



New Grafton Correctional Centre (NGCC)

Communication & Community Relations Plan

JHG-NGCC-PLN-CCSEP-013

Rev	Date	Prepared by	Reviewed by	Approved by	Remarks
0	23 March 2017	T Jones	C Reynolds		Preferred proponent draft edition
1	22 May 2017	T Jones	A Rodwell		For approval
2	7 June 2017	T Jones	A Rodwell	David Magick	For INSW approval
3	25 July 2017	T Jones	A Rodwell	David Magick	Issued for Construction (Incorporate INSW comments, Project Co comments and add section for Compliance Matrix
4	22 December 2017	T Jones	A Rodwell		Community Consultation Strategy V1 for Stage 2 Consent Condition B41/B42

COMPLIANCE MATRIX

The following compliance matrix demonstrates the alignment of this John Holland Management Plan fulfilling the requirements under the NGCC D&C Subcontract Schedule 11 (Delivery Phase Plans & Reports) with Northern Pathways Pty Ltd (Project Co). This mirrors the Project Co requirements to the State under Schedule 11 of the Project Deed

REQUIREMENTS	REFERENCE IN THE DOCUMENT
2.9 Communications and Community Relations Plan	
a) The D&C Subcontractor must, until the Date of Technical Completion, prepare a comprehensive Communications and Community Relations Plan to detail all proposed communication activity during the Delivery Phase of the Project and set out the strategy for implementation. The Communications and Community Relations Plan must:	
i) describe the strategic approach and guiding principles that underpin the plan to maximise the success of the D&C Activities and Operator Activities;	2 – Principles and Approach
ii) explain the scope including what communication activities are covered in the plan and what is excluded;	6.2 - Communication Activities and Tools
iii) articulate the communications objectives;	2.3 Communication Objectives
iv) list the stakeholder groups, both internal and external;	4 – Stakeholder Analysis
v) list the overall key messages relevant to all stakeholder groups as well as additional messages that are relevant to specific groups;	3 – Key Messages
vi) identify the issues involved with the management of each stakeholder, highlighting critical issues that may arise and the proposed approaches to managing these issues during the Delivery Phase;	5 - Risks and Mitigation Strategies
vii) contain strategies for enhancing stakeholder relationships and engagement with the local council;	6.3 Community Programs and Engagement Activities
	6.4 Community Programs and Engagement Activities
viii) contain a process for the D&C Subcontractor's involvement with the Community Reference Group and how it intends to facilitate communication and foster good relations with the local community;	6.5 Community Consultation Committee
ix) contain a process for identifying and managing key communication risks / issues including:	5 - Risks and Mitigation Strategies
A. a process for identifying and responding to potential issues and risks;	5.2 Identifying and Responding to Issues and Risks
	8 Construction Complaints Management System
B. an approach for dealing with unplanned events; and	5.3 Dealing with Unplanned Events
C. a process for providing timely advice to Project Co in relation to issues and risks;	5 - Risks and Mitigation Strategies
	Appendix 2 – Customer Contact Flowchart
	Appendix 3 – NGCC Comms Protocol
x) list the range of communication activities and tools that will be developed to communicate and engage with stakeholders;	6.2 Communication Activities and Tools
xi) provide an overview of the community programs and engagement activities for the different stages of the project addressing any site based initiatives and community building initiatives such as apprenticeships, training, capacity building and sponsorship;	6.4 Community Programs and Engagement Activities
	10 Community Sponsorship or Partnership
xii) contain a strategy for media engagement including:	9 Media Management
A. proposed proactive media activity;	9.1 Proactive Media Activity

REQUIREMENTS	REFERENCE IN THE DOCUMENT
B. proposed media spokespeople where appropriate; and	9.2 Media Spokesperson
C. proposed approach for responding to unplanned issues and enquiries, including a protocol for appropriate liaison with Project Co and the State;	8.9 Responding to Unplanned Issues and Enquiries
xiii) describe the D&C Subcontractor's resourcing and integration approach, including what level of resourcing is proposed for implementing communication activities (including attendance at Community Reference Group meetings) and team roles and responsibilities;	7 Roles and Responsibilities
xiv) set out approval workflows for all types of communications materials including media;	6.1.2 Approval Workflow for Communication Material
xv) address the D&C Subcontractor's proposed community and communications activities (if any) as provided by Project Co (from time to time); and	6 Communications and Engagement Activities
xvi) contain a methodology for evaluating the success of any communication activities undertaken and the proposed reporting mechanisms such as regular reports to Project Co and key members of the Project team.	11.1 Reporting Mechanisms and Evaluation

COMPLIANCE MATRIX

The matrix below indicates where the Communications and Community Relations plan satisfies Stage 2 Development Consent Conditions B41 and B42 Community Communication Strategy for SSD 8368.

REQUIREMENTS	REFERENCE IN THE DOCUMENT
<p>Community Communication Strategy</p> <p>A community Communication Strategy 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 construction of the development and for the duration of the development.</p> <p>The community communication strategy must:</p>	
A. identify people to be consulted during the construction phases;	4 – Stakeholder Analysis
B. set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the development;	6 – Communications and Engagement Activities
C. provide for the formation of community-based forums, if required, that focus on key environmental management issues for the development;	6.5 – Community Consultative Committee
D. set out procedures and mechanisms:	
i) through which the community can discuss or provide feedback to the applicant;	6.2 – Communication Activities And Tools 6.5 – Community Consultative Committee 8 – Project Complaints Management System
ii) through which the applicant will respond to enquiries or feedback from the community; and	6.2 – Communication Activities And Tools 8 – Project Complaints Management System
iii) 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.	8 – Development Phase Complaints Management System

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1 Project Background

This Communications & Community Relations Plan (CCRP) has been prepared to support the design and construction of the New Grafton Correctional Centre (NGCC). This plan is based on the requirements set out in the NGCC project contract documents, specifically the Project Deed and the D&C Subcontract. The purpose of the CCRP is to provide guidance and direction in a suitable framework to facilitate the successful implementation of communications and community relations activities for the delivery phase of the NGCC project.

The CCRP will be implemented for the duration of the delivery phase of the project. This document outlines the communications and stakeholder engagement principles, strategies for enhancing stakeholder relationships, approach and objectives, roles and responsibilities, key issues and messages, communications and engagement activities and tools, milestones, special events, stakeholder analysis, identified risks and mitigation strategies, enquiries, issues and complaints management, community sponsorship and partnerships, and monitoring and evaluation.

1.1 Project location

The project is located in Lavadia NSW approximately 13km South East of the Grafton town centre, as shown in Figure 1.

The project site is located at 313 Avenue Road Lavadia NSW which is a semi-rural area adjacent to mostly farming land, with residences occupied by neighbouring property owners.

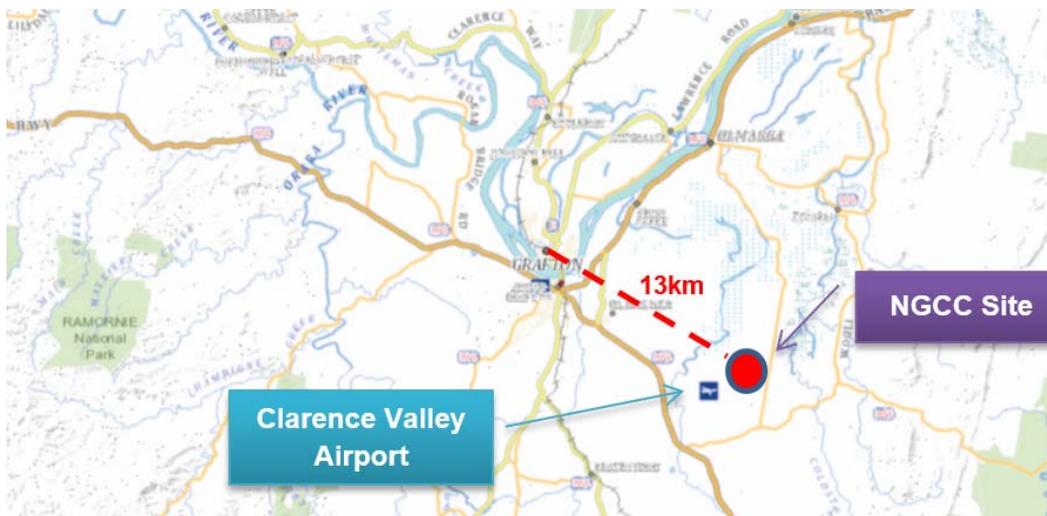


Figure 1: Project location

1.2 Scope of Work

The project scope of work, as shown in Figure 2, includes:

- Design and construction of the NGCC facility which will house both male and female inmates in the following cohorts;
 - 1,000 bed male maximum facility.
 - 300 bed female maximum facility.
 - 400 bed male minimum facility.
- Design and construction of sewerage treatment plant to service the facility.

The works also include the construction of major structures, utility connections, earthworks, drainage, pavement, security fencing, concrete paving, service reticulation and commissioning, and landscaping.

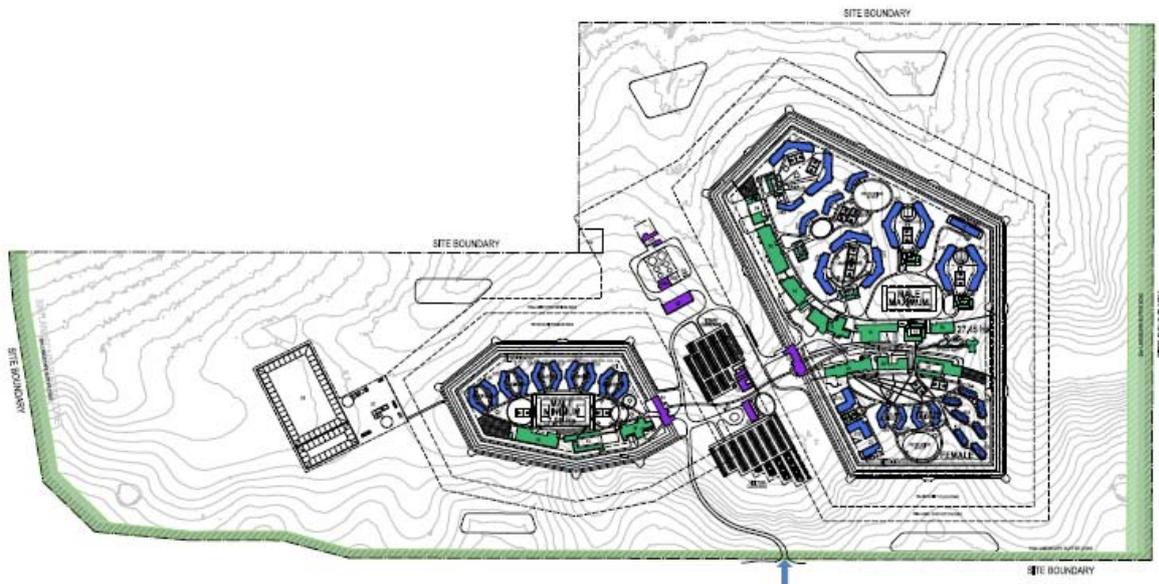


Figure 2: Proposed scope of work

2 Principles and Approach

2.1 Principles

John Holland views the NGCC project as a positive development for stakeholders and the wider community. We are committed to respecting, valuing and engaging positively with the community and all stakeholders. Our communication and engagement principles as listed below underpin the delivery of all communication and engagement activities during the Delivery Phase of the project. Although these principles are guided by the design and construction communications team, their importance is understood by all NorthernPathways Consortium' members.

Table 1: Guiding principles

PRINCIPLE	DESCRIPTION
Integrity	<ul style="list-style-type: none"> • Conducting ourselves professionally in all that we do • Doing what we say we will do
Accessible	<ul style="list-style-type: none"> • Ensuring every effort is made to resolve issues to the satisfaction of all involved • Being open, accessible and inclusive to the community and stakeholders, with respect to scope and purpose
Responsive	<ul style="list-style-type: none"> • Listening to what the community and stakeholders have to say and responding to all contacts in a timely manner • Stakeholders are able to reach information or key personnel easily, and receive information in a timely way
Proactive	<ul style="list-style-type: none"> • Being sensitive to the needs of others and making every effort to carry out works with minimal impact on the community and stakeholders • Identifying and addressing key risks, impacts and opportunities • Ensuring there are no surprises for stakeholders and the community
Capacity	<ul style="list-style-type: none"> • Recognise and communicate the needs, interests and values of all parties including decision makers • Decision makers find the output useful and have sufficient confidence to act on the recommendations
Sustainable Decisions	<ul style="list-style-type: none"> • Appropriate and equitable opportunities for all to participate and provide feedback
Connected	<ul style="list-style-type: none"> • Opportunity for a diverse range of values and perspectives to be freely expressed and heard • Representative of the population and appreciative of respective roles and responsibilities

2.2 Approach

The development of this plan has been informed by the International Association for Public Participation (IAP2) spectrum. The spectrum provides guidance on the level of engagement that should be undertaken with stakeholders, dependent on public participation goals and stakeholder's role in the decision making process.

