to the success of this plan.

INTEREST TYPE	TYPICAL COMMUNICATIONS APPROACH
Interested	<ul style="list-style-type: none"> • Low to medium level engagement • Information sharing • Generally one way communication through fact sheets, website and media
Engaged	<ul style="list-style-type: none"> • Medium level engagement • This stakeholder has a vested interest or is actively interested in the Redevelopment • This stakeholder is unlikely to influence the outcomes of planning pathway
Deeply affected	<ul style="list-style-type: none"> • High level engagement • The needs of this stakeholder are thoroughly considered, and where appropriate, provided detailed project briefings throughout the planning cycle • Proactive and transparent engagement with these stakeholders is essential • It is imperative this stakeholder feels the project team understands and has responded to their concerns
Major influencer	<ul style="list-style-type: none"> • High level engagement • Form partnerships through detailed briefings and decision making • Where appropriate, involved as members of the team in parts of the planning cycle
Major influencer / precinct partner / potential contributor	<ul style="list-style-type: none"> • Highest level of engagement • This stakeholder has final say and overall control of decision making about the planning and /or delivery • This stakeholder is treated as full partners in the redevelopment process

Stakeholder mix

STAKEHOLDER GROUP	AREA OF INTEREST & CONCERN	ENGAGEMENT AIM	LEVEL OF ENGAGEMENT	TYPICAL METHOD OF ENGAGEMENT
Prince of Wales Hospital <ul style="list-style-type: none"> • Patients • Staff • Suppliers • Unions • Visitors • Volunteers. 	<ul style="list-style-type: none"> • Hospital and health services access and impacts • Precinct change management • Transport access (road, bicycle, pedestrian) • Parking • Wayfinding • Visual amenity • Construction management, timelines and progress • Coordination of works with other construction projects • Construction personnel and contractors • Construction traffic and road usage • Construction impacts, disruptions and management • Environmental impacts • Safety • Security. 	<ul style="list-style-type: none"> • Build and maintain project awareness and support • Demonstrate they are valued and affected stakeholders • Ensure provision of, and access to, accurate and timely information • Proactively identify and manage issues through communication and engagement • Continue to promote benefits of the RCR. 	Deeply affected	<ul style="list-style-type: none"> • Briefings • Pop-ups • Meetings • Written communications and fact sheets • Site contact number • RCR website.
Randwick Health and Education Precinct partners <ul style="list-style-type: none"> • UNSW • HI • SESLHD • SCHN • Research institutes 	<ul style="list-style-type: none"> • Precinct access and impacts • Precinct change management • Transport access (road, bicycle, pedestrian) • Parking • Wayfinding • Visual amenity • Construction management, timelines and progress • Coordination of works with other construction projects • Construction personnel and contractors 	<ul style="list-style-type: none"> • Build and maintain project awareness and support • Maintain role as active precinct partner and contributor • Maintain role as project champions who engage other stakeholders to promote the benefits of the project • Ensure provision of, and access to, accurate and timely information 	Major Influencers	<ul style="list-style-type: none"> • Project governance • Briefings • Pop-ups • CWG meetings • Meetings • Written communications, direct email and fact sheets • RCR website.

Construction Communications Plan

	<ul style="list-style-type: none"> • Construction traffic and road usage • Construction impacts, disruptions and management • Environmental impacts • Safety • Security. 	<ul style="list-style-type: none"> • Proactively identify and manage issues through communication and engagement • Continue to promote benefits of the RCR. 		
Randwick Health Campus <ul style="list-style-type: none"> • Prince of Wales Hospital • Royal Hospital for Women • Sydney Children's Hospital, Randwick • Prince of Wales Private Hospital • Black Dog Institute • Neura • Children's Cancer Institute • Hospital Foundations 	<ul style="list-style-type: none"> • Precinct access and impacts • Precinct change management • Transport access (road, bicycle and pedestrian) • Parking • Wayfinding • Visual amenity • Construction management, timelines and progress • Coordination of works with other construction projects • Construction personnel and contractors • Construction traffic and road usage • Construction impacts, disruptions and management • Environmental impacts • Safety • Security. 	<ul style="list-style-type: none"> • Build and maintain project awareness and support • Demonstrate they are valued and impacted stakeholders • Provide timely and accurate information and resources for dissemination to staff, patients and visitors • Provide opportunities for regular meetings and briefings • Proactively identify and manage issues through communication and engagement • Continue to promote benefits of the RCR. 	Deeply affected	<ul style="list-style-type: none"> • Opportunities for site visits • Briefings • Pop-ups • Meetings • Written communications and fact sheets • Site contact number • RCR website.
Direct site Neighbours <ul style="list-style-type: none"> • Residents • Businesses 	<ul style="list-style-type: none"> • Property and road access and impacts • Transport access (road, bicycle, pedestrian) • Parking • Visual amenity • Coordination of works with other construction projects • Construction impacts, disruptions and management • Construction related noise, dust and vibration • Construction personnel and contractors • Construction traffic and road usage 	<ul style="list-style-type: none"> • Maintain personalised relationships with site neighbours • Build and maintain project awareness and support • Ensure provision of, and access to, accurate and timely information • Provide direct, and personalised, responses to feedback and concerns • Proactively identify and manage issues through communication and engagement. 	Deeply affected	<ul style="list-style-type: none"> • Door knocks • Site contact number • Construction impacts notifications and fact sheets.

Construction Communications Plan

	<ul style="list-style-type: none"> • Environmental impacts • Safety • Security. 			
Local community <ul style="list-style-type: none"> • General public • Schools • Commercial businesses • Not for profit businesses • Randwick Precinct Committee • Australian Turf Club • CBD and South East Light Rail • BIKEast • Bicycle NSW. 	<ul style="list-style-type: none"> • Property and road access and impacts • Transport access (road, bicycle, pedestrian) • Parking • Visual amenity • Coordination of works with other construction projects • Construction personnel and contractors • Construction traffic and road usage • Construction impacts, disruptions and management • Environmental impacts • Safety • Security. 	<ul style="list-style-type: none"> • Build and maintain project awareness and support • Provide opportunities for regular meetings and briefings • Ensure provision of, and access to, accurate and timely information • Provide digital content related to areas of interest and concern for those living, working and doing business near the RCR site. 	Engaged	<ul style="list-style-type: none"> • Briefings • Pop-ups • Written communications and fact sheets • Site contact number • RCR website.
Indigenous community <ul style="list-style-type: none"> • Aboriginal Health Council • La Perouse Aboriginal Land Council • La Perouse Alliance • La Perouse Local Aboriginal Land Council Members • Eastern Zone Gujaga Aboriginal Corporation. 	<ul style="list-style-type: none"> • Indigenous engagement strategy and initiatives • Local indigenous employment on site • Land use • Cultural heritage • Progression of dedicated Indigenous services and facilities. 	<ul style="list-style-type: none"> • Provide continued opportunities for engagement and input • Provide information, and facilitate input in a culturally appropriate and accessible format • Provide regular updates and reporting on progress towards Indigenous related targets and goals. 	Engaged	<ul style="list-style-type: none"> • Briefings • Individualised meetings • Written communication, direct email and fact sheets • Opportunities for site tours.
Randwick City Council	<ul style="list-style-type: none"> • Engagement with stakeholders and local community • Community concerns and RCR responsiveness • Project progress and milestone achievement • Coordination with other projects • Property and road access and impacts • Transport access (road, bicycle, pedestrian) • Parking • Visual amenity • Construction management 	<ul style="list-style-type: none"> • Maintain role as an active and informed stakeholder • Provide opportunities for regular meetings and briefings • Be accessible and provide prompt responses to RCR inquiries • Ensure provision of, and access to, accurate and timely information. 	Major Influencer	<ul style="list-style-type: none"> • Briefings • Individualised meetings • Written communication and direct emails • Site tours.

Construction Communications Plan

	<ul style="list-style-type: none"> • Environmental impacts • Community safety • Security 			
Government Agencies and Departments <ul style="list-style-type: none"> • Ministry of Health • Randwick City Council • Department of Planning and Environment • Government Architects Office • NSW Office of Environment and Heritage • Local Members for Heffron, Coogee and Maroubra. 	<ul style="list-style-type: none"> • Precinct development • Project progress and milestone achievement • Construction management • Environmental impacts • Land use and heritage. 	<ul style="list-style-type: none"> • Maintain role as an active and informed stakeholder • Provide opportunities for regular meetings and briefings • Ensure provision of, and access to, accurate and timely information. 	Major Influencer	<ul style="list-style-type: none"> • Briefings • Individualised meetings • Written communication and direct emails • Opportunities for site tours.
Media <ul style="list-style-type: none"> • Local • Metropolitan. 	<ul style="list-style-type: none"> • Community feedback, concerns, opposition and responsiveness by RCR project team • Construction management • Community initiatives • Incident management. 	<ul style="list-style-type: none"> • Swiftly respond to misreporting and provide correct and factual information • Offer access to information and photo opportunities where appropriate and available • Respond promptly to enquiries • Connect media with local project advocates who can outline the benefits of the project. 	Interested	<ul style="list-style-type: none"> • Media releases • Letter to Editor for fact correction • Reactive media statements <p><i>All media contact to be referred to and managed by HI communications team.</i></p>
Services <ul style="list-style-type: none"> • Ausgrid • Jemena • Randwick Police • Sydney Water 	<ul style="list-style-type: none"> • Construction management, timelines and progress • Coordination of works with other construction projects 	<ul style="list-style-type: none"> • Successfully gain required approvals and permissions. 	Engaged	<ul style="list-style-type: none"> • Briefings • Written communication and direct email