Figure 3: IAP2 Spectrum

		INCREASING IMPACT ON THE DECISION				
		INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL		To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
	PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on drafts and proposals.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will work together with you to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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The Communications and Community Relations Plan will provide our team with leadership and direction to ensure we achieve the State’s Project Objectives, particularly to drive strong economic and social community benefits. John Holland, as part of the NorthernPathways Consortium will bring a collaborative and proactive approach to engagement with the community and other key stakeholders. Positive communications and stakeholder engagement in the Delivery Phase of the project, will lay the foundation for a strong working relationships with stakeholders during operation of the facility. A dedicated Communications and Stakeholder Manager will be appointed for the duration of the design and construction of the facility. Together with the wider Project Co team, the Communications and Stakeholder Manager will remain focused on the needs and desires of all stakeholders, regardless of the scale of their involvement during design and construction.

2.3 Communication Objectives

Our communication objectives for the Project are to:

- Respond to concerns and questions in a timely way
- Build people’s understanding of the project
- Develop confidence in the process and value engagement
- Address any barriers encountered within the local community
- Establishing and maintaining effective and open communication with the community and stakeholder groups, ensuring they remain fully informed for project duration.
- Early and ongoing engagement with the community and key stakeholders for the duration of construction, including early notification regarding any changes that may affect the community.
- Targeted communications to inform the public of the safety measures of the Correctional Centre and address concerns regarding impact to public security and safety in the region.
- Regular forums hosted with local community groups and Aboriginal land owners regarding work scope, opportunities for input into design, employment and procurement, and areas of concern.
- Opportunities for the early introduction of the Operator to the community, including attraction of future staff and engagement with community partners.
- Targeted training delivered in partnership with Aboriginal service providers, e.g. North Coast TAFE’s Aboriginal Learning Circle, to upskill Aboriginal people and provide learning opportunities.
- A proactive community relations strategy to inform the public of the Project’s social and economic benefits, including local employment and supply opportunities for local businesses.
- Supplier endorsement, via a Project website established during the RFP stage, to foster supply opportunities and allow suppliers to register expressions of interest (refer to www.northernpathways.com.au).
- Establishment of a small–medium enterprise (SME) participation program to inform local and Australian SMEs of tenders and supply opportunities.
- Providing timely and informative communications material that clearly explains the project works, and ensuring that all stakeholders have easy access to project and construction information.

3 Key Messages

The following key messages have been developed for the project and will be updated by John Holland, and approved by the State for the duration of development phase activities.

PROJECT OVERVIEW AND BENEFITS

- The new Grafton Correctional Centre will accommodate 1,700 inmates and will be the primary correctional facility for all correctional operations between the Queensland border in the north, Kempsey in the south-east and Tamworth in the south-west.
- The project will help address the critical shortage of correctional centre beds and facilities within NSW.
- It will be a safe and secure centre with state-of-the-art security and surveillance and will focus on rehabilitation to help reduce the rate of reoffending.
- The project is being delivered as a public-private partnership with the Northern Pathways Consortium who will be responsible for the design, construction, operation and maintenance of the facility. The NSW Government will retain ownership of the facility. This model is designed to deliver best practice, high-quality, value-for-money correctional services and will be humane and ethically managed.
- The NGCC will significantly boost the number of jobs and economic opportunities in the Grafton, Clarence Valley and Northern Rivers region. It will create up to 1,100 construction jobs and 600 operational jobs and is expected to inject around \$560 million into the local economy over the next 20 years
- There will be long-term, local economic opportunities through the procurement of a range of goods and services
- The project is committed to providing opportunities to local Indigenous people through the project's Aboriginal Participation Plan which focuses on providing opportunities and upskilling.
- The NGCC Site was chosen after a rigorous selection process and is zoned for use as a Correctional Centre. The Site is easily accessible to the Grafton town centre and presents minimal risks such as being prone to floods, bushfires or potentially containing Aboriginal or European heritage items or endangered species.
- The NGCC will be operated so that it links with the broader management strategies and operational needs of the CSNSW network.
- The landscape design will contribute to the positive physical image of the Correctional Centre, will provide a safe, secure and pleasant environment for all users, have hard landscaping that supports movement around the Site, will provide shade, shelter and a combination of paving, grassed and planted areas with landscape furniture, and enhance the physical and dynamic security of the facility.
- The design of the facilities will provide a safe and nurturing environment for inmates during their incarceration to aid in their successful transition back into society.
- The NSW Government is committed to improving standards in all NSW prisons. To achieve this Corrective Services NSW (CSNSW) has begun a major reform program, Better Prisons, to lift performance, reduce reoffending, accommodate more Inmates, operate more efficiently and provide a greater focus on rehabilitation without compromising safety and security.

NORTHERNPATHWAYS

NorthernPathways will be delivering the NGCC, but we see our role as being bigger than just the new facility. Our aim is to build communities and improve lives – maximising the opportunities for Grafton and regional NSW.

For this reason, we have brought together local and international leaders in the field:

- **Serco:** Leading operator of correctional facilities in Australia, New Zealand and the UK.
- **John Holland:** Working locally for over 60 years, a Tier 1 Australian builder and recognised leader in the corrections sector.
- **John Laing:** Unsurpassed global track record as independent investor and manager of PPP projects.
- **Macquarie:** Australia's recognised leader in infrastructure and PPP projects.

COMMUNITY CONSULTATION

- The State has been consulting with the community, stakeholders and businesses regarding the proposal since 2015.
- The purpose of this consultation has been to:
 - Involve key government agencies and stakeholders in the evaluation of options.
 - Seek community feedback.
 - Receive comments from those affected.
 - Seek community ideas to be considered in the concept design.
 - Advise directly affected stakeholders of the proposal and potential impacts.
 - Advise the community how they can obtain further information or communicate concerns, complaints or suggestions.
- Consultation has been carried out using a variety of means of communication to reach the widest possible audience.

- Northern Pathways will continue to keep the community informed about the project during construction.
- Consultation activities during construction will include, but not be limited to:
 - Webpage updates.
 - Letterbox drops.
 - Media releases.
 - Doorknocking.
 - Temporary variable message signs.
 - Community updates
 - Face to face meetings
- All written communications will be made easy to understand using plain English.

CONSTRUCTION

- The NGCC is a state significant development and will open in June 2020 after a 3 year construction period.
- The scope of work includes the design and construction of a 1700-bed facility with a mix of 1,000 male maximum security, 300 female maximum security, and 400 male minimum security inmates, urban design and landscaping.
- Early works will commence in July 2017 and will consist of demolition of structures within the Project footprint, construction of the Site compound, parking and stockpile sites, vegetation clearing, construction of fire access roads, earthworks and landscaping.
- Subject to stage two planning approval, construction is expected to commence in late 2017 and be completed in 2020.
- All works are to take place within EPA guideline hours and between the normal construction working hours of 7am to 6pm, Monday to Friday and from 8am to 1pm Saturday, excluding public holidays.
- The community will be notified in advance of any works that need to be undertaken outside standard construction hours.
- NorthernPathways will take all possible steps to minimise traffic impacts and will provide early notification regarding any changes to traffic conditions.
- Prior to construction commencing, a qualified heritage officer will be on-site to ensure that impacts on Aboriginal and European heritage items are minimised, and that works proceed in accordance with associated approval requirements.
- In order to construct the facility, a number of trees are to be removed. Prior to trees removal, a qualified arborist will be on-site to ensure this is undertaken safely, and a qualified animal protection officer will be on-site to relocate fauna to approved habitat areas.
- A Construction Air Quality and Dust Management Plan, and Construction Noise and Vibration Management Plan will be prepared in accordance with EPA guidelines and requirements.
- We will make every effort to minimise the impact of these essential works on the local community and the environment.
- Stakeholders will be notified a minimum of 5 days in advance of any construction activities that need to be undertaken out of normal construction hours, excluding emergency works
- Property condition surveys will be carried out before the start of work by a qualified contractor and a building condition report prepared for property owners.

COMMUNICATION

- Regular, timely and easy to understand information updates will be provided to the community and key stakeholders during the planning and delivery of the NGCC through newsletters, emails and letters.
- John Holland as part of the NorthernPathways Consortium will engage with the community and ensure stakeholders remain informed during all phases of the Project.
- Opportunities for input into the planning and delivery of the Project will be provided to the community and key stakeholders where possible.
- A dedicated project telephone number will be established for the duration.

TIMING

- Early works on the project to start in July 2017.
- Subject to stage two planning approvals, construction of the main works are expected to be granted in late 2017.
- The project is scheduled to be completed and operational in mid 2020.

SAFETY

- Under no circumstances shall a member of the public come to harm during construction.
- John Holland will provide a comprehensive plan including mechanisms to ensure the site is kept secure at all times and the public are made aware of the construction via signage and/or traffic controllers.

HERITAGE

- A Non-Aboriginal Heritage Management Plan has been prepared and included in the Construction Environment Management Plan (CEMP).
- An unexpected finds procedure is outlined in the Aboriginal Cultural Heritage Management Plan.

TRAFFIC MANAGEMENT

- There will be some temporary traffic changes to ensure safe access into the site which may result in local speed limits being reduced particularly along Avenue Road.
- All efforts will be made to minimise impact to stakeholders and the wider community for the duration of construction, with particular attention to affected landowners who may need to move stock along Avenue Road, especially in times where periodic flooding events may occur
- The community will be notified in advance of any changes in traffic conditions.

PEDESTRIANS AND CYCLISTS

- Pedestrian and cyclist access will be maintained throughout construction however it is unlikely the main arterial road accessing the project Avenue Road will be utilised by pedestrians or cyclists.
- A minimum of five days notification will be provided of any construction works that affect pedestrians and cyclists excluding emergency works. Notification will be provided through construction notifications, weekly updates and engagement with bicycle user groups including meetings where required.

PROPERTY ACCESS

- We will work closely with nearby residents and businesses to ensure that access to properties including driveways will be maintained throughout construction.
- Should any property access be affected, we will work closely with residents and businesses prior to any work starting to ensure disruption is minimised.

IMPACT ON ACCESS TO BUS STOPS

- No bus stops will be affected by the works. During site inspections no bus stops were identified along the site boundary.

NOISE AND VIBRATION

- Construction noise will be managed in accordance with the requirements stated in the Stage 2 Development Application conditions,
- The following construction noise and vibration control measures will be put in place to minimise the impacts of construction:
 - Limit hours which site activities are likely to create high levels of noise or vibration.
 - Establish effective channels of communication between John Holland and surrounding neighbours.
 - The Environmental Manager will be the appointed site representative responsible for noise related matters.
 - Monitor typical levels of noise and vibration during critical periods and at sensitive locations as necessary.
 - Keep site access roads even and well-formed so as to mitigate the potential for vibration from trucks.
 - Select plant and methods with low inherent potential for generation of vibration and ensure appropriate maintenance is undertaken.
 - Use additional measures such as screening and noise mats where appropriate to minimise noise dispersion.
- Property condition surveys will be carried out before the start of work by a qualified contractor and a building condition report prepared for property owners.
- Regular inspections of surrounding buildings will be carried out to monitor any dilapidation during excavation works. This mitigation strategy will be reassessed once excavation works are complete to determine if further monitoring is required.
- Plant and equipment shall be tested for vibration levels to ensure the risk of damage to property is minimised.

DUST

- An Air Quality Management Sub Plan has been prepared in accordance with EPA guidelines.
- All efforts will be made to minimise impact to stakeholders and the wider community for the duration of construction which includes:
 - Installing erosion and sedimentation controls.
 - Installing hardstands.
 - Using vehicle, plant and equipment washing facilities.
 - Using water carts to minimise dust
 - Minimising stockpiles and adequately covering stockpiles that are utilised
 - Erecting hoarding around sites.
 - Stabilising soil.

- Minimising the area and duration of soil disturbance and planning construction works to minimise the length of time soils are exposed.
- Maintaining vegetation/ground cover as long as possible prior to clearing and revegetating areas as soon as possible.
- Maintaining and operating plant and equipment in accordance with manufacturers' guidelines and standards.
- Dust monitoring will be undertaken as required.

AIR QUALITY

- John Holland will ensure:
 - All trucks entering or leaving the site have their loads covered.
 - All trucks leaving the site do not track dirt onto public roads.
 - Plant and equipment used shall be modern and kept in good condition to minimise emissions.
 - The entrances onto public roads are kept clean.

VEGETATION CLEARING AND TREE REMOVAL

- Where possible, existing trees will be retained.
- A qualified arborist will be on site to assess and remove trees as deemed necessary, in a safe manner.

PROTECTION OF FAUNA

- The safety and wellbeing of any animals that may reside within the project work area have been considered. A qualified animal protection officer will ensure any fauna within the work area is identified and safely and humanely relocated to approved habitat areas.