<p>Statutory Authorities</p> <ul style="list-style-type: none"> • Environmental Protection Authority • Transport for NSW • Transport Management Centre • Roads and Maritime Services • Sydney Coordination Office • Sydney Light Rail (ALTRAC) • Sydney Buses • Greater Sydney Commission • Civil Aviation Safety Authority • Sydney Airport Corporation Limited • Fire NSW • NSW Ambulance • Air Ambulance • Air Services • NSW Police 	<ul style="list-style-type: none"> • Construction management, timelines and progress • Coordination of works with other construction projects • Precinct change management • Legislative compliance and adherence to project conditions • Transport access (road, bicycle, pedestrian) • Construction traffic and road usage. 	<ul style="list-style-type: none"> • Maintain role as active and informed stakeholders • Provide opportunities for regular meetings and briefings • Ensure provision of, and access to, accurate and timely information. 	<p>Engaged</p>	<ul style="list-style-type: none"> • Briefings • Individualised meetings • Written communication and direct emails • Opportunities for site tours.
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Key engagement activities

Community Garden

Lendlease will partner with the RCR project team and Prince of Wales Hospital Foundation to build a Community Garden at the High Street hospital entrance. This initiative will be fully funded by Lendlease.

The community garden will act as a pilot program for a longer-term hospital community garden within the expanded precinct.

This initiative responds to key principles outlined in the Greater Randwick Urban Masterplan.

Community Day

Lendlease Community Day, held globally each year, is an opportunity for Lendlease employees to work alongside their colleagues, community partners, family and suppliers on a project identified as important to the community.

Working in consultation with Health Infrastructure, Lendlease will identify a project that will support the local community and align with the project's overall vision.

Indigenous engagement

Lendlease is committed to increasing Aboriginal and Torres Strait Islander cultural awareness and respect across all of its projects.

Lendlease has established Indigenous employment and training targets for the RCR project. Progress toward the achievement of these targets will be reported to HI throughout the project duration.

Lendlease will seek to work with local Indigenous groups to identify a project of cultural significance within the local precinct and offer resourcing to support the realisation of the projects aims.

Site establishment event

The establishment of site marks a significant project milestone. Lendlease will work alongside the RCR project team to explore opportunities to host an on-site event that acknowledges the land on which the Acute Services Building will be built and the projects progress.

The planning of this event will carefully consider and respect the property acquisition process and the impact on residents.

State and local government representatives, Indigenous representatives, project and precinct executives and media will be invited to attend.

Name the crane

Running for more than a decade on Lendlease projects across Australia, Name the Crane has become an iconic Lendlease Building (LLB) community engagement initiative. Name the Crane invites school aged children to participate in the naming of the tower crane/s used on LLB projects within their local community.

Students are asked to submit a suggested name for the tower crane/s, accompanied by a rationale for their name. Winning entrants have their crane name displayed on the construction site, attend a naming ceremony and receive a prize for their school.

Women in construction

Lendlease actively promotes and celebrates the role of women in construction through a variety of initiatives that support and facilitate career opportunities for females in traditionally male dominated roles.

Lendlease will engage with local schools and universities to promote career pathways for women in construction and offer opportunities for young females to directly engage with project team members championing the role of women in construction. The following activities will be explored in consultation with HI:

- School career talks
- Work experience arrangements
- Site tours/ 'Day in the life of' site visits.

School presentations and visits

Lendlease engages with primary and secondary school students to provide insight and education as to how Lendlease creates innovative and sustainable infrastructure in the communities and cities in which they live.

Schools engagement may include some of the following activities:

- Careers talks – Promotion of careers in construction related roles
- Site walks / Day in the life of / HQ visit
- How to build a hospital – how a 21st century hospital is planned, designed and built

Activities to be planned in consultation with HI and timed to align with specific stages of construction works.

Communication tools

TOOL	PURPOSE	FREQUENCY	TARGETED STAKEHOLDERS
Site Contact Number	A key channel for stakeholders to raise issues, ask questions and speak directly to a member of the Lendlease project team.	Prior to commencement of works onsite	<ul style="list-style-type: none"> All impacted stakeholders
Site signage	To inform the community about who is responsible for the construction activities and the contact details for further information about the work.	Prior to commencement of works onsite	<ul style="list-style-type: none"> All impacted stakeholders
Disruptive Works Notice (Live Ops)	Our LiveOps system, a collaborative digital platform, will be utilised to effectively plan and program works which affect live operations.	Issued for approval at least 10 days prior to works commencing	<ul style="list-style-type: none"> RCR project team
Site Coordination Meetings	<p>To provide the Principal with information to upcoming activities as well discuss onsite issues coordination of design and delivery.</p> <p>It will also provide an opportunity for regular liaison with a nominated hospital personnel. This will provide a forum to inform the hospital of upcoming activities and provide feedback on the works.</p>	Weekly / Fortnightly (as directed)	<ul style="list-style-type: none"> Prince of Wales Hospital
Construction Coordination Meeting	<p>To help ensure works and materials handling on and around the Randwick campus are coordinated with all neighbouring contractors.</p> <p>Opportunity to provide project status updates for the respective projects.</p>	Fortnightly / monthly (as required)	<ul style="list-style-type: none"> RCR project team Site contractors
Site Tours	Generally hosted by a senior project representative. Choose the most appropriate host for audience; consider level of seniority required, depth of project knowledge, people	As required	<ul style="list-style-type: none"> Prince of Wales Hospital Randwick Health and Education Precinct Partners Randwick Health Campus Randwick City Council

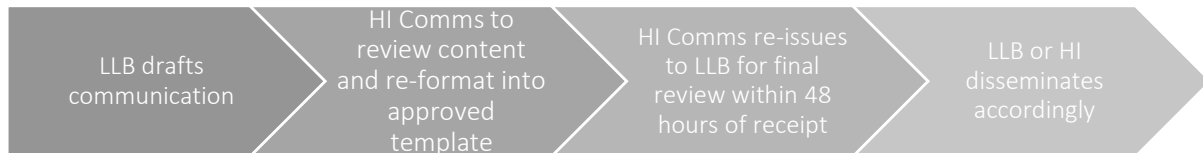
Construction Communications Plan

	skills. Often personal invite for individual or group. Requires PPE preparation and organisation with site team.		<ul style="list-style-type: none"> Government Agencies and Departments Statutory Authorities
Subcontractor Induction	Educate staff and workers about the correct protocols and procedures when dealing with stakeholders.	Prior to commencing works onsite	<ul style="list-style-type: none"> Onsite contractors and staff
Project Updates	To provide an update on the project's overall progress, key achievements and next stages. Updates to be distributed via email, phone or in person	Monthly As Required	<ul style="list-style-type: none"> To be disseminated via RCR project team
Virtual Superintendent	<p>A digital platform used to assist in the management of materials through the strategic routing of construction traffic, minimising disturbance to surrounding intersections and traffic flows.</p> <p>Efficient traffic flows will support Major Events within the surrounding Randwick community during construction periods.</p>	As required	<ul style="list-style-type: none"> RCR project team

3. Communication and Engagement Protocols

Communications Collateral

All communications collateral will be approved by the RCR communications team. The following approval process will be implemented and followed:



Response Times

In line with HI guidelines, Lendlease will target the following response times for any external stakeholder feedback received (excluding media) in which we are tasked to manage.

ACTIVITY	RESPONSE TIMEFRAME
Email enquiry acknowledgment	1 business day
Email / onsite enquiry response	5 business days
Site phone line	30 minutes
Website contact form	3 business days

Media

Lendlease will follow and comply with HI's Media Approvals Processes at all times.

Lendlease contractors, project managers and their staff at work sites must not comment to the media on any issues, under any circumstances. All media requests or enquiries, including journalists approaching staff on work sites or filming nearby, should be referred to the HI Project Director, who will in turn alert the Health Infrastructure Communications team.

Stakeholder contact and complaints

During the course of works there will be times when Lendlease, and its contractors, come into contact with stakeholders. Stakeholder contact is any communication with an external stakeholder or community member that results in a transfer of, or request for information. A contact may be a complaint, an enquiry, a comment or a compliment.

Lendlease will document all stakeholder related feedback (excluding media) received in a professional and timely manner. All feedback received directly via a Lendlease Project Team member or onsite contractor will be captured within the Lendlease Stakeholder Management Customer Relationship Management System. This system will allow for a transparent and concise approach to reporting on stakeholder related feedback.

The work area has a high level of public interface, so should a contractor be approached onsite and questioned on project specifics, they will be instructed to direct all public enquiries to the Community Contact number. They will be inducted not to provide a response.

A proposed overview of this process has been outlined in the flow chart below:



The following stakeholder contact categorisation matrix will be used to guide the approach to stakeholder contact.