LANDSCAPING

- A detailed landscape strategy has been prepared for the project.
- Landscaping will be undertaken during the works in accordance with Stage 2 DA approval conditions.
- Vegetation retention will also be undertaken.

CONTAMINATED MATERIALS

- Where required, contaminated material will be disposed of at a licensed landfill in accordance with EPA guidelines.
- The project operates under a Construction Environmental Management Plan which addresses known risks along the alignment and provides protocols for ongoing risk assessment and any unexpected finds.

EROSION AND SEDIMENT CONTROL

- John Holland will ensure that the works are undertaken in accordance with the Construction Environmental Management Plan. This will include the following construction methodology that will be followed to minimise the risk of erosion and sediment leaving the site:
 - Install silt fencing.
 - Install detention ponds.
 - Install straw bale sediment traps where appropriate.
 - Install all other erosion and sediment controls as indicated on the site environmental plan and in accordance with the John Holland CEMP.
 - Rehabilitate areas immediately on completion of works.
 - Remove silt fence and straw bales only when disturbed areas have been fully stabilised.

PROJECT INFORMATION

- If you have any questions relating to the project please contact the project team on Ph 1800 449 848 email info@northernpathways.com.au or at www.northernpathways.com.au

4 Stakeholder Analysis

Stakeholder groups have different levels of interests and responsibilities, both within and between groups. To ensure the management of each group is effective, the stakeholder groups have been split into two categories based on interest, responsibility and the potential level of influence over the project as follows:

- Category 1 Primary stakeholders who are directly impacted or have a vested interest in the project.
- Category 2 Secondary stakeholders who are indirectly impacted by the Project and need to be kept informed of the Project.

The categories identified below are subject to change and reviewed regularly to ensure that emerging stakeholders are correctly identified. Stakeholder risks and mitigation strategies are identified in Section 5 of this document.

CATEGORY 1

In addition to the table below, local business, landowners holding Stock Movement Permits and Directly Affect Landowners and Neighbours (DLAN) as identified in according to the following diagram:

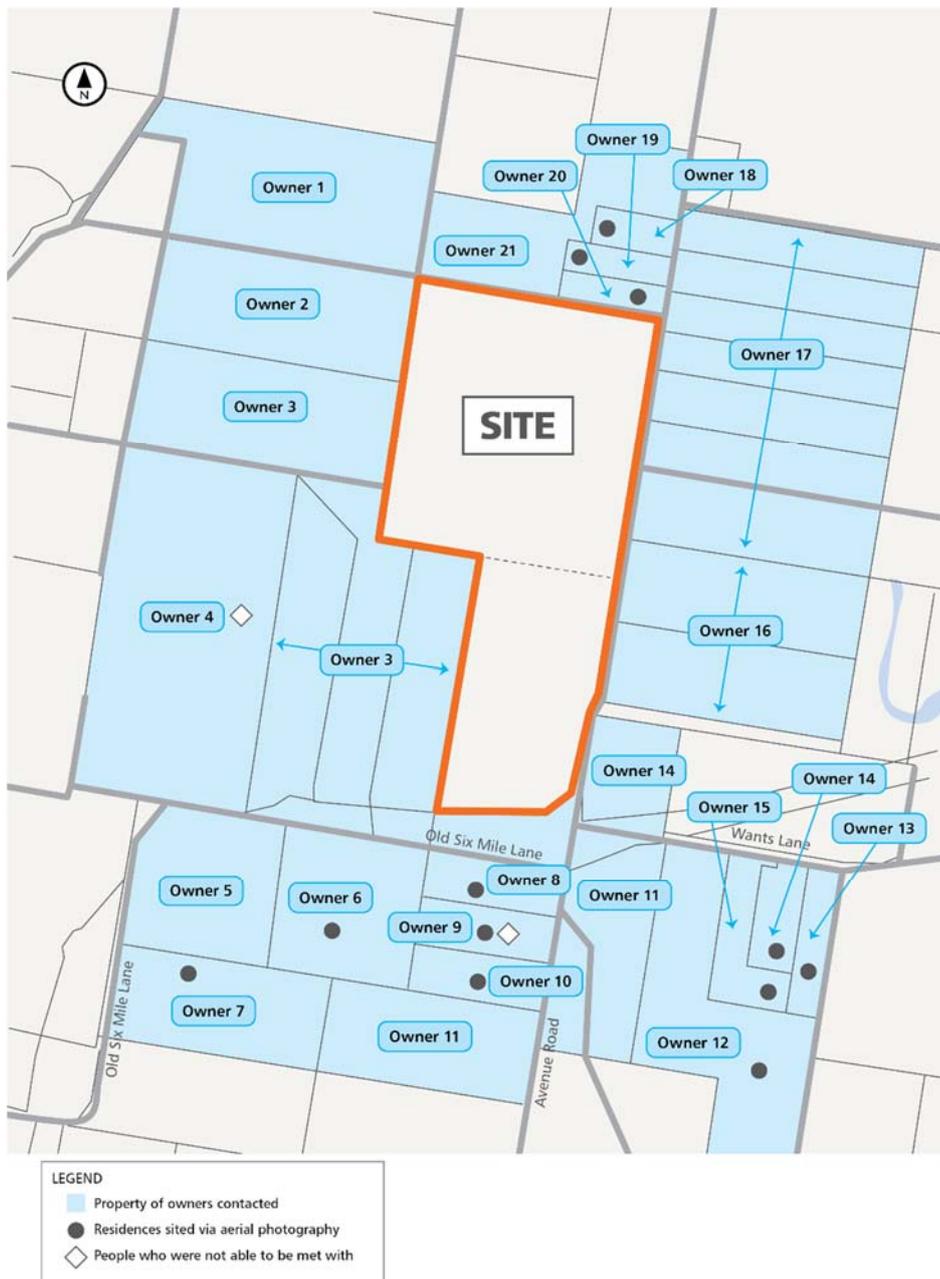


Figure 4: Directly Affected Landowners and Neighbours

Table 2: Category 1 Stakeholders

Name	Address	Telephone	Website/Email address
Federal Government			
Kevin Hogan – Federal Member for Page	1/83A Prince St Grafton, NSW, 2460	(02) 6643 3973	
State Government			
Christopher Gulaptis Member for Clarence (State)		(02) 6643 1244	
Troy Grant Minister for Justice and Police	18 Talbragar Street DUBBO NSW 2830	(02) 6882 3577	dubbo@parliament.nsw.gov.au http://www.troygrant.com.au
David Elliott Minister for Corrections	25-33 Old Northern Road BAULKHAM HILLS NSW 2153	(02) 9686 3110	baukhamhills@parliament.nsw.gov.au http://www.davidelliott.com.au
Environment Protection Agency	PO Box A290 Sydney South NSW 1232	131 555	info@environment.nsw.gov.au
Office of Environment and Heritage	59-61 Goulburn St Haymarket NSW 2000	9995 5000	www.environment.nsw.gov.au
Department of Planning and Environment	320 Pitt St Sydney NSW 2000	9228 6111	www.planning.nsw.gov.au
Infrastructure NSW	Level 16, 167 Macquarie Street Sydney	02	www.insw.com
Corrective Services NSW			
Local Government			
Clarence Valley Council Mayor: Jim Simmons A/ General Manager:	2 Prince Street, Grafton NSW	02 6643 0200	https://www.clarence.nsw.gov.au
Service Providers			
TBC			
Judicial			
Aboriginal Legal Service	18- 26 Victoria Street, Grafton, New South Wales 2460	02 6640 1400	http://www.alsnswact.org.au/
Tamworth Correctional Centre	Cnr Dean and Johnston Street, Tamworth NSW 2340	02 6764 5333	http://www.correctiveservices.justice.nsw.gov.au/Pages/CorrectiveServices/custod
Mid North Coast Correctional Centre	370 Aldavilla Road Aldavilla NSW 2440	02 6560 2700	http://www.correctiveservices.justice.nsw.gov.au/Pages/CorrectiveServices/custodial-corrections/table-of-correctional-centres/mid_north_coast.aspx
Glenn Innes Correctional Centre	Gwydir Highway, GLEN INNES NSW 2370	02 6730 0000	http://www.correctiveservices.justice.nsw.gov.au/Pages/CorrectiveServices/custodial-corrections/table-of-correctional-centres/correctional-centres.aspx
CSNSW Community Corrections	Corrective Services NSW Henry Deane Building 20 Lee Street SYDNEY NSW 2000	02 8346 1333	http://www.correctiveservices.justice.nsw.gov.au/
Lismore Local and District Court	9-11 Zadoc Street LISMORE NSW 2480	02 6623 3633	https://www.service.nsw.gov.au/nswgovdirectory/lismore-court-house/ local_court_lismore@agd.nsw.gov.au
Coffs Harbour Local and District Court	2 Beryl Street COFFS HARBOUR NSW 2450	1300 679 272	https://www.service.nsw.gov.au/nswgovdirectory/coffs-harbour-court-house/ local_court_coffs_harbour@agd.nsw.gov.au

Name	Address	Telephone	Website/Email address
Glen Innes Local Court	Grey St	02 6732 2666	https://www.service.nsw.gov.au/nswgovdirectory/glen-innes-court-house/ local_court_glen_innes@agd.nsw.gov.au
Tamworth Local and District Court	Cnr Marius and Fitzroy Streets	1300 679 272	https://www.service.nsw.gov.au/nswgovdirectory/tamworth-court-house
Kempsey Local Court	2 Sea Street, West Kempsey	02 6562 5095	https://www.service.nsw.gov.au/nswgovdirectory/kempsey-court-house
Interest Groups			
Grafton Ngerrie Aboriginal Land Council	50 Wharf Street, South Grafton NSW 2460	02 6642 6020	
Bundjalung Elders Group	for further information contact chairperson Bertha Kapeen p.o. box 528 Lismore 2480	https://bundjalungelderscouncil.wordpress.com/	
Grafton Chamber of Commerce and Industry	PO Box 502, Grafton, 2460	02 6695 2222	http://www.graftonchamberofcommerce.org.au/ / mailto:office@graftonchamberofcommerce.org.au
Public Service Association of NSW	160 Clarence St, Sydney NSW	1300 772 679	http://psa.asn.au/ /psa@psa.asn.au
Justice Action	Trades Hall - Lv 2, Suite 204, 4 Goulburn St Sydney NSW 2000 Australia	02 9283 0123	http://www.justiceaction.org.au/
The Victims of Crime Assistance League Inc NSW	PO Box 1310, Newcastle, NSW, 2300	02 4926 2711	http://vocal.org.au/
Enough is Enough	Shop 2/10-14 Boyle Street Sutherland 2232	02 9542 4029	http://www.enoughisenough.org.au/
New Horizons	Level 6, 31 Market Street, Sydney 2000	02 8263 5900	https://www.nhaustralia.com.au/ / info@nhaustralia.com.au
Shine for Kids	SHINE for Kids 128-130 O'Connell Street North Parramatta NSW 2151	02 9714 3000	http://shineforkids.org.au/ / inquiries@shineforkids.org.au
Social Futures	5 Clarence Street Grafton NSW 2460	02 6620 1800	http://socialfutures.org.au/ / contact@socialfutures.org.au
North Coast Community Housing	119 Pound Street PO Box 948 Grafton NSW 2460	02 6642 9100	http://www.nchc.org.au/
YMCA	88 Market Street, South Melbourne 3205 Victoria, AUSTRALIA	03 9699 7655	http://ymca.org.au/Pages/Home.aspx / admin@ymca.org.au
Community Restorative Centre (CRC)	174 Broadway, Chippendale, NSW 2008	02 9288 8700	https://www.crcnsw.org.au/ Email: info@crcnsw.org.au
Campbell Page	1 Museum Pl Batemans Bay NSW 2536	1300139920	http://campbellpage.com.au/ / hello@campbellpage.org.au
Emergency Services			
State Emergency Service	26 Induna Street, South Grafton New South Wales 2460	02 6641 6900	http://www.ses.nsw.gov.au/
Fire and Rescue	94 Prince Street, Grafton	02 6643 3491	http://www.fire.nsw.gov.au/
Rural Fire Services	4 Victoria Street, Grafton New South Wales 2460	02 6643 2512	http://www.rfs.nsw.gov.au/
Bushfire Management Committee (Council)			
NSW Ambulance	201A Prince Street, Grafton New South Wales 2460	13 12 33	http://www.ambulance.nsw.gov.au/
NSW Police - Local Area Command (Grafton)	5 Duke Street	02 6642 0222	http://www.police.nsw.gov.au
Environmental Groups			
Clarence Valley Environmental Centre	"The Emporium" 31 Skinner Street South Grafton NSW 2460 Australia	Ph/Fax: (02) 6643 1863	admin@cec.org.au

Name	Address	Telephone	Website/Email address
North Coast Environment Council		66645233	https://ncec.wordpress.com/ john.edwards.ncec@gmail.com
Clarence Valley Conservation Coalition	PO Box 1015 GRAFTON NSW 2460		clarencevcc@gmail.com http://clarencevalleycc.blogspot.com.au/
Schools and educational centres			
North Coast TAFE	7 Clarence Street GRAFTON NSW 2460	1300 628 233	http://www.northcoasttafe.edu.au/campuses/grafton.aspx nci.courseinfo@tafensw.edu.au
ACE Community College			https://acecolleges.edu.au/
Consortium Partners			
John Laing	Level 16 15 Castlereagh Street Sydney NSW 2000	(02) 8999 9104	http://www.laing.com/
Serco	Level 23 60 Margaret Street Sydney New South Wales 2000	(02) 9964 9733	http://www.serco-ap.com.au/
Macquarie	1 Shelley St, Sydney NSW 2000	(02) 8232 3889	http://www.macquarie.com/au/about/company/macquarie-capital/
Perumal Pedavoli	Level 2 458 Wattle Street Ultimo NSW 2007 Australia	(02) 9291 0000	http://www.pp-a.com.au/enquiries@pp-a.com.au
Woolacotts	Ground floor, Solitaire 12A Brown Street Chatswood NSW 2067	(02) 8241 9900	https://www.woolacotts.com.au/
SAAB	21 Third Avenue, Technology Park, Mawson Lakes S.A. 5095, Australia	(08) 8343 3612	http://saab.com/region/saab-australia/
Sedgman	Level 2, 2 Gardner Close Milton Queensland 4064	(07) 5578 8300	http://sedgman.com/mail@sedgman.com
Erbas & Associates	Level 1, 15 Atchison Street, St Leonards, NSW 2065	(02) 9437 1022	http://www.erbas.com.au/general@erbas.com.au
Webb Consulting	80 Jephson St Toowong QLD 4066	(07) 3870 4900	http://www.webbaustralia.com.au/
JHA Consulting Engineers	23/101 Miller St North Sydney NSW 2060	(02) 9437 1000	general@jhaengineers.com.au
Exova Warrington	Suite 2002a, Level 20, 44 Market Street, Sydney NSW 2000	(02) 8270 7600	globalfire@exova.com https://www.exova.com/locations

CATEGORY 2**Table 3: Category 2 stakeholders**

Name	Address	Telephone	Website/Email address
Federal Government			
Department of Infrastructure and Regional Development	111 Alinga Street CANBERRA ACT 2601	1800 075 001	media@infrastructure.gov.au
Interfacing Projects			
Pacific Complete (Woolgoolga to Ballina – Pacific Hwy upgrade)	Prince Street Grafton	1800 778 900	www.pacificcomplete.com.au

All communications with stakeholders will comply with the requirements of the Privacy and Personal Information Protection Act 1998 (NSW).

5 Risks and Mitigation Strategies

5.1 Managing Key Communication Risk/Issues

In recognition of the importance of community and stakeholder relations, John Holland as part of the NorthernPathways Consortium has assembled an experienced communications and stakeholder relations team for the Delivery Phase with a strong track record in building positive stakeholder relationships, minimising community impacts and working collaboratively to solve issues. The Communications and Stakeholder Manager has undertaken a full risk assessment to identify and rank risks, including their probability and impact, and develop proposed mitigation strategies in consultation with the State. The risk assessment will be updated regularly for the duration of the project. As part of our approach to managing risks, we have develop tailored strategies for specific stakeholders and key issues to proactively manage and respond to issues which could potentially evolve into major roadblocks. We will work with the State to produce draft holding statements and media releases and Q&As, and prepare statements and other information as required. Our goal is to always to achieve 'best for Project' outcomes with strategic and focused thinking

John Holland is committed to minimising the impacts of construction on the community and stakeholders. Key risks/issues and their impacts on stakeholders have been identified with mitigation measures the project will be put in place to manage and address these issues outlined in Table 4 of this section.

5.2 Identifying and Responding to Issues and Risks

John Holland will scan the Project and Site, identifying issues and/or communicating them to the Project Team via Stakeholder meetings, media and social media monitoring, calls to the Project information line or Site walks. In scheduling Site visits we will remain cognisant of the primary focus of maintaining Site safety and program delivery milestones. Issues are monitored and analysed with options identified for resolution and timeframes established for implementation and evaluation. Issues identified as posing a potential risk to the NSW Government's reputation will be communicated to the State immediately. We will aim to resolve these high-risk issues within 24 hours of receipt. The Customer Contact Flowchart attached in Appendix 2 illustrates our process for responding to enquiries and complaints.

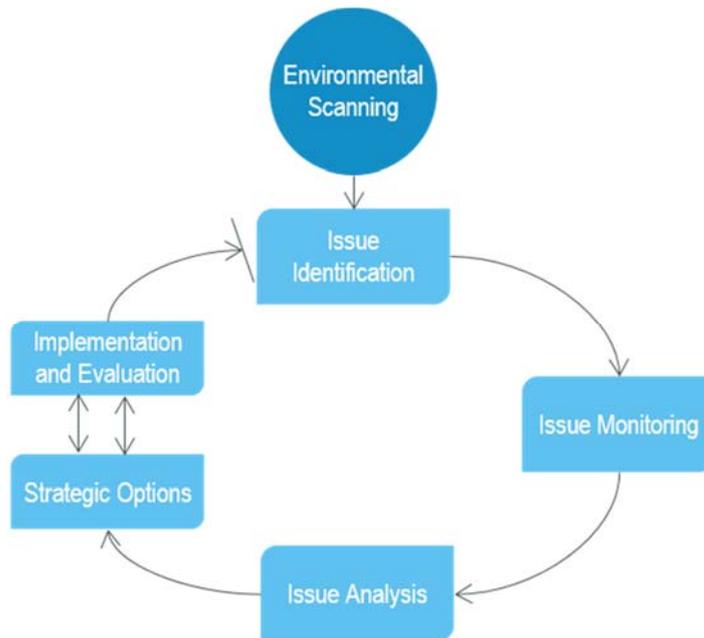


Figure 5: Issues Management Process

Crisis Management: NorthernPathways' aim is to prepare for and respond to incidents and crises to facilitate the restoration of normal business in a safe manner and with minimum negative impacts to the State's people, operations and reputation. The Project will utilise the John Holland Crisis Management Framework, which facilitates a coordinated approach to respond to the impact of a situation as outlined in the Project Crisis Management Plan, which complies and integrates with all State and Government policies and protocols.

The Safety Manager and Communications and Stakeholder Manager will ensure that all Project personnel are regularly briefed on the Project Crisis Management Plan, procedures and practices. This section of our strategy will be updated in consultation with the Project Safety Manager and upon approval of the Project Crisis Management Plan.

5.3 Dealing with Unplanned Events

Unplanned events are a part of major projects and part of the overall risk management process. The Communications and Stakeholder Manager has undertaken a full risk assessment to identify and rank risks and identify mitigation strategies, including probability and impact, in consultation with the State. The risk assessment is then updated regularly for the duration of the Project. The Customer Contact Flowchart attached in Appendix 2 illustrates our process for dealing with unplanned events.

5.4 Key Construction Activity Risks and Mitigation Strategies

The table below highlights the key construction risks that may impact the project stakeholders and the wider community and the mitigation strategies that will be put in place to control them;

Table 4: Potential construction issues and mitigation measures

Issue/impact	Description	Risk (H/M/L)	Mitigation measures	Stakeholders involved
Stakeholder resistance to Project (security and safety)	Concern regarding impact to public security and safety from: <ul style="list-style-type: none"> — an increase in criminal and anti-social behaviour in the community as a result of visitors or Inmates — an increase in the numbers of Inmates' families moving to the area; which would result in Inmates remaining in local areas after their release — an increase in the demand for social and welfare services damage the image of the local area. 	H	<ul style="list-style-type: none"> • A proactive community relations strategy to inform the public of economic benefits including additional employment of local residents, the expansion of a stable industry, diversifying the economy of the town, ongoing support of educational services, the positive impact on housing demand and increased infrastructure supply • A proactive community relations strategy to inform the public of safety measures of the Correctional Centre • Early and ongoing engagement with the community and key Stakeholders for the duration of construction and ongoing into the Operating Phase • Operator involvement in community forums 	Residents and businesses (indirectly and directly affected) Council
Negative publicity and media	Community may contact media if they are unhappy with the Project	H	<ul style="list-style-type: none"> • Early briefings for local media with regard to positive economic benefits of the Correctional Centre; new technologies; safety • Assess and engage with local groups likely to have media impact; facilitate meetings and Site visits to discuss and where possible, address their concerns • Ongoing engagement by The State for the duration of construction 	Residents and businesses (indirectly and directly affected) Area visitors Media
Stakeholder resistance to Project (impact to amenity)	Concern regarding loss of area amenity (including view and acoustics)	H	<ul style="list-style-type: none"> • Stakeholder consultation and input into design elements where possible • Landscape mitigation measures i.e. Urban Design and Landscaping Plan including the planting of trees between the area of the works and Avenue Road, prior to the commencement of works, to allow for the early establishment of landscape buffers • Construction Noise and Vibration Management Plan 	Residents and businesses (indirectly and directly affected particularly on Old Six Mile Lane and Avenue Road)
Lack of awareness of need for the facility	Community may not understand why the facility is needed	H	<ul style="list-style-type: none"> • Regular public displays in conjunction with NSW Government representatives to highlight the need for the Project and its potential benefits. • Provide Stakeholders with fact and FAQ sheets to address potential issues raised 	All

Issue/impact	Description	Risk (H/M/L)	Mitigation measures	Stakeholders involved
Community or group resistance to Project (environmental and heritage)	Concern regarding impact to threatened species, and to Aboriginal and European heritage	M	<ul style="list-style-type: none"> • Promote employment opportunities, including variety of roles in a prison; and contracting opportunities once operational • Construction Environmental and Heritage Management Plan which includes: <ul style="list-style-type: none"> — minimising vegetation/habitat clearing where possible — collection and comprehensive salvage excavations (mechanical) — detailed analysis and reporting of cultural material — artefacts to be collected and held (or reburied) by Aboriginal Stakeholders. • Clearly outlined and available environmental and heritage plans that can be integrated into relevant Project communications material • Early engagement with interest groups such as local Indigenous groups, historical societies and bush care groups, and where possible, evidence the benefits of our programs through visits to Serco's current operational facilities. 	Residents and businesses (indirectly and directly affected) Area visitors Community interest groups Clarence Valley Environmental Centre North Coast Environment Council Clarence Valley Conservation Coalition
Impacted Stakeholder not contacted in relation to the Project	Perception that communications and engagement process is unfair and not consistent resulting in neglecting specific Stakeholder interests	M	<ul style="list-style-type: none"> • Early engagement; information packs and provision of Project contact cards with direct access to enquiry/complaint hotline. • Encourage Stakeholders to share information to benefit the network. 	All
Cumulative impact of nearby construction (Pacific Highway Upgrade)	Traffic delays Community dissatisfaction with increased number of trucks, plant and equipment working in the area	M	<ul style="list-style-type: none"> • Construction Traffic Management Plan • Regular door knocks and construction updates. • Community Relations Manager to ensure construction team/traffic manager attends relevant Stakeholder meetings. 	Local residents particularly on Eight Mile Lane, Old Six Mile Lane, Avenue Road and Wants Lane Other residents and businesses (indirectly and directly affected)
Impact on airport operations	Concern about any infringements of OSL requirements, airspace operations, aviation regulations Concern about any impacts on operations	M	<ul style="list-style-type: none"> • Ongoing interface meetings for the duration of construction • Providing timely and informative communications material 	Clarence Valley Airfield

Issue/impact	Description	Risk (H/M/L)	Mitigation measures	Stakeholders involved
Traffic	<p>Lengthy traffic delays</p> <p>Increased number of heavy vehicles, plant and equipment working in the area</p> <p>Cattle movements along Avenue Road, especially in times of flood</p>	H	<ul style="list-style-type: none"> • Framework Traffic Management and Safety Plan • Traffic Staging Plans • Providing timely and informative communications material including newsletters, construction notifications and other updates which will be available via the project website • Installing project signage including variable message signs • Providing SMS and email alerts in advance of changes to traffic conditions • Providing live traffic updates to the Transport Management Centre notifying well in advance of changes to traffic conditions 	<p>Residents</p> <p>Businesses</p> <p>Transport operators</p> <p>Freight companies</p> <p>Clarence Valley Council</p> <p>Wider community</p>
Utilities	Disruption to utilities	M	<ul style="list-style-type: none"> • Utility Management Plan • Meetings with residents, businesses and key stakeholders, and ongoing proactive engagement for the duration of construction 	<p>Residents</p> <p>Local businesses</p> <p>Clarence Valley Council</p>
Impact of construction on businesses	<p>Concern about negative impacts on businesses</p> <p>Perception that customers do not visit businesses due to construction works</p>	H	<ul style="list-style-type: none"> • Meeting early with directly impacted businesses to listen to and address concerns where possible • Ongoing progress updates for businesses to communicate to their customers • Consistent contact for businesses for the duration of construction • Project to support local businesses by buying local 	<p>Local businesses</p> <p>Clarence Valley Council</p>
Noise	Increased noise from construction activities	M	<ul style="list-style-type: none"> • Construction Noise and Vibration Management Plan • The following control measures will be put in place to minimise the impacts of noise: <ul style="list-style-type: none"> ○ limit the hours during which site activities likely to create high levels of noise ○ establish effective channels of communication between John Holland and surrounding neighbours ○ appoint a site representative responsible for noise related matters ○ monitor typical levels of noise during critical periods and at sensitive locations as necessary <p>Implementing responsible work practices including:</p>	<p>Local residents, particularly on Old Six Mile Lane and Avenue Road</p> <p>Council,</p> <p>EPA,</p> <p>Clarence Valley Council</p>