Classification	Description	Action
High Issue cannot be resolved by the project team.	<ul style="list-style-type: none"> Involves media attention/coverage Involves political and/or government agencies Relates to safety or security incident. 	<ul style="list-style-type: none"> Immediate report to the HI Communications Director No comment to be provided
Medium Issue cannot be immediately resolved	<ul style="list-style-type: none"> Involves an individual or group expressing negative sentiments towards the project with risk of further action. The stakeholder raising the issue is not satisfied with the response provided. 	<ul style="list-style-type: none"> Lendlease Stakeholder Manager engages the broader project team to investigate further, determine a suitable outcome and respond appropriately Issue is reported on following reporting protocols
Low Issue can be responded to immediately.	<ul style="list-style-type: none"> Involve an individual or group expressing negative sentiments towards the project Involves an individual or group expressing concern for project impacts and outcomes There is no threat of further action. 	<ul style="list-style-type: none"> Lendlease Stakeholder Manager provides the appropriate response and notifies the broader project team as required Records of low-level issues to be tracked and reported on following reporting protocols

Incident Management

The HI Incident and Communications and Stakeholder Management Plan has been developed for the purposes of providing an incident-specific, proactive framework for the management of incidents and issues with the potential to arise in the construction of major capital works.

Lendlease will comply with the Incident Management Framework as outlined within the HI Incident Stakeholder Management Plan. All incidents will be managed by the HI RCR communications team.

4. Key Messages

Key messages form part of the core information provided to stakeholders to remember and respond to. Their inclusion within project communications and accurate reporting in external publications will be important to ensuring consistency and transparency in the delivery of all communications.

Proposed key messages for key project phases are outlined below.

Planning

- To get the planning right from the outset we have developed a robust collaborative planning framework to ensure the priorities and needs of the Randwick Health and Education Precinct now and into the future are thoroughly considered;
- We will engage with staff, patients, consumers and the community at various times throughout planning for the project;

Detailed Planning

- The primary aim of the design development process will be to take the AHFG standard rooms and overlay any agreed site specific clinical practices to ensure a contemporary clinical design reflective of the new models of care.

Site Establishment

- Demolition and site clearance activities are important first steps in the Randwick Campus Redevelopment and will prepare the site for commencement of main construction works.
- Demolition and site clearance work is expected to begin in October 2018 and be complete in early 2019.
- Monitoring noise, dust and vibration during demolition is necessary to maintain the health and wellbeing of people working and living within or adjacent to the Randwick Campus Redevelopment site. A range of mitigation measures will be applied to appropriately manage the creation, and impact, of noise, dust and vibration.
- Careful and considered planning of truck movement and construction related road usage has occurred in ongoing consultation with Randwick City Council and relevant road and transport authorities.
- Trucks and trailers are required to facilitate site demolition and clearance activities. Trucks will use pre-planned routes to access and leave both the site and local area.
- To assist with the management of heavy vehicle access into the Randwick Campus Redevelopment site, a truck marshalling area will be located along Bunnerong Road at Rowland Park. The truck marshalling area acts as a key component to improving the efficiency and consistency of vehicle movements throughout the Randwick campus precinct.
- Maintaining uninterrupted hospital and Emergency Department access is a priority for the Randwick Campus Redevelopment project team.
- Lendlease has taken a lead role in facilitating coordinated, and concurrent, activities with other construction projects underway within the Randwick community.
- Lendlease will ensure all site workers understand and comply with their obligations when working on the Randwick Campus Redevelopment site.
- Site workers will undertake induction training to make sure they are aware and considerate of their presence within the local community and a hospital environment.
- With the exception of trucks moving in and out of site, machinery and equipment will be used and housed behind site hoarding.
- The site perimeter will be secured with no unauthorised access permitted. Construction worker access to the site will be controlled through a secure gate system.
- A hoarding wall will be installed around the site perimeter. Hoarding is a temporary protective structure designed and installed to allow safe pedestrian, bicycle and vehicle movement around the site vicinity.

Construction

- All construction staff will respect residents, the local community and the important work being undertaken across the Hospitals' Campus.
- During the construction phase Lendlease will continue to engage with residents, the wider community and associated stakeholders to ensure that an open, honest, clear and consistent message is delivered.
- During the Randwick Campus Redevelopment two tower cranes will be erected, one to the North of the new Acute Services Building and one to the south.
- Tower cranes will provide the most efficient means for lifting heavy loads to any required location over the extent of the site.
- The southern crane closest to Magill Street will 'weathervane' (move in wind) when not in operation. Materials will only be lifted within the construction boundary.
- Intermittent temporary road closures, managed under traffic control, may be required during construction. Affected stakeholders will be consulted in planning for these temporary arrangements.
- Lendlease will ensure the supply chain is responsible for maintaining a clean, clear and safe working environment.
- Construction workers will be actively encouraged to use public transport to commute to and from the Randwick Campus Redevelopment site.
- Lendlease will ensure all site workers understand and comply with their obligations when working on the Randwick Campus Redevelopment site.
- Site workers will be made aware that littering, idling vehicles, loud or offensive language will not be tolerated.
- Regular CIG (Construction Interface Meetings) will be established and held to ensure that any interface to the hospital or affected stakeholders is done in a controlled and timely manner.