Issue/impact	Description	Risk (H/M/L)	Mitigation measures	Stakeholders involved
			<ul style="list-style-type: none"> ○ Avoiding the use of outdoor radios during night time periods, shouting and slamming doors ○ Minimising the reversing of machines ○ Avoiding dropping materials from height ○ Avoiding metal to metal contact on materials as far as practical ● Stakeholders will receive communications well in advance of any high-impact noisy works ● Respite offered to impacted residents 	
Dust	Increased dust from construction	H	<ul style="list-style-type: none"> ● Air Quality Management Sub Plan ● All efforts will be made to minimise impact to stakeholders and the wider community for the duration of construction which includes: <ul style="list-style-type: none"> ○ installing erosion and sedimentation controls ○ installing hardstands ○ using vehicle, plant and equipment washing facilities ○ using water carts ○ minimising stockpiles ○ erecting hoarding around sites ○ stabilising soil ○ minimising the area and duration of soil disturbance and planning construction works to minimise the length of time soils are exposed ○ maintaining vegetation/ground cover as long as possible prior to clearing and revegetating areas as soon as possible ○ maintaining and operating plant and equipment in accordance with manufacturers' guidelines and standards ○ dust monitoring will be undertaken as required 	Local residents particularly on Old Six Mile Lane and Avenue Road EPA Clarence Valley Council
Vegetation clearing	A number of trees need to be removed to allow temporary and permanent construction activities. Tree removal is a highly sensitive activity and has the potential to cause significant upset. Tree removal may adversely impact fauna habitations	M	<ul style="list-style-type: none"> ● Construction Environmental Management Plan ● Biodiversity Offset Strategy ● Ensure that Environment Manager attends all relevant Stakeholder meetings. ● Public and Council are informed well in advance of tree removal. 	Residents Local businesses EPA Clarence Valley Council

Issue/impact	Description	Risk (H/M/L)	Mitigation measures	Stakeholders involved
Light spill	Lighting structures, perimeter fences and Site compounds will be visible from Avenue Road and surrounding properties	M	<ul style="list-style-type: none"> • Construction Environmental Management Plan • On the ground liaison with adjacent residents to minimise light spill during construction. • Landscape mitigation measures i.e. creation of Urban Design and Landscaping Plan, including the planting of trees between the area of the works and Avenue Road, prior to the commencement of works, to allow for the early establishment of landscape buffers 	Local residents particularly 37 Old Six Mile Lane, 493 and 509 Avenue Road
Safety	Concern over public safety around roadworks	M	<ul style="list-style-type: none"> • Work Health Safety Management Plan • Providing timely and informative communications material including newsletters, construction notifications and other updates which will be available via the project website • John Holland will provide a comprehensive plan including mechanisms to ensure the site is kept secure at all times and the public are made aware of the construction via signage and/or traffic controllers. 	All
Bush Fire	Concern regarding new facility increasing the risk of bushfire events and the effects of bushfires on property.	L	<ul style="list-style-type: none"> • Bushfire Management Plan • Construction Safety Management Plan • Crisis Management Plan • Creation of buffer zones between bushfire hazards and construction areas and asset protection zones 	Local residents particularly on Old Six Mile Lane and Avenue Road
Soil and water	Untreated water and sediment leaving site	M	<ul style="list-style-type: none"> • Erosion and Sediment Control • Soil and Water Management Plan • John Holland will ensure that the works are undertaken in accordance with the Soil and Water Management Plan • This will include the following construction methodology that will be followed to minimise the risk of erosion and sediment leaving the site: <ul style="list-style-type: none"> ○ install silt fencing ○ install straw bale sediment traps where appropriate ○ install all other erosion and sediment controls as indicated on the Site Environmental Plan and in accordance with the John Holland CEMP ○ rehabilitate areas immediately on completion of works 	EPA Residents Local businesses Clarence Valley Council

Issue/impact	Description	Risk (H/M/L)	Mitigation measures	Stakeholders involved
			<ul style="list-style-type: none">○ remove silt fence and straw bales only when disturbed areas have been fully stabilised.	

6 Communications and Engagement Activities

6.1 Communications protocols

6.1.1 Advertising Requirements

The following table outlines the advertising requirements.

Table 5: Advertising requirements

Communication Activity	Required When
Community Consultative Committee Call for Members	June 2017
Early works start	July 2017
Main works start	January 2018(anticipated)

6.1.2 Approval Workflow for Communication Material

For the NGCC complete Communications Protocol, please refer to Appendix 3. This section only applies to the collateral approval process.

All communications material developed by John Holland as part of the NorthernPathways Consortium will be sent to INSW's Communications and Engagement team for approval prior to any release, circulation or usage. The Project team will utilise Aconex as the formal mechanism for document transmittal. The approval workflow is shown in Figure 5. All approvals will be in accordance with clause 62.3 of the Project Deed.

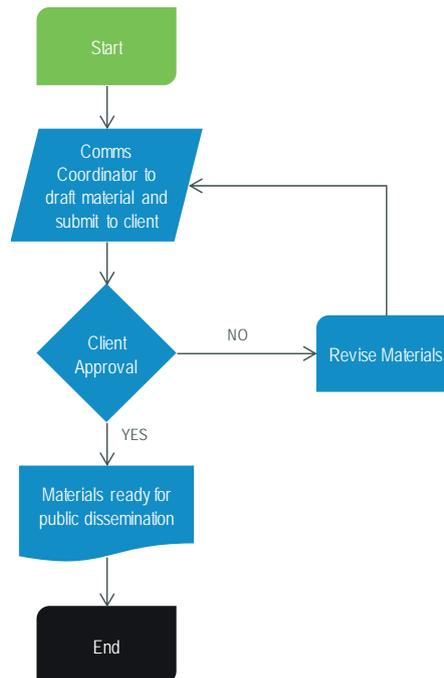


Figure 6: Communications approval workflow

6.1.3 Community Notification Requirements

The following table outlines the notification required for construction activities.

Table 6: Construction activity notification periods

Activity	Notification required
Commencement, rescheduling or completion of key construction activities	At least 4 weeks in advance
Work at night (any time between 8pm and 6am)	At least 2 weeks in advance
Work on weekends (including public holidays)	At least 2 weeks in advance
Major changes to configuration of road traffic	At least 4 weeks in advance
Impacts on pedestrians, cyclists and bus services	At least 3 weeks in advance
Commencement or rescheduling of property adjustment work	At least 4 weeks in advance
Alteration to property access arrangements	At least 1 week in advance
Other activities not identified above which impact on the community and/or stakeholders	At least 3 weeks in advance
Urgent changes to contract program	As early as possible, preferably at least 7 working days in advance
Any form of community protest onsite	Immediately
Completion of work	At least 8 weeks in advance followed by weekly updates on progress

Where construction activities may immediately impact identified community and stakeholders John Holland will immediately notify The State via telephone and email. Where construction activities may not have an immediate impact these will be reviewed with The State at the regular project communications team meeting. Any courses of action will be determined in agreement with The State.

A map of the area depicting where letterbox deliveries and doorknocking will be undertaken is attached as Appendix 1.

6.2 Communication Activities and Tools

John Holland will be proactive in keeping the community informed about the project, construction activities and changes to ongoing works. Proposed communications and engagement activities and tools to be utilised by the project are outlined in the table below.

Table 7: Communications and engagement activities and tools

Communication and engagement tools	Description	Frequency/Duration
Project website	All project information will be made available to the community and stakeholders via the project website. It will be kept up-to-date regularly. www.northernpathways.com.au	Monthly
Social media channels – Facebook, Twitter, YouTube	Project updates will be provided as required to The State for uploading to The State social media channels as required. Permission will be sought from The State for providing project updates to John Holland social media channels.	As required
1800 449 848 info@northernpathways.com.au	The 1800 449 848 telephone number is directed to the John Holland CSM and is responded to 24 hours per day/7 days per week. The project email address, info@northernpathways.com.au is directed to the John Holland CSM.	Daily

Communication and engagement tools	Description	Frequency/Duration
Community bulletins /updates/notifications/ e-newsletters / information documents/ FAQs	<p>Bulletins will be used to inform stakeholders about the Project including project need and outcomes, timings and impacts. Also delivered to Council customer service offices and key stakeholders. Community bulletins and other written collateral will be distributed either via doorknock (see below) or by letter box drop to those residents within the vicinity of works, but not directly impacted as well as road users, pedestrians and cyclists at least 5 working days before commencing work affecting residents. Notifications will state the nature of the work, why it is necessary, expected duration, details of any changes to the traffic arrangements or property access and the name and contact telephone number of the CSM who can respond to any resident concerns. This includes extended working hours to undertake work in areas outside the premises nominated in the EPL.</p> <p>Regular updates will be provided to The State on construction and other key issues.</p>	As required
Doorknock	Doorknocking residents, who are directly impacted or are likely to be directly impacted by the works, provides an opportunity to engage these residents proactively to discuss the works and the expected impacts.	DLAN will be doorknocked as required
Stakeholder emails, newsletters and websites	Provide project updates and other construction information for inclusion on stakeholders' websites to utilise their communications channels. Stakeholder emails to be issued through Consultation Manager database to ensure accurate records and metrics are retained.	Monthly or as required
Community information session/s	Provide an opportunity for the community to meet the project team/s, ask questions about the Project, express their concerns and provide input into suggested control measures. The requirement to hold community information sessions will be determined on the expected impacts at the Project site and will be identified at the weekly meetings.	Quarterly, or as required
Meetings	Method for two-way communication that provides a forum for relationship building and developing an understanding of stakeholder and community's perspective, concerns and input.	Monthly, or as required
Media relations – proactive and reactive media opportunities	<p>Media opportunities shall be identified and, where possible, planned for at the start of the Project.</p> <p>As per the NGCC Communications Protocol, all proactive and reactive media activity is to be undertaken, or made at the direction of INSW in consultation with Northern Pathways. Please see Appendix 3 for the Communications Protocol.</p> <p>Information will be provided to INSW to assist in the preparation of media releases.</p>	As per INSW communications protocol
NSW Government Signage	John Holland will install compulsory NSW Government signage to be located at the Project site. This signage provides a high level overview of the project, benefits, its timeframes and cost.	At beginning of project, and reviewed at milestones
Project signage and hoarding	John Holland will use project signage to provide relevant operational and safety information.	At beginning of project, and reviewed at milestones
Stakeholder database, Consultation Manager	John Holland shall record, monitor and report on all interactions in the project database. It is a mechanism to capture and allocate actions and run reports which supports monthly reporting, auditing and tracking issue resolution and proactive work.	Daily

Communication and engagement tools	Description	Frequency/Duration
Public notice / local paper advertising	The State is to advertise the project commencement in the newspaper/s with John Holland to provide information to The State. Local and metro paper advertising creates broader community awareness of the works.	As required, in conjunction with INSW
Briefing note	Formal notification to Local MP's and Councillors regarding the project, its impacts and planned engagement and communication activities. Collateral will be provided to The State for the duration of the project.	As required, in conjunction with INSW
Internal communications	Project updates (pre/post and during construction) to be posted and submitted through internal channels and collateral prepared for The State for their internal communications.	As required, in conjunction with INSW
Translation and Interpreting services	There may be instances when language and cultural barriers interrupt our key messages, intent and ability to listen. Translators and Interpreters can assist with removing these barriers and show a sign of respect to all groups of the community.	To be set up as part of the 1800 number.
Construction notifications	These will provide details regarding upcoming construction activities including changes to traffic conditions or out of hours' work. Key information to include: <ul style="list-style-type: none"> ▪ Type of work ▪ Dates for work to commence, including the duration of works and construction hours ▪ Potential impacts such as noise, dust, restriction to access ▪ Community information line for direct point of contact details Construction notifications will be issued to the community with a minimum of five working days' notice before work can start.	Monthly or as required
Variable message signs	Located in strategic positions in advance of the area affected by upcoming and current traffic changes. Where relevant, The State may be requested to include messages on Variable Message Signs network.	As required
Induction presentation for workers and updates at tool box talks	Advises all project personnel and visitors to site of: <ul style="list-style-type: none"> ▪ The needs of the surrounding neighbours and community ▪ Media liaison processes ▪ Notification processes ▪ Behaviours when working on site ▪ Contact information, and complaints and enquiries management. 	Weekly

6.3 Strategies to Enhance Community Engagement

John Holland as part of the NorthernPathways Consortium understands that Clarence Valley Council is a key Stakeholder representing local government, industry and business interests, and the local community.