Completion and Commissioning

- A CHOTO (Commissioning Handover Takeover) process will be established that brings in all the affected stakeholders to ensure that the commissioning and handover process is done in a fashion that has the end user in mind.
- Regular meetings will be facilitated by Lendlease to ensure visibility is given to areas that will be targeted for completion in a staged and managed way.

5. Issues Analysis

Due to the high-profile nature of the RCR Project, its location within a prominent precinct in Sydney's east, and the vast number of stakeholders involved, it is important to identify potential issues that could arise throughout any phase of the project and proactively develop and implement mitigation strategies wherever possible. The following table outlines our high-level understanding of the key issues that are associated with the Stage One works Lendlease has been engaged to manage as part of the RCR project.

	THEME	DETAILS	MITIGATION STRATEGIES
DETAILED PLANNING	Project User Group requests have not been accommodated.	During the SD and DD Project User Groups (PUG) meetings the users request haven't been actioned or addressed.	<ul style="list-style-type: none"> To hold open, engaging and collaborative design working group sessions and outline the parameters so the users (staff, patients, families, community) understand where, and why, changes can and cannot be accommodated with the design, budget and over achieving buildability.
CONSTRUCTION	Operational capacity of the Randwick Hospital Campus	Disruption to essential services and/or infrastructure disruption.	<ul style="list-style-type: none"> Develop a detailed services disruption process that is approved and communicated to all relevant parties prior to works commencing All services disruptions are planned, approved, carefully coordinated, and communicated in a timely manner Disruption Works Notices are disseminated in a timely fashion to ensure works are planned in a considerate and timely manner.
		Vibration, noisy works and/or dust arising from site.	<ul style="list-style-type: none"> Disruptive Works Notices are disseminated in a timely fashion to ensure works are planned in a considerate and timely manner Noise, dust and vibration control measures are to be implemented inside and outside the Hospitals and Community Health Centres.
		Obstruction to hospital parking areas.	<ul style="list-style-type: none"> No obstruction or parking of plant and/or equipment within dedicated hospital parking zones or access ways Lendlease will work with Randwick Racecourse to investigate a "Park and Ride" option from the racecourse up to the site All onsite contractors to be advised of no parking areas within signage to be displayed in and around site office.

	Site Interface	Avoid or minimise any construction impacts (such as noise, dust, mud) to owners or surrounding building occupants.	<ul style="list-style-type: none"> • Employ reasonable methods of noise and dust suppression on all compressors, jack-hammers, and other high-noise impact machinery • Disruption Works Notices are disseminated in a timely fashion to ensure works are planned in a considerate and timely manner • Regularly clean public roads which the site sits on as required or when conditions call for it and/or at the request of local authorities.
		Security of Site.	<ul style="list-style-type: none"> • Employ proper and adequate precautions to prevent unauthorised access to the site.
	Project Communications	Impacted/interested stakeholders are communicated with in a timely and accurate manner	<ul style="list-style-type: none"> • Disruptive Works Notices are disseminated in a timely fashion to ensure works are planned in a considerate and timely manner • Project hoarding to link to a project information website which provides details on upcoming activities and project progress.
		Coordination impacts from adjacent construction sites	<ul style="list-style-type: none"> • Facilitate a monthly Precinct Construction Coordination Group with representatives of contractors from the adjacent building sites • Ensure there is clear delineation and timed communication between projects to minimise construction fatigue and accuracy of information.
	Transportation and Movement	Changes to pedestrian and/or vehicular access to Randwick campus and/or adjacent neighbouring properties	<ul style="list-style-type: none"> • Any changes are carefully planned in coordination with the RCR project team (and local authorities if required), and then clearly communicated via onsite signage, letterbox drops, and the Disruptive Works Notice.
		Wayfinding difficulties, hoardings change appearance of place	<ul style="list-style-type: none"> • Hoarding to display temporary signage and wayfinding.
COMPLETION & COMMISSIOING	The end product doesn't meet the users' expectations	During the construction phase of the project Lendlease will hold meetings with a wide variety of the users to ensure the end product that is being constructed achieves the project outcome and clinical health benefits.	<ul style="list-style-type: none"> • To hold open, engaging and collaborative sessions where users can comment on the current delivered product to ensure they are happy with the overall product. • Samples and mock ups to be provided for sign off by users, associated stakeholders, the SESLHD, PwC and HI.

6. Monitoring and reporting

Lendlease promotes a culture of continuous improvement, constantly striving for better outcomes for the project, our reputation, the community and our stakeholders. Throughout the project we encourage feedback from the community and other key stakeholders as to how our engagement can be improved upon.

As part of our commitment to work in partnership with all stakeholders and in accordance with the project requirements, we will ensure all stakeholder presentations and meetings, will be programmed accordingly into Lendlease's program and key members of Lendlease's project team will be in attendance.