Our communications objective is to establish a strong relationship that allows continual exchange of information providing ongoing construction updates, resolution of issues and discussion of opportunities for future partnerships.

This will allow John Holland to remain in touch with community views and anticipate and respond to community concerns as quickly as possible. Our approach will include:

- regular briefings and provision of information through meetings including Clarence Roundtable, and Site visits for Council members at key points during construction and operations,
- material, including newsletters, websites, fact sheets, media releases, social media, email updates and a presence at public information displays/community events throughout construction

Identifying partnership opportunities where possible during construction and the Operating Phase, for example, targeted training delivered in partnership with Aboriginal service providers and businesses (e.g. North Coast TAFE's Aboriginal Learning Circle and Gurehlgam Corporation); a SME participation program will inform local and Australian SMEs of tenders and supply opportunities (refer to Aboriginal Participation Plan and Australian Industry Participation Plan) or involvement in future service provision.

6.4 Community Programs and Engagement Activities

John Holland is committed to being a good corporate citizen via our community programs and engagement activities. To this effect, we plan on establishing strong ties with community organisations and stakeholders via the following

State, Clarence Valley Council and their Stakeholders: Our key objective is to establish a strong relationship that allows continual exchange of information providing ongoing updates, resolution of issues and discussion of employment opportunities

Local Grafton community: John Holland as part of the NorthernPathways Consortium will implement the following community initiatives during the Delivery Phase:

- early and ongoing engagement with Stakeholders throughout construction, to minimise disruption
- a proactive community relations strategy to inform the public of social and economic benefits, including local employment and supply opportunities for local businesses
- a proactive community relations strategy to inform the public of safety measures of the Correctional Centre
- engage with relevant community/industry groups (e.g. North Coast TAFE) to develop meaningful industry programs, vocational, educational and health services
- regular forums hosted with local community groups and Aboriginal Land Owners regarding work scope, opportunities for input into design, employment and procurement and areas of concern.

Aboriginal Participation: Local Aboriginal businesses will be afforded opportunities to work on the Project through hosting events such as 'Contractor Forums'. During the RFP stage, John Holland as part of the John Holland as part of the NorthernPathways Consortium has met with key service providers in the region, including North Coast TAFE's Aboriginal Learning Circle, the Enterprise and Training Company, Social Futures, ACE Community College and Gurehlgam Corporation, with a view to developing initiatives that will foster high levels of Aboriginal participation on the Project during both the Project Delivery and Operating Phases. We have also engaged the services of the David Liddiard Group to guide Indigenous interactions for the Operating Phase. For further information, please refer to the John Holland Aboriginal Participation Plan.

6.5 Community Consultative Committee

A Community Consultative Committee was established for the project in line with the Department of Planning and Environment guidelines which can be accessed at the below link;

<http://www.planning.nsw.gov.au/~media/Files/DPE/Factsheets-and-faqs/community-consultative-committee-guidelines-state-significant-projects-2016-10.ashx>

The intent of the Committee is to ensure that the community and stakeholder groups are kept well informed during the delivery of the project including;

- Establishing a good working relationships and promote information sharing between the proponents, local community, stakeholder groups and councils on individual State Significant Projects,
- Allow the proponent to keep the community informed about project, seek community views on projects and respond to matters raised by the community, and
- Allow community members and local councils to seek information from the proponent and give the proponent feedback on the development and implementation of projects to assist with the delivery of balances social, environmental and economic outcomes for the community including;
 - The development of new projects or proposed changes to approved projects,
 - The implementation of any conditions of approval and management plans,
 - The results of any monitoring, annual reviews or independent audits,
 - Community concerns about the project,
 - The resolution of community complaints, and
 - Any community initiatives.

The Community Consultative Committee comprises key community and stakeholders. The list of members, minutes from previous meetings, Terms of Reference and upcoming meetings can be found at <http://northernpathways.com.au/community-consultative-committee/>

6.6 Accessing Private Property

If an activity is known and planned, then the CSM will consult with the affected resident/business owner in advance to open the lines of communication and inform the resident/business owner of the particular potential impacts they can expect to the property. Subsequent contact will keep the resident/business owner up to date with any date changes to dates or program.

Access to private property will not be made without the owner's written consent unless in the case of emergency where every effort will be made to immediately contact the affected resident/business owner. The project team will continue to attempt contact while emergency works continue so that the resident/business owner can be briefed of the activity occurring.

7 Roles and Responsibilities

The roles and responsibilities of project personnel for communicating and engaging with the community and stakeholders on the Project are outlined in the following table.

Table 8: Roles and responsibilities

Organisation	Role	Responsibilities
Infrastructure NSW	Communications and Engagement Manager	<ul style="list-style-type: none"> ▪ Leading stakeholder engagement and communications activities by INSW prior to Financial Close ▪ Overseeing overall strategic direction and implementation of the Communications and Community Relations Plan by John Holland as part of the NorthernPathways Consortium, from Financial Close to project completion ▪ Approving the Communications and Community Relations Plan ▪ Approving all communications collateral and stakeholder engagement activities undertaken by John Holland as part of the NorthernPathways Consortium from project commencement to completion ▪ Working with the project team to identify/resolve issues at risk of jeopardising the State's reputation ▪ Managing media enquiries with input from John Holland as part of the NorthernPathways Consortium ▪ Supporting the delivery of agreed activities in the Communications and Community Relations Plan.
John Holland	Project Director	<ul style="list-style-type: none"> ▪ Identifying potential and emerging risks, issues and concerns. ▪ Recommending options and implementing best practice solutions and measures to mitigate risk, issues and concerns. ▪ Ensuring risks to the State's reputation and project delivery are mitigated. ▪ Supporting the delivery of the Communications and Community Relations Plan.
John Holland	Communications and Stakeholder Manager (CSM)	<p>Leading communications and engagement activities including:</p> <ul style="list-style-type: none"> ▪ Management, evaluation and implementation of communication and engagement activities detailed in the Communications and Community Relations Plan ▪ Identifying potential and emerging risks, issues and concerns, ensuring risks to INSW and project delivery are mitigated ▪ Identifying opportunities for media events and incorporating community and stakeholder suggestions in the Delivery Phase of the project where possible and practicable ▪ Escalating enquiries/complaints for response/resolution ▪ Capturing feedback from all planned activities ▪ Preparing project updates and documents for distribution to stakeholders and for use at information sessions, community events/activities. ▪ Ensuring reporting tools are updated and maintaining the community consultation database ▪ Preparing project documentation with the principal's communications personnel. ▪ Providing updates on the Communications and Community Relations Plan, activities and preparing weekly and monthly reports. ▪ Training/Inducting staff in the implementation of the Communications and Community Relations Plan ▪ Working within the framework of the Privacy and Personal Information Protection Act (NSW 1998). ▪ Attending Community meetings and implementing engagement activities detailed in the Communications and Community Relations Plan
John Holland	Project team	<ul style="list-style-type: none"> ▪ Adhering to the Communications and Community Relations Plan. ▪ Supporting the CSM with communications and engagement activities. ▪ Providing project information to the CSM.

8 Project Complaints Management System

8.1 Enquiries

Throughout the duration of the project, stakeholders may request information about the project. All enquiries received by personnel working in site offices and on site should be forwarded to the CSM, who will contact the stakeholder directly. The CSM will then work to resolve the enquiry in a timely manner, drawing on support from the John Holland NSW/ACT CSM where required.

8.2 Strategic Approach

Each interaction between the project team and stakeholders provides an opportunity to build a greater understanding of the Project and discussion potential concerns. Complaints provide important feedback to improve project processes and mitigation measures, to avoid or minimise further complaints.

The strategic approach to managing complaints during construction is underpinned by the following principles

- Visibility
- Accessibility
- Responsiveness
- Objectivity
- Confidentiality
- Accountability
- Continuous Improvement

All Northern Pathways staff are committed to responding to all contacts with courtesy and professionalism. This approach will be reinforced during project inductions and regular tool box talks.

The process to manage complaints is outlined below.

8.3 Complaints Management Process

The process and service standards outlined in this plan are designed to meet the Project Approval conditions, including consistency with the Australian Standard – Customer satisfaction – Guidelines for complaints handling in organisations ISO 10002/14 .

A complaint is defined as any communication received from a stakeholder expressing dissatisfaction. This is a purposely broad definition and is used to ensure that all matters of concern to stakeholders are addressed promptly.

The community will be notified of the project contact details in all communication material. Complaints may also be made via telephone, in writing, face to face on site, or via third parties. Complaints relating to environmental matters made by members of the public to the Environmental Protection Agency (EPA) will be treated as environmental incidents and managed in accordance with the Incident Management Procedure JH-MPR-SQE-010 and in adherence to all conditions outlined in the Environment Protection Licence.

Overall responsibility for receiving and addressing community complaints rests with the CSM with the project team providing assistance to the CSM where required. Further details of the complaints management process are outlined in the sections below.

To build understanding across the project, all staff and subcontractors will cover the complaints process in their project induction. All subcontractors will be required to nominate a key contact to facilitate the investigation and resolution of complaints arising from their activities.

A flowchart depicting the process for managing enquiries and complaints is attached as Appendix 2.

8.4 Business Hours Enquiries and Complaints

A community information line and an email address have been established by Northern Pathways These operate within business hours and provide direct access to the Northern Pathways project team.

All project communication material and signage will contain the Northern Pathways 1800 number (1800 449 848) and email contact details, info@northernpathways.com.au.

8.5 Out-of-hours Enquiries and Complaints

During construction it is necessary to provide community and stakeholder access outside business hours to register complaints or make urgent contact. The Northern Pathways 1800 number will operate 24 hours a day.

8.6 Complaint protocols

During construction, day time complaints will be received, acknowledged, managed and closed out by the Communications & Stakeholder Manager.

The Communications & Stakeholder Manager will be responsible for managing calls and complaints outside standard construction hours.

The flowchart in Appendix 2 outlines the process that Northern Pathways will follow to resolve complaints. The Communications & Stakeholder Manager will manage the ongoing communication with the complainant until they are satisfied with the actions taken to resolve the complaint.

8.7 Complaint Escalation Protocol

Complex complaints that cannot be resolved by the Communications & Stakeholder Manager will be escalated as follows:

1. John Holland Construction Manager, if not resolved then –
2. John Holland Project Director, if not resolved then –
3. Northern Pathways NSW Project Director, if not resolved then -
4. Northern Pathways and Infrastructure NSW discussion. The Northern Pathways Project Director and Infrastructure NSW Project Director to confirm the complaint to be forwarded to mediation.

In the event of an environmental complaint, the Communications & Stakeholder Manager will notify the Environmental Manager immediately where it will be managed and reported in line with the CEMP. If mediation is required, Northern Pathways and the State will comply with the recommendations of the specialist mediator.

8.8 Complaints register and stakeholder database

The Communications & Stakeholder Manager will register all stakeholder contacts including complaints, in the stakeholder database “Consultation Manager”.

The stakeholder database ensures all enquiries and complaints and their corrective actions are managed and tracked. The stakeholder database also has the functionality to extract and report on specific details of stakeholder interactions. The following information will be recorded when registering any complaint:

- Name
- Address or organisation
- Preferred contact details
- Method of enquiry
- Nature of enquiry
- Date and time of enquiry
- Response provided and date
- Internal action required
- Action resolution date and details
- Any monitoring to confirm that the complaint has been satisfactorily resolved
- Team member taking the enquiry
- Team member resolving issue or providing response

All information will be captured and managed in accordance with the Northern Pathways privacy policy and the Privacy Act 1988.

If after investigation, a complaint is found to be unrelated to the Projects’ works, this will be noted on the record and the complainant informed. Such complaints will be reported under the category of ‘Not Project Related’ and tallied separately from other complaints.

8.9 Responding to Unplanned Issues and Enquiries

John Holland as part of the NorthernPathways Consortium is committed to providing stakeholders with accurate and timely responses, and will set strict guidelines on the timeframes in which unplanned issues and enquiries are to be acknowledged and responded. These guidelines are outlined in the table below. Issues posing a reputational risk will be communicated to the State as soon as they arise for resolution within 24 hours. The Customer Contact Flowchart at Appendix 2 illustrates our process for responding to unplanned issues and enquiries.

Table 9: Response Timeframes

Category	Acknowledgement	Initial Response	Resolution	
Complaints during business hours	As soon as possible (4 hours maximum)	Same day if possible, if not up to two days	All issues should be responded to and acknowledged within the timeframes detailed in the adjoining column. The resolution and closure of the issue will be dependent on the complexity of the issues raised. NorthernPathways is committed to closing and resolving issues as quickly as possible.	
Complaints outside of business hours	4 hours	Same day if possible, if not up to two days		
Complaints – office phone, face to face or SMS	4 hours	Same day if possible, if not up to two days		
Complaints – email and written	24 hours	Same day if possible, if not up to two days		
Complaints – social media and web	24 hours	Same day if possible, if not up to two days		
General enquiries – 1800 community line, office phone, face to face, SMS	4 hours	Same day if possible, if not up to two days		
General enquiries – email and written	24 hours	Within 24 hours where possible, if not up to five working days		
General enquiries – social media and web	24 hours	Within 24 hours where possible, if not up to five working days		
Privacy complaints and enquiries	7 days	30 days		Refer to State for investigation and response

9 Media Management

No contact will be made with the media or general public without the prior written consent of the State. All Project personnel will forward any contact with, and requests received from media to the Communications and Stakeholder Manager, who will advise the INSW's communications team. This procedure will be reinforced in induction, Site toolbox talks (construction), Staff training, communications tools and activities.

9.1 Proactive Media Activity

The Communications and Stakeholder Manager will identify suitable media and social media opportunities around Project milestones, which will be provided to INSW on a monthly basis or at an agreed frequency, and which will include the following;

- Ground Breaking Ceremony incorporating a Smoking Ceremony
- construction commencing
- midway point of construction
- completion of Male and Female Correctional Centres
- completion of Community Centres and Accommodation
- recruitment for Staff
- significant community partnerships and initiatives
- commencement of testing and commissioning of new facility
- opening of the new facility
- ramp-up completion (Centre operating at full capacity).

9.2 Media Spokesperson

NorthernPathways' Project Director will, where appropriate and as approved by the State, act as the nominated media spokesperson. All media enquires will be directed to INSW.

9.3 Social Media

Project personnel are unauthorised to make any comment or post any photos to social media channels. This information will be communicated to all project personnel via the project induction and reinforced at site toolbox talks for the duration of construction. Should the need arise, a Social Media Management plan for the project will be developed by NorthernPathways in consultation with INSW.

9.4 Milestones

Key project milestones that have been identified as possible media events are outlined as follows:

Table 10: Project milestones

Timing	Event
July 2017	Sod turning ceremony/ Smoking ceremony
January 2018	Commence Main works
January 2018	Significant community partnerships and initiatives
Nov-Dec 2018	Midway point of construction
Nov 2019	Completion of Male and Female Correctional Centres
Nov 2019	Completion of Community Centres and Accommodation
March 2020	Commencement of testing and commissioning of new facility
June 2020	Project completion
TBC by Serco/Corrections NSW	ramp-up completion (Centre operating at full capacity).

Throughout the project other media opportunities will be identified and discussed with The State in accordance with the NGCC Communications Protocol (Appendix 3).

10 Community Sponsorships and Partnerships

We take pride in the projects we deliver to our customers. We also pride ourselves in the ethical manner in which we conduct ourselves in the communities in which we work. Our aim will be to make a valuable contribution to the local community by supporting one or more initiatives that will help create or add to the health or sustainability of the community. Opportunities to undertake maintenance work at one of the local schools and fundraising for a local community group may arise. These will be advertised on the project website and in local papers.

Any sponsorships will be determined in consultation with The State.

11 Monitoring, reporting and evaluation

The evaluation of this plan is essential for the team to achieve its objectives for the project. The CSM will evaluate the implementation of the plan at quarterly reviews. The results of the evaluation will be used to review and refine the plan as appropriate.

In addition, regular discussion and feedback on the performance of the plan and its associated activities will be performed through the following channels:

- Project team meetings
- Feedback from The State

Where the plan is found to not be fully effective it will be promptly revised.

The Project will be regularly audited in accordance with the Quality Management Plan. A qualified auditor from John Holland's corporate head office will undertake the audit.

A construction consultation report shall be prepared for The State at the end of each month detailing the community liaison activities performed during the month including complaints received and the actions taken or proposed in response and the activities proposed for the coming month.

11.1 Reporting Mechanisms and Evaluation

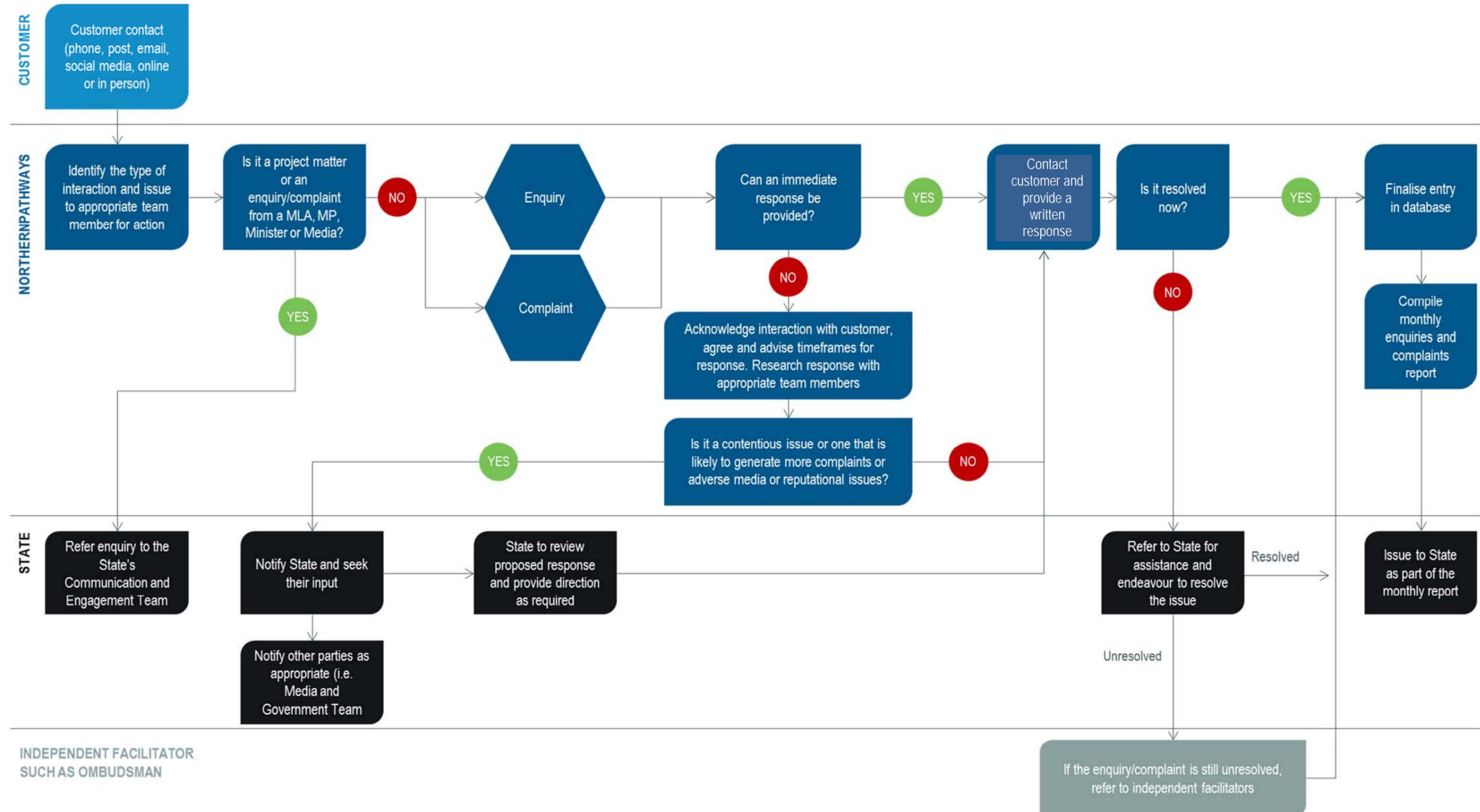
The Monthly Works Report will include details of any public relations issues, including complaints or concerns raised by the public or Project Stakeholders. The Plan will be reviewed and updated quarterly. The evaluation of the Plan is essential for the Project team to achieve its strategic communications and engagement objectives for the Project.

In addition, regular discussion and feedback on the performance of the Plan and its associated activities will be performed through the following channels:

- Project Control Group Meetings,
- Project communications meetings
- Stakeholder meetings
- Scheduled audits in accordance with the Project Audit Program.

Appendix 1 - Customer Contact Flowchart

The following flowchart details the process in which customer contacts will be managed by NorthernPathways and the State during the Delivery Phase of the Project.



Appendix 2 – NGCC Project Co Communications Protocol

New Grafton Correctional Centre

This protocol explains how NGCC Project Co. manages media engagement on the new Grafton Correctional Centre in accordance with the Project Deed.

While this protocol covers the client and key consortium members of John Holland and Serco (operator of NGCC), it is applicable to all consortium members.

Incoming Media Enquiries

The media contacts Infrastructure NSW (INSW), Northern Pathways (NP), John Laing (JL), John Holland Group (JHG) or Serco requesting comment or information on the project.

If the enquiry is received by JL, then JL notifies INSW Communications Manager, Project Co Representative, Serco Communications Director and JHG Communications Manager.

If the enquiry is received by Serco, then Serco notifies JHG Communications Manager, INSW Communications Manager and Project Co Representative.

If the enquiry is received by JHG, then JHG notifies Serco Communications Director, INSW Communications Manager and Project Co Representative.

If the enquiry is received by INSW, then INSW will liaise with relevant Minister's office to produce media release and advise NP members of any actions required.

INSW determines which entity will manage the enquiry and be the official spokesperson, reflecting the process below.

The enquiry will be managed by INSW, NP, JHG or Serco on the media type and appropriate spokesperson as below:

Media Type and media manager:

- Tier One - Mainstream media (print and broadcast) – TBC by Topic below
- Tier Two – Industry media – NP (Serco or JHG)

Topic and relevant spokesperson:

- Relevance of project to Grafton and Australia – INSW
- Financials – INSW or NP
- Project Masterplan – INSW or NP
- Construction and Delivery – INSW or NP or JHG
- Operation – INSW or NP or Serco
- Local jobs and industry engagement - NP

Where an enquiry covers more than one topic/spokesperson:

For Tier One media:

The enquiry will be managed by INSW who will co-ordinate the media activity with JHG, Serco and NP.

For Tier Two media:

The enquiry will be managed by JHG or Serco.

All statements are to be approved by INSW Communications Manager, JHG Communications Manager, Serco Communications Director, JHG Project Director and Project Co Representative prior to being provided to the media. In the case of an interview, then Key Messages and QA are to be prepared and approved by INSW prior to interview.

JHG will notify Serco and NP of any expected media coverage regarding the project (where it would not be already aware).

ENDS

New Grafton Correctional Centre

Proactive Media Opportunities

INSW, NP, JHG or Serco identify a media opportunity e.g. photo opp, specific story angle, milestone, initiative etc

The Media Opportunity Template is completed and submitted to all JHG, Serco, NP and INSW.

INSW discusses media opportunity with relevant NP members dependent on the media type and appropriate spokesperson as below:

Media Type:

- Tier One - Mainstream media (print and broadcast) – TBC by Topic below
- Tier Two – Industry media – NP (JHG or Serco)

Topic and relevant spokesperson:

- Relevance of project to Grafton and Australia – INSW
- Financials – INSW or NP
- Project Masterplan – INSW or NP
- Construction and Delivery – INSW or NP or JHG
- Operation – INSW or NP or Serco
- Local jobs and industry engagement - NP

Where an opportunity covers more than one topic/spokesperson:

For Tier One media:

The enquiry will be managed by INSW who will co-ordinate the media activity with JHG, Serco and NP.

For Tier Two media:

The enquiry will be managed by NP (JHG or Serco)

All media opportunities are to be approved by INSW Communications Manager, JHG Communications Manager, Serco Communications Director, JHG Project Director and Project Co Representative prior to being provided to the media. In the case of an interview, then Key Messages and QA are to be prepared and approved prior to interview. INSW has the final decision regarding proactive media opportunities.

INSW will notify NP, JHG and Serco regarding any opportunity that is proceeding.

ENDS

New Grafton Correctional Centre

Incoming Complaints

Complaint received by JHG Communications Manager via project website, email, phone

JHG Communications Manager updates complaints register and forwards to INSW Project Director, INSW Communications Manager, JHG Project Director, Project Co Representative. The respondent will be determined by issue, as follows:

Respondent

- Relevance of project to Grafton and Australia – INSW
- Facilitation works - INSW
- Financials – INSW or NP
- Project Masterplan – NP
- Construction and Delivery – NP or JHG
- Operation – NP or Serco or CSNSW
- Local jobs and industry engagement - NP

Where an enquiry covers more than one topic/spokesperson, JHG will co-ordinate between organisations.

JHG will respond to enquiry and advise of any follow up questions.

Complaint received by INSW via, email or phone

INSW forwards to JHG Communications Manager. JHG Communications Manager updates complaints register and forwards to INSW Project Director, INSW Communications Manager, JHG Project Director, John Laing Project Director. The respondent will be determined by issue, as follows:

Respondent

- Relevance of project to Grafton and Australia – INSW
- Facilitation works - INSW
- Financials – INSW or NP
- Project Masterplan – NP
- Construction and Delivery – NP or JHG
- Operation – NP or Serco or CSNSW
- Local jobs and industry engagement - NP

Where an enquiry covers more than one topic/spokesperson, JHG will co-ordinate between organisations.