Each occurrence of community contact will be reported on detailing nature of contact, response provided and any follow up action taken. A monthly summary of stakeholder engagement and community contact will be provided to the RCR communications team.

The implementation of a detailed reporting protocol allows timely review and forward planning of activities, issues and outcomes. Purpose of Lendlease's proposed stakeholder reporting is to support HI in the measuring and monitoring of their stakeholder engagement strategy.

CHANNEL	OBJECTIVE	DETAILS
PCG Report	To provide a summary of the stakeholder engagement and communication performance for inclusion in PCG report.	<ul style="list-style-type: none"> • Outline key engagement activities for the period • Highlight key stakeholder issues and strategies implemented to address them • Provide visual updates on status of project (i.e. progress photos) • Report on response rates
Communications Interface Group (CIG)	To provide a summary to the CIG on activities in which Lendlease has led or been actively involved in.	<ul style="list-style-type: none"> • Summary of feedback received by sentiment (positive / negative / neutral) • For events in which Lendlease is involved in, records of attendance are taken and entered into system
Communications Working Group (CWG)	To provide a summary of stakeholder engagement activities and issues raised and addressed.	<ul style="list-style-type: none"> • Provide updates regarding key engagement activities for the period • Report on stakeholder contact as relevant to the CWG.

Appendix A - Stakeholder engagement key activities schedule

Activity	Communication Objective	Target Stakeholders	Channel & Collateral	Timeline	Responsible
Site Establishment					
Community Garden	<ul style="list-style-type: none"> • Opportunity for project team to engage with Hospitals' Campus • Engage local indigenous groups to create lasting project legacies that reflect cultural heritage of the area • Demonstrate commitment to contributing to local community • Respond to key urban design principles 	<ul style="list-style-type: none"> • POWH • Precinct partners • Health campus • Indigenous community • Local media 	<ul style="list-style-type: none"> • Community Garden flyer 	August 2018	<ul style="list-style-type: none"> • HI • SESLHD • Lendlease • PWC
Stakeholder briefings	<ul style="list-style-type: none"> • Provide updated information related to site establishment • Understand concerns and sensitivities related to site establishment and ongoing work • Communicate site management processes • Relationship maintenance • Reinforce benefits of the project 	<ul style="list-style-type: none"> • POWH • Precinct partners • Health campus • Indigenous community • Randwick City Council • Government Agencies and Departments (as relevant) • Statutory authorities (as relevant) • Local community – businesses 	<ul style="list-style-type: none"> • Briefing presentation • Flyers and fact sheets • RCR website updates 	Ongoing	<ul style="list-style-type: none"> • HI • SESLHD • Lendlease
Community updates	<ul style="list-style-type: none"> • Provide updated information related to site establishment • Understand concerns and sensitivities related to site establishment and ongoing work 	<ul style="list-style-type: none"> • Local community – residents and businesses 	<ul style="list-style-type: none"> • Letterbox drops • Flyers and fact sheets • RCR website updates 	Ongoing	<ul style="list-style-type: none"> • HI • Lendlease

Construction Communications Plan

	<ul style="list-style-type: none"> Communicate site management processes Relationship maintenance Reinforce benefits of the project 				
Site neighbour updates	<ul style="list-style-type: none"> Provide updated information related to site establishment and upcoming construction activities Understand concerns and sensitivities related to site establishment and ongoing work Maintain direct and personalised relationships with immediate site neighbours Reinforce benefits of the project 	<ul style="list-style-type: none"> Immediate site neighbours 	<ul style="list-style-type: none"> Doorknocks Flyers and fact sheets RCR website updates 	Ongoing	<ul style="list-style-type: none"> HI Lendlease
Community notices	<ul style="list-style-type: none"> Provide notice of planned works to affected stakeholders 	<ul style="list-style-type: none"> Affected stakeholders 	<ul style="list-style-type: none"> Community notices 	Ongoing	<ul style="list-style-type: none"> Lendlease Approval
Contractor inductions	<ul style="list-style-type: none"> Contractors understand their obligations working on the RCR project, within a live hospital environment and the Randwick community 	<ul style="list-style-type: none"> Site contractors 	<ul style="list-style-type: none"> Mandatory site inductions 	Ongoing	<ul style="list-style-type: none"> Lendlease
Construction Interface Group (CIG) Meetings	<ul style="list-style-type: none"> Ensure that any interface to the hospital or affected stakeholders is done in a controlled and organised fashion 	<ul style="list-style-type: none"> RCR project teams 	<ul style="list-style-type: none"> DWNs Meetings 	Weekly	<ul style="list-style-type: none"> HI Lendlease SHSLHD PWC
Flyers and fact sheets	<ul style="list-style-type: none"> Provide activity specific information Provide project updates Ensure availability of information Provide project contact details and lines of communication. 	<ul style="list-style-type: none"> Affected stakeholders 	<ul style="list-style-type: none"> For use in supporting stakeholder briefings and door knocks For use by stakeholders to disseminate to their own communities 	Ongoing	<ul style="list-style-type: none"> Lendlease HI