JHG will coordinate response to enquiry and advise of any follow up questions.

ENDS

New Grafton Correctional Centre

Proactive Community and Stakeholder Engagement

INSW, NP, JHG or Serco identify a community or stakeholder engagement opportunity e.g. resident, Council, community interest group, charities and sponsorship opportunities etc

NP, JHG, Serco and INSW are notified of the community engagement opportunity.

INSW discusses opportunity with relevant NP members dependent on the type and appropriate spokesperson as below:

Stakeholder Type:

- Tier One – Elected federal, state and local government – INSW
- Tier Two – Resident, community member, Council staff, community interest group – NP

Topic and relevant spokesperson:

- Relevance of project to Grafton and Australia – INSW
- Financials – INSW or NP
- Project Masterplan – NP
- Construction and Delivery – INSW or NP or JHG
- Operation – INSW or NP or Serco
- Local jobs and industry engagement - NP

Where an opportunity covers more than one topic/spokesperson:

For Tier One engagement:

The opportunity will be managed by INSW who will co-ordinate the media activity with JHG, NP and Serco.

For Tier Two engagement:

The opportunity will be managed by JHG (with assistance from Serco/NP).

All engagement opportunities are to be approved by INSW Project Director, INSW Communications Manager, JHG Project Director, and Project Co Representative prior to proceeding.

INSW will notify NP regarding any opportunity that is proceeding.

ENDS

New Grafton Correctional Centre



Collateral approval process

Any public facing material to be approved by JHG Communications Manager, JHG Project Director, Project Co Representative, Serco Project Director and Serco Communications Director

JHG Communications Manager to provide to INSW Communications Manager for approval

INSW internal review (24 hours) including Director of Corporate Affairs and Projects NSW Executive Director

INSW to send to Minister's Office for review (5 working days)

INSW confirm the material is OK prior to distribution or publication.

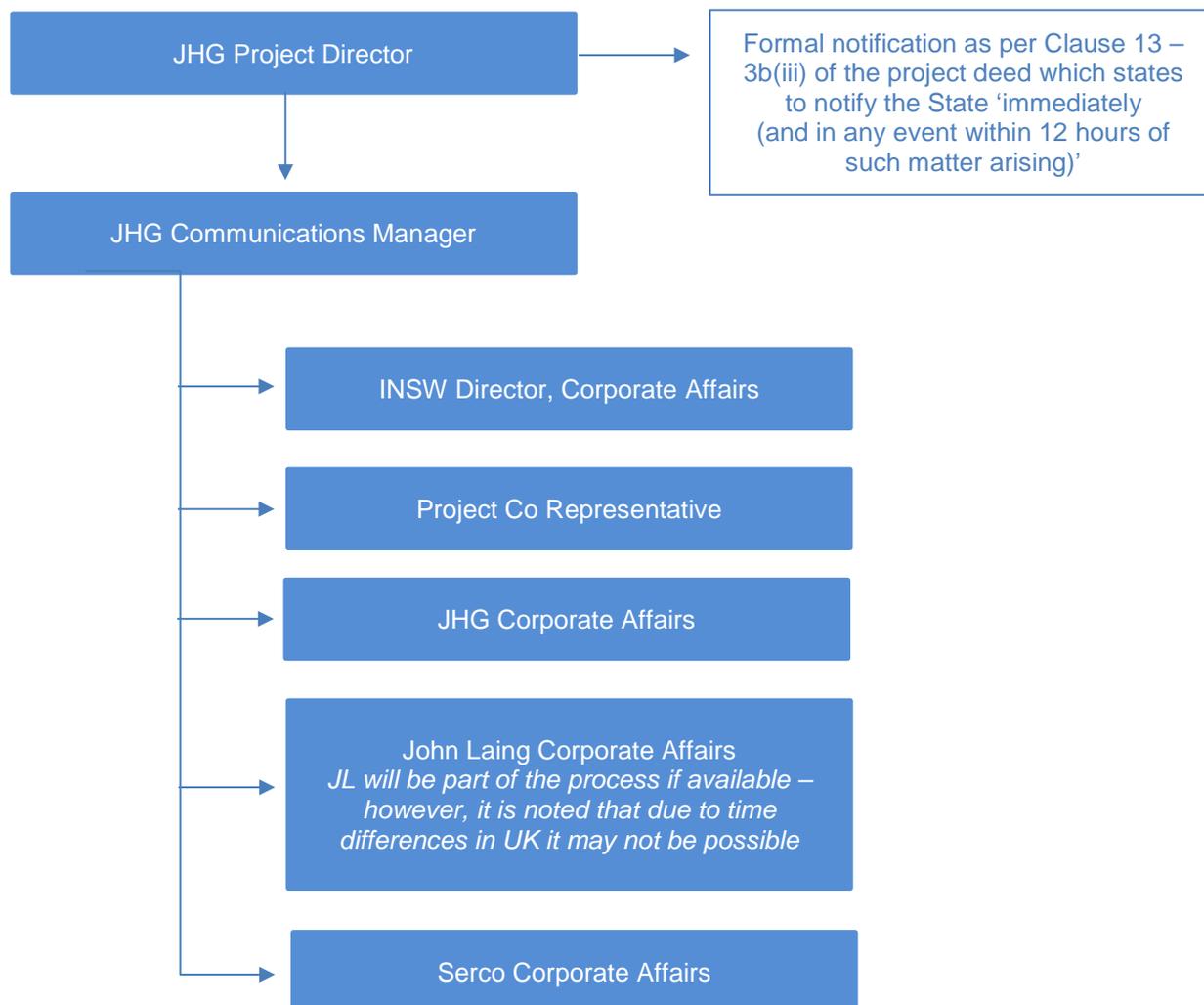
ENDS

New Grafton Correctional Centre

Construction Incident Communication Protocol

When a major incident occurs, it is critical that the communications teams within Northern Pathways, Infrastructure NSW and John Holland are notified as soon as possible, as these are the most immediate contact points for media enquiries.

The following process has been developed to ensure that in addition to the formal incident notification process detailed in the NGCC Project Deed, the communications functions are also notified about an incident in a timely manner.



Spokesperson

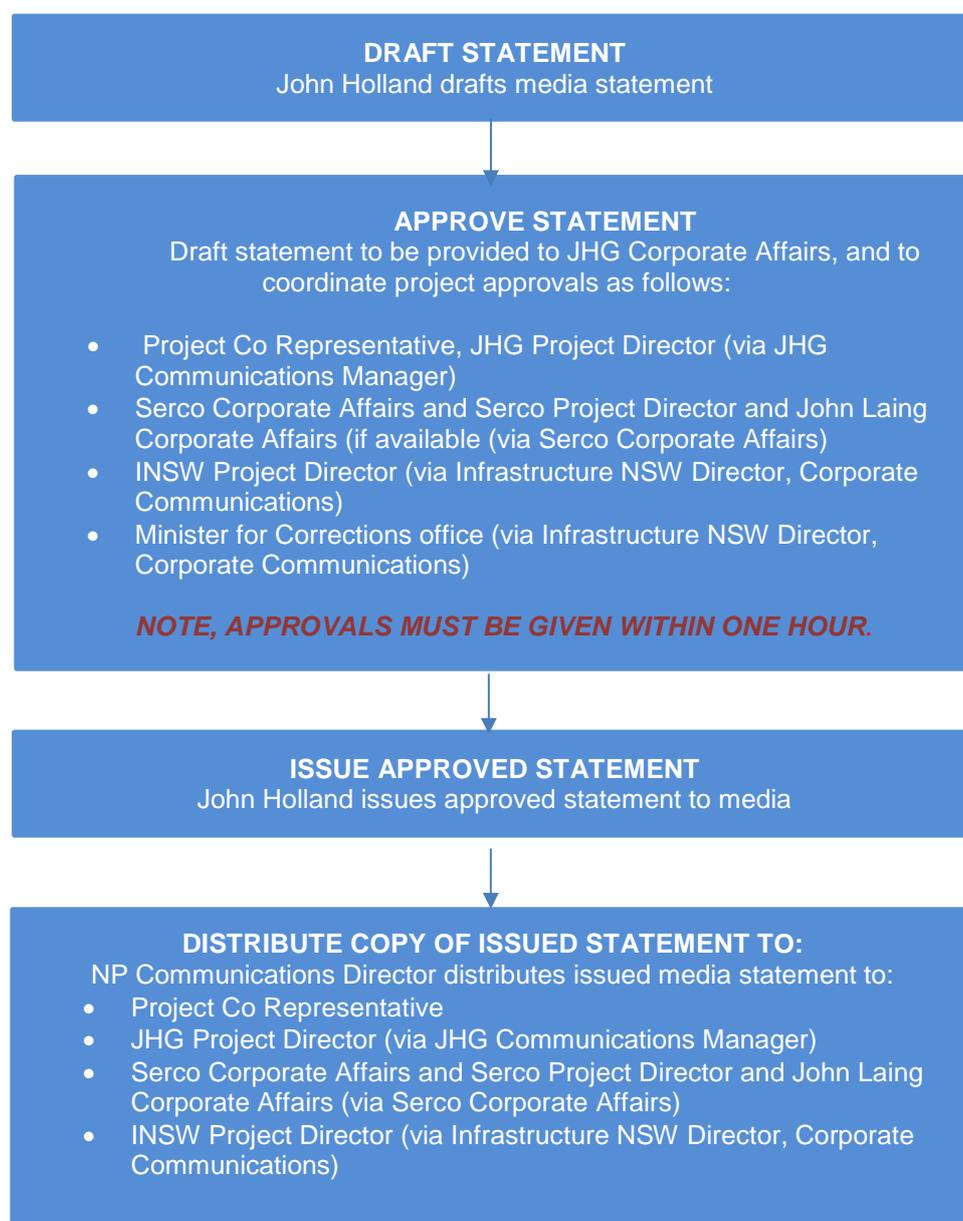
Statements will be provided by 'a John Holland spokesperson' in the first instance and the spokesperson for further statements or interviews will be determined by John Holland depending on the issue. The Spokesperson will note that John Holland is the Construction Contractor as part of the Northern Pathways project company.

Client and Project Co. involvement

The NSW Government may wish to make statements in the event of an incident; however these are anticipated to acknowledge that the incident is being managed by Northern Pathways. Northern Pathways will be represented by its Construction Contractor John Holland in respect of any incidents. The State and the Project Company will be involved in the approval processes for all statements relating to the PPP, as per the Project Deed media protocol above.

Media statements approval process

It's essential that a statement is prepared and approved ideally within the first hour of an incident so that we can quickly communicate the facts and reduce the risk of misinformation circulating through the media. This statement would essentially acknowledge the incident has occurred, that we are working collaboratively with the relevant authorities, and express compassion as appropriate. To ensure the statement is issued promptly, a range of first hour holding statements have been drafted for various possible scenarios. In the event of an incident, John Holland will locate the holding statement most relevant to the situation and edit it to reflect the incident. John Holland will then obtain approval as follows. JHG will email, text and phone each recipient to ensure that they are in acknowledgement of the statement. The statement will then form the basis of the first stakeholder communication. The process for approving the first hour holding statement and all other statements is as follows:



New Grafton Correctional Centre

Stakeholder communications

Following the distribution of media statements, we will ensure that all stakeholders are notified about the incident through our usual channels of communication.

The responsibility for communicating with stakeholders is shown in the below matrix – note that there will be other stakeholders to be contacted about the operational management of the incident, e.g. emergency services, and these are not included in the matrix.

Stakeholder Group	Responsibility for coordinating communications (as per NP or John Holland processes)
NP stakeholders	Project Co Representative
Media , including social media	John Holland, Serco, NP, INSW
Government (state and local) Infrastructure NSW	Project Co Representative
Clarence Valley Council (co-ordinated with INSW)	JHG Communications Manager/Project Director
Premier's Office Minister for Infrastructure Minister for Corrections	Infrastructure NSW
Project neighbours	JHG Communications Manager, in conjunction with JHG Construction Director and JHG Project Director, and Serco Project Director
Project Delivery Partners Tafe NSW ETC	Serco Project Director JHG Communications Manager
Local community, community action groups, interest groups	JHG Communications Manager
Service providers and utilities	JHG Construction Director
Consultants, architects, key suppliers	JHG Design Director/Construction Director
On site employees (including contractors)	JHG Construction Director
Project team employees	JHG Project Director
John Holland key stakeholders Security holders, analysts and brokers Clients and partners Executives Employees	John Holland Corporate Affairs
Serco key stakeholders Security holders, analysts and brokers Clients and partners Executives Employees	Serco Corporate Affairs
John Laing key stakeholders Security holders, analysts and brokers Clients and partners Executives Employees	John Laing Corporate Affairs

ENDS