Construction Communications Plan

			<ul style="list-style-type: none"> RCR website 		
Lendlease Community Day	<ul style="list-style-type: none"> Create lasting and meaningful contributions to the local community Demonstrate commitment to the success, vitality and sustainability of the local community and its members 	<ul style="list-style-type: none"> Randwick community 	<ul style="list-style-type: none"> Community day event 	October 2018	<ul style="list-style-type: none"> Lendlease
Indigenous Engagement	<ul style="list-style-type: none"> Work collaboratively with local Indigenous communities and actively support projects of cultural significance Generate project awareness and support amongst the local Indigenous community Demonstrate recognition, and commitment to, the cultural heritage of the local precinct area 	<ul style="list-style-type: none"> Local Indigenous community 	<ul style="list-style-type: none"> Community day On-site event Stakeholder briefings 	Ongoing	<ul style="list-style-type: none"> Lendlease
Construction (Subject to main contract award)					
Name the crane	<ul style="list-style-type: none"> Build project awareness and support Offer access, information and/or photo opportunities to local media. 	<ul style="list-style-type: none"> Local community – schools 	<ul style="list-style-type: none"> School events Name the crane collateral 	Early 2019	<ul style="list-style-type: none"> Lendlease
Women in construction	<ul style="list-style-type: none"> Connect with local schools and university students to promote career opportunities provided by construction related projects Generate positive project awareness within the local community Showcase female talent working on the RCR project who act as positive project ambassadors 	<ul style="list-style-type: none"> Local Community – Schools and Universities 	<ul style="list-style-type: none"> On site event In school event 	Mid – late 2019	<ul style="list-style-type: none"> Lendlease

Construction Communications Plan

School presentations and visits	<ul style="list-style-type: none"> • Generate positive project awareness amongst school aged children and their families • Provide construction related facts and information that encourage school aged children to discuss their learnings and project understanding as the project progresses • Provide schools and their communities with project updates and deeper understanding of the project and its benefits. 	<ul style="list-style-type: none"> • Local Community and Businesses – Schools 	<ul style="list-style-type: none"> • School events • Name the crane collateral • Project collateral 	Early - Mid 2019	<ul style="list-style-type: none"> • Lendlease
Lendlease Community Day (2019)	<ul style="list-style-type: none"> • Create lasting and meaningful contributions to the local community • Demonstrate commitment to the success, vitality and sustainability of the local community and its members 	<ul style="list-style-type: none"> • Randwick community 	<ul style="list-style-type: none"> • Community day event 	October 2018	<ul style="list-style-type: none"> • Lendlease
Community updates	<ul style="list-style-type: none"> • Provide updated information related to construction activity • Understand concerns and sensitivities related to site establishment and ongoing work • Communicate site management processes • Relationship maintenance • Reinforce benefits of the project 	<ul style="list-style-type: none"> • Local community – residents and businesses 	<ul style="list-style-type: none"> • Letterbox drops • Flyers and fact sheets • RCR website updates • 	Ongoing	<ul style="list-style-type: none"> • HI • Lendlease
Site neighbour updates	<ul style="list-style-type: none"> • Provide updated information related to construction activities • Understand concerns and sensitivities related to site establishment and ongoing work 	<ul style="list-style-type: none"> • Immediate site neighbours 	<ul style="list-style-type: none"> • Doorknocks • Flyers and fact sheets • RCR website updates 	Ongoing	<ul style="list-style-type: none"> • HI • Lendlease

	<ul style="list-style-type: none"> • Maintain direct and personalised relationships with immediate site neighbours • Reinforce benefits of the project 				
Community information sessions	<ul style="list-style-type: none"> • Provide updated information related to construction activities 	<ul style="list-style-type: none"> • Local community – residents and businesses 	<ul style="list-style-type: none"> • Community information sessions 	Key milestones	<ul style="list-style-type: none"> • HI • Lendlease
Stakeholder briefings	<ul style="list-style-type: none"> • Maintain an understanding of the needs and sensitivities of individual stakeholders and groups to provide tailored and relevant information • Build project awareness and support • Anticipate and manage potential issues to prevent escalation through proactive engagement • Mitigate reputation risk. 	<ul style="list-style-type: none"> • POWH • Precinct partners • Health campus • Indigenous community • Randwick City Council • Government Agencies and Departments (as relevant) • Statutory authorities (as relevant) • Local community – businesses 	<ul style="list-style-type: none"> • 	Ongoing	<ul style="list-style-type: none"> • HI • Lendlease